



BOARD OF GOVERNORS

June 27, 2019

Jorgenson Hall – JOR 1410

380 Victoria Street

4:00 p.m. to 5:30 p.m.

Time		Item	Presenter/s	Action	Page
4:00	1.	IN-CAMERA DISCUSSION (Board Members Only)			
4:20	2.	IN-CAMERA DISCUSSION (Executive Group Invited)			
		END OF IN-CAMERA DISCUSSION			
4:35	3.	INTRODUCTION			
	3.1	Chair's Remarks	Mitch Frazer	Information	
	3.2	Approval of the June 27, 2019 Agenda	Mitch Frazer	Approval	
4:40	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information	3-10
	4.1	Ryerson Faculty of Law – A Brand with Attitude	Jennifer Grass	Information	11-26
4:55	5.	REPORT FROM THE SECRETARY	Julia Shin Doi		
	5.1	Nominations Closed for Election of Board Vice Chair	Julia Shin Doi	Information	27-28
	5.2	Board of Governors Student Leadership Award and Medal	Julia Shin Doi	Information	29
	5.3	Annual Board Assessments	Julia Shin Doi	Information	
5:00	6.	REPORT FROM THE VICE PRESIDENT, EQUITY AND COMMUNITY INCLUSION	Denise O'Neil Green		
	6.1	Equity and Community Inclusion at Ryerson	Denise O'Neil Green	Information	30-96
	7.	DISCUSSION ITEMS			
	7.1	REPORT FROM THE CHAIR OF THE AUDIT COMMITTEE	Jack Cockwell	Information	

	7.1.1	Draft Audited Financial Statements -Year Ended April 30, 2019	Joanne McKee	Approval	97-134
	7.2	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer		
	7.2.1	Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) January 1, 2019 and Audit Findings for the year ending December 31, 2018	Joanne McKee	Approval	135-185
	7.2.2	Funded projections and Valuation assumptions of the Ryerson Retirement Pension Plan (RRPP) December 31, 2018	Mitch Frazer Christina Sass-Kortsak	Approval	186-212
	8.	CONSENT AGENDA			
	8.1	REPORT FROM PROVOST AND VICE PRESIDENT ACADEMIC	Michael Benarroch	Information	213-218
	8.2	Approval of the April 29, 2019 Minutes	Mitch Frazer	Approval	219-223
	8.3	2018 Environmental Health and Safety Report	Deborah Brown	Information	224-272
	9.	FOR INFORMATION			
	9.1	Ryerson Communication Report	Jennifer Grass	Information	273-276
	9.2	Graduating Student Survey 2018	Glenn Craney	Information	277-307
5:30	10.	TERMINATION			

Ryerson University
President's Update to the Board of Governors
June 27, 2019



CONGRATULATIONS

THANK YOU – As 2018-19 draws to a close, I extend my sincere thanks and appreciation to all members of the Board of Governors for a year of exciting growth and resilience at Ryerson. We recognize the challenges presented by the evolution of the post-secondary sector in Ontario, and together, we have started to seize the opportunities they offer. May our shared accomplishments this year inspire us in 2019–20.

APPOINTMENT

Anna Triandafyllidou has been appointed Canada Excellence Research Chair (CERC) in Migration and Integration effective August 1, 2019. She joins Ryerson from the European University Institute near Florence, Italy, from where she holds a PhD, and where she currently serves as the Robert Schuman Chair of the Global Governance Program. Previously, she has taught at the London School of Economics and the National Research Council in Rome, among other institutions, and held a Fulbright Scholarship-in-Residence at New York University. At Ryerson, she will join the Faculty of Arts and lead research related to migration and integration, including setting up a Data and Methods Lab in partnership with the Canada Research Data Centre Network and Immigration, Refugees and Citizenship Canada. Professor Triandafyllidou's appointment as CERC, which is Ryerson's first-ever, is supported by a \$10-million grant from the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes of Health Research (CIHR).

CONGRATULATIONS

Kamal Al-Solaylee, *Kyle Edwards*, and *Ryerson University Magazine* all captured gold medals at the National Magazine Awards. Al-Solaylee, a professor at the Ryerson School of Journalism (RSJ) was recognized for his column *Points of Departure* in *Sharp* magazine, while Edwards (*Journalism '17*), along with his Maclean's colleagues Michael Friscolanti and Jason Markusoff, won gold for One of a Kind Storytelling for the feature "It was the last time we saw him: An oral history of the Humboldt Broncos bus crash." Ryerson University Magazine, published by University Relations and Alumni Relations, won gold for Art Direction of a Single Article for "Keeping Memories Alive" from its 70/25 anniversary issue.

Michèle Pearson Clarke (MFA, Documentary Media '15), who lectures in the Documentary Media Studies program, has been named Toronto's second-ever photo laureate, succeeding Geoffrey James, a former professor of Image Arts at Ryerson. Michèle, who was born in Trinidad, explores the personal and political dimensions of longing and loss in her work, which she has exhibited widely in Canada, the United States, and beyond. During her three-year appointment, she will run a dedicated Instagram account, create a legacy project, and act as the city's "ambassador of visual and photographic culture."

Roy Rana, head coach of the Rams' men's basketball team since 2009, has been named chief of staff and assistant coach of the Sacramento Kings in the National Basketball Association. He joins a staff led by former Los Angeles Laker Luke Walton. Roy leaves Ryerson after having led the Rams to five consecutive medals at the National Championships.

Julia Shin Doi, Ryerson general counsel and secretary of the Board of Governors, has been elected to the Law Society of Ontario's governing board for the 2019–23 term as a Toronto benchler.

EVENTS

AWARDS NIGHT – On April 1, Ryerson held its Awards Night at the Chelsea Hotel to celebrate staff and faculty excellence. Six teams and 68 individuals were honoured for their achievements in three streams: teaching and education; scholarly, research and creative activity; and service and leadership.

ATKINSON LECTURE – On April 4, at the Rogers Communication Centre, Anishinaabe comedian and writer Ryan McMahon delivered the 2019 Atkinson Lecture, *We Become the Stories We Tell Ourselves*. With his trademark trenchant humour, Atkinson described his work with Indigenous communities on the Canadaland investigative podcast *Thunder Bay* and other projects. He encouraged journalism students to do the “hard stuff” that reconciliation requires—listening to people's stories at length when reporting on Indigenous communities and developing a nuanced understanding of the complexities in every situation. He called for everyone to help with the process of reconciliation: “We need all hands on deck. Strong hearts to the front.”

DAY OF PINK – On April 10, Ryerson community members participated in the International Day of Pink by wearing pink to stand in solidarity against homophobic and transphobic bullying, and to celebrate diversity and inclusion. A group photo was taken on the staircase of The Sheldon & Tracy Levy Student Learning Centre. Ryerson's participation in the annual event—which was started in a Nova Scotia high school in 2007—is organized by Ryerson Positive Space.

ALUMNI WEEKEND – Ryerson's Alumni Weekend on May 3–4 brought over 1000 alumni back to their alma mater. There were 20 class reunions as well as 30 events across campus and beyond including talks; tours of centres, labs, and hubs; and panels such as *Indigenous Resurgence through Relations* (hosted by the Faculty of Community Services), about relationship-building and interdisciplinary research with Indigenous communities. The Alumni Achievement Awards at the Mattamy Athletic Centre were open for the first time to all alumni—five of whom received Alumni Awards of Distinction for their leadership in diversity, inclusion, and accessibility.

CYBERSECURITY CONFERENCE – On May 8, Cybersecure Catalyst co-hosted its first-ever conference, along with the Canadian Centre for Cybersecurity, in Brampton. Make IT Secure focused on cybersecurity in the manufacturing industry. Among the participants were Brampton mayor Patrick Brown; MPs Sonia Sidhu, Ruby Sahota, and Karen McCrimmon; MPP Prabmeet Singh Sarkaria; and industry executives. Speakers and panels considered the evolution of cybersecurity threats and the attendant risks involved, as well as the need for preparedness and the value of collaboration.

MINISTER FULLERTON'S VISIT – On May 9, Merrilee Fullerton, Minister of Training, Colleges and Universities, spent three hours visiting Ryerson's campus and our partners at St. Michael's Hospital. She toured the Centre for Urban Innovation (CUI), the DMZ, the Biomedical Zone, and iBest. From students, researchers, and representatives of startups, she learned about Ryerson's forward-thinking approach to experiential learning, commitment to job creation through entrepreneurship, strategic approach to partnership, and role in city-building.

LAW SCHOOL SCHOLARSHIPS – On May 16, Ryerson's law school announced it has received support for scholarships from four Toronto law firms, strengthening its drive to be able to support at least half of the 150 students it plans to take in each year. Blake Cassels & Graydon LLP scholarships will be awarded to students starting their programs who may identify as members of equity-seeking groups; Hicks Morley Hamilton Stewart Storie LLP scholarships will be awarded to students from historically underrepresented communities; McCarthy Tétrault LLP scholarships will be awarded to students in the first generation of their families to attend post-secondary education; and Torys LLP scholarships will be renewable awards for Indigenous students. Together with funding from Indspire and the President's Awards to Champion Excellence (PACE), this funding will help realize the law school's vision of increasing access to justice.

DUKE'S VISIT – On May 28, His Royal Highness (HRH) Prince Andrew, the Duke of York, visited Ryerson as part of his tour for Pitch@Palace, the global entrepreneurship platform he founded in 2014, designed to connect entrepreneurs to mentors, partners, and investors. HRH visited the DMZ, where eight startups pitched their concepts to him in five-minute presentations, and the Isaac Olowolafe Jr. Digital Media Experience Lab (DME), where four groups of students showcased their projects. HRH then hosted the first-ever Pitch@Palace Canada finals at the Art Gallery of Ontario, moderated by DMZ executive director Abdullah Snobar.

PRIDE MONTH – Pride month celebrations, organized by Positive Space at Ryerson, engaged community members in the annual global celebration of diversity of sexual orientations and genders. It kicked off on June 3 at The Sheldon & Tracy Levy Student Learning Centre (SLC), with a gathering in the Amphitheatre and the installation of the Pride flag. Other events included the seventh annual #DisplayYourPride Contest, whose theme was "sustainable, systemic impact," and which highlighted elements such as environmental sustainability, queer contributions, and systemic change; the child-friendly Fay and Fluffy's Drag Queen Storytime; a screening of the documentary *Track Two*, about the growth of, and challenges faced by, Toronto's gay community over the years; and the DIY crafts gathering Pride Crafternoon.

CONVOCATION – From June 12 to 19, Ryerson held 12 convocation ceremonies at the Mattamy Athletic Centre (our second year in a row at the venue). A total of 7,408 graduates crossed the stage, having earned, between them, 486 graduate degrees, 6,165 undergraduate degrees, and 757 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, all 275 volunteers and 300 faculty members who participated, and everyone who contributed to making convocation very special for students and families.

iBEST SYMPOSIUM – On June 14, St. Michael’s Hospital and Ryerson University jointly hosted the 9th annual iBest Symposium. It featured a design competition for biomedical innovation and the iBest Expo and research theme presentations, at which scientists, staff, and investigators from both institutions presented and discussed their research. Keynote speakers were Marzyeh Ghassemi, chair of artificial intelligence at the Canadian Institute for Advanced Research (CIFAR), who spoke about machine learning and health; and Michelle Khine, director of faculty innovation at the University of California, Irvine’s Henry Samueli School of Engineering, whose talk was titled *Play Science!*.

CYBERSECURE CATALYST FUNDING – On June 14, the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development, announced \$30 million in funding for Ryerson’s Cybersecure Catalyst. The funding includes \$10 million from FedDev Ontario for training and certification, R&D support, and the establishment of a small business accelerator; \$5 million from Royal Bank of Canada to support diversity, inclusion, and knowledge sharing among leaders and experts as well as upskilling RBC employees; \$5 million from the City of Brampton to support all elements of the Catalyst’s programming; and \$10 million from Rogers Communications for educating small businesses and training young Canadians as well as the Rogers cybersecurity team. Henceforth, the Catalyst will be known as Rogers Cybersecure Catalyst. On behalf of the naming donor, Rogers president and CEO Joe Natale, has stressed the importance of training “the next generation of young people so Canadians can thrive and grow in our increasingly connected world.” Over the next five years, the Catalyst aims to create 790 skilled jobs, focusing on demographic groups that are underrepresented in cybersecurity.

from the President’s Calendar

April 9, 2019: Along with vice-president, university advancement and alumni relations Ian Mishkel, I met with Edward Rogers, chair of Rogers Communications, to discuss Ryerson’s role in city-building and the new master plan.

April 11, 2019: I was pleased to give a guest lecture to 18 students in the MA program in Immigration and Settlement Studies, in John Isbister’s course *The Economics of Immigration*, which explores the role of economic theory in analyzing and predicting issues arising from immigration. I spoke about my own experience as an immigrant in Canada.

April 16, 2019: As a member, I attended a meeting of the National Research Council (NRC) in Ottawa.

April 16, 2019: In Ottawa, I met with Rachel Wernick, senior assistant deputy minister to the Honourable Patricia Hajdu, Minister of Employment, Workforce Development and Labour, to discuss developments at the Future Skills Centre.

April 18, 2019: I participated in a meeting of the executive committee of the Council of Ontario Universities (COU) about compensation.

April 22, 2019: Over lunch, I met with Duncan Sinclair, chairman of Deloitte Canada and Chile, to discuss Ryerson’s commitment to cybersecurity.

April 23, 2019: I met with Rana Khan, Chief of the United Nations High Commissioner for Refugees (UNHCR) Canada, to discuss Ryerson’s law school.

April 23, 2019: I gave an interview to writer Marjo Johnne for her May 8 advertising feature in *The Globe & Mail*, “How we can thrive in cities,” which covers Ryerson’s innovations in city-building.

April 23, 2019: Along with Aziz Guergachi, professor of Information Technology Management at the Ted Rogers Management School (TRSM), I met with Abdelkebir Zahoud, former Wali of Casablanca, to discuss Ryerson's innovation ecosystem and potential collaboration with Morocco.

April 23, 2019: Along with assistant vice-president, university relations Jennifer Grass, I greeted Ontario's Minister of the Environment, Conservation and Parks Rod Phillips at the Vari Building Atrium, where he co-chaired his first meeting with the Great Lakes Guardians Council, discussing challenges and opportunities related to the Great Lakes.

April 23, 2019: I attended a board meeting of the non-profit organization Hackergal.

April 24, 2019: Along with Jennifer Grass, I met with Chris Murray, city manager for the City of Toronto, to discuss Ryerson's role in city-building.

April 24, 2019: I met with Norie Campbell, Group Head, Customer and Colleague Experience, TD Bank Group, to introduce her to new initiatives at Ryerson.

April 25, 2019: I met with Bobby Sniderman, owner of the Senator Restaurant and Winebar, to discuss Ryerson's role in community engagement and city-building.

April 25, 2019: Along with vice-president, administration and operations Deborah Brown, I met with Shamez Virani, president of high-rise real estate company CentreCourt, to discuss city-building and a prospective partnership.

April 25, 2019: I met with David Lindsay, president of the COU, to discuss outreach to the provincial government.

April 26, 2019: I participated in a regular meeting of the COU executive committee.

April 26, 2019: Along with executive director of Rogers Cybersecure Catalyst Charles Finlay, I met with Sajith Nair, partner, cybersecurity and privacy at PricewaterhouseCoopers (PwC) to discuss prospective partnership with Cybersecure Catalyst.

April 29, 2019: I had a phone conversation with Ontario General Contractors Association (OGCA) president Clive Thurston to discuss potential partnership with Ryerson for a Master's program in project management.

April 29, 2019: I hosted a recognition dinner for the Otis Family to thank them for their generous donation of \$350,000 in support of the Ronald H. Otis Award in Real Estate. It is given to undergraduate students in the Real Estate Management major at TRSM who demonstrate academic excellence and financial need.

April 30, 2019: I was proud to welcome the Honourable Bill Walker, Ontario's Minister of Government and Consumer Services, to the DMZ, where he announced a new strategy for enhancing healthcare services through digitization.

April 30, 2019: I was pleased to welcome Ryerson's new Canada Excellence Research Chair, Anna Triandafyllidou, to campus.

April 30, 2019: At the Convocation Volunteer Celebration, I gave remarks thanking volunteers for making last year's convocation—our first at the Mattamy Athletic Centre—so memorable and successful, and for their ongoing dedication as we look forward to this year's ceremonies, in June.

May 2–3, 2019: In Mumbai, I held a series of meetings with our partners at the Bombay Stock Exchange to discuss developments in our ongoing collaboration.

May 6, 2019: Along with Charles Finlay and vice-president, university advancement and alumni relations Ian Mishkel, I met with three representatives from RBC—David McKay, CEO and president; Bruce Ross, group head, technology and operations; and Laurie Pezzente, senior vice-president of IT risk—to discuss potential sponsorship of Cybersecure Catalyst.

- May 8, 2019:* 9:00 – I met with Terry Wallace (Civil Engineering '89), president of LEA Consulting, to reacquaint him with his alma mater and share ideas on alumni engagement.
- May 9, 2019:* Jennifer Grass and I were pleased to welcome Merrilee Fullerton, Minister of Training, Colleges and Universities, to campus. After a meeting to discuss Ryerson initiatives, she spoke with students, researchers, and entrepreneurs at Ryerson and St. Michael's Hospital and learned in what important ways Ryerson's priorities are aligned with those of the provincial government.
- May 10, 2019:* Along with Ian Mishkel, I spoke with Jamie Merisotis, president and CEO of the Indianapolis-based Lumina Foundation, which expands access to higher education, about a prospective partnership.
- May 10, 2019:* Roy Gori, President and CEO of Manulife, and I celebrated a ten-year agreement for an affinity program for alumni. The agreement formalizes and continues our longstanding affinity partnership, whereby Manulife shares profit for insurance policies taken up by Ryerson community members. This revenue offers significant support for programming by Alumni Affairs.
- May 13, 2019:* Along with Charles Finlay, I met with Ira Goldstein, senior vice-president of field operations for the global cybersecurity firm Herjavec Group, to discuss potential partnership with Cybersecure Catalyst.
- May 13, 2019:* At the farewell event for outgoing Chang School dean Marie Bountrogianni, I was pleased to give remarks thanking Marie for her passion for education, her commitment to fostering inclusion, and her remarkable leadership.
- May 14, 2019:* At the Ryerson Society Lunch, I gave remarks recognizing and thanking donors who have made planned gifts to the university and updating them on our exciting new ventures and Canada-wide initiatives.
- May 15, 2019:* I was pleased to lead members of the media on a tour of the Centre for Urban Innovation (CUI), where they learned about Ryerson's dedication to city-building and our groundbreaking research.
- May 15, 2019:* At the Sears Atrium, where Ryerson inducted 13 employees into the 25-Year Club, I was delighted to give remarks celebrating their lasting commitment to the university.
- May 16, 2019:* I delivered remarks to an international group of university administrators from the Council for Advancement and Support of Education (CASE), who were visiting Ryerson as part of their Canada Fundraising for Leadership Study Tour.
- May 16, 2019:* At the Learning and Teaching Conference, I delivered remarks thanking the assembled faculty members for ensuring our students benefit from the best possible practices in teaching and learning.
- May 16, 2019:* Ryerson was pleased to welcome the Honourable Bill Morneau, Canada's Minister of Finance, to the CUI, where he announced the Canada Training Benefit, which will enable Canadians to take "crash courses" in order to retrain or keep their skills relevant. I delivered remarks to the assembled media confirming Ryerson's support for the benefit, which will be applicable at the Chang School and at Rogers Cybersecure Catalyst.
- May 17, 2019:* Along with assistant vice-president international Anver Saloojee, I met with Deborah MacLellan, President of the University of Canada, Egypt, to discuss potential collaboration.
- May 17, 2019:* Along with Charles Finlay, and David Cramb, dean of the Faculty of Science, I met with representatives from KPMG—president and managing partner, digital Armughan Ahmad and national leader, risk consulting Doron Telem—to discuss potential collaboration with Rogers Cybersecure Catalyst.

- May 22, 2019:* Along with Ian Mishkel and Deborah Brown, I met with Larry and Ken Tanenbaum to discuss Ryerson's Master Plan for 2030.
- May 22, 2019:* I attended the Collision Conference on technology to watch the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development, participate in a panel on automation and speak about data and trust.
- May 23, 2019:* I met with Jean-Paul Boudreau, formerly dean of Ryerson's Faculty of Arts, to discuss the possibility of collaborating with his new university, Mount Allison, where he serves as president and vice-chancellor.
- May 23, 2019:* I met with Stephen Holyday, Toronto deputy mayor on modernization and governance, to discuss the university's plans for its downtown infrastructure.
- May 24, 2019:* Along with Ian Mishkel, I met with Silvio De Gasperis, owner of TACC Construction, and his daughter Alana De Gasperis (both Ryerson alumni) to update them on Ryerson's recent plans.
- May 24, 2019:* Along with Anver Saloojee, I met with representatives of the Turkish education foundation Maarif to discuss the potential for Ryerson to bring in more international students from Turkey.
- May 27, 2019:* Ian Mishkel and I met with Edward Rogers to continue our discussion about the new Master Plan.
- May 30, 2019:* I attended a meeting of the Executive Heads of the Council of Ontario Universities, which was attended by the Honourable Merrilee Fullerton, Ontario Minister of Training, Colleges, and Universities.
- June 3, 2019:* At the bittersweet tribute event for Roy Rana, who is leaving Ryerson to become assistant coach and chief of staff of the Sacramento Kings, I delivered remarks celebrating his transformative effect as head coach of our men's basketball team.
- June 3, 2019:* As an invited guest, I attended the announcement of the Peter Gilgan Foundation's \$100 million gift to the Sick Kids vs. Limits fundraising campaign at Sick Kids Hospital.
- June 3, 2019:* I was pleased to attend the kick-off event of Pride Month at the Student Learning Centre.
- June 3, 2019:* It was a privilege for me to host Ryerson Faculty Award winners for coffee and conversation.
- June 6, 2019:* Over breakfast, I met with the Honourable Mr. Justice Michael Tulloch of the Ontario Court of Appeal to update him on the latest developments with Ryerson's law school.
- June 7, 2019:* I met with Mitzie Hunter, MPP for Scarborough—Guildwood, and her brother, Andrew Hunter, Senior Commercial Account Manager, Real Estate and Construction for RBC.
- June 10, 2019:* I delivered remarks at the third anniversary of the Brookfield Institute for Innovation + Entrepreneurship, at which we celebrated the completion of a generous gift from the Brookfield Partners Foundation.
- June 11, 2019:* I met for the first time with Ryerson's new ombudsperson, Kwame Addo, who previously served as director of investigations for the City of Toronto Ombudsman.
- June 11, 2019:* Together with vice-president, research and innovation Steven Liss and director, City Building Institute Cherise Burda, I spoke with Sidewalk Labs founder and CEO Dan Doctoroff about the potential for partnership.
- June 12, 2019:* I participated in the convocation ceremony for the Faculty of Arts, at which Richard Atleo, Hereditary Chief of the Ahousaht First Nation, was awarded an honorary doctorate.

June 12, 2019: I participated in the convocation ceremony for the Faculty of Arts and the Faculty of Science, at which Samantha Nutt, founder of War Child Canada and War Child USA, received an honorary doctorate.

June 13, 2019: I participated in two convocation ceremonies for the Faculty of Communication and Design (FCAD). Canadian actor Eric McCormack (Theatre '85) received an honorary doctorate.

June 14, 2019: I was thrilled to attend the announcement by the Honourable Navdeep Bains that Ryerson's Cybersecure Catalyst is receiving \$30 million in funding—from FedDev Ontario, Royal Bank of Canada, the City of Brampton, and Rogers Communications, which has secured naming rights.

June 14, 2019: I participated in the second convocation ceremony for the Faculty of Engineering and Architectural Science (FEAS).

June 17, 2019: I participated in the convocation ceremony for the Faculty of Community Services (FCS) and the G. Raymond Chang School of Continuing Education.

June 17-18, 2019: I participated in two convocation ceremonies for the FCS. Jean Augustine, social activist and former Canadian politician, was awarded an honorary doctorate.

June 18-19, 2019: I participated in three convocation ceremonies for the Ted Rogers School of Management. Former mayor of Mississauga Hazel McCallion and Victor G. Dodig, president and CEO of CIBC, received honorary doctorates.



BOARD OF GOVERNORS MEETING

June 27, 2019

AGENDA ITEM: Ryerson Faculty of Law School – A Brand with Attitude

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: For Information

SUMMARY: This presentation provides the rationale for the marketing creative for promoting the law school, the various iterations of the ads in market and the results.

BACKGROUND: The law school campaign, which ran this spring, was prepared in order to build awareness in advance of the student recruitment campaign that will launch in the fall.

COMMUNICATIONS STRATEGY: The associated communications strategy focused on social media platforms including Twitter, Facebook and LinkedIn.

PREPARED BY:

Name: Jennifer Grass

Date: June 25, 2019

APPROVED BY:

Name: President Lachemi

A brand with attitude

**RYERSON'S
FACULTY OF LAW**

**Ryerson
University**

The Law campaign was designed to:

- distinguish Ryerson's Faculty of Law from other law schools
- establish the need for change in legal education to meet the demands of the new economy
- build awareness that the application window opens in late August

Law schools are swimming in a sea of sameness

FINANCIAL AID



I am the first in my family to attend both university and law school, which, for me, is possible only with financial aid. U of T Law was there for me financially before I joined the law school via its free LSAT prep program (LSAP) and application fee waivers. In my first year, the law school's aid program enabled me to combine my aid options to cover about 80% of my tuition. With the guidance of the wonderful financial aid staff I was able to focus on the law school experience with significantly less stress about financing my education.

ALVIN YAU, BBA (YORK) 2015, JD (TORONTO) 2018, ARTICLING STUDENT, WEIRFOULDS LLP (TORONTO)

EFFECTIVE TUITION AFTER TAX CREDITS & FINANCIAL AID

Most domestic students benefit from government tuition tax credits. Students eligible for government student loans (e.g. OSAP for Ontario residents) and the Faculty of Law's financial aid funding can get a further reduction of their effective tuition. Here's an example from the 2017-2018 year.

U OF T LAW AID:	NOT ELIGIBLE	ELIGIBLE
TUITION	\$35,000	\$35,000
TUITION TAX CREDIT	-\$7,000	-\$7,000
OSAP GRANT	-\$7,400	-\$7,400
U OF T LAW AVERAGE BURSARY	-\$0	-\$10,100
EFFECTIVE TUITION	\$21,000	\$10,900

FINANCIAL AID STATS 2017-2018

\$4.3 million
AWARDED BURSARIES

\$18,100
MAXIMUM BURSARY AWARDED

\$10,100
AVERAGE FIRST-YEAR BURSARY

364
OF STUDENTS WHO APPLIED FOR FINANCIAL AID

\$11,000
AVERAGE BURSARY (OVERALL THREE YEARS)

88%
% OF FINANCIAL AID APPLICANTS WHO RECEIVED AID

JD students Shani Ocquaye and Kyle Elliott of the Black Law Students' Association at Lexpert Zenith Awards

Professor Carys Craig, Associate Dean, Research & Institutional Relations, at Osgoode/York@50 Research Celebration

She was also the recipient of the 2015 President's University-Wide Teaching Award.

A cut-out of Dean Lorne Sossin at United Way events was a big hit.

A group of Class of 2018 students on the first day of law school

First Indigenous Honour Ceremony

OSGOODE HALL LAW SCHOOL OF YORK UNIVERSITY

2015-2016 ANNUAL REPORT

OSGOODE HALL LAW SCHOOL | YORK UNIVERSITY

U of T

CLINICAL OPPORTUNITIES WITH
QUEEN'S LAW CLINICS

Queen's Law has a clinical space that merges the school's five pro bono clinics. Students work in a law office atmosphere, supervised by full-time directors and duty counsel and serving local clients through research, advice and assistance.

From helping local businesses develop to aiding the incarcerated, clinic students earn academic credit while getting hands-on exposure to some of the most dynamic aspects of the legal profession.



20

Queen's

Osgoode

We have approached
legal education with a
new attitude

How has Ryerson reimagined law school?

The legal profession is changing and so too must legal education. How are we doing it differently?

Ryerson's Faculty of Law reimagines law school to create a new kind of lawyer – one who will be a driver of the new economy, technologically savvy, as diverse as the city in which they study and a champion for ordinary citizens.

Campaign Overview

- in-house creative concept and production of assets and website
- campaign launched May 3, ends June 30
- target audience of business influencers
- **\$128k** budget multi-channel media plan:
 - **\$60.8k print** advertising through premium publishers (Globe and Mail, Toronto Life, Toronto Star, Ontario Reports)
 - **\$31.5k out-of-home** advertising (PATH posters, elevator screens, transit shelter)
 - **\$5k** hydropole advertising
 - **\$30.5k digital advertising** through premium publishers (e.g., Globe and Mail, Toronto Star, Financial Post, Rogers Network) and LinkedIn

GLOBE & MAIL AND ALLIANCE NETWORK



Globe & Mail



June Edition



Page 36-37



Fairmont



Brookfield Place

ELEVATOR



EY Tower
100 Adelaide St.



Bremner Tower
120 Bremner Blvd.

HYDROPOLE BANNERS



Banner 1



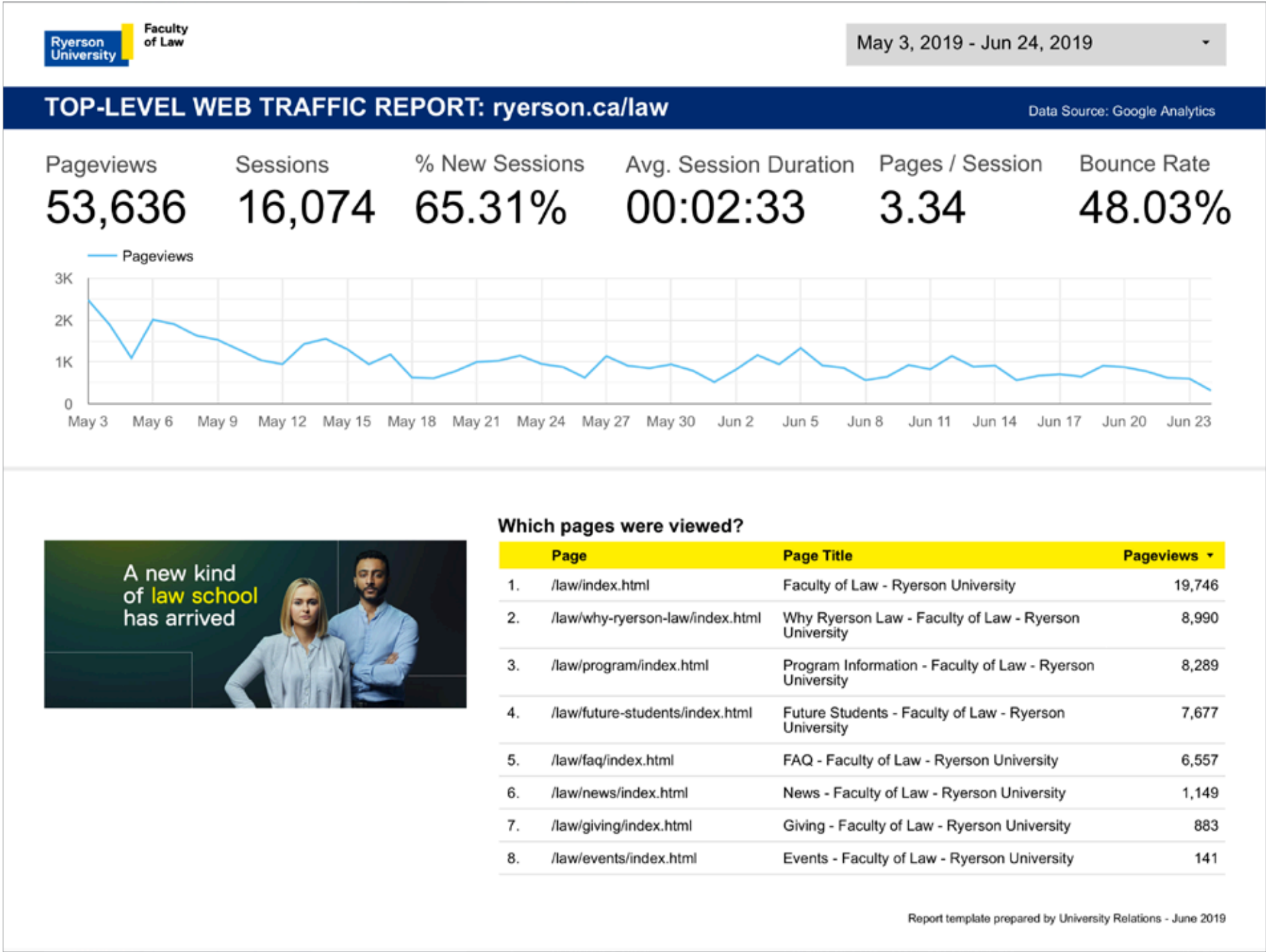
Banner 2



In-situ



TRAFFIC HIGHLIGHTS



Comparative Traffic Highlights
(May 3-June 24 vs March 11-May 2)

Looking at equivalent time periods, our campaign has generated significant interest in Ryerson Law:

- increased web traffic: 269% increase in Law website visits
- increased awareness: 97% increase in organic search visits to the Law website from people searching for Ryerson Law through search engines

Traffic statistics from May 3 to June 24, 2019

Next Steps

- Phase 1 of the campaign will wrap at the end of June and final reports will be shared
- Phase 2 of the campaign will begin in August/September and will focus on student recruitment

Thank You





BOARD OF GOVERNORS MEETING
June 27, 2019

AGENDA ITEM: Close of Nominations and Election of Board Vice Chair

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

The current Vice Chair's term will expire at the June 27, 2019 Board meeting. So that the leadership of the Board continues, the By-laws require the following:

May Executive Committee Meeting

- Call for nominations for Vice Chair

June Board Meeting¹

- Close of nominations for Vice Chair
- Election of Vice Chair

BACKGROUND:

The election of the Vice Chair occurred in 2016. The current term for the Vice Chair position will be completed in 2019 and the By-laws require an election of that position.

Pursuant to Section 12.2 of the By-laws, the Secretary shall declare nominations to be open to fill the position of Vice Chair at the regular Board meeting held in the month of May every three years. Nominations for the position of Vice Chair shall be accepted by the Secretary at the next following regular Board meeting held in the month of June at a specified time; provided that

such time shall be after the election of the Chair.

Nominations for the Vice Chair must be made in writing by three or more Board members and have the written or oral consent of the individual nominated.

PREPARED BY:

Name: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
Catherine Redmond, Governance Officer

Date: June 27, 2019

¹ An Executive Committee, acting on behalf of the Board, and with all Board members invited, is scheduled to meet on May 29, 2019. At that meeting the Election of the Chair and the call for nominations of the Vice Chair will take place, thereby satisfying the requirements of the Board By-laws Article 12.

MEMORANDUM

To: Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
Leanne Stevens, Board Secretariat

Subject: Board of Governors Student Leadership Award and Medal

Date: June 27, 2019

The Board of Governors Leadership Award and Medal is presented to an undergraduate or continuing education student at the spring Convocation ceremonies and a graduate studies student at the fall ceremonies. All Ryerson Gold medalists are eligible candidates so it is truly a challenge for the selection committee to choose one recipient who is the best among the best. Ryerson University is grateful for the inspiration and generosity of its Board of Governors, in particular to past Board Chairs Peter Lukasiewicz and Phyllis Yaffe in establishing this award. The criteria for the award includes exceptional academic achievement and outstanding leadership qualities as evidenced by the student's commitment through membership in Ryerson committees, extra-curricular activities or involvement in student and/or university affairs.

The Spring 2019 Board of Governors Student Leadership Award and Medal winner is Annita Velasque Moreira. Annita graduated from the Collaborative Nursing Undergraduate Program. Throughout her degree, Annita led several initiatives that benefitted the nursing student community and the global community. These included serving for two years as a student leader with the Nursing Course Union, co-founding the scholarly research club Nursing Scholars of Tomorrow, starting the RSU affiliate group Nursing Students for Social Justice, and leading several professional development events for students. Furthermore, Annita was deeply involved in research, leading a community research project in Brazil in the summer of 2018. Throughout her degree, Annita also maintained an outstanding level of academic achievement.

Thank you to members of the selection committee: Michael Benarroch, Provost and Vice President Academic; Catherine Ellis, Chair, History Department; Shira Gellman, Development Officer; Anver Saloojee, Assistant Vice President, International; Leanne Stevens, Board Secretariat; Pam Sugiman, Dean, Faculty of Arts; Nancy Walton, Director, School of Nursing



BOARD OF GOVERNORS MEETING
June 27, 2019

AGENDA ITEM: *Equity and Community Inclusion at Ryerson*

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 only

SUMMARY:

An update on the accomplishments of the Office of the Vice-President, Equity and Community Inclusion (OVPECI), including successes since OVPECI's launch, the status of the employee and student diversity self-ID reports and future EDI strategic direction for Ryerson.

BACKGROUND: The presentation and accompanying printed and digital packages provide an overview of activities and institutional impact of the OVPECI since its launch in 2017. The presentation shares specific initiatives that highlights its five service units: Human Rights Services, Education and Awareness, Accessibility, Aboriginal Initiative and Research, Planning and Assessment.

The 2018 Employee Diversity Self-ID report, included in your digital package, provides 2018 data to show the university's progress in the recruitment, representation and retention of employees from five equity groups: women, racialized people, Aboriginal Peoples, persons with disabilities and 2SLGBTQ+ people. This year's report also includes a special focus section on Aboriginal Peoples, showing the impact of colonization and highlighting some of the actions Ryerson is taking toward truth and reconciliation in the workplace.

COMMUNICATIONS STRATEGY:

The presentation is being shared first to the Board of Governors.

The *2018 Employee Diversity Self-ID* report will be presented to various governing bodies, leaders and stakeholders at Ryerson. The report will be shared through the Diversity Self ID website and printed versions will be disseminated to campus divisions. Hardcopies will also be distributed to external organizations, such as university leaders and equity professionals in other sectors.

The *Soup and Substance: The Decolonization Series* video shown during the presentation will be shared on the OVPECI website and on various social meditate platforms, including Twitter @RyersonECI.

The *Human Rights Services* information package is available in a printed version and is disseminated to community members at consultations and events. It is also on the OVPECI website.

The report: *From Principles to Action: Collaborating to Create an Inclusive Research Culture, Summary Report of the 2018 University and Research Funding Agencies' Equity Officers Roundtable* can be found in the Resource section of the OVPECI website.

PREPARED BY:

Name: Tamar Myers, Director of Research, Planning and Assessment and
Dayo Kefentse, Director of Communications

Date: June 24, 2019

APPROVED BY:

Name: Denise O'Neil Green, Vice President, Equity and Community Inclusion
Date: June 24, 2019



Board of Governors Meeting

Equity and Community Inclusion at Ryerson

Denise O'Neil Green, PhD

Vice-President, Equity and Community Inclusion

June 27, 2019

Presentation Overview

- Services and mandate
- Successes since OVPECI's launch
- Employee and Student Diversity Self-ID Reports
- Future EDI Strategic Direction for Ryerson

Service Units

Foster equitable, Inclusive change

Mandate:

Maintain a visible presence for EDI and Indigenous values as integral components across all teaching, learning, research, service, and administrative functions of the university, while addressing the range of systemic barriers at Ryerson.

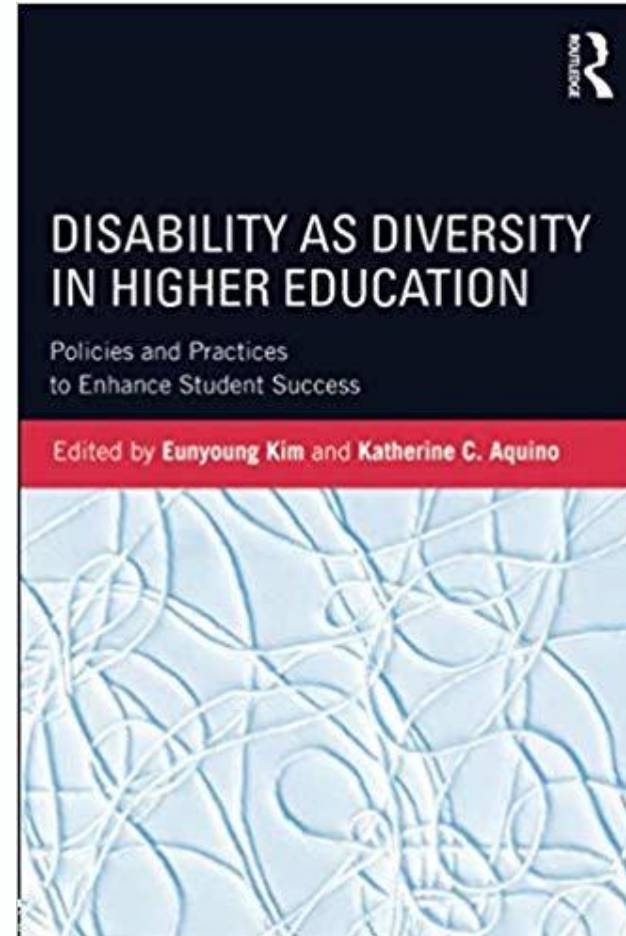


National Recognition

Ryerson credited for five consecutive years:
2015, 2016, 2017, 2018 and 2019



Successes: Human Rights and Accessibility



White Privilege Conference

Jane Fernandes PhD., President, Guilford College & Keynote Speaker

“ You may be gaining ground on the United States; maybe getting ahead of us in terms of creating the kind of a nation that we would like to be -- you in Canada may be a role model for us as a nation. ”

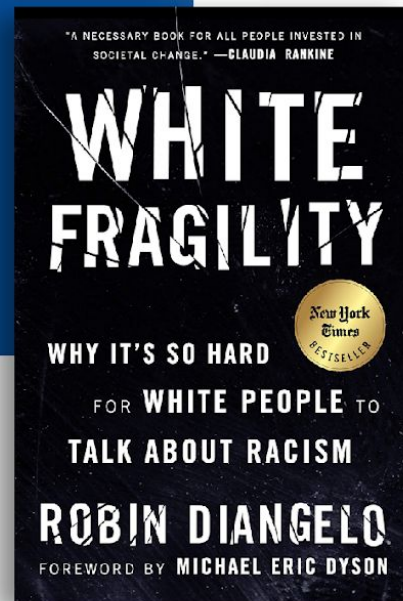


Viola Desmond Awards

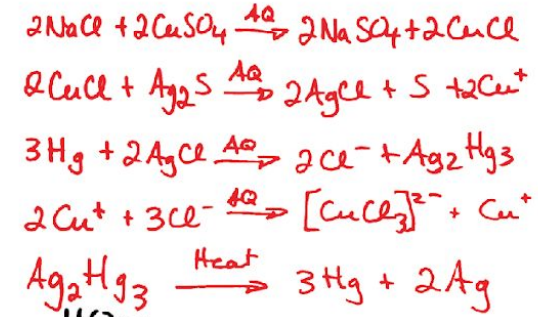
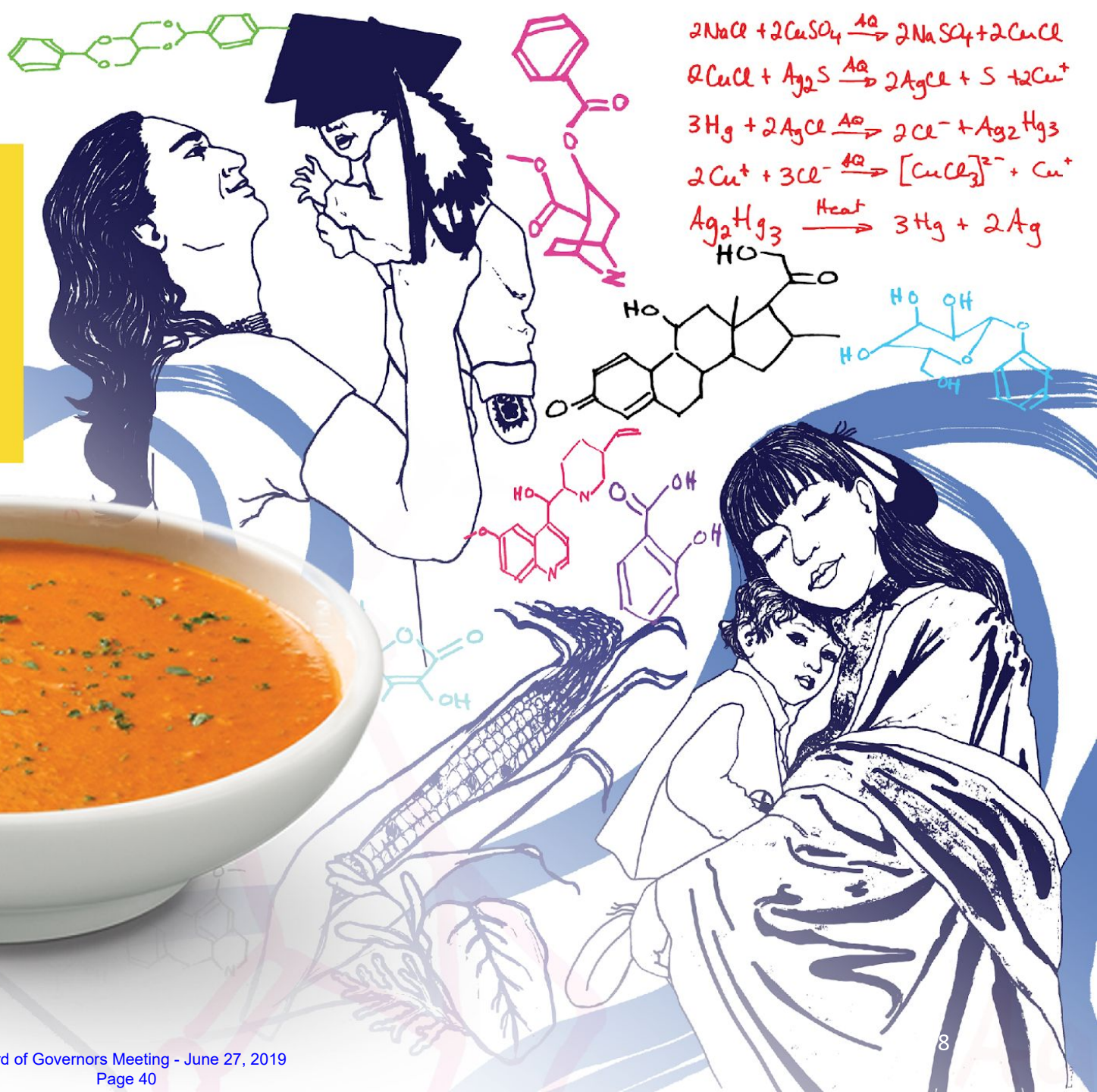


10th Annual Viola Desmond Awards & Banquet

Dine and Discourse 2019



Soup and Substance



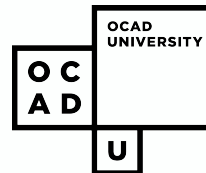
Advocating for Equity, Diversity and Inclusion within the Canadian Research Ecosystem

From Principles to Action: Collaborating to Create an Inclusive Research Culture

Summary Report of the 2018
University and Research Funding Agencies'
Equity Officers Roundtable



Leadership Across Multiple Sectors



Employee Diversity Self-ID: Truth and Reconciliation (TRC)

“ I put this challenge forth to you to talk to and educate others regarding what you have learned about the concerns of Indigenous people in this country. As Senator Sinclair said, ‘It was education that got us into this mess—it’s going to be education that gets us out of it,’ and Ryerson can continue to lead the way and educate the voices of ignorance.”

Joanne Dallaire, Ryerson Elder



Employee Diversity Self-ID: Progress to Build On



66% Women Front-line Leaders

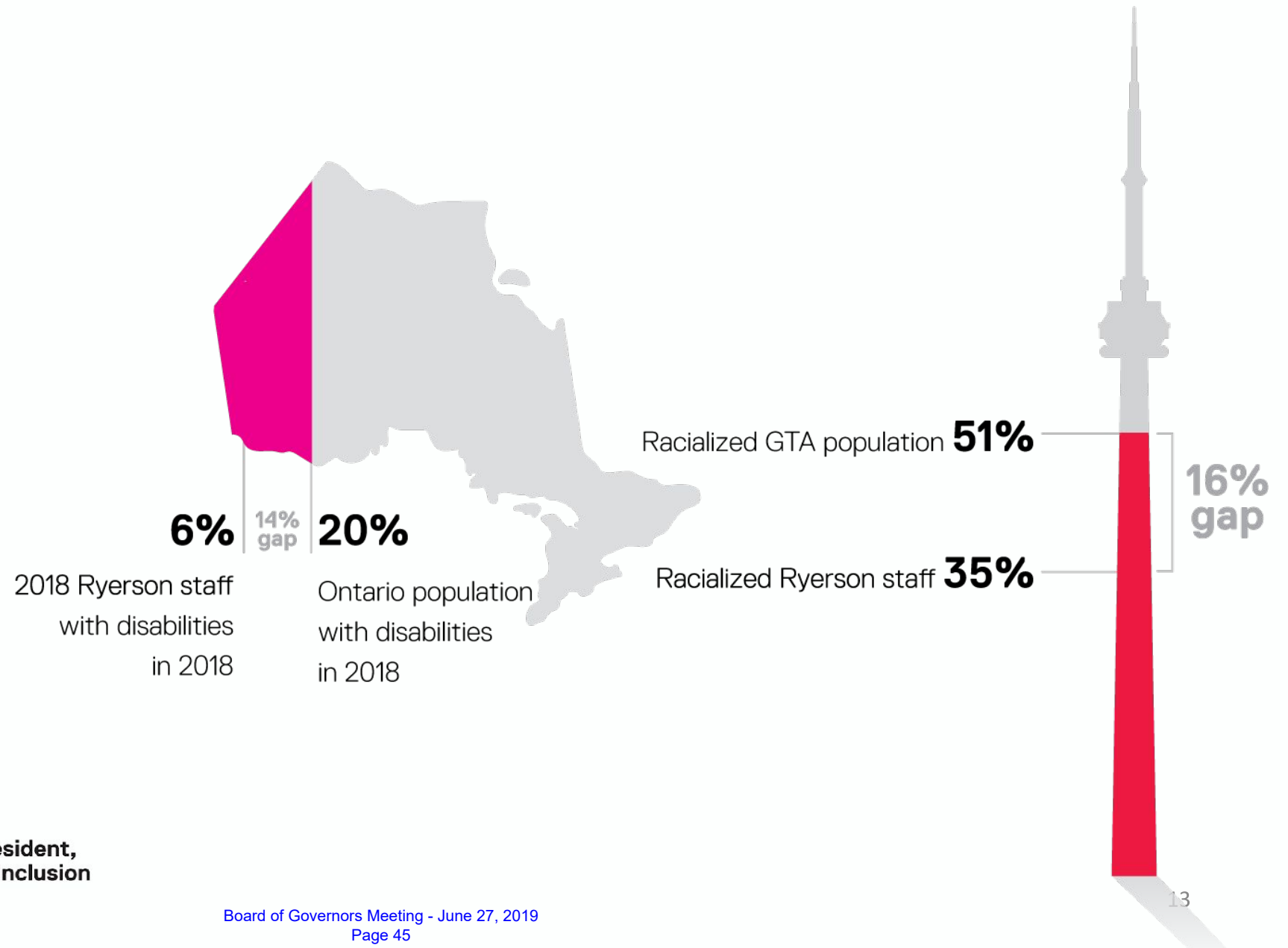


49% Women Mid-level Leaders



59% Women Senior Leaders

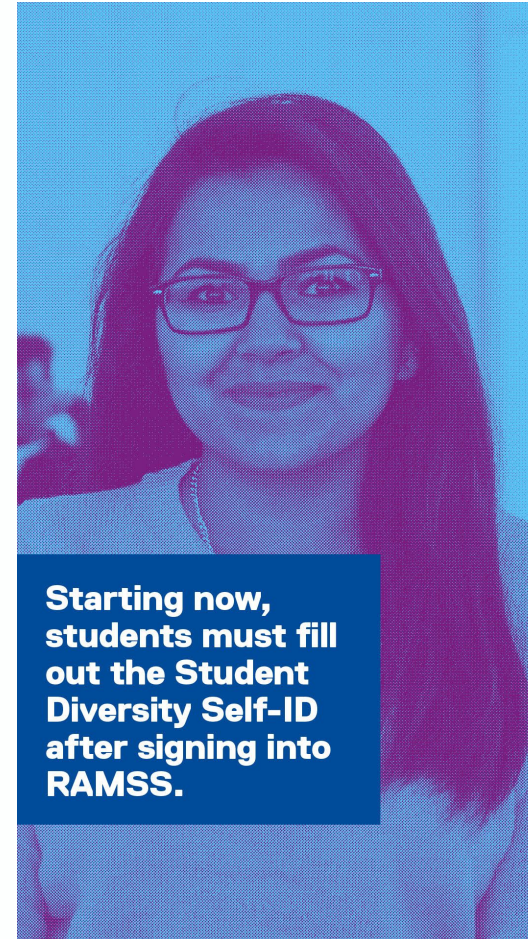
Employee Diversity Self-ID: Areas of Concern



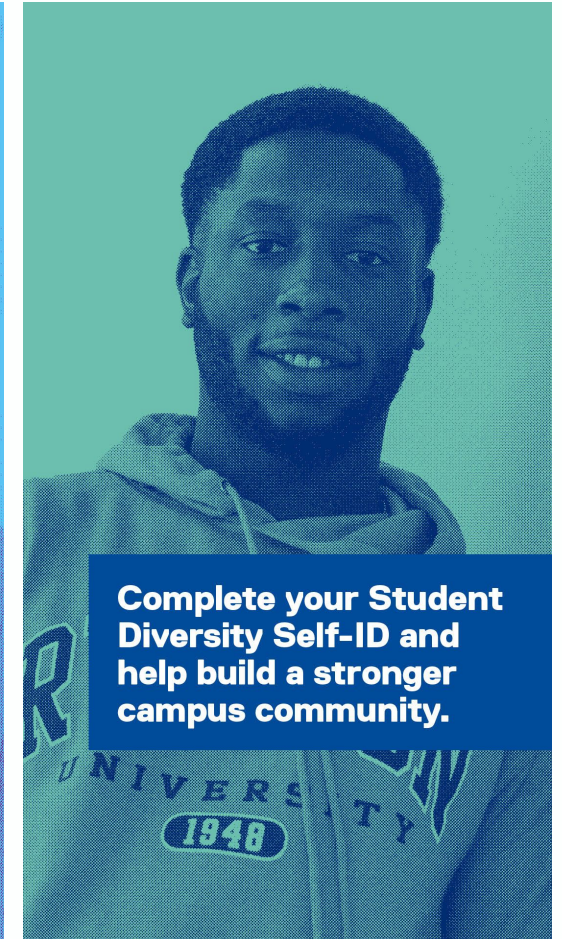
Student Diversity Self-ID



Let's make Ryerson more inclusive.



Starting now, students must fill out the Student Diversity Self-ID after signing into RAMSS.



Complete your Student Diversity Self-ID and help build a stronger campus community.

Future EDI Strategic Direction for Ryerson



A wide-angle photograph of the Ryerson University campus in Toronto. In the foreground, there is a large green lawn with several people walking. Behind the lawn is a large, historic brick building with a prominent clock tower. The background features a dense urban skyline with various skyscrapers and the CN Tower on the right. The sky is blue with some light clouds.

Thank You.
Miigwetch.

OUR COMMUNITY OUR DIVERSITY

2018 Employee Diversity Self-ID Report



Proudly diverse, intentionally inclusive: it takes all of us.

Table of contents

3	Letter to Ryerson community
4	About the 2018 Employee Diversity Self-ID Report
6	Women employees
10	Racialized employees
14	Aboriginal employees
18	Special focus on Aboriginal Peoples
22	Employees with disabilities
26	2SLGBTQ+ employees

“Our values put equity, diversity and inclusion at the foundation of university life.”

*Dr. Mohamed Lachemi, President and Vice-Chancellor,
Ryerson University*



“We need to better understand how privilege plays a role in people’s progress, and what we can all do to create an equitable and inclusive workplace.”

We know that reporting on the diversity of our community on a consistent basis enables us to know how we are improving in the areas of equity, diversity and inclusion. When you explore Ryerson’s 2018 Employee Diversity Self-ID Report, you will notice progress made since our two previous reports. At the same time, our students and community have become even more diverse, which challenges the university to go even farther and change faster.

This report reveals growth in the diversity of underrepresented faculty and staff, while in some cases, several gaps remain or are expanding. The data also shows there are opportunities for greater inclusion of equity groups such as Indigenous Peoples and persons with disabilities. Greater inclusion of groups that have been historically marginalized would positively impact scholarly, research and creative (SRC) activities and teaching; benefiting our students’ learning and understanding of the complex world in which we live.

Since we first started collecting employee diversity self-ID data in 2014, our work has received substantial positive feedback from across different sectors, including post-secondary, municipal and health. However, if we are to move forward as leaders in the field, it is important for us to step back, assess our progress and ask those tough questions. How well are we doing with the recruitment, representation and retention of faculty and staff from equity groups? Where have we gained and lost ground? Where do gaps persist?

What can we do together to further remove barriers and promote the inclusion of all Ryerson employees?

After reviewing the report, we trust you will agree that inclusion should continue to be a priority at Ryerson. We must go beyond the numbers and fully explore how people’s identities, and intersectionalities within those identities, impact our employees and by extension, our community. Further, we need to better understand how privilege plays a role in people’s progress, and what we can all do to create an equitable and inclusive workplace.

Over the past few years, the Office of the Vice-President, Equity and Community Inclusion has been identified as a leader in equity, diversity and inclusion. This can be attributed in part to our commitment to transparency in reporting our progress. And, it is also because we continue to identify and address historic and current disadvantages for underrepresented and marginalized groups in our community, creating a workplace climate whereby we all can thrive.

We look forward to hearing how these goals can be achieved in your unit. Please send your feedback about Ryerson’s 2018 Employee Diversity Self-ID Report to equity@ryerson.ca.

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



About the 2018 Employee Diversity Self-ID Report

This is the latest Employee Diversity Self-ID Report, providing a snapshot from which to measure our progress in advancing workplace equity, diversity and inclusion at Ryerson. The report provides information about the recruitment, representation and retention of employees from five equity groups: women, racialized people, Aboriginal Peoples, persons with disabilities and 2SLGBTQ+ people.

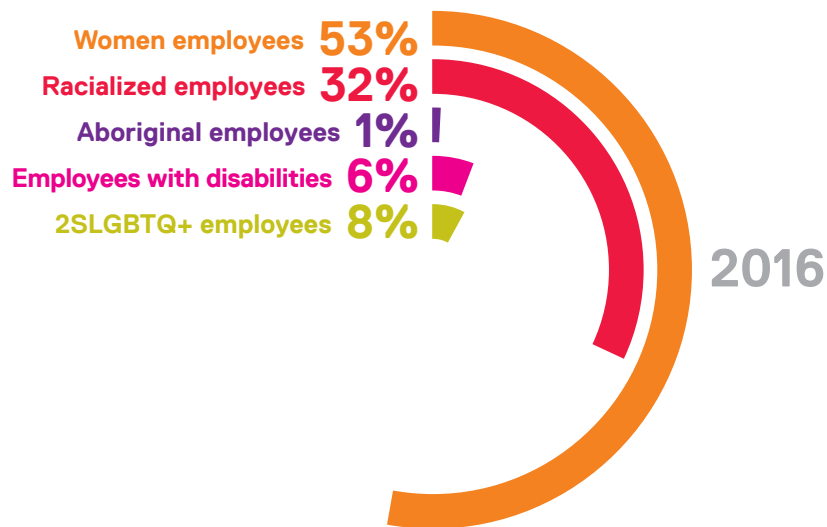
The report focuses on 2018 data, providing information on changes since the last report, to track our progress towards reaching our aspirational goal of having faculty and staff who reflect our students and our community.

By March of 2018, over 6,000 employees had completed the Diversity Self-ID, from all employee groups and from across the university. The response rate for all employees was 87 percent (an increase from 83 percent in 2016), with a 96 percent response rate for full-time faculty (an increase from 93 percent in 2016) and a 92 percent response rate for staff (an increase from 89 percent in 2016).

For additional detailed data visualizations, and information about terminology and data sources, visit the Employee Diversity Self-ID website at **ryerson.ca/diversity-self-id/employees**.

In this report, we are also presenting a special focus section on Aboriginal Peoples. This section provides further insights into the barriers to employment for Indigenous Peoples and what Ryerson is doing to remove these barriers and increase the representation of First Nations, Inuit and Métis people at the university.

Overall representation of Ryerson employees in the five equity groups



Women employees

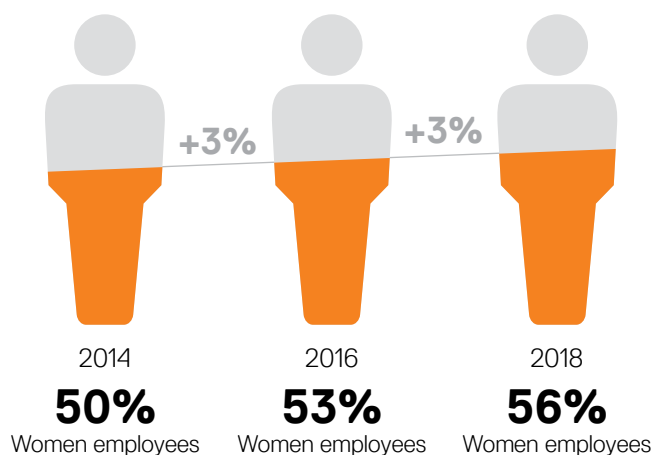


Definition and intersectionality

Women include persons who identify as women, including cisgendered (a person whose gender identity matches the sex that they were assigned at birth) and trans, male-to-female (MTF). There is a separate equity group for 2SLGBTQ+ employees.

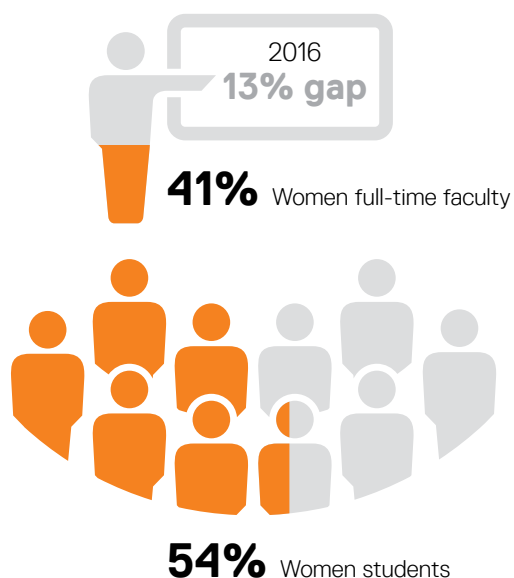
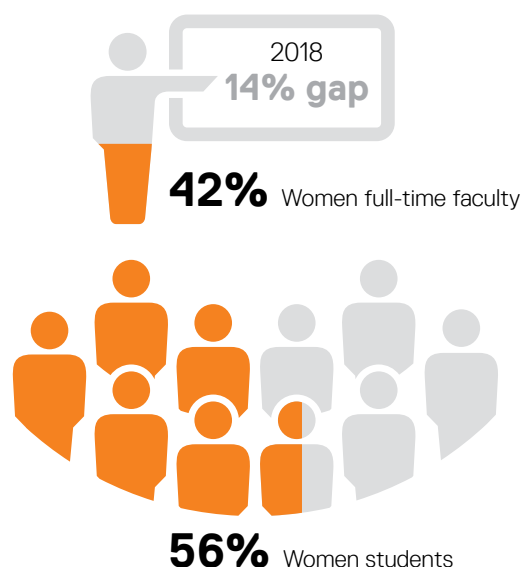
Women make up the largest equity group and include a diverse range of intersecting identities, such as race, disability, ethnicity, religion or creed, age, sexual orientation and more. Some of these intersecting identities may confer advantages and others may confer disadvantages. The data visualizations on the university's Diversity Self-ID website provide more details on women employees at the university and intersections with other equity groups.

Representation

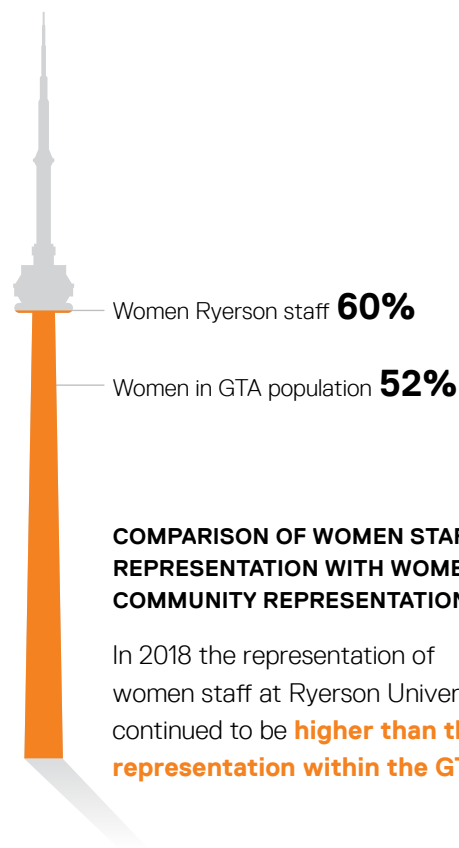


A trend of increasing representation of women employees at Ryerson University continued.

COMPARISON OF WOMEN FULL-TIME FACULTY REPRESENTATION WITH WOMEN STUDENT REPRESENTATION



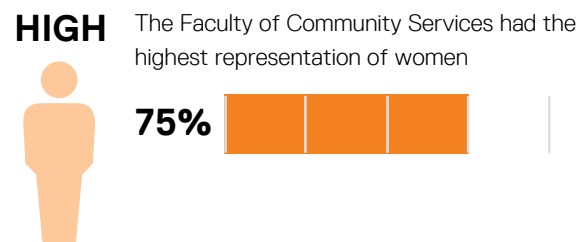
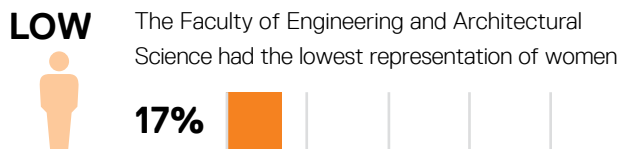
The gap in representation increased by **one percent in 2018** because, although the representation of women full-time faculty increased, there was a larger increase in the representation of women students.



COMPARISON OF WOMEN STAFF REPRESENTATION WITH WOMEN COMMUNITY REPRESENTATION

In 2018 the representation of women staff at Ryerson University continued to be **higher than the representation within the GTA.**

FACULTIES WITH THE HIGHEST AND LOWEST REPRESENTATION OF FULL-TIME WOMEN FACULTY



The Faculty of Engineering and Architectural Science had a substantial increase in the representation of women full-time faculty (from 13 percent in 2016) although it remained the faculty with the lowest representation.

HIGHER AND LOWER REPRESENTATION OF WOMEN EMPLOYEES BY TYPE OF WORK

Women at Ryerson University continued to have a relatively low representation in postdoctoral fellow, and maintenance and trades positions, as well as at the rank of full professor. This was contrasted with relatively high representation in administrative, operational, technical and professional support, part-time and casual jobs, and at the rank of associate professor.

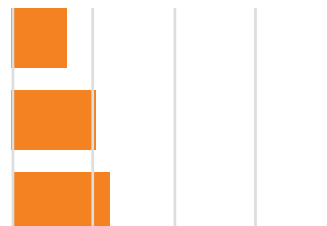
LOW



Maintenance and trades **17%**

Full professors **26%**

Postdoctoral fellows **30%**



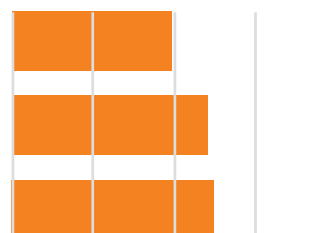
HIGH



Associate professors **49%**

Part-time and casual **60%**

Administrative, operational, technical and professional **62%**



ADMINISTRATIVE/ACADEMIC SUPPORT AREAS WITH THE HIGHEST AND LOWEST REPRESENTATION OF WOMEN STAFF

LOW



Computing and Communication Services had the lowest representation of women

22%



HIGH



Human Resources had the highest representation of women

82%



Human Resources and Computing and Communication Services continued to have the highest and lowest representation of full-time women staff in 2018.

RYERSON WOMEN IN LEADERSHIP



59% Women senior leaders



49% Women mid-level leaders



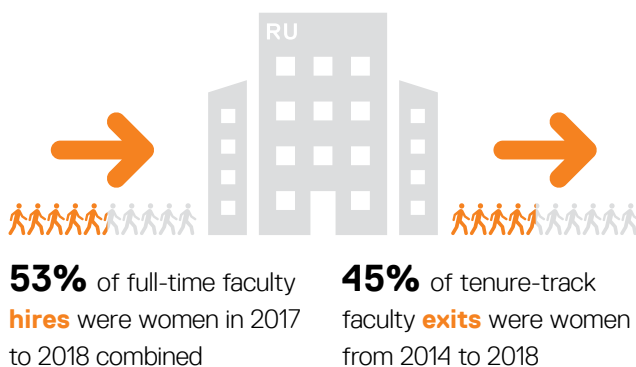
66% Women front-line leaders

Women represented about **half or more** of leaders at Ryerson in 2018.

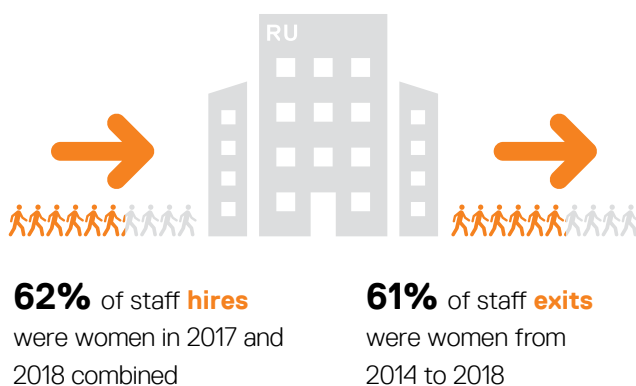
Recruitment and retention

The voluntary turnover rate for women full-time faculty was half the rate of full-time faculty who did not identify as women, and the rate for women staff continued to be comparable to that of staff who did not identify as women.

WOMEN FULL-TIME FACULTY HIRES AND EXITS

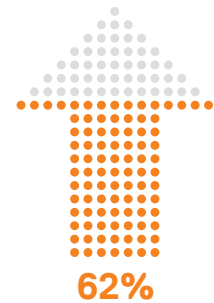


WOMEN STAFF HIRES AND EXITS



WOMEN STAFF CAREER PROGRESSION

Women staff continued to represent the majority of staff career progressions in 2017 and 2018 combined.



WOMEN FULL-TIME FACULTY PROMOTION



As in 2016, women continued to represent **half** of full-time faculty promotions (including promotions to tenure and to full professor rank) in 2017 and 2018 combined.

“Instead of trying to ‘fix the women’ we need to change the culture that creates barriers to women in engineering. To do that, men need to come into the conversation, managers need to be part of it, policies need to be changed – the entire system needs to change to shift that culture.”

Nika Zolfaghari, Manager, Equity and Community Inclusion, Faculty of Engineering and Architectural Science

Racialized employees



Definition

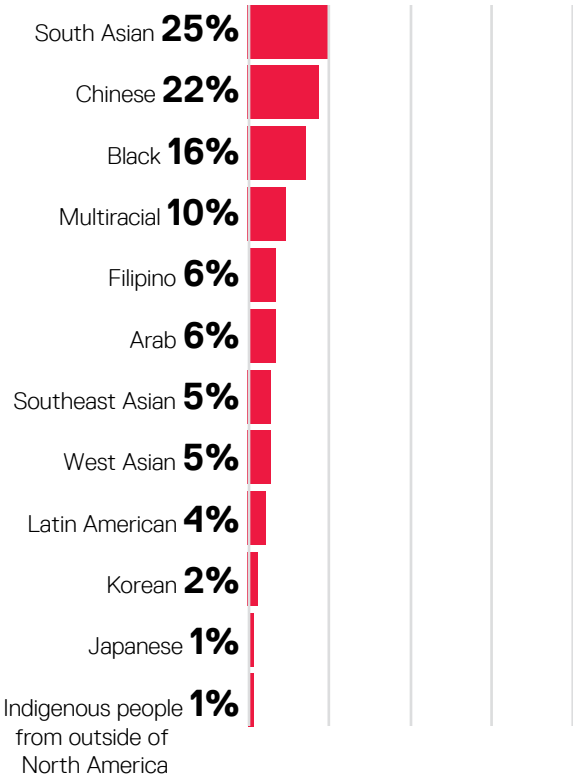
The term “racialized” includes all people of colour, sometimes referred to as racial minorities in the United States and Canada, who are not White or Caucasian.

This terminology recognizes that, through the process of racialization, Western societies have created ideas of race as real, different and unequal, which negatively impacts individuals’ economic, political and social lives if they are not identified as White.

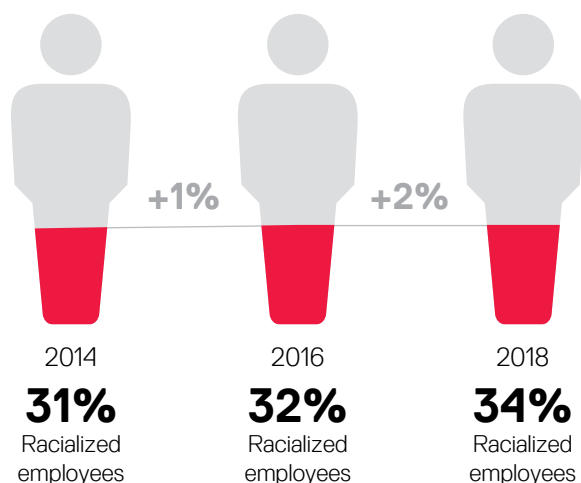
DIVERSITY OF RACIALIZED EMPLOYEES

There is a wide range of diversity within the racialized employees’ equity group, which draws attention to the ways in which different racialized groups in Canada experience disparate barriers to employment.

RYERSON REPRESENTATION BY RACIALIZED GROUP

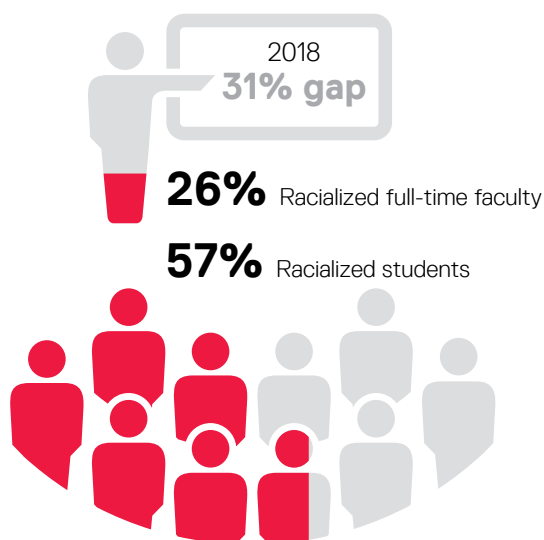


Representation



The representation of racialized employees at Ryerson continued an upward trend from 2014.

COMPARISON OF RACIALIZED FULL-TIME FACULTY REPRESENTATION WITH RACIALIZED STUDENT REPRESENTATION



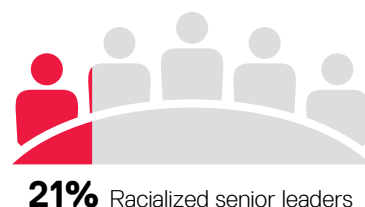
The gap decreased by one percent from 2016 to 2018 because although the student representation increased, there was a larger increase in the representation of racialized full-time faculty.



COMPARISON OF RACIALIZED STAFF REPRESENTATION WITH RACIALIZED COMMUNITY REPRESENTATION

The representation of racialized staff increased between 2016 and 2018. However, there was a larger increase in the representation of racialized people in the GTA, such that the **gap increased by one percent in 2018.**

RYERSON RACIALIZED EMPLOYEES IN LEADERSHIP



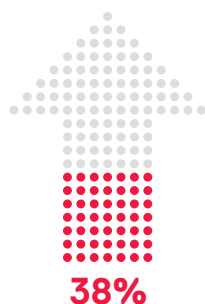
Representation of **racialized employees in mid-level leadership substantially increased** from 16 percent in 2014. Representation in front-line leadership increased modestly from 27 percent in 2014.

HIGHER AND LOWER REPRESENTATION OF RACIALIZED EMPLOYEES BY TYPE OF WORK

The representation of racialized **continuing education lecturers** decreased an additional three percent from 2016 to 2018. This employee group had the lowest representation of racialized employees.



Racialized employees continued to have the highest representation amongst **part-time and casual employees** in 2018 compared with other employee groups.



HIGHER AND LOWER REPRESENTATION OF RACIALIZED PEOPLE IN EMPLOYEE GROUPS PRIMARILY COMPRISED OF STUDENTS

LOW



Teaching/graduate assistants

33%



HIGH



Career Boost students

49%



In 2018 there continued to be a substantial difference between the representation of racialized Career Boost students and racialized teaching/graduate assistants.

FACULTIES WITH THE HIGHEST AND LOWEST REPRESENTATION OF RACIALIZED FULL-TIME FACULTY

In 2018, the Faculty of Science had the lowest representation of racialized full-time faculty. The Faculty of Communication and Design -- which previously had the lowest representation -- increased representation from 12 to 16 percent between 2016 and 2018.

LOW



Faculty of Science

13%



HIGH



Faculty of Engineering and Architectural Science

47%



ADMINISTRATIVE/ACADEMIC SUPPORT AREAS WITH THE HIGHEST AND LOWEST REPRESENTATION OF RACIALIZED STAFF

In 2018, University Advancement had the lowest representation of racialized staff. The Library -- which previously had the lowest representation -- increased representation from 24 to 26 percent between 2016 and 2018.

LOW



University Advancement staff

24%



HIGH



The G. Raymond Chang School of Continuing Education staff

51%



Recruitment and retention

The five-year voluntary turnover rate for racialized full-time faculty decreased substantially from four percent in 2016 to one percent in 2018, while it remained at three percent for full-time faculty who did not identify as racialized.

RACIALIZED FULL-TIME FACULTY HIRES AND EXITS



35% of full-time faculty **hires** were racialized people in 2017 and 2018 combined

24% of tenure-track faculty **exits** were racialized people from 2014 to 2018

RACIALIZED STAFF HIRES AND EXITS



38% of staff **hires** were racialized people in 2017 and 2018 combined

12% of staff **exits** were racialized people from 2014 to 2018

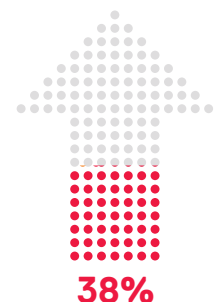
Although the representation of racialized staff in new staff hires was lower than needed to move the university closer to its goal of having staff who reflect the GTA community, the low representation of racialized staff in exits helped to prevent the gap from widening even further.

“By participating in the White Privilege Conference at Ryerson, I learned the true meaning of solidarity. Regardless of our race, creed, age, gender or any other factor that defines our lived experience, we were present with the common goal of dismantling systems that limit our collective right to thrive.”

Dani Gomez-Ortega, Manager, Student Experience, Faculty of Community Services

RACIALIZED STAFF CAREER PROGRESSION

The representation of racialized staff in staff career progressions in 2017 and 2018 continued to be comparable with the representation of racialized staff at Ryerson (35 percent in 2018).



RACIALIZED FULL-TIME FACULTY PROMOTION



The representation of racialized full-time faculty in full-time faculty promotions (including promotions to tenure and to the rank of full professor), at 26 percent in 2017 and 2018 continued to be comparable with the representation of racialized full-time faculty at Ryerson (26 percent in 2018).

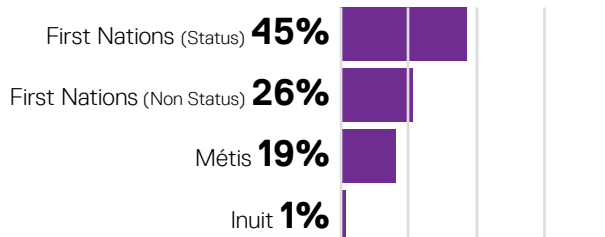
Aboriginal employees



Definition

Aboriginal Peoples is a term established by the federal government to refer to diverse Indigenous Peoples in Canada, and it is the term included in the Canadian constitution that establishes the rights of Aboriginal Peoples in this country. The term includes First Nations, Inuit and Métis Peoples in Canada who are the original inhabitants of the land now called Canada.

RYERSON REPRESENTATION BY FEDERAL GOVERNMENT CATEGORIES OF ABORIGINAL PEOPLES



Representation

The representation of Aboriginal employees, including staff and full-time faculty, remained unchanged from 2016 to 2018 at one percent. This equity group has the smallest number of employees at the university, so a small increase in representation has very little impact on the representation in large groups such as all employees, all full-time faculty and all staff.



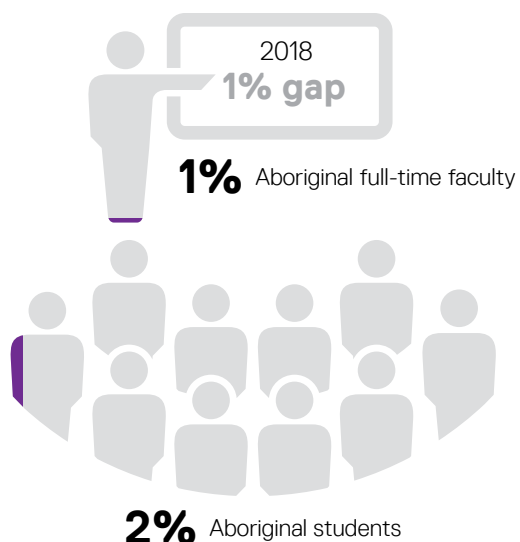
2016 - 2018

1%

Aboriginal employees

The representation of Aboriginal employees, remained unchanged from 2016 to 2018.

COMPARISON OF ABORIGINAL STUDENT REPRESENTATION WITH ABORIGINAL FULL-TIME FACULTY REPRESENTATION



Aboriginal Peoples continued to have **half the representation among full-time faculty** as they did in the student population.

RYERSON ABORIGINAL EMPLOYEES IN LEADERSHIP

In 2018 there continued to be **zero Aboriginal senior leaders** and the representation in mid-level leadership and front-line leadership remained the same in 2018 as in 2016.

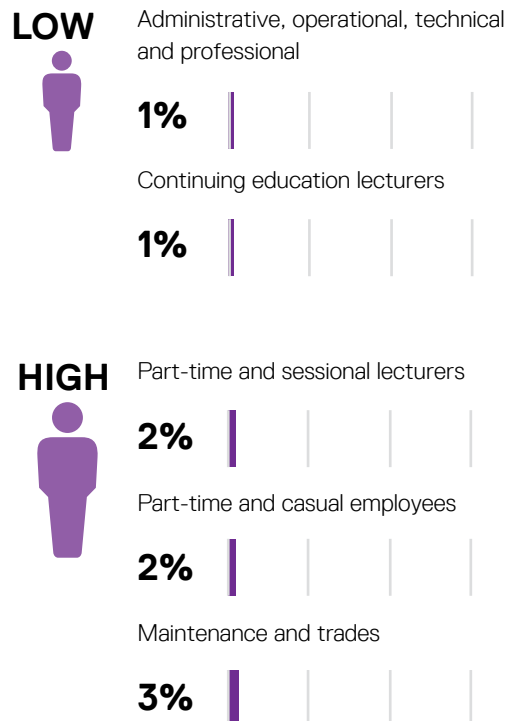


COMPARISON OF ABORIGINAL STAFF REPRESENTATION WITH ABORIGINAL COMMUNITY REPRESENTATION

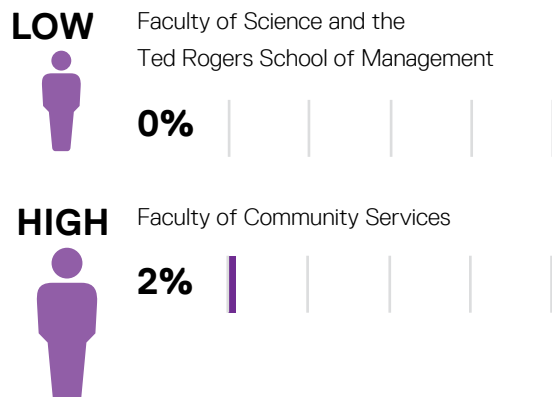
In 2018, Aboriginal Peoples had one-third the representation among Ryerson staff as they did in the GTA community.



HIGHER AND LOWER REPRESENTATION OF ABORIGINAL EMPLOYEES BY TYPE OF WORK



FACULTIES WITH THE HIGHEST AND LOWEST REPRESENTATION OF ABORIGINAL FULL-TIME FACULTY



ADMINISTRATIVE/ACADEMIC SUPPORT AREAS WITH THE HIGHEST AND LOWEST REPRESENTATION OF ABORIGINAL STAFF



“ Very few Indigenous people graduate from post-secondary institutions. The reason, I believe, is because there are so few Indigenous faculty in the classroom. It is a known fact that we all learn better when we can identify with the people who are teaching us. ”

Phyllis McKenna, Former Vice President, Equity and Campaigns, Continuing Education Students' Association of Ryerson (CESAR)

Recruitment and retention

ABORIGINAL FULL-TIME FACULTY HIRES AND EXITS

Following 2015 and 2016, when Aboriginal Peoples had zero representation in new full-time faculty hires, 2018 appears to have marked the **start of more new Aboriginal full-time faculty** hires at Ryerson.



3% of full-time faculty **hires** were Aboriginal Peoples in 2017 and 2018

0% of tenure-track faculty **exits** were Aboriginal Peoples from 2014 to 2018

ABORIGINAL STAFF HIRES AND EXITS

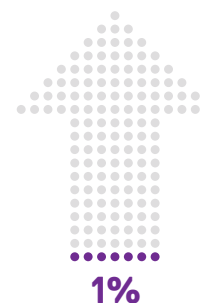


2% of staff **hires** were Aboriginal Peoples in 2017 and 2018

1% of staff **exits** were Aboriginal Peoples from 2014 to 2018

ABORIGINAL STAFF CAREER PROGRESSION

Aboriginal staff saw a small increase in staff career progressions in 2018, from zero percent in 2015 and 2016.



ABORIGINAL FULL-TIME FACULTY PROMOTION



From 2016 to 2018 there were no promotions (including promotion to tenure and to full professor) for Aboriginal full-time faculty.

Special Focus on Aboriginal Peoples



Traditional teachings from the ancestors tell us that Indigenous Peoples are the original inhabitants of North America, known as Turtle Island.

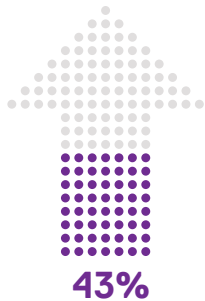
This illustration highlights some of the ways Indigenous community members at Ryerson identify themselves, distinct from the government-imposed terminology. The four colours in the outline of the turtle (representing Turtle Island) are the four medicine wheel colours.

Demographics on Aboriginal Peoples

STATISTICS ON ABORIGINAL PEOPLES IN CANADA

Demographics on Aboriginal Peoples in Canada show that the population is young and rapidly growing, at 1,673,785 people in 2016.

5% of Canada's total population is comprised of Aboriginal Peoples



The Aboriginal population has increased from 2006 to 2016.

The Toronto Aboriginal Research Project (2011) reported that **70,000 plus Indigenous people** reside in Toronto, although many local community organizations contend that the numbers are twice as high.

College/university education



High school diploma

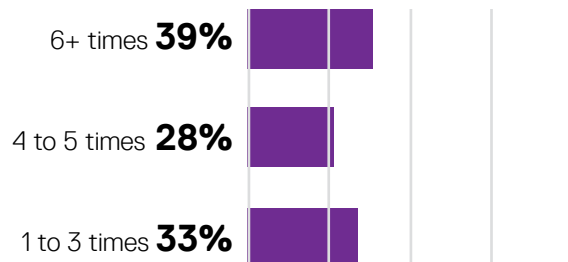


In 2016, Statistics Canada reported there were more than **70 Aboriginal languages** and that 36 of those languages had at least 500 speakers each.



LIVED EXPERIENCES OF ABORIGINAL PEOPLES

In 2018, Our Health Counts (OHC) reported that 54 percent of Aboriginal adults in Toronto have experienced racism:



OUR HEALTH COUNTS (OHC) RESEARCH RESULTS



63% of Aboriginal adults in Toronto were unemployed



87% of Aboriginal adults fell below the low income cut-offs before tax (LICO-BT)



92% of Aboriginal children lived in homes below the low income cut-offs

Three out of five Aboriginal people said their **health and well-being was being affected** by financial hardships.



COMMUNITY IS NOT JUST A PLACE

“For many Aboriginal Peoples, community is not just a place, it is a part of their history, a part of them, their ancestral land, and their connection to their kinship, ancestors and Mother Earth. Culturally safe learning and work environments are integral for an Indigenous individual’s health and well-being. It is imperative that educational institutions understand, build and sustain a strong sense of community where Aboriginal knowledges and practices are respected and supported in the university community.”

Tracey King, Essinhs Kwe, Aboriginal Human Resources Consultant

Truth and Reconciliation at Ryerson

These realities for Aboriginal Peoples, and the needed roles of educational institutions, are the driving force for new developments at Ryerson to create pathways for Aboriginal employees.

Universities must have a plan and implement the Truth and Reconciliation Commission's (TRC) Calls to Action. Ryerson's TRC summary report outlined the community's feedback on how to best move towards the implementation of the Calls to Action. Six themes were identified in the report to work towards reconciliation and the TRC Strategic Planning working group was established to continue this important work.

WHAT IS CHANGING

- The Indigenous Work Experience Program will bring in a cohort of employees to the university annually with support systems for their work-based learning.
- Ryerson will have an Indigenous benefits program for employees to attend ceremonies and receive traditional counselling for their health and well-being.
- Ryerson has a Joint Committee of the Ryerson Faculty Association (RFA) and the Ryerson University Administration consulting with Aboriginal faculty. Consultations aim to find the wise practices in hiring and retaining Aboriginal scholars, elders, traditional knowledge keepers and fluent language speakers.

WHAT NEEDS TO CHANGE

- Management within educational institutions must acknowledge the transferrable skills, experiences, informal education (Indigenous teachings, training, experiential learning) and Indigenous knowledges and the lived experiences of Indigenous Peoples.
- Those in positions of power and privilege must come to realize that knowledge comes in many forms.
- Leaders in the academy must become champions to support Aboriginal faculty, employees and students in recruitment, retention and career advancement.

“ I put this challenge forth to you to talk to and educate others regarding what you have learned about the concerns of Indigenous people in this country. As Senator Sinclair said, ‘It was education that got us into this mess – it’s going to be education that gets us out of it,’ and Ryerson can continue to lead the way and educate the voices of ignorance.”

Joanne Dallaire, Ryerson Elder

Employees with disabilities

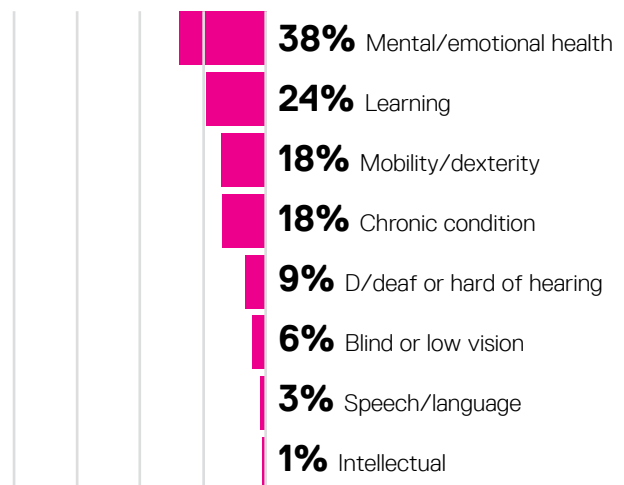


Definition

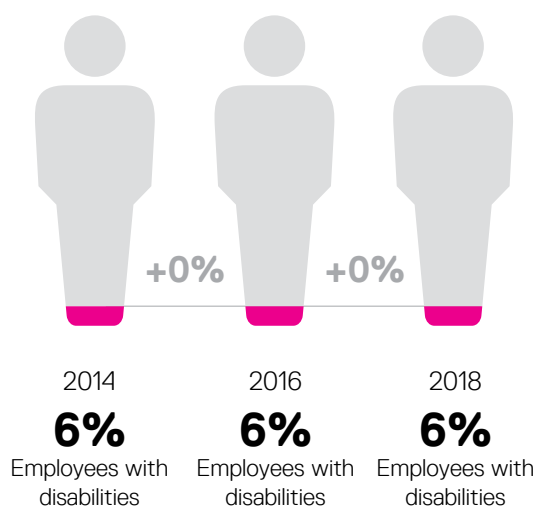
For the purposes of this report, persons with disabilities include those who experience disadvantage in employment due to attitudes and barriers related to long-term or episodic conditions, chronic illnesses or physical, sensory, mental/emotional health, psychiatric conditions or learning disabilities. It should be noted that the social model of disability recognizes that disability is not created by any particular medical or physical condition, but rather by societal barriers.

REPRESENTATION OF PERSONS WITH DISABILITIES BY CATEGORY OF DISABILITY

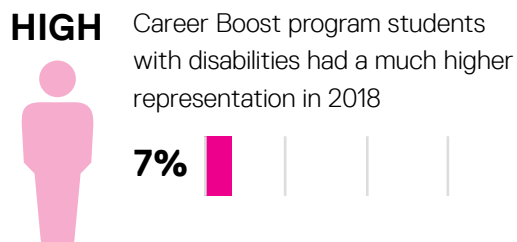
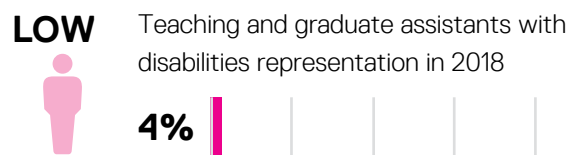
Representation



REPRESENTATION OF RYERSON EMPLOYEES WITH DISABILITIES

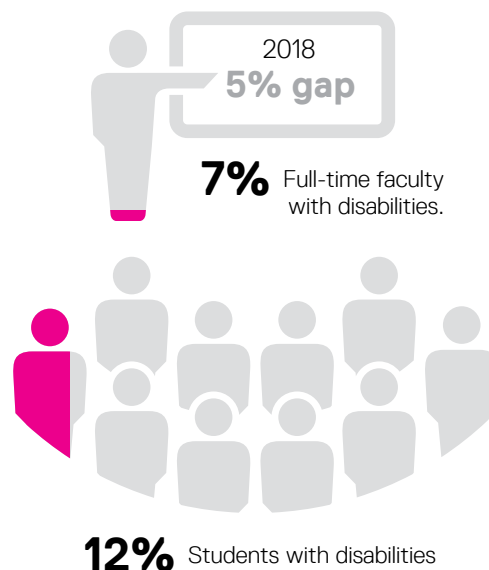


COMPARING REPRESENTATION OF PERSONS WITH DISABILITIES AMONG CAREER BOOST STUDENTS AND TEACHING/GRADUATE ASSISTANTS



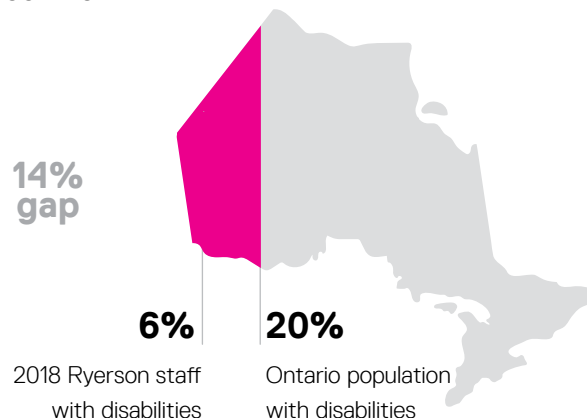
There was a substantial difference in representation of employees with disabilities in the two employee groups primarily comprised of students.

COMPARISON OF THE REPRESENTATION OF FULL-TIME FACULTY WITH DISABILITIES WITH THE REPRESENTATION OF STUDENTS WITH DISABILITIES



The results for Ryerson, from the National Survey of Student Engagement, show an increase in representation from eight percent in 2014 to 12 percent in 2017.

COMPARISON OF THE 2018 REPRESENTATION OF STAFF WITH DISABILITIES WITH THE REPRESENTATION OF PERSONS WITH DISABILITIES IN THE COMMUNITY



FACULTIES WITH THE HIGHEST AND LOWEST REPRESENTATION OF FULL-TIME FACULTY WITH DISABILITIES

The Faculty of Engineering and Architectural Science continued to have the lowest representation of full-time faculty with disabilities. The Faculty of Community Services increased their representation of full-time faculty with disabilities such that in 2018 they had the highest representation.

LOW



Faculty of Engineering and Architectural Science

3%



HIGH



Faculty of Community Services

12%



ADMINISTRATIVE/ACADEMIC SUPPORT AREAS WITH THE HIGHEST AND LOWEST REPRESENTATION OF STAFF WITH DISABILITIES

LOW



University Relations had the lowest representation of staff with disabilities

0%



HIGH



Human Resources had the highest representation of staff with disabilities

13%



Human Resources continued to have the highest representation of staff with disabilities and University Relations had the lowest representation in 2018, replacing Financial Services.

RYERSON PERSONS WITH DISABILITIES IN LEADERSHIP



13% Senior leaders with disabilities



3% Mid-level leaders with disabilities



7% Front-line leaders with disabilities

Persons with disabilities had a higher representation in senior leadership, but a lower representation in mid-level leadership in 2018 compared to 2016.

Recruitment and retention

The representation of persons with disabilities in new staff hires increased slightly from four percent in 2016.

FULL-TIME FACULTY WITH DISABILITIES HIRES AND EXITS



6% of full-time faculty **hires** were persons with disabilities in 2017 and 2018 combined

6% of tenure-track faculty **exits** were persons with disabilities from 2014 to 2018

STAFF WITH DISABILITIES HIRES AND EXITS



5% of staff **hires** were persons with disabilities in 2017 and 2018 combined

6% of staff **exits** were persons with disabilities from 2014 to 2018

“In every meeting and hallway, there is likely someone like me. Someone with a disability you cannot see and might not know about until I ask for a heavy door to be opened, a different chair or something in a different format. Then I hope you will say “of course” because it is not about why I’m different, it’s about all of us succeeding together at Ryerson.”

Anonymous employee with an invisible disability

FULL-TIME FACULTY WITH DISABILITIES PROMOTION



After not having any full-time faculty with disabilities receive promotions in 2016, including promotion to tenure and to full professor, the representation rose to six percent in 2017 and 2018 combined.

STAFF WITH DISABILITIES CAREER PROGRESSION

The representation of staff with disabilities in career progressions remained at seven percent in 2017 and 2018 combined.



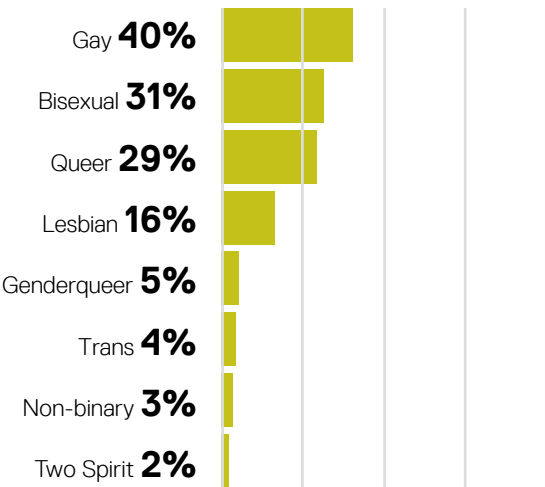
2SLGBTQ+ employees



Diversity of 2SLGBTQ+ employees

2SLGBTQ+ is an acronym used at Ryerson to refer to people, as a group, who identify as Two Spirit, Lesbian, Gay, Bisexual, Trans, Queer and Questioning. The plus sign acknowledges the many sexual and gender minority people who don't see themselves in the umbrella acronym and prefer other identity terms such as pansexual, gender non-binary or intersex.

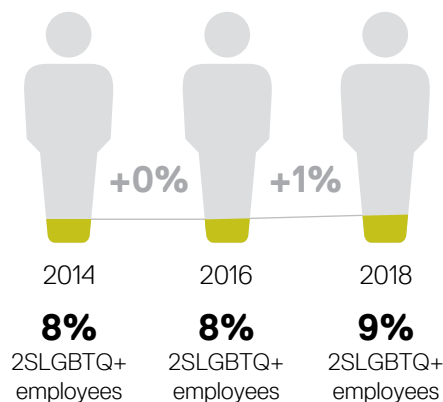
REPRESENTATION OF 2SLGBTQ+ EMPLOYEES AT RYERSON BY CATEGORY



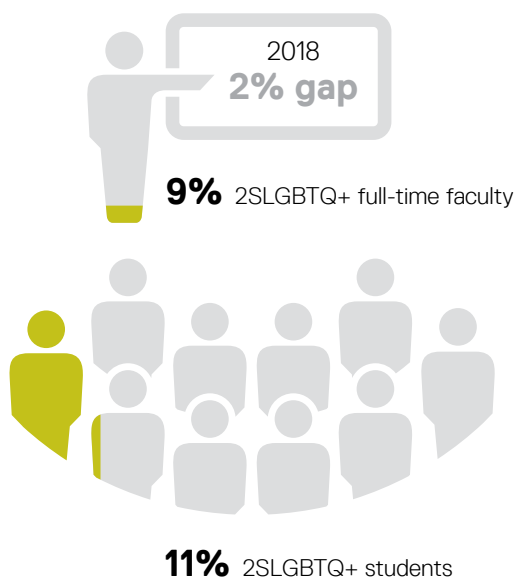
Representation

RYERSON 2SLGBTQ+ EMPLOYEE REPRESENTATION

The representation of 2SLGBTQ+ employees only increased slightly by one percent in 2018.



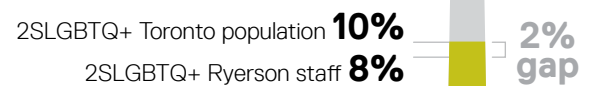
COMPARISON OF 2SLGBTQ+ FULL-TIME FACULTY REPRESENTATION WITH 2SLGBTQ+ STUDENT REPRESENTATION



For the first time, we had data from the 2017 National Survey of Student Engagement survey to give us some sense of the current representation of 2SLGBTQ+ students at Ryerson.

COMPARISON OF 2SLGBTQ+ STAFF REPRESENTATION WITH 2SLGBTQ+ COMMUNITY REPRESENTATION

There continues to be a lack of data on the representation of 2SLGBTQ+ people in the community and we continue to rely on 2001 data from a Toronto health survey. However, even with this outdated information, Ryerson continued to have a gap with the community representation.



FACULTIES WITH THE HIGHEST AND LOWEST REPRESENTATION OF FULL-TIME 2SLGBTQ+ FACULTY

LOW



The Faculty of Engineering and Architectural Science had the lowest representation of 2SLGBTQ+ full-time faculty

3%

HIGH



The Faculty of Arts and the Faculty of Community Services were tied for the highest representation of 2SLGBTQ+ full-time faculty

13%

The Faculty of Arts representation of 2SLGBTQ+ full-time faculty dropped three percent between 2014 and 2018 and had the same representation as the Faculty of Community Services.

HIGHER AND LOWER REPRESENTATION OF 2SLGBTQ+ EMPLOYEES BY TYPE OF WORK

In 2018 there was a higher representation of 2SLGBTQ+ employees in part-time and sessional lecturer jobs, compared with the representation in full-time faculty positions (nine percent).

LOW



Maintenance and trades

2%

Administrative, operational, technical and professional

7%

HIGH



Part-time and sessional lecturers

11%

Part-time and casual

13%

ADMINISTRATIVE/ACADEMIC SUPPORT AREAS WITH THE HIGHEST AND LOWEST REPRESENTATION OF 2SLGBTQ+ STAFF

LOW



Facilities Management and Development had the lowest representation of 2SLGBTQ+ staff

1%

HIGH



Human Resources and the Vice-Provost Students' division tied for the highest representation of 2SLGBTQ+ staff

12%

For the first time since 2014, in 2018 there were **no longer any administrative or academic support areas with zero representation** of 2SLGBTQ+ staff.

RYERSON 2SLGBTQ+ EMPLOYEES IN LEADERSHIP



10% 2SLGBTQ+ senior leaders



8% 2SLGBTQ+ mid-level leaders



7% 2SLGBTQ+ front-line leaders

Recruitment and retention

2SLGBTQ+ FULL-TIME FACULTY HIRES AND EXITS



7% of full-time faculty **hires** were 2SLGBTQ+ people in 2017 and 2018 combined

7% of tenure-track faculty **exits** were 2SLGBTQ+ people from 2014 to 2018

2SLGBTQ+ STAFF HIRES AND EXITS



10% of staff **hires** were 2SLGBTQ+ people in 2017 and 2018 combined

9% of staff **exits** were 2SLGBTQ+ people from 2014 to 2018

2SLGBTQ+ STAFF CAREER PROGRESSION

2SLGBTQ+ staff continued to have a higher representation in staff career progressions, in 2017 and 2018 combined, than their representation in staff overall (eight percent).



“ I have been at Ryerson for about 10 years or so. I identify as a queer trans guy. I went through my gender transition here at the university. I waited, consciously and unconsciously, until I had gotten tenure because I knew that transitioning would take a toll on my professional life.”

Dr. Art Blake, Professor, History

2SLGBTQ+ FULL-TIME FACULTY PROMOTION



2SLGBTQ+ full-time faculty continued to have a comparable representation in full-time faculty promotions in 2018, at 10 percent, to their representation in full-time faculty (nine percent)



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From Principles to Action: Collaborating to Create an Inclusive Research Culture

Summary Report of the 2018
University and Research Funding Agencies'
Equity Officers Roundtable

EQUITY
INCLUSION
RESEARCH
COLLABORATION
DIVERSITY
EXCELLENCE

Table of Contents

Preface	3
Roundtable Format	4
Discussion Highlights	6
1. Significant barriers remain for underrepresented groups.	6
2. EDI training needs to be extended in content, reach and impact.	7
3. To initiate system-wide change, accountability is paramount.	7
4. University leadership has a key role to play in EDI initiatives.	7
5. The gathering of consistent and accurate data remains a bottleneck.	8
6. EDI is an integral component of research excellence.	8
7. Funding agencies are making strides in developing and implementing EDI frameworks.	9
8. Embedding EDI in practice: CRC Program.	10
9. Potential issues still exist for infusing EDI values, practices and analyses system-wide.	10
10. Sectoral best practices are gradually emerging.	11
11. Next Steps	11
Attendee Information	12

It's important that Equity Officers at Canadian universities be included in national conversations about EDI and research funding.

– Denise O'Neil Green

Our values



Denise O'Neil Green, Vice-President, Equity and Community Inclusion at Ryerson University, and founder of the Equity Officers Roundtable.

Preface

On February 23rd 2018, the first national roundtable of university and research funding agencies' equity officers took place at Toronto's Chelsea Hotel. Hosted by Ryerson University's Office of the Vice-President Equity and Community Inclusion (OVPECI) in collaboration with the Natural Sciences and Engineering Research Council (NSERC), the event provided approximately 70 stakeholders from across the province as well as Quebec, Alberta, British Columbia and Nova Scotia the chance to exchange information on research goals linked to equity, diversity and inclusion. Among the participants were equity and senior research professionals who lead or support university research offices, senior university equity officers and professionals from the CRC Secretariat, NSERC, the Social Sciences and Humanities Research Council (SSHRC), the Canadian Institutes of Health Research (CIHR), the Canadian Foundation for Innovation (CFI), Genome Canada and the Canadian Commission for UNESCO.

The roundtable focused on how to manage the transformational aspects of infusing EDI-informed practices, analyses and objectives in research and research systems through strategies that would better align university and federal funding agency programs, while addressing ongoing systemic tensions and collaborating on common goals. With an emphasis on practical ideas and suggestions, the agenda took advantage of the fact that this was the first occasion when representatives from university equity offices and granting agencies were able to meet in a setting in which open dialogue around EDI was welcome.

How do we raise awareness of and mitigate bias against the research of scholars from underrepresented groups? And how can we help correct the reasons why they are underrepresented in the academy, especially in sciences and engineering? Often because of established norms in the academy and society, these scholars experience barriers and different career paths from what is considered the norm. They are more likely to have taken different pathways in their career, to have had fewer opportunities to publish in top tier journals, to have contributed extensive service work to the research environment, which tends to be undervalued, and to have their work questioned because of their identity.

Initiatives to infuse EDI in knowledge creation and dissemination and institutional practices have met with a range of barriers. So that the sector moves forward on these initiatives, there is a growing consensus that the active participation of all stakeholders is needed. Indeed, one main impetus of the roundtable was to ensure that equity officers in universities could actively participate in the required dialogue.

Accordingly, the roundtable's small group discussions and plenary Q&A sessions elicited spirited feedback. The level of commitment exhibited by participants confirmed a collective belief that, together, stakeholders can effectively address the challenges the sector faces. At the same time, participants did not shy away from identifying areas in need of improvement. Promising practices, resources and possible collaborations were discussed.

The event organizers would like to express their gratitude that so many were able to join this noteworthy conversation and look forward to convening a follow-up event in February 2019.

Roundtable Format

This feels like the beginning of a very important collaboration. Universities and agencies need each other to push change.

– Roundtable participant

The roundtable included three plenary sessions. In the morning, Denise O’Neil Green, Ryerson’s Vice-President, Equity and Community Inclusion, spoke on the challenges experienced by university equity officers, including systemic tensions between universities and granting agencies as well as the impact of organizational structures on accountability. She also stressed the importance of training, data collection and goal-setting, as universities and granting agencies support and align with each others’ change initiatives.

Anne Webb, NSERC’s Senior Policy Advisor on Equity, Diversity and Inclusion, then delved into the EDI dimension of research excellence in an inter-agency presentation of EDI frameworks, plans and actions. Her presentation focused on the persistent barriers embedded in research cultures and systems, as well as the strategies and tools that granting agencies are employing to address these barriers.

In the afternoon, Serge Villemure, NSERC’s Director of Scholarships, Fellowships & Equity and Diversity, presented a report on the November 2017 Gender Summit 11 North America organized by NSERC in Montreal. His report focused on the changes required to enhance EDI in research and innovation. He also outlined the extent to which the current model used to evaluate research needs to be creatively challenged.

In addition, two successive sets of concurrent small group discussions took place on a wide range of topics. To ensure the maximum cross-fertilization of ideas and perspectives, these small discussion groups were structured so that each table included a facilitator, at least one participant from both research agencies and universities, and a note-taker. Groups then had a chance to share the points raised in their deliberations in a broader plenary discussion.

To a large extent, the points touched on in the small groups tended to elaborate on and amplify the points made by the plenary speakers. A variety of opinions were voiced throughout the day. However, the overwhelming sense was of a general consensus on the major issues covered. Participants also agreed that the discussions should be summarized and distributed so that the 2019 roundtable will be able to jump off from the conversation launched at this inaugural gathering.



Serge Villemure, Director of Scholarships, Fellowships & Equity and Diversity, NSERC

Discussion Highlights

Research is strongest when all people – of all identities – are contributing equitably to the research ecosystem.

Anne Webb, Plenary speaker

1. Significant barriers remain for underrepresented groups.

If there was one overriding theme during the roundtable discussions, it is that despite all the work done in recent years to embed EDI values in Canada's research culture, major barriers endure. Why haven't EDI initiatives had more impact? Many roundtable participants spoke to the resistance these initiatives continue to face. The various forms of unconscious or implicit bias serve as one obstacle to change¹, as does the tendency to cling to established assessment methods, such that predominant norms that perpetuate a "gender blindness" and "colour blindness" (among others) are presented and perceived as neutral and objective, despite having a bias against forms of research that do not fit with Westernized notions of research excellence.

Plenary speaker Serge Villemure gave a pertinent example. After 20 years of promoting women in the natural sciences and engineering, their representation in these fields has hardly changed. Besides the unconscious biases that intrude on assessment processes, Villemure highlighted biased or incomplete indicators of excellence when evaluating women and underrepresented candidates generally, especially given their disproportionate service roles; prevailing assumptions that equate a "linear" career path as that taken by academics who stay steadfastly within the academic system, and assumptions that this is most desirable; and the fact that women are often steered away from the natural sciences and engineering by gendered and discriminatory language and microaggressions.



¹ These unconscious biases include normative bias, performance bias, confirmation bias, performance attribution bias, personal filters related to the competence/likeability trade-off, and the maternal bias and debasement filter.

EDI training may be seen as the answer but it is not always the solution.

Denise O'Neil Green, Plenary speaker

2. EDI training needs to be extended in content, reach and impact.

The traditional means of dealing with equity barriers is through training decision-makers involved in project evaluation and selection. Roundtable participants pointed out potential problems with such training, not least because it may have limited impact in the face of firmly held beliefs and assumptions. Some also mentioned the harmful effects of “training fatigue”.

How can EDI training be made more effective? Participants pointed to the need for multiple approaches and methodologies. One possible enhancement is to reframe training as an integral part of professional development rather than as an optional accompaniment to particular roles and functions. It would also help if training were mandatory for all faculty as well as for funding agencies' program officers. The content of the training itself needs to be expanded as well. Several participants stressed the need to incorporate analysis of systemic issues, power, anti-racism and anti-oppression as essential parts of training content.

What should granting agencies be accountable for? For holding universities accountable.

Roundtable participant

3. To initiate system-wide change, accountability is paramount.

Accountability in infusing EDI-informed values, practices and analyses in research depends on demonstrating, in clear and verifiable ways, the achievement of EDI-related goals. These include the increased participation and success of members of underrepresented groups in funding competitions; increased inclusion of EDI considerations in research proposals; and a growing diversity of membership on selection and governance committees. What are the respective roles for funding agencies and universities to ensure these forms of accountability? Agencies must set benchmarks that lend themselves to the public reporting of results and which the agencies themselves feel they can attain. For their own part, universities must craft strategies to meet these benchmarks and engage in the timely reporting of results.

As a practical matter, accountability is closely associated with organizational structure. This is especially true for universities given their organizational complexity, the level of decentralization that tends to mark their operations, and the range of internal decision-makers who have a role to ensure that institutional commitments are met. Roundtable participants were clear in their view that there is a crucial role for equity offices in ensuring accountability in university settings. As one participant put it, “these offices should have the power, accountability and resources to move the equity agenda forward.” One way to accomplish this is by mandating that equity offices gain a portion of the grants received by researchers to support equity initiatives related to the research ecosystem at universities. More generally, equity offices must be involved in every aspect of research decision-making, and the offices' leadership needs to report directly to the university's president or provost.

Transformational change requires transformational leadership.

Roundtable participant

4. University leadership has a key role to play in EDI initiatives.

It was repeatedly stressed that university leaders have a significant part to play in the infusion of EDI in the fabric of their institutions. To make this happen, university leaders require customized EDI training that covers not just overall principles, but best practices around compliance. After all, more than anyone else, it is university leaders who hold internal stakeholders to account for embedding EDI principles, analyses and practices. They are also crucial in ensuring that an inclusive environment permeates the entire organization.

University leaders, in tandem with their funding agency counterparts, must also navigate the inevitable systemic tensions that exist as agencies and universities pursue their sometimes divergent agendas. Roundtable participants were unanimous in maintaining that such tensions should not be ignored or swept under the table. As a natural part of the EDI-infusion process, they must be actively overcome through dialogue, strategies and collaboration.

Data has the power to change institutional culture.

Roundtable participant

5. The gathering of consistent and accurate data remains a bottleneck.

Issues relating to data collection and the quality of data collected were repeatedly stressed as a roadblock in embedding EDI values, analyses and practices across the research sector. Common challenges include self-identification surveys with low response rates; resistance from some segments of the research community to participate in these surveys, which could lead to inaccurate results; limitations in the way data is configured, which mask equity-related gaps rather than reveal them; and, finally, resistance to sharing equity data between units that collect the data and those that need to report it, i.e. research offices.

Numerous roundtable participants argued for more guidelines and standardization in data gathering. Many also suggested that the funding agencies are in the best position to collect and store data, as well as to incentivize researchers to submit such information. If the funding agencies do take on this data collection role, they will have to specify exactly what information they need and ensure that it is used consistently while respecting the Privacy Act, with each university's data being shared with that institution to streamline all aspects of decision-making around research funding. For data that continues to be collected by universities, roundtable participants suggested making more effective use of departmentally based champions. The example cited by one participant is instructive. Their university responded in a creative way to the challenge of increasing faculty participation in a self-ID survey. The solution was to promote active outreach by specially chosen advocates across the campus. These advocates encouraged departmental peers to submit.



Above: Steven Liss, Ryerson's Vice-President, Research and Innovation, welcomes roundtable participants.

We cannot demarginalize EDI without re-defining research excellence.

Serge Villemure, Plenary speaker

6. EDI is an integral component of research excellence.

All too often EDI-informed analyses and practices are marginalized in the assessment and funding of research. How can this marginalization best be addressed? Roundtable participants pointed to the need to redefine research excellence to harness the benefits of diversity. This means acknowledging how scholarly work is enriched by a plurality of perspectives, practices and ways of knowing. As one participant put it, EDI needs to be a demonstrated qualification for researchers, not just a value. That will happen only if the models currently used to evaluate research are expanded beyond established evaluation metrics, with their focus on standardized quantitative criteria, to include the full spectrum of knowledge and scholarly creation, with an explicit recognition of diverse worldviews, experiences, methods of enquiry, competencies and contributions to research systems and contexts. EDI considerations need to be embedded in the research environment, in the composition of research teams,

in the questions raised, in the methods chosen and in the types of analyses that are undertaken. All this is necessary to enhance the rigour, relevance and innovation of research.

Some roundtable participants mentioned the importance of recasting assessment rubrics to make EDI part of the rubrics' explicit criteria. There was also a discussion of the interview process, with several participants calling for mandatory questions to help gauge candidates' opinions and attitudes towards EDI. This would include the way candidates conduct research and their plans to provide professional opportunities for members of underrepresented groups. The makeup of juries and assessment committees received attention as well. Participants pointed to the need to demonstrate these bodies are assembled with equity and diversity in mind, that EDI considerations are taken into account in choosing the preferred candidate, and to recognize the benefits and strengths of diverse, inclusive juries, selection committees and assessment processes. Participants also noted the need to train selection committees to prioritize, employ and value EDI-related metrics.

With a triangulation among agencies, government and universities, all three can have a degree of accountability for the outcomes associated with their increased focus on EDI.

Roundtable participant

7. Funding agencies are making strides in developing and implementing EDI frameworks.

During the course of the roundtable proceedings, it became clear that calls for shared responsibility in developing EDI frameworks are being taken seriously. For example, plenary speaker Anne Webb elucidated how Canada's main federal funding agencies are currently combining their efforts to embed EDI considerations and analysis into their policies, programs and procedures, with each agency developing an EDI action plan, while a range of EDI-related initiatives are being implemented and monitored.²

There are signs that these initiatives are having an effect, as evidenced by increases in rates of participation and success in some funding competitions by members of underrepresented groups (to the degree that data exists) as well as a greater inclusion of equity and diversity considerations in some research proposals. At the same time, efforts are being made to ensure selection and governance committees become more diverse. Developing a more comprehensive understanding of research excellence is among the initiatives in the agencies' plans. There has also been greater recognition of institutions making progress in EDI through awards and other forms of acknowledgement. But as was reiterated by participants at several points in the roundtable, these initiatives are only a start. Far more has to be done in order to effect durable and long-lasting change.



Anne Webb, Senior Policy Advisor on Equity, Diversity and Inclusion, NSERC.

² These initiatives include collecting, analyzing and reporting data on under-represented group participation in funding competitions; monitoring and implementing measures to increase equity and diversity within the pool of applicants and recipients; building awareness, understanding and the integration of EDI analysis and practices throughout stakeholder communities and institutions, and in how the agencies themselves work; embedding EDI considerations so that they are recognized as among factors indicative of research excellence; developing EDI resources, including bias awareness training, tailored to each agency's community of stakeholders; taking steps to eliminate the impact of periods of leave taken and research pace on researcher assessments; reviewing 'use of funds' regulations to clarify that research costs related to increasing EDI are eligible; and consulting with expert EDI advisors.

How, as a community of stakeholders, do we move from living with government priorities to influencing them?

Roundtable participant

8. Embedding EDI in practice: CRC Program.

Recent innovations by the Canada Research Chair Program (CRCP) are providing a set of practical precedents that could become, with time, a sector standard. As outlined in the roundtable proceedings, the CRCP's EDI action plan is distinguished by its comprehensiveness. It includes explicit EDI and public accountability and transparency requirements for institutions who participate in the CRC Program. It also incorporates a built-in compliance mechanism to ensure that this requirement is being met in a timely fashion and that institutions are held accountable by publicly reporting progress towards meeting EDI objectives. The CRCP-mandated institutional action plans are expected to integrate EDI in all aspects of the recruitment, nomination, retention and renewal of CRC chairholders, along with an explicit acknowledgement that intentional action is needed to remove systemic barriers and promote diverse hiring. The EDI action plan includes built-in compliance mechanisms, such as requiring that institutions meet their equity and diversity targets by December 2019 or the program will not accept new nominations unless they contribute to meeting the targets. Likewise, if an institution does not meet other requirements in the EDI action plan by the deadlines stipulated, nominations will not be accepted unless they contribute to diversification of chairholders.

The CRCP initiative is an important step. Numerous participants pointed out that its provisions are creating a broader understanding of research excellence. The initiative is also providing the ability to recognize and value excellence in different forms. Because of the compliance mechanisms infused in the CRCP's action plan, institutions have an incentive to build on what the CRCP has started. This means developing the institutional infrastructure required to apply the EDI lens. Such an infrastructure can apply not just to CRC appointments but to research positions more generally. In fact, many institutions are actively leveraging the CRC's EDI action plan to broader institution-wide initiatives.

Conversations are still needed on how to make the invisible visible.

Roundtable participant

9. Potential issues still exist for infusing EDI values, practices and analyses system-wide.

As pathbreaking as the CRCP's framework is, this initiative elicited some criticism during the roundtable proceedings. For example, it was pointed out that many universities have extended their designated groups beyond the CRCP's four – most particularly 2SLGBTQ+ people. This creates potential gaps in the CRCP framework's reach. With different survey methodologies being utilized by various institutions for their CRC appointments, it is difficult to produce system-wide quantitative results, though it was pointed out that the CRCP alone cannot generate this data

It was also mentioned that, based on a growing body of evidence indicating that EDI is critical to excellence in research, the CRCP could implement further measures to ensure a comprehensive definition of research excellence is used. Assessment of the quality of CRCs and their contribution to the research output of institutions continues to be based primarily on bibliometric analysis. The program has required that peer review committee members take an online module on the impact of unconscious bias on peer review. This includes a section on the bias of traditional metrics of excellence. However, because these biases and attitudes are deeply embedded in research culture, it is paramount that more actions are taken to address barriers and to ensure that the work of scholars from underrepresented groups is fully recognized and valued.

Furthermore, the CRCP sets equity targets based on proxies for the faculty representation of the four designated groups, as defined by the Employment Equity Act (women, persons with disabilities, Indigenous Peoples and members of visible minorities). Because the Employment Equity Act focuses on current representation among university faculty, compliance does not necessarily encourage institutions to address the underlying systemic issues that limit opportunities for people from these groups and perpetuate their underrepresentation in university faculty.



The conversation between universities and agencies is extremely important and we depend on each other as we try to move the dialogue.

Roundtable participant.

To ensure best practices are shared, we need a Canadian network of equity officers.

Roundtable participant

10. Sectoral best practices are gradually emerging.

Still, progress is occurring. As universities pursue their own EDI-focused practices in the various areas of research, and align them with funding agency frameworks, best practices are being developed that can be utilized widely across the sector. As an example, the CRCP has produced a best practices document³ to support institutions as they address their equity challenges. The CRCP's suggestions are framed as voluntary rather than mandatory, but there is little doubt that the proactive strategies and practices that are emerging will have a system-wide effect as different institutions further refine their EDI-enabling practices.⁴

Universities will also be a source of best practices themselves. Several participants pointed out the need for more explicit collaboration on EDI goals across the university sector. One suggestion, for example, was for the creation of a Canadian network of university equity officers to ensure a more consistent peer-to-peer sharing of information and best practices.

11. Next Steps

Participants voiced their wish for a follow-up roundtable next year. Several suggestions were provided for possible topics at this second gathering:

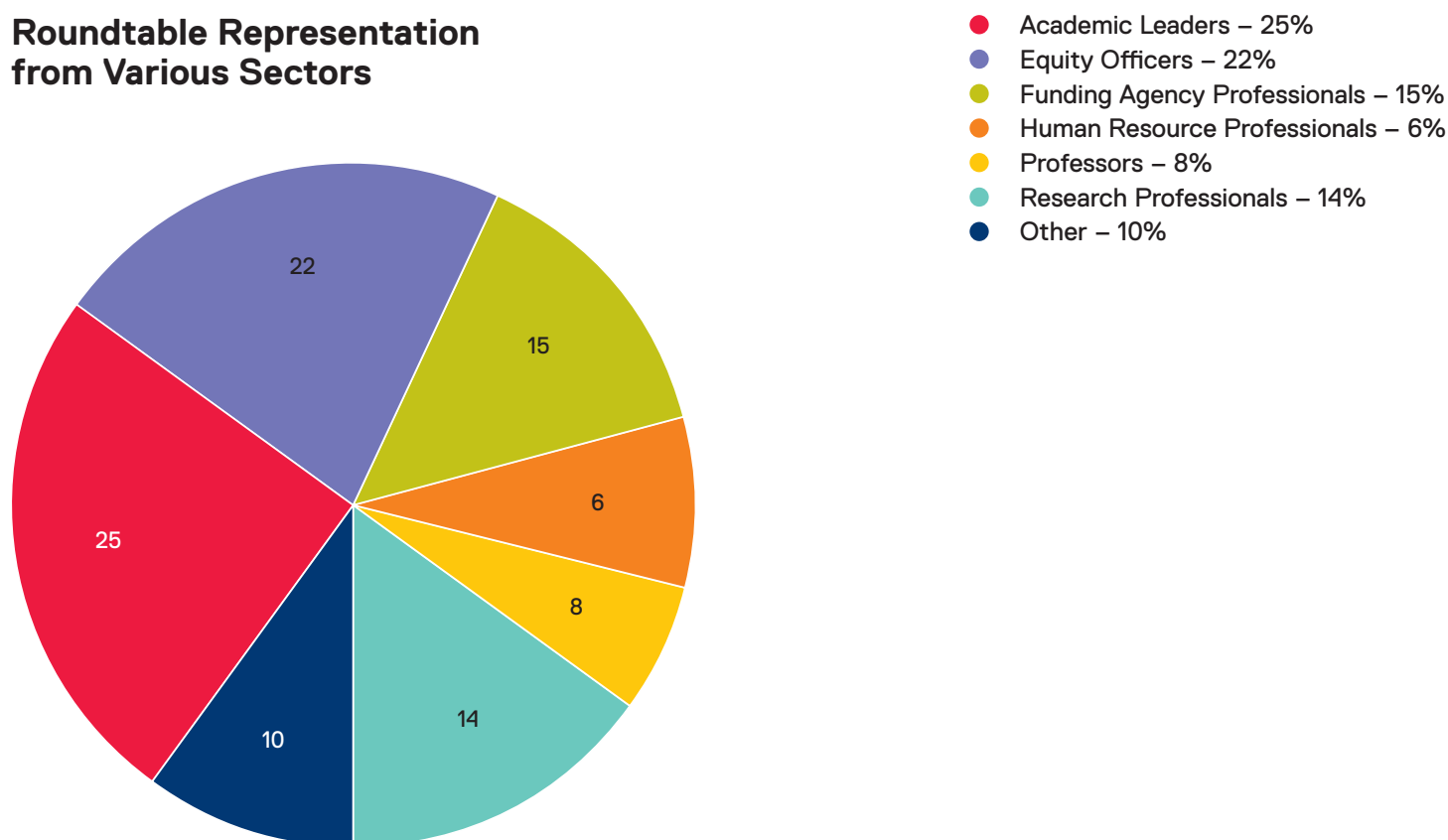
- Establishment of an association of equity officers
- Discussion of the “made in Canada” Athena SWAN (Scientific Women’s Academic Network) initiative being implemented by the federal government
- Updates on NSERC 2020, especially as this plan relates to NSERC’s Framework on Equity, Diversity and Inclusion
- Updates from other granting agencies and university equity offices on ongoing initiatives that could serve as EDI best practices

³ http://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_exemplaires-eng.aspx

⁴ The CRCP's best practices document includes recommendations on identifying ways to provide opportunities to new scholars from equity seeking groups; offering EDI training to highly qualified personnel who may be future chairholders; arranging meetings between university equity officers and CRC hiring committees to discuss hiring strategies that uphold EDI; training for CRC hiring committee members in unconscious bias; developing assessment rubrics incorporating equity criteria, potential interview questions that explore a candidate's demonstrated commitment to inclusivity, and suggested equity and inclusion language for job postings; designating equity representatives for CRC hiring committees; providing equity and inclusion language for job postings; helping tailor outreach efforts for each research-based hire to maximize the potential of attracting applicants from underrepresented groups; surveying CRC applicants to ask them to voluntarily self-identify as part of equity seeking groups; providing resources and information about assessment methodologies that value diverse worldviews, experiences and methods of scholarly research and creative work; and using applicant self-identification data as appropriate in decision making at each stage of the hiring process.

Attendee Information

Roundtable Representation from Various Sectors



One of the most distinctive features of the roundtable was the extent to which it was able to draw professionals from across many fields in the areas of equity and research from the ranks of both academic faculty and funding agencies. Participants included representatives from the following organizations and institutions: Brock University, Canadian Foundation for Innovation, Canadian Institute for Advanced Research, Canadian Institute for Health Research, Carleton University, Council of Ontario Universities, Fonds de Recherche du Québec en Nature et Technologies (FRQNT), Genome Canada, Lakehead University, McGill University, McMaster University, Mitacs, NSERC, Ontario Society for Professional Engineers, Queen's University, Ryerson University, Simon Fraser University, SSHRC, Trent University, the Tri-agency Institutional Programs Secretariat, Université de Sherbrooke, Universities Canada, University of British Columbia, University of Calgary, University of Ottawa, University of Toronto, University of Waterloo, University of Windsor, Wilfrid Laurier University and York University.

EQUITY
INCLUSION
RESEARCH
COLLABORATION
DIVERSITY
EXCELLENCE

BOARD OF GOVERNORS MEETING
June 27, 2019

AGENDA ITEM: Draft Audited Financial Statements – Year Ended April 30, 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 draft audited financial statements for the year ended April 30, 2019 and the external audit have been completed. The CPA firm of KPMG has issued an unqualified audit opinion on these audited financial statements (“AFS”). The financial results reflect Ryerson’s years of growth and a sound prudent financial position.

OVERVIEW:

The balance sheet summarizes the assets and liabilities as at April 30, 2019 reflecting a strong cash and financial position where assets now exceed \$2 billion. Operating results are consistent with the quarterly financial statement projections presented during the year with the exception of amounts that are balances that are subject to actuarial assumptions or impacted by market volatility. Comparisons to the previous year end, April 30, 2018 are included.

The statement of operations summarizes the major revenues and expenditures for the fiscal year ending April 30, 2019 with comparisons to the previous year. The revenues exceeded expenses by \$33M [\$64M -2018]. Removing the impact of the unrealized gain/loss on interest rate swaps, this would be normalized to \$35M [\$47M – 2018]. The decrease over last year is primarily due to the leveling off of operating grants and tuition revenues as compared to cost escalation of salaries and benefits. The continued healthy operating results for 2019 reflect Ryerson’s fiscally prudent budgeting where \$32M [\$33M – 2018] of the operating budget results has been allocated for operating budget priorities and departmental carry forwards.

These allocations are recorded within the internally restricted net assets (details provided in Note 13 of the AFS).

HIGHLIGHTS:

The following section summarizes the explanations to the major changes within the attached financial statements

Balance Sheet (page 1 of the AFS):

Assets:

- *Cash and investments* continue to remain in a solid position. Total operating cash and investments (excluding the endowment funds) amount to \$356M [\$397M - 2018]. The decrease reflects the utilization of funds during the year toward the capital construction projects. The continued shift from cash held in bank accounts to short term investments reflects the enhanced investment strategy to obtain higher returns for short term operating cash.
- *Prepaid expenses* have increased from sub-grant advances relating to the new Future Skills Grants.
- *Employee future benefits* reported with the assets related to university's net pension assets (pension assets less obligations). The net pension asset has decreased over the prior year by \$30M. This is mainly due to the RRPP that had an actuarial remeasurement loss from actual asset returns of 5.2% lower than the plan assumption of 6.2% and a liability loss from the discount rate change from 6.2% to 6%. This remeasurement loss does not impact university operating results as it is recorded directly to the Statement of Changes in Net Assets (page 3 of the AFS). Details of the pension benefits financial statement impact are outlined in Note 4 of the AFS.
- *Capital assets* have increased from the major capital construction projects underway during the year such as the Daphne Cockwell Health Sciences Complex that is nearing completion as well as the CIU and the capital renewal projects that were completed by year end.

Liabilities:

- *Employee future benefits* reported within the liabilities are other future benefits such as vacation entitlements and actuarially determined faculty health care (bridging to 65) benefits. There are no plan assets.
- *Long term debt* includes existing bank debt with BMO and TD as well as the \$130M debenture issued in October 2017. Details of the debt are provided in Note 9.
- *Fair value of interest rate swaps* increased by \$2.2M (reported as a loss in the statement of operations) from increases in the expected long term interest rates that existed at year end compared to the previous year end.
- *Deferred revenue contributions* include various grants (e.g. research and Future Skills) and tuition (spring term) received but not yet earned. Refer to note 10 of the AFS for details.

- *Deferred capital contributions* reflect the externally restricted grants and donations for capital purposes that are amortized into income over the life of the assets. Details are provided in Note 11 of the AFS.

Net Assets:

- *Endowments* increased from additional donations received, but exclude unrealized investment gains which are reflected in deferred revenue contributions. During March 2019, a partial redemption was made to crystallize gains to increase the stabilization fund in accordance with university policy.
- *Other net assets* are impacted by the operating results, the market volatility of the employee future benefits, increases to the university's internal investments in capital assets and allocation of carryforward operating budgets. Details are summarized in Note 13 of the AFS.
- Detail changes between components are outlined in the "Statement of changes in Net Assets", page 3 of the AFS.

Statement of Operations (page 2 of the AFS):

Revenue:

- *Grants and contracts* from provincial governments were lower as 2018 included a few onetime grants that were recognized into income resulting from the governments change in the grant funding model for all Ontario universities. These operating grants were as budgeted and the decrease was offset by increased in restricted research grants from the federal government. All external research grants and contracts match the research expenditures incurred.
- *Student fees* reflect the expected higher tuition revenues from rate increases and increased enrolment, primarily international students. This reflects the new international growth strategy as budgeted.
- *Donations* recognized reflect the timing of revenue recognition of donations to match the expenses incurred.
- *Amortization of deferred capital contributions* reflects the amortization of restricted grants and donations for capital purposes. The increase corresponds to the capital assets put into service during the year. This is consistent with the amortization of capital assets in the expenses.
- *Investment income* increases reflect the enhancements to the short term cash investment strategy and higher short term interest rates as compared to the previous year.

Expenses:

- *Salaries and benefits* have increased from the faculty complement growth and wage and benefit escalation, as projected in the budget. It is also impacted by the new faculty voluntary retirement exit plan.

- Materials, supplies, repairs and maintenance costs reflect cost escalation and are consistent with last year.
- *Bursaries and scholarships* increased over the prior year as budgeted.
- *Unrealized loss on the interest rate swaps* of \$2.2M [\$16.7M gain in 2018] move with the expected long term interest rates. This calculation is impacted by the volatility of market conditions at year end over the previous year.
- *Interest expense* actually paid was higher over the previous year with a full year of the bond interest, but the \$9.5M excludes capitalized interest on the debenture used for capital projects of \$4.3M compared to .9M in the previous year.
- Amortization of capital assets increased from an increase of depreciable assets following the completion of the CUI & capital renewal projects

Revenues less expenses:

- The revenues exceeded expenses by \$33M [\$64M -2018]. Removing the impact of the unrealized gain/loss on interest rate swaps, this would be normalized to \$35M [\$47M – 2018].
- The operating budget savings/underspending reflected in this operating surplus have been included in various departmental and central carryforward funds in the amount of \$32M [\$33M – 2018].
- These include funds for priority deferred maintenance and other capital projects. The operating savings from departments occur as a result of budgets not disbursed by year end also from timing issues for capital projects and student disbursements (e.g. bursaries and work study funds). The extensive details of all these type of internally restricted assets are outlined in Note 13 in the AFS.

ATTACHMENTS:

- Draft audited financial statements for the year ended April 30, 2019.

PREPARED BY:

Ivan Gottlieb, Director, Financial Planning
Tim Chiu, Director of Finance & Controller
June 17, 2019

APPROVED BY:

Joanne McKee, Chief Financial Officer
June 17, 2019



*CONSOLIDATED FINANCIAL
STATEMENTS*

And Independent Auditors'
Report Thereon

Year ended April 30, 2019

RYERSON UNIVERSITY

DRAFT Year ended April 30, 2019

	Page
Independent Auditors' Report	
Consolidated Financial Statements	
Consolidated Balance Sheet	1
Consolidated Statement of Operations	2
Consolidated Statement of Changes in Net Assets	3
Consolidated Statement of Cash Flows	4
Notes to Consolidated Financial Statements	
1. Description	5
2. Summary of Significant Accounting Policies	5
3. Investments and Investment Income	8
4. Employee Future Benefits	10
5. Accounts Receivable	13
6. Notes Receivable	14
7. Capital Assets	14
8. Accounts Payable and Accrued Liabilities	15
9. Long-term Debt and Derivative Financial Instruments	16
10. Deferred Revenue Contributions	18
11. Deferred Capital Contributions	19
12. Endowments	19
13. Internally Restricted Net Assets	20
14. Investment in Capital Assets	21
15. Donations	22
16. Commitments	23
17. Contingent Liabilities	24
18. Net Change in Non-Cash Working Capital Balances	24
19. Fair Values of Financial Assets and Liabilities	24
20. Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support	25

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Ryerson University

Opinion

We have audited the consolidated financial statements of Ryerson University (the Entity), which comprise:

- the consolidated balance sheet as at April 30, 2019
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the consolidated financial position of the Entity as at April 30, 2019, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the consolidated Entity to express an opinion on the financial statement. We are responsible for the direction supervision and performance of the group audit. We remain solely responsible for our audit opinion.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

RYERSON UNIVERSITY

DRAFT Consolidated Balance Sheet

[In thousands of dollars]

April 30, 2019, with comparative information for 2018

	2019 \$	2018 \$
ASSETS		
Current		
Cash and cash equivalents	99,349	86,191
Short-term investments	73,427	125,671
Accounts receivable [note 5]	34,187	35,948
Prepaid expenses	16,386	9,021
Inventories	983	1,024
Current portion of notes receivable [note 6]	297	280
Total current assets	224,629	258,135
Investments [note 3[a]]	329,228	320,479
Employee future benefits - pension [note 4]	192,899	223,526
Notes receivable [note 6]	4,588	4,885
Capital assets [note 7]	1,249,473	1,165,978
	2,000,817	1,973,003
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current		
Accounts payable and accrued liabilities [note 8]	107,734	109,133
Deferred revenue	17,261	16,635
Current portion of long-term debt [note 9[a]]	7,394	6,997
Current portion of fair value of interest rate swaps [note 9[b]]	4,558	4,771
Total current liabilities	136,947	137,536
Employee future benefits - other [note 4]	23,108	20,660
Long-term debt [note 9[a]]	276,996	284,390
Fair value of interest rate swaps [note 9[b]]	26,826	24,445
Deferred revenue contributions [note 10]	99,689	78,571
Deferred capital contributions [note 11]	273,243	260,835
Total Liabilities	836,809	806,437
Net assets		
Endowments [notes 3[a] and 12]	135,619	131,998
Other [notes 13 and 14]	1,028,389	1,034,568
Total net assets	1,164,008	1,166,566
Commitments [note 16]		
Contingent liabilities [note 17]		
Total Liabilities and Net Assets	2,000,817	1,973,003

See accompanying notes to consolidated financial statements

On behalf of the Board of Governors:

_____ Chair _____ Secretary

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Operations [In thousands of dollars]

Year ended April 30, 2019, with comparative information for 2018

	2019	2018
	\$	\$
REVENUE		
Grants and contracts	334,670	334,820
Student fees	376,588	353,750
Sales and services	35,819	35,395
Unrealized gain on interest rate swaps [note 9[b]]	–	16,666
Donations recognized [note 15]	13,230	12,833
Amortization of deferred capital contributions [note 11]	10,611	7,917
Investment income [note 3[b]]	13,595	9,221
Other income	7,593	6,997
	792,106	777,599
EXPENSES		
Salaries and benefits	496,945	461,883
Materials, supplies, repairs and maintenance	171,072	169,001
Bursaries and scholarships	41,920	39,721
Unrealized loss on interest rate swaps [note 9[b]]	2,168	–
Interest [note 9[a]]	9,528	11,187
Amortization of capital assets [note 7]	37,745	31,532
	759,378	713,324
Revenue less expenses	32,728	64,275

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Changes in Net Assets

[In thousands of dollars]

Year ended April 30, 2019, with comparative information for 2018

				2019	2018
	Unrestricted	Internally	Endowments	Total	Total
	\$	Restricted	\$	\$	\$
		<i>[note 13]</i>	<i>[note 12]</i>		
Net assets, beginning of year	(192,988)	1,227,556	131,998	1,166,566	1,058,222
Revenue less expenses	32,728	—	—	32,728	64,275
Capitalization of investment income (loss) in endowments	(63)	—	2,444	2,381	3,770
Internally restricted endowment	(7)	—	7	—	—
Endowment contributions	—	—	1,170	1,170	2,164
Employee Future Benefit Remeasurement <i>[note 4]</i>	—	(38,837)	—	(38,837)	38,135
Employee Future Benefit Income <i>[note 13]</i>	(5,762)	5,762	—	—	—
Allocation of Carry Forwards	(33,982)	33,982	—	—	—
Investment in capital assets <i>[note 14[b]]</i>	(34,203)	34,203	—	—	—
Net assets, end of year	(234,277)	1,262,666	135,619	1,164,008	1,166,566

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Cash Flows

[In thousands of dollars]

Year ended April 30, 2019, with comparative information for 2018

	2019 \$	2018 \$
OPERATING ACTIVITIES		
Revenue less expenses	32,728	64,275
Add (deduct) non-cash items:		
Amortization of capital assets <i>[note 7]</i>	37,745	31,532
Amortization of deferred capital contributions <i>[note 11]</i>	(10,611)	(7,917)
Unrealized loss (gain) on interest rate swaps <i>[note 9[b]]</i>	2,168	(16,666)
Unrealized (gain) loss on investments <i>[note 3[b]]</i>	(6,276)	7,454
Employee future benefits contributions <i>[note 4]</i>	(22,872)	(27,079)
Employee future benefits expense <i>[note 4]</i>	17,110	15,916
Net change in deferred revenue contributions <i>[note 10]</i>	21,118	(4,852)
Net change in non-cash working capital balances <i>[note 18]</i>	(6,336)	17,782
Cash provided by operating activities	64,774	80,445
INVESTING ACTIVITIES		
Decrease in notes receivable <i>[note 6]</i>	280	264
Acquisition of capital assets <i>[note 7]</i>	(121,240)	(135,833)
Increase in short-term investments	52,244	(92,617)
Increase in investments	(2,473)	(53,807)
Cash used in investing activities	(71,189)	(281,993)
FINANCING ACTIVITIES		
Contributions received for capital purposes <i>[note 11]</i>	23,019	40,866
Endowment contributions <i>[note 12]</i>	1,170	2,164
Capitalization of investment income in endowments <i>[note 12]</i>	2,381	3,770
Increase in debt financing	—	130,000
Repayment of long-term debt principal <i>[note 9[a]]</i>	(6,997)	(6,605)
Cash provided by financing activities	19,573	170,195
Net increase (decrease) in cash and cash equivalents during the year	13,158	(31,353)
Cash and cash equivalents, beginning of year	86,191	117,544
Cash and cash equivalents, end of year	99,349	86,191
Supplemental cash flow information:		
Interest paid	13,903	12,124

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements

[In thousands of dollars]

Year ended April 30, 2019

1. DESCRIPTION

Ryerson University [the "University"] was incorporated in 1948 under the laws of the Province of Ontario. The mission of the University is the advancement of applied knowledge and research to address societal needs 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, the goal of the University is to be 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.

These consolidated financial statements reflect the assets, liabilities, net assets, revenues, expenses and other transactions of all of the operations controlled by the University, including its wholly owned subsidiary, Ryerson Futures Incorporated. Accordingly, these consolidated financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose funds, including endowment, research and trust; and the ancillary operations, such as residences, food services and parking.

The University is a registered charity and, therefore, is exempt from income taxes under the Income Tax Act [Canada].

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements have been prepared in accordance with Part III of the Chartered Professional Accountants of Canada ("CPA Canada") Handbook, which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies set out below:

Cash and cash equivalents and investments

Cash and cash equivalents consist of cash on hand and money-market instruments, such as treasury bills, with a term to maturity of three months or less at the time of purchase and which are readily convertible to cash on short notice. All investments with a maturity date greater than three months and less than one year are classified as short-term investments. All investments in excess of one year are classified as long-term investments.

Inventories

Inventories, which consist of goods held for resale, are recorded at the lower of cost and net realizable value.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Employee future benefits

The University has defined benefit pension plans for its employees and provides other retirement benefits, such as extended health and dental care, for some of its employees. Consistent with the CPA Canada Handbook Accounting Part III Section 3463, all employee future benefits plans are reflected using the Funding Valuation Approach.

The University recognizes the amount of the accrued obligation, net of the fair value of plan assets in the consolidated balance sheet. Current service and finance costs are expensed during the year. Remeasurements and other items which represent the total of the difference between actual and expected return on plan assets, actuarial gains and losses, and past service costs, are recognized directly in the consolidated statement of changes in net assets as a separately identified line item.

The cost of pensions and other retirement benefits earned by employees is determined using the projected benefit method prorated on services and management's best estimates regarding assumptions about a number of future conditions, including investment returns, salary changes, withdrawals, mortality rates and expected health care costs. The fair market value of assets is used for disclosure and calculation of pension cost, effective on the measurement date, which is April 30 of each year.

Contributions to defined benefit plans are expensed when due.

Capital assets

Capital assets acquired and constructed by the University are recorded at cost. Contributions of capital assets are capitalized at fair value at the date of contribution. Capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	40 years
Equipment and furnishings	3 - 10 years
Library books	5 years
Leasehold improvements	Over lease term

Costs of capital projects in progress, including interest, are capitalized. Interest costs are capitalized during the construction period. Amortization is not recognized until project completion.

Collections

Purchases of collections are expensed. Donated collections [artworks] are not recognized in the consolidated financial statements.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Revenue recognition

The University follows the deferral method of accounting for contributions, which includes donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment investment income is deferred and recognized as revenue in the year in which the related expenses are recognized. Donation pledges are not recorded since they are not legally enforceable claims. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

Foreign currency translation

Monetary assets and liabilities in foreign currencies are translated at the exchange rate in effect at year end. Operating revenue and expenses are translated at average rates prevailing during the year. Gains or losses arising from these translations are included in the consolidated statement of operations.

Contributed services

An indeterminable number of hours are contributed by volunteers each year. However, because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

Use of estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses for the year. Significant items subject to such estimates and assumptions include the valuation of derivatives, and employee future benefits. Actual results could differ from those estimates.

Financial instruments

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. Investments in equity instruments that are not quoted in an active market are measured at cost, less any reduction for impairment. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The University has elected to continue to carry any such financial instruments at fair value.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Capital management

The University manages its capital by maintaining optimum levels on an ongoing basis. The objective is to ensure an adequate supply for operations while maintaining the flexibility to maximize investment returns and/or to reduce the cost of any potential external financing.

The levels of liquid resources are considered in the annual budget process. Cash flows are monitored on a daily basis, and actual operating results are compared to budget on a quarterly basis. The consolidated financial statements are augmented by reports that detail the liquid inflows and outflows.

3. INVESTMENTS AND INVESTMENT INCOME

- [a] Investments classified as long-term represent funds held for endowments, deferred revenue contributions, unspent deferred capital contributions and internally designated funds for capital projects.

Investments held for endowment net assets consist of cash and units of Fiera Capital Corp., Fiera Balanced Endowment Foundation and Trust Fund ["FC"] and units of Jarislowsky Fraser Pooled Fund ["JF"].

	FC	JF
Cash & Short Term	5.6%	18.1%
Bonds	29.3%	11.9%
Canadian Equities	31.4%	22.9%
Foreign Equities	33.7%	47.1%
Total	100.0%	100.0%

Investments held for other purposes are invested in investment savings accounts.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

3. INVESTMENTS AND INVESTMENT INCOME [continued]

	2019	2018
	\$	\$
Endowments	135,619	131,998
Deferred unrealized gain on endowments	10,067	3,791
Investments- other	183,542	184,690
Investments	329,228	320,479

[b] Investment income included in the consolidated statement of operations is calculated as follows:

	2019	2018
	\$	\$
Net investment income	23,470	10,259
Less amount attributed to deferred revenue contributions [note 10]	(1,076)	(4,617)
Less amount attributed to deferred capital contributions [note 11]	(142)	(105)
Less amount attributed to endowment capital preservation [note 12]	(2,381)	(3,770)
Add (less) unrealized investment loss (gain) [note 10]	(6,276)	7,454
Investment income recognized during the year	13,595	9,221

Investment income earned is net of management fees of \$385 [2018 - \$374].

[c] The associated risks with the investments are as follows:

Liquidity risk:

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. All of the University's pooled fund investments, held from time to time, are considered to be readily realizable as they are listed on recognized stock exchanges and can be quickly liquidated at amounts close to their fair value in order to meet liquidity requirements.

Interest rate risk:

The value of fixed income securities, held from time to time, will generally rise if interest rates fall and fall if interest rates rise. The value of securities will vary with developments within the specific companies or governments which issue the securities.

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The University is exposed to credit risk with respect to investments and accounts receivable. The University assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

3. INVESTMENTS AND INVESTMENT INCOME [continued]

Market risk:

The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. The University manages the market risk of its investment portfolio by investing in pooled funds in a widely diversified group of asset classes managed by external investment managers.

Foreign exchange risk:

The value of securities denominated in a currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

4. EMPLOYEE FUTURE BENEFITS

The University has defined benefit plans, being the Ryerson Retirement Pension Plan, Total Earnings Supplementary Plan and the Supplemental Retirement Pension Plan. Other defined benefit plans provide other retirement and post-employment benefits to most of its employees. Certain faculty are members of the Teachers' Superannuation Fund, a multi-employer defined benefit plan. Pension indexing has been incorporated in the plans.

The University's pension plans are based on years of service and the average pensionable salary over a consecutive 60-month period. Pension benefits will be increased each year in accordance with the increases to the Consumer Price Index ["CPI"] to a maximum CPI increase of 8%. Any increases in the CPI above 8% will be carried forward and added in years when the CPI is less than 8%.

Other defined benefit plans are for faculty early retirees where the University pays 100% of the premium for medical, dental and life insurance until the age of 65. All retirees after the age of 65 are required to pay their own premiums for medical and dental benefits.

The latest actuarial valuations for the registered pension plans were performed and submitted as at January 1, 2017. The next required actuarial valuation will be on January 1, 2020. The University has a practice of performing annual valuations for accounting purposes for defined benefit plans. The University measures its accrued benefit obligation and the fair value of plan assets as at April 30.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

4. EMPLOYEE FUTURE BENEFITS [continued]

	2019		2018	
	Pension benefit plans	Other benefit plans	Pension benefit plans	Other benefit plans
	\$	\$	\$	\$
Fair value of plan assets	1,463,990	—	1,395,405	—
Accrued benefit obligations	(1,271,091)	(23,108)	(1,171,879)	(20,660)
Employee future benefits asset (liability)	192,899	(23,108)	223,526	(20,660)

Information about the expense, funding and benefits paid under the University's defined benefit plans is as follows:

	2019			2018		
	Pension benefit plans	Other benefit plans	Total benefit plans	Pension benefit plans	Other benefit plans	Total benefit plans
	\$	\$	\$	\$	\$	\$
Funding by employer	22,021	851	22,872	26,306	773	27,079
Defined benefit plans cost (income)	(8,301)	2,539	(5,762)	(13,459)	2,296	(11,163)
Employee future benefits expense	13,720	3,390	17,110	12,847	3,069	15,916
Contributions to multi-employer defined benefit plan	27	—	27	46	—	46
Benefits paid	49,651	851	50,502	43,092	773	43,865

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

4. EMPLOYEE FUTURE BENEFITS [continued]

The principal actuarial assumptions adopted in measuring the University's accrued benefit obligations and expense for defined benefit plans are as follows:

	2019		2018	
	Pension benefit plans %	Other benefit plans %	Pension benefit plans %	Other benefit plans %
Accrued benefit obligation				
Discount rate	6.00	6.00	6.20	6.20
Rate of compensation increase	3.50	3.50	3.50	3.50
Rate of inflation	2.00	—	2.00	—
Benefit cost				
Discount rate	6.20	6.20	6.25	6.25
Rate of compensation increase	3.50	3.50	3.50	3.50
Rate of inflation	2.00	—	2.00	—
Medical costs				
Drug	—	6.55	—	6.55
Hospital	—	4.00	—	4.00
Other medical	—	4.00	—	4.00
Dental	—	4.00	—	4.00

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

4. EMPLOYEE FUTURE BENEFITS [continued]

Internally restricted net assets [note 13] for employee future benefits are calculated as follows:

	2019 \$	2018 \$
Pension benefit plan asset	192,899	223,526
Other benefit plans liability	(23,108)	(20,660)
	169,791	202,866

Increase / (decrease) to net assets from remeasurement:

	2019			2018		
	Pension benefit plans \$	Other benefit plans \$	Total benefit plans \$	Pension benefit plans \$	Other benefit plans \$	Total benefit plans \$
Difference between actual asset return and expected return	(13,937)	—	(13,937)	27,288	—	27,288
Actuarial gain (loss) on obligation	(24,991)	91	(24,900)	5,925	4,922	10,847
Remeasurement	(38,928)	91	(38,837)	33,213	4,922	38,135

5. ACCOUNTS RECEIVABLE

	2019 \$	2018 \$
Student receivable	24,037	23,414
Grants receivable	3,202	2,602
Other receivable	8,418	11,105
	35,657	37,121
Less allowance for doubtful accounts	(1,470)	(1,173)
	34,187	35,948

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

6. NOTES RECEIVABLE

The notes receivable balance includes:

The Palin Foundation, in the amount of \$4,885 [2018 - \$5,165], as outlined in the Student Campus Centre Operating Agreement, which bears interest at 5.93% per annum.

The repayment period will continue until January 2031 as follows:

	\$
2020	297
2021	315
2022	334
2023	354
2024	375
Thereafter	3,210
	4,885
Less current portion	(297)
	4,588

Total interest earned during fiscal 2019 is \$299 [2018 - \$315] and principal repayments received during the year totalled \$280 [2018 - \$264].

7. CAPITAL ASSETS

Capital assets consist of the following:

	2019			2018		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
	\$	\$	\$	\$	\$	\$
Land	523,904	—	523,904	523,554	—	523,554
Buildings	647,230	220,959	426,271	584,522	205,993	378,529
Equipment and furnishings	409,258	311,986	97,272	357,465	293,477	63,988
Library books	32,918	30,497	2,421	31,772	29,227	2,545
Leasehold improvements	35,997	15,182	20,815	34,464	12,182	22,282
Capital projects in progress	178,790	—	178,790	175,080	—	175,080
	1,828,097	578,624	1,249,473	1,706,857	540,879	1,165,978

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]
[In thousands of dollars]

Year ended April 30, 2019

7. CAPITAL ASSETS [continued]

The change in net book value of capital assets is due to the following:

	2019	2018
	\$	\$
Balance, beginning of year	1,165,978	1,061,677
Purchase of capital assets financed by debt	47,374	82,622
Purchase of capital assets internally financed [note 14[b]]	54,340	4,439
Purchase of capital assets funded by deferred capital contributions	19,526	48,772
Less amortization of capital assets [note 14[b]]	(37,745)	(31,532)
Balance, end of year	1,249,473	1,165,978

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$4,407 [2018 - \$4,112], which includes amounts payable for harmonized sales tax and payroll-related taxes.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

9. LONG-TERM DEBT AND DERIVATIVE FINANCIAL INSTRUMENTS

[a] Long-term debt consists of the following:

	2019 \$	2018 \$
Facilities Expansion Loan [the "TD Loan"] A variable rate loan with interest only payable up to July 2, 2014, principal and interest payable thereafter. The loan bears interest at the bank's cost of funds in effect for term loans from time to time plus 1.150%. The loan matures on July 3, 2034	109,540	113,910
Facilities Expansion Loan [the "BMO Loan"] A variable rate loan with interest and principal payable monthly. The loan bears interest at the bank's cost of funds in effect for term loans from time to time plus 0.225%. The loan matures on January 2, 2024	44,750	47,377
Debenture Senior unsecured debentures, bearing fixed interest at 3.768% per annum, repayable semi-annually, with final installment due on October 11, 2057	130,000	130,000
Other project	100	100
	284,390	291,387
Less current portion	(7,394)	(6,997)
	276,996	284,390

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

9. LONG-TERM DEBT AND DERIVATIVE FINANCIAL INSTRUMENTS [continued]

The unspent long term debt was nil [2018 - \$47,378]. The long-term debt is unsecured; however, in the event of default, the bank and lenders may impose additional requirements.

The fair value of the long-term debt approximates its carrying value as the rates fluctuate with bank prime.

The following are the future minimum annual debt principal repayments due over the next five fiscal years and thereafter:

	\$
2020	7,394
2021	7,819
2022	8,334
2023	8,825
2024	9,320
Thereafter	242,698
	<hr/> 284,390

Total interest expense on long-term debt for the year ended April 30, 2019 was \$9,528 [2018 - \$11,187], which excluded capitalized interest of \$4,330 [2018- \$860].

[b] Derivative financial instruments:

The University has in place two Interest Rate Swap Agreements ["Agreements"]. The BMO agreement will expire on January 1, 2031, and the TD agreement will expire on July 4, 2034. Under the terms of the Agreements, the University agrees with the counterparty to exchange, at specified intervals and for a specified period, its floating interest on the BMO Loan and TD Loan [note 9[a]] for fixed interest of 5.705% for the BMO Agreement and 4.675% for the TD Agreement calculated on the notional principal amount of each loan, respectively. The use of the swaps effectively enable the University to convert the floating rate interest obligations of the loans into fixed rate obligations and thus, manage its exposure to interest rate risk.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

9. LONG-TERM DEBT AND DERIVATIVE FINANCIAL INSTRUMENTS [continued]

The notional amount of the loan and the fair value of the derivative liability are as follows:

	2019		2018	
	Notional loan amount	Fair value of swap	Notional loan amount	Fair value of swap
	\$	\$	\$	\$
Interest rate swap:				
BMO	44,750	(9,875)	47,378	(9,639)
TD	109,540	(21,509)	113,910	(19,577)
	154,290	(31,384)	161,288	(29,216)
Less current portion:				
BMO	–	(1,629)	–	(1,729)
TD	–	(2,929)	–	(3,042)
	154,290	(26,826)	161,288	(24,445)

The change in fair values of the interest rate swaps for the year ended April 30, 2019 was \$(2,168) [2018 - \$16,666].

10. DEFERRED REVENUE CONTRIBUTIONS

Deferred revenue contributions represent unspent externally restricted grants and donations for research and other specific purposes. The changes in the deferred revenue contributions balance were as follows:

	2019	2018
	\$	\$
Balance, beginning of year	78,571	83,423
Grants and donations received	94,294	71,069
Unrealized investment (loss) gain [note 3[b]]	6,276	(7,454)
Investment income [note 3[b]]	1,076	4,617
Amount recognized as revenue	(80,528)	(73,084)
Balance, end of year	99,689	78,571

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

11. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized and unspent amounts of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the consolidated statement of operations over the estimated useful lives of the capital assets. The changes in the deferred capital contributions balance were as follows:

	2019 \$	2018 \$
Balance, beginning of year	260,835	227,886
Grants and donations received	22,877	40,761
Investment income [note 3[b]]	142	105
Amortization of deferred capital contributions [note 14[b]]	(10,611)	(7,917)
Balance, end of year	273,243	260,835

The balance of deferred capital contributions related to capital assets consists of the following:

	2019 \$	2018 \$
Unamortized deferred capital contributions		
used to purchase capital assets [note 14[a]]	265,200	256,285
Unspent deferred capital contributions	8,043	4,550
	273,243	260,835

12. ENDOWMENTS

Endowments consist of internally and externally restricted donations and grants received by the University. The endowment principal is required to be maintained intact, with the investment income generated used for the purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided. The University has established a policy with the objective of protecting the real value of the endowments. The amount of income made available for spending is prescribed annually and an amount is added to endowment net assets for capital preservation. The changes in the endowment fund balance were as follows:

	2019 \$	2018 \$
Endowment balance, beginning of year	131,998	125,804
Donations received - externally restricted [note 15]	1,170	2,164
Donations received - internally restricted [note 15]	7	227
Capital preservation - externally restricted [note 3[b]]	2,381	3,770
Capital preservation - internally restricted	63	33
Endowment balance, end of year	135,619	131,998

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

12. ENDOWMENTS [continued]

The accumulated internally restricted endowment for the year ended April 30, 2019 was \$3,837 [2018 - \$3,510].

13. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets represent unspent funds which have been committed for specific purposes to enhance the University's operations, including its facilities, equipment, and information technology.

Internally restricted net assets – carryforwards have been designated for the following purposes:

	2019 \$	2018 \$
Investment in capital assets [a, note 14[a]]	699,883	665,682
Employee future benefits [b, note 4] - Pension	192,899	223,526
Other	(23,108)	(20,660)
	869,674	868,548
Professional development fund [c]	2,047	2,040
Capital projects [d]	75,404	50,720
Student assistance and related funds [e]	24,246	22,100
Academic priorities, growth and internal research [f]	122,352	123,603
Department carryforwards [g]	123,174	111,558
Information Technology and other initiatives [h]	41,649	45,054
One time only strategic budget allocations [i]	4,120	3,933
	392,992	359,008
	1,262,666	1,227,556

[a] Investment in capital assets represents the unamortized value of capital assets funded by the University, net of outstanding debt. It excludes those amounts funded through capital contributions.

[b] Employee future benefits balance represents the surpluses or deficits associated with the pension and other benefit plans.

[c] Professional development fund represents unspent funds of individual members of the Ryerson Faculty Association, as provided by their collective agreement.

[d] Capital projects represent internally restricted funds for university-wide and ancillary operations in support of deferred maintenance, renovations and capital projects, either planned or in progress.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

13. INTERNALLY RESTRICTED NET ASSETS [continued]

- [e] Student assistance and related funds include funds which have been approved as part of the operating budget each year. It also includes the expendable portion of unrestricted donations and endowment fund income. Related funds include various student fees such as the athletic fee, special activities reserve fee, student services fee.
- [f] Academic priorities, growth and internal research funds represent amounts which have been allocated to the Provost in support of the academic plan, new programs, faculty hiring, graduate provisions and internally funded research and related projects.
- [g] Department carryforwards represent unspent accumulated budgets at the end of the fiscal year. The University has in place a flexible budgeting program, which allows all operating budget units to defer surpluses to the subsequent year(s) in support of department initiatives, projects and plans in the future.
- [h] Information Technology and other initiatives include funds allocated to new enterprise systems and other technological initiatives. This also includes several centrally held reserves for university wide specific projects, self-insurance, security and safety initiatives, faculty and staff benefits and training.
- [i] One time only budget allocations were approved for specific initiatives during the annual budget process.

14. INVESTMENT IN CAPITAL ASSETS

- [a] Net assets invested in capital assets, which represent internally financed capital assets, are calculated as follows:

	2019	2018
	\$	\$
Capital assets [note 7]	1,249,473	1,165,978
Less long-term debt [note 9[a]]	(284,390)	(244,011)
Less unamortized deferred capital contributions [note 11]	(265,200)	(256,285)
	699,883	665,682

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

14. INVESTMENT IN CAPITAL ASSETS [continued]

[b] The change in net assets invested in capital assets is calculated as follows:

	2019	2018
	\$	\$
Purchase of capital assets internally financed [note 7]	54,340	4,439
Repayment of long-term debt principal [note 9[a]]	6,997	6,605
	61,337	11,044
Amortization of deferred capital contributions [note 11]	10,611	7,917
Less amortization of capital assets [note 7]	(37,745)	(31,532)
	(27,134)	(23,615)
	34,203	(12,571)

15. DONATIONS

Donation recognized is calculated as follows:

	2019	2018
	\$	\$
Donations received	16,808	15,775
Less: donations to endowments [note 12]	(1,177)	(2,391)
Less: donations restricted for capital purposes	(2,401)	(246)
Less: donations restricted for other purposes	—	(305)
	13,230	12,833
Unrestricted donations	1,797	1,625
Restricted donations spent	11,433	11,208
	13,230	12,833

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

16. COMMITMENTS

[a] The estimated cost to complete construction and renovation projects in progress as at April 30, 2019, which will be funded by government grants, donations and operations, is \$39,574 [2018 - \$122,491].

[b] The operating contribution to the Student Campus Centre is approximately \$400 per year.

[c] The following are the future minimum annual operating lease payments due over the next five fiscal years and thereafter:

	\$
2020	13,353
2021	13,102
2022	12,214
2023	10,497
2024	7,576
Thereafter	32,317
	<hr/> 89,059

[d] The University is contingently liable in the amount of \$4,574 with respect to letters of guarantee issued.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

17. CONTINGENT LIABILITIES

- [a] In 2018, the University renewed its agreement with the Canadian Universities Reciprocal Insurance Exchange ["CURIE"] for a period of five years, ending January 1, 2023. CURIE is a pooling of the property damage and public liability insurance risks of its members. All members pay annual deposit premiums which are actuarially determined and are subject to further assessment in the event members' premiums are insufficient to cover losses and expenses.
- [b] The University is involved from time to time in litigation, which arises in the normal course of operations. With respect to claims as at April 30, 2019, the University believes it has valid defences, funded provisions and/or appropriate insurance coverage in place. In the unlikely event any claims are successful, such claims are not expected to have a material effect on the University's consolidated financial position.

18. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

The net change in non-cash working capital balances related to operations consists of the following:

	2019 \$	2018 \$
Accounts receivable	1,761	(5,895)
Prepaid expenses	(7,365)	312
Inventories	41	52
Accounts payable and accrued liabilities	(1,399)	27,629
Deferred revenue	626	(4,316)
	(6,336)	17,782

19. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

The fair values of financial instruments approximate their carrying values unless otherwise noted.

Fair value estimates are made at a specific point in time, based on relevant market information and information about the financial instruments. These estimates involve uncertainties and matters of significant judgment and, therefore, cannot be determined with precision. Changes in assumptions could significantly affect the estimates.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT

The Ministry of Training, Colleges and Universities ["MTCU"] requires separate reporting of balances and details of changes in balances for the two phases of the Ontario Student Opportunity Trust Fund ["OSOTF I and II"] and the Ontario Trust for Student Support ["OTSS"]. The required government reporting for each is as follows:

- [a] The following is the schedule of changes for the year ended April 30 in the first phase of the OSOTF I balance, which is included in the endowment balance [note 12]:

	2019 \$	2018 \$
Endowment balance at cost, beginning of year	8,614	8,604
Cash donations received	10	10
Capital preservation	—	—
Endowment balance at cost, end of year	8,624	8,614
Cumulative unrealized gain	1,916	1,277
Endowment balance at market, end of year	10,540	9,891

The following is the schedule of changes for the year ended April 30 in the OSOTF I expendable funds available for awards. The balance is included in deferred revenue contributions [note 10]. Investment income, net of direct investment-related expenses represents the balance made available for spending by the University during the year in accordance with its policy.

	2019 \$	2018 \$
Expendable balance at cost, beginning of year	—	—
Investment and other income, net of direct investment-related expenses	346	331
Bursaries awarded	(307)	(291)
Unspent balance transfer to stabilization account	(39)	(40)
Expendable balance at cost, end of year	—	—
Number of bursaries awarded	177	359

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

The following is the schedule of changes for the year ended April 30 in the OSOTF I Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in the Stabilization funds as deferred revenue contributions [note 10].

	2019 \$	2018 \$
Stabilization funds balance at cost, beginning of year	1,634	1,288
Investment income not available for spending and capital preservation	42	306
Unspent balance transfer from expendable accounts	39	40
Stabilization funds balance at cost, end of year	1,715	1,634

[b] The following is the schedule of changes for the year ended April 30 in the second phase of the OSOTF II balance, which is included in the endowment balance [note 12].

	2019 \$	2018 \$
Endowment balance at cost, beginning of year	4,042	3,935
Cash donations received	3	107
Capital preservation	—	—
Endowment balance at cost, end of year	4,045	4,042
Cumulative unrealized gain	769	477
Endowment balance at market, end of year	4,814	4,519

The following is the schedule of changes for the year ended April 30 in the OSOTF II expendable funds available for awards. The balance is included in deferred revenue contributions [note 10]. Investment income, net of direct investment-related expenses, represents the balance made available for spending by the University during the year in accordance with its policy.

	2019 \$	2018 \$
Expendable balance, beginning of year	—	—
Investment and other income, net of direct investment-related expenses	157	154
Bursaries awarded	(149)	(136)
Unspent balance transfer to stabilization accounts	(8)	(18)
Expendable balance, end of year	—	—
Number of bursaries awarded	82	76

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

The following is the schedule of changes for the year ended April 30 in the OSOTF II Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in the Stabilization funds as deferred revenue contributions [note 10].

	2019 \$	2018 \$
Stabilization funds balance at cost, beginning of year	683	529
Investment income not available for spending and capital preservation	20	136
Unspent balance transfer from expendable accounts	8	18
Stabilization funds balance at cost, end of year	711	683

- [c] The Government of Ontario requires separate reporting of balances as at March 31, 2019 and details of the changes in the balances for the period then ended in connection with the OTSS fund, which is included in the endowment balance [note 12].

The following is the schedule of donations received between April 1 and March 31:

	2019 \$	2018 \$
Cash donations	—	—
Unmatched cash donations	15	85
Total cash donations	15	85

The following is the schedule of changes in endowment balance of OTSS for the period from April 1 to March 31:

	2019 \$	2018 \$
Endowment balance at cost, beginning of year	50,779	49,779
Eligible cash donations received	15	85
Capital preservation and others	—	915
Endowment balance at cost, end of year	50,794	50,779
Cumulative unrealized gain	10,791	6,503
Endowment balance at market value, end of year	61,585	57,282

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2019

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

The following is the schedule of changes in expendable funds available for awards of OTSS for the period from April 1 to March 31. Investment income, net of direct investment-related expenses, represents the balance made available for spending by the University during the year in accordance with its policy.

	2019 \$	2018 \$
Expendable balance, beginning of year	468	387
Investment and other income, net of direct investment-related expenses	1,976	1,923
Bursaries awarded	(1,799)	(1,522)
Unspent balance transfer to Stabilization account	(368)	(320)
Expendable balance, end of year	277	468
Number of bursaries awarded	1,065	524

The following is the schedule of changes for the period from April 1 to March 31 in the OTSS Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in the Stabilization funds as a deferred revenue contribution [note 10].

	2019 \$	2018 \$
Stabilization funds balance at cost, beginning of year	9,112	8,005
Investment and other income not available for spending	(1,852)	787
Unspent balance transfer from expendable account	368	320
Stabilization funds balance at cost, end of year	7,628	9,112

OTSS awards issued for the period from April 1, 2017 to March 31, 2019:

Status of Recipients	OSAP Recipients		Non-OSAP Recipients		Total	
	#	\$ (In dollars)	#	\$ (In dollars)	#	\$ (In dollars)
Full-Time	766	1,089,699	112	415,221	878	1,504,920
Part-Time	102	178,770	85	115,915	187	294,685
Total	868	1,268,469	197	531,136	1,065	1,799,605

DRAFT RESOLUTION

RE: Draft Audited Financial Statements – Year Ended April 30, 2019

BE IT AND IT IS HEREBY RESOLVED:

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

June 27, 2019



BOARD OF GOVERNORS MEETING June 27, 2019

AGENDA ITEM: Audited Fund Financial Statements of the Ryerson Retirement Pension Plan (RRPP) and Audit Findings for the year ending December 31, 2018

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Review and Recommendation for Approval

SUMMARY: KPMG conducted the annual audit of the RRPP during the week of April 15, 2019. The purpose of the audit is to prepare the specific purpose fund financial statements as required by legislation. The audit findings report is provided to the ERPC to address any concerns that arose during the course of the audit. KPMG has confirmed that no issues or concerns were raised during the course of the audit. The attached report indicates a clean, straightforward audit of the RRPP.

BACKGROUND: Provincial regulations require that annual audited financial statements be prepared for registered pension plans. These statements must be filed with the Financial Services Commission of Ontario within 6 months of date of the statements or by June 30th.

Bobbi-Jean White, KPMG Engagement Partner will be in attendance to present the reports.

ATTACHED: Ryerson Retirement Pension Plan 2018 Audited Fund Financial Statements
Ryerson Retirement Pension Plan 2018 Audit Findings Report

PREPARED BY:

Name Jan Neiman, Manager Pensions & Benefits
Date June 25, 2019

APPROVED BY:

Name Joanne McKee, Chief Financial Officer
Date June 25, 2019

Fund Financial Statements of

THE RYERSON RETIREMENT PENSION PLAN

And Independent Auditors' Report thereon

Year ended December 31, 2018

INDEPENDENT AUDITORS' REPORT

To the Employee Relations and Pension Committee of Ryerson University

Opinion

We have audited the fund financial statements of The Ryerson Retirement Pension Plan (the Entity), which comprise:

- the statement of net assets available for benefits as at December 31, 2018
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the fund financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Entity as at December 31, 2018, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Financial Reporting Framework

We draw attention to Note 1 in the financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements.

As a result, the financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

Other Matter - Restriction on Use

Our report is intended solely for the Employees Relations and Pension Committee of the Entity and Financial Services Commission of Ontario and should not be used by other parties.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Canada

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Statement of Net Assets Available for Benefits

(In thousands of dollars)

December 31, 2018, with comparative information for 2017

	2018	2017
Assets		
Cash and short-term investments	\$ 3,271	\$ 12,670
Investments in OMERS Fund (note 3)	1,377,229	1,338,399
Contributions receivable:		
Employee	1,799	1,997
Employer	1,833	2,014
	1,384,132	1,355,080
Liabilities		
Cash refunds payable	27	27
Accounts payable and accrued liabilities	205	222
Benefits payable	955	333
	1,187	582
Net assets available for benefits	\$ 1,382,945	\$ 1,354,498

See accompanying notes to fund financial statements.

On behalf of the Employee Relations and
Pension Committee:

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Statement of Changes in Net Assets Available for Benefits
(In thousands of dollars)

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Increase in net assets:		
Contributions of:		
Members:		
Current service	\$ 21,447	\$ 20,325
Past service	343	106
Buy-back contributions	202	168
Long-term disability - other	148	129
Employer:		
Current service	21,618	20,468
Past service	300	106
Buy-back contributions	202	168
Long-term disability - Ryerson Faculty Association	180	176
Solvency special payments	—	4,087
Transfers in	1,018	1,731
	45,458	47,464
Investment income (note 7)	58,419	167,550
Changes in unrealized fair value depreciation of investments	(18,501)	(24,723)
	85,376	190,291
Decrease in net assets:		
Pension benefits paid	40,492	38,104
Payments on termination of membership	8,097	3,420
Administrative expenditures (note 4)	8,340	7,514
	56,929	49,038
Increase in net assets available for benefits	28,447	141,253
Net assets available for benefits, beginning of year	1,354,498	1,213,245
Net assets available for benefits, end of year	\$ 1,382,945	\$ 1,354,498

See accompanying notes to fund financial statements.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

The Ryerson Retirement Pension Plan (the "Plan") is a contributory defined benefit pension plan covering employees of Ryerson University ("Ryerson"). Under the Plan, equal contributions are made by the Plan members and Ryerson. The Plan is registered under the Pension Benefits Act (Ontario), registration number 0589887.

Pursuant to the terms of the Plan, Ryerson is required to match 100% of employee required contributions and is responsible for any unfunded liability arising in the Plan.

The normal retirement age is 65 years for all Ryerson members. The normal retirement pension is calculated using a member's years of credited service while in the Plan and the average annual contributory earnings during the member's highest five consecutive years of earnings. The pension is integrated with the Canada Pension Plan.

In addition to the normal retirement benefit described above for members who meet the Plan requirements, benefit coverage for early retirement, death benefits and termination benefits are available. Complete information may be obtained by contacting the Plan.

Trustee, custodial and administration arrangements are established under a management and custodial agreement and a trust agreement both entered into on April 1, 1995. The fund of the Plan (the "Fund") continues to be invested on a commingled basis in the Ontario Municipal Employees Retirement System ("OMERS"). The OMERS Fund is subject to the regulations of the Ontario Municipal Employees Retirement System Act and the Pension Benefits Act (Ontario).

1. Basis of preparation:

(a) Basis of presentation:

As permitted under Section 76 of Regulation 909 of the Pension Benefits Act (Ontario), the Plan may prepare fund financial statements in accordance with Canadian accounting standards for pension plans or in accordance with Canadian accounting standards for pension plans, excluding pension obligations and any resulting surplus or deficit. The Plan has prepared these fund financial statements in accordance with Canadian accounting standards for pension plans, excluding pension obligations and any resulting surplus or deficit. These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about Ryerson's financial health.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

1. Basis of preparation (continued):

In selecting or changing accounting policies that do not relate to its investment portfolio, the Plan has a choice to either comply on a consistent basis with either International Financial Reporting Standards ("IFRS") in the Chartered Professional Accountants of Canada ("CPA Canada") Handbook - Accounting or Canadian accounting standards for private enterprises in Part II of the CPA Canada Handbook, to the extent that those standards do not conflict with the requirements under Section 4600. The Plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Employee Relations and Pension Committee of Ryerson to comply with the requirements of the Financial Services Commission of Ontario under Section 76 of Regulation 909 of the Pension Benefits Act (Ontario). As a result, these fund financial statements may not be suitable for another purpose.

(b) Basis of measurement:

The fund financial statements have been prepared on the historical cost basis, except for financial instruments at fair value through profit or loss and derivative financial instruments, which are measured at fair value.

(c) Functional and presentation currency:

These fund financial statements are presented in Canadian dollar, which is the Plan's functional currency.

(d) Use of estimates and judgments:

The preparation of fund financial statements in conformity with Canadian accounting standards for pension plans and IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets available for benefits and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies:

(a) Financial assets and financial liabilities:

(i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Brokers' commissions and transaction costs are recognized as investment-related expenses (note 4) in the statement of changes in net assets available for benefits as incurred.

The Plan measures all of its investments at fair value through the statement of changes in net assets available for benefits.

All other non-derivative financial assets, including contributions receivable, are measured at amortized cost.

The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as investment income.

(ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies (continued):

Financial assets and liabilities are offset and the net amount presented in the statement of net assets available for benefits when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The Plan considers its accounts payable and accrued liabilities to be a non-derivative financial liability.

(iii) Derivative financial instruments:

Derivative financial instruments are recognized initially at fair value and attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and all changes are recognized immediately in the statement of changes in net assets available for benefits.

(b) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's-length transaction on the measurement date.

In determining fair value, if an asset or a liability measured at fair value has a bid price and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's-length basis.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies (continued):

If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's-length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

All changes in fair value, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the changes in unrealized fair value appreciation/depreciation of investments.

Fair values of investments, including the OMERS Fund investments, are determined as follows:

- (i) Short-term deposits are recorded at amortized cost, which, together with accrued interest income, approximates fair value.
- (ii) Bonds and debentures, real return bonds and public equities are valued at year-end quoted market prices, where available. For public equities, the quoted market prices are based on exchange prices while bonds, derivatives and real return bonds are based on quotes from industry standard sources. For investments where quoted market prices are not available, such as mortgages and private debt, estimated values are calculated using discounted cash flows based on current market yields for comparable securities, independent asset appraisals and financial analysis. Externally managed hedge funds where details of individual securities are not maintained by the Fund are valued based on values provided by the fund manager.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies (continued):

- (iii) Investments in private equity, infrastructure and real estate assets, held either directly or as a limited partner, generally do not have a publicly available market price. For such investments, the completion of a purchase or sale of an identical or similar investment is often the most objective determination of fair value. While not exact, valuation procedures are able to provide estimates or identify likely ranges that a reasonable counterparty would pay for such assets.

The private investments of OMERS Pension Plans are valued as follows:

- (a) For investments that have reasonably predictable future revenue streams or that derive their value based on property or commodity values, the valuation is derived by:
 - (i) discounting projected future cash flows of an investment using discount rates which reflect the risk inherent in the projected cash flows. Discount rates and projected cash flows are based on internal assumptions and external inputs; and
 - (ii) assessing the investment assets against the value of comparable publicly listed entities.
- (b) For non-operating and/or start-up directly held private investments, the value may be held at cost where cost is considered the best estimate of fair value, until there is evidence to support a change in valuation.
- (c) The fair value of private fund investment where OMERS' ability to access information on underlying individual fund investments is restricted, such as under the terms of a limited partnership agreement, is equal to the value provided by the fund's general partner unless there is a specific and objectively verifiable reason to vary from the value provided by the general partner.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies (continued):

- (iv) Fair value of derivatives, including swaps, futures, options, credit default swaps and forward contracts, are determined using quoted market prices, where available, or discounted cash flows using current market yields, where quoted market prices are not available.

Fair values for investments reflect the Plan's proportionate share in the fair value of the OMERS Fund investments as at year end.

A summary of the OMERS Fund investments is included in note 6.

(c) Investment income and transaction costs:

Investment income/(loss) includes accrued interest, dividends and real estate rental income. Gains and losses that have been realized on the disposal of investments and the unrealized appreciation/depreciation required to adjust investments to their fair value are added to investment income to arrive at total investment income in note 8.

Investment income is recognized as interest and real estate rental income is earned, as dividends or distributions are declared, as investments are disposed of and as investments are adjusted to their fair value.

(d) Foreign currency translation:

Certain investments are denominated in foreign currencies. The fair values of such investments are translated into Canadian dollars at the year-end rate of exchange. Unrealized foreign exchange gains and losses arising from this translation are included in net gain/(loss) on investment assets, liabilities and derivatives in note 8. Once a foreign currency denominated investment is sold, the realized foreign exchange gain or loss based on the rate at the settlement date is also recognized in net gain/(loss) on investment assets, liabilities, and derivatives in note 8.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

2. Significant accounting policies (continued):

(e) Income taxes:

The Plan is a registered plan, as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

3. Investments:

	2018		2017	
	Fair value	Cost	Fair value	Cost
Investments in OMERS Fund	\$ 1,377,229	\$ 1,270,544	\$ 1,338,399	\$ 1,213,213

4. Administrative expenditures:

	2018	2017
Investment-related expenses	\$ 7,016	\$ 6,011
Consulting fees	509	657
External administration	413	384
Internal administration	264	272
Custodial fees	57	63
Actuarial services	57	57
Pension commission charges	29	28
Audit fees	27	27
Retirement planning	19	30
Investment advice	1	33
Tax advice	1	2
Harmonized sales tax refund	(53)	(50)
	\$ 8,340	\$ 7,514

5. Related party transactions:

Ryerson provides certain administrative services to the Plan. The cost to the Plan for these services during the year ended December 31, 2018 approximated \$264 (2017 - \$272), which is included in administrative expenditures in the statement of changes in net assets available for benefits.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund:

The investments of the Plan are commingled with the OMERS Fund. The financial information of the OMERS Fund, which has been extracted from the OMERS Fund consolidated financial statements, has been included for information purposes and is detailed below. Those consolidated financial statements have been audited by another firm of chartered professional accountants:

	2018		2017	
	Fair value	Cost	Fair value	Cost
	(millions)		(millions)	
Fixed income investments:				
Cash and short-term deposits ⁽ⁱ⁾	\$ 10,349	\$ 10,348	\$ 14,574	\$ 14,574
Canadian nominal bonds and debentures	1,153	1,171	1,988	1,975
Non-Canadian nominal bonds and debentures	3,658	3,617	4,896	5,138
Private debt and mortgages	7,588	7,425	5,849	5,946
	22,748	22,561	27,307	27,633
Inflation-linked bonds	3,884	3,608	3,824	3,608
Public equity ⁽ⁱⁱ⁾ :				
Canadian public equities	6,668	7,020	8,760	7,814
Non-Canadian public equities	13,115	11,782	16,979	15,322
	19,783	18,802	25,739	23,136
Private equity:				
Canadian private equities ^{(iii), (iv)}	1,742	2,589	2,896	2,673
Non-Canadian private equities	17,215	12,943	7,863	6,412
	18,957	15,532	10,759	9,085
Infrastructure investments	20,796	18,981	18,053	16,909
Real estate investments	22,256	18,006	15,470	11,812
	62,009	52,519	44,282	37,806
Total investments	108,424	97,490	101,152	92,183
Investment-related assets:				
Investment receivables	325	325	294	294
Deferred assets, prepaid and other	49	81	44	44
Derivatives	2,212	64	3,590	100
Derivatives and pending trades	194	194	50	50
	2,780	664	3,978	488
Investment-related liabilities:				
Investment liabilities	(6,260)	(6,161)	(4,054)	(3,829)
Derivatives	(4,463)	(20)	(3,097)	(5)
Derivatives and pending trades	(200)	(200)	(24)	(24)
	(10,923)	(6,381)	(7,175)	(3,858)
Net investment assets	\$ 100,281	\$ 91,773	\$ 97,955	\$ 88,813

(i) Includes restricted cash of \$91 million (2017 - \$227 million).

(ii) Includes externally managed investments of \$2,495 million (2017 - \$2,214 million).

(iii) Includes resource properties with a total fair value of \$135 million (2017 - \$135 million).

(iv) Includes venture capital investments of \$644 million (2017 - \$460 million).

(v) Includes funds of \$3,748 million (2017 - \$2,093 million) where the underlying assets are credit investments.

(vi) The 2017 previously reported amounts for investments with a fair value and cost of \$3,690 million and \$2,178 million, respectively, were reclassified from public equity to private equity.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund (continued):

Fair value measurements of the investment assets and liabilities of the OMERS Fund are based on inputs from one or more levels of a fair value hierarchy as follows:

- Level 1 - Fair value is based on unadjusted quoted prices in active markets for identical assets or liabilities traded in active markets. Level 1 primarily includes publicly listed equity investments.
- Level 2 - Fair value is based on valuation methods that make use of inputs, other than quoted prices included within Level 1, that are observable by market participants either directly through quoted prices for similar but not identical assets or indirectly through observable market information used in valuation models. Level 2 primarily includes debt securities and derivative contracts not traded on a public exchange and public equities not traded in an active market, public fund investments and investments-related liabilities, including debt and securities sold under repurchasing agreements.
- Level 3 - Fair value is based on valuation methods where inputs that are based on non-observable market data have a significant impact on the valuation. Level 3 primarily includes private market investments, such as real estate, infrastructure, private equity, mortgages and private debt and investment-related liabilities, including debt value based on discounted future cash flow models, comparable publicly listed entities, or sales of similar entities, which reflect assumptions that a market participant would use when valuing such an asset or liability.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund (continued):

Net investment assets of the OMERS Fund based on the valuation level within the fair value hierarchy, as at December 31, are as follows:

2018	Level 1	Level 2	Level 3	Total
	(millions)			
Fixed income investments	\$ —	\$ 8,695	\$ 7,588	\$ 16,283
Public equity	18,640	1,143	—	19,783
Private equity	39	—	18,918	18,957
Infrastructure investments	—	—	20,796	20,796
Real estate investments	—	—	22,256	22,256
Short-term instruments	3,025	7,324	—	10,349
Investment-related assets	65	2,715	—	2,780
Investment-related liabilities	(100)	(10,823)	—	(10,923)
Net investment assets	\$ 21,669	\$ 9,054	\$ 69,558	\$ 100,281

2017	Level 1	Level 2	Level 3	Total
	(millions)			
Fixed income investments	\$ —	\$ 10,857	\$ 5,700	\$ 16,557
Public equity	21,143	906	3,690	25,739
Private equity	110	289	10,360	10,759
Infrastructure investments	—	—	18,053	18,053
Real estate investments	—	—	15,470	15,470
Short-term instruments	693	13,881	—	14,574
Investment-related assets	20	3,958	—	3,978
Investment-related liabilities	(218)	(6,957)	—	(7,175)
Net investment assets	\$ 21,748	\$ 22,934	\$ 53,273	\$ 97,955

The Level 3 classification includes all assets and liabilities related to assets valued based on non-observable market data. Where the investment asset being valued is an entity, the Level 3 category includes all assets and liabilities of that entity. In addition, where the investment asset is hedged against foreign currency gains and losses, the impact of the hedging activity is included in the valuation.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund (continued):

The following table presents the changes in the fair value measurements in Level 3 of the fair value hierarchy:

	Fair value, December 31, 2017	Total gain included in net income ⁽ⁱ⁾	Transfer in (out) ⁽ⁱⁱ⁾	Contribution capital	Capital return ⁽ⁱⁱⁱ⁾	Fair value, December 31, 2018	Unrealized gains attributable to assets held at December 31, 2018 ^(iv)
				(millions)			
Fixed income investments	\$ 5,700	\$ 434	\$ 116	\$ 2,271	\$ (933)	\$ 7,588	\$ 265
Private equity	14,050	2,953	(8)	5,408	(3,485)	18,918	1,745
Infrastructure investments	18,053	2,494	—	2,768	(2,519)	20,796	171
Real estate investments	15,470	1,109	—	6,815	(1,138)	22,256	750
	\$ 53,273	\$ 6,990	\$ 108	\$ 17,262	\$ (8,075)	\$ 69,558	\$ 2,931

⁽ⁱ⁾ The unrealized foreign exchange gains and losses are recorded during the year exclude the related impact of hedging.

⁽ⁱⁱ⁾ Represents amounts transferred in (out) of Level 3, the net amount for the year ended December 31, 2018 was \$108 million (2017 - \$10 million). This represents reclassification of debt and private investments that became publicly traded.

⁽ⁱⁱⁱ⁾ Includes return of realized hedging gains and losses. The unrealized hedging gains and losses are recorded as part of the valuation of such assets.

^(iv) Amount represents unrealized market value adjustments recorded during the year which are included in the valuation of assets held at year end only.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund (continued):

Level 3 financial instruments are valued using internal models and the resulting valuations are significantly affected by non-observable inputs, the most significant of which is the discount rate. The following hypothetical analysis illustrates the sensitivity of the Level 3 valuations to reasonably possible alternative discount rate assumptions where such reasonably possible alternative assumptions would change the fair value significantly. The impact to the valuation from changes to the discount rate has been calculated independently of the impact of changes in other key variables. In actual experience, a change in the discount rate may be the result of changes in a number of underlying assumptions, which could amplify or reduce the impact on the valuation.

	2018		2017	
	Increase/ decrease in discount rate (basis points)	Increase/ decrease in investment assets (millions)	Increase/ decrease in discount rate (basis points)	Increase/ decrease in investment assets (millions)
Private credit	20	\$ 38	20	\$ 31
Private equity - direct investments	70	996	70	726
Infrastructure investments	20	440	20	400
Real estate investments	25	770	25	550
Total impact on net investment assets		\$ 2,244		\$ 1707

The fair values of public market, private equity and real estate fund investments, where there is no access to the underlying investment information, are based on the value provided by the general partner or other external manager and, therefore, in the absence of specific information to support deviating from this value, no other reasonably possible alternative assumptions could be applied.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

6. Investments of the OMERS Fund (continued):

The OMERS Fund held the following investments, each having a fair value or cost, exceeding 1% of the fair value or cost of net investment assets:

	Number of investments	2018		Number of investments	2017	
		Fair value	Cost		Fair value	Cost
		(millions)			(millions)	
Public investments	1	\$ 1,049	\$ 1,013	1	\$ 1,070	\$ 1,013
Private investments	16	23,176	18,167	13	16,705	12,455
	17	\$ 24,225	\$ 19,180	14	\$ 17,775	\$ 13,468

Public investments where the individual issue has a cost or fair value exceeding 1% of the cost or fair value of net investment assets include investments in foreign and Canadian government interest-bearing securities.

7. Investment income:

Investment income of the Plan is as follows:

	2018	2017
Investment income from OMERS Fund	\$ 58,348	\$ 167,498
Interest on short-term investments	71	52
	\$ 58,419	\$ 167,550

The investment income from OMERS Fund shown above represents the Plan's proportionate share of investment income of the OMERS Fund.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments:

(a) Fair values:

The fair values of investments and derivatives are as described in note 2(b). The fair values of other financial assets and liabilities, being cash and short-term investments, contributions receivable, cash refunds payable, accounts payable and accrued liabilities and benefits payable, approximate their carrying values due to the short-term nature of these financial instruments.

(b) Associated risks:

(i) Market risk:

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market conditions, whether caused by factors specific to an individual investment, or factors affecting all securities traded in the market. As all of the Plan's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase (decrease) in net assets available for benefits. Market risk is managed by the investment manager through construction of a diversified portfolio of instruments traded on various markets and across various industries. In addition, market risk may be hedged using derivative financial instruments, such as futures contracts.

After giving effect to derivative contracts, a 10% increase/decrease in the value of all public equity and private investments would result in an approximate increase/decrease in the value of public and private market exposure and an unrealized gain/loss of \$8,179 million (2017 - \$7,002 million).

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

(ii) Interest rate risk:

Interest rate risk refers to the effect on the market value of the Fund's assets and liabilities due to fluctuations of interest rates. Asset values are mostly affected by equity markets and short-term changes in interest rates. The interest-bearing investment portfolio has guidelines on concentration, duration and distribution, which are designed to mitigate the risk of interest rate volatility.

The term to maturity classifications of interest-bearing investments, based upon the contractual maturity of the securities, is as follows:

2018	Term to maturity			Total	Average effective yield ⁽ⁱ⁾
	Within 1 year	1 - 5 years	Over 5 years		
Cash and short-term deposits	\$ 10,349	\$ —	\$ —	\$ 10,349	2.1%
Nominal bonds and debentures	—	3,782	1,029	4,811	4.3%
Inflation-linked bonds ⁽ⁱⁱ⁾	—	231	3,653	3,884	0.9%
Mortgages and private debt	545	3,308	3,735	7,588	5.1%
	\$ 10,894	\$ 7,321	\$ 8,417	\$ 26,632	3.2%

2017	Term to maturity			Total	Average effective yield ⁽ⁱ⁾
	Within 1 year	1 - 5 years	Over 5 years		
Cash and short-term deposits	\$ 14,574	\$ —	\$ —	\$ 14,574	1.4%
Nominal bonds and debentures	60	3,075	3,749	6,884	3.3%
Inflation-linked bonds ⁽ⁱⁱ⁾	—	—	3,824	3,824	0.5%
Mortgages and private debt	150	2,878	2,822	5,850	6.7%
	\$ 14,784	\$ 5,953	\$ 10,395	\$ 31,132	2.7%

⁽ⁱ⁾ Average effective yield represents the weighted average rate required to discount future contractual cash flows to current market value.

⁽ⁱⁱ⁾ Inflation-linked bonds yields are based on real interest rates. The ultimate yield will be impacted by inflation as it occurs.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

Giving effect to derivative contracts, debt liabilities and amounts payable under securities lending programs and securities sold under repurchase agreements, a 1% increase/decrease in nominal interest rates, with all other variables held constant, would result in an approximate increase in the value of fixed income investments and an unrealized gain of \$397 million (2017 - gain of \$516 million). Similarly, a 1% increase/decrease in real interest rates would result in an approximate increase in the value of inflated-linked bonds and an unrealized gain of \$340 million (2017 - \$369 million).

(iii) Liquidity risk:

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

All of the Plan's listed securities are considered to be readily realizable, as they are listed on recognized stock exchanges and can be quickly liquidated at amounts close to their fair value in order to meet liquidity requirements. The Plan also maintains cash and short-term investments on hand for liquidity purposes and to pay accounts payable and accrued liabilities. At December 31, 2018, the Plan had cash and short-term investments in the amount of \$3.27 million (2017 - \$12.67 million).

(iv) Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan primarily invests in financial instruments and enters into transactions denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risks that the exchange rate of the various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan's assets or liabilities denominated in currencies other than the Canadian dollar.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

After giving effect to the impact of hedging and trading activities and with all other variables and underlying values held constant, a 5% increase/decrease in the value of the Canadian dollar against major foreign currencies would result in an approximate decrease/increase in the Fund's net assets available for benefits and an unrealized gain/loss as noted below:

			2018		2017
	Change in value of Canadian dollar		Unrealized gain/loss		Unrealized gain/loss
United States	+/- 5%	+/- \$	37	+/-	\$ 132
United Kingdom	+/- 5%	+/-	41	+/-	62
Euro Countries	+/- 5%	+/-	8	+/-	13
Other	+/- 5%	+/-	161	+/-	77
		+/- \$	247	+/-	\$ 284

OMERS pays pensions in Canadian dollars and manages a highly diversified portfolio of long-term investments, some of which are denominated in foreign currencies. Over time, the values of these investments expressed in Canadian dollars are impacted by changes in foreign exchange rates. These changes can be either positive or negative and over time can be significant given the volatility of foreign exchange rates. OMERS manages the exposures associated with our foreign currency-denominated investments using various tools such as forward contracts and futures. This approach reduces an investment's exposure to foreign exchange rate volatility over time. As illustrated in the table below, OMERS employs forward contracts and futures to hedge its exposure to foreign currency volatility for the majority of its non-Canadian dollar investments.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

The OMERS Pension Plans' net investment assets by currency before and after the impact of currency hedging and trading activities are as follows:

	2018					2017			
	Fair value by currency					Fair value by currency			
	Net investment assets before hedging/trading activities	Effect of hedging/trading activities	Net investment assets after hedging/trading activities	% of total		Net investment assets before hedging/trading activities	Effect of hedging/trading activities	Net investment assets after hedging/trading activities	% of total
Canada	\$ 37,268	\$ 58,089	\$ 95,357	95	\$	44,758	\$ 48,633	\$ 93,391	95
United States	42,460	(41,726)	734	1		36,951	(34,309)	2,642	3
United Kingdom	9,375	(8,546)	829	1		7,977	(6,737)	1,240	1
Euro Countries	5,080	(4,918)	162	—		4,156	(4,418)	(262)	—
Australia	2,926	(2,750)	176	—		831	(780)	51	—
Other Europe	1,996	(1,300)	696	1		2,259	(2,558)	(299)	—
India	306	571	877	1		320	361	681	1
Hong Kong	288	185	473	—		46	177	223	—
Other Asia-Pacific	531	332	863	1		637	(493)	144	—
Other	51	63	114	—		20	124	144	—
	\$ 100,281	\$ —	\$ 100,281	100	\$	97,955	\$ —	\$ 97,955	100

(v) Credit risk:

The Fund is exposed to credit risk in the event that a security counterparty defaults or becomes insolvent. The Fund has established investment criteria, which are designed to manage credit risk by establishing limits to credit exposure from individual corporate entities.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

The OMERS Fund's most significant credit risk exposure arises from interest-bearing investments. The Fund's interest-bearing investments exposed to credit risk are as follows:

2018:

Credit quality ⁽ⁱ⁾	Sovereign governments	Provincial governments	Corporate	Total	% of total
	(millions)				
AAA	\$ 4,175	\$ —	\$ 7	\$ 4,182	18
AA+	719	—	6,519	7,238	31
AA	—	—	—	—	—
AA-	—	337	7	344	1
A+	—	209	222	431	2
A	—	—	50	50	—
A-	—	—	342	342	2
BBB+	—	—	1,027	1,027	4
BBB	—	—	1,886	1,886	8
BBB-	—	—	763	763	3
BB+ and lower	305	—	4,951	5,256	22
Unrated ⁽ⁱⁱ⁾	—	—	2,079	2,079	9
	\$ 5,199	\$ 546	\$ 17,853	\$ 23,598	100

2017:

Credit quality ⁽ⁱ⁾	Sovereign governments	Provincial governments	Corporate	Total	% of total
	(millions)				
AAA	\$ 5,804	\$ —	\$ 31	\$ 5,835	19
AA+	—	—	13,086	13,086	43
AA	—	—	—	—	—
AA-	—	343	239	582	2
A+	—	213	27	240	1
A	—	—	173	173	1
A-	—	—	443	443	2
BBB+	—	—	1,286	1,286	4
BBB	—	—	1,662	1,662	5
BBB-	—	—	700	700	2
Below BBB	306	—	4,599	4,905	16
Unrated ⁽ⁱⁱ⁾	—	—	1,526	1,526	5
	\$ 6,110	\$ 556	\$ 23,772	\$ 30,438	100

⁽ⁱ⁾ Based on average rating of major credit rating agencies.

⁽ⁱⁱ⁾ Comprises securities that are either privately held, managed externally or not rated by the rating agencies.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2018

8. Financial instruments (continued):

The OMERS Fund engages in securities lending of its own securities to third parties in order to facilitate collateral transformation and to support its securities borrowing activities. The OMERS Fund lends securities to third parties and receives cash as collateral, which mitigates the credit risk. As at December 31, 2018, securities with an estimated fair value of \$30 million (2017 - \$127 million) were loaned out in exchange for collateral of \$31 million (2017 - \$124 million).

9. Capital risk management:

The capital of the Plan is represented by the net assets available for benefits. The main objective of the Plan is to safeguard its ability to continue as a going concern and to maintain adequate assets to support the pension obligations, which are not presented or discussed in these specified-purpose fund financial statements. For funding purposes, the Plan is required to have an actuarial valuation every three years. The next required actuarial valuation is as at January 1, 2020.

Ryerson developed its own Statement of Investment Policies and Procedures ("SIP&P") in 2015. It was approved by the board in September 2015. Because the assets are invested on a commingled basis with OMERS assets, the Ryerson SIP&P closely mirrors the OMERS SIP&P.

There are eight asset classes - inflation-linked bonds, government bonds, credit, public equities, private equities, infrastructure, real estate, short-term instruments (net cash and equivalents including economic average). The asset mix target is 46% for fixed income, 36% for equities, 41% for real assets and (23%) for short-term instruments. The actual allocation at December 31, 2018 was 49% for public investments and 51% for private investments.

No contributions remain past due as at December 31, 2018.

10. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the year.

The Ryerson Retirement Pension Plan

Audit Findings Report for
the year ended
December 31, 2018

KPMG LLP

Licensed Public Accountants

May 2019

kpmg.ca/audit



Table of contents

EXECUTIVE SUMMARY	3
AUDIT SCOPE	4
MATERIALITY	5
SIGNIFICANT ACCOUNTS	8
THE AUDIT OF TODAY, TOMORROW & THE FUTURE	13
KEY DELIVERABLES AND MILESTONES	15
ESTIMATED FEES	16
CURRENT DEVELOPMENTS AND AUDIT TRENDS	17
THE 2018 AUDITORS' REPORT	18
APPENDICES	19



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Executive summary

Our audit is risk-focused. In planning and conducting our audit we have taken into account key areas of focus for financial reporting. See pages 6 to 12.



Audit materiality

Materiality has been determined based on total assets available for benefits. See page 5.

Independence and Quality Control

We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services.

Current developments

Please refer to page 17 for relevant accounting, auditing or regulatory changes relevant to the Organization.

This Audit Findings Report should not be used for any other purpose or by anyone other than the **Employee Relations & Pension Committee**. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit Scope



Audit Scope

We have audited the Pension Fund of the Plan. The basis of accounting for the financial statements materially differs from Canadian Standards for Pension Plans because it excludes the actuarial liabilities of the Plan. These financial statements do not propose to show the adequacy of the Plan assets to meet their pension obligations. The Financial Services Commission of Ontario accepts financial statements prepared on this basis.



Summary

The Plan is a defined benefit pension plan.

Net assets available for benefits total \$1.38 billion at December 31 (PY \$1.355 billion)

We have obtained and relied on the Plan's custodian RBC CSAE 3416 controls report for the year ended December 31, 2018.



Materiality

Materiality determination	Comments	Amount
Benchmark	Based on preliminary total assets. This benchmark is consistent with the prior year.	\$1.38 billion
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements.	\$27 million
% of Benchmark	The corresponding percentage for the prior year's audit was 2%.	2%
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit.	\$1.35M

Materiality represents the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality.

We will include in our report:

Corrected audit misstatements

Uncorrected audit misstatements



Audit risks

Professional requirements

Why is it significant?

Fraud risk from revenue recognition- contributions and investment income.

This is a presumed fraud risk which has been rebutted. We have not identified any specific additional risks relating to this audit.

Our audit approach

The Custodian records all transactions and obtains a service organization report over Controls

- We review and rely upon the CSAE 3416 service organization auditor's report of the custodian, which is reviewed by our internal controls specialists at the Firm
 - We compare contributions made against the most recent actuarial valuation report
 - We compare contributions between payroll records and custodian records
-





Audit risks

Professional requirements

Why is it significant?

Fraud risk from management override of controls.

This is a presumed fraud risk. We have not identified any specific additional risks of management override relating to this audit.

Our audit approach

As the risk is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. As all journal entries are made at the Custodian level, our procedures include review of entity level controls related to the Plan; inquiries, review of minutes, review of the Statement of Investment Policies and Procedures.



Significant accounts

Other areas of focus

Investments

Why are we focusing here?

Investments represent material balances that fund the pension obligation. Risk of material misstatement relate to the valuation, existence and accuracy of investments.

Our audit approach

- We have reviewed the controls over the design and implementation of the investments and investment income process.
- We have performed analytical procedures and other substantive procedures on investment balances and investment income for the year.
- We have confirmed the investment balances and investment income at December 31 with the Plan's custodian
- We have performed cut-off procedures to ensure the investment income was fairly stated for the year.
- No issues were noted.



Significant accounts

Other areas of focus

Contributions

Why are we focusing here?

The Plan receives contributions as required by the Plan agreement. Risk of material misstatement relate to the completeness, existence and accuracy of contributions.

Our audit approach

- We have reviewed the controls over the design and implementation of the contribution process.
- We have performed analytical and other substantive procedures on contributions for the year.
- We have confirmed the contributions for the year with the Plan's custodian.
- We have performed cut-off procedures to ensure contributions were fairly stated for the year.
- No other issues were noted.



Significant accounts

Other areas of focus

Terminations
Benefits

Why are we focusing here?

There is an underlying risk that payable and accrual balances are not complete and amounts owed are not included.

Our audit approach

- We have reviewed the controls over the design and implementation of the terminations and benefits process.
- We have performed analytical and other substantive procedures on terminations and benefits for the year.
- We have confirmed the terminations and benefits payments with the Plan's custodian for the year.
- We have performed cut-off procedures to ensure termination payments were fairly stated for the year.
- No other issues were noted.

Significant accounts

Other areas of focus

Operating expenses

Why are we focusing here?

There is an underlying risk that payable and accrual balances are not complete and amounts owed are not included.

Our audit approach

- We have performed analytical and other substantive procedures on expenses for the year.
- We have confirmed the expenses with the Plan's custodian for the year.
- We have performed cut-off procedures to ensure expenses were fairly stated for the year.
- No other issues were noted.



Significant accounts

Other areas of focus

Related Party transactions

Why are we focusing here?

Transparency and completeness of related party transactions are required disclosures.

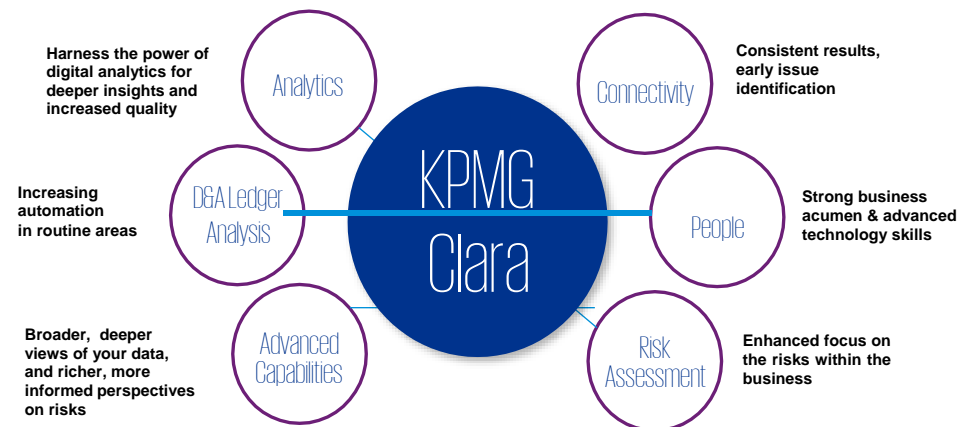
Our audit approach

- We did not identify, in the course of the audit, any related party transactions, other than the following:
 - The Plan Sponsor makes contributions to the Plan
 - The Plan Sponsor pays for expenses of the Plan, except for certain administrative and investment management fees, which are paid by the Plan.
- Management has provided a written representation letter that there are no other related party transactions.

The audit of today, tomorrow & the future

As part of KPMG's technology leadership, our audit practice has developed technologies and alliances to continuously enhance our capabilities and deliver an exceptional audit experience.

Technology empowers us with the ability to perform deep analysis over your financial information, focusing our effort and interactions on the areas of greatest risk and minimizing disruption to your business.



Technology we use today

Tool	Benefit to audit
KPMG Clara Client Collaboration	KCCC is our secure audit platform and a one-stop shop through which we plan, execute and manage the audit, providing you with real-time access to the process at every step, including exchange of information and access to the real-time reporting you need in one central location.
Derivatives and Securities Valuation Tool	Our derivatives and securities valuation tool brings advanced valuation capability to independently re-price 100% of your level 1, 2 investment securities and derivative instruments. Our detailed reporting provides you greater insight, revealing instances where your pricing vendors may value sub-asset classes more conservatively or aggressively than others.
Data & Analytics Routines	D&A routines in order to analyze data in a more granular manner.
Data Extraction & Analytics Tools	Our data extraction tools assist with risk assessment procedures and perform automated audit procedures in key cycles using data extracted directly from client systems.



The audit of today, tomorrow & the future

We continue to make significant investments in enhanced methodologies, new technologies and strategic alliances with leading technology companies that can have a transformative impact on auditing, and more broadly, financial reporting. KPMG is investing in the development of innovative audit technologies through both internal solutions and our alliances with technology firms including Finger Food, Microsoft, IBM Watson and others. We are committed to investing in cognitive technology to develop external auditing tools and technologies. Cognitive technology will enable us to teach a machine how to perceive, reason, and learn like a human being. This will be transformative to our profession, and will directly benefit the Organization in the future. We are developing intelligent automation to enable programmed reviews of unstructured data in source documents; freeing our professionals to focus their efforts on areas of greater risk. This may sound simple, but it's actually quite powerful, with complex underlying technologies.



Technology under development

Tool

Benefit to audit

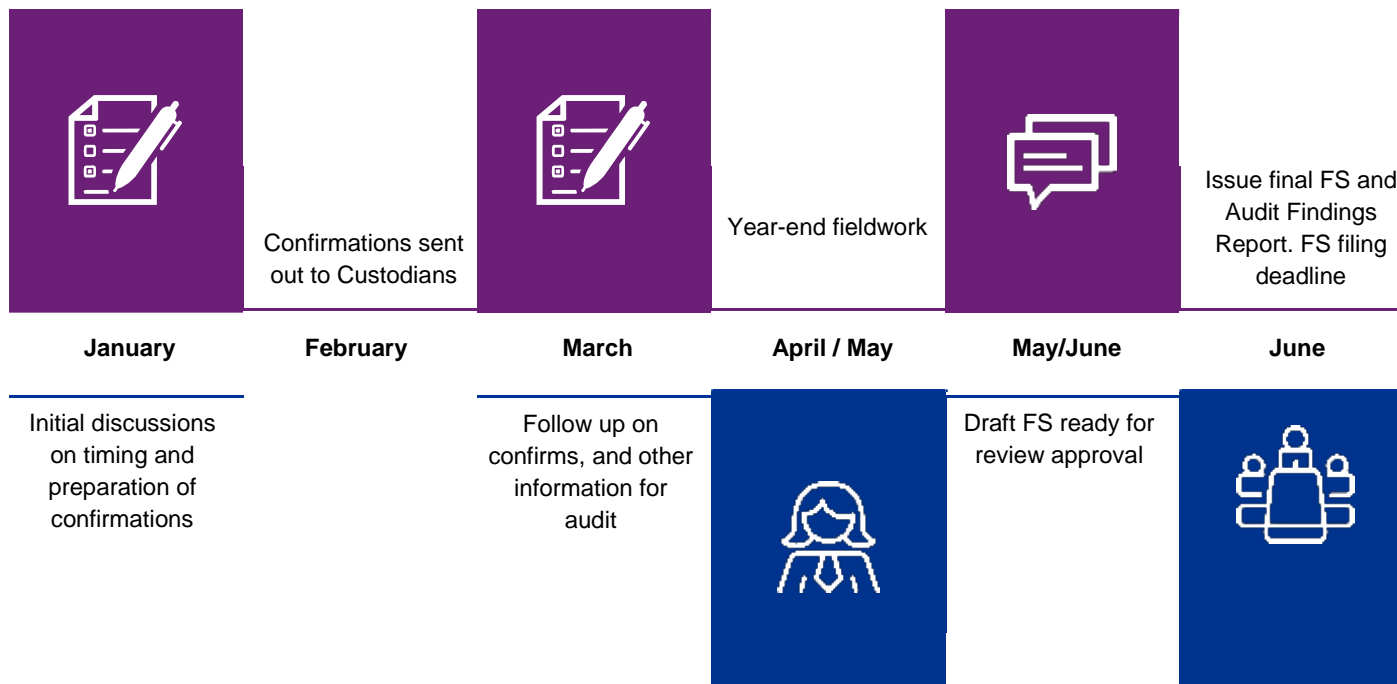
Optical Contract Reader & Analysis Tool

Our Optical Contract Reader & Analysis Tool provides us with capabilities to improve the effectiveness and efficiency of the contract review process. This works by automating the ingestion of contracts and related source documents and extracting and summarizing key terms for the audit engagement team's consideration, in turn providing increased coverage of the population and resulting in greater audit quality. The tool can also be used to read unstructured source documents in PDF format, extracting certain data such as invoice date, invoice number, account number, order number and total amount. This data is then compiled and compared to structured data from the general ledger. Time savings generated from this intelligent automation solution will allow our team to focus their efforts on areas of greater risk.

Artificial Intelligence Financial statement disclosure analysis Tool

Our artificial intelligence capability will compare the Organization's financial statement disclosures against existing, new, and modified accounting guidance and pronouncements, in addition to comparing them against peer companies. We'll be able to share with you not only how your disclosures compare to the requirements but also to your peer group.

Key deliverables and milestones



Current developments and audit trends

Please visit KPMG's [Audit Committee Institute \(ACI\) / Current Developments](#) page for current developments in IFRS, Canadian securities matters, Canadian auditing other professional standards. The following is a summary of the current developments that are relevant to the Organization:

Thought Leadership	Overview	Links
Accelerate	Accelerate is a KPMG trends report and video series that includes the perspective of subject matter leaders from across KPMG in Canada on seven key issues impacting organizations today that are disrupting the audit committee mandate.	Link to report
Audit Quality 2018	Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do?	Link to report
GST/HST and QST	<p>Many employers are deemed to make supplies to the pension entities of their pension plans on the last day of their fiscal year, and are required to remit amounts of GST/HST, and QST if applicable, related to these supplies.</p> <p>The tax authorities continue to look closely to see whether employers have fulfilled their GST/HST and QST pension plan obligations and are examining employer's tax remittance calculations and rebate claims filed by pension entities of registered pension plans ("pension entities"). It's essential that employers and pension entities carefully review how these rules apply to their facts and circumstances since potential changes in their organizational structures may affect their 2018 calculations.</p> <p>Employers must also review how amendments to the GST/HST and QST pension plan rules affect their 2018 calculations. The recently enacted GST/HST amendments may significantly change GST/HST obligations and pension entity rebate calculations for some employers and pension entities that have master trusts within their structures. The amendments also include a few other technical changes to the pension plan rules which may also affect the GST/HST obligations and calculations of some employers and pension entities.</p> <p>Quebec has announced that it plans to introduce similar changes to the QST system with similar effective dates as the GST/HST changes.</p> <p>For many employers, identifying all the pension plan related costs to determine the correct amounts of the deemed supplies and related taxes to be included in the pension plan rebate calculations may be a challenge due to the complexity of the rules and recent changes in the legislation.</p>	Link to report



The 2018 Auditors' Report



Highlights of changes to your 2018 auditors' report

Re-ordering of the auditors' report including moving opinion to the first section.

Separate section on "Material Uncertainty Related to Going Concern" if a material uncertainty is identified.

Separate section on "Other Information" (e.g. Annual report).

Expanded descriptions of management's responsibility, including those related to assessing the Entity's ability to continue as a going concern.

New description of responsibilities of those charged with governance.

Expanded descriptions of management's, those charged with governance and auditors' responsibilities.



Key audit matter reporting

Communicating the key audit matters (KAMs) applies for audits performed in accordance with the Canadian Audit Standards.

KAMs are those matters communicated to those charged with governance that required significant auditor attention in performing the audit, and in the auditor's professional judgment, were of most significance in the audit of the financial statements of the current period.

Currently, the reporting of KAMs in the auditors' report is only applicable when required by law or regulation or when the auditor is engaged to do so.

It is expected that KAM reporting will be required for **certain listed entities** in Canada starting in 2020.

Appendices

Appendix 1: Audit quality and risk management

Appendix 2: KPMG's audit approach and methodology

Appendix 3: Required Communications

Appendix 1: Audit quality and risk management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards. Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems. Visit our [Audit Quality Resources page](#) for more information including access to our audit quality report, *Audit quality: Our hands-on process*.

We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.

We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.

All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.

The processes we employ to help retain and develop people include:

- Assignment based on skills and experience
- Rotation of partners
- Performance evaluation
- Development and training
- Appropriate supervision and coaching



We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.

Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Other controls include:

- Before the firm issues its audit report, Engagement Quality Control
- Reviewer reviews the appropriateness of key elements of publicly listed client audits
- Technical department and specialist resources provide real-time support to audit teams in the field



Appendix 2: KPMG's audit approach and methodology

This year we will expand our use of technology in our audit through our new smart audit platform, KPMG Clara.

Collaboration in the audit

A dedicated KPMG Audit home page gives you real-time access to information, insights and alerts from your engagement team

Issue identification

Continuous updates on audit progress, risks and findings before issues become events

Data-driven risk assessment

Automated identification of transactions with unexpected or unusual account combinations – helping focus on higher risk transactions and outliers

Deep industry insights

Bringing intelligence and clarity to complex issues, regulations and standards

Analysis of complete populations

Powerful analysis to quickly screen, sort and filter 100% of your journal entries based on high-risk attributes

Reporting

Interactive reporting of unusual patterns and trends with the ability to drill down to individual transactions



Appendix 3: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:

Engagement letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters as provided by management.



Management representation letter

We will obtain from management certain representations at the completion of the annual audit.



Audit planning and findings report

This report.



Required inquiries

Professional standards require that during our audit we obtain your views on risk of fraud and other matters. We make similar inquiries of management as part of our planning process; responses to these will assist us in planning our overall audit strategy and audit approach accordingly. Please refer to the inquiries below:

- What are your views about fraud risk at the entity?
- How do those charged with governance exercise effective oversight of management's processes for identifying and responding the risk of fraud in the entity and internal controls management has established to mitigate these fraud risks?

- Are you aware of or have you identified any instances of actual, suspected, or alleged fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- Is the entity in compliance with laws and regulations?
- Has the entity entered into any significant usual transactions?



DRAFT RESOLUTION

**RE: Audited Financial Statements of the Ryerson Retirement Pension Plan as at
December 31, 2018**

BE IT AND IT IS HEREBY RESOLVED:

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

June 27, 2019



BOARD OF GOVERNORS MEETING
June 27, 2019

AGENDA ITEM: Funded projections and Valuation assumptions of the
Ryerson Retirement Pension Plan December 31, 2018

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information and for Approval and Recommendation to the Board of
Assumption Changes

SUMMARY: The preliminary valuation results report on the funded status of the Ryerson Retirement Pension Plan (RRPP) at December 31, 2018. This is the first valuation report that uses the new funding reform regulations.

1. Assumptions

At the April 2019 ERPC meeting, Willis Towers Watson, the plan actuaries, recommended four going concern assumption changes and one solvency valuation assumption change. The following assumption changes are now being brought forward for approval so that the valuation report can be finalized:

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

2. Going Concern Valuation Results

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

3. Preliminary Solvency Valuation Results

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

4. Contributions

Funding reform shifts the focus from the funded ratio described above towards the requirement to meet the minimum test under the Projected Unit Credit (PUC) valuation method. As outlined in the attached presentation, if the December 31, 2018 valuation report were to be filed additional annual contributions for future service in the amount of \$1 million would be required, before applying certain transition rules which would lower that amount somewhat.

5. Filing Decision

If the December 31, 2018 valuation report is filed, additional contributions will be required under the PUC minimum test, but transition rules permit the increase to be phased in over 3 years. There are a number of factors to take into consideration in determining when the valuation report should be filed. The next required valuation filing is December 30, 2020.

The decision on whether to file the report will need to be made at the September ERPC meeting. If the decision is to file, the report must be filed with regulatory authorities by September 30.

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for approval. As part of its governance responsibilities, the ERPC monitors the financial status of the RRPP and decides when to file the valuation report. The preliminary results, which are presented each June, provide an opportunity to review the funded status of the plan prior to the final valuation results which are available in September.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Christina Sass-Kortsak, Assistant Vice President Human Resources
Date: June 25, 2019

APPROVED BY:

Name: Deborah Brown, Vice President Administration & Operations
Date: June 25, 2019



Funding Valuation Results as at December 31, 2018

Ryerson Retirement Pension Plan

Meeting of the Employee Relations and Pension Committee

June 25, 2019

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

willistowerswatson.com

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Willis Towers Watson 

ERPC Actions

What do you need to do today?

April

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

June

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

September

- ✓ Approve filing decision (if necessary)

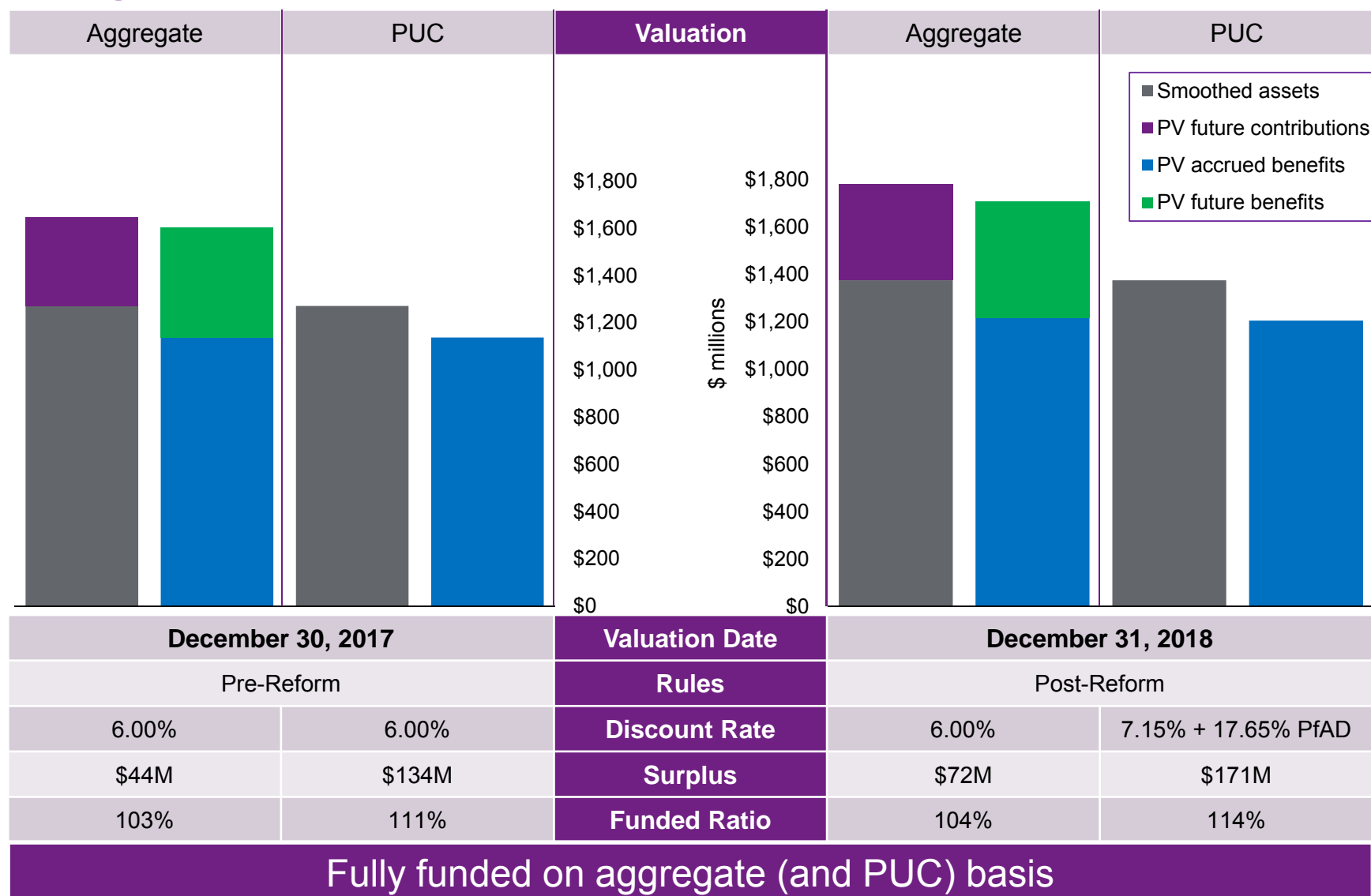
Key Messages

- Funding reform shifts focus from funded ratio towards minimum contributions
 - Probability of Projected Unit Credit (PUC) minimum requiring higher total contributions
 - Available levers have changed (*Appendix – slide 15*)
 - Only solvency surplus above 105% may be applied towards PUC minimum
 - Indexation may no longer be excluded from PUC minimum
 - Increased volatility means contribution requirements will be less predictable
- Proposed changes to following going concern assumptions
 - Refinements applied to asset smoothing method
 - PUC minimum compliance valuation assumptions updated
- Plan is fully funded as at December 31, 2018
- Total contributions for future service need to increase if December 31, 2018 valuation report were to be filed

Approval of Proposed Assumptions and Methods

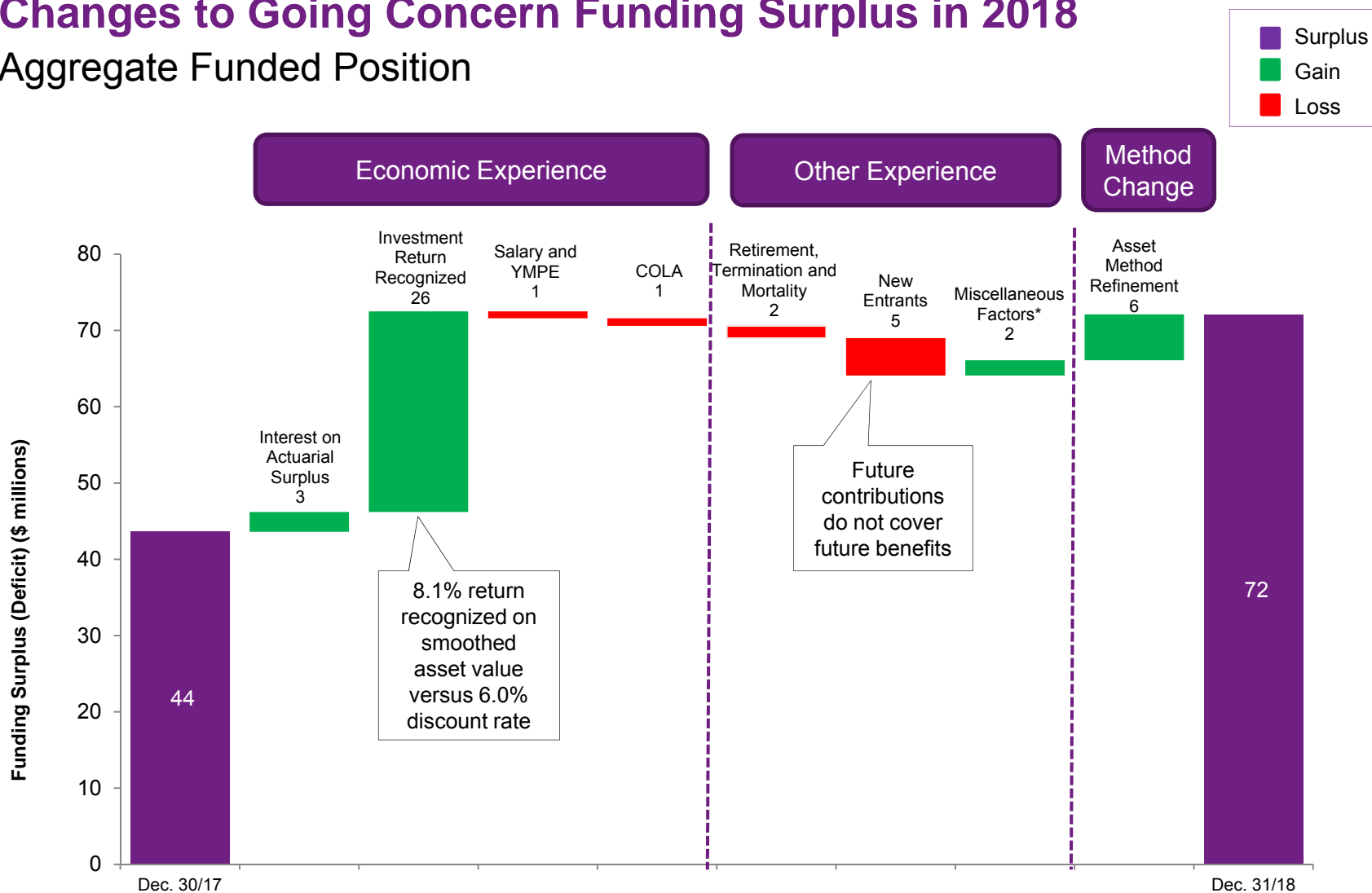
- All assumptions reviewed annually (*Appendix – slide 16*)
- Assumption and method changes reviewed at April 2019 ERPC meeting to be approved today
 - Going concern aggregate valuation
 - *Objective / considerations – manage long-term sustainability of RRPP based on aggregate valuation*
 - Discount rate of 6.00% continues to be appropriate although portrayal in formal valuation report to be aligned with PUC valuation (i.e., concept of “funding policy reserve”)
 - Refinement to asset smoothing method
 - Impact is \$6M improvement in funded position at December 31, 2018
 - Going concern PUC valuation (minimum test) (*Appendix – slides 17-19*)
 - *Objective / considerations – consider PUC valuation as compliance valuation and minimize potential impact on contributions*
 - Discount rate updated to reflect best estimate long-term expected return of 7.15% at valuation date
 - PfAD of 17.65% at valuation date based on target asset mix (some uncertainty remains)
 - However, if December 31, 2018 valuation filed, PfAD must now be based on actual asset mix (PfAD of 15.47%)
 - Move non-investment expense allowance from normal cost to liabilities (reduces PUC minimum contribution requirement by \$1.3M)
 - Solvency valuation
 - *Objective / considerations – key assumptions prescribed*
 - Eliminate solvency smoothing as no longer real benefit given reduced funding target post-reform

Going Concern Valuations – Funded Position



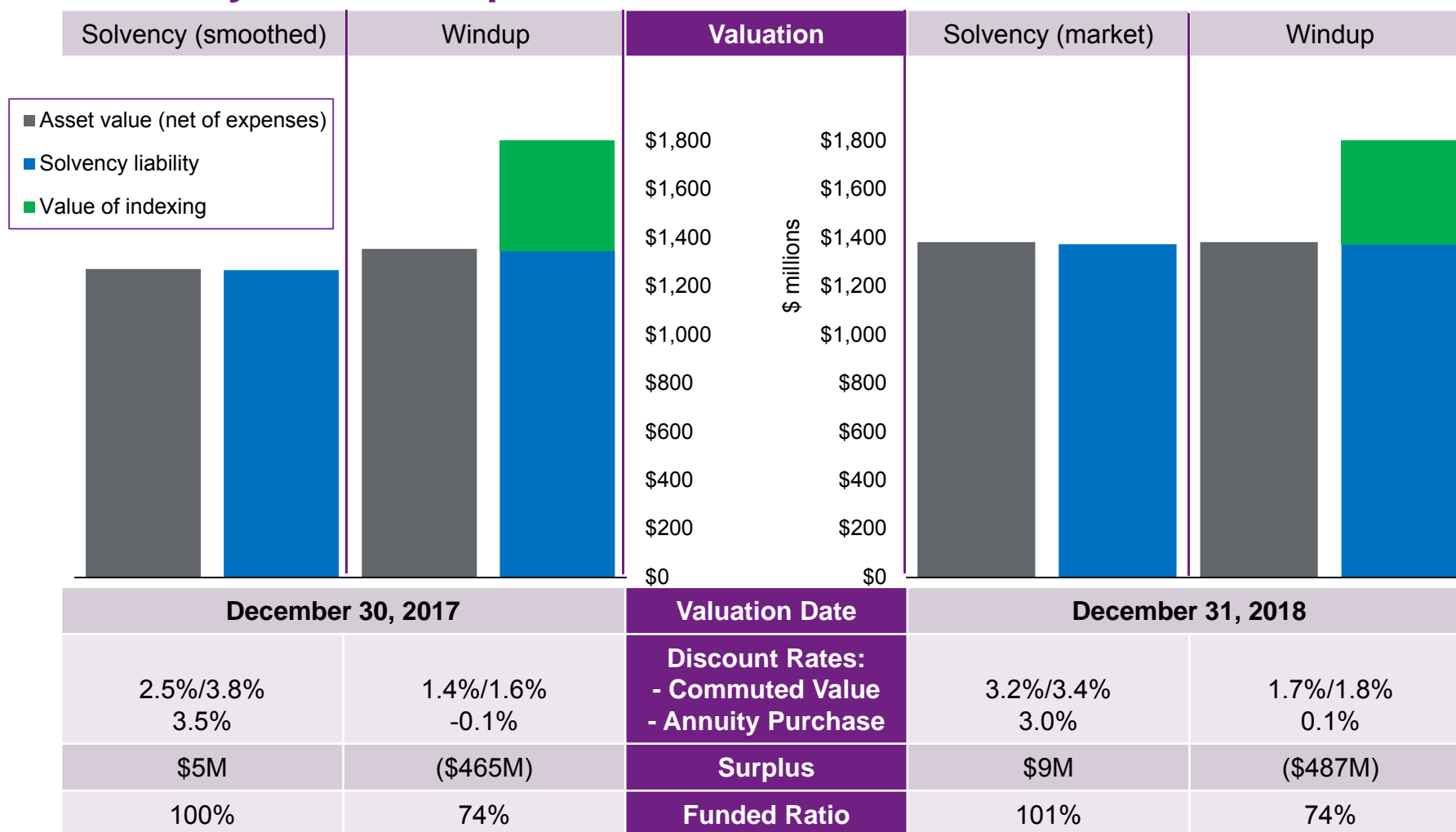
Changes to Going Concern Funding Surplus in 2018

Aggregate Funded Position



* Includes net impact of updates to commuted value and interest on member contribution assumptions to valuation date and miscellaneous factors.

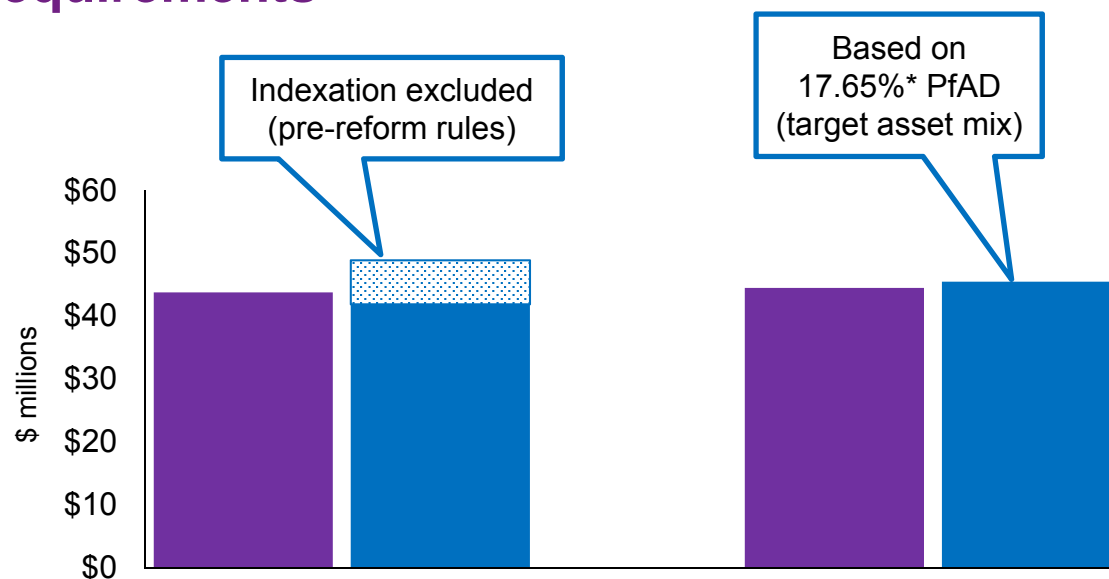
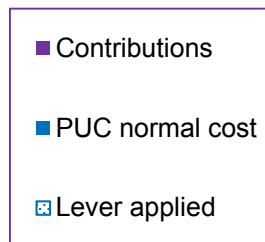
Solvency and Windup Valuations – Funded Position



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

Annual Contribution Requirements

Ignoring transition rules



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

* Refer to slide 10 for transition rules.

Contribution increase required if file December 31, 2018 valuation

Contributions for Future Service – Sensitivity Analysis

Ignores transition rules and levers that may be available*

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

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

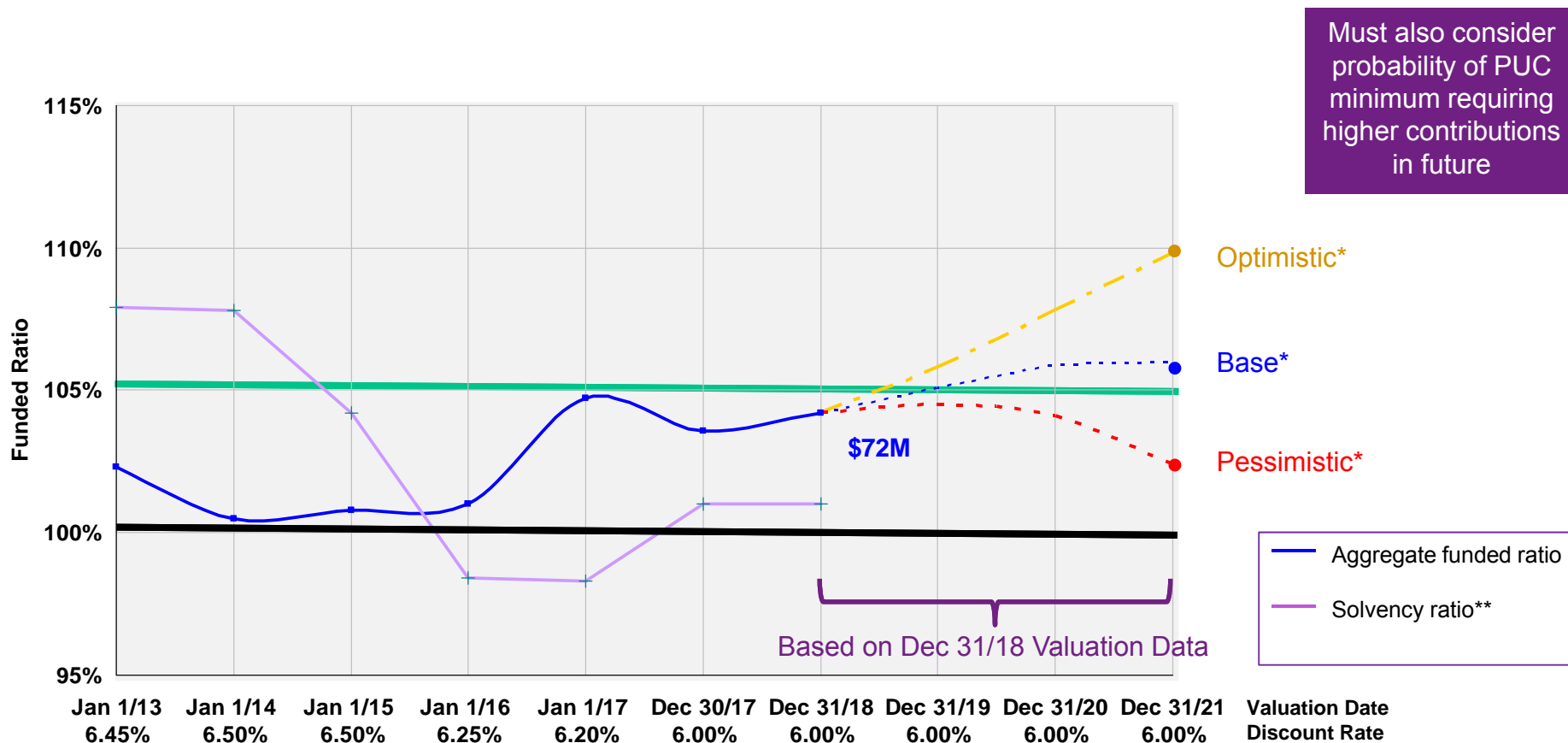
**Market Changes
(discount rate and PfAD
can change materially)**

**Demographic
Changes**

Contribution Considerations

- Total contributions for future service required to increase if file December 31, 2018 valuation
 - \$1.0 million per year based on target asset mix and PfAD of 17.65% (equivalent to ~0.4% of covered payroll)
 - \$0.3 million per year based on actual asset mix and PfAD of 15.47% at December 31, 2018 (equivalent to ~0.1% of covered payroll)
 - Transition rules now require PfAD to be based on actual asset mix for December 31, 2018 valuation
 - Transition rules permit the increase to be phased in over three year period (first post-reform valuation) with no increase in first year following valuation date
- Sensitivity analysis shows potential increases in total required contributions to meet PUC test
- Solvency funded ratio of 105% may be achievable (but is not guaranteed)
 - Commuted value standard changes are expected over the next year which may result in improvement to solvency funded position
 - Volatility of solvency liabilities (solvency discount rates)
 - Volatility of market value of assets (asset returns)
- Next valuation required to be completed by December 30, 2020
 - Interim off-cycle (non-year-end valuation dates) can be used if desirable

Projection of Going Concern Funded Position (Aggregate)



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

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

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

Discussion of Valuation Filing Strategy

	File December 31, 2018 valuation report	Do not file December 31, 2018 valuation report
Deficit contributions in 2019	Nil	Nil
Increase in current service contributions	\$1.0M based on target PfAD \$0.3M based on actual PfAD (prior to transition rule)	\$0
Next required valuation	December 31, 2021	December 30, 2020
PfAD uncertainty	Some uncertainty	Not applicable - pre-reform December 30, 2017 report continues to apply
PBGF fee	~\$222K	~\$218K

No decision required today

Next Steps

- ERPC
 - Approve assumptions
 - Consider filing strategy – decision required in September
 - Updated SIPP prior to end of year
- Ryerson
 - Continue to monitor funded position during inter-valuation period
 - Consider long-term sustainability of RRPP and contribution requirements

Appendix

Summary of Levers Available for Managing Contribution Levels

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

Types of Assumptions and Methods

Economic Assumptions

- Rate of inflation
- Rate of escalation of YMPE and ITA maximum pension limit
- Rate of salary increases
- Discount rates and PfAD
- Pre/post-retirement indexation
- Interest on members' contributions

Demographic Assumptions

- Rates of retirement
- Rates of termination
- Rates of mortality and improvement
- Retirement age for terminated vested members
- % of members with an eligible spouse at retirement
- Spousal age difference

Other Assumptions

- Settlement election
- Expenses

Consider potential change

Methods

- Asset smoothing method
- Cost method

Key PUC Valuation Assumptions

- Required for minimum contribution test
- Treat PUC valuation as compliance valuation only
 - Objective is to manage plan based on aggregate cost method and minimize potential effect of PUC minimum
- Proposed assumptions

Discount rate

- Equal to best estimate long-term expected return at valuation date (7.15%)

PfAD

- Applied to non-indexed benefits determined based on Regulation (17.65% if based on target asset mix - some uncertainty remains)

Expense allowance

- Move from PUC normal cost to PUC liabilities
 - Lessens potential impact of minimum contribution test

- Portrayal of aggregate valuation results must change to align with PUC valuation

Determination of PfAD

	Target Asset Allocation (per SIPP)	Fixed Income Percentage (per Regulation)	PfAD Fixed Income Percentage
Fixed Income			
Inflation Linked Bonds	2%	100%	2.0%
Government Bonds	27%	100%	27.0%
Credit	17%	50%*	8.5%
Equities			
Public Equities	22%	0%	0.0%
Private Equities	14%	0%	0.0%
Real Assets			
Infrastructure	23%	50%	11.5%
Real Estate	18%	50%	9.0%
Short-Term Instruments			
Net Cash & Equivalents	-23%	100%*	-23.0%
Total	100%		35.00%

- Based on 35% target fixed income and discount rate of 7.15%, PfAD would be 17.65% (note that for Ryerson, lower fixed income percentage results in lower PfAD)

* Some uncertainty remains

Determination of PfAD

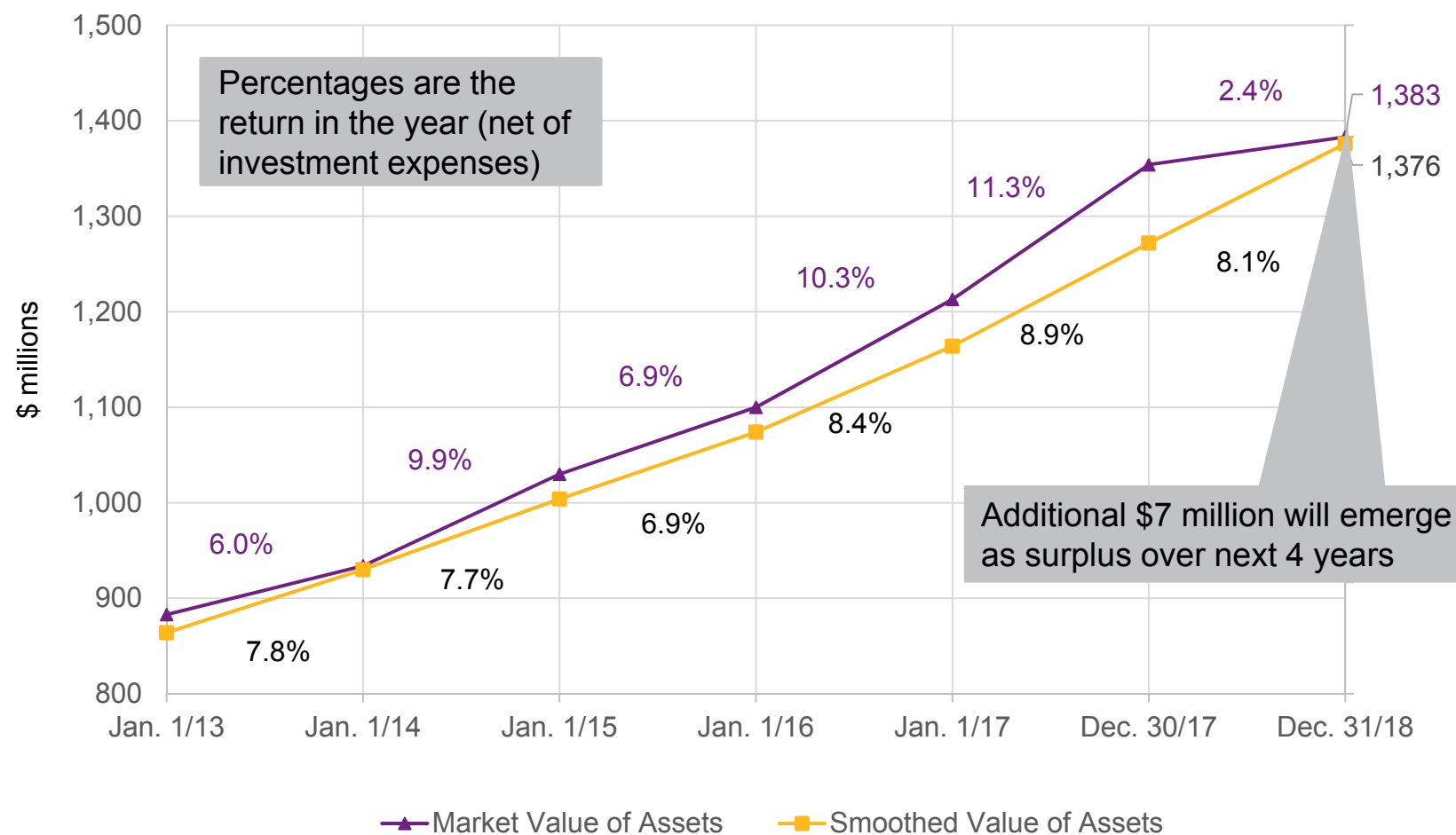
- Regulation does not explicitly address how leverage or derivatives should be mapped
 - Ryerson target mix reflects 17% allocation to Credit and -23% allocation to Cash & Equivalents (including leverage)
 - Alternative mapping / new FSCO guidance related to these classes could result in PfAD as low as 15% or as high as 25%
- FSCO has confirmed private equities should be mapped to the same asset class as public equities
- The Regulation relating to “tainting” has been modified such that only the portion of fixed income assets below the minimum credit rating results in a 0% fixed income percentage
 - OMERS has indicated that minimum credit ratings have been met
- SIPP needs to be amended prior to end of year to refer to the specific asset classes set out in the Regulation and to stipulate minimum credit ratings applicable to bonds, short-term notes, etc.
- Interim approach for valuations prior to December 31, 2019 requires PfAD calculation to be based on actual asset mix rather than target asset mix if updated SIPP not filed by valuation date
 - Similar uncertainties will apply in mapping asset classes
 - The PfAD would be lower based on December 31, 2018 actual asset mix (15.47% versus 17.65%) but the PUC minimum would still result in additional contributions being required
 - Target mix is best measure when considering long-term sustainability of the plan

Assets




Reconciliation (accrued basis)

(in millions)	2018
As at beginning of year	\$ 1,354.5
Contributions	
▪ University current service	\$ 21.6
▪ University other contributions	0.7
▪ Member current service	21.4
▪ Member other contributions	0.7
▪ Transfers in	1.0
Benefit payments	
▪ Pension payments	(40.5)
▪ Lump sum settlements	(8.1)
Non-investment expenses	(1.3)
Investment expenses	(7.0)
Investment income	<u>39.9</u>
As at end of year	\$ 1,382.9
Rate of return, net of investment expenses	2.4%

Plan Assets – With & Without Smoothing



Membership Statistics

	December 30, 2017	December 31, 2018
 Active Members		
▪ Number	2,470	2,547
▪ Average age	47.2	47.1
▪ Average credited service	10.4	10.3
▪ Average annual salary	\$ 106,948	\$ 109,576
 Retired Members and Beneficiaries		
▪ Number	1,073	1,130
▪ Average age	74.6	74.6
▪ Total annual lifetime pension	\$38,931,528	\$42,139,863
▪ Total annual temporary pension to age 65	\$ 596,047	\$ 557,640
 Deferred Pensioners		
▪ Number	436	470
▪ Average age	50.0	49.7
▪ Total annual lifetime pension payable at age 65	\$ 4,042,347	\$ 4,222,831

Membership Reconciliation



	Active and Disabled Members	Retired Members and Beneficiaries	Deferred Pensioners	Outstanding Members
As at December 30, 2017	2,470	1,073	436	40
New entrants	252	0	0	0
Terminations				
▪ With lump sum settlement	(47)	0	(19)	0
▪ With deferred pension	(71)	0	71	0
Retirements	(55)	71	(16)	0
Deaths				
▪ With lump sum settlement	(3)	0	0	0
▪ With survivor benefits	0	(6)	(1)	0
▪ Without survivor benefits	0	(17)	0	0
New beneficiaries	0	7	0	0
Net data corrections	1	2	(1)	0
As at December 31, 2018	2,547	1,130	470	40

Actuarial Opinion

Purpose

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

Plan Assets and Membership Data

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

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

Assumptions, Methods and Plan Provisions

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

Subsequent Events

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

Actuarial Opinion

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

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

Towers Watson Canada Inc.

Ian Markham, FCIA

Laura Newman, FCIA

DRAFT RESOLUTION

RE: Preliminary Valuation of the Ryerson Retirement Pension Plan (RRPP) for December 31, 2018

BE IT AND IT IS HEREBY RESOLVED:

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

June 27, 2019

**Ryerson University Board of Governors
Provost and Vice-President Academic
Report for meeting of June 27, 2019**



BOARD GREETINGS – In September of 2018, I outlined three key aspects to the university’s growth and development: dynamism, renewal, and Indigenization. It has been exciting to see the progress Ryerson has made on all three since then, overcoming challenges along the way.

1) **Dynamism:** Despite a period of uncertainty surrounding funding, Ryerson continues to forge ahead confidently with two important initiatives. Cybersecure Catalyst (now Rogers Cybersecure Catalyst) has just received \$30 million from public and private sources, thus ensuring it has a bright future of creating jobs and helping to keep Canadians safe from online threats. The Law School has received \$750,000 for scholarships, and its dean search is under way. Because of the school’s experiential learning model, the Law Society of Ontario has designated it as an Integrated Practice Curriculum (IPC), meaning that students who graduate from it can be licensed as lawyers without articling or completing the Law Practice Program.

As well, TRSM continues to develop its PhD in Management, which has just passed its external peer review; admissions are slated to begin in fall 2020. The Textile Computing Lab, a collaboration between Toronto textile innovators Myant and the Faculty of Communication And Design (FCAD), will start up next year.

2) **Renewal:** In May, vice-provost, academic Kelly MacKay officially announced the new Centre for Excellence in Learning and Teaching, which is due to open next year in the Daphne Cockwell Building. It is designed to give faculty the tools to evolve with our student community, while inspiring creativity, integrity, and inclusion, and fostering learning through both analog (e.g., live actor simulation) and digital means. The Chang School is rolling out the system project Destiny One, in collaboration with the Registrar’s Office, Ryerson Financial Services, and Computing and Communications Services; it aims to improve continuing education for all concerned while promoting program growth and brand awareness. Its next stage, in July, will be a new public-facing website. The Office of the Vice-Provost Students (OVPS) has been restructured with an expanded leadership team to renew focus on student wellbeing and international enrolment.

Ryerson’s renewed commitment to providing experiential learning opportunities is producing results. The Ted Rogers Co-op program accepted 562 new students last year, up from 116 in 2016; the team is confident more than 600 students will enrol next year, helping them achieve their target of 1500 students overall. FCAD has increased programming at its four hubs (including New York and Italy), and over 200 students are participating in an international learning experience this summer—nearly double the usual number.

3) **Indigenization:** The Yeates School of Graduate Studies (YSGS) has developed an Indigenous Framework for graduate education with three “braided” strands: encouraging Indigenous students to consider graduate education at Ryerson, supporting them once they are here, and helping them thrive

when they graduate. In collaboration with the Office of Aboriginal Initiatives, the School has created a position for an Indigenous advisor, which is being filled by Riley Kucheran, an Ojibway doctoral student in the Communications and Culture program, who has offered significant support to the school's efforts to Indigenize its programs. In November, the Library will host an Enhanced Citizenship Ceremony, in partnership with the Institute for Canadian Citizenship (ICC), at which an Indigenous representative will be invited to bring greetings and offer opening prayers or songs. And in June, the Yellowhead Institute celebrated its first anniversary, marking a year of important work launching reports, forging partnerships, acquiring funding (including a \$300,000 grant from the Laidlaw Foundation), and further the discourse about First Nations governance.

APPOINTMENTS

John MacRitchie has been appointed Ryerson's inaugural assistant vice-president zone learning and strategic initiatives effective June 1, 2019. His new role will involve strengthening links between Ryerson's ten zones and its core education and research missions, as well as integrating zone learning into the classroom. John joined Ryerson from the Ontario Centres of Excellence in 2014. As senior director, business development and strategic planning with the Office of the Vice-President, Research & Innovation (OVPRI), he has managed federal funding for the zones and steered the expansion of the Incubate Innovate Network of Canada (I-INC), which now includes 12 universities across Canada.

Thomas Duever has been reappointed dean of the Faculty of Engineering and Architectural Science (FEAS) for a five-year term. Thomas joined Ryerson in 2014 from the University of Waterloo, where he was chair of the Department of Chemical Engineering. Since then, he has overseen the development of FEAS' blueprint "Striving for Excellence" as well as its "All-In-Approach to Education" (which stresses wellbeing), the fostering of external partnerships, and the expansion of outreach activities to women in engineering and, as part of a new and broader mandate, Indigenous engineers.

Fred Anger has been appointed interim dean of The G. Raymond Chang School of Continuing Education effective May 3, 2019. He has been with The Chang School since 2008, most recently as executive director, Financial Planning and Strategy. He led the procurement of the Chang School's current website and was instrumental to the development of the ESL Foundation Program that led to the creation of the Real Institute. Fred holds a Bachelor of Commerce from Queen's University as well as a CPA, CA designation.

David Begg has been appointed interim director of the Real Institute effective May 13, 2019. David joined Ryerson International in 2006 as a program administration and communication officer; since then, he has been a coordinator of international engagement and, most recently, manager of global learning and engagement. David has played a key role in developing Ryerson's internationalization strategy. He holds an MEd in Comparative and International Higher Education from the University of Toronto.

CONGRATULATIONS

Wendy Cukier, director and founder of the Ted Rogers School of Management (TRSM)'s Diversity Institute, has received the 2019 Sara Kirke Award for Entrepreneurship and Innovation from the Canadian Advanced Technology Alliance (CATA). The [award recognizes](#) corporate leadership and innovation in Canada's advanced technology industry among women leaders, and [Wendy's citation](#) praised her as a "champion of inclusion."

Nataleah Hunter-Young and *Riley Kucheran*, both PhD students in the Communications and Culture program, have been named 2019 Pierre Elliott Trudeau Foundation scholars. Their prestigious scholarships, awarded annually to doctoral students in the social sciences and humanities as a result of a nationwide competition, will [give them each](#) a \$40,000 stipend per year for three years, along with a research and travel allowance of up to \$20,000. Nataleah (whose thesis in progress is entitled *The Cultural Impact of Public Executions: e-Lynching and Artistic Interventions*) and Riley (*Decolonizing Fashion and Mobilizing Indigenous Resurgence*) will participate in the foundation's [new leadership program](#), which includes leadership training, a conference organized by the scholars, and an opportunity to share what they have learned with a public audience.

R3, the Ryerson Rams Robotics team, placed second out of 34 teams in the 2019 University Rover Challenge, held at the Mars Desert Research Station (MDRS). The challenge asks teams to design rovers that could work on the surface of Mars; [led by team captain Feroz Balsara](#), R3 performed well in all four stages of the competition, with the [highest score](#) in the Extreme Retrieval and Delivery Mission.

PARTNERSHIPS

DEMOCRATIC DISCOURSE – The Democratic Engagement Exchange in the Faculty of Arts has secured a \$290,250 agreement with Heritage Canada for its initiative Democratic Discourse - Meeting the Challenge of Online Disinformation and Fostering Civic Literacy. Initially geared towards the upcoming federal election, the project will develop material in print and online to help community-based organizations promote digital and civic literacy, promoting effective engagement in democracy and the ability to critically assess online news and media in order to be avoid being manipulated. The material will be available in English and French as well as the next top five languages spoken at home in Canada (Chinese, Punjabi, Spanish, Tagalog, and Arabic).

TEXTILE COMPUTING – Ryerson's Faculty of Communication and Design (FCAD) is teaming up with Toronto Textile Computing company Myant to create the Textile Computing lab. Based at FCAD, the lab will foster research into design and fabrication of clothing and other textile-based products with integrated biometric sensors and actuators. Wearers will be able to interact with computers in innovative ways, with clear applications in health and wellness as well as work and performance apparel. Myant will also partner with FCAD on the interdisciplinary Design Solutions Supercourse.

EVENTS

CAMPUS CONNECT – Ryerson’s social innovation initiative Magnet has partnered with Orbis Communications to launch the website Campus Connect, which matches students seeking experiential learning opportunities to employers seeking talent. Through its portal, employers can advertise positions to students at over 100 colleges and universities, and advisors can help facilitate good matches between them. The site has been supported by Employment and Social Development Canada (ESDC), under its Student Work Placement Program, and the federal government-funded Business/Higher Education Roundtable (BHER) will be encouraging employers to post opportunities for students on Campus Connect.

INDIGENOUS FACULTY – On April 8, Ryerson’s Joint Committee on Indigenous Faculty hosted the panel discussion *Hiring Indigenous Faculty and Respecting Indigenous Knowledges*, moderated by Lynn Lavallée, strategic lead, Indigenous resurgence in the Faculty of Community Services. Panel members were David Newhouse, director of the Chanie Wenjack School for Indigenous Studies at Trent University; Sheila Cote-Meek, associate vice-president, Academic & Indigenous Programs at Laurentian University; and Stephen Augustine, associate vice-president, Indigenous Affairs & Unama’ki College, Cape Breton University. The panel discussed hiring and retaining Indigenous faculty as a key to Indigenizing the campus, in line with Ryerson’s response to the Truth and Reconciliation Community Consultation Report. Among the panel’s recommendations were increasing research support for Indigenous faculty and building relationships with nearby Indigenous communities.

ACCESSIBILITY SHOWCASE – On April 15, The Chang School of Continuing Education hosted the Accessibility Project Showcase, presenting the exciting work of 21 student and alumni teams who received funding through the Accessibility Project. A collaboration between The Chang School and Sandbox by DMZ, the project offered up to \$25,000 in funding for innovative products and services aimed at advancing accessibility and inclusion for people with disabilities and for aging populations. The Honourable Lisa MacLeod, Minister, Children and Community Services and Minister Responsible for Women’s Issues delivered remarks, and several broadcast and online outlets covered the event, picking up on the teams’ remarkable stories and ingenious solutions.

DIVERSITY IN CHILDREN’S TV – Colleen Russo Johnson, co-director of the Center for Scholars and Storytellers (CSS, which is based at Ryerson and UCLA) co-authored the international study *The Landscape of Children’s Television in the US and Canada*, which was covered by over 25 media outlets including the Canadian Press, The Globe and Mail, and the CBC. Surveying 595 children’s programs broadcast in Canada (and 476 in the United States), the study found a lack of diversity, whereby characters who are female, not white, older rather than younger, and living in lower socioeconomic conditions are underrepresented, and characters with disabilities are effectively absent. Moreover, it found that women are underrepresented as creators and writers of shows. The study was co-authored with Dr. Dafna Lemish from Rutgers University, and the Canadian co-lead was CSS co-director Kim Wilson.

SCOTIABANK CONTACT PHOTOGRAPHY FESTIVAL – On May 1, the Ryerson Image Centre (RIC) hosted the launch of the 2019 Scotiabank CONTACT Photography Festival, continuing the university’s “home base” affiliation with the largest annual photography festival in the world. The festival ran May 1–31, with over 200 exhibits across Toronto. At the event, the RIC launched three of its own summer exhibitions: the Scotiabank Photography Award show of photographs and videos by Toronto-born, New York-based artist Moyra Davies; Ottawa-based artist Meryl McMaster’s *As Immense as the Sky*, which explores the ways her Indigenous and European ancestors’ cultures overlap; and *Rejects* by third-year School of Image Arts (IMA) undergraduate Adrian Raymer, in which the Toronto artist recreates scenes from photographs of her late grandfather.

MAPPING THE SYSTEM – On May 4, the Office of Social Innovation hosted the Canadian final of Mapping the System (otherwise known as the Global Challenge), an international post-secondary competition run by the Skoll Centre for Social Entrepreneurship at the Saïd Business School, University of Oxford. The competition asks teams of students to identify local or global social and environmental challenges and use systems thinking to map the factors that affect them. The teams work to identify the strategies that are currently being used to tackle these challenges and to pinpoint gaps where new public or private solutions could help. Six teams from universities across the country made the finals, including the Ryerson duo Hansel Igbavboa and Sheldomar Elliott, who won the Ryerson competition in April. Although they weren’t selected as winners, they did Ryerson proud with their project, Future Farmers, which considered the challenge of meeting the rising demand for ethnocultural vegetables in Canada brought about by African and Caribbean immigrants.

REAL INSTITUTE CONFERENCE – On May 10 and 11, the Ryerson English as an Additional Language (Real) Institute held its inaugural conference, *Theory, Applied: Myths and Realities*. Keynote speaker Patsy Lightbown (Professor Emerita, Concordia University and author of *How Languages Are Learned*) joined presenters from Ryerson and other educational institutions in Toronto—as well as from the student engagement platform Nearpod—to explore ways of creating better learning environments. Talks such as “Grammar Myths: Why we teach them and how to stop,” “Building a Reading Scavenger Hunt Online,” and “Deconstructing the Cultural Dig” took a critical approach to language teaching and learning.

SCIENCE RENDEZVOUS – On May 11, Ryerson participated in NSERC’S Science Odyssey—a countrywide festival of STEAM (science, technology, engineering, the arts, and mathematics) including over 1000 events—with our annual Science Rendezvous. Visitors of all ages joined Ryerson researchers and instructors in the Kerr Hall quad for interactive demonstrations aimed at building scientific literacy in exciting, hands-on ways. This year’s festival highlighted the “A”—or “arts”—in STEAM, and activities included virtual reality experiences, psychology mind games, robot-building, and the launching of miniature rockets. Survey responses from visitors were overwhelmingly positive. Special thanks to the Faculty of Science’s SciXchange for hosting the rendezvous.

LEARNING AND TEACHING CONFERENCE / CENTRE FOR EXCELLENCE – On May 16, the Learning and Teaching Office hosted its annual Learning and Teaching Conference for Ryerson faculty, instructors, graduate students, and staff. This year’s theme was *Learning Together: Collaboration & Community at the Centre*, and round tables, presentations, and workshops focused on four streams: Connecting the

Student Experience Inside and Outside of the Classroom, Flexible Teaching and Learning, Including Diverse Learners, and Technology in Teaching. The keynote address was delivered by Rajiv Jhangiani, associate vice-provost for open education at Kwantlen Polytechnic University, who spoke about open educational practices, for which he is an advocate. During the final presentation, provost Michael Benarroch and vice-provost, academic Kelly MacKay announced the Centre for Excellence in Learning and Teaching, which will open in fall 2019 in the Daphne Cockwell Health Sciences Complex. The Centre will be comprised of six units: Academic Integrity, Curriculum Quality Assurance, Digital Media Projects, eLearning, Experiential Learning, and Learning and Teaching. The centre aims to foster educational excellence through innovative, inclusive teaching practices. It will focus on three themes: teaching development and consultation, curriculum enhancement, and creative approaches to learning and teaching.

WATCHTIME CANADA – In May, the Audience Lab at FCAD published the report *Watchtime Canada: How YouTube Connects Creators and Consumers*, commissioned by Google to assess the impact of its platform YouTube. Researchers Irene S. Berkowitz, Charles H. Davis, and Hanako Smith surveyed thousands of Canadian creators and YouTube users to study the platform’s role in learning and encouraging diversity in Canada—including its efforts to remove harmful content. The report’s findings were picked up by media outlets including the Canadian Press.

RADIO CONFERENCE – From June 3 to 6, Ryerson radio CJRU 1280AM hosted the 38th annual National Campus & Community Radio conference—a first for Ryerson, and the first time the conference has been held in Toronto since 1997. Keynote speakers included RTA School of Media professor (and Canadian hip-hop archivist) Mark Campbell on The Future of Radio, BBC Outside Source and BBC Minute editor Simon Peeks on BBC Breaking News and Reaching New Audiences, and local journalist Carly Lewis and Dandelion Initiative founder and executive director Viktoria Belle on Addressing Sexual Harassment in the Music & Media Industry. Sessions highlighted inclusion and covered topics such as Promoting Indigenous Languages on Community Radio, The Importance of Decent Work in Community Radio, and Queer Silence in New Music.

PARODOS FESTIVAL – From June 13 to 19, Ryerson’s School of Performance hosted the multidisciplinary, multicultural Parodos Festival, which pairs established performers with emerging artists. Among the performances were Dasein Dance’s *Four Seasons Project*, which brought together four companies of youth dancers (ages 11-18) and a youth string ensemble from four cities to interpret Vivaldi’s famous work; Velina Hasu-Houston’s play *So Speaks the Land*, jointly funded by initiatives from Ryerson and from Australia; *I Have a Voice Too*, a selection of original work performed by Toronto and area youth aged 12-17; and a performance by Ryenamics, billed as Ryerson’s “premier a cappella group.”



BOARD OF GOVERNORS
Monday, April 29, 2019
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 2:00 p.m.
MINUTES

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Monday, April 29, 2019 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: L. Amleh, S. Bukhari, J. Cockwell, C. Ellis, S. Faruqi, M. Frazer (Chair), J. Fukakusa, S. Gellman, S. Gosal, H. Harb, M. Lachemi, C. MacDonald, N. Mohamed, C. Paisley, M. Rodrigues

Regrets: M. Al Zaibak, M. Ien, S. Staffieri (Vice Chair), O. Ullah

Board Secretariat:

G. Basanta, Senior Legal Counsel and Assistant Secretary of the Board of Governors
C. Redmond, Governance Officer
J. Shin Doi, General Counsel and Secretary of the Board of Governors

Others Attending

R. Babin, President, Ryerson Faculty Association
M. Benarroch, Provost and Vice President, Academic
M. Bountrogianni, Dean, The G. Raymond Chang School of Continuing Education
D. Brown, Vice President, Administration and Operations
A. Casey, Executive Director, Office of the President
G. Craney, Deputy Provost and Vice-Provost, University Planning
J. Grass, Assistant Vice President, University Relations
G. Mallon, Interim Assistant Vice President, Facilities Management and Development
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
J. Neiman, Manager, Pensions and Benefits
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
J. Wentzell Director, Marketing and Creative Services

1. IN-CAMERA DISCUSSION (Board Members Only)

END OF IN-CAMERA SESSION

2. INTRODUCTION

3.1 Chair's Remarks

M. Frazer opened his remarks with an acknowledgement of the land and welcomed new Board members D. Porter and A. McKee to the meeting.

3.2 Approval of the April 29 2019 Agenda

The agenda was approved as presented.

3. REPORT FROM THE PRESIDENT

Welcome New Members

M. Lachemi also welcomed new Board members D. Porter and A. McKee.

M. Lachemi report that he had attended a very successful Ted Rogers School of Management Conference, organized by TRSM students. Steve Wozniak, co-founder of Apple, was one of the keynote speakers.

M. Lachemi reported that he was one of 40 education leaders from around the world invited to attend the Ditchley Foundation's Conference on Modern Education in the United Kingdom.

M. Lachemi reported that the University had recently hosted four provincial cabinet ministers at various events. They included the following: C. Elliot, Minister of Health and Long-Term Care; T. Smith, Minister of Economic Development, Job Creation and Trade; R. Phillips, Minister of the Environment, Conservation and Parks; and L. MacLeod, the Minister of Children, Community and Social Services.

M. Lachemi reported that on April 5, 2019 Ryerson hosted CRAM the inaugural public learning festival in partnership with York University, University of Toronto and Ontario College of Art and Design University. The event provided an opportunity for researchers to present their ideas in an evening of free talks open to the public. More than 700 people attended ten presentations at the University.

M. Lachemi reported on several achievements and awards: Ryerson student, A. Kjørven, won the Ontario 3-Minute Thesis Competition; Board Chair, M. Frazer, received the 2019 Ontario Bar Association's Award of Excellence in Pensions and Benefits Law and Board member, M. Ien, was nominated for a Canadian Screen Award, in the categories of best host in a live program.

M. Lachemi acknowledged M. Bountrogianni's retirement from the Deanship of the G. Raymond Chang School of Continuing Education and thanked her for her service to the

University. He paid tribute to her passion for improving access to education; her success in securing funding for the Gateway, and the Spanning the Gaps programs.

M. Lachemi spoke of the Anti-Black Racism Campus Climate Review that began in March whose aim was to foster a more inclusive campus for black students, faculty and staff. The review is being conducted by Dr. R. Walcott, Associate Professor at the Ontario Institute for Studies in Education. The University has committed to addressing the issues identified in Dr. Walcott's final report.

The President spoke of the upcoming Alumni Weekend, May 3 and 4, 2019 and Convocation from June 12 to 19, 2019.

4.1 Ryerson Reputation Campaign

M. Lachemi introduced J. Grass who showed a video of the new 2019 Reputation Campaign which is Ryerson's first-ever national advertising campaign promoting strengths in research, creativity and city building. J. Grass thanked J. Wentzell and his team for creating the campaign strategy.

4. REPORT FROM THE SECRETARY

5.1 Nominations Open for Election of Board Chair

The Secretary opened the floor for nominations for the election of the Board Chair. Nominations will close at the May 29, 2019 Executive Committee meeting. J. Cockwell nominated M. Frazer and C. Paisley seconded the nomination. The secretary reported that the by-laws require up to three nominations in writing and assent from the nominee.

5. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

M. Benarroch thanked M. Bountrogianni for her significant contributions in making the G. Raymond Chang School of Continuing Education sound and an integral part of the University.

6. DISCUSSION ITEMS

7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that the Finance Committee met on April 18, 2019 and reviewed the 2019-20 University Budget. The Committee recommended approval of the budget to the Board.

7.1.1 2019-20 University Budget

M. Lachemi introduced the budget for 2019-20 and spoke of the long process of consultation and the uncertainty around planning before the Provincial budget release on April 11, 2019.

G. Craney provided an overview of the budget and reported that the strategy to balance the budget was to increase revenues, to target reductions and have units create budget reduction

plans that would remain consistent with the University's strategic priorities. G. Craney reported that enrolment remains strong and on course to make domestic and international targets.

Questions were asked about the optional student ancillary fees and how they were going to be administered. G. Craney said he would provide examples of the types of fees that will be optional. There will also be additional accountability agreements drawn up with student organizations. Further questions were asked about opting out on fees that have been democratically approved by the student body through referenda.

J. McKee spoke to the operating budget, the projected balance sheet, the cash flow statements and the impact that the proposed increase in international revenues, and the 10% cut to domestic tuition fees, will have on the 2019-20 balanced budget. J. McKee said that the presentation of student fees is a very collaborative effort and involves Financial Services, University Planning, the Office of the Vice Provost Students, University Business Services and is done in accordance with government policy, student fee protocols and consultation with students where applicable

It was moved, seconded and carried

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2019-20 Domestic Tuition Fees (including Continuing Education); International Fees; Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Meal Plans be approved as presented.

It was moved, seconded and carried

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2019-20 Budget be approved as presented.

6.2 REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE

6.2.1 Funded Projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) December 31, 2018

M. Frazer reported that the Employee Relations and Pension Committee met on April 18, 2019. The University's Actuaries, Willis Towers Watson presented an overview of the recommended assumption changes for the December 31, 2018 valuations, as well as information about the impact of funding regulation changes and the expected funded status of the plan. At the same meeting OMERS presented information on the 2018 Investment Fund Review. At that meeting the Committee recommended the approval of minor revisions to the Statement Investment Policies and Procedures.

7. CONSENT AGENDA

M. Frazer asked if there were any requests to discuss items in the consent agenda and seeing none moved to adopt the consent agenda. The motion was carried.

8.1 Approval of the March 28, 2019 Minutes

The minutes were approved by consent.

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

It was moved, seconded and carried

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.

8. TERMINATION

BOARD OF GOVERNORS MEETING

June 27, 2019

AGENDA ITEM: [2018 Environmental Health and Safety Report](#)

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information, review and acceptance

SUMMARY: 2018 was successful year in the advancement of our safety initiatives for Ryerson University. We continue to incorporate safety deeply into all our academic, research and work activities, and this work is supported by dozens of Departmental Safety Officers, Fire-Wardens, First-Aiders and Joint Health and Safety Committee members. Along with our leaders, employees, and students, our community continues to build a strong and sustainable culture of safety. This commitment was reflected in our safety performance in 2018:

- a 44% reduction in lost time days from last year
- a 15% decrease in lost time injuries from 2017
- a 51% increase in incident reporting compared to 2017
- doubling the number of safety inspections from 2017

As a few highlights, the university conducted noise, machine guarding and racking audits in our student centric machine shops; prepared standardized risk and hazard assessment templates to assist our community in making risk-informed decisions; developed a comprehensive Chemical Safety Program that incorporates end-to-end management of over 16,000 chemicals on campus; implemented a university-wide Sharps Container Program with the goal of having a sharps container in every Ryerson washroom to provide a safe disposal method for sharps; supported over 400 research applications and queries to ensure that the safety and risk impacts were carefully evaluated and mitigated appropriately; and inspected over 1200 medium and high risk spaces.

The university was also the first-time recipient of two prestigious national safety awards. In October, Ryerson received a Canada's Safest Employer award from Canadian Occupational Safety magazine recognizing the outstanding accomplishments in promoting the health and safety of our employees and students at the university. At CAUBO's 2018 Quality & Productivity Awards in Vancouver, Ryerson was awarded the honorary mention for its Aches, Pains and Office Strains program.

Ryerson continually strives to enhance, integrate and invest in our safety culture, and in 2018, the university was able to make some significant leaps.

BACKGROUND: In accordance with the Ontario Occupational Health and Safety Act, the Board of Governors approved the University EHS Management System Policy in 1992. This policy and supporting programs and expertise establishes the means by which Ryerson will achieve regulatory compliance and demonstrate due diligence, in response to an expanding University mandate.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Geeta Sharma, Director, Environment Health and Safety

Date: June 10, 2019

APPROVED BY:

Name: Glenda Mallon, Assistant Vice President, Facilities Management and Development

Date: June 10, 2019

2018 Environmental Health and Safety BOG Report

This year, the annual EHS report is available [online](https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/), in keeping with Ryerson's sustainability and accessibility goals. We invite you to please review the full report on the Ryerson website (<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/>)

The report is comprised of the 10 sections below:

1. **Annual Report 2018**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/>)
2. **Safety Updates**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/safety-updates/>)
3. **Workplace Inspections, Audits & Assessments**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/workplace-inspections-audits-assessments/>)
4. **WSIB Performance**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/wsib-performance/>)
5. **Environmental Protection Performance**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/environmental-protection-performance/>)
6. **Supporting our Community**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/supporting-our-community/>)
7. **Collaborations & Partnerships**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/collaborations-partnerships/>)
8. **Awards**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/awards/>)
9. **Legislative Priorities (2018-2019)**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/legislative-priorities-2018-2019/>)
10. **Upcoming EHS Initiatives**
(<https://www.ryerson.ca/facilities-management-development/environmental-health-safety/2018-annual-report/upcoming-ehs-initiatives/>)

Environmental Health and Safety

Annual Report 2018

Introduction

Annual Report 2018



A message from Geeta Sharma, director, Environmental Health and Safety (EHS) and Risk Management



Addressing distinct health and safety needs

Each day, the Ryerson University community accesses a variety of spaces across campus: classrooms, kitchens, laboratories, workshops and studios, offices and more. Each of these settings has distinct health and safety needs, as do the thousands of students, faculty and staff who learn and work on campus.

From office spaces to laboratories to workshops and studios, a variety of initiatives driven by Ryerson’s Environmental Health and Safety (EHS) team help to keep faculty, staff and students safe. This work is supported by dozens of Departmental Safety Officers, Fire-Wardens, First-Aiders and Joint Health and Safety Committee members. Along with our leaders, employees, and students, our community continues to build a strong and sustainable culture of safety.



Commitment reflected in safety performance

This commitment is reflected in Ryerson’s safety performance in 2018:

- a 44% reduction in lost time days from last year
- a 15% decrease in lost time injuries from 2017
- a 51% increase in incident reporting compared to 2017
- doubling the number of safety inspections from 2017

In 2016 and 2017, our focus in program development was centered around our labs, including biosafety, radiation and laser safety programs. These programs are now well-integrated in these spaces. In 2018, we centered our attention on machine shops and conducted numerous assessments on high risk activities and equipment.



Key highlights of the past year

This report presents the EHS initiatives and advances of 2018. As we continue to build processes and educate our community to enable smart risk taking, we're pleased to highlight key areas of success over the past year:

- Within our machine shops, we conducted **extensive audits on noise, racking systems, and machines.**
- We have standardized **risk and hazard assessment** templates to assist our community in making risk-informed decisions.
- We developed a comprehensive **Chemical Safety Program** that incorporates end-to-end management of over 16,000 chemicals on campus.
- We implemented a university-wide **Sharps Container Program** with the goal of having a sharps container in every Ryerson washroom to provide a safe disposal method for sharps. This is now 80% complete, with the remaining 20% to be installed by the end of July.
- We rejuvenated our **Incident Reporting Protocol**, and immediately saw a 51% increase in the reporting of near-misses and incidents, allowing us to fully investigate and implement controls that would prevent future recurrences of similar incidents.
- We **supported over 400 research applications and queries** to ensure that the safety and risk impacts were carefully evaluated and mitigated appropriately.
- The University was the recipient of two prestigious national safety awards.
 - In October, Ryerson received a **Canada's Safest Employer award** from Canadian Occupational Safety magazine recognizing the outstanding accomplishments in promoting the health and safety of our employees and students at the university.
 - At CAUBO's 2018 Quality & Productivity Awards in Vancouver, Ryerson was awarded the honorary mention for its Aches, Pains and Office Strains program.



Partnerships and collaboration across campus

Much of the work highlighted throughout this report often happens in the background, and the success of each initiative is largely dependent on the application by partners across campus. As we reflect on the year behind and look forward to the year ahead, I'm especially appreciative of the support provided by our faculty, staff and students, as well as Ryerson's leadership, for making health and safety at Ryerson a priority. I also am truly grateful to my exceptional team of EHS professionals who help ensure that every one of us returns home safely at the end of our work or academic day at Ryerson.

A snapshot of 2018 in EHS



Conducted machine safeguarding and emergency stop reviews for **143 machines.**



Coordinated a safety review of the **52 racking systems** used across campus.



Offered almost **35 in-class** safety training session on over **20 different topics.**



Inspected **95%** of **1200** medium and high risk spaces. The remaining 5% will be inspected by September.

Safety Updates

Safety Updates



Three-year action plan

Developed in 2016 in consultation with leaders and now in its final year, EHS’ three-year safety action plan is well on track and has been successful in advancing safety significantly.



Summary of safety action plan

This table highlights the the three year action plan for EHS from July 2016 - June 2017 (Year 1) to July 2018 - June 2019 (Year 3). In the past year, the programs scheduled to be developed included Noise Control Program, Risk Assessment Framework, Working From Heights, and Lab Safety. All successfully completed

Year 1 July 2016 - June 2017	Year 2 July 2017 - June 2018	Year 3 July 2018 - June 2019
Departmental Safety Officer Program	Noise Safety Program	Electrical Safety
Chemical Safety Program	Risk/Hazard Assessment	Hot Work
Machine/Equipment Safety Program	Working from Heights Program	Confined Spaces
Student Safety Training	Lab Safety Program	Medical Surveillance Program
Office Ergonomics Program		Designated Substances

Key highlights from Year 2



Noise control program

University-wide noise assessments were completed and a corresponding noise control program was developed. Further work is underway in implementing the controls with lab, studio and maintenance areas.



Risk and hazard assessment

We have standardized [risk and hazard assessment templates](#) in all of our safety programs and training to assist our community in making risk-informed decisions



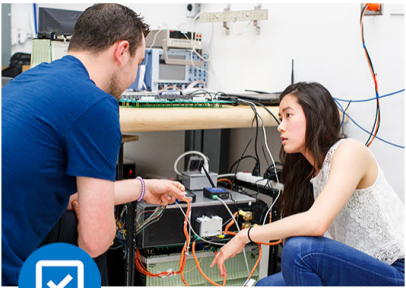
Working at heights

In addition to the existing [working at heights safety procedures](#), an assessment for working at heights from roofs has been conducted. Work is underway to incorporate additional controls where necessary.



Lab and chemical safety programs

Comprehensive programs for both [lab safety programs](#) and [chemical safety](#) have been developed and implemented.



High voltage and arc flash risks assessments

In collaboration with the FMD maintenance and operations team, an assessment was conducted for high voltage and arc flash risks to protect employees working with live electricity.



Designated substances

Ontario legislation includes [11 designated substances](#). In 2018, Ryerson completed a inventory of all our designated substances and is now developing control programs where applicable.

Safety training



Safety training for both students and employees allows us to ingrain safety into our work and learning culture. The university offers safety training in various forms to accomodate all types of learners including in-class sessions, [YouTube videos](#), eLearning, and through Safe Operating Procedures that are available online as well as in the form of QR codes.




We offer a [comprehensive suite of training](#) including laboratory, machine shop, role-specific and hazard-specific.

Mandatory eLearning courses

In 2018, EHS launched two [mandatory e-learning courses](#) for all employees.

Environmental Health and Safety eLearning


Environmental Health and Safety eLearning highlights an employee’s environmental health and safety rights and responsibilities, as outlined in the Ontario Occupational Health and Safety Act and Ryerson’s Policies and Programs.



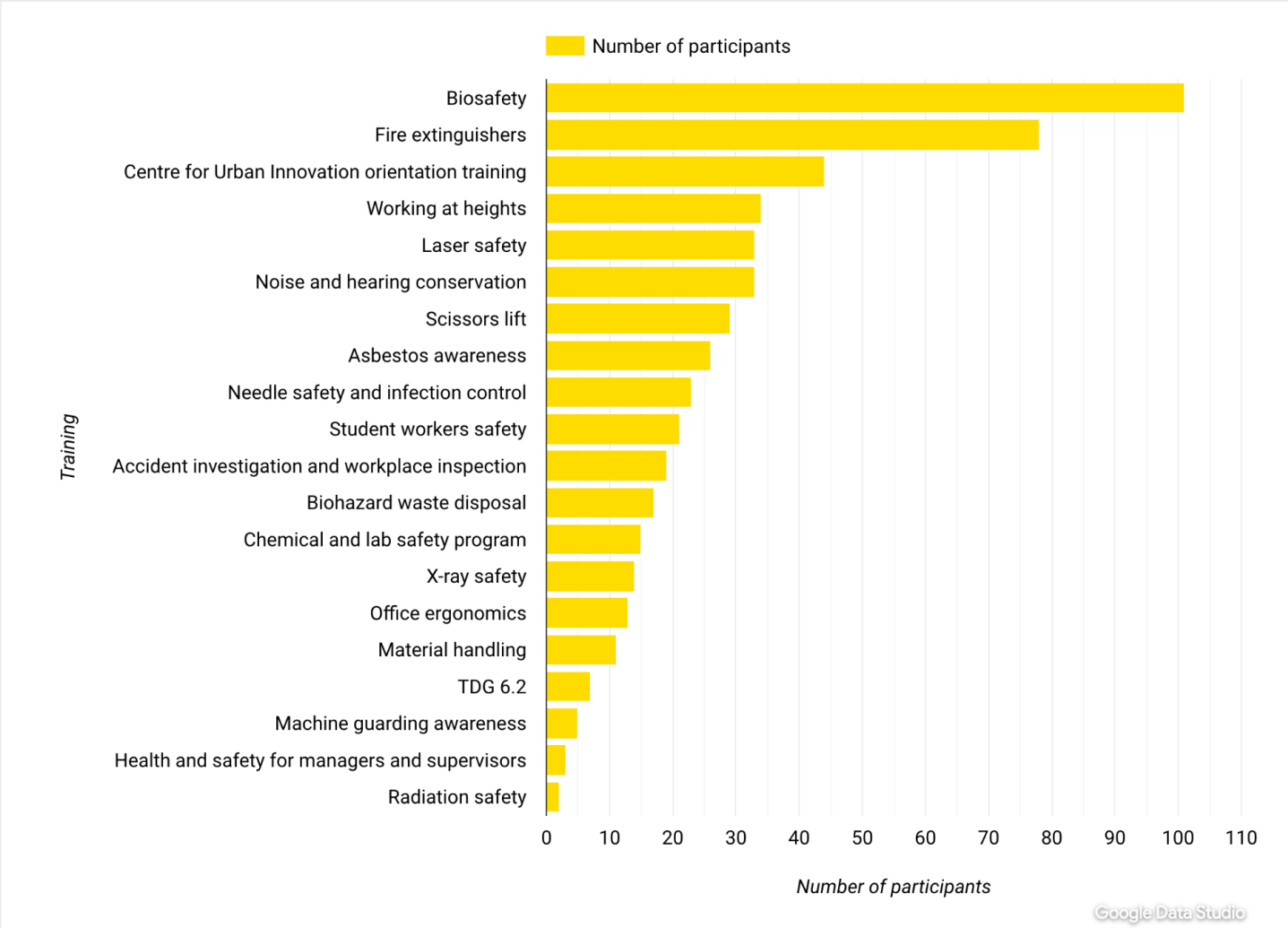
Workplace Hazardous Materials Information System (WHMIS) Awareness eLearning

Workplace Hazardous Materials Information System (WHMIS) Awareness eLearning provides users with information on the new WHMIS 2015 requirements. It is designed to introduce you to the new symbols, safety data sheets and labelling requirements for hazardous (chemical) and controlled products. It is designed to introduce them to the new symbols, safety data sheets, and labelling requirements for hazardous (chemical) and controlled products.

Employees who work in areas where hazardous materials are used (i.e. wet labs or research involving chemical use) are also required to take an additional Chemical Safety module. For details on accessing this module, visit the [Chemical Safety course information](#) on the Facilities Management and Development website.



In-class safety training in 2018



This chart highlights the number of participants in various in-class safety training sessions. The two largest courses were Biosafety with almost 100 participants, followed by Fire Extinguisher Training with almost 80 participants.

Training	Number of participants
Accident investigation and workplace inspection	19
Asbestos awareness	26
Biohazard waste disposal	17
Biosafety	101
Chemical and lab safety program	15
Centre for Urban Innovation orientation training	44
Fire extinguishers	78
Health and safety for managers and supervisors	3
Laser safety	33
Machine guarding awareness	5
Material handling	11
Needle safety and infection control	23
Noise and hearing conservation	33
Office ergonomics	13
Radiation safety	2
Scissors lift	29
Student workers safety	21
TDG 6.2	7
Working at heights	34
X-ray safety	14



In 2018, the EHS team offered almost **35** in-class safety training session on over **20** different topics.



Joint Health and Safety Committee



Joint Health and Safety Committees (JHSC) include both union and management members and make recommendations to advance workplace safety within organizations.

Front row left to right: Zahid Patel, Amanda Barber, Silvana Babikian, Muhammad Yousaf.

Back row left to right: Svilen Stoyanov (co-chair), Darrick Heyd (co-chair), Malek El-Aooiti, Melanie Loiselle, Habiba Bougherara, Laurie Jacklin

Missing: Carey Barker, Ken Ozdemir



Last year, [Ryerson's JHSC](#) onboarded new committee members to support active participation in committee meetings and discussions.



Completed certification training to meet regulatory requirements and to deepen knowledge and understanding of roles and responsibilities in preventing incidents and injuries at Ryerson.



Collaborated with EHS to develop a comprehensive workplace inspection strategy. The strategy will be implemented in 2019.



Last year, Ryerson received a Ministry of Labour order to submit a multisite JHSC application. This allows the ministry to evaluate if a central JHSC is appropriate for Ryerson. In preparation for this submission, the EHS team and the JHSC revised the committee's Terms of Reference. The multi-site application was submitted to the ministry in December 2018 and we now await a decision.

Safety programs



EHS has developed multiple programs to enhance the safety of our faculty, staff, students and community. Developed in consultation with our community and in partnership with key contributors across the university, the programs are designed to meet the needs of our community.



EHS has developed multiple safety programs to meet the needs of our community.



Sharps Disposal Project

In response to concerns about an increase in the number of used needles found on campus, EHS implemented a successful sharps container installation pilot project in January 2018. Through collaboration with EHS, Maintenance and Operations and Facilities Services, 250 [sharps containers](#) were installed by the end of December 2018.

By July, 2019, all Ryerson washrooms will have a sharps container installed to provide a safe disposal method for sharps and needles.



Near Miss, Incident and Injury Program

In 2018, EHS launched a [new online form for Ryerson students, faculty and staff to report near misses, incidents, and injuries](#)  . Through the form, faculties and departments can submit a report in less than five minutes, and EHS can identify and trend key factors that may have led to an event or injury to prioritize response and prevention.



This form has led to rapid response for investigating critical injuries with EHS and the affected area.

In 2018, all eight critical injuries were reported to the Ministry of Labour within the allotted 24-hour time frame.



From 2017 to 2018, there was a 51% increase of events reported:

- In 2017, 59 events were reported.
- In 2018, 116 events were reported.



Occurrences are more actively shared within DSO and departmental meetings. Corrective actions are implemented more quickly.

Departmental Safety Officer (DSO) Program

The EHS team implemented a university-wide system of departmental safety officers (DSOs) and departmental safety committees (DSCs) to further embed safety into the culture and operation of every academic and non-academic unit on campus.

In 2018, 42 departmental safety committee meetings were held with a goal of addressing and resolving health and safety concerns, reviewing incident trends, providing consultative feedback on new safety programs and initiatives.




Open All Close All

Departmental Safety Officers

Departmental Safety Officers:

- Receive safety training.
- Guide their work units through safety inspections and incident investigations.
- Help to create customized safe operating procedures.

In 2018, Ryerson’s innovative [Departmental Safety Officer \(DSO\) Program](#) included over 110 DSOs appointed as the local health and safety resource for their relevant department.



In 2018, the [Departmental Safety Officer \(DSO\) Program](#) included over 110 DSOs appointed as the local health and safety resource for their department.

Departmental Safety Officers communication series

The EHS team implemented a university-wide system of departmental safety officers (DSOs) and departmental safety committees (DSCs) to further embed safety into the culture and operation of every academic and non-academic unit on campus.


Departmental Safety Committees

Departmental safety committees are made up of:

- departmental safety officer
- program chair
- dedicated EHS manager

This collaborative approach allows for a strongly integrated safety management system and culture that is unique to each faculty and department.




In 2018, 42 departmental safety committee meetings were held to address and resolve health and safety concerns, review incident trends and provide consultative feedback on new safety programs and initiatives.



Learn more in this 2018 Ryerson Works article on [Working collaboratively to advance health and safety](#).

Laboratory Safety Program

- In 2018, a comprehensive [Laboratory Safety Program](#) was developed to provide guidance for general laboratory procedures and processes including:
- the installation and maintenance of safety equipment (emergency eyewashes and safety showers and local exhaust systems),
 - the use of and maintenance of personal protective equipment,
 - information on the industry standards for laboratory design.

As part of the program, a comprehensive [Personal Protective Equipment Manual](#)  is now available, as well as [Standardized Operating Procedures \(SOPs\)](#)   for common lab practices such as hazardous materials storage and handling, toxic waste management and disposal, and emergency procedures for accidents and spills.



Workplace Inspections, Audits & Assessments

Workplace Inspections, Audits & Assessments



Safety workplace inspections are intended to proactively identify both existing and potential hazards that could result in injuries, illnesses and incidents to members of the Ryerson community.

A close-up photograph of a person's hand holding a clipboard. On the clipboard is a sign that reads 'PLEASE FOLLOW TREATMENT REGISTER' and another document with text and checkboxes.

A large black magnifying glass icon.

In 2018, EHS inspected **95%** of **1200** medium and high risk spaces.

Physical workplace inspections

We monitor the inspection results closely and implement controls to manage the risks identified through:

- safe work procedures,
- policies,
- engineering controls,
- personal protective equipment, or
- addressing any repairs or maintenance measures.

In 2018, EHS and the Departmental Safety Officers focused on inspecting every workspace that included high and medium level risks, such as spaces that include machine shops, laboratories, and mechanical rooms. Due to the work and research being conducted, these spaces can have machine guarding, biological, ergonomic, chemical and physical hazards.

A photograph of two workers wearing safety glasses and dark clothing. They are standing in a workshop or laboratory, looking at a piece of equipment on a workbench. One worker is holding a clipboard. The workbench has various tools and equipment on it, and a 'DANGER' sign is visible.

Inspections of medium and high risk workspaces in 2018

Over 940 spaces were inspected in 2018. These represent 95% of our medium and high risk spaces. Congratulations to Student Affairs, Provost and Vice President Academic, FOS, FEAS, FCS, FCAD and FOA for completing 100% of their inspections. Well done!

Specific laboratories and emergency equipment safety inspections

Ryerson has many specific laboratories (e.g., radiological, biological and laser laboratories) and many pieces of equipment in the labs that we inspect and certify annually including:

- fume hoods,
- emergency eyewash and safety showers,
- biosafety cabinets, and
- laminar flow hoods.

This table shows the number of completed safety inspections for in safety equipment. The equipment includes x-ray equipment, lasers, fume hoods, biosafety cabinets, laminar flow hoods, local exhaust arms, and emergency eyewashes and safety showers.

Types of Inspections	Number of inspections
Radiation Labs	9
X-ray Equipment	8
Lasers	35
Biosafety Labs	21
Fume Hoods	108
Biosafety Cabinets	23
Laminar Flow Hoods	5
Local Exhaust Arms	4
Emergency Eyewashes and Safety Showers	120



Racking assessment



Racking is used across the university for storage. It poses a high injury risk if shelving collapsed due to poor installation and maintenance. To prevent this, racking needs to be anchored to the wall, structurally safe and clearly identify the load rating capacity.

In 2018, the EHS team coordinated a safety review of the 52 racking systems used across campus. Some key spaces reviewed include:

- the Sears engineering storage warehouse and workshops
- Interior Design
- Shipping and Receiving spaces

Key results from the safety review included:

- specific racking issues, such as improper loading on shelves, main beam deflection etc.
- general issues, such as not anchoring to the floor, secondary beam missing, pallets or materials resting against the racking system etc.

An action plan has been developed so that repair on structural deficiencies will be conducted by a dedicated rack service and repair specialist and recertified by an engineer.



In 2018, the EHS team coordinated a safety review of the **52 racking systems** used across campus.



Machine guarding and emergency stops assessment



If the moving parts of machines are not properly guarded or locked out during maintenance and other activities, it can result in serious injuries such as amputation of fingers, limbs or death.

In 2018, Ryerson conducted a machine safeguarding and emergency stop review for machines in student-centric workshops. 143 machines at 15 locations with focus on machine guarding and emergency stops were assessed in:

- Faculty of Communication and Design
- Faculty of Engineering and Architectural Science
- Faculty of Science
- Facilities Management and Development department

The types of machines reviewed ranged from small lathes, saws, jointer, router, cutter, belt/disc sander to large CNC milling machine and robot.

In 2019, Ryerson will be addressing the gaps identified. This will complete our robust [machine safety program](#) that includes an e-learning module on machine safety and comprehensive Safe Operating Procedures for all our student-centric machines.



In 2018, Ryerson conducted a machine safeguarding and emergency stop reviews for **143 machines**.



Noise and hearing conservation



Excessive noise exposure can pose a serious health hazard over time, include noise induced hearing loss (NIHL), physical and psychological stress, a reduction in productivity. It can also interfere with communication. All of these impacts significantly contribute to workplace incidents and injuries.

Faculties and departments who participated in the assessments included Facilities Management and Development, Faculty of Science, Faculty of Communication and Design, Faculty of Engineering and Architectural Science and Ted Rogers School of Management.

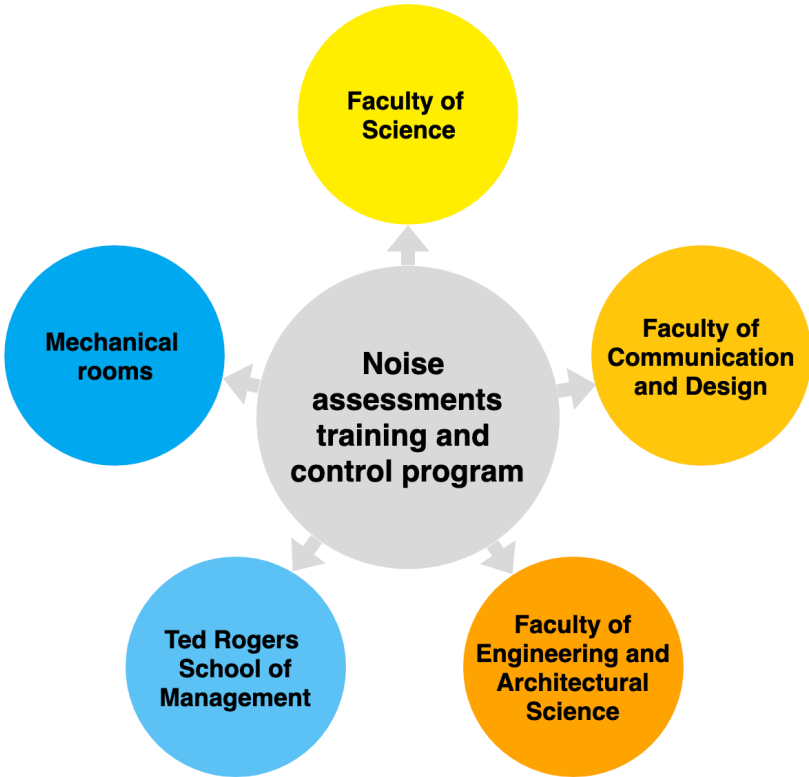
Signage and the provision of hearing protection controls are being implemented in these areas.

103

noise assessments were completed where noise sources are known or assumed to be high. The regulatory limit of noise exposure over an 8 hour work day in Ontario is **85 dBA**.

4

training sessions were completed for areas where noise levels were at of above the regulatory limit.



Designated substances assessment



The [Ontario Regulation 490/09 on designated substances includes 11 substances., external link](#) When these are present, employers must conduct an assessment to determine the likelihood of worker exposure. When there is a possibility of worker exposure, a control program must be instituted that includes engineering controls, work practices, hygiene practices, record keeping and medical surveillance, if applicable.

In 2018, Ryerson completed a university-wide inventory of all our designated substances in areas of the university where designated substances were known to be handled. Main locations included:

- Mechanical and Industrial Engineering
- Chemical Engineering
- Civil Engineering
- Aerospace Engineering
- Chemistry and Biology
- Architecture
- Image Arts
- Physics
- School of Interior Design
- School of Performance
- Facilities Management and Development

The objective of the assessment was to determine the likelihood of worker exposure during normal use and in emergency situations.



In 2018, Ryerson completed a university-wide inventory of all our designated substances in areas of the university where designated substances were known to be handled.

Coming up in 2019

In 2019, EHS will work towards the development of a formal program for designated substances to improve on existing controls where necessary to mitigate any potential exposure risks to these substances.



Federal Canadian Nuclear Safety Commission Audit

The Canadian Nuclear Safety Commission (CNSC) is the federal regulator of nuclear power and radioactive materials in Canada.

In 2018, the CNSC conducted an audit of Ryerson’s Radiation Safety Program to verify the conditions set out by the university’s Nuclear Substance and Radiation Devices licence. The audit included an inspection of all locations on campus where nuclear substances are used and stored.

The university successfully passed the audit with no non-compliances found or orders issued.

In 2018, Ryerson’s Radiation Safety Program successfully passed the CNSC audit.

Workplace Safety and Insurance (WSIB) Performance

Workplace Safety and Insurance (WSIB) Performance



Annual Report 2018

Ryerson’s goal continues to be to eliminate injuries on campus completely. We move towards this goal by creating a safe and healthy work, learning and research environment that contributes to our community’s wellbeing.

Overall, this past year saw significant reduction in days lost.



WSIB costs

These numbers reflect Ryerson’s WSIB costs, based on a September 2017 New Experimental Experience Rating (NEER) statement. NEER is the experience rating program for non-construction employers with annual premiums over \$25,000. In 2018, Ryerson’s annual premiums were around \$1.4M.

The NEER program compares the employer’s actual claim costs over a four-year period to the expected costs compared to similar organizations. If the actual claim costs are lower than expected, the employer is eligible for a rebate; if higher, the employer receives a surcharge. Ryerson’s 2018 NEER Cost was \$345K (this cost reflects what WSIB would pay out to injured employees including total benefits paid, future projected costs and an administrative cost).

Our NEER cost was lower than other similar organizations. Consequently, the university received almost \$40K in rebates 2018.

Comparing WSIB performance from 2015 to 2018

This chart compares Ryerson’s WSIB performance from 2015-2018 for critical injuries, days lost, lost time injuries, severity rate and performance index.

	2015	2016	2017	2018
Critical Injuries	0	0	2	8
Days Lost	64	175	404	227
Lost Time Injuries	12	20	21	18
Severity Rate	6.73	2.89	6.88	3.68
Performance Index (PI)	0.22	0.56	2.54	0.96

\$1.359M
Premium

\$39.9k
Rebates


From 2017 to 2018 all WSIB metrics decreased, except for critical injuries. Additional information about the all five metrics in this chart are provided in subsequent information on this page.

Understanding WSIB performance statistics

Critical injuries

[Critical injury](#) are defined the [Ontario Occupational Health and Safety Act](#), and must be reported to the Ontario Ministry of Labour.

In 2018 there were eight critical injuries on campus. Four injuries included employees, three involved students and one injury involved a visitor to Ryerson.





Employee critical injuries	Student critical injuries	Visitor critical injury
<ol style="list-style-type: none">1. Fall while moving a table (Fracture)2. Tripped on a rock used to prop open a door (Fracture)3. Grill in the cafeteria (Burn)4. Slipped on wet leaves outside (Fracture)	<ol style="list-style-type: none">1. Pinch injury while working on a wrench (Unconsciousness)2. Unconsciousness (pre-existing medical condition)3. Unconsciousness (pre-existing medical condition)	<ol style="list-style-type: none">1. Unconsciousness (pre-existing medical condition)

Days lost

Days lost indicate the number of days an employee was away from work recuperating from a work-related injury.

One case accounted for 40% of the days lost due to an unknown object that flew into the eye of the worker when the worker was outside the building on their way to work.






In **2018**, we saw a steep reduction in the number of days lost from **404 to 227**. This represents a **44% reduction**.

Lost time injuries (LTIs)

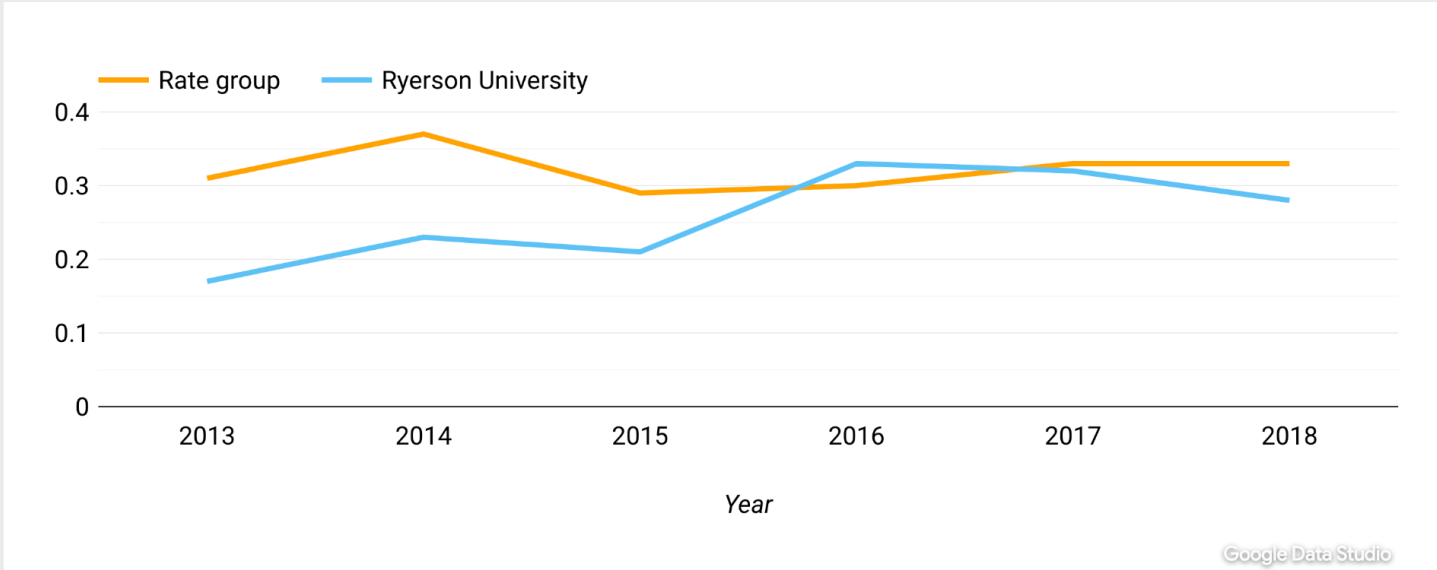
Lost time injuries lead to time away from work because of the injury. In 2018, there were 18 lost time injuries. This is the lowest that Ryerson has documented in the last three years, and a 14% reduction from 2017.



Causes of LTIs



Lost time injuries frequency



Accessible table and summary: Lost time injury frequency

This chart compares Ryerson's Lost Time Frequency rate with other organizations in our rate groups from 2013 to 2018. The rate group includes universities, libraries and museums, etc.

From 2013 - 2015 Ryerson had a much lower injury rate that other similar orgaizations. In 2016, we were higher (0.33 compared 0.3 for our rate group), and in 2017 and 2018, we are once again lower than our rate group average.

	2013	2014	2015	2016	2017	2018
Rate group	0.31	0.37	0.29	0.3	0.33	0.33
Ryerson University	0.17	0.23	0.21	0.33	0.32	0.28

Severity rate

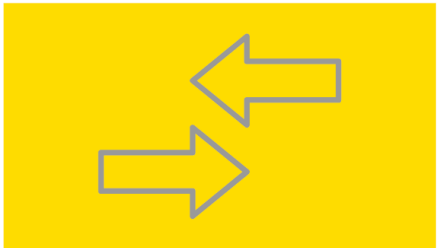
Severity Rate calculates the average number of days lost per injury within a given year. It is calculated by dividing year-to-date days lost, regardless of accident dates, divided by the full time equivalent worker multiplied by 100.

In 2018, our severity rate reduces from from 6.88 in 2017 to 3.68. This reflects a 47% reduction.



Performance index

The performance index (PI) compares the firm’s (i.e. Ryerson University's) actual injury cost and the expected costs. A PI greater than one indicates a surcharge and PI less than one indicates a rebate.



In 2017, for the first time in Ryerson’s reporting history the university scored a surcharge PI. In 2018, the university saw a steep drop in our PI to 0.96 and we are once again in a rebate position. In 2018, Ryerson received almost \$40K in rebates.





What’s next for health protection in 2019



Increased awareness of incident reporting requirements at the management and supervisor levels throughout the academic and non-academic areas. How will we do this? Through new face-to-face training module for managers and supervisors.



Promote reporting of near misses in high risk areas. Research has shown that for every injury that occurred, a series of preventable factors or events immediately preceded it. It is often the case that if a near miss had been identified and addressed in advance, it could have led to a less severe outcome. Early recognition and reporting helps to prevent future occurrences and helps to ensure the safe return to work for those involved.



Human Resources’ Workplace Wellbeing Services has partnered with Safety First to strengthen the return-to-work program and to further reduce time away from work. Workplace Wellbeing Services will introduce a formal modified duties program in 2019.

Environmental Protection Performance

Environmental Protection Performance



Chemical Safety Program



Ryerson University uses 17,000 chemicals in both its academic and research activities. To provide an institutional framework for the use of chemicals, EHS developed [a comprehensive Chemical Safety Program](#) based on extensive stakeholder feedback with three faculties who use chemicals most frequently:

- Faculty of Science
- Faculty of Communication and Design
- Faculty of Engineering and Architectural Science

The program fully aligns to the new WHMIS 2015 legislation that came into effect December 1, 2018.



Ryerson University uses **17,000 chemicals** in both its academic and research activities.



A comprehensive safety program



Comprehensive chemical management

- [Inventory and hazardous waste disposal](#)

Manuals and procedures

- [Fume hoods](#)
- [Emergency equipment](#)

Manuals and procedures

- [Lab safety manual](#)
- [Standard operating procedures](#)
- [Chemical safety manual](#)
- [Personal protective equipment manual](#)

Training and instruction

- [WHMIS 2015 training](#)
- [Lab safety videos](#)
- [Lab specific training](#)

Communications

- [Lab safety signage and workplace labels](#)
- [DSO information sheets](#)

Hazardous Waste Disposal



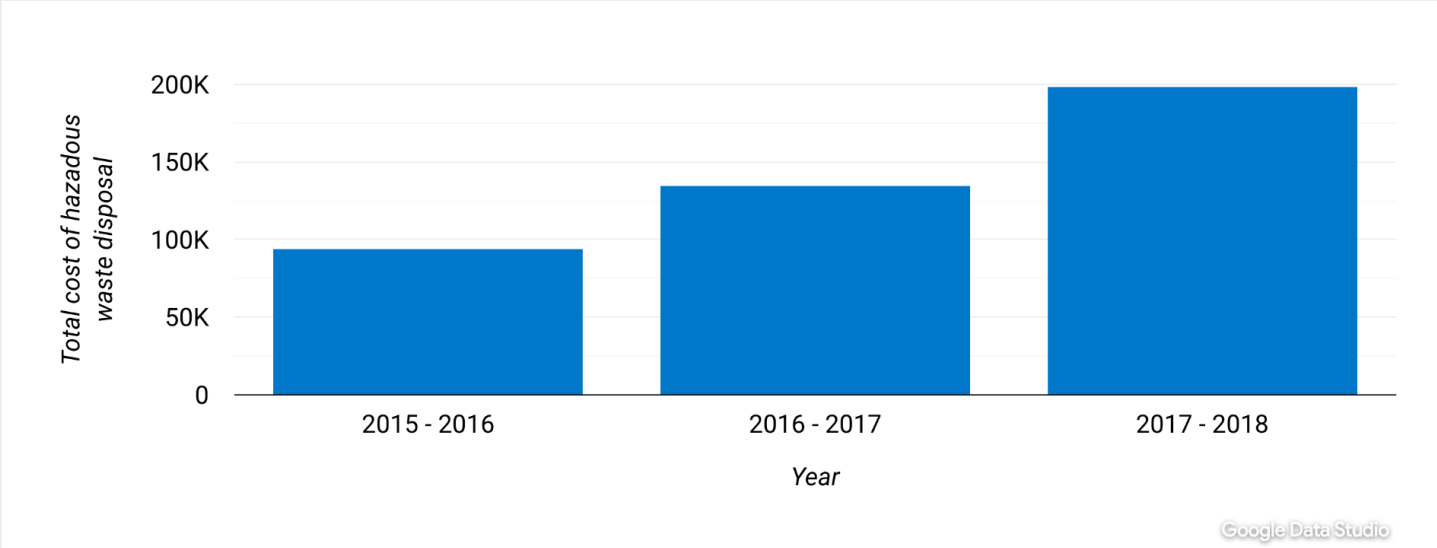
Ryerson University has approximately 500 wet labs, and shops, that use chemicals, biological and radioactive materials in academic and research work. Since 2015 EHS centrally manages hazardous waste at Ryerson, which includes ensuring environmental compliance.

With the growth of the university and an increase in research, both our volumes and cost of hazardous waste disposal have increased over the years. To address this evolving and growing need, in 2018 EHS negotiated two new waste disposal contracts that will result in cost savings over the next three years.



Ryerson University has approximately, **500 wet labs**, and shops, that use chemicals, biological and radioactive materials in academic and research work.

Cost of hazardous waste disposal



Accessible table and summary: Cost of hazardous waste disposal

The chart indicates that we have had increasing cost of hazardous waste disposal over the last three years as the univeristy grows.

Year	2015 - 2016	2016 - 2017	2017 - 2018
Cost of hazardous waste disposal	\$94,471.04	\$135,117.74	\$198,561.96

Implementing new environmental legislative requirement:
Environmental Activity and Sector Registry (EASR)



Recent changes to legislation allow lower risk emitters to bypass the lengthy approval process by the Ministry of Environment, Conservation and Parks, allowing universities to submit the same type of documents through an online system. This new process is called the [Environmental Activity and Sector Registry \(EASR\)](#) which comes into effect when the existing Environmental Compliance Approval (ECA) expires.



Work is currently underway with the aim to have the **EASR** registered by the end of 2019

What does this mean for Ryerson?

As part of Ryerson's EASR application, we will:

- assess all our emissions on campus
- conduct assessments for noise, odour, and air emissions
- in some cases, develop and implement mitigation control plans.

This work is underway, with the aim to have our EASR registered by the end of 2019.

Environmental Compliance Activity

The university dealt with three small spills in 2018.

What happened	The environmental impact	Prevention
In two incidents, students used coloured dye to paint themselves and each other, while participating in frosh week activities.	Both of these spills impact the environment in two ways - first, through discoloration, and second, when spills enter our waterways they have the potential for ecologically and water treatment system impact. "Impact" in the regulation is defined as anything that changes the environment from its natural form.	The spills were reported to the legislators, and both the Ministry and City of Toronto were satisfied with the quick response and action from Ryerson on both spills. We also implemented controls to prevent future similar recurrences.
Inadequately packed research packages containing biohazardous waste water were shipped to Ryerson. Due to biodegradation these packages combusted and created a spill.	The spill itself had a biological impact, as did the residual of the disinfectant used to address the spill, which had to be disposed of carefully.	This biohazardous event triggered a review of the overarching management of biohazardous materials used in research applications at the university. The Institutional Biosafety Committee will be implementing stricter controls for any work involving raw sewage and municipal wastewater in 2019.

Advancing environmental protection performance: Collaborating with Ontario universities




Ryerson launched an informal **Ontario-wide** universities environmental networking group

Ryerson launched an informal Ontario-wide universities environmental networking group. The group meets in person quarterly to discuss sector-specific solutions around sustainable environmental programs. This networking group has also featured guest speakers the from Ministry of Environment, Conservation and Parks, Air Emissions Experts and OECM.

Three meetings were held on campus with participation from:

- | | |
|---|------------------------------|
| • Brock University | • University of Ottawa |
| • Guelph University | • University of Toronto |
| • Ontario College of Art and Design | • University of Waterloo |
| • Queen’s University | • Wilfrid Laurier University |
| • University of Ontario Institute of Technology | • York University |

Supporting our Community



Supporting our Community



One of the greatest strengths of Ryerson’s environmental health and safety management system is that it recognizes that every one of our faculties and departments have unique safety needs. As such each faculty and department has a designated EHS manager, who provides a single point of access for all safety needs, and assists in customizing the programs to reflect unique needs.

Two examples of how units advanced their safety programs in 2018

University Business Relations - Food Services

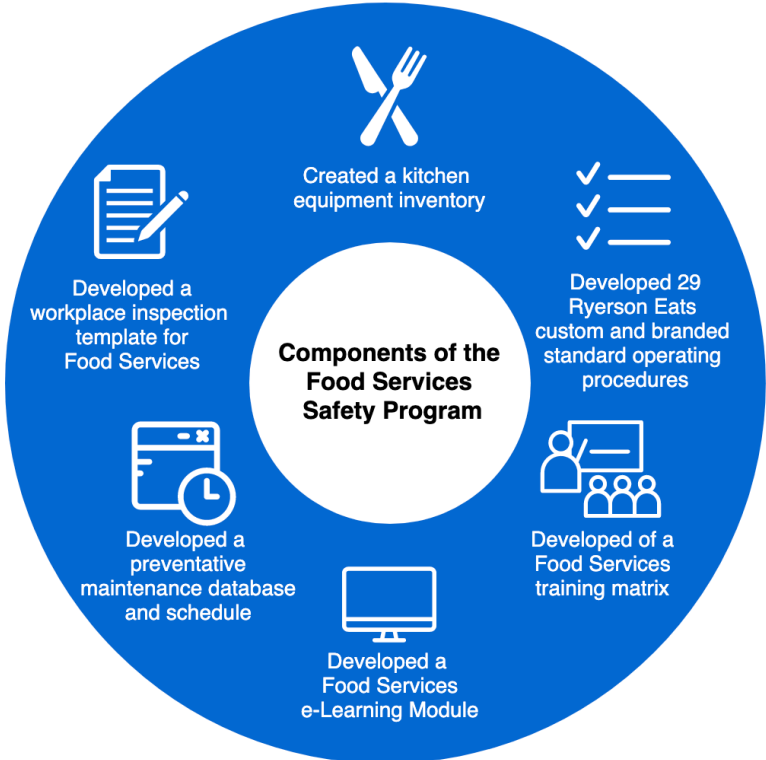


Food Services launched a comprehensive EHS initiative aimed at reducing kitchen incidents and injuries and building a safety culture mindset in day-to-day operations. This project kicked off with a review of existing processes and procedures, and hazard assessments.

In 2019, the focus will be on rolling out of the tools and training at all levels and building capability within the unit through the support of our dedicated DSOs. The DSOs will represent operations in POD Hub, Pitman, ILC, MAC, Catering.



Food Services launched a comprehensive EHS initiative aimed at reducing kitchen incidents and injuries and building a safety culture mindset in day-to-day operations.



Safety successes with Faculty of Engineering and Architectural Science (FEAS)



In 2018, FEAS underwent the Canadian Engineering Accreditation through Engineers Canada. Amongst other aspects, the audit includes an assessment of safety components. FEAS was successfully able to demonstrate their strong commitment to student, staff, and faculty safety within their curriculum, labs, shops, and classrooms.

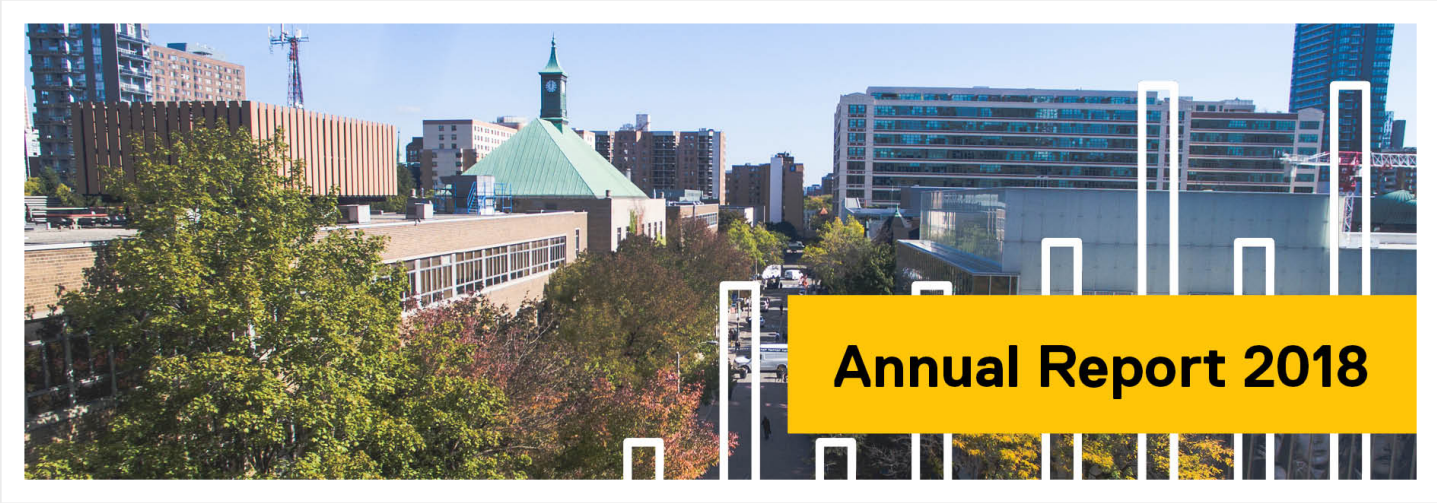
Congratulations to FEAS for receiving accreditation for all Ryerson's engineering programs!



Congratulations to FEAS for receiving accreditation for all Ryerson's engineering programs!

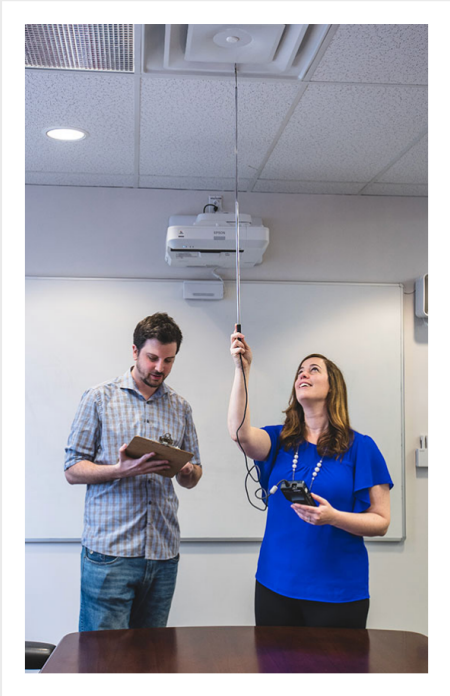
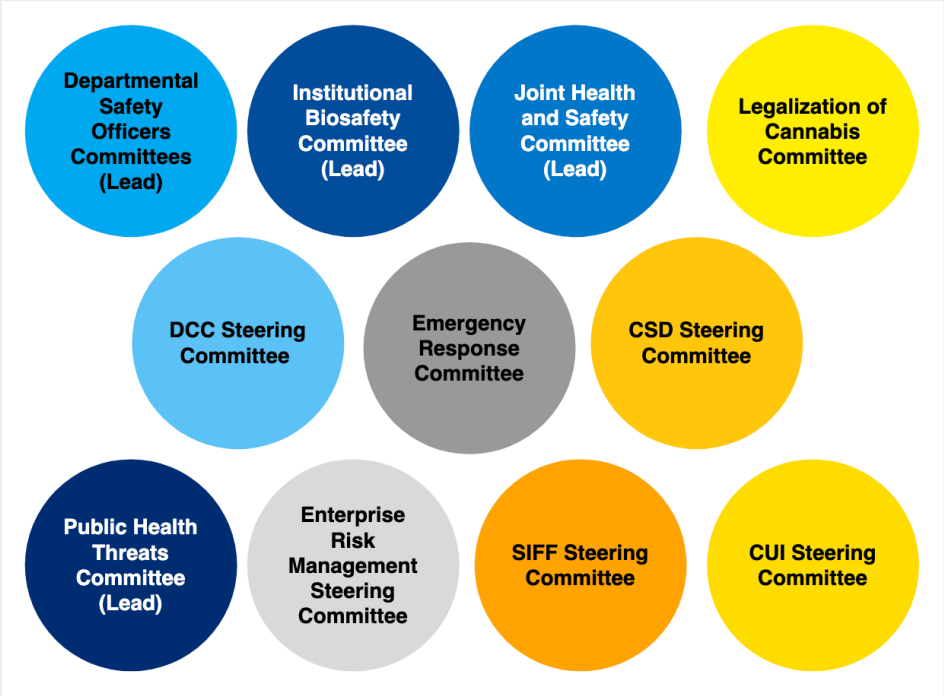
Collaborations & Partnerships

Collaborations & Partnerships



Task forces and committees

In 2018, the EHS team contributed to many institutional committees:



Cross campus collaboration helps keep our community safe

 <p>Over 100 departmental safety officers implement departmental-specific initiatives</p>	 <p>250 fire wardens guide safe evacuation during emergencies</p>	 <p>115 first aiders take care of us if there's an injury</p>
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External partnerships

To ensure we are sharing resources and up-to-date on best practices, we work with a number of external organizations.


Council of Environmental Health and Safety Officers (CEHSO)

A subgroup of the Council of Senior Administrative Officers, the CEHSO engages in consultations with the Ministry of Labour, the Workplace Safety and Insurance Board, the Public Health Agency of Canada and the Canadian Food Inspection Agency, including providing submissions on topics as they emerge. On an ongoing basis, regulatory changes are monitored and their impacts on the sector analyzed.




The Ontario University Biosafety Officers Association (OUBSO)

Ryerson is a member of the OUBSO which, under the direction of CEHSO, liaises with the Public Health Agency of Canada and the Canadian Food Inspection Agency. The OUBSO reviews and consults on changing legislative requirements for licensed institutions where human and animal pathogens and toxins, as well as animal and plant pests are imported, stored, handled and transferred in Canada.



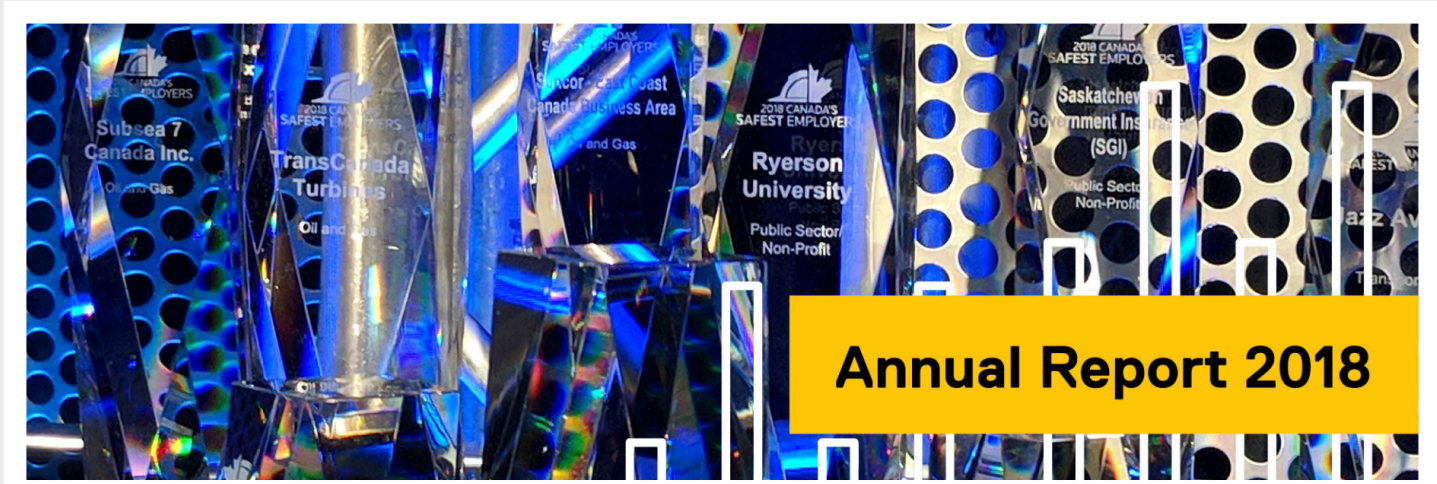
Ontario University Environmental Networking Group

Ryerson launched an informal Ontario-wide universities networking group, the Ontario University Environmental Networking Group. The group collaborates on environmental issues facing Ontario Universities, meeting in person quarterly to discuss sector-specific solutions around sustainable environmental programs. This networking group featured guest speakers from Ministry of Environment, Conservation and Parks, Air Emissions Experts and OECM.



Awards

Awards




CAUBO Award for Office Ergonomics Program



Since 1987, [Canadian Association of University Business Officers](#) (CAUBO) has celebrated the administrative achievements of its members through the [Quality and Productivity Awards](#).

The awards celebrate the best among all Canadian universities, highlighting the most effective and innovative practices that enable excellence in the management of risk, and human, financial, IT and physical resources in Canadian Universities.

At CAUBO's 2018 Quality & Productivity Awards in Vancouver, Ryerson was awarded the Honorary mention for the [Aches, Pains and Office Strains program](#).



The innovative office ergonomics program provides a variety of self-help tools to improve the workstation set-up for employees, including:

- an eLearning module
- fact sheets
- videos
- 11 pre-selected ergonomic chairs that employees can pick from, if a need is identified

Canada's Safest Employer Award



In October, 2018 Ryerson received a [Canada Safest Employers Silver Award](#) from Canadian Occupational Safety magazine. The award recognizes outstanding accomplishments in promoting the health and safety of employees and students at the university. This national award judges organizations on a wide range of occupational health and safety elements.

This is the first time Ryerson has won this prestigious, national award.

As EHS Director Geeta Sharma has pointed out while professionals in EHS provide the vision and direction, safety is everyone's responsibility, "Every member of Ryerson actively participates in safety. Our leaders have provided unwavering support, our DSOs, fire wardens and first aiders support their departments safety on a daily basis. Our employees and students engage by taking safety training, reporting safety hazards, and above all we look out for each other."

This award is a culmination of the hard work and commitment to safety from the Ryerson community.



The high standard of safety that is maintained is thanks to members of the Joint Health and Safety Committee, (JHSC) the departmental safety officers (DSOs), fire wardens and first aiders.

Legislative Priorities (2018-2019)

Legislative Priorities (2018-2019)



Safety, environmental, and Workplace Safety Insurance Board (WSIB) legislative requirements are constantly changing. Through the Council of Senior Administrative Officers (CSAO) sub-group, the Council of Environmental Health and Safety Officers (CEHSO), we continue to engage in consultations with:

- Ministry of Labour
- WSIB
- Public Health Agency of Canada
- Canadian Food Inspection Agency.

On an ongoing basis, regulatory changes are monitored and their impacts on the sector analyzed.



2018

In 2018, there were five changes of note:

- the legalization of Cannabis,
- Workplace Hazardous Materials Information System (WHMIS) 2015 came into effect,
- changes to monetary penalties for offenses under the Occupational Health and Safety Act;
- changes to Federal Legislation in regard to Drones/UAVs;
- changes to exposure limits under the Occupational Health and Safety Act.



2019

Legalization of cannabis

Ryerson was part of the Council of Ontario Universities' (COU) Working Group on Cannabis and hosted an internal Legalization of Cannabis Taskforce to prepare the university for the new legislation.

The university continues to monitor and respond to the new cannabis legalization and the resulting impacts on students and employees.



Workplace Hazardous Materials Information System (WHMIS) 2015

Through CEHSO and COU, Ontario Universities have been lobbying the Ontario Ministry of Labour through COU for an amendment to the WHMIS 2015 regulation around the wording pertaining to workplace labels.

This regulatory ammendment was received in 2019, and Ryerson is currently updating all our WHMIS lables on over 15,000 chemicals.

Ryerson is also leveraging our existing chemical inventory systems, HECHMET and ChemWatch for efficiencies and consistency.



Environmental Activity and Sector Registry (EASR):



The new regulation (o.Reg.245/11) under the Environmental Protection Act allows the university, as a low risk emitter, to submit an online Environmental Activity and Sector Registry (EASR) application for environmental emissions to the Ministry of the Environment, Conservation and Parks.

Ryerson has completed the RFP process and awarded the work to a consultant to assist us with the EASR application. To register as required, we will need to do extensive data collection and documentation to determine the amount of chemicals used within Ryerson, and what our noise emissions are to ensure compliance with the Ministry's and City of Toronto limits.



Ryerson is completing extensive data collection and documentation to determine the amount of chemicals used within Ryerson, and what our noise emissions are to ensure compliance with the Ministry's and City of Toronto limits.

WSIB rate framework modernization



WSIB Rate Framework Modernization is scheduled to be implemented in January 2020. While promising to introduce stability to the current fluctuating premium rates, we continues to review for impact and monitor progress.



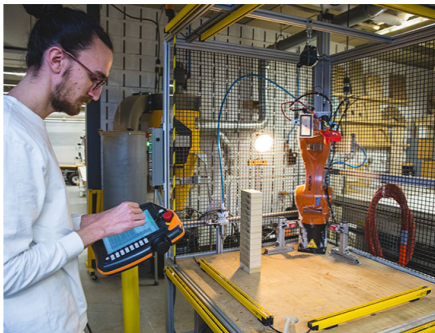
WSIB Rate Framework Modernization is scheduled to be implemented in January 2020.

Upcoming EHS Initiatives

Upcoming EHS Initiatives

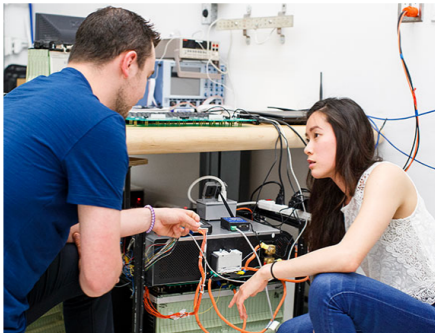


There are a number of key priorities for EHS in the year ahead.

A man in a white lab coat is using a handheld device in a machine shop. In the background, there is a robotic arm and various industrial equipment.


Machine safety

- Upgrading machine guarding and emergency stops on 145 machines assessed in student-centric machine shops in 2018.

A man and a woman are working on a circuit board. The man is holding a wire and the woman is looking at the board. They are in a lab or workshop setting.


Electrical safety

- Surveying medium and high-risk teaching and research spaces to review requirements for additional electrical outlets to support high voltage power-supplied equipment
- Once complete, EHS will work with maintenance and operations to address any deficiencies and retrofit these spaces with additional power outlets.

Two people are working with red trays containing substances. They are wearing lab coats and gloves. The trays are on a table in a lab setting.

Designated substances

- Reviewing the inventory of designated substances on campus and conduct full audits of work practices where potential exposures to these regulated materials are handled.
- Where potential exposures are identified, additional Standard Operating Procedures, engineering controls and a full designated substances program will be developed supported by medical surveillance if required.

A man in a white lab coat is looking at a first aid kit. The kit is on a wall and contains various medical supplies. He is holding a pen and looking at the kit's contents.

Medical surveillance

- Reviewing the need for a comprehensive medical surveillance program for activities that may result in occupational illness or disease.
- This program will outline the need for worker assessment, immunization or prophylaxis as required, health conservation, the requirements for personal protective equipment and ongoing surveillance and testing.



Chemical safety

- Continuing to add existing chemicals to our chemical inventory management database and perform audits of the chemical inventory database to determine accuracy of information.
- The goal is to increase the use of the chemical inventory system and the online safety data sheet system.



Environmental protection

- Achieving registration for Air and Noise permits (EASR) for all our spaces we own and lease.
- Creating an environmental policy and standard operating procedures related to environmental protection. For example, outlining the process of dealing with environmental complaints from external parties (i.e. our neighbours) and processes within FMD to ensure compliance with the outlined limits.

Ryerson will also continue to host Ontario Universities Environmental Networking for 2019.

University Relations

Monthly Metrics & Reach



April 2019 - UR Highlights

- Launched Ryerson's first-ever national advertising campaign, promoting strengths in research, creativity and city building. The bilingual campaign reinforces Ryerson's reputation as a leader in urban-focused research.

Media Relations

- Release of research report by Ryerson Urban Water exploring the use of single use wipes and the damage caused to city infrastructure was covered by nearly 50 outlets from across North America including NBC Today, Forbes, CTV, CBC, Vice and The Globe and Mail.
- Ryerson's reputation campaign was covered by marketing industry magazine, Strategy.
- Ryerson faculty experts were offered and commented on a variety of topics including Climate Change Canada Report, provincial cuts to education, teaching jobs, new TTC transit plan, U.S. Presidential race, SNC-Lavalin.
- Provided media support for the School of Fashion's annual fashion show, Mass Exodus
- Provided media support for launch of spring Chang School course offerings in Brampton
- Provided media support for launch of Toy Invention program, offered by FCAD and the Chang School, in partnership with OCAD.

Publications

- Produced 12 editions of Ryerson Today (RT)
- 58,198 subscribers
- Highest open rate was the Alumni Weekend overview (36.9 per cent), second-highest open rate was story about the Student Experience Awards (36.5 per cent)
- Ryerson Today published a Special Edition on Earth Day featuring the Ryerson Urban Farm, Ryerson Urban Water and the reputation campaign's research feature on sustainability.
- Ryerson University Magazine received a National Magazine Award nomination for the Keeping Memories Alive feature in the Art Direction of a Single Magazine Article category. The feature was designed by Nicola Hamilton of Studio Wyse and appeared in the summer 2018, Double Anniversary edition.

Marketing

- Produced more than 20 print projects including the Centre for Urban Innovation (CUE) annual report (digital, print and video), Yeates School of Graduate Studies year-in-review (digital and print), Cybsecure Catalyst conference event materials, and marketing materials featuring the refreshed visual identity for the Career & Co-op Centre.
- Launched national reputation campaign. Media and channels included: Video pre-roll and display banners on The Globe and Mail Alliance Network, Rogers, Bell, CBC, Postmedia, Google Marketing Platform, La Presse and Le Journal; Cinema pre-show in Cineplex theatres and the Hot Docs



Film Festival; Print ads in The Globe and Mail, The Walrus, Financial Post and Hill Times; Grassroots outdoor postings in Toronto and Ottawa; and social content on Twitter and LinkedIn.

- Extensive planning underway for the Faculty of Law marketing campaign (launched in May) including two photo shoots (prospective students and business leaders).

Website

- Saw a 10.37% increase in visitors, 6.01% increase in visits from April 2018 to April 2019.
- Mobile traffic continues to increase dramatically, experiencing a 24.38% increase in visitors, and 23.80% increase in visits year over year.

Social Media

- **Instagram:** Gained 774 followers to reach 22.4K.
- **Facebook:** Gained 553 fans to reach 72K. Engagements have increased by 2.9K. Highest performing Facebook post of 2019 (zZz zone) was posted in April and brought 1.1K engagements.
- **Twitter:** Gained 252 followers to reach 55K. Engagements have increased by 1.4K.
- **LinkedIn:** Gained 1.6K followers to reach 218K; 2.3K social engagements (likes, comments, shares); our content had 408K impressions
- **Giphy:** 1.9 million views of gifs and stickers; we saw a huge spike this month with the introduction of new stickers.
- Held a workshop for 20 FCS staff and faculty on best practices for social media.

Digital Marketing

- Led digital campaigns that were managed in-house for the Faculty of Arts - Institute for Future Legislators (multi-channel), Alumni - Alumni Weekend 2019 (multi-channel), SciXchange - Science Rendezvous 2019 (multi-channel), YSGS (domestic recruitment, multi-channel) and FEAS - MEIE (domestic recruitment, multi-channel).
- Worked with agency partners to support campaigns for UR (reputation campaign), MBA (domestic, international and out-of-province recruitment), TRSM (domestic undergrad recruitment) and Science (domestic grad recruitment).
- Planning new digital campaign with agency support for the Faculty of Law, May launch.

University Relations

Monthly Metrics & Reach



May 2019

Media Relations

- Created and distributed media releases on:
 - Inaugural donors to the Faculty of Law
 - StudentDwellTO, a collaborative research project on student housing with partners OCAD, York University and University of Toronto.
- Conducted a targeted media tour of CUI, led by President Lachemi.
- Supported the Alumni Achievement Awards with extensive media outreach on 2019 recipients.
- Curated content for The Toronto Star's annual Universities Guide, including arranging an interview with President Lachemi.
- Ryerson faculty experts compiled and distributed by Public Affairs were quoted widely on Canada's new digital charter, TPS' use of facial recognition technology, Toronto's housing market and the upcoming federal election.
- Ryerson Urban Water's research on the use of single use wipe continued to gain traction, with positive coverage on CTV and CBC networks.
- Provided media strategy and support for Coach Rana's move to The Sacramento Kings, including official university statement from Jen McMillen.

Publications

- Produced 13 editions of Ryerson Today (RT)
- 55,740 subscribers
- Highest open rate was the edition featuring "Student scholarships for Ryerson's Faculty of

Law" (38.2 per cent); second-highest open rate was the issue featuring "Moving towards a smoke-free quad" (37.1 per cent). *Note: industry average open rate is 16.1 per cent*

- Published a Special Edition on Accessibility

Marketing

- Launched Faculty of Law marketing campaign targeted at influencers, running May through June. Channels included digital (Globe & Mail Alliance Network, Toronto Star, Rogers Business, Financial Post), paid social (LinkedIn), print (Globe and Mail, Toronto Star, Toronto Life, Ontario Reports), Out of Home (PATH Posters, Transit Shelter, OneStop Elevator Advertising). Mid-campaign results are tracking well.
- MBA internal awareness campaign launched, promoting MBA program to current students across Ryerson.
- Ryerson reputation campaign and YSGS digital recruitment campaigns both wrapped in May. Results to be shared soon.
- Led digital campaign for SciXchange's Science Rendezvous event (May 11).

Website

- Saw a 14.5% increase in visitors, 7.32% increase in visits from May 2018 to May 2019.
- Mobile traffic continues to increase dramatically, experiencing a 36.0% increase in visitors, and 35.6% increase in visits year over year.



- In May 2019, our website was visited by people from 203 countries. Canada accounts for 85% of all visits.

Social Media

- **Instagram:** Gained 472 followers to reach 23K. Published our second highest performing post to date – a shot of Ryerson grad Mena Massoud featured as Aladdin on Dundas Square takeover ads, which had 2.4K engagements.
- **Facebook:** Gained 731 fans to reach 73K and saw a 1.7K rise in engagement.
- **Twitter:** Gained 207 followers to reach 55.2K.
- **LinkedIn:** Gained 1.6K followers to reach 220K; 1.9K social engagements (likes, comments, shares); our content had 396K impressions
- **Giphy:** 1.5 million views of gifs and stickers

Digital Marketing

- Led digital campaigns that were managed in-house for Alumni - Alumni Weekend 2019 (multi-channel), SciXchange - Science Rendezvous 2019 (multi-channel), YSGS (domestic recruitment, multi-channel) and FEAS - MEIE (domestic recruitment, multi-channel).
- Worked with agency partners to support campaigns for the Faculty of Law (influencer campaign), UR (reputation campaign), MBA (domestic, international and out-of-province recruitment), TRSM (domestic undergrad recruitment) and Science (domestic grad recruitment).

Awards

- Ryerson University Magazine received a Gold National Magazine Award for the 2018 *Keeping Memories Alive* feature in the Art Direction of a Single Magazine Article category.



BOARD OF GOVERNORS MEETING
June 27, 2019

AGENDA ITEM: Graduating Student Survey 2018

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

This report summarizes results from the Graduating Student Survey 2018 and is presented for the information of the Board of Governors.

BACKGROUND:

The triennial Graduating Student Survey is one of a series of student surveys conducted by Ryerson as a member of the Canadian University Survey Consortium. Survey questions relate to students' satisfaction with their academic program and the University experience, as well as information about employment and career preparation.

COMMUNICATIONS STRATEGY:

The report will be disseminated within the Ryerson community and posted on the University's website.

APPROVED BY:

Name Glenn Craney
Date June 21, 2019

Graduating Student Survey 2018

Highlights of Survey
Results for Ryerson
University

**Ryerson
University**



About the Survey

- Every three years, Ryerson conducts a survey of graduating students as part of the Canadian University Survey Consortium.
- This student survey is conducted across the country by more than 30 universities. Ryerson has been a member of this group for the past 16 years.
- Students are asked about **themselves**, their **satisfaction** with their academic and university experiences, as well as their **expectations and plans for the future**.
- In 2018, over 5,100 Ryerson students were contacted, and 1,636 students completed the survey, yielding a response rate of 32%.
- These results will be posted online at <http://ryerson.ca/upo>.

About the Survey

- Broadly, the survey data collected was representative of what we know about Ryerson students from enrollment data.
- Women and Faculty of Community Services were slightly overrepresented in the sample population.

Response	2018 CUSC Results	%	2018 Institutional Data*	%
Gender				
Male	583	36%	19,887	44%
Female	1,052	64%	15,859	55%
Other Gender Identity/Not Reported	1	<1%	215	1%
Full-Time/Part-Time				
Full Time	1,154	71%	26,890	75%
Part Time	482	29%	9,071	25%
Faculty				
Arts	188	11%	4,502	13%
Communication and Design	290	18%	5,504	15%
Community Services	458	28%	6,639	18%
Engineering and Architectural Science	204	12%	5,243	15%
Science	115	7%	3,036	8%
Ted Rogers School of Management	381	23%	11,037	31%
Total Respondents	1,636	100%	35,961	100%

*Figures include Undergraduate Headcounts for Fall 2017 – excluding CE students.



Ryerson Student Profile

Age, Living and Family



Age: Ryerson graduates report an average age of 23.6, with 80% of students under the age of 24.

21 and under: 32% | 22 to 24: 48% | 25 to 29: 13% | 30 and older: 7%

All
Universities

23.4
Average Age



Living: 63% of respondents lived with parents, guardians or relatives. 3% had children themselves.

Living in: Rented Housing off Campus: 30% | With Parents, Guardians or Relatives: 63% | On-Campus Housing: <1% | Personally Owned Home: 5% | Other: 1%

37%
Respondents
living with Parents,
Guardians, Relatives



Transportation: 73% of respondents used public transportation to commute to campus.

Public Transportation: 73% | Solo Vehicle: 7% | Carpool: 1% | Walk: 16% | Bicycle: 2% | Other: <1%

45%
Use of public
transportation



Family Educational Background: 67% of respondents had parents who completed a post-secondary credential.

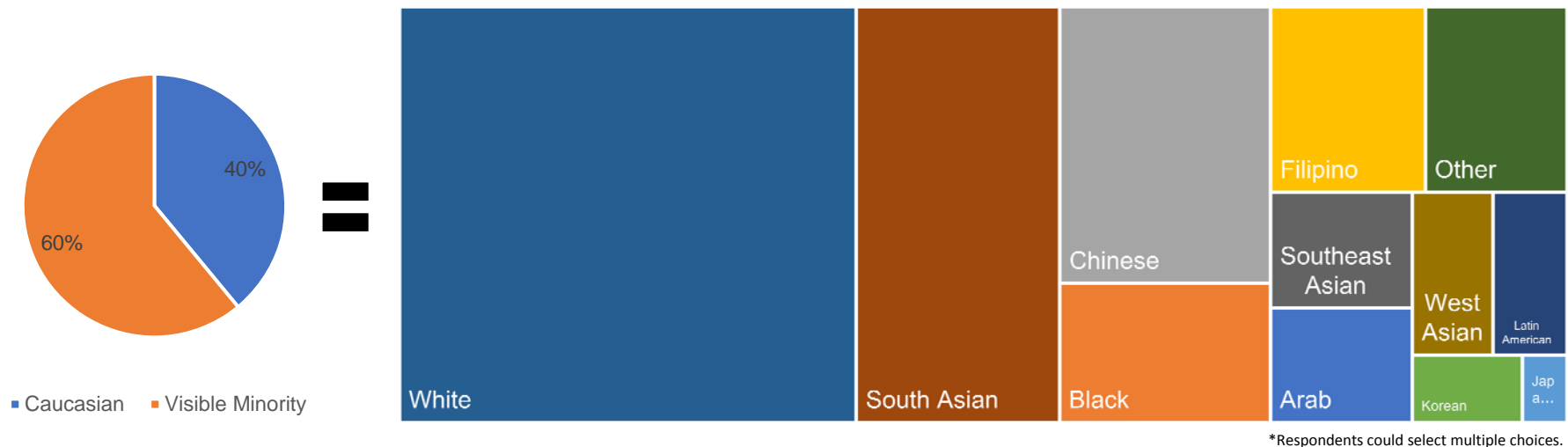
High School or Less: 19% | Incomplete Post-Secondary: 10% | College/CEGEP: 20% | University or Professional School: 35% | Graduate Degree: 13% | Other: <1%*

76%
Had parents who
have completed
postsecondary

*Figures add to 98%. Remainder of respondents indicated that they did not know.

Diversity

- **60%** of undergraduate students graduating in 2018 self-reported belonging to a visible minority.
- This compares with a rate of 40% across Canadian universities participating in the survey.
- 3% of respondents were international students.



*Respondents could select multiple choices.

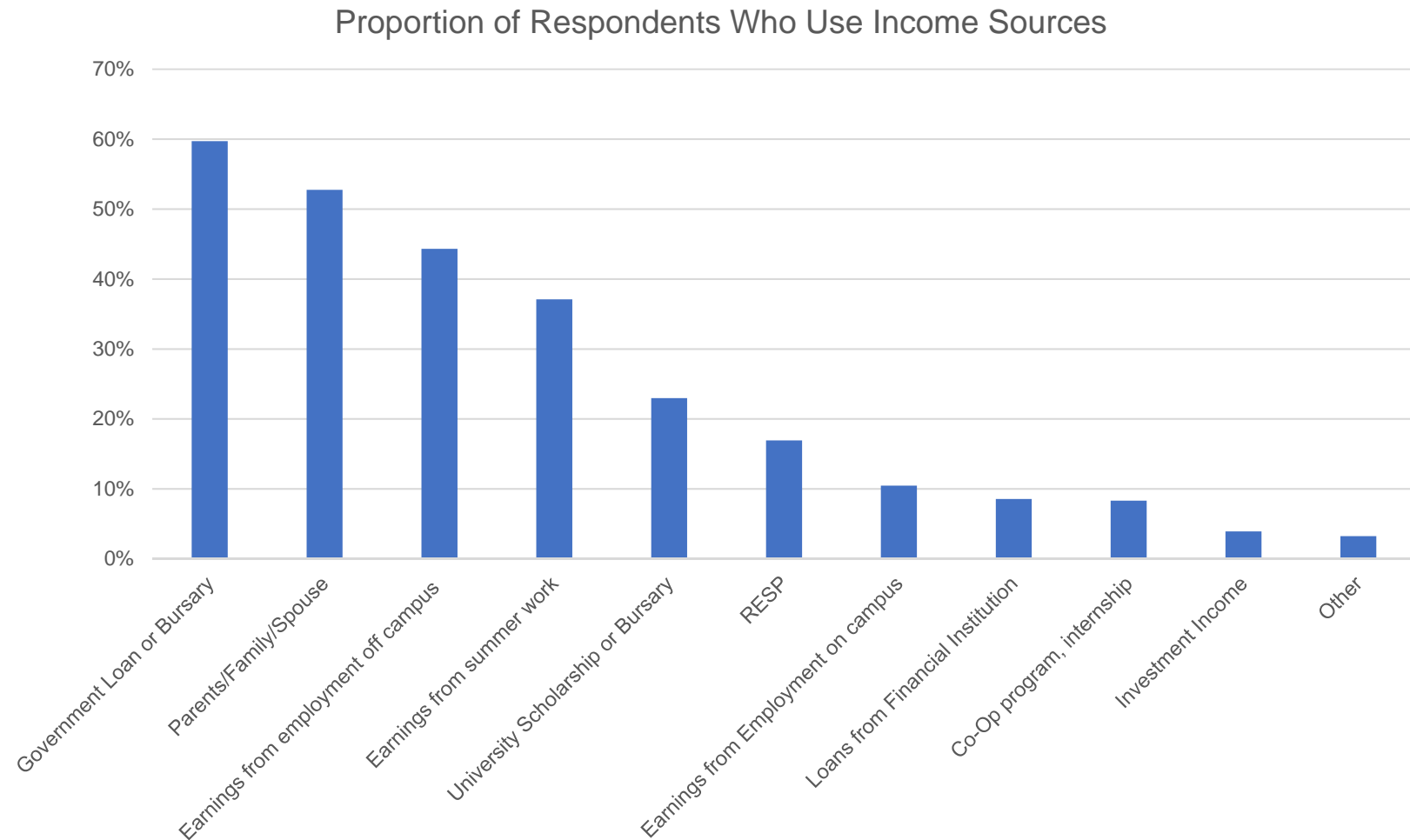
Disability and Mental Health

- **19%** of total survey respondents indicated that they had a disability.
- **64%** of those who reported disabilities reported having a mental health condition. (Note that respondents could select multiple responses.)
 - The next most common responses were Attention Deficit Disorder (**16%**), Learning Disabilities (**11%**), and Vision Impairment (**10%**).
- **34%** of students reporting disabilities reported that they used an academic accommodation.

Financing and Employment

- The most common kinds of support used by students were government loans **(60%)**, funds from parents and family **(53%)**, and earnings from employment off campus **(44%)**. Students were allowed to select multiple choices.
- Co-ops, government bursaries/loans, and in-study employment yielded the highest average amounts of income for students.
- **67%** of students reported being employed while completing their studies.
 - 54% of students were employed off-campus
 - 8% of students were employed on-campus
 - 5% of students were employed both on- and off-campus.
- An additional **19%** indicated that they were not employed, but were looking for work.
- Among graduates who studied full time, **72%** worked 20 hours per week or less.
- **52%** of students who worked reported a neutral or positive impact of employment on academic performance.

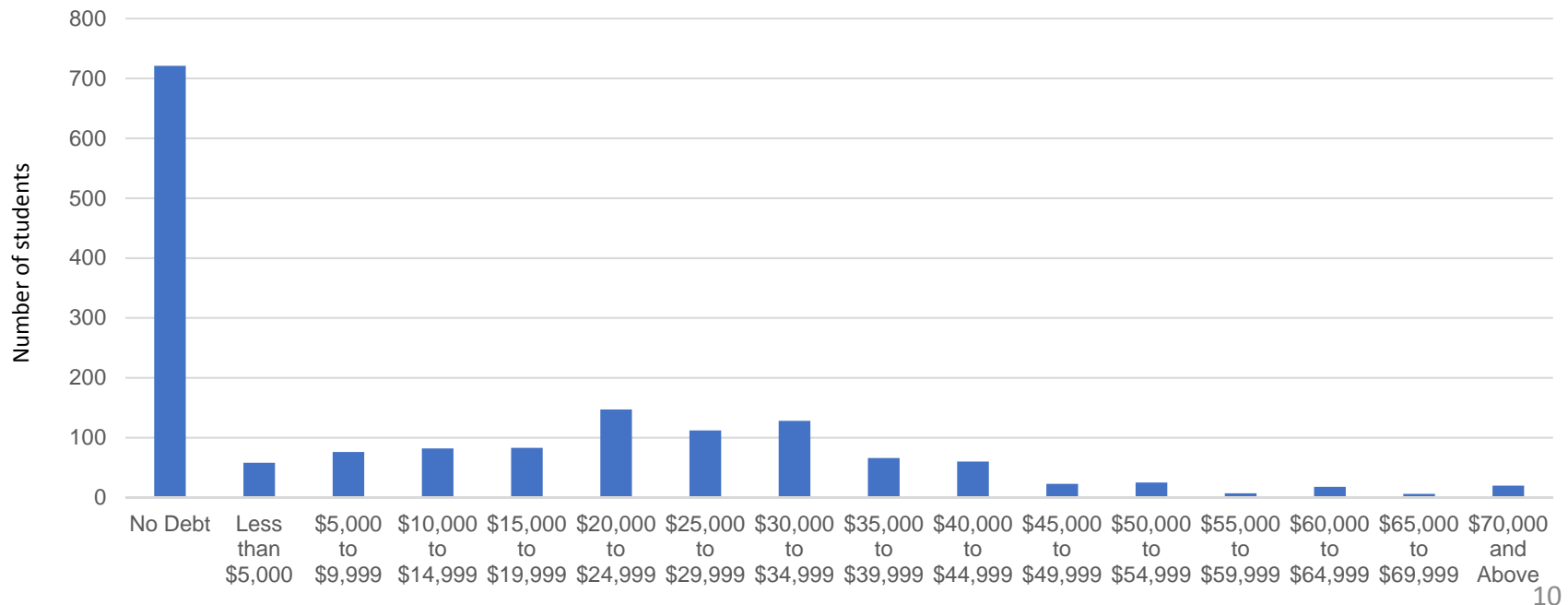
Student Income Snapshot



Financing and Debt

- More than half (**56%**) of graduating Ryerson students reported accessing repayable loans to help finance their education.
- Average debt for all graduating students at Ryerson is **\$14,583**.
- Average debt amongst graduating students with debt was **\$26,140**, approximately \$1,800 lower than the survey average across all institutions.

Distribution of Student Debt Amounts





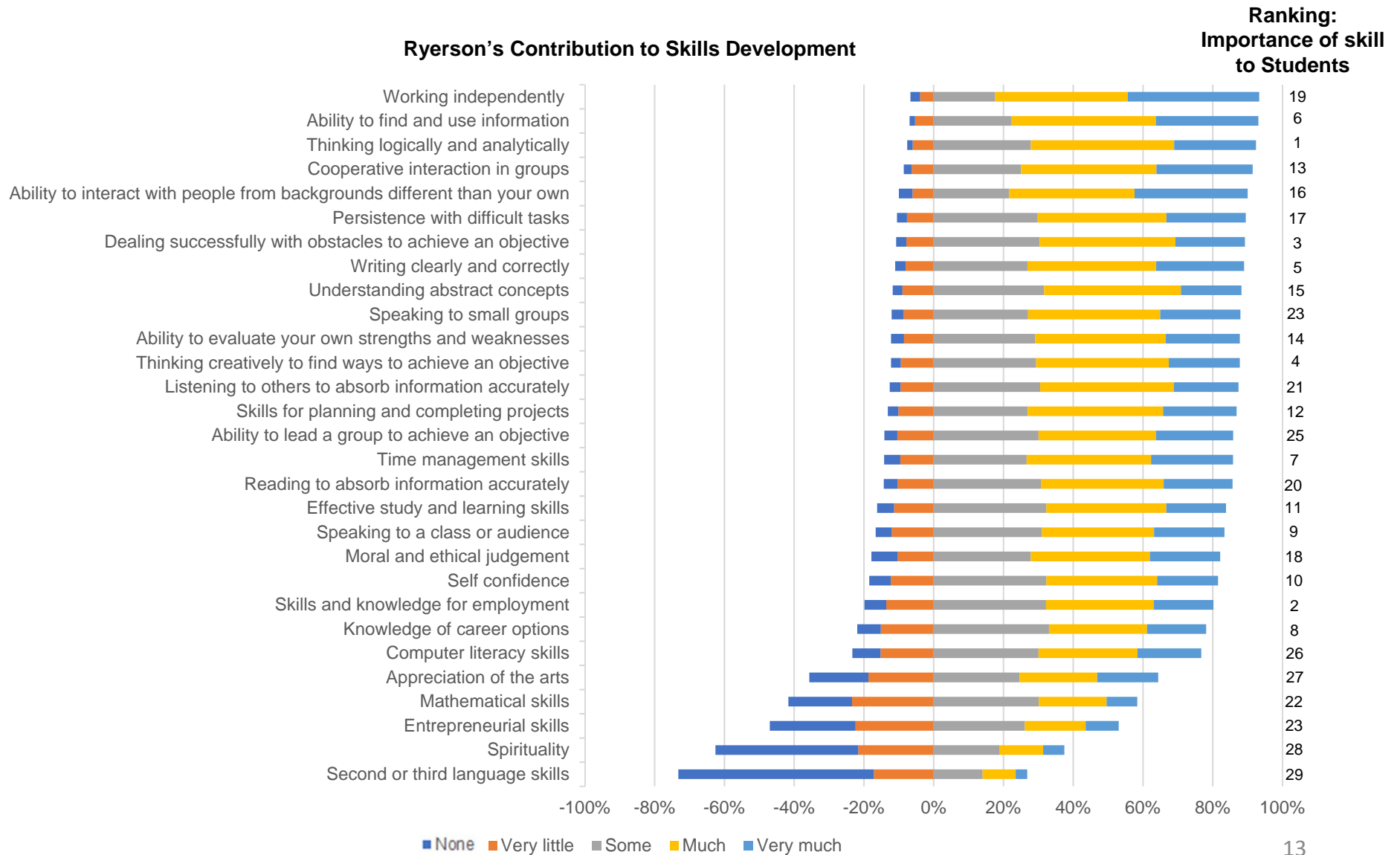
Student Success and Skills

Ryerson's Contribution to Skills and Development

- Graduating students felt that Ryerson had contributed substantially to their skills and personal development, which were surveyed across several categories.
- Ryerson students were asked to review a series of 29 skills, select their top three in terms of importance, and rate the degree to which Ryerson students had contributed to these skills.

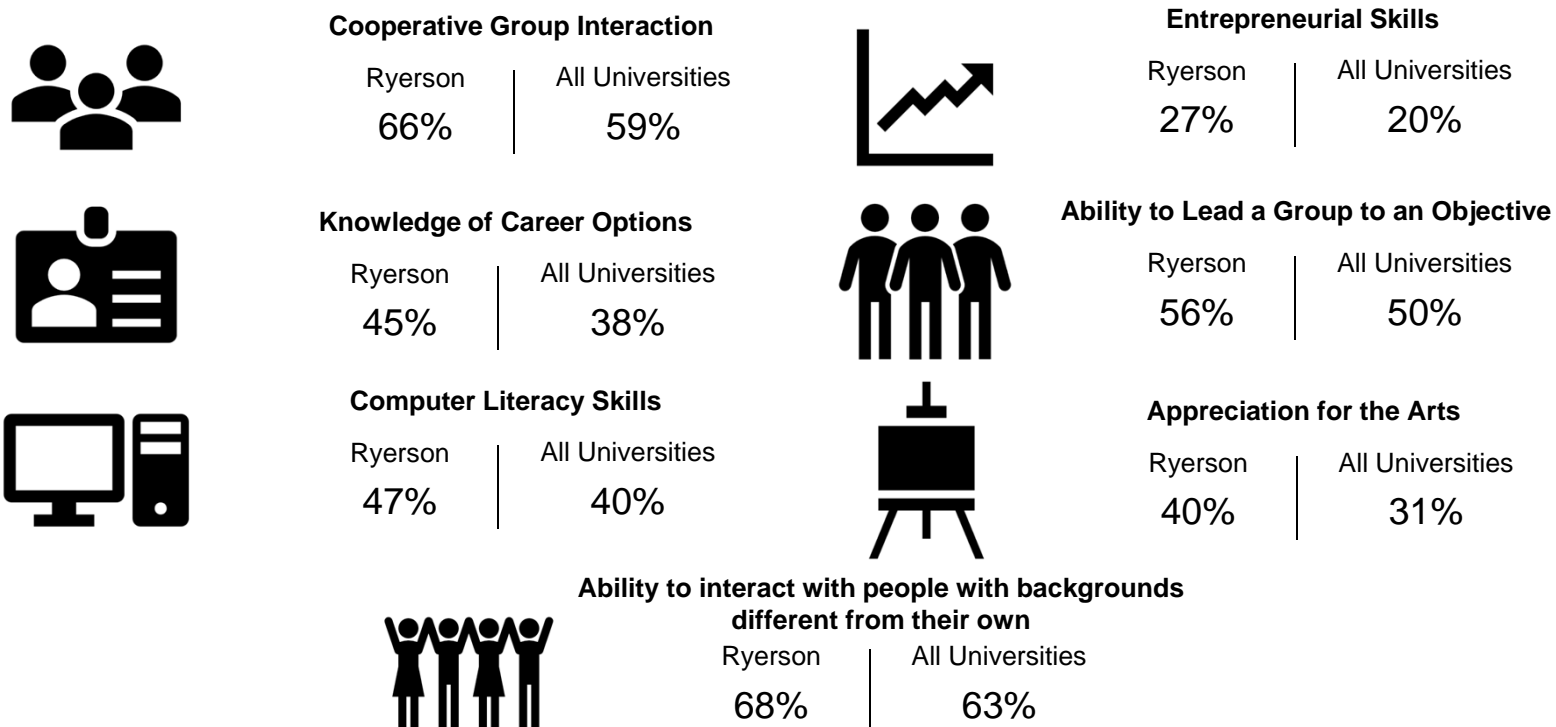
Ranking of <u>importance</u> of skill	Skill	% of students indicating that Ryerson contributed to this skill
1	Thinking logically and analytically	92%
2	Skills and knowledge for employment	80%
3	Dealing successfully with obstacles to achieve an objective	89%
4	Thinking creatively to find ways to achieve an objective	88%
5	Writing clearly and correctly	89%

Ryerson's Contribution to Skills and Development



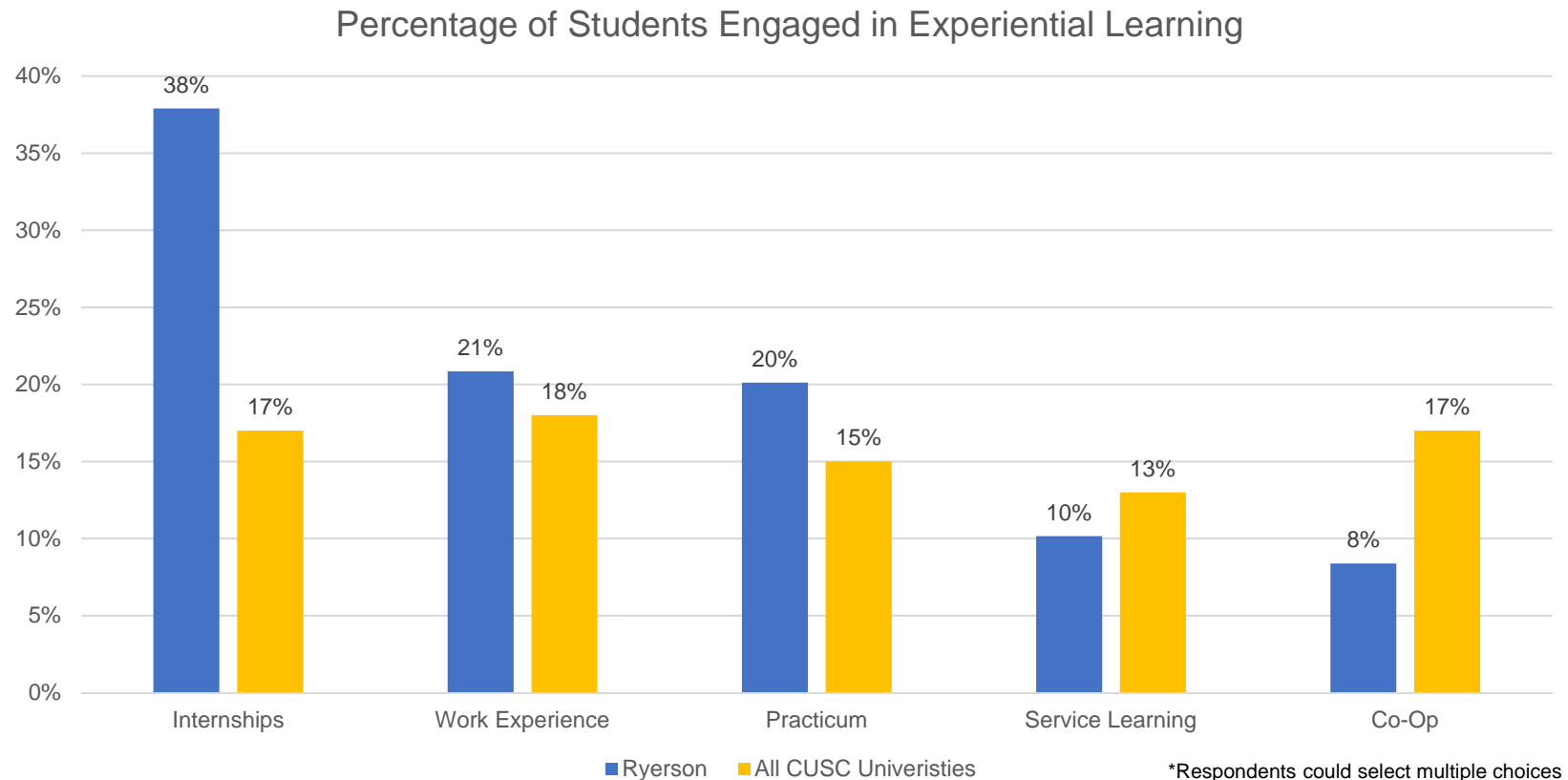
Ryerson's Contribution to Skills and Development

- Ryerson received high ratings from students in terms of the university's contribution to several **working** and **life** skills, reflecting its mission to provide programs of study with a balance between theory and application, and to prepare students for careers in professional and quasi-professional fields.
- The following are a selection of areas where students indicated that Ryerson contributed “much” or “very much” to their skills by a positive difference of 5 percentage points or more relative to the survey average for all universities.



Reach of Experiential Learning

- Two thirds of students indicated participation in some kind of Experiential Learning. This compares with over half of students across all universities surveyed.
- Internships are by far the most prevalent form of experiential learning at Ryerson (**38%**), with co-ops and service learning having less reach (**8 to 10%**).



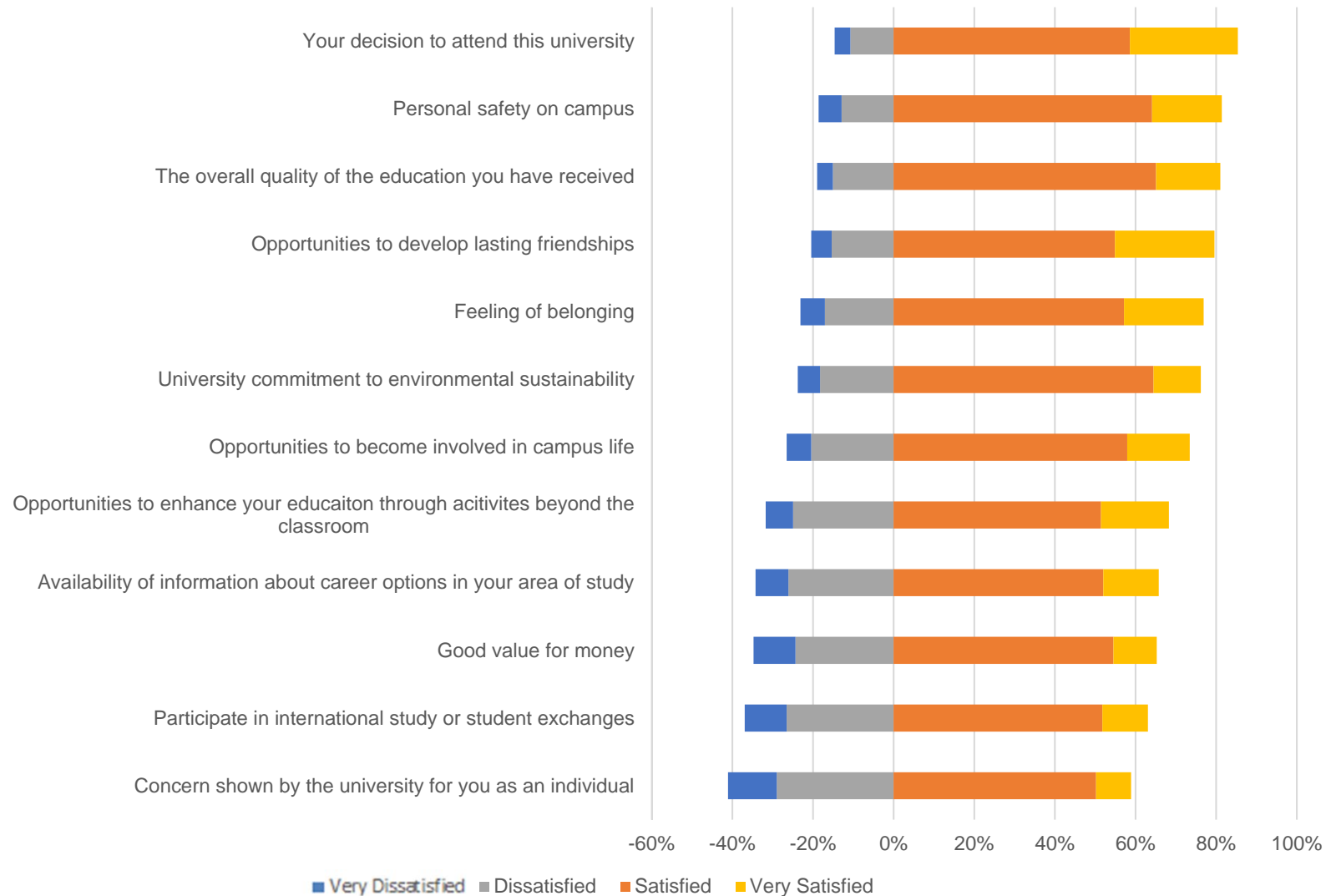


Student Experience

Satisfaction with University Experience

- The vast majority of students were satisfied with their **decision to attend Ryerson**, with **85%** of students indicating that they were satisfied or very satisfied.
- Students also indicated that they **felt safe** on campus, with **81%** of respondents indicating that they were satisfied or very satisfied with campus safety.
- Other areas of strength included a feeling of satisfaction with the overall quality of education offered at Ryerson, and the opportunity to develop lasting friendships.
- Areas where students appeared less satisfied include **concern shown by the university for students as individuals**, and **value for money**, although these results were comparable with those at other universities.
- Ryerson students indicated less satisfaction with the availability of opportunities to participate in international study or student exchanges than other universities. **63%** of Ryerson students indicated satisfaction, compared with **70%** across all universities.

Satisfaction with University Experience



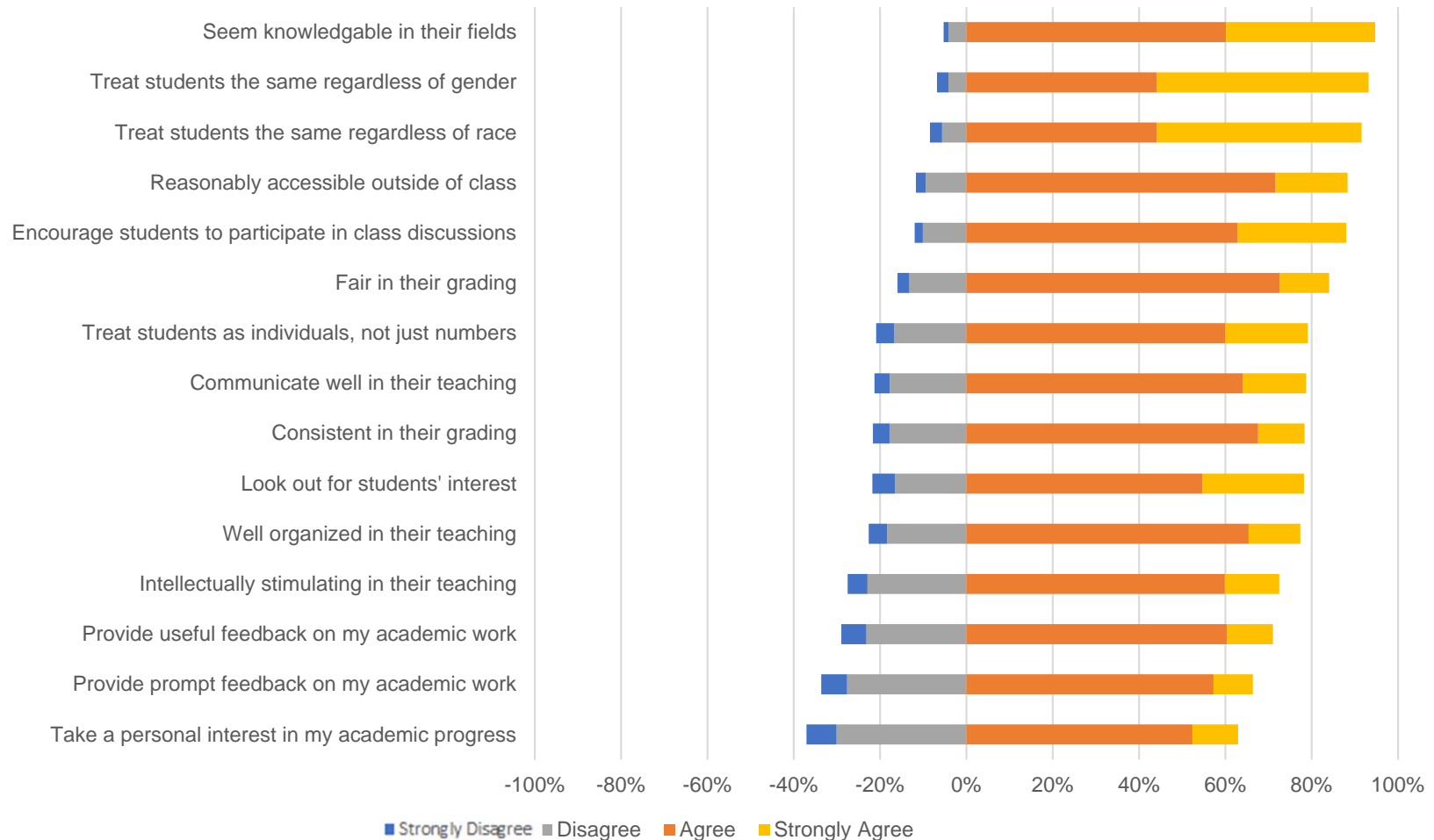
Student Perception of Instructors

- The vast majority of students agreed or strongly agreed with positive statements about characteristics of their instructors.
- Students were presented with series of characteristics of their instructors, and asked to rank how important those characteristics were, and rate the degree to which they agreed that their instructors reflected this.

Ranking of <u>importance</u> to students	Instructor Characteristic	% of students agreeing that their instructors demonstrated this characteristic
1	Communicate well in their teaching	79%
2	Seems knowledgeable in their field	95%
3	Fair in their grading	84%
4	Intellectually stimulating in their teaching	72%
5	Treats students as individuals, not just numbers	79%

- Students most strongly agreed that their professors seemed knowledgeable in their fields **(95%)**.

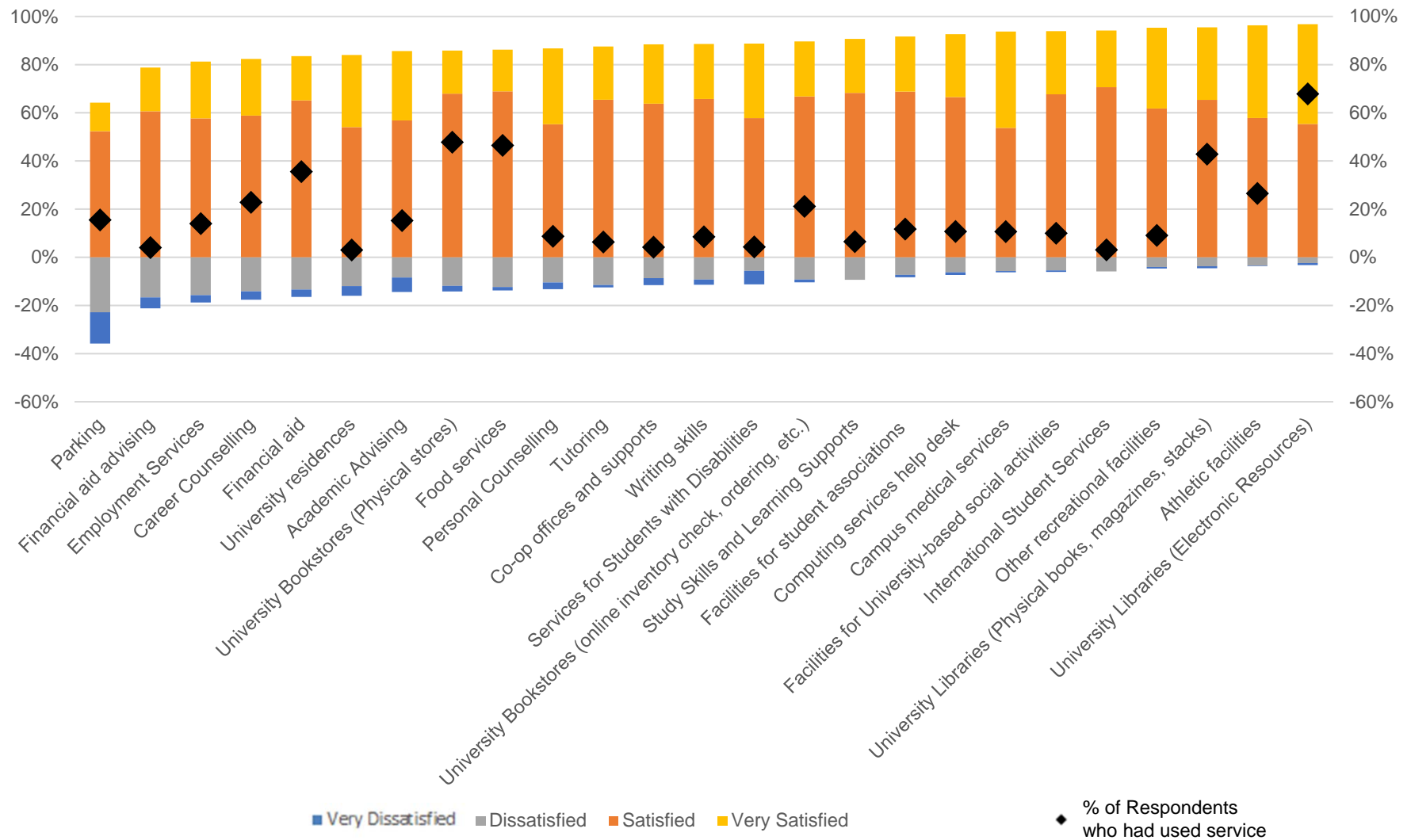
Student Perceptions of Instructors



Services For Students

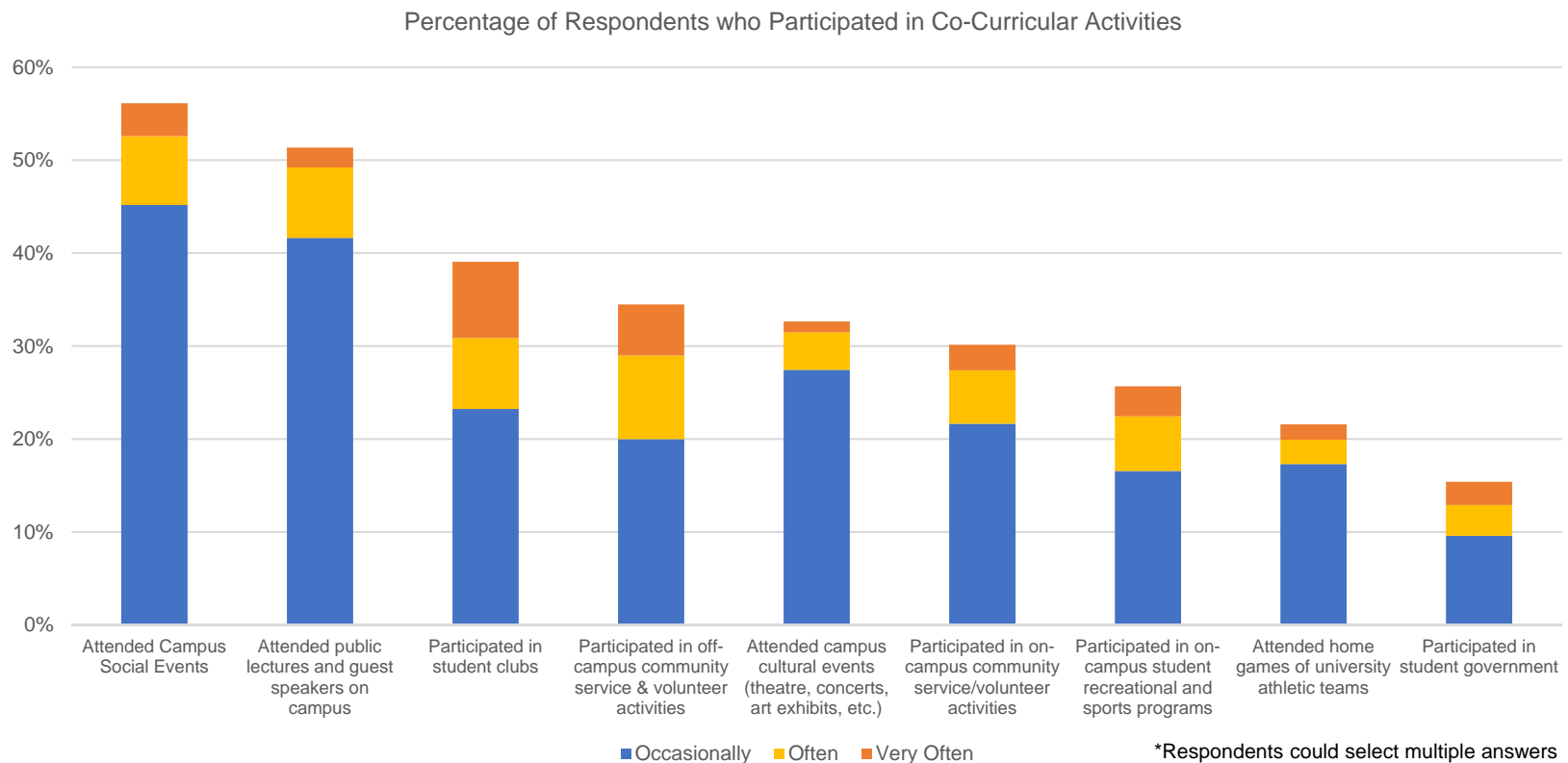
- Students were asked about their use of a range of academic, student life, and other services.
 - The most utilized student services included university libraries, university bookstores, food services, and financial aid services.
- When asked about satisfaction with university services with which they'd had experience, students indicated satisfaction rates of between 79% and 100% for all services except parking, which achieved a satisfaction rate of 64%.
 - However, Ryerson students were more satisfied with parking than their counterparts at peer institutions, who gave parking services a 46% satisfaction rate.
- Students indicated the greatest amount of satisfaction with libraries (**97%**) and athletic facilities (**96%**). Satisfaction with athletic facilities exceeded the average rating of **87%** for other universities.

Satisfaction with Student Services



Involvement in Co-Curricular Activities

- The vast majority of students (**82%**) participated in some form of co-curricular activity.
- Of the campus activities that students had been involved with over the past year, campus social events, guest speakers, and student clubs were the most popular.





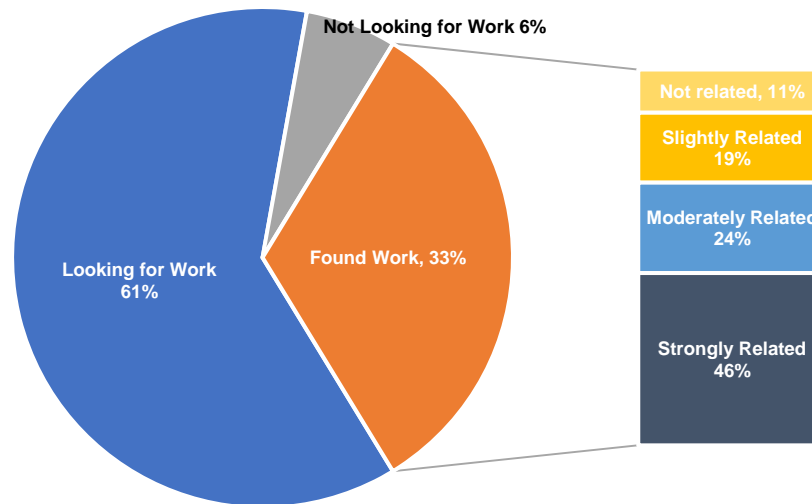
Plans for the Future

Career Preparation

- Ryerson students are mindful about their future career options.
 - **71%** of students indicated that they either had a specific career in mind after graduation or several possible career choices.
 - **73%** of students indicated that they knew their career options either “very” or “fairly” well. Only 3% of students indicated that they did not know what their career options were.
- The vast majority of students have undertaken some form of activity to prepare for a career. Of students surveyed:
 - **82%** had developed a resume.
 - **51%** had worked in their chosen field of study.
 - **39%** had developed an e-Portfolio, up from 25% in 2015.
 - **36%** had volunteered in their chosen field of study.
 - **25%** had met with a career counsellor.
 - **13%** had a career mentor.
- The majority of students also talked to their friends, family, and professors about employment and career goals.

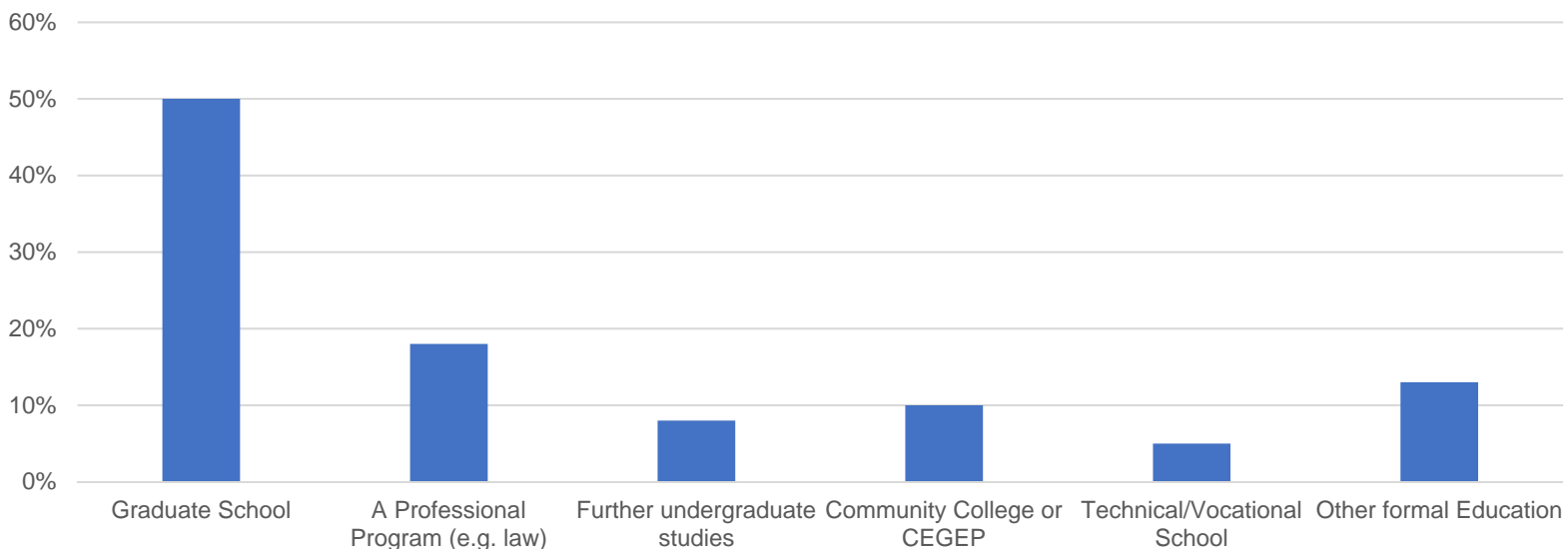
Future Employment

- **33%** of respondents indicated that they had employment arranged for after graduation at the time of the survey (February to March).
- **70%** of students who had jobs lined up indicated that their job was “strongly” or “moderately” related to their field of study.
- The most common ways that students found their jobs were workplace experience in program (**20%**), direct contact with an employer (**20%**) and through friends and family (**23%**).



Future Studies

- **61%** of Ryerson graduates planned to take further education within the next five years, most often to pursue graduate school (**50%**).
- **19%** of Ryerson students indicated they planned to pursue their next educational steps at Ryerson.
 - **14%** indicated that they planned to attend grad school.
 - **3%** indicated that they planned to enrol in a professional program.
 - **2%** indicated that they planned to undertake further undergraduate study.





Conclusions

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- Ryerson's graduating students are a culturally and economically diverse group.
- Students have a largely positive impression of the impact that their time at Ryerson has had on them, both in terms of skills and competencies gained, and quality of student experience.
- In particular, students gave high marks to the quality of libraries and athletic facilities, the teaching provided by their instructors, and expressed positive feelings about their decision to attend Ryerson.
- The majority of students take active steps to pursue a career and further education, and have participated in some form of experiential learning over the course of their studies.

Further Information

- Questions and comments on these survey results can be directed to the University Planning Office
 - Phone: (416) 979-5033
 - Email: upo@ryerson.ca