

2021-22 Budget Establishing Our Priorities Together

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President's Remarks

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Guiding Principles



1. Prioritize students
2. Protect Ryerson's core business of teaching, research and service
3. Be fair and transparent
4. Remain forward-looking
5. Conduct wide consultations with the community

Academic Planning 2021-22

- Thanks go to everyone for their hard work during this year and as we plan for Fall 2021
- Spring/Summer term will be primarily virtual/remote delivery
- Scenario Planning Working Group and others continue to develop options for Fall 2021
- Looking forward to being back on campus, while following public health advice and provincial guidelines
- Principles-based planning model puts the safety of students, faculty, and staff at the forefront

Principles for Academic Planning 2021-22

- Align with Ryerson's Strategic Vision and related plans
- Follow guidance/directives from public health authorities
- Provide supports for students that focus on wellbeing, academic success, and financial assistance
- Prioritize access to research facilities in compliance with provincial guidelines
- Support access to technology
- Ensure safety for the Ryerson community while at work on campus
- Implement planning processes and decisions that are current, proactive, and based on the best available scientific knowledge

Stay Focused, Work Together

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

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

These plans are united by Ryerson Strategic Vision 2020-2030

Priorities articulated in the Academic Plan:

- The Student Experience
- Scholarly, Research, and Creative Activity and Graduate Studies
- Advancing Indigenous Initiatives
- Innovation: Continuing to Challenge the Status Quo
- Community and Urban Partnerships



Future Planning

- Steering groups developed in response to the pandemic, e.g., Scenario Planning Working Group, Opportunities Working Group serve as forums for information sharing and coordinated planning
- These groups are forward-looking so that Ryerson will continue to be a leader in innovative solutions for societal challenges
- As we look post-pandemic, we continue to be bold in our vision



What initiatives/activities should Ryerson begin or expand if feasible?

Update from University Planning

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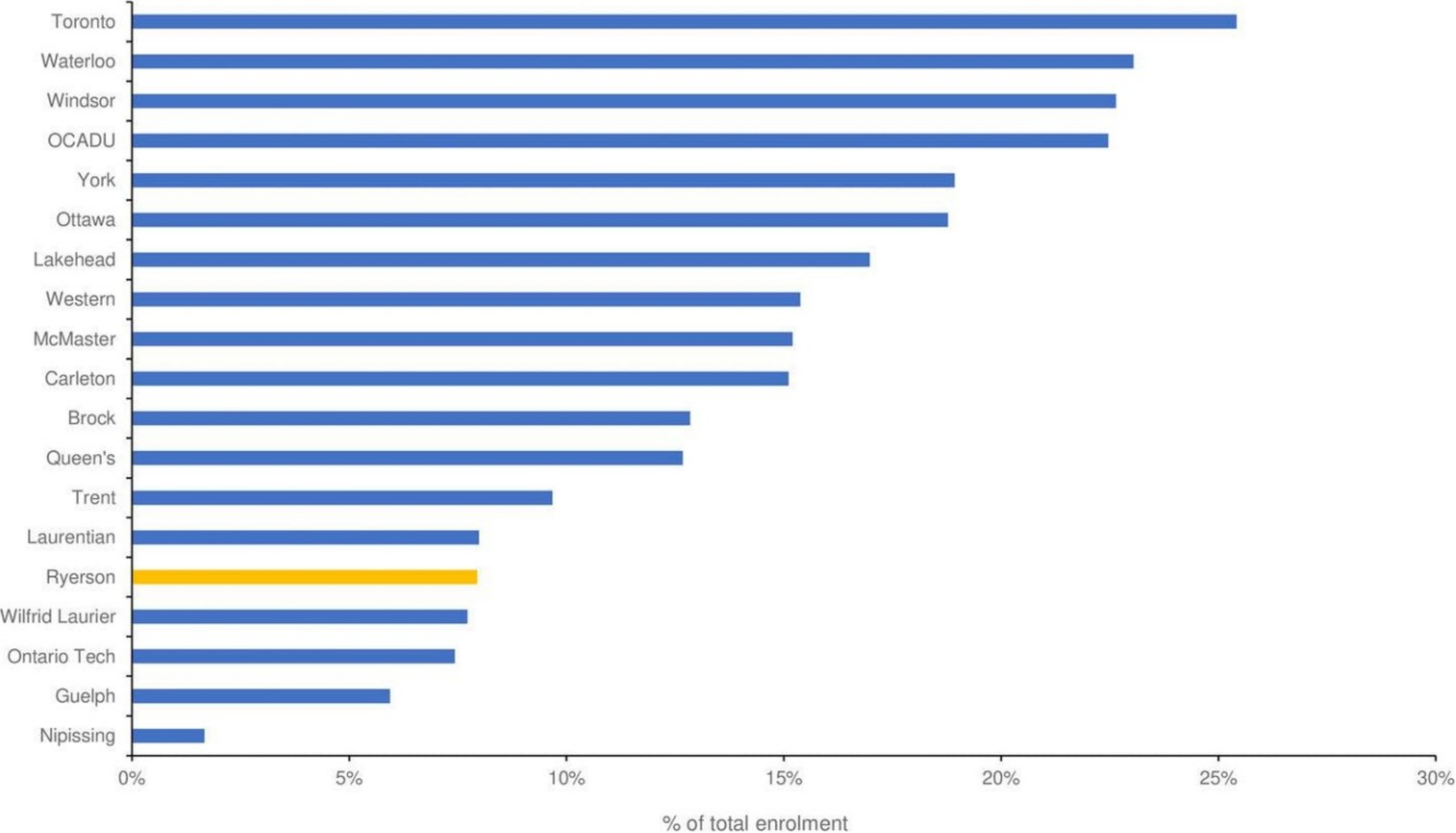
Domestic & International Enrolments

- Ryerson remains very competitive; highest number of applications from domestic secondary students in Ontario, and 3rd highest overall for first-choice applications
- Like other Canadian universities, significant decrease in international applications for Fall 2021
- Maintain domestic enrolments at roughly 2020-21 levels (capped by Government)
- Expecting 950 Year 1 international students in Fall 2021 (slightly below Fall 2019 levels)

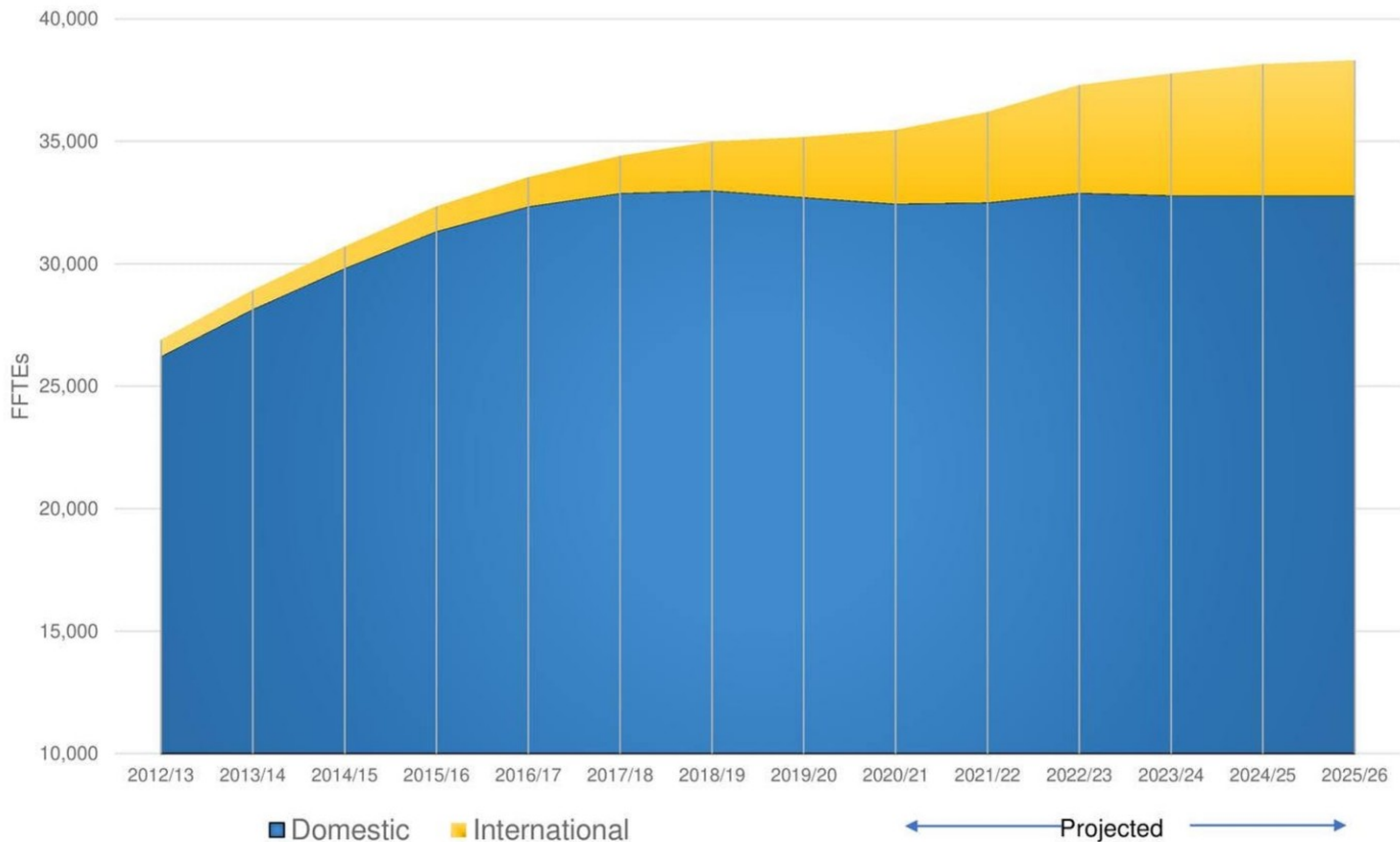


International Enrolments

International Student Share of Enrolments by University, 2019-20 FFTE



Projected International and Domestic Enrolments



Government Tuition Fee Policy

- No announcement for 2021-22 but expect 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



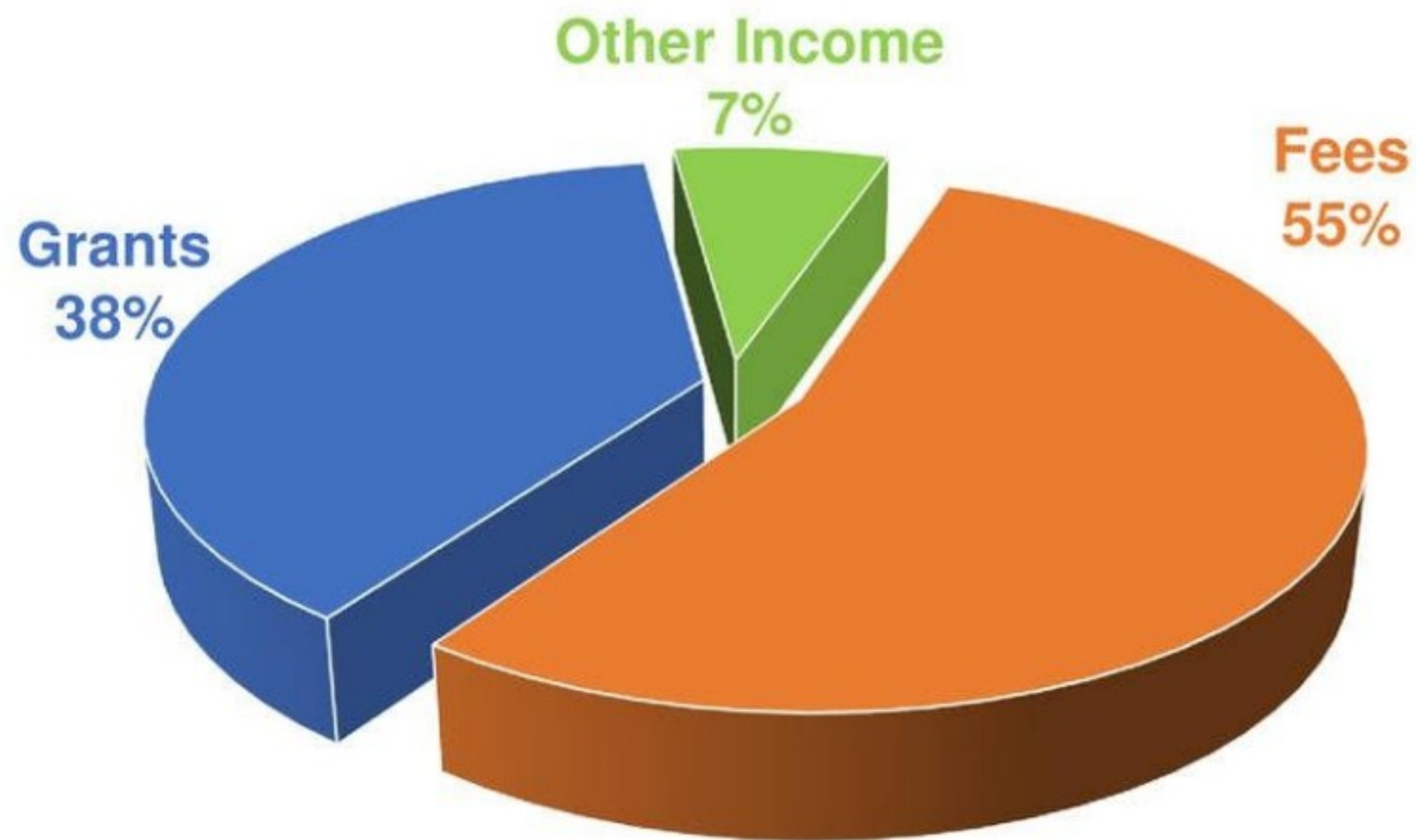
Provincial Context: 2020 Ontario Budget

- Focused on the response to COVID-19
- \$45 billion in support over three years to support 3 key themes – Protect, Support, Recover
- Small investments in postsecondary, no cuts for 2020-21
- \$38.5 billion budget deficit projected for 2020-21 and \$33.1 billion for 2021-22



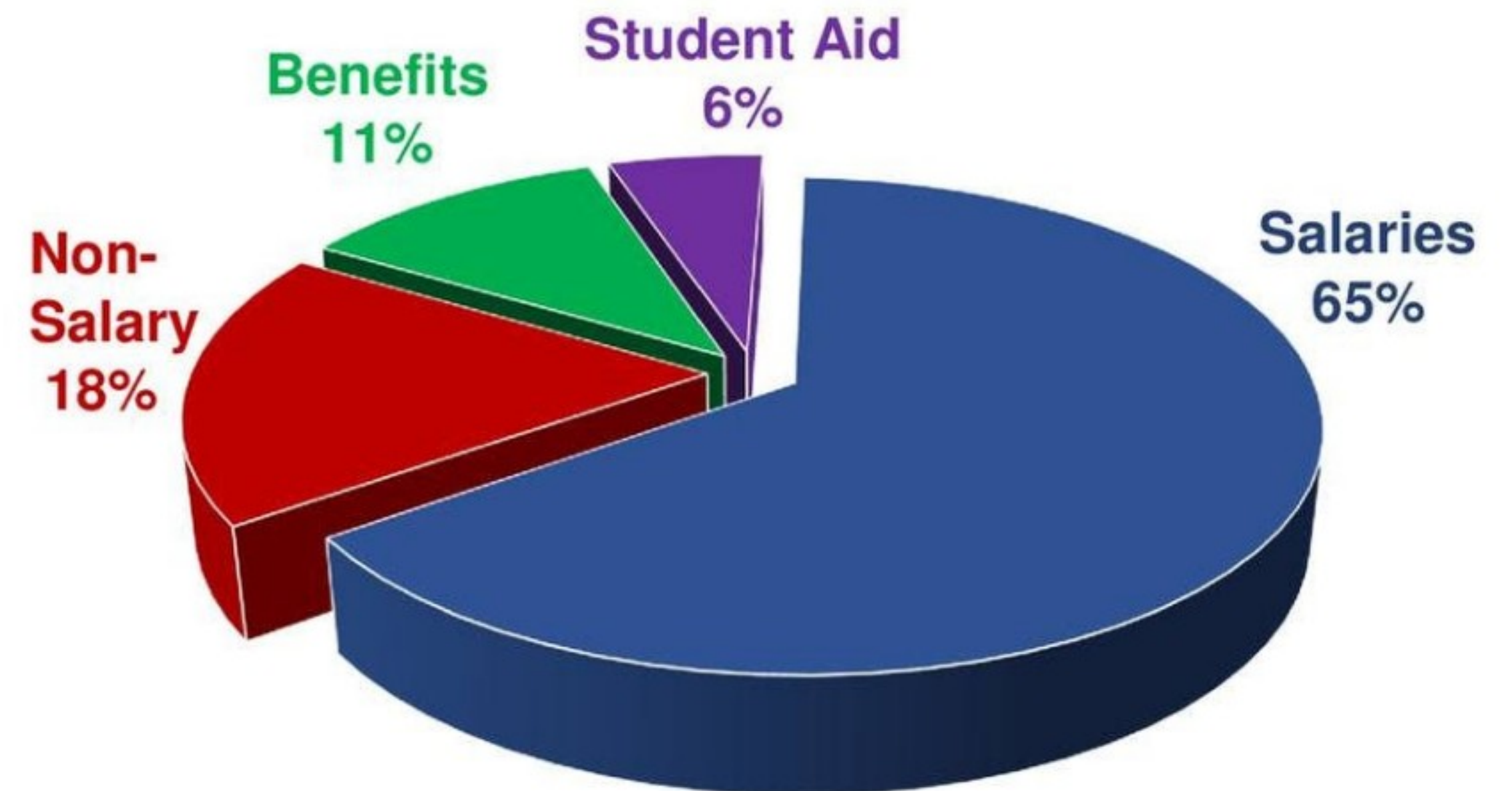
Operating Revenues & Expenditures

Grants + Fees=93%



Revenues

Salaries + Benefits=76%



Expenditures

Operating Budget 2020-21

- Reflects portion of overall budget that is within our discretion
- Consolidated budget includes items not within our discretion, e.g., research grants, special capital grants
- Ryerson's current Operating Budget is \$631.5 million
- Includes expenditures such as:
 - Academic Departmental Budgets
 - Student Financial Assistance
 - Infrastructure Maintenance
 - Utilities
 - Other Non-Salary Provisions



2021-22 Budget Model Assumptions

Revenue projected to increase by 1.0%

- No operating grant growth
- Domestic tuition fee freeze
- 5% international tuition fee increase

Cost escalation projected to increase by 4.5%

- Salary / benefit increases
- Teaching costs
- International recruitment costs
- Deferred maintenance increase

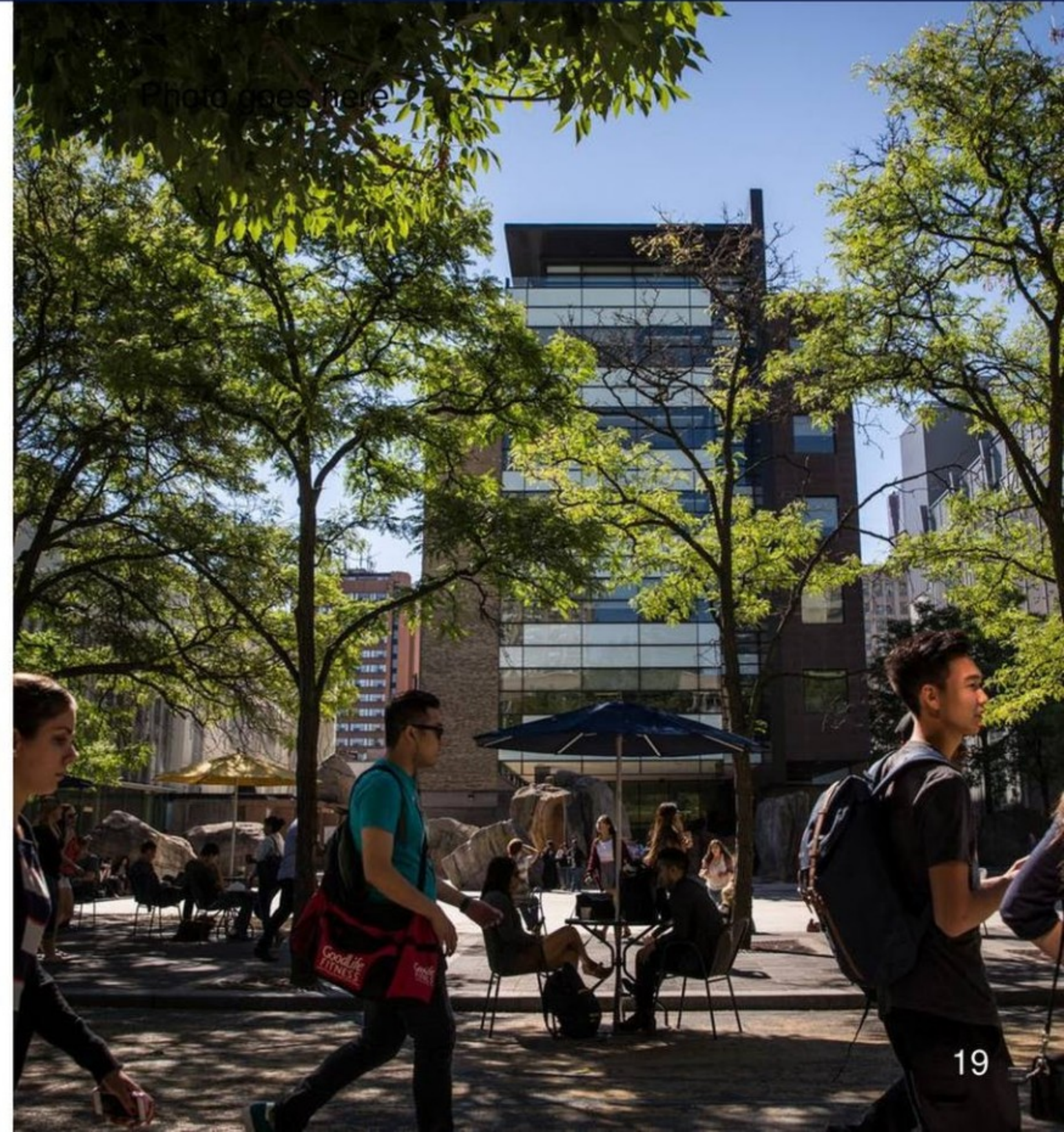
Total shortfall = \$16.5 M or about 3.5% of the cuttable base

We are requesting all budget managers to create plans to **reduce base expenditures by 3.5%**



Budget Risks

- Decreased international recruitment: applications down significantly compared to same time last year
- Operating grant / tuition fee uncertainty
- Additional salary / non-salary costs
- Uncertainty about length / extent of remote work and learning into 2021-22



What investments would you like to see in this year's budget to support 2021-22?

Preliminary Financial Overview (in \$ M)

	PRE-PANDEMIC BUDGET	APPROVED BUDGET	PROJECTED
Projected Revenues	2020-21	2020-21	2021-22
Operating Grants	260.0	260.0	260.0
Tuition Fees	305.2	305.2	314.7
OTO provision for lost international fees due to COVID-19	0.0	-14.3	0.0
Other Revenue	66.3	66.3	63.3
Total Projected Revenues	631.5	617.2	638.0
Projected Expenditures			
Departmental Budgets	568.8	569.1	589.5
OTO reduction in international expenses related to COVID-19	0.0	-8.9	0.0
OTO Provision for COVID-19 costs	0.0	15.0	0.0
Student Financial Aid	18.4	18.4	18.4
Utilities & Other Expenses	44.4	44.4	46.7
Total Projected Expenses	631.5	637.9	654.5
Surplus (Shortfall)	0.0	-20.7	-16.5

2020-21 COVID-19 Costs

- In October 2020, we surveyed budget managers for their projections on:
 - Direct costs related to COVID-19
 - Reduced revenues
 - Expected savings
- Total COVID-19 impact projected to be \$30.8 M
- 2020-21 budget approved by the Board indicates that we will use reserves and departmental carryforwards to address these pressures



Next Steps

- Ongoing community consultations
 - Town halls
 - Stakeholder consultations
 - Faculty, school and department budget development
 - Senate
- Board of Governors' discussion and decisions

Budget Resources:

Budget website: <http://ryerson.ca/budget>

Questions: rubudgets@ryerson.ca



Questions?

Thank You