

**BOARD OF GOVERNORS**  
**April 26, 2021**  
**1:30 p.m. to 3:30 p.m.**  
**Video and Teleconference**

<b>Time</b>	<b>Item</b>	<b>Presenter/s</b>	<b>Action</b>
1:30	1. <b>IN-CAMERA DISCUSSION (Board Members Only)</b>	Tony Staffieri	Information
1:45	2. <b>IN-CAMERA DISCUSSION (Executive Group Invited)</b>	Tony Staffieri	Information
	<b>END OF IN-CAMERA SESSION</b>		
2:00	3. <b>INTRODUCTION</b>		
	3.1 Chair's Remarks	Tony Staffieri	Information
	3.2 Approval of the April 26, 2021 Agenda	Tony Staffieri	<b>Approval</b>
2:05	4. <b>REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information
	5. <b>DISCUSSION ITEMS</b>		
2:10	5.1 <b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	David Porter	
	5.1.1 2021-22 University Budget and Fees	Mohamed Lachemi Saeed Zolfaghari Glenn Craney Joanne McKee	<b>Approval</b>
	6. <b>CONSENT AGENDA</b>		
	6.1 Approval of the March 30, 2021 Minutes	Tony Staffieri	<b>Approval</b>
	7. <b>FOR INFORMATION</b>		
	7.1 <b>REPORT FROM THE SECRETARY</b>	Julia Shin Doi	
	7.2 <b>REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC</b>	Saeed Zolfaghari	

7.3        **REPORT FROM THE CHAIR OF THE EMPLOYEE  
RELATIONS AND PENSIONS COMMITTEE**        Andrew McKee

7.3.1    OMERS 2020 Investment Fund Review        Joanne McKee

7.4        University Relations Monthly Metrics and Reach        Jennifer Grass

**8.        IN-CAMERA DISCUSSION (Executive Group Invited)**

**3:30 9.        TERMINATION**

**NEXT MEETING OF THE BOARD – June 29, 2021**

## Index of Presenters

### **Board Members:**

Mohamed Lachemi, President & Vice-Chancellor

Andrew McKee, Chair of the Employee Relations and Pensions Committee

David Porter, Chair of the Finance Committee

Tony Staffieri, Board Chair

### **Executive Group Members:**

Glenn Craney, Deputy Provost and Vice-Provost, University Planning

Jennifer Grass, Assistant Vice-President, University Relations

Joanne McKee, Chief Financial Officer

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

Saeed Zolfaghari, Interim-Provost and Vice-President, Academic

### **Senior Management and Other Presenters:**

Jan Neiman, Director, Pensions and Benefits

Richard Simm, Partner and Managing Director, KPMG

## **CONGRATULATIONS**

*Victoria Anderson-Gardner*, a fourth-year undergraduate film student at the School of Image Arts, has won the Glenn Gould Foundation's \$15,000 Protégé Prize. Anderson-Gardner was chosen to receive the prize by 2020 Glenn Gould Prize winner Alanis Obomsawin (Doctor of Laws honoris causa '18), on the strength of Anderson-Gardner's documentary short *Becoming Nakuset*, which won the 2020 imagineNATIVE film festival's Audience Choice Award for Best Short Film.

*Kazik Radwanski* (Image Arts '08) has received the 2020 Rogers Best Canadian Film Award from the Toronto Film Critics Association (TFCA) for *Anne at 13,000 ft*. At \$100,000, the award is the largest annual film prize in Canada. Radwanski wrote and directed the drama feature, which premiered at the 2019 Toronto International Film Festival. TFCA president Peter Howell has said that the awarding of the prize "reflects our admiration of Kazik Radwanski's masterful filmmaking and a stellar title performance by Deragh Campbell." The film is available to stream at [digital.tiff.net](http://digital.tiff.net).

## **EVENTS & INITIATIVES**

**INTERNATIONAL WOMEN'S DAY** – During the week of Monday, March 8, International Women's Day, the Ryerson community celebrated International Women's Week with virtual events organized by Human Rights Services in collaboration with campus partners. The events' overall theme was "Women at the front and centre of the COVID-19 pandemic," and a panel discussion with that name was held on March 8<sup>th</sup>, featuring women leaders at Ryerson and beyond who addressed the pandemic's disproportionate impact on women and the ways they have been driving change. Other events included the Alumni Relations-led discussion "Generous Futures: Women of colour challenging," about the experiences of women of colour in charitable giving; "They Said This Would Be Fun: Black women in journalism," a panel discussion moderated by CBC Radio broadcaster Nana aba Duncan; the workshop "Feminine Rage: Anger is for everyone!"; and panel discussions hosted by Student Life and Learning Support, the Ryerson Students' Union, and Ryerson Women in Engineering. Ahead of the week, on March 4<sup>th</sup>, Consent Comes First, the Office of Sexual Violence Support and Education, the Faculty of Arts, and Ryerson's Advisory Committee to Combat Anti-Asian Racism teamed up to host the discussion "Not Your Exotic: East and Southeast Asian Women Addressing Gender-Based Violence," which was hosted by Toronto City Councillor Kristyn Wong-Tam and featured Olivia Chow, founder and academic lead at the Institute for Change Leaders; Hijin Park, Professor of Sociology at Brock University; hip-hop artist Masia One; and authors Kai Cheng Thom and Catherine Hernandez.

**SIMPLY SECURE** – On March 29, Rogers Cybersecure Catalyst launched Simply Secure, a portal designed to help small and medium-sized businesses (SMB) catch up on cybersecurity knowledge and build resilience. Offered at [simply-secure.ca](http://simply-secure.ca), the portal is built around the free e-learning course “Cybersecurity Fundamentals for Business Owners,” in nine e-learning modules and the related handbook “10 Steps to an Effective Cybersecurity Program.” Simply Secure is inviting researchers and organizations to submit white papers to be published on the site. Its launch featured a webinar on cybersecurity involving representatives of the Ontario government, the Canadian Federation of Independent Business, the Toronto Region Board of Trade, and Cyber Defence Corporation. Sonia Sidhu, MP for Brampton South; Prabmeet Singh Sarkaria, Ontario associate minister of small business and red tape reduction; and Brampton Mayor Patrick Brown all contributed video messages of support.

**GLOBAL LEARNING SYMPOSIUM** – On March 16, 23, and 30, Ryerson International hosted the three-part virtual student symposium “Equity, Access, and Inclusion in Global Learning.” Forty students from equity-deserving groups (including Indigenous students, racialized students, 2SLGBTQ+ students, students with disabilities, and low-income students) were selected to participate. The symposium, which was funded by the federal government’s Outbound Mobility Pilot Program, gathered students’ firsthand insights about global learning to develop a report outlining key findings and recommendations. Over the course of the three sessions, the students—including some who had previously participated in global learning through Ryerson and others who hadn’t—shared their experiences and feedback and were involved in the process of developing ideas for new inclusive and accessible opportunities for global learning.

**VIOLA DESMOND AWARDS** – On March 22, the Office of the Vice-President, Equity and Community Inclusion virtually hosted the 13<sup>th</sup> annual Viola Desmond Awards and Bursary Ceremony, celebrating the achievements of Black women at Ryerson and in the greater Toronto community. Held the day after the International Day for Elimination of Racial Discrimination, the event honoured Viola Desmond’s courage, defiance, and perseverance, all of which have empowered generations to continue to engage in critical dialogues about the fight for racial equity. Juanita Stephen, a part-time lecturer in the School of Child and Youth Care, received the Ryerson Faculty Award named after healthcare advocate Notisha Massaquoi, one of Canada’s leading experts in developing equity-responsive organizations; Sharmaine McKenzie, the executive director, strategic initiatives and operations in the Faculty of Law, received the Ryerson Staff Award named after Joan Pierre, whose varied career encompasses creative/artistic directing, production/stage managing, education, and event planning; disability studies student Pauline Mwangi received the Ryerson Student Award named after retired lawyer and former MP Marlene Jennings; and MP for Toronto Centre Marci Ien received the Ryerson Alumna Award named after politician and educator Daurene Lewis. This year, for the first time, there were two recipients each of the high school student award and the Ryerson student bursary, both named in honour of Desmond. A highlight of the ceremony was the chance to hear Wanda Robson, Desmond’s youngest sister, speak about Desmond’s life and story.

**MEDICAL SCHOOL PLANNING GRANT**—On March 24, the Government of Ontario announced a planning grant to support Ryerson in developing a proposal for a medical school in Brampton. The proposal will detail Ryerson’s innovative approach to health education, focusing on primary care, expanded use of technology to meet patient needs, interprofessional practice, and the provision of culturally competent care. It will build on Ryerson’s substantial track record in health education, strong partnerships, diverse talent, and ability to foster career-ready graduates. The School of Medicine Planning Committee is chaired by Steven Liss, vice-president of research and innovation, and it oversees several internal working groups that will ensure that the university makes coordinated decisions for program development, resource allocation, and external regulatory compliance. The committee will lead a series of community consultations for Ryerson students, faculty, staff, and alumni this spring, to help align the proposal with the university’s values, goals, and priorities.

**STUDENT DIVERSITY SELF-ID REPORT** – On April 6, Ryerson released its first-ever Student Diversity Self-ID Report, *Toward Inclusive Education at Ryerson*. It collects results from a survey conducted in 2018–19 and completed by more than 40,000 undergraduate and graduate students, representing a response rate of 96 per cent. The report provides representation data for women, racialized students, Aboriginal students, students with disabilities, and 2SLGBTQ+ students, as well as the three largest racialized groups at Ryerson and in the GTA: Black, Chinese, and South Asian. Representation within faculties has been assessed according to “report cards,” in which each program is given letter grades from A+ to D- for representation of individual groups, as well as an overall program diversity score out of 100. The data will serve as a baseline from which the university will measure its progress towards equity, diversity, and inclusion, with the aspirational goal of having student representation in each program reflect representation in the broader community. The report stresses that inclusion requires deliberate action, and it concludes with recommendations for setting targets and achieving them.

**LINCOLN ALEXANDER SCHOOL OF LAW** – On April 6, Ryerson announced that its Faculty of Law will be renamed the Lincoln Alexander School of Law at Ryerson University. The renaming will be made official during the faculty’s inaugural year-end celebration, to be held virtually on May 6. The faculty’s namesake was a renowned lawyer and distinguished public servant who broke ground as the first Black MP in the House of Commons, the first Black federal minister, and subsequently, the first Black Lieutenant Governor of Ontario (from 1985 to 1991). Alexander then served five terms as chancellor of the University of Guelph. Throughout his life, he fought racism and discrimination, and for his pioneering contributions, he was appointed to the Order of Ontario and as Companion to the Order of Canada. By naming our law school after him, Ryerson honours his commitments to equity, diversity, and inclusion while affirming our own. We hope that our Law students will be inspired by Alexander to similarly serve and support others in their future careers.

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

*March 8, 2021:* Along with Executive Director, Student Wellbeing Allan MacDonald, I met online with Tim Rutledge, president and CEO of Unity Health, about the possibility of setting up a mass vaccination centre at Ryerson.

*March 8, 2021:* I met online with Marc Newburgh, CEO of Hillel Ontario, and Sophie Helpard, director of government and university relations at the Centre for Israel and Jewish Affairs, to discuss Ryerson's commitment to supporting the Jewish community at Ryerson.

*March 8, 2021:* In my new role as chair of the finance committee of Universities Canada, I had an introductory meeting online with Universities Canada President Paul Davidson and his team.

*March 9, 2021:* I met online with two representatives of KPMG UK—global healthcare expert Mark Britnell and healthcare consultant Charlotte Refsum—to discuss Ryerson's strategy for healthcare education.

*March 9, 2021:* I met online with Ontario associate minister of transportation Kinga Surma to discuss Ryerson's ongoing collaboration with the provincial government.

*March 9, 2021:* I met online with the presidents and vice-chancellors of Carleton University (Benoit-Antoine Bacon), Concordia University (Graham Carr), and Simon Fraser University (Joy Johnson) to discuss a potential strategic partnership between our universities.

*March 10, 2021:* I met online with Todd Smith, minister of children, community, and social services, to discuss Ryerson's ongoing partnership with the provincial government.

*March 11, 2021:* Along with Deputy Provost and Vice-Provost, University Planning Glenn Craney; Assistant Vice-President, University Relations Jennifer Grass; and Vice-President, Research and Innovation Steven Liss, I met online with Anna Greenberg, vice-president of health system performance at Health Quality Ontario, to discuss Ryerson's strategy for healthcare education.

*March 11, 2021:* As chair of the Council of Ontario Universities (COU), I attended a meeting of the organization's government and community relations committee.

*March 11, 2021:* I attended the Canadian Club's virtual event "Trends in Healthcare," which featured Tim van Biesen, world healthcare practice lead and senior partner at Bain & Company, in conversation with World Health Innovation Network Chair Jodi Butts, about issues such as improving access to medicine and racism as a public health issue.

*March 11, 2021:* Along with Steve Orsini, president and CEO of COU, I met with the chairs of COU's affiliate groups.

*March 11, 2021:* I was interviewed for Radio Canada International by journalist Samir Bendjafer for a story published online the following day about Ryerson's campus in Egypt.

*March 12, 2021:* I co-chaired a joint chairs and executive heads meeting of the COU.

*March 12, 2021:* I attended the Norton Rose Fulbright webinar "Raising the Bar for Inclusion," which was moderated by Canadian chair and Ryerson Board member Walied Soliman, featuring guest speakers Wes Hall, executive chairman and founder of BlackNorth Initiative, and Raphael Tachie, president of the Canadian Association of Black Lawyers.

*March 12, 2021:* I was pleased to participate in the virtual Multifaith Shabbat Experience organized by Hillel Ryerson and attended by 130 Ryerson students and leaders. I delivered remarks on the importance of taking time away from our day-to-day work to look after our own wellbeing.

*March 15, 2021:* I met online with Marco Mendicino, federal minister of immigration, refugees, and citizenship, to discuss the challenges international students face in getting visas on time.

*March 15, 2021:* I participated in a Ryerson budget consultation online with student Board members.

*March 15, 2021:* I participated in a Ryerson budget consultation online with members of student societies.

*March 16, 2021:* Along with Brampton Mayor Patrick Brown and Prabmeet Sarkaria, Ontario associate minister of small business and red tape reduction, I visited the Etobicoke office of Myant Inc., to see the work they are doing at the intersection of innovation, healthcare, and advanced textile manufacturing, and to discuss our collaboration in the area of healthcare.

*March 16 and 17, 2021:* I attended a two-day seminar for postsecondary presidents in North America about the future of post-pandemic work and its implications for higher education, organized by U.S. research consultancy firm EAB (formerly the Education Advisory Board).

*March 17, 2021:* Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel and Dean of Law Donna E. Young, I met online with Ron Schmeichel, CEO of merchant bank JJR Capital, to seek his support for the Faculty of Law.

*March 18, 2021:* I participated in a Ryerson budget consultation with union groups.

*March 19, 2021:* As a member, I attended a meeting of the Coalition of Innovation Leaders Against Racism (CILAR), to discuss youth development, one of the coalition's priorities.

*March 22, 2021:* I attended the Viola Desmond Awards and Bursary Ceremony, for which I had pre-recorded remarks congratulating the award recipients for their courage in continuing to push boundaries.

*March 23, 2021:* I delivered opening remarks for the Revitalizing Democracy Forum, hosted by the Democratic Engagement Exchange and Ryerson student advocacy group Amplify, during which I introduced plenary speaker Ronald J. Daniels, president of Johns Hopkins University.

*March 24, 2021:* I met online with professors and instructors in the Department of English, checking in on how they are dealing with the challenges posed by the pandemic.

*March 24, 2021:* I recorded a video to welcome new international students to Ryerson.

*March 24, 2021:* I chaired a COU post-budget meeting of executive heads.

*March 24 and 25, 2021:* As a member, I attended a regular virtual meeting of the National Research Council.

*March 25, 2021:* I participated in the panel discussion "The Future of Higher Education in a Post-Pandemic World," which was being recorded for later broadcast by Ismaili Muslim digital networks tv.ismaili and iicanada.live. The panel was moderated by Global News anchor Farah Nasser (Radio and Television Arts '03), and its other members were Deborah MacLatchy, president and vice-chancellor of Wilfrid Laurier University; Graham Carr; and Joy Johnson.

*March 25, 2021:* I met online with representatives of Trillium Health Partners and the University of Toronto at Mississauga to discuss improving healthcare education in Peel.

*March 26, 2021:* Along with Ian Mishkel, I met with Ed Sonshine, former CEO and now non-executive chairman of the board at RioCan REIT, to seek his advice and support for Ryerson.

*March 29, 2021:* I spoke with Adam Kassam, president-elect of the Ontario Medical Association, to continue our discussion about partnership in healthcare education.

*March 30, 2021:* I was interviewed by Toronto Star journalist Kristin Rushowy about the provincial government's announcement of a planning grant for Ryerson's proposed medical school.

*April 1, 2021:* I chaired a regular round table of COU executive heads.

*April 1, 2021:* I chaired a regular COU council meeting.



*April 1, 2021:* I participated in a budget consultation with members of the Continuing Education Students' Association of Ryerson.

*April 5, 2021:* I was pleased to deliver closing remarks for the course awards ceremony for Prof. Elsayed Elbeshbishy's course Geology for Engineers. All students in the course had worked in groups on 3D-modeling projects, which they presented and which were judged by a team including professors, graduate and undergraduate students, and industry professionals.

## BOARD OF GOVERNORS

April 26, 2021

### AGENDA ITEM: 2021-22 Budget Priorities and Expenditures

#### 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 recommended University budget for 2021-22 is presented as a balanced budget for approval by the Board of Governors.

While this budget is being presented during a time of uncertainty, the five principles underlying its development remain the same as those in previous years:

- Prioritize students
- Protect Ryerson's core business
- Be fair and transparent
- Remain forward looking
- Conduct wide consultations with the community

#### BACKGROUND:

The 2021-22 budget was finalized in a continued time of constraint and uncertainty.

The COVID-19 pandemic continues to create risk and enrolment uncertainty related to international students and additional costs related to remote work and teaching and significant losses in our ancillary operations. The government has not provided support to Ryerson to offset COVID-19 costs nor has it provided certainty around tuition fees for 2021-22. However, the government has confirmed that operating grants will not be decreased.

The strategy to balance includes an across-the-board base operating cut of 3.5%. Given the current uncertainty, investments and budget reallocations will be done on a one-time basis

with funds from one-time central reserves. Departmental local reserves will be used to manage the extraordinary COVID-19 costs and provide support for mission critical investments. The ancillary operations are not part of the operating budget but the projected losses will be covered from their ancillary reserves and from future recovery plans.

**PREPARED BY:**

Name: Glenn Craney, Deputy Provost and Vice Provost, University Planning  
Joanne McKee, Chief Financial Officer

Date: April 19, 2021

**APPROVED BY:**

Name: Saeed Zolfaghari, Interim Provost and Vice-President Academic

Date: April 19, 2021

# 2021-22 Budget Priorities & Expenditures

Board of Governors

April 2021

Ryerson  
University

## Table of Contents

Topic	Slide
I. Situational Overview	3
II. 2021-22 Budget Development Process	15
III. 2021-22 Budget	20
• Schedule 1: Operating Budget	25
• Schedule 2: Operating Grants	27
• Schedule 3: Consolidated Budget	28
• Schedule 4: Projected Balance Sheet	29
• Schedule 5: Projected Cash Flow Statement	30
IV. 2021-22 Fee Schedules	31

Ryerson  
University

# I. Situational Overview

## Overview

- We present Ryerson's 2021-22 proposed budget in a continued time of constraint and uncertainty.
- The COVID-19 pandemic continues to create:
  - Enrolment uncertainty related to international students
  - Additional costs related to remote work and teaching
  - Significant losses in our ancillary operations
- Government has not:
  - Decreased operating grants;
  - Provided significant support to offset COVID-19 costs;
  - Provided certainty around tuition fees for next year
- We are presenting a balanced budget that manages this uncertainty with best estimates and assumptions.

## Key Drivers of the Operating Budget

### COVID-19 Pandemic:

- Continued ancillary revenue losses and ongoing impacts to costs and supports into 2021-22
- No in-year support from the Province to mitigate impact of pandemic and cover extraordinary costs

### Enrolment:

- Strong domestic demand: Ryerson has a large number of applications to spaces
- Plan to keep domestic enrolment to stay within level capped by Government; international enrolment projected to be at similar level to 2020-21
- Limited ability to expand international recruitment given Immigration Canada's current processing times

### Government Fee Policy:

- Assumption of tuition fee freeze for 2021-22
- International fees remain unregulated
- Student Choice Initiative (ancillary fee) uncertainty

### Government Grants:

- System caps funding of domestic undergraduate and graduate enrolments
- No decreases to operating grants
- Limited grants to support specific activities – Virtual Learning, Micro-credentials, Deferred Maintenance
- Strategic Mandate Agreement – no link to funding in 2021-22

### Compensation:

- Salary and benefits inflationary costs per collective agreements and Government legislation

## COVID-19 Costs / Supports

- Projected \$30.8M in COVID-19 impacts for 2020-21
  - Combined increased expenses, revenue losses, expected savings
- Additional 2020-21 supports included:
  - Teaching and learning supports to virtualize classes
  - Additional TA/GA to support faculty
  - Funding to support student wellness and mental health
  - Digital Google/Zoom licences, technology to access on-campus labs
  - Provision of PPE
- Significant decreases in revenue will continue into 2021-22 across all business units – e.g., Residences, Food Services, Parking.
- Our continued strategy is to balance using institutional reserves.

## Government Funding – 2021 Budget

- The Province tabled its budget on March 24, 2021
- Confirmed no decrease in operating grant funding
- Small investments in Government priorities
  - Virtual Learning Strategy, Micro-Credentials, Digital Passport
  - Deferred Maintenance/Capital Equipment Fund
  - Intellectual Property
  - Research Support
- Planning grant for New Medical School in Brampton

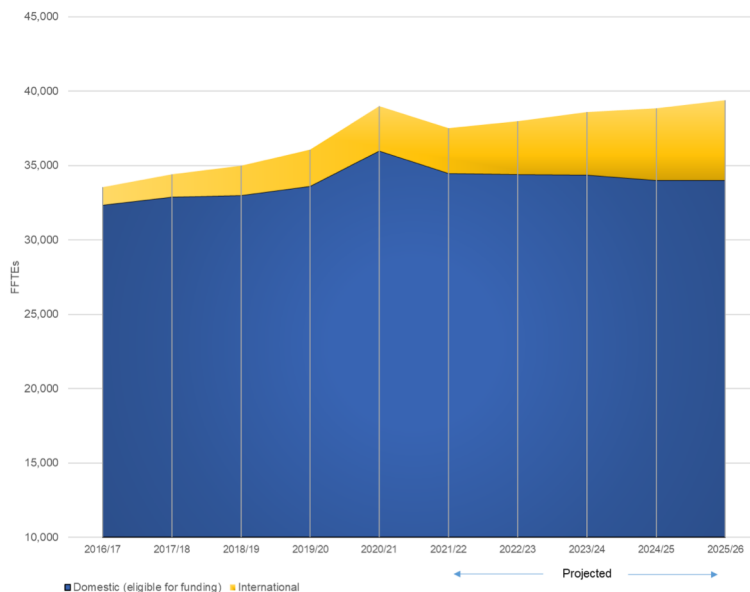
## Tuition Fees

- Assuming a continuation of tuition fee freeze
- 2019-20 saw a **decrease of 10%** to domestic tuition fees in comparison to 2018-19 levels. Tuition remained frozen in 2020-21
- Impact of reductions and freeze will echo into future years, as any subsequent increases will be based on the lower fee level and can never be recovered
- International fees remain unregulated

## Enrolment Projections

- Ryerson remains very competitive
  - Highest number of applications from domestic secondary students in Ontario; 3rd highest overall for first-choice applications
- Significant decrease in international applications for Fall 2021
- Domestic enrolment to decrease in order to stay within levels capped by Government
- Expecting 950 Year 1 international students in Fall 2021 with overall international enrolment at similar level to 2020-21

## Enrolment Plan: Undergraduate





## Enrolment Plan

	Undergraduate					Graduate				
	Domestic Year 1 in FT Undergraduate Programs Headcount ~	International Year 1 in FT Undergraduate Programs Headcount ~	Total Year 1 in FT Undergraduate Programs Headcount ~	Year over Year Change	Total Undergraduate FTEs*	Year over Year Change	Graduate FT and PT Headcount^	Year over Year Change	Graduate Fall FTE ^	Year over Year Change
13-14	7,761	271	8,032	9.4%	29,541	7.2%	2,358	0.4%	2,104	0.0%
14-15	7,939	274	8,213	2.3%	31,414	6.3%	2,419	2.6%	2,164	2.9%
15-16	8,148	353	8,501	3.5%	32,900	4.7%	2,529	4.5%	2,213	2.3%
16-17	8,215	480	8,695	2.3%	34,318	4.3%	2,548	0.8%	2,312	4.5%
17-18	8,138	677	8,815	1.4%	35,265	2.8%	2,537	-0.4%	2,371	2.6%
18-19	8,037	841	8,878	0.7%	36,300	2.9%	2,718	7.1%	2,453	3.5%
19-20	8,479	963	9,442	6.4%	36,159	-0.4%	2,926	7.7%	2,618	6.7%
20-21 Est.	8,880	1,022	9,882	4.7%	39,000	7.9%	3,000	2.5%	2,721	3.9%
21-22 Proj.	8,670	950	9,620	-2.7%	37,800	-3.1%	3,010	0.3%	2,730	0.3%
22-23 Proj.	8,670	1,557	10,227	6.3%	38,400	1.6%	3,040	1.0%	2,760	1.1%
23-24 Proj.	8,670	1,795	10,465	2.3%	38,700	0.8%	3,070	1.0%	2,790	1.1%

~ The plan is to reduce domestic Year 1 intake to gradually bring domestic undergraduate enrollment to the corridor and increase the intake of international students  
\* Includes CE enrolments.

^ Graduate enrolments exclude Professional Master's Diplomas.

11

## Enrolment – Risk Mitigation

### Spring/Summer - Domestic and International

- Expand the number of online offerings to Ryerson students
- Open up spaces to non-Ryerson students

### Fall - International

- Assume decreased intake into Fall 2021
- Intensify recruitment efforts with focus on yield and conversion
- Ryerson University International College (RUIC): Partnership with Navitas
- Satellite campus: Universities of Canada in Egypt

## Strategic Mandate Agreement 3 (SMA3)

- Government remains committed to SMA3 (2020-2025) and implementing the performance-based funding model approved as part of 2019 Ontario Budget.
- Activation of performance-based funding **delayed** until 2022-23 due to COVID-19. However, data collection for metrics continues to activate as per original schedule.
- There is risk of COVID-19 affecting performance on metrics in latter years of SMA3 due to slip-year/lagging nature of SMA data.
- Ryerson successfully completed the Ministry's SMA3 Year One Annual Evaluation and met or exceeded 2020-21 allowable performance targets.

## SMA3 Funding Metrics: 2020-21 Targets

SMA3 Funding Metric	Historical Results* (Most Recent Years)	2020-21 Target*	2020-21 Minimum Allowable*	2020-21 Result*
Graduate Employment Rate in Related Field	91.0%, 89.1%, 89.4%	90.2%	89.0%	89.6%
Institutional Strength/Focus (as % of total enrolment)	51.3%, 51.4%, 51.5%	51.5%	49.9%	52.1%
Graduation Rate	72.8%, 72.5%, 74.4%	73.5%	72.4%	75.1%
Research Funding & Capacity (% of Ontario system total)	1.8%, 1.8%, 1.8%	1.9%	1.8%	1.9%
Community/Local Impact (total enrolment as % of Toronto population)	2.3%, 2.3%, 2.3%	2.3%	2.3%	2.4%
Economic Impact: Number of start-ups (institution-specific metric)	323, 325, 354	336	320	335
Graduate Earnings (median earnings after 2 years)	\$45,993; \$47,494, \$49,675	NA (Activates in 2021-22)		NA
Experiential Learning	63.7%, 65.0%, 65.5%	NA (Activates in 2021-22)		NA
Innovation (Private Sector Research Funding)	\$12.7M, \$12.9M, \$13.1M	NA (Activates in 2021-22)		NA
Skills & Competencies	NA	NA (Activates in 2022-23)		NA

\* This information is based on the ministry's current working materials which remain subject to further revision.

^ Universities were advised on August 14, 2020 that: "Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years – Year 1 (2020-21) and Year 2 (2021-22) of SMA3. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned." Metrics will be activated for data collection as originally scheduled.

## II. 2021-22 Budget Development Process

### Goals and Guiding Principles

- Reinforce Ryerson's mission and strategic priorities
- Maintain balanced operating budget
- **Guided by five principles:**
  - Prioritize students
  - Protect Ryerson's core business
  - Be fair and transparent
  - Remain forward-looking
  - Conduct wide consultations within the community

## Stay Focused, Work Together

Five complementary plans serve as a blueprint for the next several years:

- Academic Plan
- The Campus Master Plan
- International Strategy
- Strategic Research Plan
- Toward Ryerson 2030, University Advancement Plan

These plans are united by Ryerson Strategic Vision 2020-2030

*Together, these serve as the blueprint for informed and focused decision-making*



## Budget Development Timeline

### November:

- Ontario 2020 budget released; focused primarily on response to pandemic

### January:

- Update to Board and university-wide update

### February/March:

- Academic and administrative units asked to develop plans for 3.5% base reduction
- Community budget consultations
- Hands-on sessions with budget managers from Faculties and Divisions
- Update to Board

### March/April:

- Ontario 2021 budget released March 24
- Preparation of university budget based on budget consultation process for approval by President and Board of Governors

## Budget Feedback

- Continue to support students academically, financially and socially through this challenging time
  - Key focus on mental health and student wellness
  - More digital opportunities for students to engage with Ryerson
- Support faculty, instructors and staff through remote work and return to campus
  - Focus on the safety of the community
  - Build on the lessons learned from remote work
  - Pay attention to wellbeing
- Focus on our values and our priorities – emerge from the pandemic stronger

## III. 2021-22 Budget

## 2021-22 Strategy to Balance

- Revenue growth of \$16M
  - Enrolments
  - International tuition fees
  - Chang School net revenues
- Expenditure growth of \$32M
  - Unavoidable inflationary pressures including salaries and benefits
  - Teaching costs for new students
  - Recruitment costs for new international students
  - Deferred maintenance
  - New debt strategy
- Balanced with budget reduction of 3.5%

## Effects of 3.5% Base Budget Reduction

- Implemented an across-the-board 3.5% budget reduction
- Reduction strategies are aligned with Ryerson values and strategic priorities
- Many different strategies to balance:
  - 60% of decrease was to non-salary operating
    - Travel, professional development funds, special events/outreach, hospitality
  - Reductions to limited number of courses
  - Limited number of position closures, staff reductions

## Investment Strategy

- Aggressive use of institutional reserves to support on-going COVID-related costs and strategic priorities
- Priorities to be supported in 2021-22 include:
  - Ongoing COVID-19 costs
  - Student supports - Mental health and wellbeing and first-year experience
  - Supporting employees - Agile workforce
  - Teaching & learning support and experiential learning
  - Digital strategy including more online learning opportunities
  - International recruitment and student support

## 2021-22 Budget Schedules

- Schedule 1 OPERATING BUDGET
- Schedule 2 OPERATING GRANTS
- Schedule 3 CONSOLIDATED BUDGET
- Schedule 4 PROJECTED BALANCE SHEET
- Schedule 5 PROJECTED CASH FLOW STATEMENT

## Schedule 1: Operating Budget

\$000	2020-21 \$ APPROVED PRELIMINARY BUDGET	2020-21 \$ ORIGINAL BASE BUDGET	2021-22 \$ ESTIMATED BUDGET	\$ Increase (decrease)	% Increase (decrease)
<b>REVENUES:</b>					
Operating Grants (Schedule 2)	\$ 259,994	\$ 259,994	\$ 260,627	\$ 633	0.2%
Tuition Fees excluding Continuing Education	305,173	305,173	320,289	15,116	5.0%
<b>Domestic Fees</b>					
Rate Changes				-	0.0%
Enrolment / Mix changes				9,295	3.0%
<b>International Fees</b>					
Rate changes				3,470	1.1%
Enrolment / Mix changes				2,351	0.8%
OTO provision for loss of International Fees Growth related to COVID-19	(14,344)				
Chang School - Tuition Fees**	56,000	56,000	54,210	(1,790)	-3.2%
Other Revenue	10,334	10,334	11,684	1,350	13.1%
<b>TOTAL REVENUES</b>	<b>\$ 617,157</b>	<b>\$ 631,501</b>	<b>\$ 646,810</b>	<b>\$ 15,309</b>	<b>2.4%</b>
<b>EXPENSES:</b>					
<b>Departmental Budgets - opening balance</b>					
Allocations - transferred to base budgets	507,686	507,686	524,790		
International Costs	2,233	2,233	-		
Base Budget Reductions	10,840	10,840	9,927		
Inflation, Compensation, Benefits	(7,293)	(7,293)	(15,774)		
Other Reductions	13,986	13,700	14,534		
	(2,376)	(2,376)			
<b>Departmental Budgets - ending balance</b>					
Reduction to International growth expenses relating to COVID-19	525,076	524,790	533,477	8,687	1.7%
Provision for OTO costs/losses relating to COVID-19	(8,930)				
Chang School - Direct costs**	15,000				
Student Financial Assistance	44,000	44,000	41,200	(2,800)	-6.4%
Utilities and other non salary provisions	18,355	18,355	18,355	-	0.0%
Current Interest on debt	28,489	28,489	29,811	1,321	4.6%
Infrastructure Maintenance	10,867	10,867	17,967	7,100	65.3%
	5,000	5,000	6,000	1,000	20.0%
<b>TOTAL EXPENSES</b>	<b>\$ 637,857</b>	<b>\$ 631,501</b>	<b>\$ 646,810</b>	<b>\$ 15,309</b>	<b>2.4%</b>
REVENUES LESS EXPENSES (Deficit representing net OTO COVID-19)	(20,700)	(0)	(0)	0	
TRANSFER FROM INTERNALLY RESTRICTED FUNDS *	20,700	0			
<b>REVENUES LESS EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>		

\* Transfer will neutralize the impact on the unrestricted deficit  
\*\* 21-22 Chang School Budget adjusted to better reflect 20-21 actuals - Net contribution increase of \$1M @ 3.3%

25

## Schedule 1A: 2019-20 Operating Results

\$000	2019-20 \$ APPROVED BUDGET	2019-20 \$ ACTUAL RESULTS *
<b>REVENUES:</b>		
Operating Grants	\$ 264,073	\$ 259,296
Tuition Fees	283,353	289,813
Chang School	55,523	52,621
Other Revenue	9,584	15,332
<b>TOTAL REVENUES</b>	<b>612,533</b>	<b>617,063</b>
<b>EXPENSES:</b>		
Departmental Budgets - including allocations	507,686	523,280
Chang School - Direct Costs	43,595	39,867
Student Financial Assistance	18,355	18,355
Utilities and other non salary provisions	27,930	32,552
Current Interest on debt	10,867	8,704
Infrastructure Maintenance	4,100	12,068
<b>TOTAL EXPENSES</b>	<b>612,533</b>	<b>634,826</b>
<b>BUDGET REVENUES LESS EXPENSES, before year end OTO allocations</b>	<b>-</b>	<b>(17,763)</b>
<b>ONE TIME ONLY (OTO) ALLOCATIONS</b>		
Carry forwards transfers used / (unspent)		24,265
<b>REVENUES LESS EXPENSES AND ALLOCATIONS</b>	<b>\$ -</b>	<b>\$ 6,502</b>

\* Actuals will include spending from base budgets, OTO funds and carry forward budgets.

26



## Schedule 2: Operating Grants

\$000	2020-21 \$ APPROVED BUDGET	2021-22 \$ ESTIMATE	2021-22 over (under) 2020-21 budget
<b>GRANTS</b>			
<b>ENROLMENT ENVELOPE (CORE GRANT)</b>			
Core Operating Grant (COG)	\$ 174,619	\$ 147,579	\$ (27,040)
Accessibility (growth) grants - UG base	-	-	-
Accessibility (growth) grants - Graduate	14,404	14,404	-
<b>TOTAL CORE OPERATING GRANT</b>	<b>189,023</b>	<b>161,983</b>	<b>(27,040)</b>
<b>DIFFERENTIATION ENVELOPE</b>			
Performance / Student Success Funding	57,976	85,107	27,131
Research Overheads	433	433	-
<b>TOTAL DIFFERENTIATION ENVELOPES</b>	<b>58,409</b>	<b>85,540</b>	<b>27,131</b>
<b>TOTAL ENROLMENT &amp; DIFFERENTIATION ENVELOPES</b>			
	<b>247,432</b>	<b>247,523</b>	<b>91</b>
<b>SPECIAL PURPOSE GRANTS</b>			
Municipal Tax Grant (net of Clawback)	2,140	2,294	154
Graduate Capital Incremental funding	-	-	-
Accessibility grants for students with disabilities	724	724	-
Other Targeted Grants (notional - offset in expenses)	1,427	1,427	-
Collaborative Nursing grants	5,500	6,000	500
<b>GRANT CLAWBACKS</b>			
International Student Recovery (ISR)	(2,500)	(2,630)	(130)
<b>FEDERAL GRANTS</b>			
Federal research overhead grant	5,271	5,289	18
<b>TOTAL GRANTS</b>	<b>\$ 259,994</b>	<b>\$ 260,627</b>	<b>\$ 633</b>

27

## Schedule 3: Consolidated Budget

\$000	Operating Fund (Schedule 1)	Student Funded Special Activities (1)	Ancillary Fund (2)	Research Funds & Restricted Grants (3)	Trust and Endowment Funds (3)	Capital Fund (3) & NFP Adjustments (4)	2021-22 Estimated Budget
<b>Revenue Summary</b>							
Government grants (Provincial & Federal)	\$ 260,627			\$ 106,923		\$ 4,983	\$ 372,533
Research and other grants and contracts				41,003			41,003
Tuition fees including Chang School	374,499	23,469					397,968
Student Levy - Athletic and Recreation Centre			1,597				1,597
Sales and services			14,979				14,979
Donations recognized					10,343		10,343
Amortization of deferred capital contributions						11,226	11,226
Investment and other income	11,684						11,684
<b>Total Revenues</b>	<b>\$ 646,810</b>	<b>\$ 23,469</b>	<b>\$ 16,576</b>	<b>\$ 147,926</b>	<b>\$ 10,343</b>	<b>\$ 16,209</b>	<b>\$ 861,332</b>
<b>Expense Summary</b>							
Salaries and wages	398,090	14,668	6,094	51,774	2,758		473,384
Employee Benefits	77,970	2,934	1,605	10,355	552		93,415
Salaries, Wages and Benefits	476,060	17,601	7,699	62,129	3,310		566,799
Materials, supplies, repairs and maintenance (4)	95,614	5,867	11,974	49,818	2,069	(29,584)	135,758
Bursaries and scholarships	57,169				4,964		62,133
Interest on debt - Capital Expansion	17,967		4,667				22,634
Sub-grants to partner institutions				35,979			35,979
Student levy - Ath & Rec - Interest on debt, + RAC & MAC operations			1,597				1,597
Amortization of capital assets						45,793	45,793
<b>Total Expenses</b>	<b>\$ 646,810</b>	<b>\$ 23,469</b>	<b>\$ 25,937</b>	<b>\$ 147,926</b>	<b>\$ 10,343</b>	<b>\$ 16,209</b>	<b>\$ 870,693</b>
<b>Revenues less Expenses (Expenses over Revenues)</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (9,361)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (9,361)</b>
<small>(1) Includes: Athletics, Student Services, Ancillary/Lab fees  (2) Ancillary funds (Residence and UBS operations) deficits will be managed with institutional reserves.  (3) Externally restricted funds - unexpended restricted funds are deferred at year end. Includes restricted grants for Future Skills, Magnet &amp; Cybersecure Catalyst.  (4) The budget is prepared on a cash basis. Capital items purchased are capitalized at year end and amortized over useful life under Not-for-Profit (NFP) accounting.</small>							

28

## Schedule 4: Projected Balance Sheet

\$000	April 30, 2021	April 30, 2022	Comments
	Projected*	Projected	
<b>ASSETS</b>			
Cash and cash equivalents & short term investments	\$ 107,752	\$ 142,203	See schedule 5
Other current assets	55,279	55,279	
<b>Total current assets</b>	<b>163,031</b>	<b>197,482</b>	
Investments	389,208	624,208	Capital Projects, includes estimated new debt \$250M in 21-22
Employee future benefits - pension **	5,570	5,570	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Long - term note receivable	3,944	3,510	
Capital assets, net	1,251,636	1,260,427	Capital Projects
	<b>\$ 1,813,390</b>	<b>\$ 2,091,298</b>	
<b>LIABILITIES AND NET ASSETS</b>			
Total current liabilities	109,378	109,378	Estimate; based on prior year data
Employee future benefits - other **	25,510	25,510	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Long-term debt	261,360	503,026	Capital projects financed net of principal repayments; includes estimate of new debt \$250M in 21-22
Long-term Lease Obligation		46,000	Estimate; DCC monetization
Fair Value of Interest Rate Swap **	29,735	29,735	Unchanged from April 30, 2020; will change based on updated market conditions
Deferred revenue contributions	176,409	176,409	Estimate; based on prior year data
Deferred capital contributions	267,371	266,145	Estimate; External contributions for capital projects
<b>Net assets</b>			
Invested in capital assets	713,867	696,218	Capital assets less deferred capital contributions and long term debt
Internally restricted - employee future benefits **	(19,940)	(19,940)	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Internally restricted - other ("Carry forwards")	339,645	330,284	Year end budgets carried forward to next fiscal year; includes transfer of ancillary deficit
Unrestricted surplus/deficit**	(227,019)	(209,370)	Net impact of consolidated and capital budgets
Endowments	137,074	137,903	Estimate - will change based on updated market conditions
	<b>\$ 1,813,390</b>	<b>\$ 2,091,298</b>	

\* as projected for the year for the Q3 statements

\*\* Amounts based on prior year end audited financial statement - will change based on actuarial estimates and market conditions

29

## Schedule 5: Projected Cash Flow Statement

\$000	April 30, 2021	April 30, 2022	Comments
	Projected*	Projected	
<b>OPERATING ACTIVITIES</b>			
Revenue less expenses	\$ 1,848	\$ (9,361)	As per consolidated budget - schedule 3
Add (deduct) non- cash items			
amortization of capital assets	45,793	45,793	As per consolidated budget - schedule 3
amortization of deferred capital contributions	(12,324)	(11,226)	As per consolidated budget - schedule 3
Unrealized loss (gain) on interest rate swap	(5,632)		Not estimated - updated based on market conditions
Unrealized gain on investments	(7,719)		Not estimated - updated based on market conditions
Net change in deferred revenue contributions	61,276	-	Assumes no significant net change in 2021-22
Net change in non-cash working capital balances	(4,554)	-	Assumes no significant net change in 2021-22
<b>Cash provided by operating activities</b>	<b>78,688</b>	<b>25,206</b>	
<b>FINANCING AND INVESTING ACTIVITIES</b>			
Contributions received for capital purposes	10,221	10,000	Estimate based on current capital plan; to be updated
Endowment contributions	789	829	Estimate; to be updated based on year end results
Acquisition of capital assets	(35,419)	(54,584)	Estimate based on current capital plan; to be updated
Decrease in Notes Receivable	330	334	
Long term debt principal repayments	(7,818)	(8,334)	
Increase in debt financing		250,000	Includes estimated new debt \$250M in 21-22
Increase in long-term lease obligation		46,000	Estimate; DCC monetization
Decrease/(Increase) in investments, other adjustments	(59,171)	(235,000)	Includes estimated new debt \$250M and internally financed capital expenses
<b>Cash used in financing and investing activities</b>	<b>(91,068)</b>	<b>9,245</b>	
<b>Net increase (decrease) in cash during the year</b>	<b>(12,380)</b>	<b>34,451</b>	
Cash and cash equivalent, beginning of period	120,132	107,752	
<b>Cash and cash equivalents, end of period</b>	<b>\$ 107,752</b>	<b>\$ 142,203</b>	

\* as projected for the year for the Q3 statements

30

# IV. 2021-22 Fee Schedules

## Fee Schedules: Table of Contents

1. Fee Change Highlights
2. Fee Schedules
  - A. Tuition Fees
    - i. Domestic Fees
    - ii. International Fees
    - iii. Continuing Education and Special Fees
  - B. Non-Tuition Fees
  - C. Department Lab/Ancillary Fees
  - D. Service Fees
  - E. Student Residence Fees and Meal Plans

# 1. Fee Change Highlights

<b>Tuition Fees - Domestic Students</b>	As per provincial guidelines, domestic students will see no change in their tuition fees for 2021-22. The exception is the PMDip in Accounting, which is being increased to align with market demand and comparator programs elsewhere. As this program does not receive government funding, it is not subject to the provincial fee policy.
<b>Tuition Fees - International Students</b>	International fees are increased by 3% to 5% depending on program. The international MBA fee is increased by a greater amount to align somewhat with comparator programs elsewhere.
<b>Compulsory Non-Tuition Related Fees</b>	CPI: All applicable fees have been increased by the annualized Toronto CPI to two decimal places, which is 0.29% according to Statistics Canada. The Government's appeal on the Student Choice Initiative (SCI) was heard from March 23 to 24, 2021. A decision may not come for several months. The university's fee structure has been aligned with the student choice initiative since the beginning of 2019-20, though the rules have not been in effect. In the event of a successful appeal, external student groups will be asked to sign accountability agreements in order to receive compulsory fee revenue. In the event that the appeal is denied, the university will continue to collect fee revenue as compulsory. Ryerson Graduate Student Union (RGSU): The referendum-based fees for the Ryerson Graduate Student Union are included. The university is currently in the final stages of completing an operating agreement with RGSU.
<b>Department Lab/Ancillary Fees</b>	Three new fees: Faculty of Law - first fee established for student materials and association membership. School of Professional Communication - first established fee for student materials. School of Urban Regional Planning - first fee for student materials. One fee reduction: School of Architectural Science has reduced the fee to reflect expected costs. One fee increase: School of Midwifery has increased the fee due to escalating costs. Two temporary fee reductions due to COVID-19: Schools of Architectural Science and Urban Regional Planning temporarily reducing fee due to COVID-19 restrictions on travel (field trips).
<b>Service Fees</b>	No increases in services fees. The university has undertaken an initiative to provide students with a secured, personalized credential wallet for academic credentials and documents. Digital transcripts and letters are provided through MyCredits, a national credential network. Transcripts and letters offered through this service are subject to applicable taxes.
<b>Residence Fees</b>	All residence rent fees to increase by 2%. Communication fee for DCC residence to increase from \$316 to \$416 due to higher speed internet service (similar to Pitman Hall Residence). Billing related to HOEM residence (for which Ryerson partners with Canadian Student Communities Inc.) has been reassigned under HOEM.
<b>Meal Plan</b>	The "All You Care To Eat Meal Plan" allows unlimited access each day to the Pitman and ILCC Dining Halls. The 5 day meal plan is an available option to all students living in Pitman apartments, but is mandatory for the DCC residence. The 7 day meal plan is available to all students living in residence. Meal plan rates are to increase by 3.5% over 2020-21. On a per diem basis, the meal plan cost is \$24.72/day, increasing from \$23.81/day. The 7 day meal plans are compulsory for students living in Pitman single, semi private or double rooms, in the I.L.C., and provide unlimited access to the Pitman or I.L.C Dining Halls. Meal plans are non refundable or transferable. Flex dollars can be spent at all participating retail locations on campus. Students can top up their Flex dollars and carry over the funds to the next academic year. The Apartment Declining Balance Food Fund is available only to students living in the Pitman Apartments, and may be spent at any Ryerson Eats food locations. It will increase from \$1,000 to \$1,200 in 21-22. These funds may be carried over to the next academic year and may be topped up. Food admin fee will increase from \$30 to \$35 in 21-22.

33

# 2. Tuition Fees A) i) Domestic Tuition Fees

	2020-21 Tuition Fee				2021-22 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	% Change	% Change	% Change	% Change
<b>Category 1 - Arts and Science programs</b>	\$	\$	\$	\$	\$	% Change	\$	% Change	\$	% Change	\$	% Change
<b>Arts &amp; Science Undergraduate Programs</b>												
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	6,110.35	6,110.35	6,110.35	6,092.56	6,110.35	0.0%	6,110.35	0.0%	6,110.35	0.0%	6,092.56	0.0%
Post Degree 2 Year Occupational/Public Health	6,696.60	6,696.60	-	-	6,696.60	0.0%	6,696.60	0.0%	-	-	-	-
All other undergraduate programs	6,223.09	6,223.09	6,223.09	6,204.96	6,223.09	0.0%	6,223.09	0.0%	6,223.09	0.0%	6,204.96	0.0%
<b>Category 2 - Professional Undergraduate Programs and Graduate programs</b>												
<b>Professional Undergraduate Programs</b>												
Engineering	10,189.39	10,189.39	10,189.39	9,966.19	10,189.39	0.0%	10,189.39	0.0%	10,189.39	0.0%	9,966.19	0.0%
Computer Science	8,562.75	8,562.75	8,562.75	8,375.20	8,562.75	0.0%	8,562.75	0.0%	8,562.75	0.0%	8,375.20	0.0%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt, Business Technology Management)	8,402.63	8,402.63	8,402.63	8,218.57	8,402.63	0.0%	8,402.63	0.0%	8,402.63	0.0%	8,218.57	0.0%
Architectural Science	9,551.43	9,551.43	9,551.43	9,342.20	9,551.43	0.0%	9,551.43	0.0%	9,551.43	0.0%	9,342.20	0.0%
Law (new in 2020)	21,168.00				21,168.00	0.0%	21,168.00					
<b>Graduate Programs</b>												
Master's programs in: Criminology and Social Justice; Literatures of Modernity; Philosophy; Psychology; Immigration & Settlement; Physics; Molecular Science; Computer Science; Applied Mathematics; Engineering MASc Programs; MASc Building Science	8,153.12	8,153.12			8,153.12	0.0%	8,153.12	0.0%				
MArch Architecture	9,483.54	9,483.54			9,483.54	0.0%	9,483.54	0.0%				
MBA Programs (MBA in Business and MBA in Mgmt of Technology & Innovation)	20,095.06	20,095.06			20,095.06	0.0%	20,095.06	0.0%				
MPC Professional Communications	14,651.07	14,651.07			14,651.07	0.0%	14,651.07	0.0%				
MEng Computer Networks	18,963.74	18,963.74			18,963.74	0.0%	18,963.74	0.0%				
MA in Communication and Culture *	4,306.52	4,306.52			4,306.52	0.0%	4,306.52	0.0%				
MEd Digital Media	16,277.86	16,277.86			16,277.86	0.0%	16,277.86	0.0%				
Master of Engineering Innovation and Entrepreneurship (MEE)	18,963.74	18,963.74			18,963.74	0.0%	18,963.74	0.0%				
All other Master's Programs (1 or 2 year programs) - includes: Engineering MEng Programs, MBSc Building Science, MASc Computer Networks, MN Nursing, MSol in Management and MASc in Environmental Applied Science & Management, Community Health Care MScA, PhD in Communication & Culture*	9,220.12	9,220.12			9,220.12	0.0%	9,220.12	0.0%				
All other PhD Programs	4,306.52	4,306.52	4,306.52	4,306.52	4,306.52	0.0%	4,306.52	0.0%	4,306.52	0.0%	4,306.52	0.0%
Professional Master's Diploma in Accounting	7,612.63	7,612.63	7,612.63	7,612.63	7,612.63	0.0%	7,612.63	0.0%	7,612.63	0.0%	7,612.63	0.0%
Professional Master's Diploma in Aerospace Design Management	7,662.00				9,500.00	24.0%						
Professional Master's Diploma in Dietetics	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	1,560.00				1,560.00	0.0%						
Professional Master's Diploma in Energy and Innovation	5,500.00				5,500.00	0.0%						
Professional Master's Diploma in Environmental Applied Science & Management	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Canadian Business	10,150.00				10,150.00	0.0%						
Professional Master's Diploma in Financial Analysis	10,150.00				10,150.00	0.0%						
Professional Master's Diploma in Finance for Social Innovation	10,150.00				10,150.00	0.0%						
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers	6,500.00				6,500.00	0.0%						
	10,150.00				10,150.00	0.0%						

For undergraduate degree programs, the tuition fees indicated reflect the normal duration of programs, as taken by FT students. Part time UG fees are determined as a % of their Full Time equivalent fee, based on course load.  
 FT graduate masters programs can be for one or two years, with their PT equivalent taking up to 2 or 4 years. The part time graduate masters program fees are 50% of the Full Time fee.  
 Professional Master's Diplomas (PMDips) are cost-recovery programs and are not subject to the Ministry of Colleges and Universities tuition free framework.  
 The Master of Engineering Innovation and Entrepreneurship (MEE) program was approved for funding by the Ministry of Higher Education in 2016 and ceased to be a cost-recovery program at that time.  
 \* Tied to partner institution.

34

## 2. Tuition Fees A) ii) International Fees

	2020-21 Tuition Fee								2021-22 Proposed Tuition Fee							
	Year 1		Year 2		Year 3		Year 4		Year 1		Year 2		Year 3		Year 4	
	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr
<b>Undergraduate Tuition Fees</b>																
Engineering	36,750.00	5.0%	36,750.00	5.0%	30,513.00	5.0%	30,513.00	5.0%	36,750.00	0.0%	36,750.00	0.0%	36,750.00	0.0%	32,038.65	5.0%
Architecture	31,500.00	5.0%	31,500.00	5.0%	28,602.00	5.0%	28,602.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	30,032.10	5.0%
Business	31,500.00	5.0%	31,500.00	5.0%	28,602.00	5.0%	28,602.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	30,032.10	5.0%
Nursing	28,350.00	5.0%	28,350.00	5.0%	26,964.00	5.0%	26,964.00	5.0%	29,767.50	5.0%	29,767.50	5.0%	29,767.50	5.0%	28,312.20	5.0%
Law (new in 2020)	31,168.00								31,168.00							
All Others	27,300.00	5.0%	27,300.00	5.0%	26,964.00	5.0%	26,964.00	5.0%	28,665.00	5.0%	28,665.00	5.0%	28,665.00	5.0%	28,312.20	5.0%
<b>Graduate Tuition Fees</b>	Year 1		Continuing Students		Year 1		Continuing Students									
	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr	\$	% Incr
Master's in Communication and Culture	22,190.00	3.0%	22,190.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%
Master's in Environmental Applied Science and Management	22,190.00	3.0%	22,190.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%
MEng Computer Networks	33,520.00	3.0%	33,520.00	3.0%	34,530.00	3.0%	34,530.00	3.0%	34,530.00	3.0%	34,530.00	3.0%	34,530.00	3.0%	34,530.00	3.0%
MASc Computer Networks	24,840.00	3.0%	24,840.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%
Master's in Immigration and Settlement Studies	22,190.00	3.0%	22,190.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%
MA in Film & Photo Presentation & Collections Mgmt	28,860.00	3.0%	28,860.00	3.0%	29,730.00	3.0%	29,730.00	3.0%	29,730.00	3.0%	29,730.00	3.0%	29,730.00	3.0%	29,730.00	3.0%
MBA in Business and MBA in Mgmt of Technology & Innovation	38,740.00	3.0%	38,740.00	3.0%	46,350.00	19.6%	46,350.00	19.6%	46,350.00	19.6%	46,350.00	19.6%	46,350.00	19.6%	46,350.00	19.6%
MScM in Management	22,840.00	3.0%	22,840.00	3.0%	23,530.00	3.0%	23,530.00	3.0%	23,530.00	3.0%	23,530.00	3.0%	23,530.00	3.0%	23,530.00	3.0%
MA in Fashion	25,460.00	3.0%	25,460.00	3.0%	26,220.00	3.0%	26,220.00	3.0%	26,220.00	3.0%	26,220.00	3.0%	26,220.00	3.0%	26,220.00	3.0%
MEng, MASc in Engineering, MArch Architecture, MASc/MBS in Building Science	24,040.00	3.0%	24,040.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%	24,760.00	3.0%
Master of Engineering Innovation and Entrepreneurship (MEIE)	33,890.00	3.0%	33,890.00	3.0%	34,910.00	3.0%	34,910.00	3.0%	34,910.00	3.0%	34,910.00	3.0%	34,910.00	3.0%	34,910.00	3.0%
All other current and new Masters programs	22,190.00	3.0%	22,190.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%	22,860.00	3.0%
PhD in Communication and Culture (for all years)	21,260.00	3.0%	21,260.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%
All current and new PhD programs (for all years)	21,260.00	3.0%	21,260.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%	21,900.00	3.0%
Professional Master's Diploma in Accounting	19,162.80	12.1%	19,162.80	12.1%	19,162.80	0.0%	19,162.80	0.0%	19,162.80	0.0%	19,162.80	0.0%	19,162.80	0.0%	19,162.80	0.0%
Professional Master's Diploma in Canadian Business	18,000.00	5.3%	18,000.00	5.3%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers	18,000.00	5.3%	18,000.00	5.3%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%
Professional Master's Diploma in Financial Analysis	18,000.00	5.3%	18,000.00	5.3%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%	18,000.00	0.0%

35

## 2. Tuition Fees A) iii) Continuing Education & Special Fees

### Continuing Education Tuition Fees (course fees)

Tuition fees for domestic students enrolled in degree credit courses are consistent with government policy and will remain unchanged at the 2020-21 levels

International students enrolled in degree credit courses: 3 times domestic fee per course.

International student online cohorts, not resident in Canada, online degree credit courses: 1.0 to 2.0 times domestic fee per course.

Domestic and International Students enrolled in non-credit courses: in most cases, the average annual fee increase will be 3%.

	2020-21 Tuition Fee \$	2021-22 Proposed Tuition Fee \$	% Increase over 2020-21
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### Special Fees

<b>English as a Second Language Foundation Program (2 terms)</b>	32,900.00	32,900.00	0.0%
<b>English as a Second Language Foundation Program (1 term)****</b>	16,900.00	16,900.00	0.0%
<b>English as a Second Language Foundation Program (3 terms)</b>	39,900.00	39,900.00	0.0%
<b>English Boost Program</b>		8,995.00	
<b>International University Foundation Program</b>	33,000.00	33,000.00	0.0%

\*\*\*\* Students will also pay an additional \$6,750 for 3 Chang School courses in the Winter term.

### Tuition Fees for Students Not Registered in a Program:

#### Undergraduate Tuition Fees

Special Students, domestic - professional programs (per hour) *	352.66	352.66	0.0%
Special Students, domestic - all other programs (per hour)	267.37	267.37	0.0%
Special Students, Visa - Engineering, Architecture (per hour)	1,391.90	1,461.50	5.0%
Special Students, Visa - other programs (per hour)	1,093.63	1,148.31	5.0%
Audit Students - professional programs (per hour)*	135.88	135.88	0.0%
Audit Students - all other programs (per hour)	125.81	125.81	0.0%

#### Graduate Tuition Fees

Special Students - domestic (per course) **	1,753.15	1,753.15	0.0%
Special Students - international (per course)***	3,532.24	3,638.21	3.0%

\* Engineering, Architectural Science, Computer Science, Business Mgt, Hospitality & Tourism Mgt, Retail Mgt, Accounting & Finance, Business Technology Management

\*\* Canadian Visiting Grad Students (CVGS) pay \$500, as long as they are registered and paying fees to their home University

\*\*\* Includes international students in Professional Master's Diploma programs (PMdip), except PMdip Canadian Business, PMdip Financial Analysis, and PMdip Mgt of Technology and Innovation for Chief Information Officers.

36

## 2. B) Non-Tuition Fees - University Fees

Full-Time Undergraduate and Graduate Students		
	2020-21	2021-22
<b>COMPULSORY - All Students</b>		
<b>Athletics and Recreation*</b>	<b>\$224.62</b>	<b>\$225.27</b>
Ryerson Athletic Centre	\$77.79	\$78.02
Mattamy Athletic Centre	\$146.83	\$147.26
<b>Student Buildings</b>	<b>\$70.02</b>	<b>\$70.02</b>
Student Campus Centre	\$60.00	\$60.00
Oakham House	\$4.00	\$4.00
Special Incidental Reserve	\$4.00	\$4.00
Special Activities Reserve - 10%	\$2.02	\$2.02
<b>Career Services - Central*</b>	<b>\$32.32</b>	<b>\$32.41</b>
Student Services - 40%	\$32.32	\$32.41
<b>Academic Support - Central*</b>	<b>\$58.98</b>	<b>\$59.11</b>
Student Services - 53%	\$42.82	\$42.95
Special Activities Reserve - 80%	\$16.16	\$16.16
<b>Health and Wellness*</b>	<b>\$7.67</b>	<b>\$7.69</b>
Student Services - 7%	\$5.65	\$5.67
Special Activities Reserve - 10%	\$2.02	\$2.02

	2020-21	2021-22
<b>COMPULSORY - Program-Specific</b>		
<b>Academic Support - MBA Case Competitions</b>	\$233.09	\$233.76
<b>Academic Support - Canadian Nursing Students' Association</b>	\$10.00	\$10.00
<b>Career Services - TRSM</b>	\$58.24	\$58.41
<b>OPT OUT - Campus Wide**</b>		
<b>WUSC Student Refugee*</b>	<b>\$4.78</b>	<b>\$4.80</b>

\*All fees indexed for Toronto CPI of 0.29%. Components of these fees containing the Special Incidental Reserve, Special Activities Reserve, Student Campus Centre, and Oakham House have not been indexed as per past practice.

\*\*Opt Out fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to SCI is known.

37

## 2. B) Non-Tuition Fees – Collected on Behalf of Third Party Organizations

Fees Collected on Behalf of Third Party Organizations	RSU Fees - FT Undergraduate				Campus Media Fees		Graduate Student Fees (FT + PT)					
	RSU**	Sexual Assault Survivor Support Line	Good Food Centre	Ryerson Radio	EyeOpener	Ryerson Graduate Student Union	Ted Rogers Student Society	Ryerson Engineering Student Society	Ryerson Architectural Science Society	Ryerson Communication and Design Society	Ryerson Liberal Arts Society	Ryerson Science Society
Athletics and Recreation	\$2.18	\$0.00	\$0.00	\$0.00	\$0.00	\$2.46	\$0.00	\$0.19	\$0.00	\$0.00	\$0.00	\$0.00
Career Services	\$9.73	\$0.00	\$0.00	\$1.23	\$0.00	\$12.80	\$16.76	\$4.90	\$29.54	\$10.23	\$21.87	\$2.28
Student Buildings	\$12.27	\$0.00	\$0.00	\$2.01	\$0.00	\$13.82	\$0.00	\$0.00	\$0.00	\$0.00	\$2.43	\$8.22
Health and Wellness	\$3.87	\$0.00	\$0.00	\$0.00	\$0.00	\$13.79	\$1.75	\$0.21	\$5.18	\$1.27	\$4.86	\$0.82
Academic Support	\$35.50	\$0.00	\$0.00	\$5.20	\$12.02	\$44.73	\$45.90	\$41.33	\$31.32	\$46.04	\$19.44	\$29.82
Campus Safety	\$0.99	\$5.25	\$5.25	\$0.00	\$0.00	\$11.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Compulsory Fee</b>	<b>\$64.54</b>	<b>\$5.25</b>	<b>\$5.25</b>	<b>\$8.44</b>	<b>\$12.02</b>	<b>\$99.42</b>	<b>\$64.41</b>	<b>\$46.64</b>	<b>\$66.05</b>	<b>\$57.54</b>	<b>\$48.60</b>	<b>\$33.14</b>
<b>Other Fee Name</b>	Ryerson Students' Union	Sexual Assault Survivor Support	Good Food Centre	CJRU Radio Ryerson	EyeOpener - Ryerson's Student Newspaper	Ryerson Graduate Students' Union	Ted Rogers Student Society	Ryerson Engineering Student Society	Ryerson Architectural Science Society	Ryerson Communication and Design Society	Ryerson Liberal Arts Society	Ryerson Science Society
<b>Other Fee*</b>	\$25.01	\$0.00	\$0.00	\$3.82	\$5.78	24.42	\$9.98	\$27.31	\$41.09	\$10.73	\$17.03	\$29.82
<b>Total Fees (Compulsory + Opt Out)</b>	<b>\$89.55</b>	<b>\$5.25</b>	<b>\$5.25</b>	<b>\$12.26</b>	<b>\$17.81</b>	<b>\$123.84</b>	<b>\$74.39</b>	<b>\$73.95</b>	<b>\$107.14</b>	<b>\$68.27</b>	<b>\$65.63</b>	<b>\$62.96</b>
<b>Other Opt-Out Fees</b>		<b>Fee</b>										
Canadian Federation of Students - RSU		\$17.73										
Health and Dental Plan Fee		Fee										
Health and Dental - RSU		TBD										
Health and Dental - RGSU***		TBD										
Health and Dental - UHIP		TBD										

All above fees are indexed based on Toronto CPI at 0.29%.

\*\*Opt Out fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to SCI is known. Adjustments to the fee splits have been made for RLAS and ARCSOC.

\*\*\*Final fees for 2020/21 confirmed by health plan providers in May.

38

## 2. B) Continuing Education Ancillary Fee Schedule

Fee	CESAR	Palin Foundation	University	Total
Athletics and Recreation	\$0.00	\$0.00	\$0.50	\$0.50
Career Services	\$0.00	\$0.00	\$3.18	\$3.18
Student Buildings	\$0.50	\$3.50	\$0.00	\$4.00
Health and Wellness	\$4.31	\$0.00	\$0.48	\$4.79
Academic Support	\$3.51	\$0.00	\$3.57	\$7.08
Campus Safety	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Compulsory Fee</b>	<b>\$8.32</b>	<b>\$3.50</b>	<b>\$7.74</b>	<b>\$19.55</b>
Total Other Fee	\$6.07	\$0.00	\$0.00	\$6.07
<b>Total Fee</b>	<b>\$14.39</b>	<b>\$3.50</b>	<b>\$7.74</b>	<b>\$25.63</b>

Other Opt Out Fees*	Total
Canadian Federation of Students	\$2.72
CESAR Health and Dental Plan Fee**	\$232.47

All appropriate fees have been indexed based on Toronto CPI at 0.29%.

\*Other Fees were formerly labelled "opt out fees" - and were optional as per the requirements of the Student Choice Initiative. Other fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to the Student Choice Initiative is known. Adjustment to fee split made for CESAR.



39

## 2. C) Department Lab/Ancillary Fees

### 3. Fee Schedule C. Departmental Lab/Ancillary Fees

Changes to these fees must follow Ministry and Ryerson's protocols. They are approved at departmental councils where students are represented. Proposals are analyzed by Financial Services to ensure the adequacy of supporting details, and compliance with the protocols. The recommendations are then reviewed by the Provost and Vice President Academic and by the Macro Planning Group. Fees collected and their related operating expenses are monitored by the Departmental Assistant (DA) and/or Business Officer together with the Financial Services Departmental advisor. Periodic internal audits are also undertaken of all ancillary fees. Previous year's fees indicated in brackets.

#### Index:

#### A: Category of Fee

- Field trip fees.
- Fees-learning materials/clothing related by student.
- Fees-materials used in production of items which become property of student.
- Fees-material services when the University acts as broker with vendor for student.
- Co-operative program fee.
- Internship.

#### B: Refund Policy

- 100% refund prior to the commencement of classes.
- 100% refund up to 2 weeks prior to the start of classes.
- No refund.
- Tuition fee refund policy applies.
- Other - as defined.

PROGRAM	PROPOSED 2021-22 FEE						CHANGE
	FALL	WINTER	SPRING	A CATEGORY	B REFUND		
Aerospace Engineering AED01							
Internship WKTBA	1,250.00			6	3		
Architectural Science AB001 - Undergrad							
ASC101-Communications Studio-First Year	102.50 (120.00)			1/2/3/4	2	Fee reduce to better reflect actual costs	
ASC201-Design Studio-First Year		102.50 (120.00)		1/2/3/4	2	Fee reduce to better reflect actual costs	
ASC301-Studio-Second Year	32.50 (50.00)			1/2/3/4	2	Fee reduce to better reflect actual costs	
ASC401-Studio-Second Year		32.50 (50.00)		1/2/3/4	2	Fee reduce to better reflect actual costs	
ASC500-Studio - Third Year	32.50 (50.00)			1/2/3/4	2	Fee reduce to better reflect actual costs	
ASC600-Studio - Third Year		32.50 (50.00)		1/2/3/4	2	Fee reduce to better reflect actual costs	
Architecture co-operative Education	3,600.00			5	3		
Architectural Science Graduate Program AR001							
MKIS Studio in Critical Practice / ARB101	65.00 (200.00)			1/2/3/4	2	Temporary reduction for 21/22, due to COVID restrictions on travel	
MKIS Studio in Collaborative Practice / ARB103		0.00 (200)		1/2/3/4	2	Temporary elimination for 21/22, due to COVID restrictions on travel	
Biomedical Engineering BE001							
Internship WKTBA	1,250.00			6	3		
Business Management BM001 - FT & BM002 - PT							
Full-time program undergraduate: all students	4.50	4.50		1/2/3/4	4		
Part-time program undergraduate: all students	1.80	1.80		1/2/3/4	4		
Accounting & Finance co-operative education	3,500.00			5	3		
Economics and Management Science co-operative education	3,500.00			5	3		
Management/HR co-operative education	3,500.00			5	3		
Global Management Studies co-operative education	3,500.00			5	3		
Human Resources and Organizational Behavior co-operative education	3,500.00			5	3		
Law and Business co-operative education	3,500.00			5	3		
Marketing Management co-operative education	3,500.00			5	3		
Real Estate Management co-operative education	3,500.00			5	3		



40

## 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE						CHANGE
	FALL	WINTER	SPRING	A CATEGORY	B REFUND		
<b>Business Management (MBA)</b>							
MBA Full-time program graduate student placement fee	1,000.00	1,000.00		6	4		
MBA Part-time program graduate student placement fee (\$500 per term up to a max of \$1,000)	500.00			6	4		
<b>Business Management (MScM SA)</b>							
Full-time program graduate student placement fee (\$250 per term up to a max of \$1000)	250.00	250.00	250.00	6	4		
<b>Business Management (MBA CC)</b>							
Full-time program graduate student placement fee (\$150 per term up to a max of \$600)	150.00	150.00	150.00	6	4		
<b>Business Technology Management (IT001-IT016)</b>							
Full-time program - all students	1.00	1.00		102/34	4		
Part Time program - all students	0.40	0.40		102/34	4		
Business Technology Management co-operative Education	3,500.00			5	3		
<b>Chemistry and Biology CB001/BE001</b>							
Chemistry co-operative Education	3,500.00			5	3		
Biomedical Science co-operative Education	3,500.00			5	3		
Biology co-operative Education	3,500.00			5	3		
<b>Computer Science CS001</b>							
Laser Printing Services (1st year only)	30.00	30.00		2	3		
Computer Science co-operative Education	3,500.00			5	3		
<b>Continuing Education (CE)</b>							
All Business course students (per course)	2.00	2.00	2.00	2	4		
All Business Technology course students (per course)	0.50	0.50	0.50	2	4		
- Bus Admin account code							
- ITM account code							
<b>Other CE (\$144 &amp; \$148 for credit &amp; non credit respectively)</b>							
Non-Vigital Geography certificate courses: CDDC-101, 102, 103, 124, 126, 126, 127, 132, 133, 136, 210, 211, 212, 220, and 221	25.00	25.00	25.00	4	4		
Communications and Design - Graphic Communication Courses CGRA	40.00	40.00	40.00	3	4		
Communications and Design - CDMF 114, 118 Film and Sound Editing I	35.00	35.00	35.00	3	4		
Communications and Design - CDMF 221 Film Technology I	35.00	35.00	35.00	3	4		
Communications and Design - CDTH 431 Make-Up Artistry Film Video TV	30.00	30.00	30.00	2	4		
Communications and Design - CDTH 448 Make-Up Tech Theatre/Film	25.00	25.00	25.00	2	4		
Communications and Design - Techniques of Photography CDPP 420	65.00	65.00	65.00	3	4		
Communications and Design - Approaches to Docu Photography CDPP 300	75.00	75.00	75.00	3	4		
Communications and Design - Graphics Communications Certificate - CCGM120, 121, 250, 720	40.00	40.00	40.00	3	4		
Communications and Design - Graphics Communications Certificate - CCGM130, 230	20.00	20.00	20.00	3	4		
Communications and Design - CDFA 940 - Start your own Fashion Bus	25.00	25.00	25.00	3	4		
Communications and Design - CDTH 10 130 Toy Prototyping Toy Lab	200.00	200.00	3	4			
Community Services - Internationally Educated Professional Nutritionists - CFNS200	40.00	40.00	40.00	3	4		
<b>Chemical Engineering CH001</b>							
Chemical Engineering co-operative Education	3,500.00			5	3		
<b>Child and Youth Care</b>							
CYC 302 (either Fall or Winter)	40.00			1	5		

41

## 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE						CHANGE
	FALL	WINTER	SPRING	A CATEGORY	B REFUND		
<b>Civil Engineering CV001</b>							
Internship WKT10A	1,250.00			6	3		
<b>Computer Engineering CE001</b>							
Internship WKT10A	1,250.00			6	3		
<b>Creative Industries CR001</b>							
Internship - all students in BA program	150.00			6	3		
<b>Contemporary Business - Co-operative Education</b>							
Early Childhood Education - EC001	3,500.00			5	3		
CLD111	6.00			2	4		
CLD212	6.00			2	4		
CLD161		15.00		2	4		
CLD363 (for George Brown & Direct Entry Students only)		15.00		2	4		
CLD215	10.00			2	4		
CLD315	10.00			2	4		
CLD 364 & 419 are no longer offered							
<b>Electrical Engineering EE001</b>							
Internship WKT10A	1,250.00			6	3		
<b>Fashion - FAB01/FAB02</b>							
All students	140.00			102/36	1		
<b>Geographic Analysis GE001</b>							
GE0773 (optional field trip)	1,400.00			1	3		
GE0714	25.00	25.00		2/3	1		
GE0219	25.00	25.00		2/3	1		
GE0419	25.00	25.00		2/3	1		
GE0 443 - (compulsory field trip - **Fall or Winter based on enrollment)	150.00	**		1	3		
GE0204	25.00	25.00		2/3	4		
GE0201	25.00	25.00		2/3	1		
GE0 302	25.00	25.00		2/3	1		
GE0001/BA001 Plan - BASEOANLYS - 1st year printing only	25.00			2/3	3		
GE0 131	50.00	50.00		1	3		
GE0 141	50.00	50.00		1	3		
GE0001/BA001 Plan - BASEOANLYS - 2nd year	50.00			2/3	3		
GE0001/BA001 Plan - BASEOANLYS - 3rd year	35.00			2/3	3		
GE0001/BA001 Plan - BASEOANLYS - 4th year	25.00			2/3	3		
EL06001 (optional field trip fee will vary by destination)		1,800.00		1	3		
<b>Graphic Communications Management GC001</b>							
All students	250.00			102/34/6	3		
<b>Hospitality and Tourism Management HT001</b>							
All students	28.00	28.00		102/34	4		
Hospitality and Tourism Management - co-operative education	3,500.00			5	3		
<b>Image Arts IM001/IM002/IM003/PM001</b>							
All undergraduate students	100.00			102/34/6	4		
Master of Fine Arts	230.00			102/34/6	4		
All grad students in Photographic Preservation & Collections Management	230.00			102/34/6	4		

42



## 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>Industrial Engineering IE001</b>						
Internship WKT18A	1,250.00			6	3	
<b>Interior Design ID001</b>						
ID001 - 1st year	443.30			1/2/3/6	4	
ID001 - 2nd year	636.90			1/2/3/6	4	
ID001 - 3rd year	341.00			2/3/6	4	
ID001 - 4th year	313.50			2/3/6	4	
<b>International Economics and Finance IC001</b>						
Internship WKT77A & ECN 900	1,250.00			6	3	
<b>Journalism JO001/NU001</b>						
All graduate & undergraduate students						
- Grad account codes	150.00	150.00		2/3/4/6	3	
- UG account codes	150.00	150.00		2/3/4/6	3	
Undergraduate students taking summer magazine option	150.00		150.00	2/3/4/6	3	
<b>Faculty of Law</b>						
All Students	85.17 (0.00)			2/4	4	New fee: First ancillary fee established for new law program for student materials/association memberships
<b>Mechanical Engineering ME001</b>						
Internship WKT18A	1,250.00			6	3	
<b>Medical Physics - co-operative education PH001</b>	3,500.00			5	3	
<b>Midwifery MW001/MW002/MW003</b>						
MWF200	290.00			4	2	
MWF344	629.00 (579.00)			4	2	Increase in fee due escalating costs
MWF345			101.00 (61.00)	4	2	Increase in fee due escalating costs
<b>Nursing NU001 - NU009</b>						
All full-time						
NU001	11.00	11.00		2	3	
NU004	11.00	11.00		2	3	
NU005	11.00	11.00		2	3	
NU006	11.00	11.00		2	3	
NU008	7.75	7.75		4	3	
<b>Nutrition FN001</b>						
FN0100		40.00		2/3	4	
FN0200	40.00			2/3	4	
FN0401	15.00			2/3	4	
FN001 years 1 and 2	10.00	20.00		2/3	4	
FN001 years 3 and 4	15.00	15.00		2/3	4	
<b>PROGRAM NC001</b>						
<b>MHSC in Nutrition Communications NCB301/NCB302</b>						
NCB301, NCB302 -Practicum placement option (charged in 3rd and 4th semester of study)	1,500.00	1,400.00	1,400.00	6	4	
PHI Diploma Dietetics (Graduate program) with SMH & Sick Kids	1,400.00	1,400.00	1,400.00	6	4	
PHI Diploma Dietetics (Graduate program) with North York General & Sunnybrook	1,400.00	1,400.00	1,400.00	6	4	
<b>Media Production RT001/RT002</b>						
RT001 and RT002 - all years	525.00			1/2/3/4/6	4	
RTA899 - Room & Board - RTA in LA program			1,500.00			

43

## 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>New Media RT003</b>						
Undergraduate students - Media Students now included in the RTA School of Media are charged the RTA School of Media fee of \$160	160.00			1/2/3/4/6	4	
<b>Sports Media Program RT004</b>						
All undergraduate students	160.00			1/2/3/6	4	
<b>Graduate Studies - Media Production MD001</b>						
Media Production (MA)	25.00			4	4	
<b>Occupational and Public Health OC001/OC002/OC003</b>						
OC003		200.00		1	4	
Public Health and Safety co-operative Education	3,500.00			5	3	
Occupational Health and Safety co-operative Education	3,500.00			5	3	
<b>ProComm</b>						
Undergraduate students	50.00			4	4	New fee for course materials
Graduate Students	50.00			4	4	New fee for course materials
<b>Retail Management RL001</b>						
Field Trips - all years	10.00	10.00		1/2/3/4	4	
Retail Management co-operative education	3,500.00			5	3	
<b>Social Work SW001</b>						
SWP132 (excl SWP 130)	10.00			2/6	4	
SWP335	10.00			2/6	4	
SWP31A	10.00			2/6	4	
SWP30A	10.00			2/6	4	
<b>Theatre School TH001/TH002/TH003</b>						
Material fee (all students)	24.00			2	4	
THP 101 Production 1	185.00			2/3/4	4	
THP 201 Production 2	50.00			2/3/4	4	
THP 315 Conservey		100.00		2/3	3	
THP 325 Ward 3	50.00			2/3	3	
THP 305 Carp 3	50.00			2/3	3	
THP 303 Accessories		20.00		2/3	3	
THP 422 Paint	50.00			2/3	3	
THP 538 Props	50.00			2/3	3	
THP 622 Dye		50.00		2/3	3	
THP 618 Weaving		75.00		2/3	3	
<b>Urban and Regional Planning UP001/UP002/UP003</b>						
PLG501 532 533 (Field Research Project I, II, III)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
PLG735 736 (Advanced Field Research II, III)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
PLG731 732 733 (Advanced Field Research Project I, II, III)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
UP001/UP002/UP003 (Urban & Regional Planning & Urban Development programs)	60.00 (0.00)			4	2	New fee for course materials
PL8106 Planning Elements	35.00 (0.00)			4	4	New fee for course materials
<b>Financial Mathematics co-operative education</b>	3,500.00			5	3	
<b>Mathematics and its Applications co-operative education</b>	3,500.00			5	3	

44

## 2. D) Service Fees

	2020-21 Rate	2021-22 Rate	\$ Increase
Challenge Credits	\$ 175	\$ 175	\$ -
Letter of Permission****	\$ 40	\$ 40	\$ -
Late Fees (per month)	1.25%	1.25%	\$ -
Max Tuition Deposit undergraduate	\$ 600	\$ 600	\$ -
Max Tuition Deposit graduate*	\$500/\$1000	\$500/\$1000	\$ -
Tuition deposit - max non refundable portion (cancellation fee) - undergraduate**	\$ 500	\$ 500	\$ -
Tuition deposit - non refundable portion (cancellation fee) - graduate*	\$ 500	\$ 500	\$ -
Ryerson International Application (RIA) fee	\$ 150	\$ 150	\$ -
The Common Application Fee (TCA)	\$100 US	\$100 US	\$ -
Transcript - paper****	\$ 20	\$ 20	\$ -
Transcript - digital****	\$ 18	\$ 18	\$ -
Replacement / management of Graduation Document	\$ 70	\$ 70	\$ -
ID Card - initial issuance for CE	\$ 35	\$ 35	\$ -
ID Card Replacement	\$ 35	\$ 35	\$ -
NSF Cheque/Credit Card Rejections	\$ 50	\$ 50	\$ -
Unreturned convocation gowns/hoods	\$ 200	\$ 200	\$ -
Addition/Deletion to Registration Record	\$ 100	\$ 100	\$ -
Late Request for Graduation Audit	\$ 30	\$ 30	\$ -
Redeemable Failure Examination (supplemental exam)	\$ 50	\$ 50	\$ -
Grad Studies Application Fee	\$ 110	\$ 110	\$ -
Grad Studies Application Fee - MBA	\$ 150	\$ 150	\$ -
Convocation Cost Recovery	\$ 55	\$ 55	\$ -
Late Application to Graduate	\$ 50	\$ 50	\$ -
Late Application for Transfer Credit	\$ 50	\$ 50	\$ -
FCAD Portfolio Assessment Fee	\$ 50	\$ 50	\$ -
Architectural Science Portfolio Assessment Fee	\$ 50	\$ 50	\$ -
Supplemental Application Form	\$ 90	\$ 90	\$ -
Ryerson Application Fee (current students changing programs)	\$ 90	\$ 90	\$ -
Other Special Letters (to employers, etc.)*********	Various	Various	\$ -

\* The graduate deposit fee is \$500 for all students except the MBA program (\$1,000) & Computer Networks (\$1,000). Deposit fee for PT graduate students is \$250. MCU policy allows the greater of \$500, or 10% of the fee and the non refundable portion.

\*\* MCU approved maximum non-refundable deposit for new and returning undergraduate students is \$500

\*\*\* Cost recovery for other special letters (except graduation eligibility letters for which recoveries were eliminated by MCU policies).

\*\*\*\* Registrar's office has embarked on a digitalization initiative to provide students with a secured, personalized credential wallet for academic credentials and documents.

\*\*\*\*\* Digital transcripts and letters are provided through MyCreds a national credential network. Transcripts and letters offered through this service are subject to applicable taxes.

45

## 2. E) Student Residence Fees and Meal Plans

Room Type	Program		Residence Student		Laundry	Communications Fee	Rent		Meal Plan **			Food Admin	Total 2021-22	
	Fee \$	% Increase over 20-21	Fee \$	% Increase over 20-21	Fee \$	Fee \$	Fee \$	% Increase over 20-21	Meal Plan \$	% Increase over 20-21	Pitman apartment declining balance***	Flex \$	Fee \$	Fee \$
<b>Pitman Hall</b>														
Single	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$8,718.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$15,238.06
Semi-private (paired)	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$3,423.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$15,943.06
Double	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$7,111.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$13,631.06
Suite (apartment)	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$10,140.00	2.0%	\$3,899.00 \$5,464.00	3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$15,095.06 \$16,860.06 \$11,945.06
<b>ILLC</b>														
Single	\$45.42	0%	\$53.64	0%	\$50.00	\$36.00	\$10,727.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$17,147.06
Double	\$45.42	0%	\$53.64	0%	\$50.00	\$36.00	\$7,904.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$14,324.06
<b>Daphne Cockwell Complex</b>														
2 Bedroom Standard****	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$12,374.00	2.0%	\$3,899.00 \$5,464.00	3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$17,329.06 \$18,894.06
4 Bedroom Standard****	\$45.42	0%	\$53.64	0%	\$50.00	\$46.00	\$11,767.00	2.0%	\$3,899.00 \$5,464.00	3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$16,722.06 \$18,287.06

\* Governance fee is allocated to the Residence Council.

\*\* Meal plan was revamped in 18-19 as an "all you can eat" one rate meal plan with additional retail location flexibility.

\*\*\* Pitman apartment tenants may opt for a minimum mandatory meal plan.

\*\*\*\* Price differential between 2 and 4 bedrooms reflects the inclusion of kitchens in the 2 bedrooms allowing residents to choose the 5 vs 7 day meal plan.

46

# Appendices

## 2020-21 Core Performance Measures

Updated: March 19, 2021

Indicator	Short-term Results	Current Level (April 2021)	Previous Level (April 2020)	Short-term Target	Time-frame	Long-term Objective
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	71.4% (2020)	74.8% (2017)	75% – 80%	2020-21	↔
CGPSS: Overall rating of the quality of graduate programs* (triennial)	●	86.2% (2019)	86.2% (2019)	83% – 88%	2022-23	↔
FTE enrolment as share of target	●	108% (2020)	100% (2019)	100%	2020-21	↔
	●	107% (2020)	104% (2019)	100%	2020-21	↔
CSRDE: Percentage of students retained from Year 1 after 1 Year	●	91.9% (2020)	88.6% (2019)	86% – 91%	2020-21	↑
CSRDE: 6-year graduation rate	●	74.8% (2020)	73.8% (2019)	70% – 72%	2020-21	↑
Master's completion rates within 3 years	●	89.3% (2020)	88.9% (2019)	89% – 91%	2020-21	↔
<b>Increase SRC Excellence, Intensity and Impact</b>						
Value and number of peer-adjudicated research grants per eligible faculty member	●	\$19,991 (2020)	\$18,221 (2018)	\$20,900	2020-21	↑
	●	0.40 (2020)	0.45 (2018)	0.55	2020-21	↑
Total External Research Funding	●	\$105.5M (2019)	\$79.4M (2018)	\$50M – \$60M	2020-21	↑
<b>Foster an Innovation Ecosystem</b>						
Zone Learning Enrolment (FFTE)	●	811 (2020)	881 (2019)	900 – 1,000	2020-21	↑
<b>Expand Community Engagement and City Building</b>						
Mean entering average from secondary school	●	87.1% (2020)	85.3% (2019)	83% – 85%	2020-21	↑
Mean entering average in Master's programs	●	B+ (2020)	B+ (2019)	B+	2020-21	↔
Positive print and online references to Ryerson	●	15,102 (2020)	9,001 (2019)	5,700	2020-21	↔

Results: ● & amber lettering = below short-term target ● & green lettering = at or above short-term target ○ & black lettering = target applies to later year  
 Objective: ↑ Long-term improvement ↔ Long-term maintenance

\*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (CGPSS)

## Setting 2021-22 Core Performance Measures Targets

Updated: March 19, 2021

Indicator	Short-term Results	Current Level (April 2021)	Previous Level (April 2020)	Short-term Target	Time-frame	Long-term Objective
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	71.4% (2020)	74.8% (2017)	75% – 80%	2023-24	↔
CGPSS: Overall rating of the quality of graduate programs* (triennial)	●	86.2% (2019)	86.2% (2019)	83% – 88%	2022-23	↔
FTE enrolment as share of target	●	108% (2020)	100% (2019)	100%	2021-22	↔
	●	107% (2020)	104% (2019)	100%	2021-22	↔
Undergraduate						
Graduate						
CSRDE: Percentage of students retained from Year 1 after 1 Year	●	91.9% (2020)	88.6% (2019)	86% – 91%	2021-22	↑
CSRDE: 6-year graduation rate	●	74.8% (2020)	73.8% (2019)	70% – 72%	2021-22	↑
Master's completion rates within 3 years	●	89.3% (2020)	88.9% (2019)	89% – 91%	2021-22	↔
<b>Increase SRC Excellence, Intensity and Impact</b>						
Value and number of peer-adjudicated research grants per eligible faculty member	○	\$19,991 (2020)	\$18,221 (2018)	\$20,900	2022-23	↑
	○	0.40 (2020)	0.45 (2018)	0.55	2022-23	↑
Total External Research Funding	●	\$105.5M (2019)	\$79.4M (2018)	\$70M – \$80M	2022-23	↑
<b>Foster an Innovation Ecosystem</b>						
Zone Learning Enrolment (FFTE)	○	811 (2020)	881 (2019)	900 – 1,000	2021-22	↑
<b>Expand Community Engagement and City Building</b>						
Mean entering average from secondary school	●	87.1% (2020)	85.3% (2019)	83% – 85%	2021-22	↑
Mean entering average in Master's programs	●	B+ (2020)	B+ (2019)	B+	2021-22	↔
Positive print and online references to Ryerson	●	15,102 (2020)	9,001 (2019)	5,700	2021-22	↔

Results: ● & amber lettering = below short-term target ● & green lettering = at or above short-term target ○ & black lettering = target applies to later year

Objective: ↑ Long-term improvement ↔ Long-term maintenance

\*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (CGPSS)

## **DRAFT RESOLUTION**

**RE: 2021-22 Budget**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the 2021-22 Budget be approved as presented.

April 26, 2021

## **DRAFT RESOLUTION**

**RE: 2021-22 Fees**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the 2021-22 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.

April 26, 2021

**MEMORANDUM**

To: Members of the Board of Governors

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

Subject: Report from the Secretary

Date: April 26, 2021

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**1. Combatting Anti-Asian Racism Session**

On April 20, 2021 the Office of the General Counsel and Board Secretariat together with Equity and Community Inclusion, Faculty of Arts, and Human Resources presented a session on combatting anti-Asian racism for staff, faculty and students. Dr. Denise O'Neil Green, Vice President, Equity and Community Inclusion spoke about microaggressions, Chancellor Fukakusa spoke about her national initiative, the Coalition of Canadians Against Anti-Asian Racism, Dean Pam Sugiman spoke about her anti-Asian racism research, Amy Go of the Chinese Canadian National Council for Social Justice spoke about the report, *A Year of Racist Attacks*, Dr. Remi Warner spoke about human rights services, Counsellor Jean Tsai spoke about impacts on mental health and well being, and Dr. Anver Saloojee facilitated a discussion.

**2. Resources: Land Acknowledgement**

A resource tool has been added to the Resource Center in Diligent to assist Board members with the reading of the land acknowledgement and the pronunciation of the names of Indigenous nations such as the Anishinaabe and the Haudenosaunee. The tool is in the format of three audio clips.

**3. Ryerson Awards Celebration**

Board members are invited to attend the virtual celebration in honour of the achievements of outstanding Ryerson employees. A virtual reception will follow the awards ceremony. It will be held on Thursday April 29, 2021. We kindly ask that Board members to [register for the Ryerson Awards Celebration](#) if you wish to attend. For more information on the celebration, or to read about our 2021 award recipients, please visit the [Recognition and Awards website](#).

**4. Board Retreat**

As a reminder, the virtual Board of Governors Retreat is scheduled for May 25, 2021, from 12:30 pm to 3:00 pm, immediately following the Executive Committee meeting. The Board Retreat will provide Board members with an overview of Ryerson University's vision and strategies regarding the medical school and health care initiatives.

**5. Resource Center**

Please routinely check the Resource Center on Diligent as the Board Secretariat keeps the Resource Center up to date with helpful information, communications, and additional resources.

**6. Canadian University Boards Association**

President Mohamed Lachemi will be speaking on a panel, The Role of Universities in Restarting our Economies, at the Canadian University Boards Association conference on May 14, 2021. The Board Secretariat team will be attending the conference.



**Ryerson University Board of Governors**  
**Interim Provost and Vice-President Academic**  
**Report for meeting of April 26, 2021**

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**BOARD GREETINGS**

As the winter 2021 term comes to a close, Ryerson continues to look ahead, fostering scholarly, research, and creative (SRC) activities, experiential learning and inclusion to improve the experiences of students, faculty, and staff, both in-person and online.

**SRC Activities** – The Library is launching a new digital research repository to preserve, share and highlight the SRC output of Ryerson faculty, graduate students and community researchers. The platform will allow access to a wide range of SRC content—including 3D modeling, data sets, textual works, images and video, plans and drawings, and audio files—and will seek scholarly works, including dissertations, theses, and faculty- and instructor-created materials. In addition, in spring 2021, the Library will launch a unique program of drone-based research support providing certified drone pilot image and data capture services. Pre-launch, the service produced a 3D image capture for the 2020 Chinatown Heritage Project led by School of Interior Design professor Linda Zhang.

At the Faculty of Communication and Design (FCAD), theatre and performance studies professor Natalie Alvarez has been appointed associate dean of SRC for a five-year term effective July 1. She will be responsible for developing and implementing a strategy to enhance and nurture SRC.

**Experiential Learning** – The Experiential Learning Hub has supported 12 Ryerson project proposals for experiential learning projects that have received funding from Employment and Social Development Canada via Co-operative Education and Work-Integrated Learning Canada. The funding is designed to expand access to experiential learning opportunities, particularly for underrepresented students. Ryerson’s projects, which span four faculties, will together receive nearly \$530,000, 60% of which will go directly to students through stipends, compensation and financial support.

The Faculty of Arts, working with the Career and Co-op Centre, is offering co-op education to students in English, history, politics and governance, and sociology. Applications are open for students at the end of their first year; currently, approximately 70 students across the four Arts programs will be able to enroll and start co-op work in Winter 2022.

Ryerson Law has joined Pro Bono Students Canada, through which its students will offer legal support to underserved communities, as aligned with the mission of the faculty itself. Students will work with mentor lawyers, receive training in inclusive practices, and gain experience while helping to expand the reach of justice.

**Inclusion** – The Faculty of Arts has appointed professor Mélanie Knight as advisor to the dean on Blackness and Black diasporic education, and she has convened a Black student advisory group to share insights and recommendations based on their experience at Ryerson. Their input is informing

transformational changes to curricula and experiential learning opportunities, as well as the development of support services for Black-identified students and the new Arts co-op program.

The Office of Zone Learning has engaged the Diversity Institute at the Ted Rogers School of Management (TRSM) to review equity and inclusivity at all Ryerson Zones and at five I-INC partners across Canada.

The Centre for Excellence in Learning and Teaching has developed the workshop “Creating Anti-Racist Virtual Classrooms”, which is designed for teaching assistants and graduate assistants to learn anti-racist teaching strategies grounded in the work of activists and scholars.

## CONGRATULATIONS

*Anthony Brum* and *Yana Fox*, both Ryerson Law students, won the 2021 Canadian Client Consultation Competition, which was hosted virtually on March 13 and 14. In the competition, teams of two participated in simulated law-office consultations. A second Ryerson team, consisting of *Tudor Gagea* and *Safia Thompson*, finished in the Top 10. Yana and Anthony will represent Canada and Ryerson Law at the 2021 Brown-Mosten International Client Consultation Competition, to be hosted virtually in April by the Hillary Rodham Clinton School of Law at Swansea University, Wales.

*Cheri Bradish*, director of sport initiatives for TRSM, has been named one of North America’s Top Sport Tech Innovators by SportTechX, a leading provider of data and insights about the global sports technology business, in the company’s 2021 North American report.

The *Ted Rogers Student Society (TRSS)* was named the Most Outstanding Business Student’s Association at the 2021 Roundtable conference of the Canadian Association of Business Students, which was hosted virtually from March 12 to 14. The award recognizes progress made in managing and executing its operations. In addition, TRSS president and Marketing Management student *Brad Wells* received the All-Star President Award, given to a student society executive who goes “above and beyond their typical role or job description for the betterment of their ... business school student communities.”

*Donna E. Young*, dean of the Faculty of Law, has received a Female Trailblazer of the Year Excellence Award in the “Academia / General Counsel” category of the 2021 Canadian Law Awards. Awardees are selected out of hundreds of nominations yearly across the country. In Donna’s category, nominees were assessed according to community involvement, leadership, professional accomplishments and contributions to gender equality in the legal profession. Donna is the only recipient in her category to be representing an educational institution.

## EVENTS & INITIATIVES

**Nursing Students as Front-Line Staff** – In their practicum placements, fourth-year Ryerson students in the Daphne Cockwell School of Nursing are on the front lines of Toronto’s COVID-19 response. Sixty-four students are taking part in a new collaboration with Humber River Hospital whereby, in their practicum placements, they are administering vaccines both at the hospital itself and in long-term care homes. Others are administering COVID-19 tests at major Toronto hospitals under preceptor supervision. All

Ryerson nursing students in clinical placements are themselves in a priority vaccination group, and they are gaining sustained practical training that will help them—and the province—deal with any future breakouts of illness.

**Whistleblower Prize** – On March 3, the Centre for Free Expression awarded its first-ever Peter Bryce Prize for Whistleblowing to Alberta physician John O’Connor. The prize honours and aims to help protect people who speak up courageously about wrongdoing and abuses of public trust. It was named after Peter H. Bryce, a federal medical inspector who in 1907 started to call attention to the devastating mortality rates in residential schools, along with their unacceptable sanitation and health practices, and who was eventually forced to retire from the public service as a result. In 2006, O’Connor began reporting on high rates of cancer among residents of the remote northern Alberta community Fort Chipewyan, whose population is predominantly First Nations and Métis, and which is located downstream from oilsands. O’Connor was subsequently fired from his job in the community and investigated by the College of Physicians and Surgeons of Alberta. He continues to press for an independent study of the issue and told the CBC he hopes the attention brought to him by the award will help.

**Indigenous Healing Garden** – TRSM has launched a project to transform its almost 12,000 sq. ft. seventh-floor courtyard into an Indigenous healing garden. From March 22 to 26, it hosted three virtual consultations, inviting both Indigenous and non-Indigenous community members to share their insights to ensure approval of the plans. Currently, the courtyard is home to the Ted Rogers Urban Garden, where vegetables, herbs and fruit are grown to be donated to Toronto meal programs. The current garden will serve as a catalyst for the larger healing garden, which is intended to help Indigenous students and staff feel at home on campus, to educate the entire Ryerson community about aspects of Indigenous culture, and to support students’ health and wellness. An Indigenous Advisory Circle, including Joanne Dallaire, elder (Ke Shay Hayo) and senior advisor – Indigenous relations and reconciliation, has been created to guide the project’s development.

**BOARD OF GOVERNORS MEETING**  
**April 26, 2021**

**AGENDA ITEM:** OMERS 2020 Investment Fund Review

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:**

Ryerson's pension plan assets are invested on a co-mingled basis with the Ontario Municipal Employees Retirement System ("OMERS") funds. OMERS acts as Ryerson's investment manager for the Ryerson pension plan fund.

For the year ending December 31, 2020, OMERS achieved a -2.7% net investment return which did not meet the benchmark of 6.9%. The market value of net assets decreased to \$1,485,361,000 from \$1,532,857,000 at December 2020. COVID-19 had a significant impact on investments across the portfolio through most of 2020 with some recovery in Q4. The attached Q4 2020 Highlights provides details on the asset mix returns and commentary on the investment returns in the last quarter. In 2020, \$7,000,000 was transferred from OMERS to RBC, to ensure sufficient cash on hand to pay pensions and lump sum amounts to terminated members.

Annually, OMERS provides an update to the ERPC including the past year's performance and their economic outlook for the current year.

**BACKGROUND:**

Under the existing Management and Custodial Agreement between Ryerson and the OMERS Board, OMERS retains custody and investment responsibility for the majority of the assets of the Ryerson Retirement Pension Plan.

The Statement of Investment Policies & Procedures, as required under the regulatory guidelines and approved by the Board of Governors states that one of the responsibilities of the ERPC is to monitor the performance of the pension plan's investments and to ensure that the investments are managed appropriately.

The review considers OMERS' investment strategies and fund performance to ensure that the plan assets will provide returns consistent with the assumption in the actuarial valuation of the pension plan.

**ATTACHED:** OMERS Performance Update Presentation  
Q4 2020 Quarterly Highlights

**PREPARED BY:**

Name: Jan Neiman, Director, Pensions & Benefits

Date: April 21, 2021

**APPROVED BY:**

Name: Joanne McKee, Chief Financial Officer

Date: April 21, 2021

# Marketing & Communications

## Monthly Metrics & Reach



### March 2021

#### Media Relations

- Conducted ongoing media outreach for Generous Futures series, with focus on IWD event.
- Secured coverage in Toronto Star for Anna Triandafyllidou on migration and the future of work.
- Provided media support for Viola Desmond Awards, securing coverage with CBC news, CBC Metro Morning and 980 CFPL radio.
- Supported coverage on Daphne Cockwell Health Sciences Complex in the Globe and Mail.
- Conducted media outreach for the new Rogers Cybersecure Catalyst Simply Secure microsite, obtaining coverage in IT World Canada.
- Compiled and pitched Ryerson faculty to speak on various breaking news topics, including COVID-19 vaccines and vaccination roll out strategies, financial and mental health struggles due to the pandemic, International Women's Day, anti-Asian racism, Myanmar, and a potential housing bubble.

#### Publications

- Ryerson Today published 15 editions in February.
- Edition with the most opens was the Friday, March 19th edition, "[Message from President Lachemi on fall 2021 plans.](#)"
- The best performing story was "[Planning for fall 2021 continues.](#)" (10,810) which was also the story that received the most page views over all (19,652 clicks on DataStudio).

#### Leadership Communications

- Produced and distributed thrice weekly COVID-19 environmental scans for leadership team.
- All Faculty of Arts websites have been developed and launched in the responsive template.
- Continued planning for online hub (website for prospective fall 2021 students) and socializing the project with key stakeholders and partners in OVPS, the faculties, and zones, to launch May 2021.
- Developed re-appointment notice and managed communications roll out for Dean Pamela Sugiman
- Prepared leadership for Board of Governors meeting on March 30.
- Prepared leadership for Chairs, Deans and Directors meeting on March 25.
- Prepared the Vice-Provost, Students' remarks for the School of Performance Awards on March 21.
- Prepared leadership for upcoming Ryerson Awards in April.
- Developed March 3 update to faculty and staff re spring/summer international travel.
- Developed comprehensive communications plan for installation of the Truth and Reconciliation Committee's Indigenous "ring" public art piece
- Drafted congratulatory letters on behalf of the provost for team involved in securing funding for the DMZ's Black Innovation Program.
- Prepared March 5th community update from President re move to "lock down" restrictions



- Prepared March 9th community update from President marking one year of COVID-19 pandemic
- Prepared March 18 update from President regarding planning for Fall 2021 term
- Created and carried out communications plan for provincial planning grant for School of Medicine in Brampton, including March 25 message to community
- Continued planning for community consultations for School of Medicine
- Supporting Chancellor Fukakusa with Anti-Asian racism awareness project, to launch May 2021
- Interviewed incoming provost Jennifer S. Simpson for Ryerson Magazine's summer 2021 issue
- Developed the university's Ombudsperson 2018-19 Progress Highlights and 2019-20 Response reports
- Liaised with Student Care to inform the community of upcoming Policy 61 consultations through online channels: Ryerson Today article, event postings, website updates and social media.
- Updated budget FAQs (online) with select questions from town halls.

### Marketing

- Started developing the Retrospective website for the Faculty of Community Services set to launch at the end of May.
- Launched The Chang School's spring/summer campaign. Updated creative to address the increase in competition and to position The Chang School as the only choice for online education.
- Developed TikTok advertising for the international campaign -- the first time we're using this platform to connect with prospective students. In the first few days the ad garnered 542K impressions and

2.8k clicks to the website (at an average of only \$0.07 per click).

- Launched the Alumni Acquisition and Call for Information Updates campaign aiming to target lost alumni to reconnect with us.
- Continued with creative development for the Master of Engineering Innovation and Entrepreneurship program (MEIE) recruitment campaign (set to launch by mid-April).
- Continued with creative development for the Spring Appeal campaign targeting alumni donors and non-donors with an urge to donate to the Student Relief fund (set to launch mid-April).
- Developed and delivered the first phase of Save the Date assets (email and digital) for the Law Renaming Event. Phase II to be deployed April 7.
- Captured interview footage and developed animations for Campus Core Revitalization Video (editing in progress).

### Website

- Comparing March 2021 to March 2020, we saw a 16.2% increase in sessions, a 33.5% increase in users and a 19.6% increase in pages viewed.
- With campaigns targeting international audiences, we have seen significant increases in traffic from outside of Canada. 179.3% increase in sessions, 213.9% increase in users, and 94.8% increase in pages viewed compared to last March.

### Social Media

- **Facebook:** Gained 378 followers to reach 80K. Most engaging post was the COVID by the numbers video, outlining Ryerson-specific stats from the past year.
- **Instagram:** Gained 564 followers to reach 38.2K. Most engaging post was a campus beauty shot



taken from the SLC stairway, looking south on Yonge.

- **Twitter:** Gained 80 followers to reach 59.5K. Most engaging post was a comms announcement about the Ontario government grant to propose a med school in Brampton.
- **LinkedIn:** Gained 1,981 followers to reach 259.5K. Most engaging post was a video of President Lachemi thanking the Ontario government for their med school proposal grant.
- **TikTok:** Grew TikTok following by 21% to reach 1,800 followers. Breakout post featuring Ryerson Aerospace Engineering team's solar-powered plane reached over 100K views with over 15K likes and 230 comments.

### Digital Marketing

- Welcomed a second Digital Marketing Officer to University Relations.
- Met with advertising reps from Facebook and TikTok to advance our account and web tag setup.
- Managed in-house, launched the Alumni call for updates digital campaign and a small event-based campaign for the Faculty of Arts Democratic Engagement Exchange.
- Working with agencies, launched a digital campaign for the Chang School's Spring/Summer term enrolment.
- Continued digital campaigns in market for the International Enrolment Office, the FEAS Master of Engineering Innovation and Entrepreneurship (MEIE) program, TRSM's BComm recruitment, the MBA recruitment campaign, the Alumni Generous Futures event series, and Ryerson Today article boosts for Communications.