

BOARD OF GOVERNORS
November 28, 2019
11:30 a.m. to 1:00 p.m.
Daphne Cockwell Complex – DCC 707 & 709

Time		Item	Presenter/s	Action	Page
11:30	1.	IN-CAMERA DISCUSSION (Board Members Only)	Mitch Frazer	Information	
11:45	2.	IN-CAMERA DISCUSSION (Executive Group Invited)			
END OF IN-CAMERA SESSION					
12:00	3.	INTRODUCTION			
	3.1	Chair's Remarks	Mitch Frazer	Information	
	3.2	Approval of the November 28, 2019 Agenda	Mitch Frazer	Approval	
12:05	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information	22-31
12:20	5.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information	32-34
12:25	6.	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Michael Benarroch	Information	35-55
12:35	7.	DISCUSSION ITEMS			
	7.1	Sexual Violence Policy	Denise O'Neil Green Michael Benarroch Deborah Brown	Approval	56-164
12:45	7.2	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer		
	7.2.1	Fiera Capital Report - September 30, 2019	Joanne McKee	Information	165-187
	7.2.2	Financial Statements (unaudited) for the period ending October 31, 2019	Joanne McKee	Approval	188-196
	7.2.3	Revenue and Expenditures for Bachelor of Fine Arts in Professional Music	Michael Benarroch Glenn Craney	Approval	197-201
	7.2.4	2019-20 Enrolment Update	Glenn Craney	Information	202-205
	7.2.5	Moody's Update to Ryerson's Credit Analysis	Joanne McKee	Information	206-213

8. CONSENT AGENDA

- | | | | | |
|-----|---|--|-----------------|----------------|
| 8.1 | Approval of the September 20, 2019 Minutes | Mitch Frazer | Approval | 214-217 |
| 8.2 | Amendments to the Ryerson Retirement Pension Plan Statement of Investment Policies and Procedures | Christina Sass-Kortsak
Jan Neiman
Joanne McKee | Approval | 218-258 |

9. FOR INFORMATION

- | | | | | |
|-----|---|-----------------------------------|-------------|----------------|
| 9.1 | University Relations Monthly Metrics and Reach | Jennifer Grass | Information | 259-262 |
| 9.2 | Periodic Program Review Summary and Implementation Plan Reports approved in 2018-2019 | Michael Benarroch
Kelly MacKay | Information | 263-314 |

10. TERMINATION

1:00 **NEXT MEETING OF THE BOARD** – January 29, 2020

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.”

APPOINTMENTS

Joanne Dallaire has been appointed elder (Ke Shay Hayo) and senior advisor – Indigenous relations and reconciliation. This new position represents a significant step in Ryerson's commitment to increasing Indigenous representation at the senior level, and to embedding the knowledge and perspectives of first peoples into the university's culture. To create an environment for reciprocal learning, Joanne will report to the provost and vice-president, academic and attend meetings of the Board of Governors, the senate, and the Academic Planning Group. Joanne has been well known at Ryerson for her work as campus elder, leading educational events and ceremonies and offering traditional teaching, as well as for her efforts with the Aboriginal Educational Council to Indigenize the curriculum. Previously, she worked as an educator and counsellor for the Ministry of Health Canada, the Centre for Addiction and Mental Health, and several First Nations and social service agencies.

Glenda Mallon has been appointed assistant vice-president, Facilities Management and Development. As interim AVP, Glenda led the Facilities Management and Development team to complete and open the Daphne Cockwell Health Sciences Complex, as well as the redevelopment of the Centre for Urban Innovation and 15 other renovation and construction projects under the federal Strategic Investment Fund (SIF) grant program. She also chairs the Indigenous Space Working Group and is currently working to develop and implement a multi-year deferred maintenance plan. Glenda has been at Ryerson since October 2012—previously as legal counsel and assistant general counsel. Previously, she worked as a real estate lawyer at Fraser Milner Casgrain LLP and Research in Motion. Glenda holds an LLB from Queen's University and an HBBA in Business Administration from Wilfrid Laurier University.

CONGRATULATIONS

Four Ryerson professors have received Early Researcher Awards (ERA) from the Ministry of Economic Development, Job Creation and Trade. With the help of this funding, *Idil Atak* (Criminology) will study the impact of border security measures on migrants' human rights, *Elsayed Elbeshbishy* (Civil Engineering) will research the ways sustainable energy can be derived from towns' and cities' waste, *Shelagh McCartney* (Urban and Regional Planning) will partner with First Nations to find ways of addressing the homelessness crisis in Northern Ontario First Nations communities, and *Shahareh Taghipour* (Mechanical and Industrial Engineering) will research maintenance for emerging technologies such as autonomous robotics and artificial intelligence.

Laura DeSousa (Child and Youth Care 2019) has become the second Ryerson student ever to be selected as a Global Winner by The Global Undergraduate Awards (UA) in Ireland, the world's largest international academic awards program. Her paper "LGBTQA+ Acceptance and Comfort in Schools" won the Education category. As well, *Michelle Fedorowich* (Social Work) was selected as a Highly Commended Entrant in Social Sciences: Sociology & Social Policy, and Christopher Berneck (Fashion

Communication 2019) was a Highly Commended Entrant in Social Sciences: Anthropology & Cultural Studies. All three students attended the Global Undergraduate Awards summit in Dublin in November to present their work.

PARTNERSHIPS

NIAGARA FALLS-RYERSON INNOVATION HUB – On September 3, the federal government announced a \$3-million grant from FedDev Ontario to establish the Niagara Falls-Ryerson Innovation Hub (NFRIH). Ryerson will partner with the City of Niagara Falls—which will match the \$3-million in funding over four years—and with Spark Niagara on the hub, for which the DMZ will supply a model and provide resources for designing programming and services. The hub will incubate and accelerate digital media start-ups, and it will create jobs while helping to diversify the local economy and revitalize the city’s downtown core.

EVENTS

RYERSON POW WOW RETURNS – On September 20 and 21, Saagajiwe, the Indigenous centre for research and creation, hosted a pow wow in the Kerr Hall Quad. Building on this success of last year’s pow wow—the first at Ryerson since 2001, held in the Kerr Hall Gym—the event moved outdoors, with the traditional pow wow on the 20th (followed by a screening of the movie *Smoke Signals*) and a vendor market and community social on the 21st. New this year, the pow wow was preceded by an education week, which included a treaty education panel, teachings about sacred medicines, a beading circle at the School of Fashion, and a showcase of deer hide tanning. The pow wow was co-led by Indigenous undergraduate students Amanda Cowell, Social Work; Karly Cywink, RTA School of Media; Josie Slaughter, Creative Industries; and Anthony Warren, Social Work. The pow wow was funded by a \$30,000 City of Toronto Indigenous Arts and Culture grant, as well as by the Office of the Provost, in support of a recommendation listed in *Truth and Reconciliation at Ryerson*.

ORANGE SHIRT DAY – On September 27, the Ryerson community participated in Orange Shirt Day, a nationwide initiative memorializing the devastating impact of the residential school experience. Students, faculty, and staff wore orange shirts, symbolic of the shirt that was taken from survivor Phyllis Webstad on her first day of residential school in Williams Lake, B.C. There were opportunities for education and reflection, including sessions on making buttons, corn husk dolls, and patchwork quilts; a lunch with Indigenous cuisine from Ryerson Eats; a roundtable discussion about truth and reconciliation; and a keynote address by elder Dorothy Peters, coordinator of the Nmakaandijiwin (Finding my way) program and the Community Health Worker Trainee program at Anishnawbe Health Toronto, who spoke about trauma and resilience. Ryerson’s annual Orange Shirt Day event enacts recommendations from students from the Ryerson TRC Community Consultation. It is organized by Aboriginal Student Services.

ONTARIO UNIVERSITIES FAIR – The annual event held September 27 to 29 at the Metro Toronto Convention Centre attracted 120,338 visitors. There were thirty thousand visitors to the Ryerson booth, over 3395 of whom—in an increase of 25% over last year—attended the presentations given by Ryerson recruitment officers. Representatives from each faculty, zone learning, and student affairs were on hand

to answer questions about academic programs, student life, and experiential learning opportunities. Our social media impressions increased by 196% over last year, with 550 views per snap on Snapchat and more than 63,684 Instagram story impressions. Also, 13,796 passports were scanned so prospective students could access more information about Ryerson—a 10% increase over last year. Special thanks to the Office of the Registrar for continuing leadership in preparation, coordination, and follow-up; and to the team of 826 faculty, staff, and student volunteers who gave every prospective student the feeling that Ryerson could be their home.

NATIONAL INSTITUTE ON AGEING DONATION – On October 1, the Slight Family Foundation announced a \$1-million donation to the National Institute on Ageing (NIA) to develop the Slight Policy Series on Ageing. The series will consist of reports and educational initiatives focusing on four themes: population diversity and ageing; age-friendly communities; financial security and ageing; and abuse, ageism, and social isolation. Drawing from these themes, the series will examine how to help more seniors age in the places of their choice, offering guidance to governments, the health-care sector, and private- and public-sector organizations that work with seniors. The funding to the NIA is part of the \$30-million Slight Family Foundation Seniors Initiative, which also funds organizations that will partner with the NIA over the course of the series, including the Alzheimer Society of Canada, the Canadian Red Cross, Dying with Dignity, and Egale Canada.

FALL CONVOCATION 2019 (2018 figures) – From October 16 to 17, three ceremonies celebrated the achievement of 2,167 (2,189) graduates eligible to cross the stage, awarding 1000 (982) undergraduate degrees and certificates, 744 (772) graduate degrees and certificates, and 423 (435) continuing education certificates. Thanks and appreciation are extended to members of the Board of Governors and Senate—in particular the Senate Awards and Ceremonials Committee, deans, speakers, nominators, 110 volunteers and 250 faculty members who participated, and everyone who contributed to making convocation very special for students and families.

GLOBAL LEARNING WEEK – From October 28 to November 3, Ryerson International hosted the university's third annual Global Learning Week, which offered education for Ryerson students about the experience of learning abroad and highlighted opportunities for them to do so. Events included the sharing of stories by students who have studied abroad, workshops on financial planning for funding a trip and on mental health while abroad, and drop-in information sessions hosted by individual faculties. As well, on October 31 at the DMZ Sandbox, Ryerson launched its new International Strategy, which comprises five priorities: global learning; research collaboration; projects and capacity building; international students; and innovation, incubation, and entrepreneurship.

TRANS AWARENESS MONTH – November was the fourth annual Trans Awareness Month at Ryerson, with Positive Space organizing events aimed at education about, advocacy for, and celebration of the university's trans community. Throughout, there was a focus on promoting inclusion for trans and gender-non-conforming students, staff, and faculty in classrooms and across campus. The SLC hosted screenings of the documentary *Transgender Parents*, by Toronto trans director Rémy Huberdeau, and the short film *Wet*, by non-binary director and Ryerson Image Arts: Film Studies student M. Goldbloom. During the month, Athletics & Recreation hosted Trans & Allies classes and Trans + Gender Diverse swim options, while the Ryerson Image Centre was lit up in blue, pink, and purple.

REMEMBRANCE DAY – On November 11th, the Ryerson community joined in reflection during the annual Remembrance Day ceremony in the Kerr Hall Quad—near which, during World War II, young pilots and crew were trained for the Royal Canadian Air Force. We honoured those who have given their lives for our freedom, including the 6,000 First Nations soldiers who served in the First and Second World Wars, with the laying of a wreath, a reading of John McCrae’s poem “In Flanders Fields,” a moment of silence, and the traditional Last Post and Reveille bugle calls. Participants pinned their poppies to decorative wreaths in respect and tribute.

ENHANCED CITIZENSHIP CEREMONY – On November 13, in partnership with the Institute of Canadian Citizenship (ICC) and Immigration, Refugee and Citizenship Canada (IRCC), the Ryerson University Library hosted an enhanced citizenship ceremony, during which 50 people from 22 countries received Canadian citizenship. The ceremony’s theme was “Innovation and Entrepreneurs.” It started with roundtable discussions, providing opportunities for new citizens to share stories about their journeys to citizenship; an informal reception followed the ceremony itself. Members of the Ryerson community, including faculty, students, and executives, were in attendance.

from the President’s Calendar

Sep 5, 2019: Conservative Party deputy leader Lisa Raitt toured the Centre for Urban Innovation; I greeted her and spoke with her about Ryerson’s contributions to society.

Sep 5, 2019: Along with Chair of the Board Mitch Frazer, I hosted a Board social, which included attending the TIFF premiere of the Canadian film *Clifton Hill* at the Ryerson Theatre.

Sep 6, 2019: I was interviewed by Toronto Star journalist Kristin Rushowy about the Ontario government’s approval of the Law School, for the feature article “Ryerson’s law school gets some provincial support, students now eligible for OSAP.”

Sep 9, 2019: I participated in a regular meeting of the executive committee of the Council of Ontario Universities (COU).

Sep 10, 2019: I was delighted to deliver remarks at the VIP opening reception for the Ryerson Image Centre’s fall exhibitions, and to welcome to campus Artur Walther, whose world-renowned collection of African photography is the source for the exhibition *The Way She Looks: A History of Female Gazes in African Portraiture*.

Sep 12, 2019: In Ottawa, I attended a joint research and international committee meeting of Universities Canada. Representatives of government agencies were in attendance to discuss issues such as how relations between countries are influencing the university sector, including research and institutions’ ability to attract international students.

Sep 13, 2019: Along with Provost and Vice-President, Academic Michael Benarroch, I met with the international and domestic undergraduate recruitment teams, as part of the training schedule that prepares recruiters to visit more than 1500 schools across Canada and beyond this fall.

Sep 13, 2019: I attended a Campus Master Plan Update Pop-Up, at which work on the Master Plan thus far was shared with members of the Ryerson community, who provided feedback.

Sep 13, 2019: Along with Karim Bardeesy, executive director of the Ryerson Leadership Lab, I met with Matthew Mendelsohn, deputy secretary to the cabinet (results and delivery) in the Privy Council Office of Canada, to introduce him to the Ryerson ecosystem.

- Sep 17, 2019:* As part of a dinner meeting organized by the Ontario Chamber of Commerce, I met with Binali Yildirim, former prime minister of Turkey, who was being introduced to leaders in various sectors in Toronto.
- Sep 19, 2019:* I met with Irvin Studin, president of the Institute for 21st Century Questions, to discuss Ryerson's interests in the institute's work.
- Sep 19, 2019:* I delivered welcome remarks at the Centre for Engineering Innovation and Entrepreneurship's event An Afternoon with Michael Serbinis. Serbinis, an engineer, entrepreneur, and angel investor, is the founder and former CEO of Kobo and now the CEO of health and wellness platform League.
- Sep 20, 2019:* I was delighted to attend the pow wow in the Kerr Hall quad, Ryerson's second in two years after a 17-year hiatus.
- Sep 24, 2019:* I attended a workshop on the Campus Master Plan hosted by Facilities Management and Development.
- Sep 24, 2019:* I was happy to give remarks to welcome Martin Chalfie, university professor at Columbia University and 2008 Nobel Prize laureate in chemistry, to campus at a reception hosted by the Faculty of Science.
- Sep 24, 2019:* I met with Asima Vezina, president and vice-chancellor of Algoma University, as part of an ongoing discussion about future collaboration between our universities on programming.
- Sep. 24, 2019:* I was pleased to give remarks welcoming students, parents, faculty, and staff to the official opening of Hillel Ryerson's new space at 415 Yonge Street.
- Sep 25, 2019:* Along with President Vezina, I met with Ross Romano, Ontario's minister of training, colleges and universities, to discuss ideas for collaboration.
- Sep 25, 2019:* I met with Visiting Practitioner Martin Regg Cohn for an update on his involvement with Ryerson.
- Sep 25, 2019:* I spoke with Edward Rogers, chair of Rogers Communications, about the ongoing partnership between Rogers and Ryerson.
- Sep 25, 2019:* I attended a regular meeting of the COU, followed by a meeting of COU executive heads.
- Sep 25, 2019:* I attended a reception for Ontario's Universities Summit with Ontario cabinet ministers Rod Phillips (Finance) and Ross Romano, as well as Peter Bethlenfalvy (president of the Treasury Board Secretariat of Ontario).
- Sep 26, 2019:* I attended Ontario's Universities Summit, where I introduced the session Understanding Public Opinion, at which representatives from Ipsos shared findings from public opinion polling and an internal survey of COU members. A discussion about opportunities for advocacy for provincial budgets followed.
- Sep 26–27, 2019:* In Ottawa, I attended a reception and dinner for a regular meeting of the NRC council, followed by the meeting itself the next day.
- Sep 28, 2019:* I was proud to attend the Ryerson booth at the Ontario Universities Fair to support our committed volunteers.
- Sep 30, 2019:* Along with Vice-Provost, Academic Kelly MacKay, I met with Meghan Moore, CEO of charitable organization the Loran Scholars Foundation, which gives scholarships to students entering university. We discussed collaboration with Ryerson on programming and the possibility of our hosting some of their events.

- Oct 1, 2019:* Along with Assistant Vice-President, University Relations Jennifer Grass, I greeted The Honourable Prabmeet Sarkaria, Ontario's associate minister of small business and red tape reduction, who was at Ryerson for the DisGovr GovTech Summit 2019.
- Oct 1, 2019:* I met with Andy Pringle, chair of the Toronto Police Services Board, to discuss Ryerson's Campus Master Plan.
- Oct 1, 2019:* I attended the Ryerson Democracy Forum event *Election 2019 - Behind the battle for your ballot*, which was hosted by Jarislowsky Democracy Chair Sanjay Ruparelia.
- Oct 2, 2019:* I was pleased to attend the annual welcome party for the Tri-Mentoring Program, which supports Ryerson's culturally diverse students in their pursuit of academic, personal, and career goals.
- Oct 2, 2019:* I met with Sofiane Belgadi, founder and CEO of the Lozard Group, an all-in-one service for startups, to discuss the innovation ecosystem at Ryerson.
- Oct 2, 2019:* I met with journalist and editor Diane Francis, formerly a distinguished visitor at TRSM, for an update on her activities.
- Oct 3, 2019:* I was pleased to deliver remarks at the annual conference for Ryerson's Management and Confidential employee group (MAC), and to share some thoughts on recent developments at Ryerson and on our outlook for the exciting months ahead.
- Oct 3, 2019:* I welcomed Caroline Mulroney, Ontario's minister of transportation and minister responsible for Francophone affairs, to campus, where she spoke as part of the School of Business Management's Regulation, Government and Socially Responsible Management lecture series.
- Oct 3, 2019:* Along with Jennifer Grass, I met with Chris Eby, executive vice-president of PSP Investment (the Public Sector Pension Investment Board) to discuss collaboration with Ryerson on the redevelopment of Downsview Park.
- Oct 4:* Along with Deborah Brown, vice-president, administration and operations and Ian Mishkel, vice-president, university advancement and alumni relations, I spoke with Cadillac Fairview's president and CEO, John Sullivan, continuing our discussion about the Campus Master Plan.
- Oct 5, 2019:* I was proud to give remarks welcoming prospective students to Ryerson's law school's very first open house, sharing with them our vision of the school as a leader in experiential education, entrepreneurship, and innovation.
- Oct 7, 2019:* Along with Ian Mishkel and Steven Liss, vice-president research and innovation, I met with Kevin Smith, president and chief executive officer and Brian Hodges, chief medical officer and executive vice-president, education of the University Health Network, to discuss potential collaboration between the network and Ryerson.
- Oct 8, 2019:* I attended the opening of the annual user conference for business-mobility and internet of things company SOTI (Soft Object Technologies Incorporated), SOTI SYNC 2019.
- Oct 8, 2019:* I was pleased to deliver remarks celebrating the opening of the Schneider Electric Smart Grid Lab's new space in Ryerson's Centre for Urban Innovation, which was attended by the Honourable Bill Walker, Ontario's minister of energy. At the event, I spoke with Schneider Electric Canada's president, Susan Uthayakumar, about expanding Ryerson's collaboration with Schneider into other areas.
- Oct 8, 2019:* At the SLC Amphitheatre, I was delighted to host Ryerson's annual Thanksgiving lunch for students.
- Oct 8, 2019:* Along with Ian Mishkel, I met with Ryerson Chancellor Emeritus John Craig Eaton II, to discuss the Campus Master Plan and give him an update about the Law School.

- Oct 8, 2019:* I dropped by Ryerson's on-campus polling station at the Student Campus Centre to encourage students to vote in the federal election.
- October 9, 2019:* I met with Tony Chahine, CEO of Myant Inc., which is partnering with the Faculty of Communication and Design on the Textile Computing Lab, to follow up about opportunities for further collaboration.
- October 10, 2019:* At the Asia Pacific Foundation of Canada's forum lunch on the topic of Canada's technology and geopolitics, I spoke about Ryerson's social entrepreneurship expertise on the panel Navigating a Future of Tech Uncertainty.
- October 10, 2019:* At the School of Graphic Communications Management, I attended a celebration of the life of its former chair, Mary Black, who oversaw the school's move to its current home in the Heidelberg Centre.
- October 11, 2019:* Along with Ian Mishkel, I met with Maple Leaf Sports Entertainment Chairman Larry Tanenbaum to update him on Ryerson's law school.
- October 15, 2019:* I participated in a regular phone meeting of Universities Canada's international committee.
- October 15, 2019:* Ian Mishkel and I met with former Ontario premier Bill Davis and his son, Neil Davis, partner at Davis Webb LLP, to update them on the progress of Ryerson's law school.
- October 15, 2019:* Along with Glenn Craney, deputy provost and vice-provost, university planning, I met with Patrick Brown, mayor of Brampton, and his chief of staff, Babu Nagalingam, to exchange new ideas for projects in Brampton.
- October 16, 2019:* I participated in the convocation ceremony for the Faculty of Arts and the Faculty of Communication and Design, at which activist, author, and former lawyer and judge Maryka Omatsu was awarded an honorary doctorate.
- October 16, 2019:* I participated in the convocation ceremony for the Ted Rogers School of Management and the Faculty of Science.
- October 17, 2019:* I participated in the convocation ceremony for the Faculty of Engineering and Architectural Science, the Faculty of Community Services, and the Chang School, at which entrepreneur and philanthropist Sajjad Ebrahim received an honorary doctorate.
- October 18, 2019:* I attended a talk at Massey College on "Journalism in the Age of Trump" by Haroon Siddiqui, editorial page editor emeritus of the Toronto Star and former distinguished visiting professor at Ryerson.
- October 21, 2019:* Along with members of the Ryerson community, I paid my respects to and posed for photographs with the National Basketball Association's Larry O'Brien trophy, which was on display at TRSM.
- October 22, 2019:* At Western University in London, Ontario, I was pleased to represent Ryerson at the installation of president Alan Shepard and chancellor Linda Hasenfratz.
- October 23, 2019:* I was pleased to give welcoming remarks celebrating the academic achievements and community leadership of continuing education students at the Chang School's Leaders in Learning 2019 Awards Evening.
- October 24, 2019:* I met with Sir Nigel Carrington, vice-chancellor of University of the Arts, London (UK), to discuss his institution's incipient partnership with FCAD.
- October 24, 2019:* I attended a town hall meeting at which members of the Ryerson community were consulted about the upcoming Strategic Mandate Agreement.

- October 25, 2019:* I met with Brendan Carr, president and CEO of the William Osler Health System Foundation, to discuss the potential for a partnership with Ryerson in Brampton to enhance health care.
- October 25, 2019:* I met with Ori Rotstein, vice-president of research and innovation at Unity Health Toronto, to discuss strengthening the relationship between the hospital and Ryerson.
- October 28, 2019:* I attended the opening event of Social Justice Week at Ryerson, *The Dish with One Spoon: Exploring the Meanings*, at which Indigenous educators discussed the Dish with One Spoon treaty.
- October 28, 2019:* Along with Ian Mishkel, I met with former chief justice Patrick LeSage to update him on the progress of Ryerson's law school.
- October 29, 2019:* Over lunch, I met with the Honourable Bill Morneau, Canada's minister of finance, to update him about Ryerson's current projects.
- October 29, 2019:* I was delighted to attend the official opening of the Creative Technology Lab in the Daphne Cockwell Health Sciences Complex.
- October 29, 2019:* I was pleased to deliver welcoming remarks at the School of Urban and Regional Planning (SURP)'s 2019 Awards Ceremony, as we celebrated the achievements of outstanding students while marking the 50th anniversary of SURP.
- October 30, 2019:* In Ottawa, along with university presidents from across the country, I attended a regular meeting of Universities Canada.
- October 31, 2019:* At the launch of Ryerson's Internationalization Strategy, I delivered remarks outlining Ryerson's strategic direction, discussing the need for internationalization, and celebrating the communal effort that produced the new framework.
- October 31, 2019:* I called Majid Jowhari, member of parliament for Richmond Hill, to congratulate him on his re-election.
- October 31, 2019:* Over dinner, I met with Mary Throop, partner at Summerhill Capital Management, to discuss the potential for Ryerson to develop a new program in condominium management.
- November 1, 2019:* I participated in a regular meeting, by phone, of the Council of Ontario Universities' Strategy and Planning Working Group.
- November 1, 2019:* I attended the Trans Awareness Month kickoff event in the SLC Atrium, where the Trans Awareness Month banner was displayed throughout November.
- November 2, 2019:* I was interviewed for the upcoming documentary film *Steadfast*, about the life of the Honourable Jean Augustine, Canada's former minister of state (multiculturalism and status of women), to whom Ryerson awarded an honorary doctorate in June 2019.
- November 4, 2019:* I met with Brian Segal, former president of Ryerson, to update him on recent developments at Ryerson.
- November 4, 2019:* I met with two of Ryerson's winners of the 2019 Global Undergraduate Awards (UA)—Highly Commended Entrants Christopher Berneck (Fashion Communication) and Michelle Fedorowich (Social Work)—to discuss their ground-breaking research and their upcoming trip to Dublin for the UA's Global Summit, along with Ryerson's Global Winner, Laura DeSousa (Child and Youth Care).
- November 4, 2019:* I was honoured to deliver welcoming remarks at the Ryerson-hosted Nishnawbe Aski Nation (NAN) Housing Advisory Lab, which explored ways to overcome systemic barriers in the housing system.

- November 4, 2019:* I visited Rubix 2019, FCAD's annual showcase of innovative scholarly research and creative projects by faculty members.
- November 5, 2019:* I met with two representatives of Heriot-Watt University in Edinburgh, Scotland—Chancellor Bob Buchan and Deputy Principal (Enterprise & Business) Gillian Murray—to discuss the possibility for bilateral cooperation between institutes of higher education in Scotland and Ontario.
- November 5, 2019:* I met with Janet Morrison, president of Sheridan College, to discuss the potential for collaboration with Sheridan in Brampton.
- November 6, 2019:* I was pleased to attend a luncheon to celebrate the 26th annual Canadian Disability Hall of Fame Induction.
- November 6, 2019:* I met with Art Slutsky, former vice-president of research at St. Michael's Hospital, to discuss ways to enhance the collaboration between the hospital and Ryerson.
- November 7, 2019:* Along with Phyllis Yaffe, consul general of Canada in New York City, I hosted the Ryerson alumni event *Ryerson in New York City*, which brought together New York-based alumni and friends to learn about what is new at the university. Our guest speaker was John Tory, mayor of Toronto. Prior to the reception, I met with Phyllis Yaffe to update her on the progress of Ryerson initiatives, and also with Mayor Tory about our university's partnership with the City of Toronto.
- November 8, 2019:* Along with Jennifer Grass, I met with Milton, Ontario's new member of parliament, Adam Van Koeverden, to discuss the potential for collaboration between Milton and Ryerson.
- November 9, 2019:* I attended a dinner at this year's George Vari Conference for engineering students, at which the guest speaker was former astronaut Roberta Bondar.
- November 10, 2019:* At a Canada-Pakistan Business Council Dinner honouring Ryerson honorary doctor Sajjad Ebrahim, I gave remarks celebrating Dr. Ebrahim and attesting to his generosity in assisting Ryerson's Lifeline Syria Challenge.
- November 11, 2019:* At the annual Remembrance Day ceremony in the Kerr Hall Quad, I delivered remarks paying tribute to fallen soldiers and encouraging members of the Ryerson community to reflect on and remember all those affected by wars and conflicts around the world.
- November 11, 2019:* Michael Benarroch, Glenn Craney, and I sat down with two representatives from the Ontario Ministry of Colleges and Universities--Marny Scully, executive lead of strategic mandate agreements, and Kayla Vanwyck, manager of strategic mandate agreements—for the first round of negotiating SMA3.
- November 11, 2019:* I was pleased to attend the launch of Ryerson's Creative Innovation Studio, and to give remarks celebrating this new space, which will foster engagement with the public and facilities to enable real-time collaboration with partner universities around the world.
- November 12, 2019:* I gave remarks affirming Ryerson's condemnation of anti-Semitism and racism and respect for inclusion and diversity at the Hillel Education Week Memorial Ceremony, where keynote speaker Nate Leipziger shared his story of surviving the Holocaust with the Ryerson community.
- November 13, 2019:* I welcomed Lisa Thompson, Ontario minister of government and consumer services, and Dan Mathieson, mayor of Stratford, to Ryerson for the Cybersecure Catalyst seminar for Ontario municipalities.
- November 13, 2019:* I attended an enhanced citizenship ceremony performed by Immigration, Refugees and Citizenship Canada at the SLC, and I gave remarks congratulating 52 new Canadian citizens.
- November 13, 2019:* Along with Assistant Vice-President International Anver Saloojee, I met with Patrick Case, assistant deputy minister with the Ontario Ministry of Education, to update him on the progress of Ryerson's law school.

November 13, 2019: I participated in a call with President Vezina, Minister Romano, and Minister Phillips to discuss the potential for a north-south collaboration between Algoma and Ryerson, to benefit northern communities.

November 13-15, 2019: I attended the Ontario economic summit, where I heard great conversations and learned about innovative ideas for strengthening our economy from thought leaders from academia, the government, and industry.

November 14, 2019: At a remembrance event for the late Kendra Schank Smith, formerly chair of Ryerson's School of Architectural Science, I gave remarks expressing Ryerson's gratitude for her accomplishments in developing the school's programs and facilities, her passion for teaching and research, and her kindness to students and colleagues.

MEMORANDUM

To: Members of the Board of Governors

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

Subject: Report from the Secretary

Date: November 19, 2019

1. Board Fall Social

A huge thank-you to Tony Staffieri for hosting the Board Fall Social on October 22, 2019 at the Scotiabank Arena, where we were fortunate enough to celebrate the raising of the world championship banner and the distribution of the championship rings.

2. Governance Essentials Training

Thank you to the university leaders, listed below, who provided the thoughtful and informative content that makes up the training the Board Secretariat provides to Board members.

- (a) Sexual Violence Policy:** On October 3, 2019, Denise O’Neil Green, Toni De Mello and Jia Qing Wilson-Yang provided an overview of the university’s sexual violence policy and support services.
- (b) Financial Literacy – Module 1:** On October 10, 2019, Joanne McKee led an introduction to financial statements, key concepts and the differences between for-profit and non-profit organizations.
- (c) Introduction to Performance Measurement:** On October 17, 2019, Glenn Craney provided background on the purposes, audiences, and limitations of the performance measurements the university uses.
- (d) Research and Innovation:** On October 22, 2019, Steven Liss described the goals, challenges and priorities for the research and innovation portfolio at the university.
- (e) Communications:** On November 7, 2019, Jennifer Grass provided an overview of how the university uses strategic communications to promote its brand.
- (f) Upcoming Sessions:** All Board members are welcome to attend the following upcoming training sessions:
 - a. Financial Literacy - Module 2 - January 16, 2020 - 12:00 p.m. to 1:30 p.m.
 - b. University Advancement – to be rescheduled.

3. Board Secretariat Team

(a) **Catherine Redmond, Governance Officer** elected to participate in the Voluntary Retirement Program and will retire this Fall after sixteen (16) years of service in the Board Secretariat. We celebrated Catherine's retirement on November 21, 2019 following the meetings of the Finance and Audit Committees.

(b) **Council of Ontario University Secretaries Annual Conference:** On November 8, 2019, the Board Secretariat team attended the annual conference for university governance professionals at the Council of Ontario Universities' (COU) office in downtown Toronto. David Lindsay, President and CEO of COU, Barbara Paul, former Chair of Queen's University's Board of Trustees, Daniel Wolf, former Principal and Vice-Chancellor of Queen's University, and Chabriel Colebatch, current Chair of the Council of Ontario University Secretaries, provided insight into the challenges facing universities from a governance perspective.

4. Additional Board member resources

A reminder to Board members about additional governance resources:

- a. **Institute of Corporate Directors (ICD):** Ryerson University offers membership to the ICD to all Board members. The ICD is a not-for-profit, member-based association promoting the effectiveness of Canadian directors and boards. For more information about the ICD, including programs offered, please visit their website: <https://www.icd.ca/Home.aspx>
- b. **Canadian University Boards Association (CUBA):** Ryerson University is a member of CUBA, which is a national network of Board professionals. CUBA offers resources and discussion forums for Board Chairs and Vice-Chairs, as well as Secretaries. For more information about CUBA, please visit their website: <http://www.cuba-accau.ca>

Catherine Redmond: Biography

Catherine Redmond has been employed at Ryerson University since February, 2003 as Assistant to the Secretary of the Board of Governors. In 2011 she was promoted to Governance Officer and has been in that role until now. Previously, Catherine had been Secretary of the Board of Governors and Executive Assistant to the President at the Ontario College of Art & Design (OCAD) and had been in that role for sixteen years. After graduating from Victoria College, University of Toronto, Catherine had worked at the Law Society of Upper Canada, Bar Admissions Course.

**Ryerson University Board of Governors
Provost and Vice-President Academic
Report for meeting of November 28, 2019**



BOARD GREETINGS – With the academic year well under way, here is an update on recent developments at Ryerson that find us reaching around the globe and looking to the future—while continuing to foster diversity back home.

Internationalization: A milestone in the fall term has been the announcement of Ryerson’s new International Strategy. Informed by consultation with students, faculty, and staff, the strategy sets out five priorities and seven values that will help extend our reach as we foment research collaboration, attract international students, and offer our leadership and expertise to other institutions and regions. Our reputation is already growing: As of September 2019, international enrolments to the first year of degree programs were up by 13.7% over last year, while international students made up the bulk of the 77% increase in Master’s applications and the 21% increase in doctoral applications Ryerson has seen since 2015. Overseas learning opportunities for Ryerson students are increasing: After a successful pilot year, FCAD’s creative engagement in Cortona, Italy will continue annually in the spring/summer term from 2020 onward.

Innovative Programs: The Faculty of Communication and Design has received approval from the Ontario Universities Council on Quality Assurance for its Honours BFA in Professional Music—the first of its kind in Canada—which is slated to start in Fall 2021. Senate has approved a new minor in Middle East and North Africa Studies, as well as the first minor to be offered jointly between two faculties: Events and Live Entertainment, a collaboration between Hospitality and Tourism Management at the Ted Rogers School of Management (TRSM) and Creative Industries at FCAD. The Blended Learning Lab has provided inaugural funding to support nine projects across Ryerson’s faculties that combine online and in-class learning, providing students with greater flexibility in the time, pace, and place of their learning; the first blended courses will be offered in Fall 2020.

New Initiatives: The inaugural Juris Doctor program at Ryerson’s Law School, set to launch in Fall 2020, has received approximately 1900 applications—considerably more than the 1000 to 1500 that were projected during the school’s planning phase. The DMZ is building new regional hubs—working with the City of Niagara Falls on an incubator program and partnering with Ryerson’s Cybersecure Catalyst to build capacity for an accelerator program in Brampton. This fall, FCAD is officially launching two new spaces: The Creative Innovation Studio (housing the Design Fabrication Zone, the Fashion Zone, the Transmedia Zone, and HQ—a new venue and convening space) and The Creative Technology Lab (offering advanced fabrication technology unique to Ryerson). As a campus-wide project, a new Teaching and Learning Space Working Group has been struck to identify needs and establish standards for teaching and learning spaces and to set priorities for renovation and the creation of new spaces.

Inclusion and Well-Being: The Ryerson University Library is piloting a reserve textbook collection to provide greater access to essential learning materials for students while addressing the challenges posed by the continually increasing costs of textbooks. To date, students have borrowed material from the

collection over 2,000 times. On Sept 19, in collaboration with Hydro One and the Ryerson Career and Co-op Centre, FEAS held the *Inclusivity in STEM* conference; post-event surveys revealed that 100% of students felt more prepared to continue their engineering careers, had been connected with role models and widened their network, and had a greater sense of belonging within their community. The Office of Social Innovation has provided a full-time spring and summer contract for Jeremie Caribou to develop and lead a series of walking tours on campus focused on Indigenous history and culture and is currently supporting five Media Production students in developing a short film series on Indigenous resilience. New programs in Recreation at Ryerson this fall include wheelchair basketball, sledge hockey, and trans + gender diverse swimming.

APPOINTMENTS

Gary Hepburn has been appointed dean of the G. Raymond Chang School of Continuing Education effective January 1, 2020. As past president of the Canadian Association for University Continuing Education (2017–18), Gary has a wealth of experience and leadership in the field. He joins us from the University of Manitoba, where as dean of the Division of Extended Education, he oversaw non-credit programs. Previously, he was the director of academic programming and delivery at the University of the West Indies' Open Campus, and for 15 years, he was associate professor at Acadia University, where he specialized in educational technology and online education. Gary holds a PhD in curriculum and instruction from the University of British Columbia and an M.Ed from St. Mary's University in Halifax.

Ravi Vatrappu has been named Loretta Rogers Research Chair in Digital Enterprise by the Ted Rogers School of Management, where he will teach and conduct research on the digital transformations of organizations. Previously, Ravi was director of the Centre for Business Data Analytics and professor of Computational Social Science at the Copenhagen Business School. There, he led research into the intersections of computer science and social sciences. Prior to this, he was professor of Applied Computing at Kristiania University College in Norway. He holds a PhD in Communication and Information Sciences from the University of Hawaii at Manoa, an MSc in Computer Science and Applications from Virginia Tech, and a BTech in Computer Science and Systems Engineering from Andhra University in India. [EFFECTIVE WHEN? TK]

Cory Searcy, formerly the interim dean of The Yeates School of Graduate Studies (YSGS), has been appointed vice-provost and dean of YSGS. Cory led the creation of Ryerson's Graduate Scholarship (RGS) Awards and helped to coordinate the efforts to meet the year's graduate enrolment targets. He has also continued progress on YSGS's Indigenous framework, advanced new program development, and planned for the occupancy and animation of the new space for interdisciplinary graduate students in the Daphne Cockwell Health Sciences Complex. Prior to his role as interim dean, Cory was associate dean, programs, YSGS, where he played a critical role in building a community and culture of inquiry, elevating excellence in graduate education, attracting and retaining outstanding graduate student talent, and delivering leading academic and administrative supports and services. Cory studies corporate sustainability indicators, sustainability reporting and sustainable supply chain management. He is a professor of industrial engineering and former graduate program director for the interdisciplinary Environmental Applied Science and Management program. He holds a BSc and an MSc from the University of Manitoba, as well as a PhD from the University of Alberta.

CONGRATULATIONS

Valentina Caballero, a student in the RTA School of Media, won a 2019 Top Talent Adobe Design Achievement Award for her short film *Memories (Recuerdos)*, which is dedicated to families separated at the United States-Mexico border. She was invited to attend Adobe's design conference, MAX, in November in Los Angeles, as part of the emerging talent creator group.

The DMZ has been named one of the top five university business incubators in the world by the [UBI World Benchmark Study](#). It is the only North American incubator in the top five, joining the #1-ranked SETsquared Partnership in the UK as well as the (unranked) İTÜ Çekirdek at Istanbul Technical University, Polihub at Politecnico di Milano, and YES!Delft at the Delft University of Technology. The study states that these programs “outperform their global peers with regard to the value they provide to their innovation ecosystems and client startups, as well as the attractiveness of the programs themselves.”

The Faculty of Engineering and Architectural Science received a Bronze Circle of Excellence award in the Student Recruitment Publications category from the Council for Advancement and Support of Education (CASE) for its 2019 undergraduate admissions handbook, *Be Greater Than*. CASE cited the handbook's visual appeal and the fun way it conveys important information.

Marco A. Fiola, professor of Languages, Literatures and Culture, has been named the 2019–20 Ryerson fellow at Massey College at the University of Toronto. He will be provided with space at the college and with resources to pursue his research in translation theory and lexicography-terminology. In addition, *Andrew Millward* professor of Geography and Environmental Studies, and *Deborah de Lange*, professor of Global Management Studies have been named visiting scholars at Massey College for 2019–20.

PARTNERSHIPS

LEGAL INNOVATION – On October 7, the Ontario Bar Association (OBA) announced that Ryerson's Legal Innovation Zone (LIZ) will be its 2019–2020 Innovator-in-Residence. As the OBA's second-ever Innovator-in-Residence (and the first to be linked to a university), LIZ will provide new tools to help Ontario lawyers better deliver services to their clients and keep up with the pace of technological change by providing innovative tools that will enable them better deliver their services to clients. In making the announcement, OBA president Colin Stevenson [called LIZ](#) an “obvious choice” given its “reputation as one of the world's leading legal innovation hubs.”

EVENTS

RYERSON IMAGE CENTRE EXHIBITIONS – On September 11, the Ryerson Image Centre celebrated the launch of three exhibitions. In the Main Gallery and University Gallery, *The Way She Looks: A History of Female Gazes in African Portraiture* is curated by Sandrine Colard (professor of art history at Rutgers University-Newark). It presents photographs from the Walther Collection of photography and lens-based art from Africa for the first time in Canada, showcasing work from the 19th century to the present day. It focuses on the ways women have been represented and have, more recently, taken their place behind the camera, subverting or challenging the “male gaze.” On the New Media Wall, *Syrus Marcus Ware*:

Ancestors, Can You Read Us? (Dispatches from the Future) finds Ware, a Toronto artist, imagining a future from where racialized activists communicate with their ancestors in the present day. In *Lucy Lu: Da Pi Yuan* in the Student Gallery, Toronto-based artist Lu explores her Chinese-Canadian identity with archival material from her family and new photographs taken in the apartment complex in Xi'an, China, where she grew up and where her grandparents still live.

TIMBERFEVER – From September 12 to 15, Ryerson held the fifth annual Timberfever competition, in which around 100 architectural science and civil engineering students from Alberta to the Maritimes worked together to build structures out of wood. Presented by Moses Structural Engineers, the competition is designed both to break down barriers between architects, engineers, and builders (with members of Carpenters' Local 27 mentoring the students on using power tools) and to give students experience working with wood—a material whose role in sustainability is making it increasingly popular in buildings. This year was the first when teams were “scrambled” to include students from different universities; each team constructed urban parklets—amenities for retail streets including seating, shade, shelving, and planters. The projects were judged on their design and construction, and they were donated to the public after the judging.

REBUILDING THE PUBLIC SQUARE – On September 13, the Ryerson Leadership Lab launched its flagship research project, Rebuilding the Public Square, which surveyed 3000 Canadians to assess their digital news literacy and its effects on their political engagement, as well as their attitudes towards regulating social media platforms. In findings that were widely reported—including in the Washington Post—the project discovered that while many Canadians get news from social media companies, they do not trust them to do what is in the public interest. Three out of four Canadians support requirements for these companies to tackle disinformation and hate speech, while three out of five believe the government should require the companies to address the political issues the spread of such content has created. The Lab has used the findings in partnering with Ryerson's Democratic Engagement Exchange to develop tools to increase digital and civic literacy.

SCIENCE LITERACY WEEK -- From September 16 to 22, Ryerson participated in Science Literacy Week, an annual national celebration of science and research. This year's theme was “oceans,” and SciXchange hosted events on-campus and beyond, many of which focused on the impact of climate change on the health and biodiversity of the world's oceans. Events included a livestream with the crew of the Nautilus expedition, which is exploring the eastern Pacific Ocean; presentations on pollution in oceans by Ryerson Urban Water, the Biology Course Union, and Ryerson Science Society; a series of science seminars for seniors co-hosted by the Chang School; an introductory workshop on coding and robotics; an Indigenous science demonstration of hide tanning in the quad (in partnership with Indigenous education week); and Soapbox Science at the Word on the Street festival, where 12 female scientists told festival-goers about their cutting-edge work.

INTERNATIONAL ISSUES DISCUSSION – On September 18, the International Issues Discussion (IID) series, which since 2005 has been inviting experts to discuss hot-button topics, kicked off its 2019–20 season with “Populism: Trump and Europe. Can it Happen Here and What to Do About It?” held in partnership with *Conserve Democracy*. The event featured special guest Jon Allen, a veteran of the foreign service and formerly Canadian ambassador to Spain, [who stated that](#) economic inequality must

be tackled in order to stave off populism. Subsequent discussions have been “How Fake News Came to Trump Real News in So Many Minds” (October 2, with Suanne Kelman, professor emerita at the School of Journalism) and “When Destiny Calls: Surviving the First Congo War” (October 23, with author and First Congo War survivor Oliver M. Mweneake and journalist Nadia Zaidi). IID co-founder and professor of history Arne Kislenko remains the series’ faculty advisor.

STUDENT TRANSPORTATION STUDY – On October 1, Ryerson, along with nine other colleges and universities in the GTA and Hamilton, launched StudentMoveTO, a ground-breaking study on student transportation. Updating a 2015 study of the same name, which focused on four universities (including Ryerson), this iteration will explore how the 600,000 post-secondary students in the region travel to and from school. As with its predecessor, it will use this information in order to provide insight on potential policy changes involving areas such as public transportation, parking, and bicycle storage. The study is currently in its first phase: a survey, running until November 15. StudentMoveTO’s principal investigator is Raktim Mitra, associate professor at Ryerson’s School of Urban and Regional Planning, and the student project manager is Ryerson’s Ryan Taylor.

100 DEBATES ON THE ENVIRONMENT – On October 3, Ryerson participated in the national effort “100 Debates on the Environment,” which organized 107 non-partisan debates across Canada prior to the national election. The Ryerson debate was organized by the Ryerson Leadership Lab and hosted by Visiting Practitioner (and Toronto Star journalist) Martin Regg Cohn. Participating were Brian Chang (Toronto Centre, New Democratic Party of Canada), Annamie Paul (Toronto Centre, Green Party of Canada), and Adam Vaughan (Spadina-Fort York, Liberal Party of Canada), who discussed their policy proposals to address the climate crisis and to build sustainability. In an article in the Star the following day (“Canada’s two solitudes — environmental and electoral”), Regg Cohn [wrote about](#) how “Young, first-time voters dominated the audience. I’ve covered many raucous all-candidates’ debates, but never moderated an encounter quite so passionate — or polite.”

DEMOCRACY AND CITIZENSHIP CONFERENCE – On October 5 and 6, the TRSM hosted *Constitutional Democracy Under Stress – A Time For Heroic Citizenship*, a free weekend conference on the state of liberal constitutional democracy. Organized by the civic education initiative Section 1 along with Mosaic Press, the conference showcased 25 speakers including celebrated primatologist and UN Messenger for Peace Jane Goodall (via videoconference), former chief electoral officer of Canada Jean-Pierre Kingsley, Massey College Principal (and former Ontario minister of natural resources) Nathalie Des Rosiers, and secretary-general of the InterAction Council Thomas Axworthy. The speakers participated in panels such as “Setting the Table – The Gold Standard and the Retreat of Liberal Democracy,” “Data and Democratic Decision-Making,” and “Some Advice for Twenty-First Century Democracies.”

OPEN ACCESS WEEK – From October 21 to 25, Ryerson participated in the annual global event Open Access Week, which is designed to raise awareness of the benefits of open access to information. This year’s theme was “Open for Whom? Equity in Open Knowledge.” Events were hosted at the Ryerson University Library, and they included a keynote address by Leslie Chan, professor of Critical Development Studies at the University of Toronto Scarborough, on “Open Access and Inclusive Infrastructure in Support of Epistemic Diversity and Knowledge Equity”; a screening of the documentary *Paywall: The Business of Scholarship*; workshops on open-access publishing and social annotation; a

Wikipedia “Edit-a-thon” focusing on Canadian history; and a presentation of the Ryerson Library Open Access Wall of Fame 2019 award to Professor Jennifer Lapum at the School of Nursing.

SOCIAL JUSTICE WEEK – From October 28 to November 1, Kikéola Roach, Unifor National Chair in Social Justice and Democracy, hosted Ryerson’s ninth annual Social Justice Week. This year’s theme was “Recipes for Change.” Its signature event, the ECI Mandela Lecture, was *True North: Unmasking Slavery in Canada*, delivered by Charmaine Nelson, professor of Art History at McGill University. Other events included talks, discussions, and panels on activism in a range of areas, as well as an introduction to the Yellowhead Institute’s new Red Paper, *Land Back*, which examines dispossession of land and water from Indigenous peoples. On display throughout the week were two visual exhibitions: *Never Asked for It Gallery*, which showcased clothing worn by survivors while they were being sexually assaulted, and *Messmates*, which highlighted interspecies connectivity to foster dialogue about climate justice.

FACULTY OF LAW CONFERENCE – On November 2, the Faculty of Law hosted its first-ever public event—the conference *Legal Practice and Equity: A conversation with the Bar, the Bench, and the Faculties of Law*. The conference focused on how to advance equity, diversity, and inclusion in Ontario’s legal community and legal system. Attendees from the judiciary, the legal profession, and universities discussed topics including judicial decision-making, law schools’ recruitment of JD students, professional employers’ recruitment of new graduates, the evolution of law school curricula, and how to improve access to social justice among communities who are overrepresented in the criminal justice system. The conference was sponsored by three Toronto law firms and endorsed by 11 legal associations and advocacy organizations for diverse groups.

CREATIVE NATIVE – On November 9 and 10, on the Six Nations reserve, Creative Native, a project helmed by FCAD and legendary Indigenous singer/songwriter Buffy Ste-Marie, launched the music festival *The Space Between*. The festival was the culmination of a six-month process involving roughly 20 Six Nations youth, aged 13–26, who dreamed up and organized *The Space Between*, along with Connor Martin, a fourth-year student in the RTA School of Media who grew up on the reserve. The youth met with mentors who supported their planning and preparation; as a next step after the festival, they are now going on to mentor their own peers in a nearby participating community who are designing their own Creative Native show. Creative Native is supported by more than \$100,000 from Saagajiwe, an Indigenous centre in FCAD, which raised the funding from the Bell Media Fund, the Donner Canada Foundation, and the Social Sciences and Humanities Research Council of Canada (SSHRC).

ATHLETICS – The 2019–2020 athletic season is underway. Men’s and Women’s Soccer have both achieved success: the men’s team finished the regular season second in the OUA East division and ranked fifth in Canada, and they made the OUA quarterfinals—as did the women’s team, for the first time in their program’s history. The Rams have started their basketball, hockey, and volleyball seasons with tremendous fan support. Men’s Hockey hosted a Homecoming game in collaboration with the Ryerson Students’ Union, with more than 2,450 fans in attendance as the Rams beat the defending OUA champions, the Queen’s Gaels, 4-1. Both basketball teams won their home openers in front of a full Coca-Cola court, and the volleyball teams hosted an Ontario Volleyball Association event with over 500 athletes and families in attendance.

Cory Searcy - Biography

Cory Searcy, formerly the interim dean of The Yeates School of Graduate Studies (YSGS), has been appointed vice-provost and dean of YSGS. Cory led the creation of Ryerson's Graduate Scholarship (RGS) Awards and helped to coordinate the efforts to meet the year's graduate enrolment targets. He has also continued progress on YSGS's Indigenous framework, advanced new program development, and planned for the occupancy and animation of the new space for interdisciplinary graduate students in the Daphne Cockwell Health Sciences Complex. Prior to his role as interim dean, Cory was associate dean, programs, YSGS, where he played a critical role in building a community and culture of inquiry, elevating excellence in graduate education, attracting and retaining outstanding graduate student talent, and delivering leading academic and administrative supports and services. Cory studies corporate sustainability indicators, sustainability reporting and sustainable supply chain management. He is a professor of industrial engineering and former graduate program director for the interdisciplinary Environmental Applied Science and Management program. He holds a BSc and an MSc from the University of Manitoba, as well as a PhD from the University of Alberta.

Board of Governors Meeting

November 28, 2019

Michael Benarroch, Provost and Vice-President, Academic



**Ryerson
University**

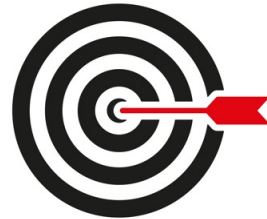
Ontario Campus Free Speech Policy



Overview



Premier Ford announced in 2018 that colleges and universities must develop, implement and comply with a free speech policy.



- A. All colleges and universities have a strong and clear policy; and,
- B. Policies are consistent across institutions.



- Tasked to report to the MCU on how free speech is addressed by postsecondary institutions
- Institutions are required to submit annual reports

Ryerson's Commitment to Freedom of Speech

Ryerson's Freedom of Speech website contains **five administrative documents** that constitute the **university's free speech policies**:

1. 2010 Senate Statement on Freedom of Speech
2. Policy on Discrimination and Harassment Prevention
3. Student Code of non-academic conduct
4. Temporary use of space policy
5. Workplace civility and respect policy

Plus: Ryerson's HEQCO Report submission



Highlights of Ryerson's Response

The process identified four key points:

1. Policy Scope
2. Limits to Free Speech
3. Cost
4. Protest



FREEDOM OF SPEECH

"I disapprove of what you say, but I will defend to the death your right to say it." —Voltaire (1694-1778)

Highlights of HEQCO's Inaugural Annual Report



- Launch of institutional policies were successful
- The essential principle of the University of Chicago position is that freedom of speech *explicitly and unequivocally takes precedence over civility and respect in public discourse*
- All institutions submitted implementation reports
- After eight months, no institutions were identified as requiring amendment

Lessons & Conclusions



- ✓ Next year, HEQCO will issue a template and share their requirements earlier so institutions can better prepare themselves for data collection and response
- ✓ This cycle allowed HEQCO to prepare a province-wide report
- ✓ The initial roll out of the free speech initiative across Ontario colleges and universities has met government objectives

Strategic Mandate Agreement (SMA3)



Overview



- SMA3 instructions provided information on:
 - Metrics
 - Target Setting, Band of Tolerance, and Penalties
 - Weighting and Amount of Funding at Risk
 - Enrolment Setting
- Negotiations will last from October 2019- March 2020 (one site visit)

No new money.

A portion of government grant revenue becomes tied to performance metrics under SMA3.

Target Setting, Band of Tolerance and Penalties



Ministry will provide suggestion:

- Targets
- Band of tolerance

Example

If three years data is 78, 80 and 82, target is 82 – average (80) + small diff (2). Band of tolerance: 2.5%.

Penalties:

- One year only, distributed to achievers

Weighting and Amount at Risk

2020-25 Strategic Mandate Agreements (SMA3)						
Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
System-wide proportion: Performance/outcomes-based funding	1.2% (C)	25%	35%	45%	55%	60%
	1.4% (U)					
Projected WFU value*	\$4,150	\$2,990	\$2,447	\$1,904	\$1,360	\$1,089
Projected WFU value*	\$2,903	\$2,343	\$2,000	\$1,657	\$1,314	\$1,143

Table 2. WFU/ WGU Modifications

*Modification will be impacted by overall grant levels, as well as proportionality of grant types at the time, therefore the above are estimates based on 2017-18 allocations.

Weighting

- 2020-21: Maximum 35%, minimum 10%
- 2021-22: Maximum 30%, minimum 5%
- 2022-23: Maximum 25%, minimum 5%

Amount at Risk

~ \$58 M growing to \$153 M est.

Enrolment Setting

- Reconfirms the Corridor Funding Model
- No new undergraduate enrolments for 5 years
- Freeze graduate enrolments at 2019-20 levels
- May provide additional flexibility by removing barriers between undergraduate/masters/doctoral level enrolments

SMA3 Metrics: Activation Map

				SMA2	SMA3	SMA3	SMA3	SMA3	SMA3
	Metric	Data Source	Sector	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Skills & Job Outcomes	Graduate Earnings	Statistics Canada	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Experiential Learning	OCAV, TCU, Institutions	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Skills & Competencies	Under Development	Colleges and Universities	Metric data development	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduate Employment	TCU Survey	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institutional Strength/Focus	TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduation Rate	TCU Graduate Record File	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
Economic & Community Impact	Research Funding & Capacity	Tri-council	Universities ONLY	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Apprenticeship Related	Under development	Colleges ONLY	Metric data development	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Innovation	Financial data (Industry Funding)	Colleges and Universities	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Community / Local Impact	Student Population TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institution Specific Metric	Institutions (Economic Impact)	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	*Faculty Workload	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication
	*Faculty Compensation	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication



Thank You!

Michael Benarroch, Provost and Vice-President, Academic



BOARD OF GOVERNORS MEETING
November 28, 2019

AGENDA ITEM: 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: For Approval

SUMMARY: Ryerson's Sexual Violence Policy was first approved by the Board of Governors in June 2015 and was last reviewed in 2016. In Fall 2019, a policy check-in process resulted in a number of changes including:

1. The scope of the policy was further clarified and key definitions have been added. These changes are to ensure greater transparency and accountability.
2. Increased transparency of Ryerson's process when a complainant files a police report while also engaging in an SVP complaint.
3. The timeline in which decision-makers are to render a decision was amended to 20 business days to reflect the time required to review and thoroughly assess complex investigation reports for decision making.
4. Outlined the reporting requirements for Ryerson to maintain statistics and report to the Board of Governors.
5. General housekeeping amendments were added such as the name of "Security" was changed to "Community Safety and Security."

BACKGROUND: Earlier this year, the Ministry of Colleges and Universities (MCU) announced that every university in Ontario is required to review their existing sexual violence policies by December 31, 2019. In order to maintain a commitment to excellence and to comply with the MTCU requirement, Ryerson conducted a Check-In of the Sexual Violence Policy. As part of the Check-In, meaningful consultations with students, faculty, staff and other stakeholders were conducted.

COMMUNICATIONS STRATEGY: Upon approval of the revised policy in December 2019, the university will update the Ryerson community accordingly.

PREPARED BY:

Name: Tanya (Toni) De Mello, Director, Human Rights Services
Office of the Vice-President, Equity and Community Inclusion
Date: December 12, 2019

APPROVED BY:

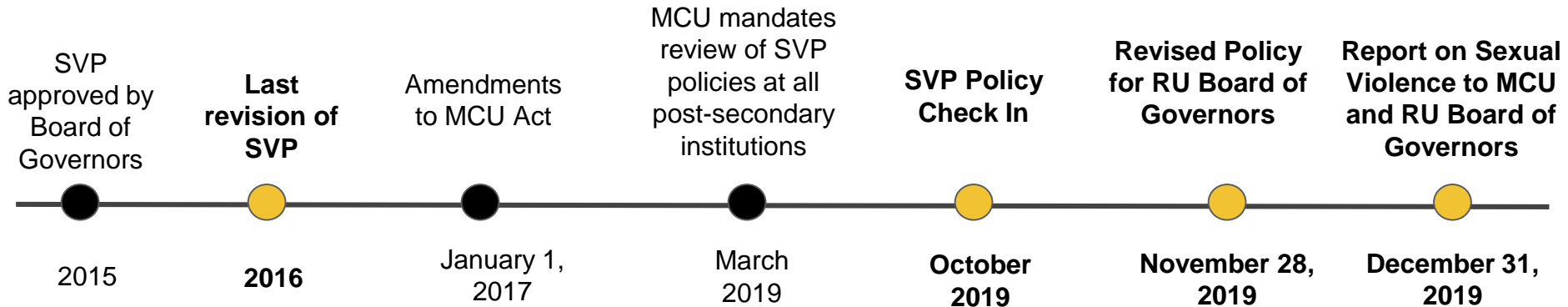
Name: Dr. Denise O'Neil-Green, Vice-President
Office of the Vice-President, Equity and Community Inclusion
Date: December 12, 2019

Sexual Violence Policy Check-In

Denise O'Neil Green
Vice-President, Equity and Community Inclusion
November 28, 2019

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.

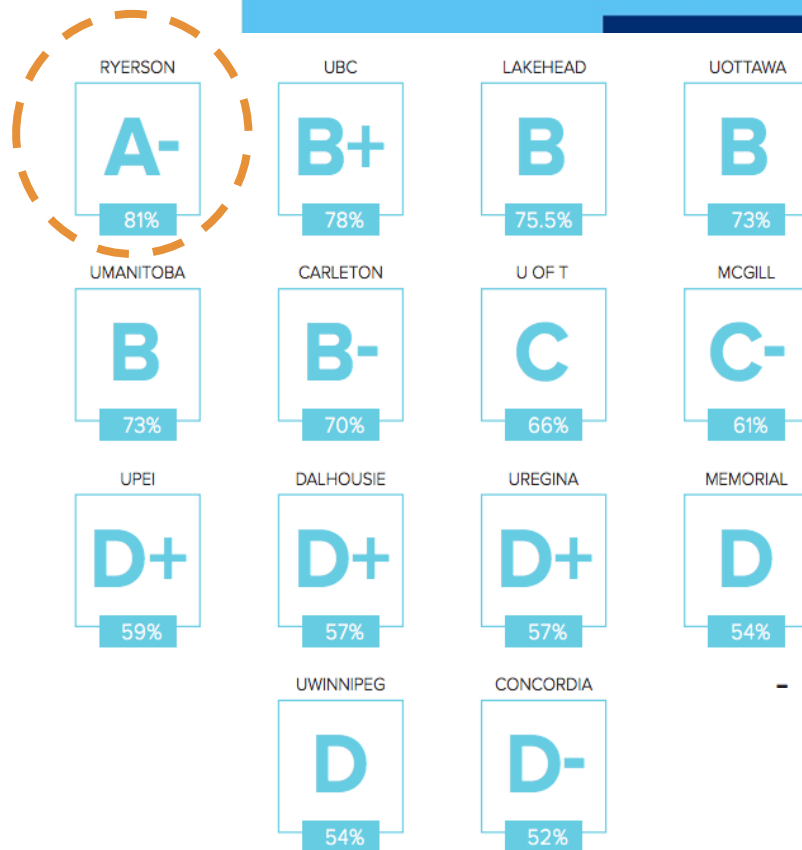


An Example of Praise Our Turn Report

In October 2017, *Our Turn*, a nationwide student group released a report reviewing policies on sexual violence in Canadian post-secondary institutions.

Ryerson's Sexual Violence Policy was given the top grade (A-) based on the following best practices:

- Best Practices Research
- Student Leadership
- Survivor and Respondent Input



Policy Check-In Process

The Policy Check-In was led by the following offices:

- Office of the Vice-President, Equity and Community Inclusion
- Office of the Provost and Vice-President, Academic
- Office of the Vice-President, Administration and Operations

The Check-In process occurred between September to November 2019, with community consultations held in October.

Core Advisory Group

The Core Advisory Group (CAG) is comprised of staff from units across the University that have strong knowledge of the SVP's support and complaint process. This group has reviewed the submissions and feedback received through the consultation process.

Core Advisory Group

- Director, Human Rights Services
- Director, Student Housing and Community Care
- Assistant General Counsel
- Director, Human Resources Consulting and Special Projects

Two project managers:

- Executive Director, Student Affairs
- Resolution and Partnership Officer, Human Rights Services

Two external consultants:

- SVP Policy Check-In Project Coordinator/Facilitator
- Policy Writer

Community Consultation Process

TOWN HALLS

General Townhall	(2 total)
Faculty Town Halls	(2 total)
Staff Town Halls	(2 total)
MAC Town Hall	(1 total)
Student Town Hall	(2 total)

TARGETED SESSIONS

Student unions
All Staff unions
External Stakeholders

ONE-ON-ONE INTERVIEWS

Survivors
Complainants
Respondents
Senior Administration

SURVEYS

Surveys (2 total)

Proposed Amendments

1. **Reflect an agreed-upon change in ownership of the policy to include the Office of the Vice-President, Equity and Community Inclusion as a co-owner, such that there are three co-owners of the policy:**
 - Office of the Vice-President, Equity and Community Inclusion
 - Office of the Provost and Vice-President, Academic
 - Office of the Vice-President, Administration and Operations

Proposed Amendments

2. A clarified scope and key definitions added to the policy. These changes ensure greater transparency and accountability.

- Clarification that the SVP applies to co-op and experiential learning; the procedures under this policy may be initiated or completed even if a respondent is no longer a Ryerson community member.
- Expanded definition of the Ryerson community to include student groups and alumni.
- The Parameters of Consent have been amended to reflect the law and capture Ryerson University's strong commitment to consent.
- Clarification regarding the role of Consent Comes First (Office of Sexual Violence Support and Education), in supporting and assisting survivors in accessing workplace accommodations and academic considerations.

Proposed Amendments

3. Made our processes more transparent when a complainant makes a report or complaint to the police while also engaged in a complaint under the SVP.

- The policy re-affirms and clarifies Ryerson's commitment to provide support services to individuals who choose to file a report with the police and a complaint under the SVP.
- The policy gives the parties notice that in these situations, the adjudication of a complaint may be put on hold until it can proceed while maintaining the ability to implement interim measures as appropriate in the circumstance.

Proposed Amendments

4. **Amended the timeline to render a decision to 20 business days to reflect the complexity and thoroughness of decision making.**
 - This ensures that all involved parties' expectations are in line with what the University can provide.

Proposed Amendments

5. The policy now outlines Ryerson's obligation to maintain statistics and report to the Board of Governors.

6. General housekeeping amendments.

- Updated contact information and office names.
- Clarification that examples referred to in the policy are not an exhaustive list.
- Additional non-academic examples have been incorporated so that Ryerson community members can see themselves reflected in the application of this policy.

Statutory Reporting

Ryerson is now required to submit a report on sexual violence to the Ministry of Colleges and Universities as well as to the Board of Governors by December 31, 2019. The report must include:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at Ryerson.
2. Information about the supports, services and accommodation.
3. Any initiatives and programs established by Ryerson to promote awareness of the supports and services relating to sexual violence that is available to students.
4. The number of incidents and complaints of sexual violence reported by students.
5. Information about such incidents and complaints.

Questions

Sexual Violence Policy

- **Related Documents:** [Discrimination and Harassment Prevention Policy, PDF file](#); [Student Code of Non-Academic Conduct \(Policy 61\)](#); [Housing & Residence Life Community Standards, PDF file](#); [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 \(Current Draft Pending Approval\)](#)
- **Review Date:** Every two (2) years

I. 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:

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

Commented [GV1]: To reflect breadth of Ryerson learning

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.

2. 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.

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.

Commented [GV2]: Make explicit that investigation may proceed even where relationship status of parties may change

IV. Definitions

- **Adjudication:** The process of making an official decision after a report or complaint of sexual violence is made.
- **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.
- **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.

- **Disclosure:** When someone chooses to inform a Ryerson community member about an incident where they were subjected to sexual violence.
- **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.
- **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.
- **Procedural Fairness:** Provides parties with a fair process in resolving disputes. The concept requires transparency, equal communication and fairness.
- **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.
- **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.
- **Report or Complaint:** A report or complaint of an incident of sexual violence for the purposes of initiating investigation/adjudication on or off campus.
- **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.
- **Ryerson Community:** Students, ~~(those enrolled in full or part time degree programs and/or in Chang School certificates or courses),~~ Student groups, Ryerson employees, contractors, appointees, volunteers, alumni and invited guests.
- **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.
- **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

Commented [GV3]: Added definition of student and student group below to align with the revised definition of student which has been rewritten to be consistent with Policy 061
Added student groups and alumni to definition

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.

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

Commented [GV4]: definitions consistent with Policy 61

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.

Commented [GV5]: Update of office names

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 ~~the Office of Sexual Violence Support and Education~~ 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.

Commented [GV6]: Definition of consent update to reflect law and consultation. Much of the early text remains, it has however been re-organized and new principles added.

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.

~~a. Consent is active, not passive or silent; it must be affirmative and ongoing.~~

~~b. Consent cannot be coerced through harassment, manipulation, threats or abuse of power.~~

~~c. 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.~~

~~d. Consent to one sexual act does not constitute or imply consent to a different sexual act.~~

~~e. Consent is required regardless of the parties' relationship status or sexual history together.~~

~~f. 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.~~

~~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.

b. Survivors ~~may should be able to~~ access supports, accommodations and/or academic considerations regardless of when, where or by whose hand they experienced an incident of sexual violence.

Commented [GV7]: Reflect legislative requirements and Ryerson practice

c. ~~Consent Comes First The Office of Sexual Violence Support and Education will~~ will work with individual survivors in determining their support and/or workplace and academic accommodation and/or academic consideration. ~~needs and assist them in accessing these~~. 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.

d. Survivors need only to disclose their experience to seek support and will not be required or pressured to make a formal report or complaint.

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.

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

g. Survivors have the right to decide whether to report to police and/or Community Safety and Security. ~~Ryerson Security and Emergency Services.~~

h. 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 ~~the Office of Sexual Violence Support and Education~~. 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 ~~The Office of Sexual Violence Support and Education~~ 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.

Commented [GV8]: New language made to make the process clearer. This change has been added to make explicit that survivor can make a complaint under the SVP and go to the police.

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.

Commented [GV9]: Previous language suggested only two option, where legally a person can make complaints in multiple forums. In some circumstances the SVP may be put on hold (see below)

Reporting options include:

~~a. Reporting to Police—Reports or complaints can be made to the police in order to pursue criminal charges under the Criminal Code of Canada. This, or some other legal action, is the only option for pursuing an adjudication process or redress for sexual violence perpetrated by someone who is not part of the Ryerson community. If this is the case, survivors can still access support through the institution which could, through Security and Emergency Services, include restrictions on the person accused's ability to access campus.~~

~~b. Reporting to Ryerson University—Reports or complaints can be made under this policy when a Ryerson community member is accused of an incident of sexual violence.~~

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, 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, the Office of Sexual Violence Support and Education. 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. ~~a complainant may be willing to resolve the matter before an investigation is commenced or completed, or before the case is referred to a decision maker. A respondent could also initiate an alternative resolution process by notifying Human Rights Services.~~

Commented [GV10]: Reflect current practice

~~Human Rights Services will follow up with the complainant and respondent to determine their willingness to participate in an alternative resolution process.~~ 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.

Commented [GV11]: Reflect current practice and that request could come from either party

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 ~~be moved~~ 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.

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.

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

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.

Commented [GV12]: This section reflects the legal requirement in section 17(7) and section 17(7.1) in the MTCU Act. These sections only relate to student data.

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.

~~The Office of Sexual Violence Support and Education will maintain annual statistics on disclosed and reported incidents of sexual violence on campus for the purposes of community education and any legislated reporting that may be required. This data would not include any information that would identify any community member.~~

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 ~~the Office of Sexual Violence Support and Education~~ 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.

Commented [GV13]: Explicit notice to parties that in some cases University may put a complain process on hold where there are concurrent proceedings

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.

c. 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

d. Interim Measures during Investigation and Decision Making Process

In some ~~cases~~~~instances~~ it may be necessary to implement interim measures that are appropriate in the circumstances. ~~Interim measures, which~~ are temporary measures put in place to protect the parties, ~~and~~ 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.

Commented [GV14]: Reflect that decisions are made on a case by case basis.

Commented [GV15]: Must also factor the integrity of the process

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/~~communication~~ orders
- Employment/workplace modifications or restrictions
- Changes in employment reporting structures
- Changes to class and/or section enrollments

Commented [GV16]: Reflect request to include more non-academic examples

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.

e. 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

f. 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.

g. 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 ~~complainant and respondent~~ 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 40~~ 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

Commented [GV17]: Amended to 20 business days to reflect the complexity and thoroughness needed for decision-making

to render a decision may be extended in extenuating circumstances and the extension will be communicated to the parties.

Commented [GV18]: Provide discretion to extend the time frame to render a decision.

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 communication~~ order ~~between parties~~
- 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 period¹ ~~¶~~
- Expulsion from the university permanently² ~~¶~~

Additional sanctions/remedies applicable to employees

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

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

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.

Commented [GV19]: To capture when the party is neither a student or an employee, for example a previous employee

VI. Roles and Responsibilities

All members of the Ryerson community:

- Will make themselves aware of the policy and their responsibilities under the policy.
- Will participate in the wide variety of education and training programs made available on campus.
- 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 the Office of Sexual Violence Support and Education where the survivor can seek support, accommodations if needed, and advice about reporting options.
- 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.
- Report to Community Safety and Security Ryerson Security and Emergency Services if they witness sexual violence and do not know the survivor, or become aware of an incident that promotes rape culture.

University Executive:

- Maintain and communicate an ongoing commitment to combat the issue of sexual violence at Ryerson University.
- Foster a consent culture on campus.

Vice Provost, Students:

- Provide an organizational home for Consent Comes First ~~the Office of Sexual Violence Support and Education~~.
- Oversee the operation of the Student Conduct Office and Student Code of Non-Academic Conduct (Policy 61).
- Work in close partnership with the Director, Human Rights Services; ~~Vice Provost/Assistant Vice President, Equity, Diversity and Inclusion~~; the Vice Provost, Faculty Affairs; and the Assistant Vice President, Human Resources on the interpretation and application of this policy.
- Ensure that the appropriate supports and services are put in place in the many units reporting to the Office of Vice Provost Students.

Director, Human Rights Services:

~~Vice Provost/Assistant Vice President, Equity, Diversity and Inclusion:~~

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

Assistant Vice President, Human Resources:

- Work in close partnership with ~~the the Director, Human Rights Services~~ Vice Provost/Assistant Vice President, Equity Diversity and Inclusion; 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).
- 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.

- 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.

Vice Provost, Faculty Affairs:

- Work in close partnership with the ~~Director, Human Rights Services~~~~Vice Provost/Assistant Vice President, Equity Diversity and Inclusion~~; the Vice Provost, Students; and the Assistant Vice President, Human Resources on the interpretation and application of this policy.
- 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.
- 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:

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

Commented [AA20]: A description of the Human Rights Services office was added.

Consent Comes First: Office of Sexual Violence Education and Support:

- Oversee the day-to-day implementation and operation of this policy as outlined in the office's mandate and job descriptions.
- Develop and implement with on- and off-campus partners the awareness, prevention, education and training strategy.
- Work with Student Affairs in the development and delivery of training opportunities available for students and appropriate student staff.

Executive Director, Community Safety and Security:

Director, Integrated Risk Management:

- Provide appropriate services and supports through Community Safety and Security ~~Security and Emergency Services~~ such as safety planning, assisting survivors who chose to report to police, referral of community members to Consent Comes First ~~the Office of Sexual Violence Education and Support~~, assisting Human Rights Services with investigations and application of sanctions where appropriate.
- Ensure that all Community Safety and Security staff ~~Security and Emergency Services 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:

- Provide reasonable academic accommodations s and/or considerations to students impacted by sexual violence.

Student-Led Governing Bodies:

- Maintain an ongoing commitment to peer-to-peer sexual violence education, training and support, and promotion of a consent culture at all events.
- Work in collaboration with university administration including but not limited to the Director, Human Rights Services; Executive Director, Community Safety and Security ~~Vice Provost/Assistant Vice President, Equity, Diversity and Inclusion; Integrated Risk Management~~; Vice Provost, Students; and ~~the Office of Sexual Violence Support and Education~~ Consent Comes First to communicate student concerns in regards to sexual violence and rectifying them.
- 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 two years with ~~meaningful extensive~~ 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 ~~for~~ ~~Students~~ on Campus

Name of Service/Department	Supports Available	Contact Information
<u>Consent Comes First Office of Sexual Violence Support and Education</u>	Provides referrals to counselling and medical services; safety planning; assistance with academic and workplace accommodations, <u>including academic considerations</u> ; 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. <u>https://www.ryerson.ca/sexual-violence/</u>	Hours: E-mail or call to book an appt. Phone: 416-979-5000, ext. 3596 E-mail: osvse@ryerson.ca
<u>Community Safety and Security Ryerson Security and Emergency Services</u>	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.	Hours: 24 hours a day Phone: Dial 80 from internal phones or call 416-979-5040

	https://www.ryerson.ca/irm/security/	Location: <u>Victoria Building, First Floor, 285 Victoria St. 411 Bond Street</u>
Centre for Student Development and Counselling	Provides confidential on-campus, individual and group counselling for students. https://www.ryerson.ca/healthandwellness/counselling/	Hours: Monday to Friday 9 am. – 4:45 pm. Phone: 416-979-5195 Location: Jorgenson Hall, Room JOR-07C (Lower Ground Floor)
Ryerson Medical Centre	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. https://www.ryerson.ca/healthandwellness/medicalcentre/	Hours: Monday to Friday 9 am. – 5 pm. Phone: 416-979-5070 Location: Kerr Hall West, Room 181
Ryerson Aboriginal Student Services	A culturally supportive environment where all First Nations, Aboriginal, Inuit, Metis status and non-status students can get support and assistance with traditional teachings.	Phone: 416-979-5000, ext. 7699 Location: Kerr Hall West, Room 389

	https://www.ryerson.ca/aboriginal/	
Housing & Residence Life	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 the Office of Sexual Violence Support and Education, and the Centre for Student Development and Counselling.	<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>https://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>
<p>Ryerson Students' Union (RSU) Centre for Safer Sex and Sexual Violence Support (Sexual Assault Survivor Support Line)</p>	<p><u>The center offers drop-in peer support hours, and the Sexual Assault Survivor Support Line.</u></p> <p><u>The RSU Sexual Assault Survivor Support Line is a student run initiative that provides peer to peer support for survivors of gender-based violence.</u></p>	<p>Hours: Monday – Friday 12 pm – 12 am 9 pm</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 include racism, sexism, homophobia, transphobia, eating disorders, housing, sexual assault, pro-choice resources, violent relationships,</p>	<p>Phone: 416-979-5255, ext. 2350</p> <p>E-mail: womenandtrans@rsuonline.ca</p>

	<p>support programs, women's health and much more.</p> <p>http://www.rsuonline.ca/Equity-Service-Centers/Centre-for-Women-and-Trans-People</p> <p>external link</p>	Location: SCC 210
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>http://www.rsuonline.ca/Services/Legal-Service</p> <p>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>http://mycesar.ca/services/legal-clinic-2/</p>	Hours: Appointments available on Tuesdays only between 3pm - 7pm. Book in advance online.

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>http://mycesar.ca/advocacy/</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>https://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.</p> <p>Phone: 416-979-5000, ext. 7450</p> <p>Location: Oakham House, 2nd Floor, OAK Rooms 214/215/216</p>

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	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. http://www.womenscollegethospita.ca/programs-and-services/sexual-assault-domestic-violence-care-centre/ external link	Hours: Monday to Friday 8:30 a.m. - 4:30 p.m. Phone: 416-323-6040 Location: 76 Grenville St. (Ground floor (in the AACU), Room 1305)
Victim Services Toronto	Assists people in crisis, 24-hours a day, seven days a week in the immediate aftermath of crime or tragedy.	Hours: 24 hours a day Phone: 416-808-7066

	http://victimservicestoronto.com/ external link	E-mail: info@victimservicestoronto.com
Sexual Assault/Rape Crisis Centre of Peel	Provides a 24/7 crisis line, online crisis chat, individual therapy, therapeutic groups and workshops. The online crisis chat can be located here: http://hope247.ca/ external link	Hours: 24 hours a day Phone: 1-800-810-0180
Toronto Police Services	If you are in immediate danger, call 911. For all other safety issues... please call the 416 number In the next column https://www.torontopolice.on.ca/ external link	Hours: 24 hours a day Phone: 416-808-2222
Family Service Toronto	Provides professional, short-term, individual, couple and family counselling for people who identify as lesbian, gay, bisexual, trans, queer (LGBTQ) https://familyservicetoronto.org/	Hours: Monday to Friday 9am-5pm OR Wednesday Walk-in: 3:30-7:30pm Phone: 416-595-9618 Location: 202-128A Sterling Road, Toronto

	external link	
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>http://www.ctys.org/category/programs/#pride-and-prejudice</p> <p>external link</p>	Phone: 416-924-2100
If you self-identify as a woman		
Assaulted Women's Helpline	<p>24-hour telephone support and counselling available in several languages</p> <p>http://www.awhl.org/</p> <p>external link</p>	Phone: 416-863-0511

Barbara Schlifer Clinic	Provides counselling, legal information, interpreters and referral for women who have been physically or sexually abused. http://schliferclinic.com/ external link	Hours: Monday to Friday 9 a.m.- 5 p.m. Phone: 416-323-9149 E-mail: intake@schliferclinic.com Location: 489 College St
Fred Victor Centre	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. http://www.fredvictor.org/womens_24/7_drop-in_program external link	Phone: 416-392-9292
Toronto Rape Crisis Centre/Multicultural Woman Against Rape	Crisis intervention, counselling and referral for survivors of rape/sexual assault. Open 24 hours. http://trccmwar.ca/	Hours: 24 hours a day Phone: 416-597-8808 E-mail: crisis@trccmwar.ca

	external link	
Women's Support Network of York Region	<p>Provides free, confidential services for women who have experienced sexual violence</p> <p>http://www.womenssupportnetwork.ca/</p> <p>external link</p>	<p>Hours: 24 hours a day</p> <p>Phone: 905-895-7313</p> <p>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>https://www.attorneygeneral.jus.gov.on.ca/english/ovss/male_support_services/</p>	<p>Hours: 24 hours a day</p> <p>Phone: 1-888-887-0015</p>

	external link	
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	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. http://www.sickkids.ca/scan/ external link	Hours: Monday to Friday, 9 a.m. to 5 p.m Phone: 416-813-6275 Location: 555 University Ave (Room 6427, Black Wing)
The Gatehouse	Offers support groups for adult survivors of childhood sexual abuse as well as partners. http://www.thegatehouse.org/ external link	Hours: Monday to Friday 9 a.m.- 5 p.m. Phone:416-255-5900 Location: 3101 Lake Shore Blvd West

~~[*] 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).~~

Sexual Violence Policy

- **Related Documents:** Discrimination and Harassment Prevention Policy, PDF file; Student Code of Non-Academic Conduct (Policy 61); Housing & Residence Life Community Standards, PDF file; 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 (Current Draft Pending Approval)
- **Review Date:** Every two (2) years

I. 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:

- Outline commitments to raise awareness and educate about sexual violence;
- Prevent sexual violence and reduce the risk of sexual violence incidents;
- Promote a culture of consent in which everyone has a responsibility to prevent sexual violence;
- Respond to the needs of survivors in the Ryerson community for support and empowerment; and
- 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. 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.
2. 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.
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

- **Adjudication:** The process of making an official decision after a report or complaint of sexual violence is made.
- **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.
- **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.
- **Disclosure:** When someone chooses to inform a Ryerson community member about an incident where they were subjected to sexual violence.

- **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.
- **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.
- **Procedural Fairness:** Provides parties with a fair process in resolving disputes. The concept requires transparency, equal communication and fairness.
- **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.
- **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.
- **Report or Complaint:** A report or complaint of an incident of sexual violence for the purposes of initiating investigation/adjudication on or off campus.
- **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.
- **Ryerson Community:** Students, Student groups, Ryerson employees, contractors, appointees, volunteers, alumni and invited guests.
- **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.
- **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.

- **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.
- **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.
- **Student groups:** Student organizations including student government, student and course unions, societies, clubs and groups.
- **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.
- b. Survivors may access supports, accommodations and/or academic considerations regardless of when, where or by whose hand they experienced an incident of sexual violence.
- 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.
- d. Survivors need only to disclose their experience to seek support and will not be required or pressured to make a formal report or complaint.
- 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.
- f. Survivors have the right to determine what, when and how much they choose to disclose.
- g. Survivors have the right to decide whether to report to police and/or Community Safety and Security.

h. 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.

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, 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.

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.

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

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.

c. 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

d. 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.

e. 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

f. 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.

g. 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 period¹
- Expulsion from the university permanently²

Additional sanctions/remedies applicable to employees

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

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*

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:

- Will make themselves aware of the policy and their responsibilities under the policy.
- Will participate in the wide variety of education and training programs made available on campus.
- 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.
- 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.
- 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.

University Executive:

- Maintain and communicate an ongoing commitment to combat the issue of sexual violence at Ryerson University.
- Foster a consent culture on campus.

Vice Provost, Students:

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

Director, Human Rights Services:

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

Assistant Vice President, Human Resources:

- 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).
- 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.

- 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.

Vice Provost, Faculty Affairs:

- Work in close partnership with the Director, Human Rights Services; the Vice Provost, Students; and the Assistant Vice President, Human Resources on the interpretation and application of this policy.
- 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.
- 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:

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

Consent Comes First:

- Oversee the day-to-day implementation and operation of this policy as outlined in the office's mandate and job descriptions.
- Develop and implement with on- and off-campus partners the awareness, prevention, education and training strategy.
- Work with Student Affairs in the development and delivery of training opportunities available for students and appropriate student staff.

Executive Director, Community Safety and Security:

- Provide 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.
- Ensure 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:

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

Student-Led Governing Bodies:

- Maintain an ongoing commitment to peer-to-peer sexual violence education, training and support, and promotion of a consent culture at all events.
- 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.
- 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 two 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
Consent Comes First	Provides referrals to counselling and medical services; safety planning; assistance with academic and workplace accommodations, including academic considerations; 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.	Hours: E-mail or call to book an appt. Phone: 416-979-5000, ext. 3596 E-mail: osvse@ryerson.ca

	https://www.ryerson.ca/sexual-violence/	
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>https://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>https://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>https://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>https://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:</p> <p>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>https://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	<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:</p>

Assault Survivor Support Line)		416-260-0100
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 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>http://www.rsuonline.ca/Equity-Service-Centers/Centre-for-Women-and-Trans-People</p> <p>external link</p>	<p>Phone: 416-979-5255, ext. 2350</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>http://www.rsuonline.ca/Services/Legal-Service</p> <p>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	Free, in-house legal services to CESAR members with in-house lawyer, Bill Reid. http://mycesar.ca/services/legal-clinic-2/	Hours: Appointments available on Tuesdays only between 3pm - 7pm. Book in advance online.
Continuing Education Students' Association of Ryerson (CESAR) Students Rights Coordinator	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. http://mycesar.ca/advocacy/	Phone: 416-979-5000 ext. 1-7056 Email: studentrights@mycesar.ca
Ombudsperson's Office	A confidential information, advice and assistance resource for those who wish to address what they believe to be unfair treatment at the university. 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. https://www.ryerson.ca/ombuds/	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

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>http://www.womenscollegehospital.ca/programs-and-services/sexual-assault-domestic-violence-care-centre/</p> <p>external link</p>	<p>Hours: Monday to Friday 8:30 a.m. - 4:30 p.m.</p> <p>Phone: 416-323-6040</p> <p>Location: 76 Grenville St. (Ground floor (in the AACU), Room 1305)</p>
Victim Services Toronto	Assists people in crisis, 24-hours a day, seven days a week in the immediate aftermath of crime or tragedy.	<p>Hours: 24 hours a day</p> <p>Phone: 416-808-7066</p>

	http://victimservicestoronto.com/ external link	E-mail: info@victimservicestoronto.com
Sexual Assault/Rape Crisis Centre of Peel	Provides a 24/7 crisis line, online crisis chat, individual therapy, therapeutic groups and workshops. The online crisis chat can be located here: http://hope247.ca/ external link	Hours: 24 hours a day Phone: 1-800-810-0180
Toronto Police Services	If you are in immediate danger, call 911. For all other safety issues... please call the 416 number In the next column https://www.torontopolice.on.ca/ external link	Hours: 24 hours a day Phone: 416-808-2222
Family Service Toronto	Provides professional, short-term, individual, couple and family counselling for people who identify as lesbian, gay, bisexual, trans, queer (LGBTQ) https://familyservicetoronto.org/	Hours: Monday to Friday 9am-5pm OR Wednesday Walk-in: 3:30-7:30pm Phone: 416-595-9618 Location: 202-128A Sterling Road, Toronto

	external link	
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>http://www.ctys.org/category/programs/#pride-amp-prejudice</p> <p>external link</p>	Phone: 416-924-2100
If you self-identify as a woman		
Assaulted Women's Helpline	<p>24-hour telephone support and counselling available in several languages</p> <p>http://www.awhl.org/</p> <p>external link</p>	Phone: 416-863-0511

Barbara Schlifer Clinic	<p>Provides counselling, legal information, interpreters and referral for women who have been physically or sexually abused.</p> <p>http://schliferclinic.com/</p> <p>, external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m.</p> <p>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>http://www.fredvictor.org/womens 24/7 drop-in program</p> <p>, 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>http://trccmwar.ca/</p>	<p>Hours: 24 hours a day</p> <p>Phone: 416-597-8808</p> <p>E-mail: crisis@trccmwar.ca</p>

	external link	
Women's Support Network of York Region	<p>Provides free, confidential services for women who have experienced sexual violence</p> <p>http://www.womenssupportnetwork.ca/</p> <p>external link</p>	<p>Hours: 24 hours a day</p> <p>Phone: 905-895-7313</p> <p>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>https://www.attorneygeneral.jus.gov.on.ca/english/ovss/male_support_services/</p>	<p>Hours: 24 hours a day</p> <p>Phone: 1-888-887-0015</p>

	external link	
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>http://www.sickkids.ca/scan/</p> <p>external link</p>	<p>Hours: Monday to Friday, 9 a.m. to 5 p.m</p> <p>Phone: 416-813-6275</p> <p>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>http://www.thegatehouse.org/</p> <p>external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m.</p> <p>Phone: 416-255-5900</p> <p>Location: 3101 Lake Shore Blvd West</p>

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 28, 2019



**BOARD OF GOVERNORS MEETING
November 28, 2019**

AGENDA ITEM: Fiera Capital Report - September 30, 2019

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:

On September 30, 2019 Ryerson's Endowment Funds, which are managed by Fiera Capital, had a market value of \$144.4 million compared to a book value of \$118.2 million. Year-to-date earnings on the fund were 13.32%, compared to the benchmark of 11.59%. The third-quarter results are 1.70% compared to the benchmark of 1.61%.

Ryerson pays annual fees to Fiera (effective October 1, 2015) on a flat basis of 0.25%. In addition, a donation equal to 10% of the fee is received from Fiera each year. On an endowment fund of \$144.4 million the net cost (after donation) would be about \$324,900 or 23 basis points (bps).

On April 26, 2019, realized gains of \$4,653,407 were transferred from Ryerson's Endowment Fund to a newly created Stabilization fund. On September 30, 2019 Ryerson's Stabilization funds managed by Fiera Capital had a market value of \$4,695,689. The third quarter results on the Stabilization fund are 0.49% compared to the benchmark of 0.41%. Ryerson pays annual fees to Fiera on the Stabilization fund on a flat basis of 0.15%.

Attached are Fiera's September 30, 2019 Report and Commentaries. Members of Fiera Capital Corporation will be in attendance to provide an overview of the fund and investment strategy.

PREPARED BY:

Tim Chiu, Controller & Director of Finance
November 1, 2019

APPROVED BY:

Joanne McKee, Chief Financial Officer
November 1, 2019



NOVEMBER 21, 2019

Ryerson University

ANDREW MARSHALL, MSc
Senior Vice President, Institutional Markets

NICOLAS TROTTIER, CFA, CAIA
Assistant Vice President, Institutional Markets

Asset Mix

	Dec. 31 2018	Sept. 30 2019	Benchmark
Short-Term	10.0%	5.0%	5%
Bonds	29.6%	26.7%	20% ¹
Total Equities	60.4%	60.9%	60%
Canadian	30.9%	32.4%	30%
Foreign	29.5%	28.5%	30%
Diversified Real Asset Fund	0.0%	7.4%	15%
Total Fund	100.0%	100.0%	100%
Market Value	\$131.4 Mill	\$144.4 Mill	

Stabilization Fund as of September 30, 2019: \$4,695,689

Cash Flow January 1 to September 30, 2019: (\$4,480,136)

\$4,653,407.82 transferred to Stabilization Fund on April 26, 2019

¹ 10% Short-Term Bonds/10% Universe Bonds

Board of Governors Meeting - November 28, 2019

Annualized Performance EFT Pooled Fund



September 30, 2019

	Q3-2019	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	1.70	0.09	13.32	1.73	7.83	1.64	8.30	1.90	7.54	1.40	8.33	1.36	7.97	1.66
Benchmark	1.61		11.59		6.19		6.40		6.14		6.97		6.31	
Bonds	0.66	-0.07	5.43	0.08	7.41	0.20	4.55	0.15	1.96	0.08	3.09	0.12	3.44	0.01
50% FTSE CAN ST & 50% FTSE CAN Universe	0.73		5.35		7.21		4.40		1.88		2.97		3.43	
Canadian Equities	3.14	0.66	21.03	1.92	7.01	-0.05	7.75	1.28	7.95	0.59	9.46	0.42	6.35	1.04
S&P/TSX Composite	2.48		19.11		7.06		6.47		7.36		9.04		5.31	
U.S. Equities	1.52	-1.52	18.39	1.53	11.89	5.10	19.28	5.20	17.38	3.71	16.16	2.62	18.23	3.57
S&P 500 Total Return - Cdn\$	3.04		16.86		6.79		14.08		13.67		13.54		14.66	
International Equities	1.57	1.34	15.57	6.22	8.71	7.65	10.28	6.69	11.89	5.15	11.66	5.50	12.31	5.48
MSCI EAFE NET \$Cdn	0.23		9.35		1.06		3.59		6.74		6.16		6.83	
Alternative Investments	1.29	-0.37	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Blended Benchmark	1.66		N/A		N/A		N/A		N/A		N/A		N/A	

Fiscal year to date: May 1, 2019 to September 30, 2019: 2.01% vs. BM 1.30%

Investment Management Fee: 25 bps

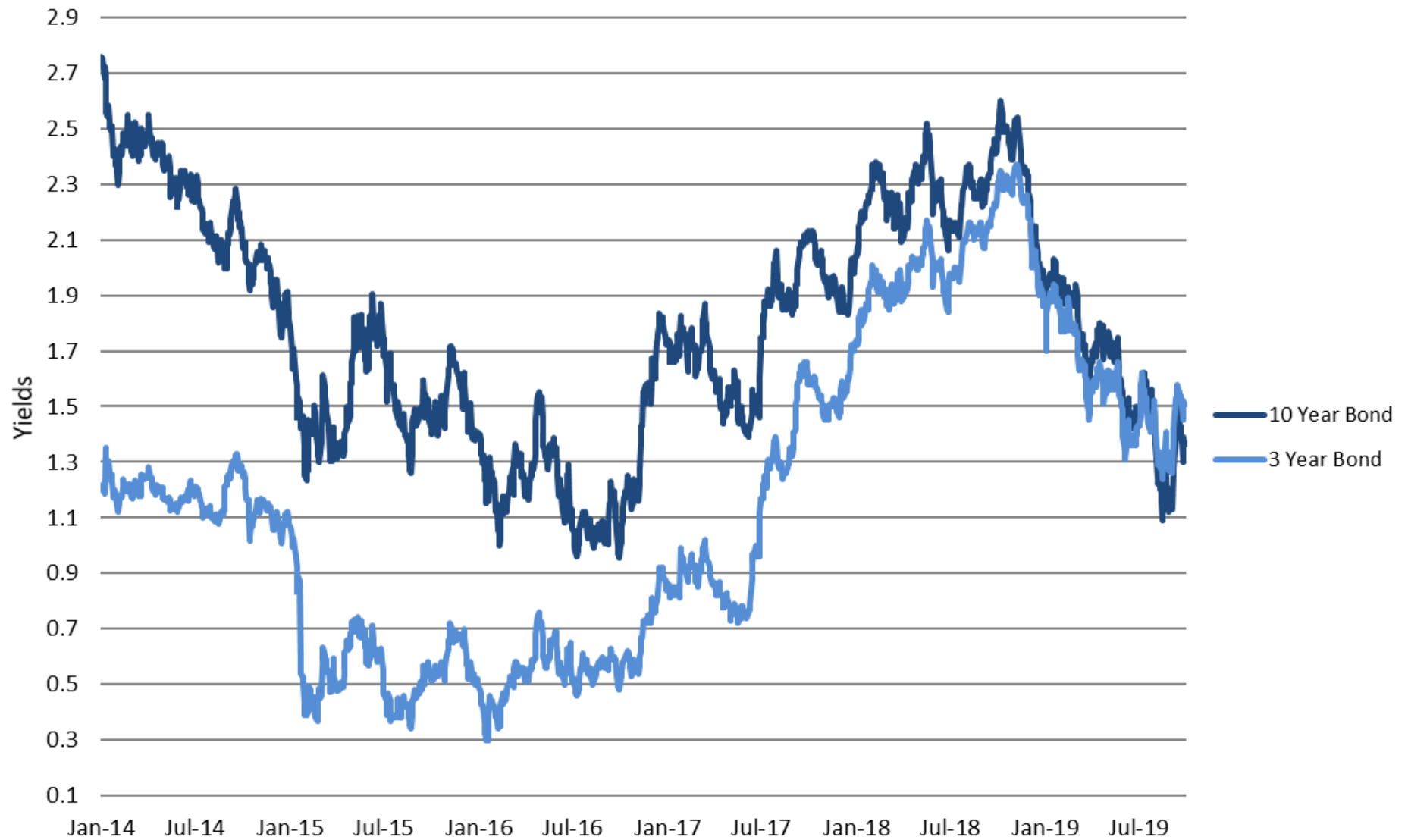
Performance Benchmark : 5% FTSE CAN TBILL 91 days; 14% FTSE CAN Univ; 14% FTSE CAN Short Term Bond; 30% S&P TSX Comp; 15% S&P 500 \$Cdn; 15% MSCI EAFE NET \$CDN; 7% FTSE CAN TBILL 91 + 5%

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 September 30, 2019

Source: Bank of Canada

Bond Analysis

September 30, 2019

	Portfolio Weights	Benchmark
Sector Commitments		
Government of Canada	15%	41%
Provincial/Municipal	52%	29%
Corporate	32%	30%
Quality & Characteristics		
AAA	16%	44%
AA	36%	33%
A	40%	12%
BBB	7%	12%
Duration (Yrs)	4.8	5.4
Yield To Maturity	2.2%	2.0%

Totals may not sum to 100% due to non-rated securities and money market securities.

Benchmark: 50% FTSE CAN ST & 50% FTSE CAN Universe
 Board of Governors Meeting - November 28, 2019
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Canadian Equities

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	12.42	16.51
Suncor Energy Inc	3.90	2.77
Pembina Pipeline	3.52	1.07
Keyera Corp	2.74	0.29
2. Materials	9.93	10.86
Franco Nevada Corp	3.22	0.96
Nutrien Ltd	3.14	1.61
CCL Industries Inc	1.49	0.33
3. Industrials	15.98	10.91
Cdn Natl Railway	4.32	3.66
Waste Connections	3.23	1.37
Cdn Pacific Railway	3.23	1.75
4. Consumer Discretionary	5.46	4.34
Restaurant Brands	3.33	1.20
Dollarama	1.46	0.59
5. Consumer Staples	7.49	4.09
Loblaw Cos Ltd	2.91	0.57
Saputo Inc	2.35	0.41
Metro Inc	1.81	0.63
6. Health Care	0.00	1.39

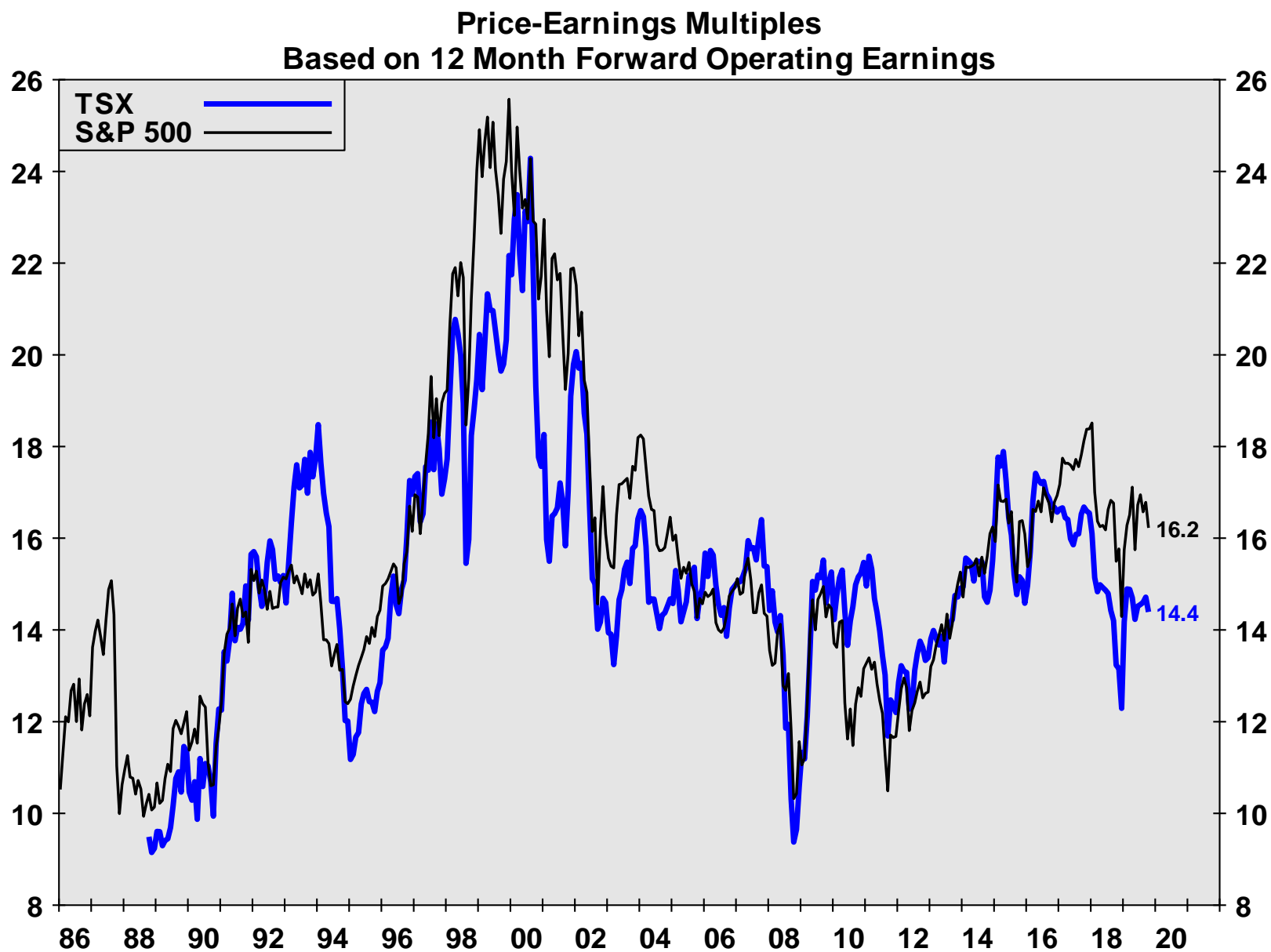
	Portfolio (%)	Index* (%)
7. Financials	31.37	32.84
Royal Bank of Canada	8.10	6.58
Toronto Dominion BK	7.58	6.00
Brookfield Asset Mgt	5.30	2.76
8. Information Technology	8.57	5.11
Cgi Inc	2.44	1.07
Open Text Corp	2.40	0.62
Kinaxis Inc	1.51	0.10
9. Communication Services	2.86	5.56
Quebecor Inc	1.72	0.23
Telus Corp.	0.55	1.21
Rogers Communication	0.45	0.98
10. Utilities	3.10	4.73
Fortis Inc	1.75	1.04
Brookfield Infr Prtr	1.33	0.82
11. Real Estate	2.82	3.65
Firstservice Corp	1.42	0.19

■ Securities which are part of the top ten holdings.
 Top ten holdings represent 47.2% 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

Equity Valuation





Foreign Equities

US Equity ESG

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	0.00	4.52
2. Materials	10.53	2.73
Sherwin Williams Co	4.84	0.18
Linde Plc	3.13	0.42
Ecolab Inc	2.56	0.20
3. Industrials	8.51	9.34
3M Company	3.24	0.38
Graco Inc	3.04	0.00
Middleby Corp	2.24	0.00
4. Consumer Discretionary	16.31	10.11
TJX Companies Inc	4.34	0.27
Autozone Inc	3.85	0.11
Nike Inc	3.42	0.48
5. Consumer Staples	7.48	7.60
Pepsico Inc	4.80	0.78
Colgate Palmolive Co	2.68	0.26
6. Health Care	18.50	13.65
Becton Dickinson	4.81	0.28
Johnson & Johnson	4.50	1.38
Unitedhealth Grp Inc	4.02	0.83

	Portfolio (%)	Index* (%)
7. Financials	20.80	12.94
Moodys Corp	6.95	0.13
MSCI Inc	4.47	0.07
Cme Group Inc	3.72	0.31
8. Information Technology	13.32	21.93
Mastercard Inc	5.93	0.98
Oracle Corp	4.12	0.49
Analog Devices Inc	3.27	0.17
9. Communication Services	4.56	10.36
Alphabet Inc	4.56	1.48
10. Utilities	0.00	3.59
11. Real Estate	0.00	3.22

■ Securities which are part of the top ten holdings.
Top ten holdings represent 49.3% 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 ESG

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	0.00	5.13
2. Materials	3.45	7.00
Chr.Hansen Hldgs A	1.78	0.06
Fuchs Petrolub Se	1.67	0.02
3. Industrials	29.54	14.73
Ihs Markit Ltd	4.15	0.00
Intertek Group	4.06	0.08
Schindler Holding AG	4.01	0.07
4. Consumer Discretionary	12.28	11.49
Intercontl Hotels	4.24	0.08
Shimano Inc	2.91	0.08
Essilorluxottica	2.85	0.30
5. Consumer Staples	19.40	12.00
Nestle Sa	6.76	2.41
Unilever Nv	5.81	0.64
L'Oreal	4.52	0.51
6. Health Care	8.02	11.59
Roche Hldgs AG	4.60	1.48
Novo-Nordisk As	3.43	0.66

	Portfolio (%)	Index* (%)
7. Financials	12.36	18.56
London Stock Exch	4.05	0.21
Cmnwlth BK of Aust	3.52	0.70
Housing Devel Fin	2.41	0.00
8. Information Technology	14.94	6.74
Keyence Corp	6.87	0.41
Taiwan Semiconductor	4.55	0.00
Sap Se	3.52	0.84
9. Communication Services	0.00	5.36
10. Utilities	0.00	3.79
11. Real Estate	0.00	3.60

 Securities which are part of the top ten holdings.
 Top ten holdings represent 49.6% 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

Composition By Region

September 30, 2019

Region	Weight (%) - Sep 30	
	Portfolio	Index*
United Kingdom	26.2	16.4
Europe ex UK	47.9	47.0
Japan	14.6	24.6
Asia Pacific ex Japan	3.5	12.1
Emerging Countries	7.4	0.0
Cash	0.4	0.0
Total	100.0	100.0

*MSCI EAFE NET \$Cdn



Stabilization Fund

Portfolio Summary

	June 30 2019	Sept. 30 2019	Benchmark
Cash & Short-Term	100.0%	100.0%	100% (0-100)
Market Value	\$4,672,086	\$4,695,689	

\$4,653,407.82 transferred to Stabilization Fund from Endowment Fund on April 26, 2019

Annualized Performance

September 30, 2019

	Q3-2019	Value Added	Since* Inception	Value Added
Total Portfolio	0.49	0.08	0.86	0.16
FTSE CAN Treasury Bills (91 days)	0.41		0.70	



Appendix

Compliance

The undersigned confirms that, throughout the 3-month period ending September 30th, 2019:

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 her knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated October 8th, 2019



Violaine Des Roches, BA, B.C.L.
Senior Vice President, Chief Legal and Chief Compliance Officer and Corporate Secretary

Compliance

The undersigned confirms that, throughout the 3-month period ending September 30th, 2019:

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 her knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated October 8th, 2019

Violaine Des Roches

Violaine Des Roches, BA, B.C.L.
Senior Vice President, Chief Legal and Chief Compliance Officer and Corporate Secretary

Current Economic Scenarios

October 2019

MAIN SCENARIO SUSTAINED GLOBAL EXPANSION

PROBABILITY 60%

The global economy finds its footing and reaccelerates in a synchronous manner, with global growth advancing in-line with its potential rate. The US leads the global charge as the consumer remains a pivotal source of strength, though growth moderates to a still above-trend pace due to limited spare capacity in these later stages of the cycle. Meanwhile, healthy demand stateside and receding North American (USMCA) trade tensions buoys the Canadian economy and helps to facilitate the much-needed rotation towards exports and business investment (from the consumer and housing sector). Looking abroad, transitory factors that were exacerbated by a tumultuous global trade backdrop dissipate and both the European and Japanese economies recalibrate somewhat, while the Chinese economy stabilizes in response to the plethora of monetary and fiscal stimulus measures that place a floor under the world's second largest economy and by extension, global growth prospects. The environment of moderate, albeit self-sustaining growth keeps inflation stable at levels that do not pose a threat to the economic trajectory and allows major central banks to maintain stimulative policies. Notably, central bankers assume an increased tolerance for an overshoot on their inflation targets and a willingness to let the economy run hot (emphasis on "symmetry"), creating a lucrative, not-too-hot, not-too-cold backdrop for both the economy and investors alike. The accommodative impulse from major central banks ultimately nurtures the economic recovery and extends the visibility of the cycle. This reflationary backdrop bodes well for equities and commodities at the expense of fixed income and the US dollar.

SCENARIO 2: POLITICAL INSTABILITY

PROBABILITY 30%

The trend towards populism and protectionism could ignite a crisis in confidence and destabilize the financial markets. The biggest risk to our base case scenario is a rise in protectionism stemming from the US and the threat of a full-blown trade war that would derail the synchronous global expansion. While the US has proven successful in securing a trade deal with Canada and Mexico and extracting some concessions from China, vulnerabilities remain due to the sizeable trade deficit in the US. Notably, trade tribulations between the world's two largest economies have intensified with higher tariffs for both the US and China, while pressure between these two countries likely to prevail over the near-term as negotiations linger on unresolved with no concrete deal and the added threat of further escalation from here. Meanwhile, Trump's focus may then shift towards other trading partners in Europe and Japan, with the US threatening to use Section 232 (national security grounds) to impose tariffs on auto imports. Taken together, an escalation in the trade debacle would be detrimental for trade flows and hence, the global economy. Finally, a period of heightened uncertainty has recommenced in the UK as newly-elected Prime Minister Boris Johnson takes a hardline approach, increasing the odds of a "hard Brexit" scenario.

SCENARIO 3: STAGFLATION

PROBABILITY 10%

After an extended period of undershooting central bank inflation targets, policymakers tolerate higher inflation (overshoot) and monetize inflation. As a result, inflation expectations start to de-anchor from current subdued levels and surge higher. This would come at the same time that fiscal stimulus is being reigned-in (2020) in the later stages of the economic expansion, causing growth to moderate to well below potential levels in response. In the Stagflation scenario, a stagnation in growth occurs concurrently with an acceleration in inflation as a result of previous excessive monetary stimulation and an exhaustion of productive capacity - creating a tumultuous financial market landscape whereby both equities and bonds experience broad based declines.

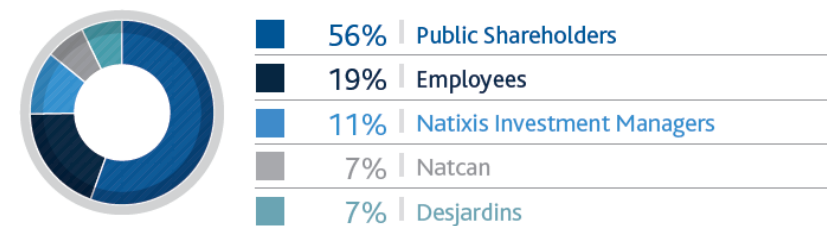
Firm Overview

- Publicly-traded, independent Canadian investment management firm
- Assets under management: \$166.1 as at September 30, 2019
- Controlled and significantly owned by its principals
- 750+ employees including more than 200 investment professionals
- Offices across Canada, the United States and Europe



Source: Benefits Canada

FIERA CAPITAL SHARE OWNERSHIP





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**BOARD OF GOVERNORS MEETING
November 28, 2019**

Agenda Item: Financial Statements (unaudited) for the period ending October 31, 2019

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 months ending October 31, 2019 indicate that Ryerson is on track to meet the 2019/20 approved budget.

BACKGROUND

The Balance Sheet summarizes the assets and liabilities as of the period ended October 31, 2019. Best-estimate projections to the end of the fiscal year, April 30, 2020, have been provided where practical. Also, comparisons to the actual results for the previous year-end, April 30, 2019, are included.

The Statement of Operations summarizes the major revenues and expenditures with the actuals for the six months ending October 31, 2019. The 2019/20 Board-approved budget has been allocated on quarterly basis and this second-quarter budget was compared to the actuals with the variances noted. Projections to the end of the fiscal year, April 30, 2020, have been provided on revenues and expenses based on the actual results to date, trends, and expected changes.

As some figures in the financial statements are dependent on actuarial assumptions and market conditions, estimates are not practical and are only adjusted at year end.

HIGHLIGHTS

Balance Sheet:

- The cash and investments position continue to remain in a solid position. Strong levels of cash from operating activities are projected and the major capital projects have been completed. Details are provided 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.
- All other assets and liabilities are trending as expected for this time of year.
- Employee future benefits (pension and other) are only updated at the fiscal year-end as they are dependent on actuarial assumptions and related market conditions that are updated only at the fiscal year end.
- The Net Assets are also projected to remain in a healthy position, reflecting the projected positive operating results. Net Assets are directly impacted from the volatility of the employee future benefits and internally financed capital projects. Refer to details in the Statement of Net Assets.

Statement of Operations:

- Tuition revenues are expected to slightly exceed the budget based on enrolment projections provided by the University Planning Office.
- Operating grants reflect the elimination of the Graduate Capital Grant that was announced after the annual budget was finalized. This has been managed with one-time funds for 2019/20.
- New large federal grants (e.g. Future Skills) are reflecting a large level of activity in grant revenues. Some of the expenditures are payments made to other institutions and sub-grantees which are now being reflected as a separate expenditure category.
- Salaries and benefits are expected to increase as in prior years with only a minor variance to the budget and include the costs related to the early retirement plan.
- Materials and supplies are projected to increase slightly above the budget reflecting increased spending of department carry forward funds.
- Also, some larger central one-time costs in deferred maintenance, information technology and telephone-related expenditures have been incurred.
- Bursaries/scholarships are projected to increase as in prior years, consistent with the budget.
- The unrealized loss of \$2.7 million on interest-rate swaps is based on a reduction of long-term interest rates. This amount is subject to change given market conditions that may change by year end.
- Excess of revenues earned less expenses incurred are projected to year end at \$4.1 million.

ATTACHED

- Financial Statements (unaudited) for the period ending October 31, 2019.

PREPARED BY:

Tim Chiu, Controller & Director of Finance

Ivan Gottlieb, Director, Financial Planning

November 11, 2019

APPROVED BY:

Joanne McKee, Chief Financial Officer

November 11, 2019



Financial Statements
October 31, 2019
(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	Period Ended October 31, 2019 Actual - Unaudited \$	Year Ended April 30, 2019 Actual - Audited \$	Year Ended April 30, 2020 Projected \$	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	192,396	172,776	146,829	Cash + Investments together reflect healthy cash flow from operations, and the completion of the major capital projects
Accounts receivable	160,595	34,187	40,000	Consistent with prior years. Reflects the student fee cycle.
Prepaid expenses	3,362	16,386	16,100	Consistent with prior years
Inventories	2,472	983	1,000	Consistent with prior years
Current portion of long-term note receivable	74	297	85	Student Campus Centre & RFI
Total current assets	358,898	224,629	204,014	
Investments (endowment & capital purposes)	332,928	329,228	333,664	Capital purposes dependent on the intended use of the funds.
Employee future benefits - pension	192,899	192,899	192,899	No change - only updated at year end by actuaries
Long-term note receivable	4,663	4,588	5,100	Student Campus Centre & RFI
Capital assets, net	1,260,415	1,249,473	1,271,357	Capital Plan and Projects underway
Total Assets	2,149,804	2,000,817	2,007,034	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	92,895	107,734	103,000	Consistent with prior years
Deferred revenue	178,232	17,261	18,000	Reflects seasonal patterns , timing of government grants, & deferral of winter tuition.
Current portion of long-term debt	7,596	7,394	7,819	Current portion of BMO & TD loans.
Current portion of fair value of interest rate swap	4,925	4,558	4,925	Current portion of SWAP at fair value
Total current liabilities	283,647	136,947	133,744	
Employee future benefits - other	23,108	23,108	23,108	No change - only updated at year end by actuaries
Long-term debt	273,168	276,996	269,177	BMO / TD loans & the debenture issue
Fair value of interest rate SWAP	29,126	26,826	29,126	SWAP at fair value reflecting changes in market conditions
Deferred revenue contributions	106,272	99,689	110,000	Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions	271,132	273,243	268,140	Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	986,454	836,809	833,295	
Net assets				
Endowments	135,741	135,619	136,119	Donations and matching grants
Other	1,027,609	1,028,389	1,037,620	See statement of Net Assets attached
Total net assets	1,163,350	1,164,008	1,173,739	
Total Liabilities and Net assets	2,149,804	2,000,817	2,007,034	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS

[amounts in thousands]

	6 Months Ending October 31, 2019 Budget	Period Ended October 31, 2019 Actual - Unaudited	Year Ended April 30, 2019 Actual - Audited	Variance Fav (Unf) Actual vs Budget	Year Ended April 30, 2020 Projected	Comments
		\$	\$	\$	\$	
REVENUE						
Operating, research and other grants/contracts	169,204	180,557	334,670	11,353	361,114	Provincial grants reflects loss of the Grad Capital (\$4.3M), offset by increase in Research grants recognized.
Student Fees	183,568	187,438	376,588	3,870	374,876	Domestic enrollment slightly above target; international close to target.
Sales and services	16,649	16,646	35,819	(3)	33,291	Consistent with prior year.
Donations recognized	4,876	2,741	13,230	(2,135)	5,482	Recognition of revenues earned match expenses incurred.
Amortization of deferred capital contributions	4,038	4,992	10,611	954	9,984	Amortization of contributions for capital projects over life of assets.
Investment, and Other Income	5,644	9,398	21,188	3,754	18,795	Consistent with prior year, includes interest income as well as a large variety of other revenues.
	383,979	401,771	792,106	17,792	803,542	
EXPENSES						
Salaries and benefits	245,390	249,101	496,945	(3,711)	498,202	Reflects staff and faculty growth and wage and benefit escalation built into budget & early retirement plan.
Materials, supplies, repairs and maintenance	77,632	94,542	171,072	(16,910)	186,084	Reflects planned budget and increased spending from department carry forward, increase activity related to Future Skill Centre. Some accelerated expenses including IT & Communications, Deferred Maintenance, Professional Services.
Bursaries and scholarships	24,882	23,563	41,920	1,319	47,126	As budget plan.
Interest	6,191	5,794	9,528	397	11,588	Includes interest on TD / BMO loans & on the \$130M bond issue.
Inter Institutional Expense (incl sub-grants)		8,412	-	(8,412)	16,824	New category to reflect flow through grant activity to other institutions.
Amortization of capital assets	16,434	18,472	37,745	(2,038)	36,944	Amortization of Capital Assets over the life of the assets - excluding DCC (at this time).
	370,529	399,884	757,210	(29,355)	796,768	
	13,450	1,887	34,896	(11,563)	6,774	
Revenue less expenses, before unrealized gain on SWAP						
Unrealized gain (loss) on SWAP		(2,667)	(2,168)	(2,667)	(2,667)	TD & BMO SWAP's reflecting change in market conditions
Revenue less expenses	13,450	(780)	32,728	(14,230)	4,107	Majority to be Internally Restricted to Departmental Carry Forwards

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
For the Period Ended October 31, 2019
(with comparative figures at April 30, 2019)

	Unrestricted	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Period Ended October 31, 2019 <small>Actual - Unaudited</small>	Year Ended April 30, 2019 <small>Actual - Audited</small>
	\$	\$	\$	\$	\$	\$	\$	\$
Net Assets, beginning of year	(234,277)	699,884	169,791	392,991	1,028,389	135,619	1,164,008	1,166,566
Revenue less expenses	(780)	-	-		(780)		(780)	32,728
Capitalization of investment income in endowments	-				-	-	-	2,381
Endowment contributions					-	122	122	1,170
Employee Future Benefits Remeasurements			-		-		-	(38,837)
Investment in Capital Assets	(13,244)	13,244						
	-							
Net Assets, end of year	(248,300)	713,127	169,791	392,991	1,027,609	135,741	1,163,350	1,164,008

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended October 31, 2019 Actual - Unaudited	Year Ended April 30, 2019 Actual - Audited	Year Ended April 30, 2020 Projected	Comments
	\$	\$	\$	
OPERATING ACTIVITIES				
Revenue less expenses	(780)	32,728	4,107	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	18,472	37,745	36,944	
Amortization of deferred capital contributions	(4,992)	(10,611)	(9,984)	
Change in fair value of interest rate swap	2,667	2,168	2,667	Per CPA-NFP standards; reflects change in market conditions
Unrealized loss (gain) on investments	(3,253)	(6,276)	(3,253)	Reflects changes in market value not realized as cash
Employee future benefits contributions	-	(5,762)	-	No change - only updated at year end by actuaries
Net change in deferred revenue contributions	6,583	21,118	10,311	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	31,259	(6,336)	(1,549)	
Cash provided by operating activities	49,956	64,775	39,243	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	148	280	512	
Acquisition of capital assets	(29,414)	(121,240)	(58,828)	Capital Plan and Projects underway
Decrease (Increase) in investments	(447)	(2,473)	(4,436)	Variations in the timing of Capital Plan expenditures versus timing of various funding sources
Cash used in investing activities	(29,713)	(123,437)	(62,752)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	2,881	23,019	4,881	
Endowment contributions	122	1,170	500	
Capitalization of investment income (loss) in endowments	-	2,381	-	Capitalization of changes in market value in excess of the ceiling set for the stabilization fund
Repayment of long-term debt principal	(3,627)	(6,997)	(7,819)	
Cash used in financing activities	(624)	19,573	(2,438)	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	19,619	(39,089)	(25,947)	
Cash & cash equivalents & short term beginning of year	172,776	211,865	172,776	
Cash & cash equivalents & short term end of year	192,396	172,776	146,829	

DRAFT RESOLUTION

RE: Financial Statements (unaudited) for the period ending October 31, 2019

BE IT AND IT IS HEREBY RESOLVED:

THAT the Financial Statements (unaudited) for the period ending October 31, 2019 be approved as presented.

November 28, 2019



**BOARD OF GOVERNORS MEETING
November 28, 2019**

AGENDA ITEM: Review of Revenue and Expenditures for Bachelor of Fine Arts in Professional Music

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 university is seeking approval regarding the financial viability of the proposed undergraduate program leading to Bachelor of Fine Arts in Professional Music. The proposed program has undergone thorough assessments of academic quality and financial viability as outlined in the attached memo. It is consistent with Ryerson's mission, builds on existing academic strengths, and responds to student demand and societal need, as referenced in the attached program summary.

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

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

BACKGROUND:

The Ryerson Professional Music program is the first of its kind in Canada, equipping students with a valuable blend of technical and administrative skills in areas such as performance, music recording, live event production, marketing, artist development, and management within the music industry. Students will learn about aspects of music creation, production, and distribution not covered at other Canadian universities.

The program is designed to be completed in four years, and includes core required courses along with a series of electives that students can select according to their professional interests. Through the combination of the core curriculum, an internship, and other experiential learning opportunities, graduates of Professional Music will be very well prepared to pursue careers in the music industry.

The program will be offered jointly by the Schools of Creative Industries, Performance, and the RTA School of Media located within the Faculty of Communication and Design. This collaboration will allow the program to be offered in a cost effective manner.

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

PREPARED BY:

Name Glenn Craney, Deputy Provost and Vice Provost, University Planning
Date November 7, 2019

APPROVED BY:

Name Michael Benarroch, Provost and Vice-President, Academic
Date November 7, 2019

Ryerson University

New Program Approval Summary for Board of Governors

Name of Program: Professional Music		Degree: Bachelor of Fine Arts (BFA)			
Proposed starting date: September 2021		Proposed Tuition Fee (2020-21): \$6,223			
Brief program description:					
<ul style="list-style-type: none">• The Ryerson Professional Music program is the first of its kind in Canada, equipping students with a valuable blend of technical and administrative skills in areas such as performance, music recording, live event production, marketing, artist development, and management within the music industry. Students will learn about aspects of music creation, production, and distribution not covered at other Canadian universities.• The program is designed to be completed in four years, and includes core required courses along with a series of electives that students can select according to their professional interests. Through the combination of the core curriculum, an internship, and other experiential learning opportunities, graduates of Professional Music will be very well prepared to pursue careers in the music industry.• Initial intake for the proposed program is 50 students, with a planned steady-state enrolment of 154 FTE.					
Evidence of societal need and student demand:					
<ul style="list-style-type: none">• Employment in the arts, culture and recreation sector grew by more than 30 percent from 2016 to 2017 in Ontario, the second largest growth segment in the entire labour market. The music industry in particular has a larger regional employment share than that of New York City or Austin, Texas, locations that are renowned for their involvement in the music business.• The music industry is broad, including, for example, artist entrepreneurs, Canadian-owned record labels and publishers, internationally-owned record labels, live music businesses (e.g., agents, music managers, music festivals, promoters, and presenters) and music distributors (e.g., radio, streaming services). Supporting the music industry are industry associations, training institutions, and service and technical organizations (e.g., recording studios, music technology companies).• Career paths for graduates include roles such as producers, performers, managers, entrepreneurs, and engineers, and areas such as music recording, sound production, live event production, marketing, artist development, and management. According to the Government of Canada’s Occupational Projection System (COPS), a significant number of new job openings are anticipated within the category of Managers in Art, Culture Reaction and Sport (which includes performing arts), as well as for technical-related operators including audio/video recording technicians over the period 2017 to 2026.• A significant number of Ryerson’s Media, Creative Industries, and Performance students have consistently demonstrated an inclination towards the music industry and many graduates have focused on courses within the curriculum to enhance their employability in the marketplace. For example, enrolment in the course Business of Music I has more than tripled over the past few years, and a new course, Business of Music II was created to accommodate students who wished to further specialize in the music business.• Within the past several years, Ryerson’s undergraduate programs in Media, Creative Industries, and Performance have been able to accept fewer than 10% of applicants. Applicants to these programs have often expressed a career interest in music. This program will be the first of its kind offered at a Canadian university and will therefore draw students from across Canada.					
Fit with Ryerson mission, Strategic Mandate Agreement and resources:					
<ul style="list-style-type: none">• The program is aligned directly with the “Creative Economy and Culture” area of growth identified in Ryerson’s Strategic Mandate Agreement with the Ministry of Colleges and Universities.• The program builds on established strengths in the Music Den at the Transmedia Zone. Launched in summer 2016, the Music Den offers guidance and support to aspiring entrepreneurs, producers, engineers, and others who are passionate about creating innovative tools and services for the music industry. The Music Den has a steering committee which includes some of the most influential individuals in the Canadian music industry, including the President of Universal Canada and the president of Massey and Roy Thomson Hall group.• The program will be offered jointly by the Schools of Creative Industries, Performance, and the RTA School of Media located within the Faculty of Communication and Design. This collaboration will allow the program to be offered in a cost effective manner.					
Program Costing					
Summary of enrolment, revenue and expenditures at steady-state (details on next page)					
	Year A	Year B	Year C	Year D	Steady State
Enrolment (FTE)	47.5	85.5	121.1	154.4	154.4
Total Revenue	\$686,942	\$1,236,496	\$1,751,703	\$2,232,562	\$2,232,562
Direct Costs including OTO	\$242,926	\$365,635	\$467,698	\$604,141	\$604,141
Total Expenditures	\$406,114	\$615,934	\$821,039	\$1,053,654	\$1,053,654
Annual funds to be allocated for institutional costs including student support/(deficit)	\$280,828	\$620,562	\$930,664	\$1,178,908	\$1,178,908

Table 1: Estimated Enrolment, Revenues and Expenditures for Bachelor of Fine Arts in Professional Music

	Year A 2021/22	Year B 2022/23	Year C 2023/24	Year D 2024/25
a) Enrolment				
FTE	47.5	85.5	121.1	154.4
Weighted Grant Units (WGUs)	133.0	239.4	339.2	432.3
b) Revenue				
Tuition fees	\$ 266,037	\$ 478,867	\$ 678,395	\$ 864,621
Grants	\$ 420,905	\$ 757,629	\$ 1,073,308	\$ 1,367,942
TOTAL Revenue	\$ 686,942	\$ 1,236,496	\$ 1,751,703	\$ 2,232,562
c) Expenditures				
Instructional and research related salaries	\$ 134,225	\$ 217,183	\$ 296,021	\$ 409,210
Administration and co-ordination support salaries	\$ 30,000	\$ 45,000	\$ 45,000	\$ 45,000
Non-salary operating	\$ 47,680	\$ 56,800	\$ 68,320	\$ 71,040
Benefits and pensions related to direct salaries	\$ 31,021	\$ 46,652	\$ 58,357	\$ 78,892
<i>Subtotal Direct Costs</i>	<i>\$ 242,926</i>	<i>\$ 365,635</i>	<i>\$ 467,698</i>	<i>\$ 604,141</i>
Ongoing library costs	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
New buildings financing (10% of net incremental revenue)	\$ 68,694	\$ 123,650	\$ 175,170	\$ 223,256
New buildings operating (10% of net incremental revenue)	\$ 68,694	\$ 123,650	\$ 175,170	\$ 223,256
<i>Subtotal Indirect Costs</i>	<i>\$ 140,388</i>	<i>\$ 250,299</i>	<i>\$ 353,341</i>	<i>\$ 449,512</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 383,314</i>	<i>\$ 615,934</i>	<i>\$ 821,039</i>	<i>\$ 1,053,654</i>
One-time costs/investments	\$ 22,800	\$ -	\$ -	\$ -
TOTAL Expenditures	\$ 406,114	\$ 615,934	\$ 821,039	\$ 1,053,654
Annual funds to be allocated for institutional costs including graduate student support/ (deficit)	\$ 280,828	\$ 620,562	\$ 930,664	\$ 1,178,908

NOTE: Enrolment in the program will be accommodated through a redistribution of intake in existing programs within the Faculty of Communication and Design. This will ensure that overall enrolment remains within the corridor funded by the Ministry of Colleges and Universities.

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for Bachelor of Fine Arts in Professional Music

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenue and expenditures presented, the new Bachelor of Fine Arts in Professional Music is deemed financially viable and is approved to be offered September 2021 at the discretion of the Provost and Vice President Academic.

November 28, 2019



**BOARD OF GOVERNORS MEETING
November 28, 2019**

AGENDA ITEM: 2019 Enrolment Update

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY: An updated snapshot of 2019 domestic/international and undergraduate/graduate enrolment.

BACKGROUND: University Planning annually comes to the Finance Committee and the Board to provide an enrolment update.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Glenn Craney, Deputy Provost and Vice Provost, University Planning
Date: November 7, 2019

APPROVED BY:

Name: Michael Benarroch, Provost and Vice President Academic
Date: November 7, 2019

Enrolment Update Fall 2019

Finance Committee &
Board of Governors

November 2019

**Ryerson
University**



Overview

- Overall enrolments continue to increase at Ryerson – enrolment will be a total of **45,000 students** for Fall 2019.
- While there were some small puts and takes on specific targets – **overall targets were met!**
 - small overshoot in domestic undergraduate
 - small undershoot in international undergraduate
 - graduate targets exceeded!
- On track to meet tuition related enrolment targets as specified in the 2019-20 Budget.

Fall 2019 Enrolment Update

	Budget (Target)	Estimated (Nov 19)	Estimated vs Budget	%
Undergraduate Enrolment				
New First Year Students				
Domestic Year 1 intake (Nov 1)	8,335	8,400	65	0.8%
International Year 1 intake (Nov 1)	1,000	950	-50	-5.0%
Funded Full Time Equivalent Students				
Domestic FTEs	33,200	33,600	400	1.2%
International FTEs	2,400	2,395	-5	-0.2%
Total Undergraduate FTEs	35,600	35,995	395	1.1%
Graduate Enrolment				
Total FT+PT Fall headcount	2,650	2,840	190	7.2%
Total Fall FTEs	2,460	2,615	155	6.3%
Graduate Fall Eligible FTEs	2,058	2,090	32	1.6%



**BOARD OF GOVERNORS MEETING
November 28, 2019**

AGENDA ITEM: Moody's Update to Ryerson's Credit Analysis

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

Moody's Investors Service ("Moody's") conducted their annual credit review during the summer and published their Credit Opinion on October 16, 2019. Ryerson University's long term credit rating is unchanged at Aa2 with an outlook of stable.

The credit opinion highlights several credit strengths, credit challenges and detailed credit considerations.

BACKGROUND:

Credit ratings are forward-looking statements about relative credit risk of an issuer or its securities. Further, they are an assessment of the credit quality of an individual debt issue and the relative likelihood of default.

Moody's rating category is Aaa, Aa, A, Baa, Ba, B, Caa, C with numerical modifiers as follows: 1 higher end, 2 mid-range; 3 lower end.

ATTACHMENT: Credit Opinion – October 16, 2019: Ryerson University - Update to credit analysis

APPROVED BY:

Joanne McKee, Chief Financial Officer
November 1, 2019

CREDIT OPINION

16 October 2019

Update

 Rate this Research

RATINGS

Ryerson University

Domicile	Toronto, Ontario, Canada
Long Term Rating	Aa3
Type	Senior Unsecured - Dom Curr
Outlook	Stable

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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Ryerson University (Canada)

Update to credit analysis

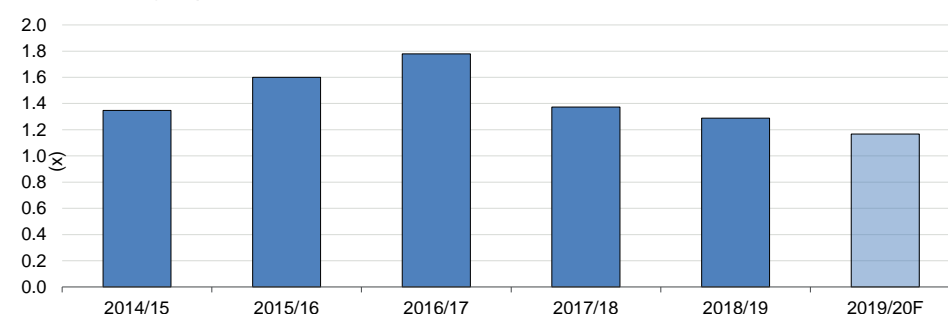
Summary

The credit profile of [Ryerson University](#) (Aa3 stable) (Ryerson) reflects strong governance and financial management practices, an increasing global reputation as an innovation and career-focused university, and solid liquidity levels from cash and investments which, despite some weakening, support an elevated debt burden and capital spending. Credit pressures arise from revenue challenges from a 10% tuition fee cut for domestic students for 2019/20 and a freeze for 2020/21 mandated by the [Province of Ontario](#) (Aa3 stable), and a declining university age population in the province.

Exhibit 1

While liquidity levels will weaken in 2019/20 due to capital spending, overall leverage metrics remain sound

Financial Leverage (Spendable Cash & Investments to Total Debt) (x)



Source: Moody's Investors Service, Ryerson University financial statements and budget

Credit strengths

- » Strong market position backed by unique course offerings, reputation and location
- » Sound governance and management which underpin forward-looking planning
- » Solid liquidity and investment returns supporting elevated debt burden and capital spending

Credit challenges

- » Revenue constraints from provincially mandated tuition fee cuts and declining demographics, mitigated by rising international student fees and enrolment

Rating outlook

The outlook is stable, reflecting our assumption that the university will maintain solid operating outcomes and liquidity levels, which allow it to weather potential funding and enrolment pressures.

Factors that could lead to an upgrade

An improvement in the university's financial flexibility through increases in revenue sources/diversity, a faster than anticipated reduction in debt burden or a significant rise in liquidity could lead to upward pressure on the rating.

Factors that could lead to a downgrade

A sustained deterioration in financial performance including a decline in operating grants from the province leading to operating deficits, a significant increase in the debt burden or a decline in spendable cash and investments could lead to a downgrade in the rating.

Key indicators

Ryerson University
Fiscal year ended April 30

Key Indicators	2015	2016	2017	2018	2019
Operating Revenue (CAD\$, Millions) [1]	587.3	629.1	667.3	723.8	748.6
Annual Change in Operating Revenue (%)	7.2	7.1	6.1	8.5	3.4
Operating Cash Flow Margin (%)	12.1	13.3	11.9	12.8	10.8
Total Cash and Investments (CAD\$, Millions)	359.5	397.2	424.7	532.3	502.0
Spendable Cash and Investments to Operating Expenses (x)	0.44	0.48	0.48	0.59	0.51
Total Debt to Cash Flow (x)	2.5	2.1	2.1	3.1	3.5

[1] Revenue is net of scholarship expenses

Source: Moody's Investors Service, Ryerson University financial statements

Detailed credit considerations

Baseline credit assessment

The credit profile of Ryerson, as expressed by its Aa3 stable rating, reflects (1) a baseline credit assessment (BCA) for the university of aa3, and (2) a high likelihood of extraordinary support coming from the Province of Ontario in the event the university faced acute liquidity stress.

Strong market position backed by unique course offerings, reputation and location

The university has carved out a strong market position among Ontario universities with a focus on programs designed towards innovation and entrepreneurship. Its focus has primarily been on undergraduate students in the Greater Toronto Area (GTA), which provides a sizeable student pool. The university experienced rapid growth in its student population over the last decade, increasing from around 23,600 FTE students in 2006/07 to over 38,400 in 2018/19. Although university enrolment growth has generally slowed across Ontario in the past few years, Ryerson continues to attract strong demand. Its market position is enhanced by a central location in downtown Toronto, providing easy access along a number of public transit routes.

Ryerson is a comprehensive university with a focus on innovation, located in downtown Toronto, within the largest urban area of the Province of Ontario. Ryerson was established in 1948 as a technology and later polytechnic institute and gained university status in 1993. The university offers a full range of academic and professional programs in 8 faculties, including Arts, Science, Engineering and Architectural Science, and Management. Ryerson is a research intensive university and has notable research programs in several faculties. The university offers specialization through 10 zone learning modules focused on career advancement and entrepreneurship, including its Digital Media Zone (DMZ), a globally recognized university-based incubator.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moody's.com for the most updated credit rating action information and rating history.

Sound governance and management which underpin forward-looking planning

Ryerson's priorities to enhance student experience are set out under a multi-year, integrated planning framework that comprises of a 5-year academic plan (2014-2019 and the new 2020-2025 plans), annual budgets, capital and program planning and innovation strategy. The university follows a number of internal policies and controls, including multi-year budget projections and ongoing monitoring of departmental activities to ensure any expenditure or revenue pressures can be identified and addressed at an early stage.

Like many other Canadian universities, Ryerson's governance system is bicameral, including a Board of Governors and a Senate. The Board is composed of 24 members, including administrative and teaching staff of the university and is responsible for Ryerson's overall governance. The Senate sets the academic policy of the university.

The university's academic mission is clearly articulated and the Board has the necessary tools to oversee and monitor management's activities effectively. The Board tracks core performance metrics across more than a dozen indicators.

Solid liquidity and investment returns supporting elevated debt burden and capital spending

The university demonstrates prudent fiscal management as evidenced through strong historical growth in its cash and investment portfolio. At April 30, 2019, spendable cash and investments (which exclude permanently restricted assets) measured CAD 366 million. While this level is weaker than the CAD 400 million seen the previous year, it provides a solid level of liquidity, and stood at 1.29x total debt, a level that fully covers debt and ensures a measure of security to debenture holders. For 2019/20, we expect a modest decline in liquidity metrics with spendable cash and investments covering 1.17x debt as liquidity is used for capital projects, however we believe that liquidity levels will improve starting in 2020/21 in part reflecting our expectation of stronger cash generation from improving operating results.

Ryerson's debt of CAD 284 million consists of a CAD 130 million debenture issued in 2017 (to fund capital projects) and two bank credit facilities. Following the bond issuance, the ratio of total debt-to-cash flow rose to 3.5x in 2018/19 from 2.1x in 2016/17. However, we do not expect significant new debt issuances over the next two years given that the university has capacity to finance its capital projects primarily from internal resources from cash and reserves. Ryerson's recent and successfully completed large-scale capital projects include the Daphne Cockwell Health Sciences building, a mixed-use building that combines academic, administrative and student spaces, and the Centre for Urban Innovation, a primarily research facility combining research, innovation and incubation hubs.

Ryerson also benefits from solid investment income from a diverse investment portfolio. Investment income grew to CAD 13.6 million in 2018/19, the second consecutive year of nearly 50% annual growth. As a result, investment income represents an increasingly important source of revenue for the university. The investment portfolio contains sizeable endowments which totaled CAD 136 million at April 30, 2019, comprising more than one third of spendable cash and investments. The endowment fund balances have grown significantly from ongoing donor contributions. Ryerson also recently benefitted from a CAD 30 million joint contribution for its new cybersecurity centre, funded from combined federal, municipal and corporate contributions. Ryerson has also been historically successful in its fundraising activities and we expect it could successfully leverage its past fundraising success in future drives.

Revenue constraints from provincially mandated tuition fee cuts and declining demographics, mitigated by rising international student fees and enrolment

Operating challenges arise primarily from a provincially mandated 10% reduction in domestic student tuition fees in 2019/20, which the university estimates results in a CAD 24 million revenue decline, followed by a freeze in these tuition levels for the 2020/21 academic year as the province is seeking ways to improve tuition affordability. This replaces the expiring tuition framework which allowed for domestic undergraduate tuition to rise a maximum 3% on average across all programs, with no program to exceed 5%. In addition, starting in 2020/21 provincial operating funding will transition from enrolment alone to a new model that includes base funding for enrolment, funding based on 10 performance metrics, and other grants. The performance metrics will determine 25% of the funding in 2020/21, rising to 60% by 2024/25.

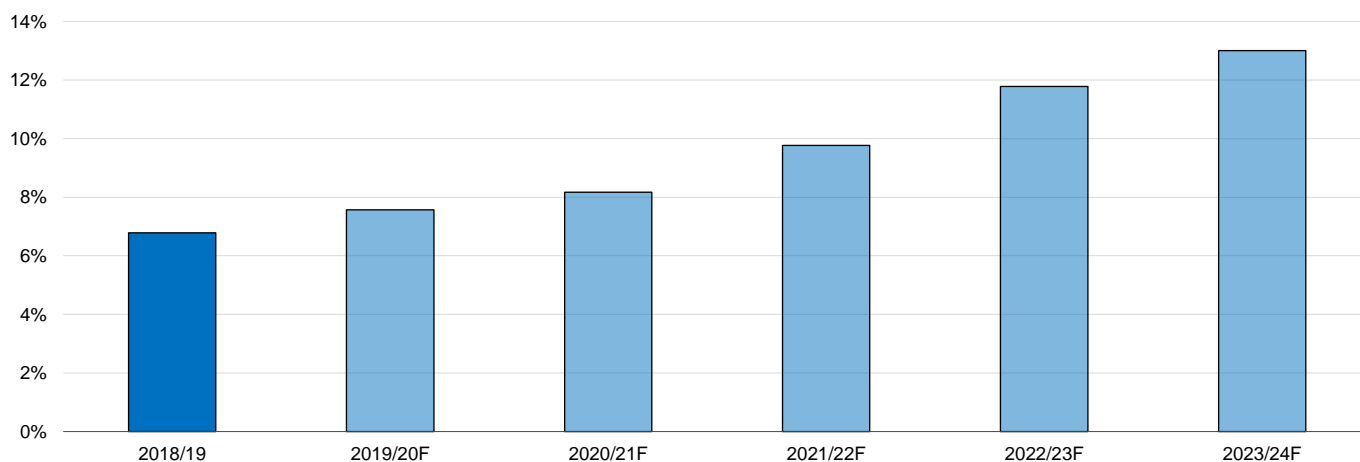
Although provincial restrictions will slow the growth in operating revenues, we believe Ryerson has significant flexibility to mitigate these challenges. Mitigants include strong overall enrolment demand, including strong international demand, and the university's capacity to increase international student tuition fees which are not subject to provincial controls. Enrolment growth remained strong during the period 2014/15 to 2018/19, rising 14% overall. Ryerson has one of the highest applicant to registrant ratio in the Canadian university system (around 9:1), allowing it to meet its enrolment targets while maintaining strong selectivity.

International students made up 6.8% of total FTE enrolment in 2018/19 at Ryerson, which lagged the sector average of 15% for Canadian universities. This gives Ryerson a competitive advantage in increasing international enrolments and tuition fees and mitigate revenue constraints by shifting the enrolment composition more heavily toward international students. For 2019/20, tuition fees for incoming undergraduate international students will rise between 6.3% and 26.5% (engineering). The university is projecting that international students will comprise around 13% of total enrolment within the next 5 years, nearly double the current level.

Exhibit 3

The university expects to grow the share of higher revenue margin international students

International as a % of total FTE enrolment for 2018/19 - 2023/24F



Source: Ryerson University

Similar to most universities in Ontario, Ryerson also faces pressures from a declining domestic university age population in the province. However, the university remains partly sheltered from declining demographics since its primary catchment area is strongest in the Greater Toronto Area, where the population decline is expected to be the smallest relative to the rest of the province.

Extraordinary support considerations

Moody's assigns a high likelihood that the Province of Ontario would act to prevent a default by the university. The high support level reflects a perceived risk to the province's reputation as regulator of the university sector if Ryerson or any Ontario university were to default.

ESG considerations

How environmental, social and governance risks inform our credit analysis of Ryerson

Moody's takes into account of the impact of environmental (E), social (S) and governance (G) factors when assessing sub-sovereign issuers' economic and financial strength. In the case of Ryerson, we assess the materiality of ESG to the credit profile as follows:

Environmental considerations are not material to Ryerson's credit profile. The university owns land and owns / operates buildings which may be subject to environmental risks (e.g. asbestos in older buildings or clean-up following construction), but these risks are small and the university proactively manages them through its facilities maintenance.

Social considerations are material to Ryerson's credit profile. We assess social risk as moderate given developments in public policy on education, in particular Ontario's objective of promoting improvements in tuition affordability through mandated provincial tuition fee cuts which have created manageable revenue pressures for the university. Over the next 3-5 years, a decline in the university entrance-age population in Ontario will be mitigated by continued strong enrolment demand, solid liquidity levels and Ryerson's ability to set international student fees without government restriction.

Governance considerations are also material to Ryerson's credit profile. We assess governance risk as low given a robust institutional framework and prudent financial planning which includes multi-year balanced budgets and strong historical operating results. Each

faculty is responsible for developing its own budget and adhering to self-imposed revenue and expense targets. Oversight is strong from the Senate and Board of Governors.

Further details are provided in the "Detailed credit considerations" section above. Our approach to ESG is explained in our cross-sector methodology [General Principles for Assessing Environmental, Social and Governance Risks](#).

Rating methodology and scorecard factors

The assigned baseline credit assessment (BCA) of aa3 is in line with the scorecard indicated outcome of aa3. For details of our rating approach, please refer to the [Higher Education](#) (May 2019) and [Government-Related Issuers](#) (June 2018) methodologies.

Exhibit 4

Ryerson University

Rating Factors	Value	Score
Factor 1: Market Profile (30%)		
Scope of Operations (Operating Revenue) (\$000)	576,957	Aa3
Reputation and Pricing Power (Annual Change in Operating Revenue) (%)	3.4	Baa1
Strategic Positioning	A	A
Factor 2: Operating Performance (25%)		
Operating Results (Operating Cash Flow Margin) (%)	10.8	A1
Revenue Diversity (Maximum Single Contribution) (%)	44.7	Aa2
Factor 3: Wealth & Liquidity (25%)		
Total Wealth (Total Cash & Investments) (\$000)	373,993	Aa3
Operating Reserve (Spendable Cash & Investments to Operating Expenses) (x)	0.5	Aa3
Liquidity (Monthly Days Cash on Hand)	93	A1
Factor 4: Leverage (20%)		
Financial Leverage (Spendable Cash & Investments to Total Debt) (x)	1.3	Aa2
Debt Affordability (Total Debt to Cash Flow) (x)	3.5	Aaa
Scorecard-Indicated Outcome		aa3
Assigned BCA		aa3

Data is based on most recent fiscal year available. Debt may include pro forma data for new debt issued or proposed to be issued after the close of the fiscal year.

For non-US issuers, nominal figures are in US dollars, consistent with the Higher Education Methodology.

Source: Moody's Investors Service

Ratings

Exhibit 5

Category	Moody's Rating
RYERSON UNIVERSITY	
Outlook	Stable
Senior Unsecured -Dom Curr	Aa3

Source: Moody's Investors Service

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BOARD OF GOVERNORS
Friday, September 20, 2019
Jorgenson Hall – JOR 1410
380 Victoria Street
10:30 a.m. to 1:00 p.m.
MINUTES

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Friday, September 20, 2019 at 10:30 a.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: S. Ahmed, K. Bahnan, S. Bukhari, C. Ellis, M. Frazer (Chair), J. Fukakusa, M. Lachemi, J. Gonzales, H. Harb, M. Kolios, R. Khonsari, C. MacDonald, A. McKee, N. Mohamed, C. Paisley, S. Sinha, T. Staffieri

Regrets: M. Al Zaibak, J. Cockwell, J. Dallaire, M. Ien, D. Porter, M. Rodrigues

Board Secretariat:

H. Driscoll, Director, Governance

V. Luckiram, Governance Co-ordinator

J. MacInnis, Assistant Secretary

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

Others Attending:

M. Benarroch, Provost and Vice President, Academic

D. Brown, Vice President, Administration and Operations

L. Cowin, Executive Director, Athletics and Recreation

G. Craney, Deputy Provost and Vice-Provost, University Planning

F. Forbes, Chief of Staff & Executive Director, Communications

J. Grass, Assistant Vice President, University Relations

S. Liss, Vice President, Research and Innovation

G. Mallon, Interim Assistant Vice President, Facilities Management and Development

J. MacRitchie, Assistant Vice-President, Zone Learning and Strategic Initiatives

M. McEachrane Mikhail, Executive Director, Office of Provost and Vice President Academic

J. McKee, Chief Financial Officer

J. McMillen, Vice Provost, Students

I. Mishkel, Vice President, University Advancement and Alumni Relations

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

A. Saloojee, Assistant Vice President, Ryerson International

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

1. **IN-CAMERA DISCUSSION (Board Members Only)**
2. **IN-CAMERA DISCUSSION (Executive Group Invited)**
3. **REPORT FROM THE PRESIDENT**

END OF IN-CAMERA DISCUSSION

4. INTRODUCTION

4.1. Chair's Remarks

M. Frazer opened his remarks with an acknowledgement of the land and then welcomed new students, faculty, staff and alumni members to the first Board meeting of the academic year. He noted that the Board Welcome Social was held on September 5, 2019. He reminded Board members of the upcoming Convocations and encouraged board member participation. M. Frazer thanked the Ryerson Bookstore for arranging the Herschel backpacks in keeping with the back-to-school theme, noting that Ryerson is a Herschel retailer.

4.2. Approval of the September 20, 2019 Agenda

The agenda was approved as presented.

5. REPORT FROM THE PRESIDENT

M. Lachemi welcomed Board members and updated them on the University's current enrolment.

M. Lachemi informed Board members that in August, the government approved OSAP eligibility for students at the new Law School.

M. Lachemi announced that the Daphne Cockwell Complex is open, thanked D. Brown and her team in Facilities Management and Development for their great work in making this happen, and noted that there will be a formal opening ceremony for the building later this fall.

M. Lachemi reported that Pedro Barata was named Executive Director of the Future Skills Centre. M. Lachemi continued by saying that the Future Skills Centre held a call for proposals this month, involving Thirty Six Million Dollars (\$36,000,000) in funding.

M. Lachemi reported that in September Ryerson served as a venue for the Toronto International Film Festival at which five Ryerson alumni debuted their films at TIFF.

M. Lachemi reminded Board members that the 2nd annual Ryerson Pow Wow was taking place and it included two days full of Indigenous culture, arts, teachings, song, drumming and dance. M. Lachemi encouraged Board members to attend the Pow Wow after the Board meeting.

M. Lachemi spoke of the upcoming Fall Convocation, noting that honorary doctorates are being presented to two distinguished individuals: Maryka Omatsu, lawyer, activist and the first woman

of East Asian descent to be appointed to the Ontario Court of Justice; and Sajjad Ebrahim, entrepreneur and philanthropist.

6. REPORT FROM THE SECRETARY

J. Shin Doi announced C. Redmond's retirement this fall and introduced the new Board Secretariat team: Heather Driscoll, Josie Lee, Vidya Luckiram, Jennifer MacInnis, and Hannah Williams.

6.1. Annual Board and Committee Assessment Executive Summary 2018-19

7. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

7.1. The Academic Year Ahead

M. Benarroch highlighted new priorities for the year including emphasis on internationalization and indigenization strategies and advised that enrolment targets for the 2019-20 academic year have been met.

7.2. Law School

M. Benarroch announced that admissions to the new Law School are now open.

7.3. Senior Leadership Appointments

M. Benarroch noted that, aside from the appointments in his written report, J. MacRitchie was appointed the Assistant Vice-President of Zone Learning and Strategic Initiatives.

8. DISCUSSION ITEMS

8.1. Report from the Chair of the Employee Relations and Pension Committee

M. Frazer reported that the Employee Relations and Pensions Committee met on September 19, 2019 and received the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan as at December 31, 2018. The Committee recommended that the report not be filed with the regulatory authorities at this time. The Committee also recommended that Willis Towers Watson be appointed as a third-party administrator for the Pension Plan, and that Willis Towers Watson also be retained as the Actuary for the pension plan for the calendar year 2020.

8.1.1. Ryerson Retirement Pension Plan Valuation Report December 31, 2018

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

8.1.2. Appointment of the Actuary for the Ryerson Retirement Pension Plan

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

8.1.3. Appointment of the Third-Party Administrator of the Ryerson Retirement Pension Plan

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

9. CONSENT AGENDA

9.1. Approval of the June 27, 2019 Minutes

The minutes were approved as presented.

10. FOR INFORMATION

11. TERMINATION



BOARD OF GOVERNORS
November 28, 2019

AGENDA ITEM: Amendments to the Ryerson Retirement Pension Plan Statement of Investment Policies and Procedures

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Approval

SUMMARY: Attached for the Board of Governors' review is a revised Statement of Investment Policies and Procedures ("SIP&P") for the Ryerson Retirement Pension Plan ("RRPP"). Section 78(7) of the Pension Benefits Act Regulations requires that a SIP&P include the plan's target asset allocation for each investment category. The appendix has been updated to provide these targets, which are the same targets that OMERS presented to the ERPC at their annual review in April 2019. The SIP&P must also stipulate the credit rating for fixed income assets, which is outlined under section 3.3.1. Neither of these changes impact the asset allocation of the fund, they are disclosure requirements only.

The Financial Services Regulatory Authority (FSRA) requires that the SIP&P be in compliance no later than December 31, 2019.

Proteus, a HUB International Company ("Proteus") has reviewed the changes and confirmed that the SIP&P is in compliance.

BACKGROUND: Prior to 2016, Ryerson had adopted the OMERS SIP&P because the assets of the RRPP are invested on a co-mingled basis with the OMERS plan assets. As a result of amendments to the PBA, Ryerson was required to develop its own SIP&P, which was approved by the Board of Governors on September 28, 2015. Proteus who provides pension plan governance and investment consulting services assisted Ryerson in the development and these regular updates to Ryerson's SIP&P.

The Ryerson SIP&P was previously amended in April 2019 to reflect changes that OMERS made to their SIP&P in January 2019.

ATTACHMENTS: SIP&P with tracked changes
SIP&P clean version

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Jan Neiman, Director Pensions & Benefits
Date: November 25, 2019

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer
Date: November 25, 2019

STATEMENT OF INVESTMENT POLICY AND PROCEDURES

For The Ryerson Retirement Pension Plan

FSCO Registration Number 0589887

Effective [<<NEW DATE>>](#)

Approved on [<<NEW DATE>>](#) By the Ryerson University Board of Governors

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SECTION 1 - INTRODUCTION

1.1 PURPOSE OF THE PLAN

The Ryerson Retirement Pension Plan (the "Plan") was established in 1964 by Ryerson University's Board of Governors (the "Board") to provide retirement income benefits to Ryerson University Plan Members ("Plan Members") as described in the Ryerson Retirement Pension Plan Text (the "Plan Text"). Membership in the Plan is available to all full-time career employees at Ryerson University, as well as several classifications of term employees, subject to the applicable minimum service requirements and other conditions outlined in the Plan Text.

1.2 NATURE OF THE PLAN

The Plan is registered as a defined benefit pension plan. The Plan is contributory and is funded by equal contributions from Ryerson University and the Plan Members. The contribution rates are determined by Ryerson University and are based upon the funding requirements of the Plan following discussions with the Plan's actuary. Funding requirements of the Plan are therefore subject to change and may result in changes to the required contribution rates. Contribution rates do not determine the amount of pension payable from the defined benefit plan.

The Plan provides a pension benefit for normal retirement at age 65 based on the following formula: 1.35% of the member's highest annual average earnings over 60 consecutive months up to the maximum pensionable earnings limit of the member's final year, plus 2.0% of the member's highest annual average earnings over 60 consecutive months in excess of the maximum pensionable earnings of the member's final year, the sum multiplied by the number of years of credited service to a maximum of 35 years. The Plan pension formula includes a bridge benefit paid to age 65, as well as survivor benefits and early retirement options. All pensions are indexed to the Consumer Price Index for Canada to a maximum of eight per cent per year with any excess carried forward to future years.

Between 1965 and 1995 a number of agreements were made between Ryerson University and the Ontario Municipal Employees Retirement Board ("OMERS") whereby it was agreed that OMERS would manage and administer the Plan. Each agreement was approved by the Ontario Lieutenant Governor by Order in Council. The current agreement (the "OMERS Management Agreement") is dated as of April 1, 1995 and approved by the Ontario Lieutenant Governor by Order in Council 2211/95. Under this agreement OMERS ceased providing day to day administration of the Plan and agreed to invest the portion of pension assets transferred to it by the Trustee of the Ryerson Retirement Pension Plan Trust Fund (the "Fund"), Royal Trust Corporation of Canada (currently known as RBC Investor & Treasury Services). The purpose of the

Fund is to provide the Plan Members with retirement benefits as described in the Plan Text.

The portion of the Fund held from time to time for investment purposes by OMERS is referred to herein as the “OMERS-Invested Ryerson Fund”.

The Plan also maintains a “Liquidity Account” which is held by the Trustee RBC Investor & Treasury Services. The Liquidity Account is separate from the OMERS-Invested Ryerson Fund and is not managed by OMERS. The Liquidity Account has been established to receive contributions, disburse benefit payments, and transfer assets between the Liquidity Account and the OMERS-Invested Ryerson Fund.

The combined assets of the OMERS-Invested Ryerson Fund and the Liquidity Account represent the total assets of the Fund.

1.3 PURPOSE OF THE STATEMENT

This Statement of Investment Policies and Procedures ("Statement") addresses the manner in which the Plan's assets shall be invested. The Statement defines the Plan's governance structure and other procedures adopted for the ongoing operation of the Plan. The Plan is registered with the Financial Services Commission of Ontario ("FSCO") and is subject to the Pension Benefits Act of Ontario ("PBAO"). Investments shall be selected in accordance with the criteria and limitations set forth in this Statement and in accordance with all applicable legislation including the PBAO, Schedule III of the Federal Government's Pension Benefits Standards Regulations ("PBSR"), and the Income Tax Act ("ITA") of Canada as administered by the Canada Revenue Agency ("CRA"). In the event of a conflict between applicable legislation and this Plan Statement, the legislated regulations prevail. The Statement is available to Members for inspection without charge and copies are available upon request.

In establishing this Statement, a Standing Committee of the Board referred to as the Employee Relations & Pension Committee (the "Committee") is acting in accordance with its responsibility to the participants of the Plan and its beneficiaries. The basic goal underlying the establishment of this policy is to ensure that the assets of the Fund, together with the expected contributions and investment income to be earned by the Fund, shall be invested in a prudent manner, so that the Fund shall be sufficient to meet the member benefit obligations of the Plan as they come due.

Assets must be managed with the care, skill and diligence that a prudent person in similar circumstances would exercise in dealing with the property of another person. In particular, prudent limits must be attached to purchases of individual investments. The investment managers should use, in investing the Fund, all relevant knowledge and skill that the investment managers possesses by reason of their profession and business qualifications.

This Statement may be changed or modified at any time by recommendation of the Committee and action of the Board.

SECTION 2 - PLAN GOVERNANCE

2.1 BOARD OF GOVERNORS

Ryerson University is the Plan sponsor and acts as the administrator of the Plan. In particular, the Board is responsible for ensuring that the Plan is managed prudently for the benefit of its Members. The Board is responsible for approving all amendments to the Statement and has delegated various oversight responsibilities to the Committee. Other parties involved in the management and/or oversight of the Plan include the Joint Pension Committee which is comprised of members from Ryerson University's employee constituency groups, the Ryerson University Executive Group, Human Resources Pensions & Benefits, and OMERS which is responsible for the investment of the OMERS-Invested Ryerson Fund in accordance with the OMERS Management Agreement. Several outside parties have been hired to provide advice, administer data, and produce statements.

2.2 EMPLOYEE RELATIONS & PENSION COMMITTEE

The mandate of the Committee is to 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 delegated to that Committee by resolution of the Board, and to consider and make recommendations to the Board on all matters respecting employee relations except negotiations.

The Committee has delegated several tasks to various parties and has retained advisors and agents to assist it in carrying out its duties, meets at least three times annually and its responsibilities include the following:

- Oversee that Ryerson University has satisfied all of its pension plan governance and fiduciary obligations;
- Advise the Board on policy issues;
- Review the annual audited financial statements of the Plan;
- Periodically review and make recommendations with respect to all external relationships having to do with the Plan administration including but not limited to the appointment of the Plan actuary and the Plan administrator;
- Monitor the performance of the Plan's investments and recommend to the Board the appointment of investment counsel and investment managers;
- Monitor to ensure that the Plan investments and funding are managed according to the laws and this Statement;
- Recommend Statement and Plan amendments to the Board for approval.

2.3 OMERS

The Plan allows for investment of the OMERS-Invested Ryerson Fund by OMERS. The Committee recognizes that OMERS independently maintains, and is governed by, its own Statement of Investment Policies and Procedures. The OMERS Management Agreement provides that the OMERS-Invested Ryerson Fund will be commingled with the OMERS Primary Pension Plan fund for investment purposes including earnings, policies and goals. It explicitly states that OMERS shall have no responsibility for determining whether investment in the commingled fund is consistent with this Statement or otherwise appropriate for the Fund. Accordingly, the Committee shall carefully monitor the OMERS Primary Pension Plan Statement of Investment Policies and Procedures as amended from time to time to confirm it continues to be consistent with the Plan's investment policies and goals.

OMERS has the following responsibilities:

- Holding and investing the OMERS-Invested Ryerson Fund on a commingled basis with the OMERS Primary Pension Plan;
- Meeting with the Committee to present its analysis of the investment performance and to describe its current and future investment strategies;
- Regularly preparing and providing to the Committee written investment performance reports;
- Informing the Committee of any changes to its Statement of Investment Policies and Procedures, and any significant changes to its organization or investment strategies;
- Exercising the care, skill and diligence required by Section 22 of the Pension Benefits Act (Ontario).

2.4 CONFLICT OF INTEREST

The Board, the Committee and any employee, agent or advisor directly retained by Ryerson University to provide services related to the administration of the Plan (except as provided in the OMERS Management Agreement) shall comply with Ryerson University's Conflict of Interest policy and procedures, and By-law No.1, Article 8, declaration of interest provisions. Further, all individuals must further disclose immediately to the Committee, any actual or perceived conflict of interest which could affect their ability to render objective advice or services affecting the administration of the Plan. These individuals shall also abstain from voting on matters where an actual or perceived conflict of interest appears.

2.5 RELATED PARTY TRANSACTIONS

The Plan or OMERS may enter into a transaction with a related party, as determined under the applicable legislation (i.e. PBA or ITA). OMERS' transaction with a party related to them will also be in accordance with the requirements of the OMERS 'Related Party Transactions Review Policy'. For the purposes of the applicable legislation, a transaction is considered to be nominal or immaterial at the time the transaction is entered into or completed for:

- Ryerson University if its value is no more than 3% of the market value of the Liquidity Account;
- OMERS if its value is no more than 3% of the market value of the OMERS Primary Plan Fund.

2.6 STANDARD OF PRUDENCE

All persons charged with investment responsibility over the assets of the Fund are required to ensure compliance with the quantitative restrictions set out in Schedule III of the PBSR.

2.7 STATEMENT REVIEW

This Statement is to be reviewed by the Committee at least annually. In formulating its Statement amendment recommendations for the Board of Governors, the Committee will take into account whether any significant developments have occurred including:

- Changes to the OMERS Statement of Investment Policy and Procedures or any of the other OMERS policies mentioned in this Statement;
- Governance changes;
- Changing investment beliefs;
- Changes to the demographics of the Plan's Membership;
- New investment strategies;
- Changes to legislation;
- Any practical issues arising from the application of the Statement.

The Plan Administrator will file a copy of the amended Statement with the Financial Securities Commission of Ontario, as well as with the Plan's actuary, within 60 days following the Statement's amendment date.

SECTION 3 - INVESTMENT POLICY

3.1 RETURN EXPECTATIONS

Ryerson University is committed to providing secure pensions through receipt of contributions and by investing activities designed to deliver 7-11% annual average investment returns. Ryerson University's long-term investment goal is to ensure that the value of the Fund exceeds the present value of all accrued pension benefits promised to the Plan Members. The Fund shall be managed on a going-concern basis.

3.2 STRATEGIC ASSET ALLOCATION

OMERS uses four strategic asset groups (fixed income, equities, real assets and short-term instruments) as part of the long-term strategic asset allocation for the Plan.

These asset groups are comprised of the following asset classes:

- Fixed income includes inflation linked bonds, government bonds and credit investments (public or private);
- Equities includes public equity and private equity;
- Real assets includes infrastructure and real estate; and
- Short-term instruments include net cash and equivalents.

The following strategic asset mix allocations were established by OMERS have been adopted by Ryerson University:

Asset Group¹	Minimum	Target	Maximum
Fixed Income <ul style="list-style-type: none">• ILBs• Government Bonds• Credit	20%	46% 2% 27% 17%	65%
Equities <ul style="list-style-type: none">• Public Equities• Private Equities	23% 15% 8%	36% 22% 14%	55% 45% 20%
Real Assets <ul style="list-style-type: none">• Infrastructure• Real Estate	23% 13% 10%	41% 23% 18%	50% 28% 23%
Short-Term Instruments		-23%	-43%

* Ryerson University maintains a separate Liquidity Account which receives contributions and disburses benefit payments. This account has been excluded from the above noted targets, minimums and maximums.

Implementation of the long-term strategic asset group mix is completed in a prudent manner subject to market conditions and investment opportunities. OMERS implements the strategic asset group mix through its investment entities and through external service providers or other entities (including, without limitation, external

professional investment advisors, third-party managed funds, pooled funds, unit trusts and similar vehicles).

3.3 CATEGORIES OF INVESTMENTS

The Fund is invested directly and indirectly in the four asset groups identified above. Within each asset group there are various asset classes. Depending on the nature of the investment, it is possible that an investment could fit within the description of more than one asset class in which case the asset will be classified according to the class to which it most closely aligns based upon an assessment of its underlying characteristics. The asset groups described below may include other asset classes which share similar risk/return characteristics.

3.3.1 Fixed Income

Fixed income investments typically pay a fixed or floating amount of interest at regular intervals over a period of time, as well as return of the original principal investment at maturity. Coupon payments and contractual maturities of fixed income investments provide liquidity to the Plan. The fixed income asset group includes the following asset classes:

- a) Inflation linked bonds (ILBs)- investments where the underlying principal or return is indexed to inflation, including derivatives that emulate such instruments;
- b) Government bonds - investments in nominal government bonds and debentures, including derivatives that emulate such instruments; and
- c) Credit investments - derivatives or debt issued by an entity that is neither a government nor a government agency. They may have fixed or floating rate payments, be secured by other assets or be convertible into other securities, and be issued by either public or private companies.

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[In relation to the above, investments in category a\) and b\) will have a minimum credit rating of BBB. Investments in category c\) can be below investment grade.](#)

3.3.2 Equities

Equities include both public equities and private equities:

- Public equities are securities that represent ownership in a reporting issuer and include securities listed on recognized exchanges. Public equities include domestic and global equities, commodities, equity derivatives,

equity pooled vehicles such as ETFs, hedge funds, closed end funds and publicly traded REITS;

- Private equity is the ownership of equity or equity-like securities in companies (including funds) that do not generally trade on a recognized exchange. Private equity investments have the potential for higher returns than investments in public equities through active management and increased leverage but have potentially higher return volatility than other asset classes.

3.3.3 Real Assets

Real assets include private investments in infrastructure and real estate:

- Infrastructure investments are generally direct investments in large-scale services (e.g., toll roads, electricity production and transmission) or businesses with high barriers to entry, often supported by regulation or long-term contracts with governments or government agencies. Infrastructure investments are expected to produce predictable and stable cash flows and returns in excess of those obtained in the more liquid public fixed income markets.
- Real estate investments include direct and indirect industrial, office, retail, hotel and residential income producing properties and development properties. A diversified portfolio of real estate investments is expected to produce predictable and stable cash flows and returns.

3.3.4 Short-Term Instruments

Short-term instruments consist of cash and equivalent short-term investments used to maintain plan liquidity and to achieve economic leverage. Economic leverage is generally achieved through the use of derivative instruments to gain exposure to a variety of asset classes. Short-term instruments also include all debt consolidated on OAC's balance sheet and not allocated to private assets.

3.4 EXPOSURE TO FOREIGN ASSETS

Foreign investments are permitted as they may provide the benefit of diversification to the Plan. Such investments could include components of any of the asset classes described above. Ryerson University limits the exposure to foreign assets to 75% of the gross exposure of the Fund.

3.5 SHORT SELLING OF SECURITIES

OMERS may short sell securities in public market assets to enhance expected returns or protect capital. Engaging in short selling of securities will only be done after full

consideration of the related risks. These risks will be identified, measured, managed and monitored.

DRAFT

3.6 RISK MANAGEMENT

Ryerson is exposed to a variety of investment risks. These include but are not limited to:

- Market risk (e.g., interest rate risk, foreign currency risk);
- Liquidity risk; and
- Credit risk.

These risks are measured and managed by OMERS using systematic quantitative and qualitative approaches that assist in assessing the total risk associated with the Fund's investment activities. The OMERS risk management function assesses key investment risks.

To manage funding risk and investment risk, periodic asset liability studies will be conducted.

3.6.1 Asset/Liability Management (ALM) Process

OMERS regularly reviews the composition of its portfolios and adjusts its exposures based upon its risk appetite. The Committee will periodically review the characteristics of the Ryerson Retirement Pension Plan's demographics and liability profile relative to those of the OMERS Primary Pension Plan to ensure they are reasonably similar and that the strategic asset allocation remains appropriate for the Ryerson Retirement Pension Plan.

3.6.2 Diversification

Diversification is an important risk management tool because it reduces the variability of returns by spreading the Fund's long-term risk among:

- asset classes;
- countries and industries;
- asset holding periods;
- currencies;
- and securities

3.6.3 Derivatives

Ryerson University recognizes that OMERS uses exchange-traded, over-the-counter and other forms of bilateral derivative contracts to gain, reduce or hedge exposure to interest rates, foreign exchange rates, credit, debt instruments, commodities, public equities and other indices. Types of derivatives used include listed futures, options (listed and over-the-counter), swaps and forwards. Exchange-traded derivative and cleared over-the-counter positions are regularly valued using quoted market prices, where available,

while bilateral over-the-counter derivatives are marked-to-market. Derivatives are only used after full consideration of the related risks and in accordance with internally approved limits and applicable laws and regulations.

3.7 LIQUIDITY

The liquidity of specific asset classes is considered by OMERS in the development of the strategic asset mix. The Plan also maintains a Liquidity Account held by the Trustee RBC Investor & Treasury Services. The Liquidity Account is separate from the OMERS-Invested Ryerson Fund and is not managed by OMERS. The Liquidity Account has been established to receive contributions, disburse benefit payments, and transfer assets between the Liquidity Account and the OMERS-Invested Ryerson Fund. Investments of the Liquidity Account are managed with a short-term time horizon. An appointed delegate of the Committee is responsible for overseeing the Liquidity Account and ensuring sufficient liquidity is maintained to meet the financial obligations of the Plan as they come due. The Committee's delegate is also responsible for communicating the Plan's liquidity requirements to OMERS with reasonable advance notice. Contributions to the Liquidity Account which are in excess of the required disbursements may be transferred to OMERS. OMERS may also periodically be instructed to transfer assets to the Liquidity Account when disbursements required for benefit payments exceed the available balance of the Liquidity Account.

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Responsibility for exercising all voting rights acquired through the Plan's investments has been delegated to OMERS. OMERS is expected to exercise voting rights in a manner that is consistent with its Proxy Voting Guidelines and make the policy available to the Plan upon request. OMERS may engage a proxy voting service provider.

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Ryerson University believes that well run companies with sound environmental, social and governance ("ESG") practices will perform better in the long-term. Ryerson University encourages the adoption of policies and practices that maximize long-term financial performance including responsible corporate behavior with respect to ESG factors.

Ryerson University recognizes that OMERS incorporates ESG factors into its decision-making process and asset management practices, as such factors could have a material impact on investment performance. OMERS may, without input from or consultation with Ryerson University, determine that there are industries, sectors, jurisdictions, markets, or companies where the risks posed by ESG factors outweigh any potential benefits of investing.

OMERS exercises voting rights in respect of its public equity portfolio in a manner consistent with the OMERS Proxy Voting Guidelines. OMERS may also encourage responsible corporate behavior through direct engagement with the public and private companies in which it invests.

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Investments are stated at fair value. Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. It is best evidenced by a quoted market price, if one exists. Ryerson University recognizes it is OMERS' practice to use quoted independent market prices for the valuation of assets wherever such quoted prices exist.

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The valuation of investment assets requires significant judgment. Valuations are tested for reasonableness against appropriate public comparables as available. The resulting values are included in the OMERS annual financial statements which are audited by an independent firm of Licensed Public Accountants.

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OMERS may engage in securities lending activities of the Fund's securities to (i) to generate incremental income (ii) for liquidity management purposes, and (iii) in order to facilitate collateral transformation and to support security borrowing activities.

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OMERS may pledge, charge or otherwise grant a security interest in assets or post margin as required to, for instance, complete derivative transactions, secure a permitted borrowing or to complete a short sale, or in connection with a repo or reverse repo transaction in accordance with all applicable laws.

Assets that can be pledged for collateral are set out in legal agreements or are defined by exchanges. The level of collateral pledged is determined and monitored as part of OMERS' management of liquidity risk.

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Borrowing or providing guarantees on behalf of the Fund is permitted in accordance with the PBA and the ITA ("Permitted Borrowing").

3.14 REPURCHASE TRANSACTIONS

Ryerson University recognizes OMERS enters into securities repurchase ("repo") transactions for liquidity management purposes and may enter into reverse repo transactions to generate incremental income. Any decision by OMERS to use repo transactions will include consideration of the impact on the OMERS Primary Pension Plan. OMERS only enters into reverse repo transactions in respect of readily marketable liquid securities.

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Ryerson University recognizes that OMERS has established procedures that regulate the approval and ongoing assessment of all counterparties with whom it transacts. In addition, OMERS ensures these relationships are governed by appropriate documentation that contains specific procedures for close-out netting and termination rights following the default of a counterparty.

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Investment performance will be evaluated against absolute return benchmarks that are established annually by OMERS.

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4.1 SELECTION OF INVESTMENT MANAGERS AND FUND OPTIONS

In the event that an additional investment manager is required, the Committee will undertake an investment manager search, and may use the assistance of a third-party investment consultant. The criteria used for selecting a new investment manager will be consistent with the investment policy set out in Section 3 of this Policy.

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If the Committee chooses to undertake a review, any managers may be replaced in accordance with the same procedure described in Section 4.1.

**Statement Approved and Adopted by
The Board of Governors of
Ryerson University**

Signature

Chair, Board of Governors
Title

<< NEW DATE >> _____

Date

APPENDIX

The strategic asset mix is described in the Statement of Investment Policies and Procedures (SIPP). This appendix has been prepared exclusively to provide the disclosure required by subsection 78(7) of the General PBA Regulation. To the extent of any inconsistency between this appendix and any other provision of the SIPP, the other provision of the SIPP prevails.

Investment Category	Asset Classes in the SIPP	<u>Target</u>
1. Insured contracts	Fixed Income	
2. Mutual or pooled funds or segregated funds	Equities, Real Assets, Fixed Income, Short Term Instruments	
3. Demand deposits and cash on hand	Short-term instruments	
4. Short-term notes and treasury bills	Short-term instruments	<u>-23%</u>
5. Term deposits and guaranteed investment certificates	Short-term instruments	
6. Mortgage loans	Fixed Income	
7. Real estate	Real Assets	<u>18%</u>
8. Real estate debentures	Fixed Income	
9. Resource properties	Equities	
10. Venture capital	Equities	
11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regulations	Equities, Fixed Income, Real Assets, Short-term instruments	
12. Employer issued securities	Not Applicable	
13. Canadian stocks other than investments referred to in rows 1 to 12	Equities	<u>36%</u>
14. Non-Canadian stocks other than investments referred to in rows 1 to 12	Equities	
15. Canadian bonds and debentures other than investments referred to in rows 1 to 12	Fixed Income	<u>29%</u>
16. Non-Canadian bonds and debentures other than investments referred to in rows 1 to 12	Fixed Income	
17. Investments other than investments referred to in rows 1 to 16	Equities, Fixed Income, Real Assets, Short-term instruments	<u>40%</u>

STATEMENT OF INVESTMENT POLICY AND PROCEDURES

For The

Ryerson Retirement Pension Plan

FSCO Registration Number 0589887

Effective November 28, 2019

Approved on November 28, 2019
By the Ryerson University Board of Governors

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SECTION 1 - INTRODUCTION

1.1 PURPOSE OF THE PLAN

The Ryerson Retirement Pension Plan (the "Plan") was established in 1964 by Ryerson University's Board of Governors (the "Board") to provide retirement income benefits to Ryerson University Plan Members ("Plan Members") as described in the Ryerson Retirement Pension Plan Text (the "Plan Text"). Membership in the Plan is available to all full-time career employees at Ryerson University, as well as several classifications of term employees, subject to the applicable minimum service requirements and other conditions outlined in the Plan Text.

1.2 NATURE OF THE PLAN

The Plan is registered as a defined benefit pension plan. The Plan is contributory and is funded by equal contributions from Ryerson University and the Plan Members. The contribution rates are determined by Ryerson University and are based upon the funding requirements of the Plan following discussions with the Plan's actuary. Funding requirements of the Plan are therefore subject to change and may result in changes to the required contribution rates. Contribution rates do not determine the amount of pension payable from the defined benefit plan.

The Plan provides a pension benefit for normal retirement at age 65 based on the following formula: 1.35% of the member's highest annual average earnings over 60 consecutive months up to the maximum pensionable earnings limit of the member's final year, plus 2.0% of the member's highest annual average earnings over 60 consecutive months in excess of the maximum pensionable earnings of the member's final year, the sum multiplied by the number of years of credited service to a maximum of 35 years. The Plan pension formula includes a bridge benefit paid to age 65, as well as survivor benefits and early retirement options. All pensions are indexed to the Consumer Price Index for Canada to a maximum of eight per cent per year with any excess carried forward to future years.

Between 1965 and 1995 a number of agreements were made between Ryerson University and the Ontario Municipal Employees Retirement Board ("OMERS") whereby it was agreed that OMERS would manage and administer the Plan. Each agreement was approved by the Ontario Lieutenant Governor by Order in Council. The current agreement (the "OMERS Management Agreement") is dated as of April 1, 1995 and approved by the Ontario Lieutenant Governor by Order in Council 2211/95. Under this agreement OMERS ceased providing day to day administration of the Plan and agreed to invest the portion of pension assets transferred to it by the Trustee of the Ryerson Retirement Pension Plan Trust Fund (the "Fund"), Royal Trust Corporation of Canada (currently known as RBC Investor & Treasury Services). The purpose of the

Fund is to provide the Plan Members with retirement benefits as described in the Plan Text.

The portion of the Fund held from time to time for investment purposes by OMERS is referred to herein as the “OMERS-Invested Ryerson Fund”.

The Plan also maintains a “Liquidity Account” which is held by the Trustee RBC Investor & Treasury Services. The Liquidity Account is separate from the OMERS-Invested Ryerson Fund and is not managed by OMERS. The Liquidity Account has been established to receive contributions, disburse benefit payments, and transfer assets between the Liquidity Account and the OMERS-Invested Ryerson Fund.

The combined assets of the OMERS-Invested Ryerson Fund and the Liquidity Account represent the total assets of the Fund.

1.3 PURPOSE OF THE STATEMENT

This Statement of Investment Policies and Procedures (“Statement”) addresses the manner in which the Plan’s assets shall be invested. The Statement defines the Plan’s governance structure and other procedures adopted for the ongoing operation of the Plan. The Plan is registered with the Financial Services Commission of Ontario (“FSCO”) and is subject to the Pension Benefits Act of Ontario (“PBAO”). Investments shall be selected in accordance with the criteria and limitations set forth in this Statement and in accordance with all applicable legislation including the PBAO, Schedule III of the Federal Government’s Pension Benefits Standards Regulations (“PBSR”), and the Income Tax Act (“ITA”) of Canada as administered by the Canada Revenue Agency (“CRA”). In the event of a conflict between applicable legislation and this Plan Statement, the legislated regulations prevail. The Statement is available to Members for inspection without charge and copies are available upon request.

In establishing this Statement, a Standing Committee of the Board referred to as the Employee Relations & Pension Committee (the “Committee”) is acting in accordance with its responsibility to the participants of the Plan and its beneficiaries. The basic goal underlying the establishment of this policy is to ensure that the assets of the Fund, together with the expected contributions and investment income to be earned by the Fund, shall be invested in a prudent manner, so that the Fund shall be sufficient to meet the member benefit obligations of the Plan as they come due.

Assets must be managed with the care, skill and diligence that a prudent person in similar circumstances would exercise in dealing with the property of another person. In particular, prudent limits must be attached to purchases of individual investments. The investment managers should use, in investing the Fund, all relevant knowledge and skill that the investment managers possesses by reason of their profession and business qualifications.

This Statement may be changed or modified at any time by recommendation of the Committee and action of the Board.

SECTION 2 - PLAN GOVERNANCE

2.1 BOARD OF GOVERNORS

Ryerson University is the Plan sponsor and acts as the administrator of the Plan. In particular, the Board is responsible for ensuring that the Plan is managed prudently for the benefit of its Members. The Board is responsible for approving all amendments to the Statement and has delegated various oversight responsibilities to the Committee. Other parties involved in the management and/or oversight of the Plan include the Joint Pension Committee which is comprised of members from Ryerson University's employee constituency groups, the Ryerson University Executive Group, Human Resources Pensions & Benefits, and OMERS which is responsible for the investment of the OMERS-Invested Ryerson Fund in accordance with the OMERS Management Agreement. Several outside parties have been hired to provide advice, administer data, and produce statements.

2.2 EMPLOYEE RELATIONS & PENSION COMMITTEE

The mandate of the Committee is to 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 delegated to that Committee by resolution of the Board, and to consider and make recommendations to the Board on all matters respecting employee relations except negotiations.

The Committee has delegated several tasks to various parties and has retained advisors and agents to assist it in carrying out its duties, meets at least three times annually and its responsibilities include the following:

- Oversee that Ryerson University has satisfied all of its pension plan governance and fiduciary obligations;
- Advise the Board on policy issues;
- Review the annual audited financial statements of the Plan;
- Periodically review and make recommendations with respect to all external relationships having to do with the Plan administration including but not limited to the appointment of the Plan actuary and the Plan administrator;
- Monitor the performance of the Plan's investments and recommend to the Board the appointment of investment counsel and investment managers;
- Monitor to ensure that the Plan investments and funding are managed according to the laws and this Statement;
- Recommend Statement and Plan amendments to the Board for approval.

2.3 OMERS

The Plan allows for investment of the OMERS-Invested Ryerson Fund by OMERS. The Committee recognizes that OMERS independently maintains, and is governed by, its own Statement of Investment Policies and Procedures. The OMERS Management Agreement provides that the OMERS-Invested Ryerson Fund will be commingled with the OMERS Primary Pension Plan fund for investment purposes including earnings, policies and goals. It explicitly states that OMERS shall have no responsibility for determining whether investment in the commingled fund is consistent with this Statement or otherwise appropriate for the Fund. Accordingly, the Committee shall carefully monitor the OMERS Primary Pension Plan Statement of Investment Policies and Procedures as amended from time to time to confirm it continues to be consistent with the Plan's investment policies and goals.

OMERS has the following responsibilities:

- Holding and investing the OMERS-Invested Ryerson Fund on a commingled basis with the OMERS Primary Pension Plan;
- Meeting with the Committee to present its analysis of the investment performance and to describe its current and future investment strategies;
- Regularly preparing and providing to the Committee written investment performance reports;
- Informing the Committee of any changes to its Statement of Investment Policies and Procedures, and any significant changes to its organization or investment strategies;
- Exercising the care, skill and diligence required by Section 22 of the Pension Benefits Act (Ontario).

2.4 CONFLICT OF INTEREST

The Board, the Committee and any employee, agent or advisor directly retained by Ryerson University to provide services related to the administration of the Plan (except as provided in the OMERS Management Agreement) shall comply with Ryerson University's Conflict of Interest policy and procedures, and By-law No.1, Article 8, declaration of interest provisions. Further, all individuals must further disclose immediately to the Committee, any actual or perceived conflict of interest which could affect their ability to render objective advice or services affecting the administration of the Plan. These individuals shall also abstain from voting on matters where an actual or perceived conflict of interest appears.

2.5 RELATED PARTY TRANSACTIONS

The Plan or OMERS may enter into a transaction with a related party, as determined under the applicable legislation (i.e. PBA or ITA). OMERS' transaction with a party related to them will also be in accordance with the requirements of the OMERS 'Related Party Transactions Review Policy'. For the purposes of the applicable legislation, a transaction is considered to be nominal or immaterial at the time the transaction is entered into or completed for:

- Ryerson University if its value is no more than 3% of the market value of the Liquidity Account;
- OMERS if its value is no more than 3% of the market value of the OMERS Primary Plan Fund.

2.6 STANDARD OF PRUDENCE

All persons charged with investment responsibility over the assets of the Fund are required to ensure compliance with the quantitative restrictions set out in Schedule III of the PBSR.

2.7 STATEMENT REVIEW

This Statement is to be reviewed by the Committee at least annually. In formulating its Statement amendment recommendations for the Board of Governors, the Committee will take into account whether any significant developments have occurred including:

- Changes to the OMERS Statement of Investment Policy and Procedures or any of the other OMERS policies mentioned in this Statement;
- Governance changes;
- Changing investment beliefs;
- Changes to the demographics of the Plan's Membership;
- New investment strategies;
- Changes to legislation;
- Any practical issues arising from the application of the Statement.

The Plan Administrator will file a copy of the amended Statement with the Financial Securities Commission of Ontario, as well as with the Plan's actuary, within 60 days following the Statement's amendment date.

SECTION 3 - INVESTMENT POLICY

3.1 RETURN EXPECTATIONS

Ryerson University is committed to providing secure pensions through receipt of contributions and by investing activities designed to deliver 7-11% annual average investment returns. Ryerson University's long-term investment goal is to ensure that the value of the Fund exceeds the present value of all accrued pension benefits promised to the Plan Members. The Fund shall be managed on a going-concern basis.

3.2 STRATEGIC ASSET ALLOCATION

OMERS uses four strategic asset groups (fixed income, equities, real assets and short-term instruments) as part of the long-term strategic asset allocation for the Plan.

These asset groups are comprised of the following asset classes:

- Fixed income includes inflation linked bonds, government bonds and credit investments (public or private);
- Equities includes public equity and private equity;
- Real assets includes infrastructure and real estate; and
- Short-term instruments include net cash and equivalents.

The following strategic asset mix allocations were established by OMERS have been adopted by Ryerson University:

Asset Group¹	Minimum	Target	Maximum
Fixed Income <ul style="list-style-type: none">• ILBs• Government Bonds• Credit	20%	46% 2% 27% 17%	65%
Equities <ul style="list-style-type: none">• Public Equities• Private Equities	23% 15% 8%	36% 22% 14%	55% 45% 20%
Real Assets <ul style="list-style-type: none">• Infrastructure• Real Estate	23% 13% 10%	41% 23% 18%	50% 28% 23%
Short-Term Instruments		-23%	-43%

* Ryerson University maintains a separate Liquidity Account which receives contributions and disburses benefit payments. This account has been excluded from the above noted targets, minimums and maximums.

Implementation of the long-term strategic asset group mix is completed in a prudent manner subject to market conditions and investment opportunities. OMERS implements the strategic asset group mix through its investment entities and through external service providers or other entities (including, without limitation, external

professional investment advisors, third-party managed funds, pooled funds, unit trusts and similar vehicles).

3.3 CATEGORIES OF INVESTMENTS

The Fund is invested directly and indirectly in the four asset groups identified above. Within each asset group there are various asset classes. Depending on the nature of the investment, it is possible that an investment could fit within the description of more than one asset class in which case the asset will be classified according to the class to which it most closely aligns based upon an assessment of its underlying characteristics. The asset groups described below may include other asset classes which share similar risk/return characteristics.

3.3.1 Fixed Income

Fixed income investments typically pay a fixed or floating amount of interest at regular intervals over a period of time, as well as return of the original principal investment at maturity. Coupon payments and contractual maturities of fixed income investments provide liquidity to the Plan. The fixed income asset group includes the following asset classes:

- a) Inflation linked bonds (ILBs)- investments where the underlying principal or return is indexed to inflation, including derivatives that emulate such instruments;
- b) Government bonds - investments in nominal government bonds and debentures, including derivatives that emulate such instruments; and
- c) Credit investments - derivatives or debt issued by an entity that is neither a government nor a government agency. They may have fixed or floating rate payments, be secured by other assets or be convertible into other securities, and be issued by either public or private companies.

In relation to the above, investments in category a) and b) will have a minimum credit rating of BBB. Investments in category c) can be below investment grade.

3.3.2 Equities

Equities include both public equities and private equities:

- Public equities are securities that represent ownership in a reporting issuer and include securities listed on recognized exchanges. Public equities include domestic and global equities, commodities, equity derivatives,

equity pooled vehicles such as ETFs, hedge funds, closed end funds and publicly traded REITS;

- Private equity is the ownership of equity or equity-like securities in companies (including funds) that do not generally trade on a recognized exchange. Private equity investments have the potential for higher returns than investments in public equities through active management and increased leverage but have potentially higher return volatility than other asset classes.

3.3.3 Real Assets

Real assets include private investments in infrastructure and real estate:

- Infrastructure investments are generally direct investments in large-scale services (e.g., toll roads, electricity production and transmission) or businesses with high barriers to entry, often supported by regulation or long-term contracts with governments or government agencies. Infrastructure investments are expected to produce predictable and stable cash flows and returns in excess of those obtained in the more liquid public fixed income markets.
- Real estate investments include direct and indirect industrial, office, retail, hotel and residential income producing properties and development properties. A diversified portfolio of real estate investments is expected to produce predictable and stable cash flows and returns.

3.3.4 Short-Term Instruments

Short-term instruments consist of cash and equivalent short-term investments used to maintain plan liquidity and to achieve economic leverage. Economic leverage is generally achieved through the use of derivative instruments to gain exposure to a variety of asset classes. Short-term instruments also include all debt consolidated on OAC's balance sheet and not allocated to private assets.

3.4 EXPOSURE TO FOREIGN ASSETS

Foreign investments are permitted as they may provide the benefit of diversification to the Plan. Such investments could include components of any of the asset classes described above. Ryerson University limits the exposure to foreign assets to 75% of the gross exposure of the Fund.

3.5 SHORT SELLING OF SECURITIES

OMERS may short sell securities in public market assets to enhance expected returns or protect capital. Engaging in short selling of securities will only be done after full

consideration of the related risks. These risks will be identified, measured, managed and monitored.

3.6 RISK MANAGEMENT

Ryerson is exposed to a variety of investment risks. These include but are not limited to:

- Market risk (e.g., interest rate risk, foreign currency risk);
- Liquidity risk; and
- Credit risk.

These risks are measured and managed by OMERS using systematic quantitative and qualitative approaches that assist in assessing the total risk associated with the Fund's investment activities. The OMERS risk management function assesses key investment risks.

To manage funding risk and investment risk, periodic asset liability studies will be conducted.

3.6.1 Asset/Liability Management (ALM) Process

OMERS regularly reviews the composition of its portfolios and adjusts its exposures based upon its risk appetite. The Committee will periodically review the characteristics of the Ryerson Retirement Pension Plan's demographics and liability profile relative to those of the OMERS Primary Pension Plan to ensure they are reasonably similar and that the strategic asset allocation remains appropriate for the Ryerson Retirement Pension Plan.

3.6.2 Diversification

Diversification is an important risk management tool because it reduces the variability of returns by spreading the Fund's long-term risk among:

- asset classes;
- countries and industries;
- asset holding periods;
- currencies;
- and securities

3.6.3 Derivatives

Ryerson University recognizes that OMERS uses exchange-traded, over-the-counter and other forms of bilateral derivative contracts to gain, reduce or hedge exposure to interest rates, foreign exchange rates, credit, debt instruments, commodities, public equities and other indices. Types of derivatives used include listed futures, options (listed and over-the-counter), swaps and forwards. Exchange-traded derivative and cleared over-the-counter positions are regularly valued using quoted market prices, where available,

while bilateral over-the-counter derivatives are marked-to-market. Derivatives are only used after full consideration of the related risks and in accordance with internally approved limits and applicable laws and regulations.

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Contributions to the Liquidity Account which are in excess of the required disbursements may be transferred to OMERS. OMERS may also periodically be instructed to transfer assets to the Liquidity Account when disbursements required for benefit payments exceed the available balance of the Liquidity Account.

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If the Committee chooses to undertake a review, any managers may be replaced in accordance with the same procedure described in Section 4.1.

**Statement Approved and Adopted by
The Board of Governors of
Ryerson University**

Signature

Chair, Board of Governors
Title

Date

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2. Mutual or pooled funds or segregated funds	Equities, Real Assets, Fixed Income, Short Term Instruments	
3. Demand deposits and cash on hand	Short-term instruments	
4. Short-term notes and treasury bills	Short-term instruments	-23%
5. Term deposits and guaranteed investment certificates	Short-term instruments	
6. Mortgage loans	Fixed Income	
7. Real estate	Real Assets	18%
8. Real estate debentures	Fixed Income	
9. Resource properties	Equities	
10. Venture capital	Equities	
11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regulations	Equities, Fixed Income, Real Assets, Short-term instruments	
12. Employer issued securities	Not Applicable	
13. Canadian stocks other than investments referred to in rows 1 to 12	Equities	36%
14. Non-Canadian stocks other than investments referred to in rows 1 to 12	Equities	
15. Canadian bonds and debentures other than investments referred to in rows 1 to 12	Fixed Income	29%
16. Non-Canadian bonds and debentures other than investments referred to in rows 1 to 12	Fixed Income	
17. Investments other than investments referred to in rows 1 to 16	Equities, Fixed Income, Real Assets, Short-term instruments	40%

DRAFT RESOLUTION

RE: Amendments to the Ryerson Retirement Pension Plan Statement of Investment Policies and Procedures (SIP&P)

BE IT AND IT IS HEREBY RESOLVED:

THAT the proposed amendments to the Ryerson Retirement Pension Plan Statement of Investment Policies and Procedures (SIP&P) be approved as presented.

November 28, 2019

September 2019

Media Relations

- President Lachemi was featured in Toronto Star article on Ryerson Law receiving OSAP eligibility.
- New Athletics Director Louise Cowin was featured in Toronto Star exclusive, *“Ryerson athletic director Louise Cowin hopes to take the IOUs out of U Sports for student-athletes”*
- Launch of collaborative student transit research project, StudentDwellTO, was covered by over 25 outlets including The National Post, CBC, Toronto Sun and GlobalNews.
- Ryerson Law School Interim Dean Anver Saloojee was featured in Precedent Magazine article, *“Ryerson University wants to change legal education forever”*
- Compiled and distributed a collection of faculty experts available for comment on federal election topics including blackface controversy, election debate, voter engagement. Over 20 election related stories placed.

Publications

- Produced 12 editions of Ryerson Today (RT)
- 65,252 subscribers
- Highest open rate was the edition featuring message from the Provost on Day of Action for Climate Change (45.6 per cent)
- Second-highest open rate was the first person employee experience of Get Out. Hide. Fight. Training (42.4) Note: industry average is 16.1 per cent

- Special edition on Ryerson Law School ran on Sept. 13

Marketing

- Launched the first digital FCS Year in Review. UR managed the content strategy, user experience and design. A small print piece will complement the digital version and drive audiences to the website.
- Worked with UAR to produce a new booklet (more than 30,000 copies) for the Ontario Universities' Fair that complemented the Admissions Handbook. It was distributed to prospective students at the annual OUF event, which had a turnout of approximately 130,000.
- Continued to develop recruitment materials for Phase 2 of the Faculty of Law campaign, including promotional pieces and event materials for the October 5 Ryerson Law Open House (posters, postcards, digital ads, etc.).
- Led Ryerson's sponsorship of the Toronto Region Board of Trade's Smart Cities Summit (September 25). Extended the sponsorship reach with a week-long digital campaign which included teaser video and paid posts on Facebook, Twitter and Instagram.
- Refreshed the Design Fabrication Zone visual identity which was reflected in the new DFZ website, social media assets, and marketing materials.

- Worked with FCAD and an external photographer to build out their existing photography library. Includes imagery of the new Creative Technologies Lab.

Website

- Year over year saw a 16.4% increase in visits, 18.8% increase in visitors, and a 13% increase in pages viewed.

Social Media

- **Instagram:** Gained 1.6K followers to reach 27.2K. Our highest performing Instagram post to date was posted in September, a gallery of TIFF celebs spotted on campus which had 3.7K engagements.
- **Facebook:** Gained 726 page followers to reach 76K. Experienced a 20% increase in engagements.
- **Twitter:** Gained 346 followers to reach 56.4K. Engagements increased by 27%.
- **LinkedIn:** Gained 2,584 followers to reach 227,500. Generated 2.1K social engagements (likes, comments, shares) and our content had 346K impressions.
- **Giphy:** 632K views of gifs and stickers

Digital Marketing

- Planned and managed digital campaigns for Alumni (event promo for OUT at the Broadview 2SLGBTQ+ social event) and UR (smart cities content amplification to tie into our involvement in the TRBOT Smart Cities Summit).
- Working with agency partners on digital campaigns for Grad Studies (domestic recruitment) Law (domestic recruitment) and MBA (domestic recruitment).

Video Production

- Produced 6 videos, including a “commercial” style video about Ryerson’s 10 zones and Smart cities of the future video.
- The opening of Daphne Cockwell Health Sciences Complex video yielded the highest engagement level of 2.2K and 20.5K views.
- Video about Ryerson’s Library reached total 7.4K views and 1.0K engagements (reactions, comments, shares).
- Back to school video reached 7.9K views with 1.3K engagements.
- Ryerson’s Guinness World Record challenge video gained 12.2K views and a total of 1.5K engagements across all social media platforms.

October 2019

Media Relations

- Provost and Vice President Academic, Michael Benarroch was interviewed by The Lawyer's Daily for a feature on Ryerson's Faculty of Law.
- Story on celebration of life ceremony for Ryerson alumna Alishia Liolli was covered by The Toronto Star, Canadian Press, and Global News. Included interview with Professor Jean Golden.
- Drafted and distributed media advisory on Fall 2019 honorary doctorates. Judge Maryka Omatsu's ceremony was picked up The Lawyer's Daily.
- Drafted and distributed media advisory on Social Justice Week events at Ryerson.
- Compiled and distributed a collection of faculty experts available for comment on various breaking new topics including the 2019 Federal election, Hong Kong protests and trade relations with China, impact of the death of al-Baghdadi, transmountain pipeline.

Publications

- Produced 12 editions of Ryerson Today (RT) in October
- 65,048 subscribers
- Highest open rate was the edition featuring new appointment for Elder Joanne Dallaire (41 per cent); second-highest open rate was the issue featuring hot-button issues in the upcoming federal election (39.4 per cent). Note: industry average is 16.1 per cent.

Marketing

- The promotions for the Ryerson Law Open House were successful with approximately 300 people attending the inaugural event. Marketing materials to support the event included digital ads, postcards, pop-up banners, a photo backdrop, and more. A video, created in-house, kicked off the event.
- The Law digital recruitment campaign ran through the end of October. A report will follow.
- Worked with the Ryerson International team to develop brochures to promote Global Exchange in time for Global Learning Week.
- Completed a series of ads for insertion in the upcoming issue of the Alumni Magazine.
- Developed a concise print piece aimed at key stakeholders to complement FCS' digital year in review.

Website

- Year over year saw a 9.7% increase in visits, 15.1% increase in visitors, and a 10% increase in pages viewed.

Social Media

- **Instagram:** Gained 342 followers to reach 27.9K.
- **Facebook:** Gained 657 followers to reach 77K. Engagements increased by 18% over the previous month.
- **Twitter:** Gained 168 followers to reach 56.5K. Engagements increased by 112 to reach 2K.
- **LinkedIn:** Gained 1.9K followers to reach 229K. Social engagements increased by 46% over previous month.

- **Giphy:** 3.5M views of gifs and stickers

Digital Marketing

- Planned and managed digital campaigns for Alumni (event promo for New York reception), Advancement (alumni fall appeal donation solicitation) and Science (event promo for Biomedical Physics grad program open house).
- Working with agency partners on digital campaigns for domestic recruitment for: TRSM, Grad Studies, Law, MBA, as well as a digital campaign for the Future Skills Centre.

Video Production

- Produced six videos, including a presentation video for the Ryerson Law School Open House, the Out at the Broadview Alumni Relations event and the Ryerson Pow Wow festival.
- Worked with freelancer to capture new drone footage and stills of campus.
- Worked on a series of videos for the Legal Innovation Zone, promoting their Bootcamp program.
- Ryerson's Library midterm video reached total 6.7K views and 1.0K engagements (reactions, comments, shares).
- Video about the history of MAC (Mattamy Athletic Centre) gained 5.9K views with 813 engagements.



BOARD OF GOVERNORS MEETING

November 28, 2019

AGENDA ITEM: Periodic Program Review Summary and Implementation Plan Reports approved in 2018-2019

STRATEGIC OBJECTIVE

☒ Academic

ACTION REQUIRED: Information

SUMMARY: 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.*

BACKGROUND: Ryerson University is pleased to provide the Summary and Implementation Plan Reports for the following Periodic Program Reviews approved in 2018-19:

Undergraduate:

- ARCHITECTURAL SCIENCE (BArchSc)
- MATHEMATICS AND ITS APPLICATIONS (BSc)
- NURSING (BScN -collaborative and post diploma programs)

Graduate:

- ARCHITECTURE (MArch)
- CHEMICAL ENGINEERING (MEng, MASc, PhD)
- CIVIL ENGINEERING (MEng, MASc, PhD)
- LITERATURES OF MODERNITY (MA)
- MECHANICAL AND INDUSTRIAL ENGINEERING (MEng, MASc, PhD)

This report was sent to the Quality Council on June 18, 2019.

COMMUNICATIONS STRATEGY: The complete Final Assessment Reports have been posted on the Ryerson Curriculum Quality Assurance website: www.ryerson.ca/curriculumquality

PREPARED BY:

Name: Tina West, Director, Curriculum Quality Assurance

Date: Sept 18, 2019

APPROVED BY:

Name: Michael Bennaroch, Provost and Vice President, Academic

Date: Sept 18, 2019



Periodic Program Review

Summary and Implementation Plan Reports

Approved in 2018-2019

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE ARCHITECTURAL SCIENCE PROGRAM

The Architectural Science program submitted a self-study report to the Vice Provost Academic on November 29, 2018. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the program, and program data including the data collected from a student survey along with the standard University Planning data tables. Appended were the course outlines for all core required and elective courses in the program and the CVs for all RFA faculty members in the Department of Architectural Science and of all other RFA faculty who have recently taught core courses (required and/or elective).

Two arm's-length reviewers (Patrick Harrop, Associate Professor, McEwen School of Architecture, Laurentian University, and Andrew Furman, Associate Professor and Associate Chair, Ryerson School of Interior Design) were appointed by the Dean of the Faculty of Engineering and Architectural Science from a set of proposed reviewers. They reviewed the self-study documentation and then conducted site visits at Ryerson University on May 1-2, 2018.

The visits included meetings with the Provost and Vice-President Academic; Vice Provost Academic; Dean, Faculty of Engineering and Architectural Science; Chair, Architectural Science; and three Associate Chairs, Architectural Science. The PRT also met with several members of the Department of Architectural Science including staff, students, and faculty members. A general tour of the campus was provided, with emphasis on the Department of Architectural Science Building, the Woodshop and Fabrication laboratories, Classrooms, Studios, and the Student Learning Centre (SLC) and Ryerson Library.

In their report, dated June 10, 2018, the Peer Review Team (PRT) provided feedback that describes how the Architectural Science program meets the IQAP evaluation criteria and is consistent with the University's mission and academic priorities. The Peer Review Team (PRT) also noted that the Architectural Science Degree Program meets the standards set by the CACB requirements and has been since 2010 a recognized accredited program of architectural studies. Overall, they found the program to deliver a strong foundational Bachelors of Architectural Science degree (B. Arch. Sc.) in order for graduates to directly engage with contemporary architectural and building-related practice.

The main areas of strength identified by the PRT include:

- A high demand program with the distinguishing feature of three distinct practice-oriented streams;
- Graduates able to quickly integrate into offices and workspaces in AES fields;
- Program meets CACB requirements and has been accredited since 2010;
- Interdisciplinary and culturally diverse learning experiences for students;
- Admission standards above the Ryerson average for entering first year students;
- Urban location resulting in access to extended studio-learning experiences;
- A strong and dedicated support staff team.

The PRT identified opportunities for improvement, including extending the scope of the co-op program, broadening opportunities for student exchange programs with international schools, and incorporation of greater cultural diversity, sustainability and accessibility into the program and its curriculum framework.

The PRT also noted a need for expansion of appropriate physical facilities, including more faculty spaces to hold discussions or 'studio crit' with their student sections, as well as a rethinking of the structure of the fourth year architecture streams in Architecture, Building Science and Project Management.

The Chair of the Department of Architectural Science submitted a response to the PRT Report on August 10,

2018. The response to both the PRT Report and the Program's Response was submitted by the Dean of Engineering and Architectural Science on November 29, 2018.

The Academic Standards Committee completed its assessment of the Architectural Science Program Review on February 28, 2019. The Committee indicated that a thorough, analytical and self-critical program review was conducted. The School integrated into the developmental plan feedback from students, alumni, employers and peer reviewers, and outlined a comprehensive plan for program enhancements moving forward.

The Academic Standards Committee recommends that the program continues, as well as provide a one-year follow-up report by **June 30, 2020**, as follows:

1. A report on the status of the initiatives outlined in the Developmental Plan;
2. Evidence that efforts have been made to review and improve course outlines.

Presented to Senate for Approval: April 2, 2019

Start date of next Periodic Program Review: **2024-25**

IMPLEMENTATION PLAN

Recommendation/Priority #1a: Curriculum
Objective: Provide better support for students developing the necessary digital skills to succeed in the program, and develop a strategy for supporting students in this area.
Actions: Options to be considered include extra curricular workshops or 1st year students doing an IT skills workshop instead of the Collaborative Exercise.
Timeline: 2019-2020
Responsibility for leading initiative: IT committee
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1b: Curriculum
Objective: Improve the connections between structures courses for greater clarity of content and facilitation of delivery.
Actions: Review of the group of structures courses including PCS107, ASC203, ASC303, and CVL407courses
Timeline: 2018-2019
Responsibility for leading initiative: Associate Chair, Curriculum and Mobility
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1c: Curriculum
Objective: Address concerns about the value of certain core courses taught outside the Department, and their contribution to the architectural curriculum, to assess whether student course hours are effectively used, and to potentially improve student experience and learning.
Actions: Review how well courses ACS 104, PCS 107, PLX 599 and CVL 407 meet the requirements of the curriculum, and how they could be improved, rescheduled or changed.
Timeline: 2019-2020
Responsibility for leading initiative: Associate Chair Curriculum and Mobility
Responsibly for approving recommendation, providing any resources made necessary by the

recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1d: Curriculum

Objective: To improve transparency and consistency of grading and assignment feedback for students. In particular, due to the nature of studio learning and how feedback is provided during formal reviews and informal crit sessions sometimes students feel they have not experienced a consistent approach with and across studios.

Actions: Develop a document that provides guidance for transparency and consistency around grading practices and the provision of feedback received in crits/reviews, including consistent rubrics, and management of studios and courses, for faculty and particularly new or part time instructors.

Timeline: 2019-2020

Responsibility for leading initiative: Associate Chair, Student Issues

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1e: Curriculum

Objective: Address CACB accreditation student performance criteria (SPCs) of sustainability, accessibility and cultural diversity.

Actions: Clearly define learning outcomes for each of the core studios that address these SPCs to show how a student develops knowledge in these subject areas.

Timeline: 2019-2020

Responsibility for leading initiative: Associate Chair, Curriculum and Mobility

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1f: Curriculum

Objective: Address concerns about the 4th year student experience, ensure equal access to travel opportunities for all options and explore wider experiential learning opportunities.

Actions: In 2016-17 a 4th year committee was struck to review the 4th year curriculum. A variety of proposals was reviewed and presented to the Department. The next steps of this process will be for the Department to discuss the recommendations and agree how and which of these should be implemented. This includes the proposal to adopt "Concentrations" in 4th year in place of the current options. Furthermore, it is important to consider whether and how we wish to develop further exchange programs and opportunities for students to travel and spend time at other universities. Opportunities for students in all options need to be provided. Potential collaborations for new option course development with other Ryerson departments and beyond provide a way to expand the curriculum and include evolving subject areas such as sustainable design (LEED), health (WELL) etc.

Timeline: 2018-2019

Responsibility for leading initiative: Department Chair; Associate Chair, Curriculum and Mobility

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1g: Curriculum

Objective: To increase flexibility in the B.Arch.Sc. program for students that need to take 5 or 6 years due to other commitments.

Actions: Enable more variety of paths through the program. Also, consider how to better utilise the spring/summer term to enhance our student experience and increase flexibility. The summer term enables different types of activities such as travel, design-build projects, and collaborations to occur which are generally popular with students and attract applicants.

Timeline: 2020-2021

Responsibility for leading initiative: Associate Chair, Curriculum and Mobility

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1h: Curriculum

Objective: Ensure learning outcomes, courses, and assessments are focused and clearly aligned across the curriculum, per accreditation requirements.

Actions: Continue review of learning outcomes and mapping, considering the CACB Student Performance Criteria for individual courses and embed these into course outlines. Make clear to students the connections between learning outcomes, courses and studios.

Hold a Department retreat to review the current demands on student workloads, and types of assessment methods to identify whether the number of assignments is appropriate.

Timeline: 2018-

Responsibility for leading initiative: Associate Chair Curriculum and Mobility

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1i: Curriculum

Objective: Expand experiential learning opportunities for students.

Actions: Carry out a strategic review of the possibility of expanding experiential learning opportunities both within and outside the curriculum. This should include considering whether further expansion of the co-op is feasible and desirable, and what are the resource implications. Also, investigating the opportunity to offer other EL opportunities such as a design-build option studio in 4th year possibly in the spring/summer term. The Collaborative Exercise (ASC205, ASC405, ASC605, and ASC805) should be included in this review to see what opportunities are available to enhance the EL experience of this event.

Timeline: 2019-2020

Responsibility for leading initiative: Associate Chair, Experiential Learning and Co-op

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1j: Curriculum

Objective: Explore ways to better support students applying to graduate school.

Actions: Review strategies to address the issue, including course load, number of assignments and grading practises that better reflect the range of performance of students in the program.

Timeline: 2020-2021

Responsibility for leading initiative: Associate Chair, Curriculum and Mobility

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #2a: Facilities

<p>Objective: Find solutions to improve working and study conditions, suitable spaces for new types of learning activity in order to increase student/faculty satisfaction and program/university image. Short term – address minor alterations and better space utilisation; Medium to long term – explore avenues for a major renovation and addition of space, creating a sustainable flagship building that will attract students.</p>
<p>Actions: Initiate a review of the quality of space, quantity of space, types of spaces, environmental control and external perception, and engage with university campus authorities and finance about how this can be addressed.</p>
<p>Timeline: 2018-2020</p>
<p>Responsibility for leading initiative: Department Chair; New facilities committee</p>
<p>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean, University Planning Office</p>

<p>Recommendation/Priority #2b: Facilities</p>
<p>Objective: Address resource needs for workshop and IT equipment.</p>
<p>Actions: Develop a plan of strategic priorities for future acquisition of workshop and IT equipment and identify potential external funding opportunities for resourcing future expansion.</p>
<p>Timeline: 2019-</p>
<p>Responsibility for leading initiative: IT committee with IT staff</p>
<p>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean, University Planning Office</p>

<p>Recommendation/Priority #3: Communication</p>
<p>Objective: To develop a consistent and coherent communications strategy which clearly articulates the Department's strengths and uniqueness, to improve student applications, enhance student experience, and attract industry contacts.</p>
<p>Actions: Establish a new, up-to-date web site which addresses the need of the B.Arch.Sc.B.Arch.Sc. program as well as the other programs and activities in the Department, to more effectively communicate our unique identity, and expand communication of faculty SRC and other Departmental activities. Also, make clear the connection between undergraduate and graduate programs in the Department. Use activities such as the lecture series and the gallery shows in a strategic way to more effectively communicate our identity and uniqueness.</p>
<p>Timeline: 2018-2020</p>
<p>Responsibility for leading initiative: Department Chair; Communications Committee and staff</p>
<p>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean</p>

<p>Recommendation/Priority #4a: Operations</p>
<p>Objective: To create an environment for students, staff and faculty to be able to succeed and to enjoy participating in the activities of the Department. This involves developing strategies to maintain a collegial and civil environment where everyone (students, staff, faculty, and visitors) enjoy coming to the Department.</p>
<p>Actions: Faculty and staff will work with student groups on a wellness program and to identify ways to control stress, avoid mental health issues for all. Specifically, we need to create a culture where students do not feel they need to study all-night. This includes changing attitudes and by a variety of strategies including management and scheduling of assignments. Also, ensuring all students understand the available mental</p>

health resources (could we have a dedicated mental health councillor in the building)?
Timeline: Ongoing
Responsibility for leading initiative: Department Chair with administrative team
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #4b: Operations
Objective: To enable the Department to continue to deliver its programs and enhance its student experience.
Actions: Ensure that the staff positions of second IT technician and building science technician are converted from 2 year temporary positions to full time permanent positions.
Timeline: 2019
Responsibility for leading initiative: Department Chair
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #4c: Operations
Objective: To best utilise time allocated to administration.
Actions: Consider how to most effectively use teaching release time for administration, and graduate assistant (GA) positions to facilitate student learning experiences. In particular, consider how to better provide coordination within each year and within the options in 4th year, and the studio master role.
Timeline: Ongoing
Responsibility for leading initiative: Department Chair with admin team
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #4d: Operations
Objective: To provide students with better guidance about career paths and possible further study options after they complete the B.Arch.Sc.
Actions: The Department will work more closely with student groups to provide better information and inform students of options.
Timeline: 2019-2020
Responsibility for leading initiative: Department Chair, student groups.
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE MATHEMATICS AND ITS APPLICATIONS PROGRAM

The Mathematics and its Applications program submitted a self-study report to the Vice-Provost Academic on March 12, 2019. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the program, and program data including the data collected from a student survey along with the standard University Planning data tables. Appended were the course outlines for all core required and elective courses in the program and the CVs for all RFA faculty members in the department.

Two external arm's-length external reviewers (Dr. Javad Mashreghi, Professor, Mathematics and Statistics, Faculty of Science and Engineering, Laval University, and Dr. Lisa Jeffrey, Professor, Mathematics, Faculty of Arts and Science, University of Toronto-Scarborough) and one internal reviewer (Dr. Stephen Waldman, Professor, Chemical Engineering, Faculty of Engineering and Architectural Science) were appointed by the Dean of the Faculty of Science from a set of proposed reviewers. They reviewed the self-study documentation and then conducted a site visit at Ryerson University on November 13-14, 2018.

The visit included meetings with the Provost and Vice-President Academic; Vice-Provost Academic; Dean, Faculty of Science; Chair, Mathematics and its Applications; and library staff. The PRT also met with several members of the department including staff and faculty members, as well as students and alumni. A general tour of the campus was provided, including the undergraduate teaching facilities and laboratories.

In their report, dated December 20, 2018, the Peer Review Team (PRT) provided feedback that describes how the Mathematics and its Applications program meets the IQAP evaluation criteria and is consistent with the University's mission and academic priorities. The Peer Review Team (PRT) indicated the current program is relevant to society at large and produces graduates capable of moving into a variety of fields, both in academia and in industry. The curriculum is generally comprehensive and includes well-organized lab components and an option for co-op placement.

The main areas of strength identified by the PRT include:

- Successful in training qualified personnel for various corners of the commercial centers within the GTA;
- Professors and students collaborate very well;
- Positive feedback from students about the department, its atmosphere and the quality of instruction;

The PRT also identified areas for improvement, specifically, the program is neither a traditional pure mathematics program nor a traditional applied mathematics program. This appears to result in students falling into two distinct groups: those aligned with either 'applied' or with 'pure' mathematics, which may require more clearly defined 'frontiers', with the option to move back and forth if students so choose.

The Chair of the Mathematics and its Applications program submitted a response to the PRT Report on January 24, 2019. The response to both the PRT Report and the Program's Response was submitted by the Dean of Science on March 8, 2019.

The Academic Standards Committee completed its assessment of the Mathematics and its Applications Program Review on May 2, 2019. The Committee indicated that a thorough, analytical and self-critical program review was conducted. The School integrated into the developmental plan feedback from students, alumni, and peer reviewers, and outlined a comprehensive plan for program enhancements moving forward.

The Academic Standards Committee recommends that the program continues, as well as provide a one-year and a two-year follow-up report, as follows:

The one-year follow-up report, due June 30, 2020 is to include:

3. A status report on the initiatives outlined in the Implementation Plan, including changing options to an appropriate alternative (minors, concentrations, majors – see Senate Policy 2);
4. Updated course outlines; and
5. A status report on the new communications course.

The two-year follow-up report, due June 30, 2021 is to include:

1. Employment data for graduates of the Mathematics and its Applications program.

Presented to Senate for Approval: **June 4, 2019**

Start date of next Periodic Program Review: **2024-25**

IMPLEMENTATION PLAN

Recommendation/Priority # 1
Recommendation: Curriculum modification I: Computer Science
Rationale: Identified in self-study and PRT report that computer science knowledge is crucial to the discipline.
Objective: Improve and strengthen LO 8: essential programming skills.
Actions: <ul style="list-style-type: none"> • Removal of CPS 118 in semester 1 and replace with CPS 109. • The addition of CPS 209 as a potential second science course. • Addition of R language programming to statistics courses. (Done) • More coherent use of programming in later courses.
Timeline: 2018-19 academic year with submission of proposal to VPA by June 30, 2019; commences Fall 2020
Responsibility for leading initiative: Program Director and Chair
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair and Faculty Dean
Recommendation/Priority # 2
Recommendation: Curriculum Modification 2: <i>Restructure program.</i>
Rationale: Self-study and PRT report identify the need to modify the program to address retention issues.
Objective: To improve student retention and time-to-graduation by improvement of the curriculum structure.
Actions: <ul style="list-style-type: none"> • Add one hour of lecture to the first year calculus courses, MTH 207 and MTH 310 to allow more time to develop the same material. (Done) • Provide added learning resources through SLGs offered through the Learning Centre. (Done) • Move MTH 525 and MTH 617 from 7th and 8th semesters to the 5th and 6th semesters respectively. • Move MTH 719 from 8th semester to 4th semester (Completed 2019)
Timeline: 2018-19 academic year with submission of proposal to VPA by June 30, 2019; commences Fall 2020
Responsibility for leading initiative: Program Director and Chair
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair and Faculty Dean
Recommendation/Priority # 3
Recommendation: Curriculum modification 3: Proof writing

Rationale: Self-study and PRT report identify students' weakness in developing and communicating mathematical proofs.
Objective: To improve students' achievement of LO 7a—d.
Actions: <ul style="list-style-type: none"> • Develop a new course to introduce students to proof writing. (Done) • Better reinforce mathematical writing in the core mathematics courses.
Timeline: 2018-19 academic year with submission of proposal to VPA by June 30, 2019; commences Fall 2020
Responsibility for leading initiative: Program Director and Chair
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair and Faculty Dean

Recommendation/Priority # 4
Recommendation: Better planning of electives
Rationale: As provided by the self-study and the PRT report, students find the present system of elective offerings confusing.
Objective: To give students better opportunity to plan their elective choices in the long term.
Actions: <ul style="list-style-type: none"> • <i>Develop a two- to three-year plan of elective course offerings.</i> • Publish this plan so students are aware of which electives they can count on in future years.
Timeline: 2018-19 academic year with submission of proposal to VPA by June 30, 2019; commences Fall 2020
Responsibility for leading initiative: Program Director and Chair
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair and Faculty Dean

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE NURSING COLLABORATIVE PROGRAM AND THE POST DIPLOMA DEGREE PROGRAM (PDDP)

The Collaborative and PDDP programs submitted a joint self-study report to the Vice Provost Academic on April 11, 2017. The self-study presented the respective program descriptions and learning outcomes, an analytical assessment of each program, and program data including the data collected from a student survey along with the standard University Planning data tables. Appended were the course outlines for all core required and elective courses in the program and the CVs for all RFA faculty members in the School of Nursing and of all other RFA faculty who have recently taught core courses (required and/or elective).

Two arm's-length reviewers, one external (Veronique M. Boscart, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care, Conestoga College/McMaster University) and one internal (Richard Meldrum, School of Occupational and Public Health, Ryerson), were appointed by the Dean of the Faculty of Community Services from a set of proposed reviewers. They reviewed the self-study documentation and then conducted site visits to Ryerson University on December 5, 2017 and January 18, 2018.

The visits included meetings with the Provost and Vice-President Academic; Vice Provost Academic; Dean, Faculty of Community Services; Director, Daphne Cockwell School of Nursing; Associate Director, Collaborative Nursing Program; Associate Director, Post Diploma Degree Program, and Collaborative Program Chairs from partner sites Centennial College and George Brown college. The PRT also met with several members of the School of Nursing including staff, students, and faculty members. A general tour of the campus was provided, with emphasis on the Daphne Cockwell School of Nursing building, the Nursing Simulation Lab and the Library.

In their report, dated March 20, 2018, the Peer Review Team (PRT) provided feedback that describes how the Collaborative and PDDP programs meet the IQAP evaluation criteria and are consistent with the University's mission and academic priorities. The Peer Review Team (PRT) also described the Collaborative Nursing Degree Program's and the Post-Diploma Nursing Degree Program's requirements and learning outcomes as clearly described, mapped appropriately, and in alignment with the School's statement of undergraduate Degree Level Expectations. Overall, they found the curriculum reflects the current state of nursing, with some recommendations listed to further enhance the curriculum in both programs.

The main areas of strength identified by the PRT include:

- A solid reputation;
- High entrance averages and the highest GPA admission within Ryerson University;
- Well-established relationships with partners of other organizations;
- Partner sites are highly involved in a strong collaborative;
- A well-developed Office of Simulation, Student Placement and Advising (OSSPA);
- Strong Student Affairs Office;
- Faculty and staff are perceived as very knowledgeable and approachable by students;
- Students are satisfied with the quality of learning and the program; and
- Strong academic services and resources are in place.

Strengths specific to the Collaborative Nursing Degree Program:

- Highly sought after program;
- Early integration of clinical practice;
- A 7-year accreditation (received 2013) for the units, a 5-year accreditation for the curriculum;
- Strong focus on community and primary care, and
- Course lead model for delivery consistency and quality.

Strengths specific to the Post-Diploma Nursing Degree Program:

- High number of admissions;
- Received accreditation for curriculum in 2013;
- Hybrid course offering; and
- Program is offered full- and part-time to accommodate students.

The PRT also identified opportunities for improvement. The most significant recommendation for the undergraduate program is to continue the redevelopment of the Collaborative and Post-Diploma Nursing Degree Program curricula to address emerging areas; thread course concepts through the entire curricula; balance course loads and distribution; address availability of electives and core courses; and create visibility of NCLEX competencies throughout the programs.

The PRT also noted a need to engage and optimize the program design for the Post-Diploma Nursing Degree Program; collaborate with the Office of Simulation, Student Placement and Advising to design an integrated curricula framework for innovative and complementary simulated learning opportunities; and create opportunities for Faculty collaboration with Academic Services to better support students.

The Director of the Daphne Cockwell School of Nursing submitted a response to the PRT Report on May 14, 2018. The response to both the PRT Report and the Program's Response was submitted by the Dean of Community Services on September 10, 2018.

The Academic Standards Committee completed its assessment of the School of Nursing Collaborative Program and Post Diploma Degree Program Review on January 31, 2019. The Committee indicated that a thorough, analytical and self-critical program review was conducted. The School integrated into the developmental plan feedback from students, alumni, employers and peer reviewers, and outlined a comprehensive plan for program enhancements moving forward.

The Academic Standards Committee recommends that the programs continue, as well as provide a one-year follow-up report by **June 30, 2020**, as follows:

1. A report on the status of the initiatives outlined in the Developmental Plan.
2. An update on the refinement of the programs' learning outcomes.
3. The results of an updated student survey and graduate survey.
4. Updated Tables to 2016/17 for data that were not available at time of submission.
5. An updated library report.

Presented to Senate for Approval: March 5, 2019

Start date of next Periodic Program Review: **2022-23**

IMPLEMENTATION PLAN

Recommendation/Priority #1: Curriculum Redevelopment
Objective: To build a comprehensive, socially accountable and innovative curriculum that actively involves students, faculty, external partners, and community members to promote health equity and social justice. The objectives are: <ul style="list-style-type: none">• Integrate social responsiveness and social innovation as core threads throughout all programs• Facilitate socially innovative practice placements for students

<ul style="list-style-type: none"> Enhance curriculum with respect to emerging issues and learning opportunities (i.e., NCLEX, simulation, Indigenous health) in order to prepare nurses to practice in 2020 and beyond Conduct and enhance continuous program evaluation for both undergraduate programs, with shared- and program-specific metrics
<p>Actions:</p> <p>Collaborate with internal and external partners to design new courses and policies</p> <ul style="list-style-type: none"> Working groups consisting of multi-site and multi-program faculty and staff continue their work Professional development sessions are held as required Establish relationship with Aboriginal Education Council <p>Collect and analyze data</p> <ul style="list-style-type: none"> Identify NCLEX competency gaps with HESI aggregate data; share this information with educational partners in support of robust relationships Employ data analyst (See priority 5) <p>Increase integration of simulation and Indigenous health, improve writing skills development and build social innovation into the curriculum (See priorities 1.a, b, c, and d)</p> <p>These four areas are priorities in their own right, but also closely interrelated to the curriculum redevelopment project – implementing these actions will be an iterative process over years</p>
<p>Timeline: Aiming for September 2020 implementation of new curriculum</p>
<p>Responsibility for leading initiative: Director, DCSN; Associate Directors for Collaborative and PDDP programs; Curriculum Redevelopment Steering Committee</p>
<p>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean, University Planning Office</p>

<p>Recommendation/Priority #1a: Integrate simulation into program curricula</p>
<p>Objective: Full integration of simulation across the Collaborative and PDDP curriculum</p>
<p>Actions:</p> <ul style="list-style-type: none"> Develop a plan to balance the use of the lab between the two programs. Build faculty expertise in simulation. This may include providing training opportunities and simulation professional development days, and participating in simulation workshops/conferences. Currently, there is a Collaborative Simulation Committee. Renewing the role of this committee will be a priority to support simulation integration. Support research within the school to develop virtual gaming simulation as an evidence-informed alternative for real-life clinical experiences. For example, maternal and infant health assessment is a high demand content area, for which strategies for curriculum development is continually sought. We are currently supporting research by members of the Collaborative program to develop and integrated virtual gaming for this content into our two undergraduate nursing programs. Develop a simulation course(s) specific to individual RPN and IEN competency requirements.
<p>Timeline: Short term, Fall 2019</p>
<p>Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs</p>
<p>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean</p>

<p>Recommendation/Priority #1b: Respond to the Truth and Reconciliation Calls to Action</p>
<p>Objective: Incorporate Indigenous health content throughout the curriculum.</p>
<p>Actions:</p>

<ul style="list-style-type: none"> Identify existing Indigenous curricular content within course teams Hire a tenure-stream professor with a research background in Indigenous health Partner with Aboriginal Initiatives to development curriculum content
Timeline: Short term (1-2 years)
Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1c: Writing Skills
Objective: Improve students' critical reading and writing skills to foster their learning and academic engagement
Actions: <ul style="list-style-type: none"> Explore the inclusion of a critical writing/professional communication course into the new curriculum. Facilitate faculty professional development in online delivery for IENs with English language barriers, and who require an enhanced understanding of the Canadian context of care. Invest in writing initiatives outside of the classroom for students in both programs such, as writings workshops. These workshops may be planned and facilitated by faculty members who are currently engaged in unstructured writing mentorship with students, and who have produced publications, conference presentations and research studies, specific to critical writing development. Evidence from these writing mentorship relationships will be used to guide future writing initiatives.
Timeline: Immediate, in place
Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #1d: Building Social Innovation into the Curriculum
Objective: Use flexible and innovative delivery options for a socially responsive, innovative curriculum
Actions: <ul style="list-style-type: none"> Create a shared definition of curriculum innovation and determine how to integrate innovative concepts across our curriculum and be attentive to emerging opportunities and technologies. <ul style="list-style-type: none"> In the spring of 2017, we will conduct a forum with faculty and FCS' John C. Eaton Chair in Social Innovation and Entrepreneurship. Explore preceptor development strategy to enhance the incorporation of social responsiveness and innovation into clinical practice. Explore innovative technologies with the Chang School to advance online learning and socialization of RPNs and IENs to BScN role.
Timeline: Longer term, within 3 years)
Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #2: Increase SRC Output
Objective: The DCSN goal for SRC is to be a national leader in innovative research that promotes health and well-being for individuals, families and communities.
Actions: <ul style="list-style-type: none"> Create a shared vision for SRC across faculty.

- Plan and implement visionary research day to promote dialogue about a shared vision for SRC across DCSN faculty
- Support individual programs of research through SRC infrastructure.
 - Facilitated by the office of Associate Director, SRC, develop a long-term plan to create sustainable human and material infrastructure that supports day-to-day SRC work and influences the direction of individual programs of research. This plan may include allocating departmental administrative support for literature search, grant editing, budget development, and creating linkages to community research networks. This may also include strategies to renew the influence and contribution of our school's SRC committee.
- Build internal and external partnerships to further socially innovative initiatives
 - Support and facilitate collaborations to increase prospects for interdisciplinary grants and research studies, and provide experiential SRC opportunities for students in international universities and/or internship programs. Building partnerships and relationships inside and outside Ryerson that lead us to socially innovative initiatives is well aligned with the university's academic plan.
- Strengthen the culture of discovery among faculty and students
 - Currently, SRC achievements of our faculty and students are communicated/shared through a monthly SRC newsletter and FCS magazine. We feel it is important to comprehensively promote the SRC work of our faculty, students and collaborators, using innovative and broadly accessible means. The school will explore the development of a DCSN Online Journal that features the creative and scholarly work of faculty, students, and products of intellectual mentorships between faculty and students. This is an opportunity to expose our expertise to attract collaborators nationally and internationally

Timeline: Short term

Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs; Associate Director, Scholarly Research and Creative Activities, DCSN.

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #3: Student engagement and experience

Objective: Develop students as “full people” who have a sense of purpose about nursing, see education and learning as part of their ongoing practice, and who feel empowered to take actions.

Actions:

- Increase the support and infrastructure necessary to develop nursing champions who can think critically, broadly, creatively and make respectful connections with others in the classroom and in practice.
 - Provide ongoing development on socially responsive and innovative teaching; assess creative teaching methodologies across the programs; and create a reservoir of diverse approaches to student engagement to be shared with both part-time and full-time faculties, and to inform the curriculum design. This process will be important to help us define and integrate higher level critical skills across the new curriculum – e.g. critical thinking, problem solving, collaboration, and advocacy.
- Engage students in co-creating the learning environments they want, in classrooms and across the school.
 - Students from all years will be invited to a critical dialogue forum focused on defining their learning. Students will be asked for their input on the most engaging ways to spend their time in the classroom. This discussion will help to inform teaching methodologies across the program.
- Increase the integration of dynamic teaching elements and assignments into curriculum redevelopment.
- Support faculty-student intellectual mentorship for engagement, research and innovation.
 - Explore and formalize opportunities for pairing lower and higher level students for student mentorship and support. This could involve upper years' students supporting orientation activities, being classroom guest speakers, and providing tutoring opportunities. The school will also initiate a student

mentorship focus for part-time and internationally educated nurses that is unique to their learning needs, as these student cohorts have typically been marginalized by generic approaches, designed for domestic full-time students.
<ul style="list-style-type: none"> ○ Explore and formalize an approach that enables greater SRC collaboration and shared learning between faculty and students. This would involve intellectual mentorship outside of the classroom – e.g. co-publishing or doing research with students, providing opportunities to support students to pursue scholarly work/going to conferences. A more formalized process will help shape a learning environment that enables deeper practice/learning links. Discussions and decisions relating to defining this process will be conducted with representatives of Nursing Student Union (NSU) and the Canadian Nursing Student Association (CNSA).
<ul style="list-style-type: none"> ● Continue engaging students via Town Hall meetings, curriculum development, school council meetings
Timeline: Short term
Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #4: Relational Development
Objective: Build strong and respectful relationships among faculty and staff at all levels.
Actions: <ul style="list-style-type: none"> ● Address silos between RFA, CUPE Instructors and Administrative staff ● Support opportunities that encourage dialogue and interactions between faculty members e.g., retreats, lunches, birthday celebrations ● Encourage research collaborations between RFA and CUPE Instructors ● Support joint student and faculty recognition award ceremonies
Timeline: Short term
Responsibility for leading initiative: Director, DCSN; Associate Directors, Collaborative and PDDP programs
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation/Priority #5: Data Management and Analysis
Objective: The development of a data management infrastructure to inform program evaluation in real time to respond to changing student demographics
Actions: <ul style="list-style-type: none"> ● Advocate for resources to support the creation of a full-time, permanent data analyst position whose role will be specific to data collection, storage and analysis. It will include the development of an accessible forum for data storage for both programs. Data will be used broadly for curriculum redevelopment, accreditation, periodic program review, and program evaluation opportunities.
Timeline: Immediate
Responsibility for leading initiative: Director, DCSN; Administrative Officer, DCSN
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE MASTERS OF ARCHITECTURE (MARCH) PROGRAM

The graduate program in Architecture (MARCH), Faculty of Engineering and Architectural Science (FEAS), submitted a Self-Study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's-length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate program in Architecture (MARCH), consisted of Professor Brian Lilley (Dalhousie University), Dr. David Theodore (McGill University), and Dr. Andrew Millward (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, FEAS Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of the Graduate Program, and meetings with Faculty, a group of current students, and support staff. The PRT site visit was conducted on May 22 and 23, 2018. The PRT report was communicated to the Associate Dean, YSGS on July 3, 2018, and the response to the report from Architecture was communicated on September 26, 2018.

The Peer Review Team identified program strengths, weaknesses and opportunities for program improvement and enhancement, outlined below.

Strengths: There is a societal need in Canada for more trained architects; Ryerson students have a strong technical background (largely owing to undergraduate education). Faculty and Department leadership has clear priorities and a keen sense of the program's strengths and weaknesses.

Weaknesses: Space constraints prevent program development. Now that the program is established interdisciplinary horizontal links to other departments could be developed.

Opportunities: One-year Masters where certification is the prime focus; creation of research clusters (e.g., wood cluster); alumni development program for industry contacts and endowments; building program to add three stories to the facility.

IMPLEMENTATION PLAN

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Explore implementing a one-year course-based professional MArch with an additional second year for students interested in a thesis-based research MArch.	<p>Agreement. The program will form a committee to consider one-year MArch degree options.</p> <p>The program notes that some graduate programs at Ryerson have been developing and offering a Professional Masters Diploma (PMDip). The program believes that this is a more effective route to a one-year degree. It avoids the confusion of two graduate degrees (one professional and one non-professional) or the need to considerably re-work both the graduate and undergraduate curricula in the Department in order to provide two separate tracks for a professional degree, that is, the two MArch degrees suggested by the PRT. The Department has begun investigating the opportunity of offering a PMDip in Architecture and Technology. This approach to offering a one-year degree would also serve the growth scenario discussed by the PRT and offer other benefits the PRT outlined in their recommendation.</p> <p>The committee will complete its work in 2019.</p>	<p>YSGS supports the program response.</p> <p>YSGS refers the program to Policy 112 for further details on the process of developing a PMDip.</p> <p>YSGS also notes that the Associate Dean, Programs is available to consult on the potential development of a PMDip and encourages the program to meet with the Associate Dean early on in the process.</p>	Formed a committee to consider MArch degree options Sep 2018	Graduate Program Director, Architecture, GPC and Department of Architecture	2019

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Make concerted efforts to have second advisors on the thesis outside of the architecture faculty, starting with advisors from Building Science, but potentially drawing from across the University: Geography, Digital Media, Fashion, Management, Urban Development, Literature, and so on.	<p>Agreement. The program notes that procedures and policies are in place to support this recommendation.</p> <p>For example, the program notes that faculty in the Department whose area of teaching is Building Science have worked with graduate Architecture students as Supervisors, as Second Readers and as Program Representatives (the third member of a Thesis Committee). Students have also worked with faculty in these Committee roles who have been drawn from other Faculties and Departments at Ryerson. The Thesis in the MArch Program is formulated as a very self-directed activity and the students have every opportunity to look beyond the Department faculty to form their Committees.</p> <p>The program will work on raising student awareness of opportunities for having committee members from outside the program on an ongoing basis.</p>	<p>YSGS supports the program response.</p> <p>YSGS encourages the program to review the procedures accompanying Policy 164 on Graduate Status, Enrolment, and Evaluation for further details on the requirements for a Master's examining committee (specifically section 21 of the procedures).</p>	<p>Procedures and policies are in place to support this recommendation.</p> <p>The program will work on raising student awareness of opportunities.</p>	<p>Graduate Program Director, Architecture</p> <p>Graduate students</p> <p>Graduate Program in Architecture</p>	Ongoing
Hire additional faculty for the MArch program.	<p>Agreement. The program notes that two faculty members have recently been hired and the search for a third position is to take place during the 2018-2019 academic year. Other positions will be filled as opportunities arise.</p>	<p>YSGS supports the program response. YSGS notes that the hiring of tenure-track faculty is outside of its purview. It encourages the program to continue to work with the FEAS Dean's Office on issues related to its faculty complement.</p>	Two faculty have been hired and a search for a third position is to start. Other positions will be filled when opportunities arise.	Graduate Program in Architecture	2018-19

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Undertake a fundraising campaign to add three additional stories to the Architecture Building.	<p>Agreement. The program notes that a full study of the space resource requirements of the Department and potential costed solutions would be the first step in resolving longstanding space issues. Results of a comprehensive study would provide a focus for a fundraising campaign. The Department is keen to work with the university administration on such an initiative, and plans to investigate the possibility of additional stories being added to the building, along with a major renovation to address current deficiencies.</p> <p>The program, working with the department and the Faculty of Engineering and Architectural Science, will initiate a detailed study to determine building opportunities. This will be initiated in 2019.</p>	YSGS supports the program's commitment to complete a review of the options to address its space issues. YSGS notes, however, that any potential renovations to the Architecture building are outside of its purview. YSGS encourage the program to work with the FEAS Dean's Office, the Office of Academic Space Planning, and the Provost's Office on the review.	Initiate a detailed study to determine building opportunities.	Department Chair	2019 to resolution
Undertake a general fundraising campaign (e.g., to support student scholarships and awards) and improve alumni relations.	Agreement. The program will provide leads and other relevant information to FEAS and University Advancement.	YSGS supports the program response.	Provide leads and other relevant information.	Department Chair and Associate Chair of MArch Program	Ongoing

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE CHEMICAL ENGINEERING (PhD, MASC, MEng) PROGRAMS

The graduate program in Chemical Engineering (PhD, MASC, MEng), Faculty of Engineering and Architectural Science (FEAS), submitted a Self-Study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's-length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate program in Chemical Engineering (PhD, MASC, MEng) consisted of Dr. Ajay Ray (Western University), Dr. Michel Perrier (Polytechnique Montreal), and Dr. Alireza Sadeghian (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, FEAS Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of the Graduate Program, and meetings with Faculty, a group of current students, and support staff.

The PRT site visit was conducted on May 7 and 8, 2018. The PRT report was communicated to the Associate Dean, YSGS on June 15, 2018, and the response to the report from Architecture was communicated on September 26, 2018.

IMPLEMENTATION PLAN

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
The PRT raised a number of concerns and recommendations regarding the research productivity of the department. The first six recommendations and responses address these issues.					
1. Increase MEng enrollment.	The program notes that it admits all eligible MEng applicants with relevant academic backgrounds. It will continue to do so going forward.	YSGS supports the program response.	Admit all eligible MEng applicants with relevant academic disciplines	GPD	Every Winter and Spring/Summer semester
2. Attract in-house undergraduates for research and graduate programs.	The program notes that it has been promoting research projects for undergraduates for the last few years in an effort to attract more domestic students. The program will continue these efforts. The program also notes that it will begin promoting the option for an accelerated MASc degree during the fall 2018 term.	YSGS supports the program response.	Grad. studies orientation, and accelerated MASc	GPD, GPA	Fall 2018 – accelerated MASc (Done on September 12 th , 2018); Winter 2019 – Grad. studies orientation (Scheduled on March 5 th , 2019) and accelerated MASc (Done on January 18 th , 2019)
3. Offer professional courses in order to generate funding and establish industrial relationships.	The PRT's suggestion of offering short courses to new immigrants, or diploma holders working in industries in Greater Toronto Area (GTA), was discussed during a Graduate Council Meeting. The majority of faculty members considered that offering short courses to industrial sectors in the GTA has no direct correlation with establishing industrial collaborations. In addition, the Program doesn't expect to attain any additional funding by offering such short courses. The program will not be adopting this option in the near future.	YSGS supports the program response.	No action is needed, because the suggestion is not adopted by the Department	n/a	n/a

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
4. Build additional industrial collaborations.	The program notes that many of its faculty members strive to communicate with industries in the GTA for research collaboration and funding supports through NSERC Engage, Engage Plus, CRD and/or MITACS grants. The program will continue its efforts in this area.	YSGS supports the program response.	Continuing efforts	All faculty members in the program	Ongoing
5. Consider establishing a dual PhD program with other international institutes.	The program notes that the PRT's suggestion of creating a Dual PhD program with other international institutes is creative. We are open to exploring the suggestion pending appropriate policies and guidelines from the University.	YSGS encourages the program to consult with the FEAS Associate Dean, Graduate Studies, the Associate Dean, Programs in YSGS, and Ryerson International if it is interested in discussing this option further.	No action is needed at this moment, because the suggestion is not adopted by the Department.	n/a	n/a
6. Recruit more out- of-province graduate students.	The program will explore and attend graduate fair events in other provinces where possible on an ongoing basis.	YSGS supports the program response. YSGS encourages the program to work with the FEAS Dean's Office to explore potential recruitment options.	Explore and attend graduate fair events in other provinces	GPD or GPA	Advertisement on 68 th Canadian Society of Chemical Engineering Conference on October 28 th , 2018. Fall 2019
The PRT raised a number of concerns and recommendations regarding the curriculum and overload teaching. The next five recommendations and responses address these issues.					

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
7. Conduct a curriculum review.	Extensive discussions were conducted during the program's recent Graduate Program Council meeting (September 20 th , 2018) regarding the Curriculum and course offering policy. The program will consider a number of options, including the deletion of courses, the consolidation of existing courses into new courses, and the introduction of required core courses. Full details on the preliminary plan are available in the program's full response to the PRT recommendations. The review will take place during the 2018-2019 academic year.	YSGS supports the program response. YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.	Organize a meeting with Admission and Study Committee, and discuss/establish	GPD and Admission and Study Committee	Fall 2019
8. Change course offering policy.	The program will revise its course offering policy as follows, effective Fall 2019: (5) Six courses in total will be offered in an academic year. Additional courses will be offered based on students' request and sufficient enrolment. (6) The six courses in Item (1) will include a. Three Core/Common courses, excluding CE 8100, CE 9100, and Group II. b. One course on a rotational basis from each research theme of Process Systems, Functional Materials, and Water Treatment. (7) The PhD and MASc students will only be permitted to take courses from Group I (i.e., courses that are not cross-posted with the Undergraduate Program)	YSGS supports the program response. As above, YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.	Revise course offering policy. Due to the recent budget cut, the program considers to offer less than six courses. Currently, we plan to offer four courses in total (two Core/Common courses, and two Group II courses)	GPD	Fall 2019

	MEng students will be allowed to take a minimum of 70% of their courses from either Group I or Group II of the Chemical Engineering Graduate Program.				
9. Hire more new faculty members.	The program notes that two faculty hires have been approved in the Department: one is a new faculty position and the other is a replacement of a retiring faculty member. Both positions are expected to be filled by July 2019.	YSGS supports the program level response. Although the hiring of new RFA faculty is outside of its purview, YSGS encourages the program to continue to work with the FEAS Dean's Office on issues related to its faculty complement. YSGS notes that the curriculum review could have implications for faculty hiring and that these implications should be considered going forward as well.	Request of two new faculty positions was approved by the University and the Dean's office of FEAS	Chair, Department Hiring Committee	Fall 2019
10. Offer fewer research-focused courses with small student enrollment numbers.	Please see the program's response to recommendations 7 and 8 above.	YSGS supports the program response. YSGS agrees that courses with low enrolments should not be regularly offered. As above, YSGS further notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on	Revise course offering policy	GPD	Fall 2019

		any potential curriculum changes.			
11. Consider Internships as course substitution.	The program considers the suggestion of substituting elective courses with an industrial internship is more suitable for the undergraduate students in the Department of Chemical Engineering. Graduate students must finish 4 core courses as their course requirement. The program considers the industrial internship doesn't have the necessary theoretical backgrounds as the core courses. The program will not move forward with this recommendation.	YSGS supports the program response. YSGS notes that if the program considers offering an internship in the future, any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127.	No action is needed, because the suggestion is not adopted by the Department	n/a	n/a
The PRT raised a number of concerns and recommendations regarding the availability of research resources. The next three recommendations and responses address these issues.					
12. Approach CFI to set-up a central lab.	The program discussed this recommendation in its recent Graduate Program Council meeting (September 20 th , 2018). The program will contact the Office of the Vice-President Research & Innovation (OVPRI) at Ryerson University to start planning a CFI proposal in Infrastructure Operating Fund. Furthermore, the majority of faculty members in the Department agreed to approach NSERC RTI grant to acquire specialized research instrument as a short-term strategy.	YSGS supports the program response. It encourages the program to continue to pursue funding to improve the labs and other infrastructure for its graduate students. YSGS encourages the program to consult with the FEAS Dean's Office prior to its discussions with the OVPRI.	Consult with OVPRI	GPD	Fall 2019
13. Approach NSERC RTI for additional funding.	Please see the program's response above to recommendation 12.	YSGS supports the program response.	Continuing efforts	All faculty members	Fall 2019

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
14. Create a Research equipment inventory and make it known to all departmental members.	Currently, the Department hosts 15 research laboratories for all faculty members. In its newly-developed website (https://www.ryerson.ca/chemical/research/), an inventory of research equipment in each laboratory is listed.	YSGS supports the program response.	The inventory list is on the website. The inventory will be updated annually during Spring/Summer semester	GPA	Fall 2019
The PRT raised a number of concerns and recommendations regarding the program culture. The next six recommendations and responses address these issues.					
15. Hold more departmental symposia.	The program notes that graduate students from across the university hold a GRADShowcase event annually in August. The program's graduate students are informed and encouraged to participate in this event. The program will also consider hosting its own events within the Department when the number of MASc and PhD students sufficiently increases.	YSGS supports the program response. YSGS also encourages the program to promote other faculty- and university-wide graduate student events to its students, faculty, and staff.	Advertise the event and encourage graduate students to attend the event	GPA	Every Spring/Summer semester
16. Hold a departmental 3MT competition.	The program notes that YSGS holds a university-wide 3MT competition annually. The program's graduate students are informed and encouraged to participate in this event. The program will also consider hosting its own competition within the Department when the number of MASc and PhD students sufficiently increases.	YSGS supports the program response.	Advertise the event and encourage graduate students to attend the event	GPA	March, 2019
17. Invite more external speaker for Seminars.	The program notes that it currently invites external speakers for seminars. It will continue to make ongoing efforts in this area.	YSGS supports the program response.	Continuing efforts	GPD	November 19 th , 2018
18. Invite librarians to provide Seminars.	The program will start organizing seminars with librarians on an annual basis in Fall 2018.	YSGS supports the program response.	Invited a librarian to introduce Ryerson Library resources	GPD	October 1 st , 2018
19. Provide soft skills workshops.	The program notes that the FEAS Dean's Office has provided several soft skills	YSGS supports the program response. YSGS	Advertise events of FEAS	GPA	Fall, 2018 Winter, 2019

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
	workshops during the past year, including Writing Café, Stress Management, Teaching Skill Development, etc. The program's graduate students are fully-informed and encouraged to participate in those workshops, as well as the GRADTalks events organized by YSGS.	encourages the program to continue to support graduate student participation in soft skills workshops.	workshop series in conjunction with YSGS GRADtalks		
20. Create more social events for graduate students.	The program notes that it has a Chemical Engineering Graduate Students Association (CEGSA). CEGSA does hold social events for students occasionally. The Department also provides an annual fund towards the social events. The Program Office will work with CEGSA to organize more social events and professional activities.	YSGS supports the program response. YSGS also encourages the program to promote faculty- and university- wide graduate student events to its students.	Work with CEGSA to organize social events or meetings at least once in a semester	GPD, and GPA	Fall 2018 Winter 2019 Spring/Summer 2019
The PRT raised a number of concerns and recommendations regarding the clarification of program and student responsibilities. The next three recommendations and responses address these issues.					
21. Review the currency of graduate courses.	As noted in the response to Recommendation 7 above, the program will conduct a curriculum review. This will include a review of the currency of all graduate courses.	YSGS supports the program response. As above, YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127.	Establish the review mechanism with Admission & Study Committee	GPD, and Admission and Study Committee	Winter 2019
22. Explore more consistency in the allocation of TA hours.	The program notes that graduate students are only allowed to have a maximum of 130 hours per semester or a maximum of 390 hours per academic year, based on TA/GA Collective Agreement. Occasionally, a few graduate students might receive additional TA/GA hours, due to their superior past performance, their chemical engineering expertise, and the shortage of available applicants (due to low graduate student number). The program will	YSGS supports the program response.	Work with the Department, so that the allocation of TA hours is in line with TA/GA Collective Agreement	GPD, GPA	Spring/Summer and Fall semesters in each year

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
	work with the Department to minimize the inconsistency of TA/GA allocation. It is expected that the consistency of TA/GA assignment would be improved when the number of graduate students grows.				
23. Implement a policy requiring the active engagement of the Supervisory Committee.	Currently, each doctoral student is required to submit an annual report to their Supervisory Committee, in order to gather the committees' timely feedback on their research progress. The program will maintain this mechanism.	YSGS supports the program response. YSGS also encourages the program to refer to Ryerson University Policy 164 for further information on the duties of supervisory committees.	Maintain the current mechanism	GPD, GPA	Fall, 2018

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE CIVIL ENGINEERING (PhD, MASc, MEng) PROGRAMS

The graduate program in Civil Engineering (PhD, MASc, MEng), Faculty of Engineering and Architectural Science (FEAS), submitted a Self-study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate program in Civil Engineering (PhD, MASc, MEng) consisted of Dr. Ata Khan (Carleton University), Dr. Amir Fam (Queen's University), and Dr. Henry Cheng (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, FEAS Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of the Graduate Program, and meetings with Faculty, a group of current students, and support staff.

The PRT site visit was conducted on Dec 10 and 11, 2018. The PRT report was communicated to the Associate Dean, YSGS on Jan 2, 2019, and the response to the report from Civil Engineering was communicated on Mar 4, 2019.

IMPLEMENTATION PLAN

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
ACADEMIC RECOMMENDATIONS					
1. Increase capacity by adding three new faculty members in the Transportation Geotechnical, and Project Management areas.	Agreement. Submit annual requests from the Department to the FEAS Dean. This will occur on an ongoing basis (full program response on page 4 of its response to the PRT report).	The hiring of new RFA faculty is outside of YSGS's purview. YSGS encourages the program to continue to work with the FEAS Dean's Office on issues related to its faculty complement. YSGS also notes that the PRT "observed that there exists a gender imbalance among the faculty members of the program" (page 8 of PRT report). YSGS encourages the program to consider this issue in future faculty hiring.	Submit annual requests to FEAS Dean.	Civil Engineering Department Chair	Ongoing
2. Reinstate the PhD program in transportation.	Agreement. Consult with YSGS if formal approval is required. This will occur in 2019 (full program response on page 5 of its response to the PRT report).	YSGS notes that the addition of Quality Council approved "fields" is considered a major curriculum revision under Ryerson University Policy 127. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.	Consult with Associate Deans in FEAS and YSGS; develop curriculum change proposal; obtain the approval of the graduate program council; submit change request	Associate Chair for Graduate Studies	Before the end of Fall 2019

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
3. Enhance the geotechnical engineering part of the curriculum.	<p>Agreement. This is one strategy for improving graduate course offerings under the Department's 5A year Strategic Plan. The program will continue to work on</p> <p>initiatives to identify the best options. This will occur in 2019A 2020 (full program response on page 5A6 of its response to the PRT report).</p>	<p>YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. YSGS encourages the program to consult</p> <p>with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.</p>	Continue work on the indicatives to identify the best option(s); create a Development plan	Associate Chair for Graduate Studies	2019/2020
4. Infrastructure Engineering should be strengthened, in association with Structures, Geomatics, and Transportation.	<p>Agreement. The Program has also been working on two new initiatives, including a PMDip in Infrastructure Management and the field of infrastructure asset management within the current Master's and PhD programs. Further, the Program has been involved in discussion with the Department of Architectural Science about a possible new joint PMDip and Graduate Programs on Project, Construction and Infrastructure Management. The Program will continue to work on these initiatives to identify the best option(s) (full program response on page 6 of its response to the PRT report).</p>	<p>As above, YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.</p> <p>YSGS also notes that if the program is interested in developing a PMDip it must be done in accordance with the Ontario Universities Council on Quality Assurance Quality Assurance Framework. Moreover, the development of any graduate programs (including PMDips) must be done in accordance with Ryerson University Policy 112. YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential PMDips or other graduate programs.</p>	Continue work on the options (i.e., additional field, new PMDip and joint program); create a development plan	Associate Chair for Graduate Studies	2019/2020

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>5. Systematically review the curriculum.</p> <p>Specifically, course contents can be fine-tuned to meet Provincial PhD and MASc degree level expectations. It is recommended to monitor and implement quality control of graduate courses such that content is not watered down to meet the abilities of certain student groups. This penalizes stronger and/or more specialized students.</p>	<p>Agreement. The Program is currently undergoing a systematic review of its current curriculum together with course contents. This will be completed in 2019 (full program response on page 6 of its response to the PRT report).</p>	<p>YSGS supports the program response. As above, it notes that any curriculum modifications must be done in accordance with Ryerson University Policy 127. YSGS encourages the program to pay particular attention to ensuring its learning outcomes are met as a part of the curriculum review.</p>	<p>Revisit the program's learning outcomes; review the program's curriculum and courses; review the mapping between courses and the learning outcomes</p>	<p>Associate Chair for Graduate Studies</p>	<p>2019/2020</p>
<p>6. Consider offering courses in statistical methods and GIS.</p>	<p>Agreement. The Program will consider this as a part of its curriculum review (full program response on page 6 of its response to the PRT report).</p>	<p>YSGS supports the program response. As above, it notes that any curriculum modifications must be done in accordance with Ryerson University Policy 127. YSGS also encourages the program to explore if cross listings with other programs could address any identified course needs, so as to avoid unnecessary duplication.</p>	<p>Explore the option of co-listing of CE8140 Statistics in Engineering vs. developing a new statistics course (Note: the program has already offered CV8505 GIS for Civil Engineering)</p>	<p>Associate Chair for Graduate Studies</p>	<p>2019/2020</p>

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
7. Consider offering part-time MASc and PhD programs.	Agreement. The Program will discuss these options in a Graduate Program Council meeting (full program response on page 7 of its response to the PRT report).	<p>YSGS notes that any changes to the program's curriculum must be made in accordance with Ryerson University Policy 127. Under the policy, the addition of a part-time option is considered a major curriculum modification. YSGS also notes that consultation with the University Planning Office would be required in order to determine the revenue implications of such a change.</p> <p>YSGS encourages the program to consult with the Associate Dean, Graduate Studies in FEAS and the Associate Dean, Programs in YSGS on any potential curriculum changes.</p>	<p>Consult with Associate Deans in FEAS and YSGS; discuss within the Graduate Program Council</p> <p>Consult with UPO if the Council decides to add part-time options; develop the curriculum change proposal</p>	Associate Chair for Graduate Studies	<p>Fall 2019</p> <p>Winter 2020</p>
8. Consider offering some graduate courses in the evening.	Agreement. The Program will discuss these options in a Graduate Program Council meeting (full program response on page 7 of its response to the PRT report).	<p>YSGS supports the program response. YSGS encourages the program to consider offering courses that accommodate student demand (e.g., spring/summer offerings). YSGS also notes that these decisions would also have implications for any potential part-time option (as discussed above).</p>	Encourage faculty members to teach classes from 6:00 to 9:00 pm	Department Chair, Associate Chair for Graduate Studies	Ongoing
9. Consider offering the MEng program in both course and project formats, as well as allowing students to move from one format to the other.	The Program believes this is already possible in the current program (full program response on page 7 of its response to the PRT report).	YSGS supports the program response. YSGS agrees this is already possible in the current program.	N/A	N/A	N/A

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
10. Consider accepting University of Toronto and McMaster University students in Ryerson University courses.	The Program notes that this is already being done through the OVGS (Ontario Visiting Graduate Student) program. The Program has been accepting students from University of Toronto, McMaster University, University of Waterloo and Western University, etc. through the OVGS program, and will continue to do so.	YSGS supports the program response. YSGS notes that OVGS is a mechanism for graduate students registered at other universities to take courses at Ryerson University.	N/A	N/A	N/A
11. Investigate expanding the recruitment of self-funded students and domestic students outside of Ontario.	Agreement. In 2019, the Program will explore ways of better utilizing scholarship programs in other countries (full program response on page 7 of its response to the PRT report).	YSGS supports the program response.	Explore ways of better utilizing scholarship programs of other countries	Associate Chair for Graduate Studies	2019/2020
12. Develop a plan and tools to assess student progress towards GDLEs.	Agreement. The current course-GDLE mapping table will be reviewed in the context of the systematic review of the Program curriculum and courses. A plan and effective tools to monitoring the progress will be developed.	YSGS supports the program response. YSGS encourages the program to consult with Ryerson University's curriculum development consultants to explore potential options. YSGS also notes that any potential changes to the program's learning outcomes must be made in accordance with Ryerson University Policy 127.	Consult with the university curriculum development consultants; develop plan and tools	Associate Chair for Graduate Studies	2019/2020
13. Develop strategies to recruit out-of-province domestic graduate students.	Agreement. The Program's website is now undergoing redesign and this will be taken into consideration to highlight the uniqueness of the Program. Further promotional materials	YSGS supports the program response. YSGS also encourages the program to consider additional in-province recruitment strategies as well.	Develop strategies for recruiting students outside Ontario	Associate Chair for Graduate Studies	2019/2020

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
	will be developed to distribute to other institutions outside Ontario.				
14. Facilitate alternative communication paths for graduate students to freely voice any concerns they might have.	Agreement. The Program will continue to encourage students to use existing channels, but also consult with them to explore if they prefer alternative communication paths (full program response on page 8 of its response to the PRT report).	<p>YSGS supports the program response. YSGS also encourages the program to make students aware of other avenues to voice concerns (e.g., Associate Deans in FEAS) or for support (e.g., counselling services).</p> <p>YSGS also encourages the program to stress the role supervisory committees play in resolving student concerns related to their research.</p> <p>Ryerson University Policy 164 contains further information on the duties of supervisory committees.</p>	Consult with faculty, students and admin/technical staff to identify alternative paths	Associate Chair for Graduate Studies, Program Administrator	Fall 2019

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE LITERATURES OF MODERNITY (MA) PROGRAM

The graduate program in Literatures of Modernity (MA), Department of English, Faculty of Arts, submitted a Self-Study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended. Two external and one internal arm's-length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate program in Literatures of Modernity (MA) consisted of Dr. Heather Murray (University of Toronto), Dr. Stephen Powell (University of Guelph), and Dr. Jeremy Shtern (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, Faculty of Arts Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of the Graduate Program, and meetings with Faculty, a group of current students, and support staff.

The PRT site visit was conducted on May 28 and 29, 2018. The PRT report was communicated to the Associate Dean, YSGS on June 27, 2018, and the response to the report from Literatures of Modernity was communicated on July 31, 2018.

The Peer Review Team identified program strengths, weaknesses and opportunities for program improvement and enhancement, outlined below.

The program's assessment of its **strengths**, as provided in their self-study, seem in line with our judgments. In particular, we wish to highlight the following:

1. A clearly focused and distinctive program of study founded on well-articulated objectives that are being achieved effectively and with value to the students (and that also pay dividends to the department's faculty, the university, and the larger academic community).
2. Coursework that grows out of the faculty's broad SRC interests and that leads students to opportunities for intensive research projects, practice-based learned in the Practicum stream, and the potential for career enhancement or further advanced study.
3. The innovative and distinctive Practicum option, which is particularly well-conceived and successfully run.
4. Consistent engagement with Ryerson's distinctive educational mission and urban setting, effected through courses, through the program's dual emphasis on academic work and practical education, and through outreach to Toronto's employers, and cultural and arts institutions, through the Practicum program.
5. A laudable sense of cohort among the program's students and a cohesive commitment of the faculty to the program's continued strength and development. This is evidenced by the faculty's willingness to rethink and reshape aspects of the program on an on-going basis in response to student suggestion, and an openness to providing constructive feedback on the part of students.
6. Strong interest in the program, as shown by admissions pool data (in a saturated English MA market), coupled with excellent on-time completion rates that evidence strong student motivation and good program management.
7. Excellent faculty SRC productivity that is deployed to support innovative coursework and research opportunities for students and that leads as well to the provision of funding and training opportunities in the form of RAships supported by external grants.

The program's assessment of its **weaknesses** in its self-study is to the point, but we judge most of the weaknesses identified in that report to be of relatively minor importance in light of the program's strengths. Some—such as difficulties keeping students on track in the summer term and a sense that students aren't perfectly prepared—

are common to all one-year MA programs and probably most graduate programs; these weaknesses have apparently not done much in any case to damage the completion rates of the program.

The identified limitations of the Ryerson's library holdings for English graduate studies are hard for us to assess, as stated above, given the time limitations of the site visit. It would certainly be worth exploring the renewal of Ryerson's previous arrangement with the University of Toronto so that graduate students might have easier access to the Robarts holdings, or considering a way to subvent Literature of Modernity students with identifiable needs for Robarts materials. We presume that the number of Literature of Modernity students with such needs would be small, so at the current rate of \$25 for summer stacks access (or \$310 for borrowing privileges for more extensively printed- based projects) the cost of supporting MRP students who require Robarts resources would be relatively modest.

We believe that the program has identified key **opportunities** in its self-study. In particular, we note the program's continuing reflection on its unique name. As discussed above, that name does carry certain risks because of its uniqueness, but to this point has certainly not hampered the growth and flourishing of the program.

But, as the faculty have written, this review is indeed an opportunity for the program to think further about the full value of its name and perhaps to sharpen its engagement with different dimensions of that title. We believe, for example, that the program *should* consider the role of creative writing (as the faculty have suggested) to make sure that the program neither marginalizes this part of the discipline nor that it loses focus on the academic study of the already numerous literatures that Literature of Modernity seeks to engage with.

As new faculty enter the program, or as it is pulled in new directions by other factors (faculty departures, student interest, fiscal realities), it will continue to be important to extend such discussions, not to delimit the program artificially (or to the exclusion of certain faculty) but to provide for future and current students a clear and compendious notion of what *literatures of modernity* means for the program. In undertaking such discussions, the faculty may indeed wish to find a new name for the program, but we believe they should do so only if they are convinced that it would provide a distinct advantage to the current name, which has already become well-known (if not always well-understood) in other Canadian departments.

IMPLEMENTATION PLAN

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Continue to sharpen, and more effectively communicate, the program identity and focus on “modernity”.	Agreement. LitMod will discuss ways to better define the meaning of “modernity,” and the title of the program. Discussions will be held in both the GPC and the Department of English during the 2018I2019 academic year.	YSGS supports the program response.	Discuss ways to better define meaning of “modernity,” and title of program. A stronger definition will be added to the website.	GPC and Department of English	2018I19; in particular, the issue will be raised at the first Graduate Council meeting on November 13, 2018.
Streamline the Foundations course to function more specifically as a gateway course to the field of modernity/modernities studies.	Ongoing. LitMod has been working to address issues related to the Foundations course and will continue to discuss further restructuring during the 2018-2019 academic year. The GPD will lead these discussions in the GPC.	YSGS supports the program response. YSGS notes that any changes to the course description would be considered a Category 1 minor program modification under Policy 127. YSGS will support the program as needed for any curriculum modifications, per Policy 127.	The GPD has already enhanced the focus on theorizing modernity in the fall 2018 Foundations course via lecture material and final term project on “modernity key words.”	GPC and GPD	In winter 2019, the GPC will discuss the GPD’s fall 2018 lectures and assignments related to strengthening the focus on modernity.

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>Raise the minimum admission GPA to B+ in final two years of an undergraduate program.</p>	<p>To be considered based on the availability of guaranteed secure funding from the Administration. This issue will be discussed in the GPC and a recommendation will be developed. Pending the outcome of those discussions, the GPD will submit any potential admission GPA change to YSGS by Feb 2019 for implementation by Fall 2020 (if needed).</p>	<p>YSGS supports the program response to evaluate its admission criteria. YSGS notes that any changes to the admission requirements would be considered a Category 3 minor program modification under Policy 127. YSGS will support the program as needed for any changes to the requirements, per Policy 127.</p> <p>YSGS also notes that centrally allocated graduate scholarship funding is derived from our Provincial government grant allocation that is based on eligible FTE enrolments. Making target at the program, Faculty, and university levels is the pathway to stability in funding.</p> <p>It is not currently possible for YSGS to guarantee funding as it is subject to annual budgetary decisions that are outside its purview. Funding guarantees do not reconcile with the government's funding model or the annual budget process of the university. YSGS, however, continues to advocate for strong central support for graduate student funding.</p> <p>YSGS also encourages the program to explore other sources of student funding, particularly graduate student stipends and research assistantships funded through faculty research grants.</p>	<p>GPC to discuss and Recommend. The GPC began discussing the issue at the first GPC meeting of the year (September 2018), and initial desires to see the average GPA increase to a B+ were tempered with concerns related to the lack of guaranteed funding to secure higher caliber students.</p>	<p>GPC and GPC</p>	<p>Pending outcome of ongoing discussions, submit admission GPA change to YSGS by Feb 2019 for implementation by Fall 2020.</p>

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Improve TA training available to LitMod students; add a TA coordinator role.	Agreement. LitMod is committed to improving its TA training. In 2018/2019, the GPD will work with the Department Chair and the current TA coordinator to explore expanding the duties of the TA coordinator throughout the year.	YSGS supports the program response.	Expand duties of a dedicated TA coordinator throughout the year	GPD and Chair, TA Workshop Coordinator	The issue is on the GPD's agenda for the October 23, 2018 GPC meeting, and discussions will be ongoing throughout 2018-2019.
Expand instruction in the teaching of writing either through enhanced TA training or in a dedicated course/module.	Agreement. LitMod will work to increase workshops offered through Learning and Teaching Office (LTO), and discuss options for a "teaching writing" module/course. This will be discussed in the program's GPC and the GPD will liaise with the Department Chair and representatives from the LTO, Career Centre, and YSGS.	YSGS supports the program response. An Associate Dean from YSGS, either for Students or Programs, will participate in any consultations as needed.	Increase workshops offered through Learning and Teaching Office (LTO), and discuss options for "teaching writing" modules/course	GPC, GPD, Department Chair, LTO, Career Centre, YSGS	The issue is on the GPD's agenda for the October 23, 2018 GPC meeting, and discussions will be ongoing throughout 2018/2019.
Provide and post brief course descriptions and/or draft syllabi for both Fall and Winter courses at the time of Fall enrollment for better informed course choices.	Agreement. LitMod will implement this recommendation beginning in the Fall 2018 semester.	YSGS supports the program response.	Implementation beginning Fall 2018	GPD and GPA	2018/19

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Consider in hiring plans the addition of a specialist in early literatures with a focus on the transition from medieval to renaissance.	To be considered. The GPD will discuss this recommendation with the Department Chair and the DHC during the 2018-2019 academic year.	YSGS supports the program response. YSGS further notes that any appointments need to be considered in the context of departmental (and faculty) level planning. The appointment of new faculty is outside of the purview of YSGS. YSGS also urges the program to consult with the Dean of Arts on this recommendation.	Discussion with Department Chair and DHC regarding new areas of hire	GPD, Chair, and DHC	2018-19
Restructure funding and awards information (internal and external) on the department website for prospective students.	Agreement. LitMod will undertake a website overhaul, including funding and awards, during the 2018I 2019 academic year. This will be discussed in the GPC and lead by the Department Website Committee.	YSGS supports the program response.	Website overhaul including funding and awards	GPC and Department Website Committee	2018-19
Create a sustainability plan that prepares for offering the program – including funding and experiential learning – in the event that there are gaps or departures in faculty SSHRC projects.	Agreement. The GPD will discuss this issue with the Department Chair, and engage in dialogue with the Offices of the Dean of Arts and YSGS. This will be completed during the 2018I2019 academic year.	YSGS supports the program response. The Associate Dean, Programs in YSGS will participate in any discussions with LitMod and/or the Faculty of Arts on this issue if needed.	GPD will discuss with Department Chair, and in dialogue with the Offices of the Dean of Arts and YSGS	GPD and Department Chair, YSGS and Dean of Arts	2018-19; the GPD and Department Chair will discuss the issue fall 2018; and consult with the Dean of Arts/YSGS by winter 2019.

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Update the program's outcomes to more explicitly address its existing commitment to urban engagement (i.e., the program's engagement with its urban locale outside the university through various partnerships with presses, publications, and advocacy organizations is commendable but needs to be better recognized in its outcomes).	Agreement. This will be implemented by the GPC for the Fall 2018 semester.	YSGS supports the program response. YSGS encourages LitMod to consult with the Curriculum Development Consultants in the Office of the Vice Provost Academic if any updates to the program's learning outcomes are made.	Implementation for Fall 2018	GPC	Fall 2018

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE MECHANICAL AND INDUSTRIAL ENGINEERING (PhD, MAsC, MEng) PROGRAMS

The graduate program in Mechanical and Industrial Engineering (MEng, MAsC, PhD), Department of Mechanical and Industrial Engineering Y Faculty of Engineering and Architectural Science (FEAS), submitted a Self-study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate programs in Mechanical and Industrial Engineering (MIE) consisted of Dr. Alidad Amirfazli (York University), Dr. Chi-Guhn Lee (University of Toronto), and Dr. Murtaza Haider (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, FEAS Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of the Graduate Program, and meetings with Faculty, a group of current students, and support staff.

The PRT site visit was conducted on February 1 and 2, 2018. The PRT report was communicated to the Associate Dean, YSGS on March 29, 2018, and the response to the report from MIE was communicated on June 7, 2018.

The Peer Review Team identified program strengths, weaknesses and opportunities for program improvement and enhancement, outlined below.

Program Strengths

The PRT recognizes research productivity and excellence demonstrated by many faculty members. Some colleagues are at the cutting edge of research in their respective fields. The creation of new scholarship in active research labs is allowing graduate students to engage in cutting-edge research and gain valuable experience in applied research as part of their training and research related to their theses and dissertations.

Graduate students expressed a great degree of satisfaction with the level of service they received from the Department, in particular, the graduate program director and the administrator. The PRT recognizes their commitment and hard work in serving a large body of graduate students.

Being in the heart of downtown Toronto, the Department has a unique ability to attract students of high research calibre. The opportunity to do cutting-edge research in the Department's labs is complemented by proximity to a rich cultural experience made possible by the University's unique location. Similarly, the University's location will help with recruitment of staff and faculty.

Program Weaknesses and Opportunities

The PRT recognizes a misalignment in the curriculum. Numerous courses offered in the past three years of the review period demonstrate very low enrolments. Given the size of the graduate program and student enrolment, courses with very low enrolment are indicative of a mismatch between student preferences and course offerings. At the same time, many courses are offered only sporadically. This practice has a larger adverse impact on MEng students than others because MEng students are expected to complete more graduate courses as part of the degree requirements. Similarly, if the portfolio of courses is not uniform for each successive cohort, it is likely to lead to a lack of consistency in learning competencies among students.

Some graduate students expressed a lack of guidance in selecting and identifying relevant coursework. They felt unsupported in searching for relevant courses that would allow them to graduate on time.

The PRT observed that sessional instructors taught a greater proportion of courses with large enrolments. For instance, in 2015Y16, of the 254 students enrolled in 24 courses offered at the graduate level, 100 students were enrolled in courses taught by sessional instructors. The number of courses taught by sessional instructors is large when compared to comparable programs at other universities. It appears that courses that attract graduate students are being taught by sessional instructors and not by the full-time tenured or tenure-track faculty.

The PRT observed that graduate students were not fully cognizant of the scale and support the services offered by the University. For instance, some students were not aware of the extent of digital resources available at the University library. Some journals and proceedings that students believed were not available at the University Library were, in fact, available as part of the digital resources curated by the library.

The PRT recognizes that the Departmental leadership is doing a tremendous job in supporting graduate students. However, given the size of the Department and the number of graduate students, the focus is on servicing the immediate needs of graduate students. The PRT finds the absence of a champion or coordinator for research related activities to complement the leadership in graduate program offerings. Perhaps establishing an Associate Chair of Research occupied by a person with experience in high calibre research can aid the Department.

The PRT observed that research-active faculty members are not adequately incentivized for the research productivity that distinguishes them within the Department and the University. Given that some faculty members are leading significantly large research groups with an active research agenda, the absence of incentives to continue and improve on research excellence could be a deterrent in achieving these goals.

The PRT believes that the Department lacks adequate visibility that could hinder its ability to attract quality graduate students. A lack of adequate student participation in international conferences contributes to the lack of awareness about the program. Similarly, the Department appears not to have capitalized on the use of social media and other related web-based technologies to promote its research and learning opportunities. The website of the Department related to research needs immediate attention and improvement.

IMPLEMENTATION PLAN

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Organize courses around natural thematic subjects. This is important to satisfy the educational needs of the diverse graduate student population in the program.	Agreement. The MIE program notes that it already organizes courses around natural thematic subjects. The themes are: Thermofluidics, Solid Mechanics and Design, and Industrial Engineering.	YSGS supports the program response to each of these curriculum focused issues (i.e., recommendations 1 – 6). YSGS notes that it will support the program as needed for any minor or major curriculum	Completed		
Use directed reading courses to fill boutique gaps for very specialized topics.	Agreement. The MIE program notes that it offers a Directed Studies course (ME8135) for this purpose and will continue offering the course as needed.		Completed		
Introduction of core courses to provide solid common competencies for graduates.	Taken under consideration. The MIE program notes that it did employ the model of “core courses” at the program’s inception. They were later dropped in favour of elective courses since it was concluded that the model does not match the level of diversity in research topics in this program. The GPC, however, will revisit this decision in the Fall 2018 semester.		GPC consideration	Associate Chair Graduate	Winter 2019

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
Ensure that a sufficient and consistent number of courses are offered annually to avoid inconsistency in training.	Agreement. The MIE program notes that it offers close to 35 graduate courses each year. It also notes that close to 90% of these courses are repeated each year. The program will continue its ongoing efforts to offer a sufficient and consistent number of courses.		Continuing efforts	Associate Chair, Departmental Chair, Home Faculty Associate Dean for Graduate Studies	Ongoing
Courses that are popular among MEng students are recommended to be aligned with the needs of a practicing engineer and to have an enriched applied content.	Agreement. The MIE program notes that the majority of courses use specialized software used in industry.		Continuing efforts	Associate Chair Graduate, Departmental Chair, Home Faculty Associate Dean for Graduate Studies	Ongoing
The seminar course can be improved by including lectures on how to deliver a high calibre scientific talk.	Agreement. The MIE program notes that it has invited guest speakers for a variety of topics including best practices in technical presentations. Nevertheless, will strive to do so more systematically.		Continuing efforts	Associate Chair Graduate	Ongoing

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>To be able to develop actionable proposals around the above points, perhaps the MIE can consider striking a smaller and more nimble and focused graduate curriculum committee.</p>	<p>Agreement. The program notes that its Graduate Program Council (GPC) includes all faculty involved in graduate programs and graduate student representatives. The GPC, however, has a number of standing committees including Graduate Admissions and Studies, Awards and Scholarships, etc. The Curriculum committee is an ad hoc committee that is struck from time to time to deal with specific issues brought to the attention of GPC. As per the PRT's suggestion, the mandate and membership of this committee will be determined at the time the committee is constituted.</p>	<p>YSGS supports the program's response. As noted above, YSGS will support the program as needed for any minor or major curriculum modifications, per Policy 127. YSGS will also provide support to the program as needed if modifications to the GPC bylaws are required.</p>	<p>Completed</p>		
<p>The PRT believes that if the department were to continue running the MEng program, it must consider improving the quality of the students it attracts to the program. Their academic preparation should be on par with those enrolled in the MASc program.</p>	<p>Taken under consideration. The GPC will consider this in the Fall 2018 semester. The MIE program does note, however, that the minimum GPA requirement for the MEng program is B, which is in line with all major universities in Ontario. The program also notes that the courses taught are not categorized based on students who take them (MEng or otherwise).</p>	<p>YSGS supports the program response. Should the program determine modifications to its admissions requirements are needed, YSGS will support the program, per Policy 127.</p>	<p>GPC consideration</p>	<p>GPC</p>	<p>Fall 2018</p>

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
The Department should take steps to improve graduate student support as soon as possible. The minimum guaranteed funding should be increased for all students, particularly international students.	Agreement. The MIE program notes that the funding package for research students (MAsc and PhD) has been updated since the visit and currently aligns with the visiting team's recommendation. All eligible PhD students will receive the same take home amount after fees are considered. The same holds for all MAsc students.	YSGS supports the program response and encourages the program to continue to pursue opportunities to improve funding packages for its graduate students.	Continuing efforts	Associate Chair, Department Chair, FEAS Dean, FEAS Assoc. Dean Graduate Studies, Vice-Provost and Dean of YSGS	Ongoing
The Department should offer opportunities for professional development to students by encouraging them to participate in international conferences.	Agreement. The MIE program notes that a number of professional development opportunities exist with the Faculty (FEAS) and the Graduate School (YSGS). The program also notes that it does provide funding for graduate student attendance at international conferences.	YSGS supports the program response.	Continuing efforts	Associate Chair, Department Chair, FEAS Dean, FEAS Assoc. Dean Graduate Studies, Vice-Provost and Dean of YSGS	Ongoing
The Department should consider the possibility of graduate students starting in January and May.	Agreement. The Program shares the view that a more streamlined admission process would be helpful. It should be noted that winter and spring admissions have always been possible on a case by case basis.	YSGS supports the program response. YSGS notes that winter and spring admissions are already possible on a case by case basis.	Discussions with YSGS	Associate Chair Graduate, FEAS Associate Dean Graduate Studies, YSGS Graduate Admissions office	Ongoing

Administrative and Financial Recommendations

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
The PRT recommends implementation of a formal process for scheduling equipment use services provided by technical staff.	Agreement. Following the strategic plans of the Faculty and the Department, these recommendations are being implemented.	YSGS supports the program response.	Completed		
The PRT believes that the number of staff members dedicated to responsibilities related to graduate students might be increased to provide better support to graduate students whose number is likely to expand in the future.	Taken under consideration. At the current level of enrollment, the staff numbers (Associate Chair Graduate Program and Graduate Program Administrator) seem to be adequate and in line to other graduate programs in FEAS. There are no plans for growth and increase in number of graduate students in the program under the next strategic plans, both at the Faculty and the university level.	YSGS supports the program response.	Department and FEAS Dean consideration	Department Chair, FEAS Dean	Winter 2019
The Department should consider creating a new Associate Chair of Research position to streamline research among colleagues and provide mentorship to research graduate students.	Taken under consideration. This is being considered as a part of the Faculty and Department strategic plans. The program will consult with the Associate Dean, Research and Dean of FEAS.	YSGS supports the program response. It notes, however, that the creation of a new Associate Chair position is outside of its purview. YSGS encourages the program to work with the Dean of FEAS to explore this possibility.	Department and FEAS Dean consideration	Department Chair, FEAS Dean, FEAS Associate Dean Research and Partnership	Unknown

Recommendation	Program Response	YSGS Response	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
The Department may consider improving opportunities for social gatherings among faculty members and students.	Agreement. The MIE program notes that, currently, a number of social events are organized at the FEAS level specifically for graduate students, by the FEAS Graduate Students Ambassadors team, including: Orientation Networking & Social, Bowling, Pumpkin Carving, Pub Night, Archery Tag and BBQ. As for the Program, some faculty members attend weekly seminars and there is also opportunities for socializing at Awards Night. The Program will explore other Faculty-student social events.	YSGS supports the program response and its efforts to improve the social cohesion of the department.	GPC discussion	Associate Chair Graduate, GPC	Fall 2018
The PRT believes that the program must improve its efforts to engage with alumni.	Agreement. The recommendation is appreciated. While we do have sample information, a full database would be useful. This will be undertaken with support from the university.	YSGS supports the program response.	Part of curriculum review	Associate Chair Graduate Studies, Department and Dept. Chair, FEAS Development and Alumni Officer, Ryerson University Advancement	Ongoing

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.