RYERSON UNIVERSITY

BOARD OF GOVERNORS Wednesday, March 20, 2013

Jorgenson Hall – JOR 1410 380 Victoria Street

5:00 p.m. to 7:30 p.m.

AGENDA ITEM TIME PRESENTER ACTION PAGE 5:00 1 **IN-CAMERA DISCUSSION (**Board Members Only) **END OF IN-CAMERA SESSION INTRODUCTION** 5:35 3 3.1 Chair's Remarks Phyllis Yaffe Information 3.2 Approval of the March 20, 2013 Agenda Phyllis Yaffe **Approval** REPORT FROM THE PRESIDENT Sheldon Levy Information 22 - 25 5:40 REPORT FROM THE SECRETARY Julia Shin Doi Information 5:45 5 5:50 6 REPORT FROM THE PROVOST AND VICE PRESIDENT John Isbister Information 26 - 32 **ACADEMIC** (a) Introduction of Marie Bountrogianni, Interim Dean, The G. Raymond Chang School of Continuing Education 5:55 **DISCUSSION ITEMS** 7 7.1 Third Quarter Financial Statements Janice Winton **Approval** 33 - 40 7.2 Ryerson University Budget 2013-14- Part Two: (a) The Fees Context Paul Stenton Information 41 - 77Information (b) Choices: Strategic Decision-Making to Advance **Paul Stenton** 78 - 104 Ryerson's Priorities Julia Hanigsberg

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Ryerson University President's Update to the Board of Governors March 20, 2013



Everyone Makes a Mark

Provost & Vice-President Academic – The appointment of Mohamed Lachemi, Dean of the Faculty of Engineering and Architectural Science, as Ryerson's new Provost and Vice-President Academic effective May 1st, 2013 was announced on February 20th. All of us join in expressing our shared confidence in his leadership, our support for his transition, and our commitment to work together to advance the university. I am grateful to the members of the search committee for their dedication over the past months, and thank the community for very helpful comments and input over the course of the search. Special thanks are extended to John Isbister for serving Ryerson with distinction as Interim Provost since July 2012.

Jim Pattison Ethical Leadership Centre – On January 30th Ryerson celebrated the launch of an initiative designed to develop leaders with the entrepreneurial, critical, and ethical skills to solve real world problems. Made possible by a gift from Jim Pattison, CEO of The Jim Pattison Group, the Ethical Leadership Education and Research Program will help prepare students for the Canadian marketplace by providing an understanding of the values, attitudes and practices of ethical behavior and how to apply them to business decisions and organizational practices. The director of the new Centre, Ted Rogers School of Management professor Chris MacDonald, has been named one of the "top 100 thought leaders in trustworthy business behaviour" for the third year in a row by Trust Across America, a U.S. organization promoting corporate ethics.

Congratulations -

- The first annual *Advertising Club of Toronto Award of Merit* was bestowed on John Honderich (Doctor of Laws '08) for his lifelong support of the newspaper industry.
- Former Board member Tracy Leparulo has partnered with Jordan Hilkowitz, a young autistic boy she has known a long time as his babysitter, to create *Doctor Mad Science* online videos that have garnered over 4 million hits [see http://www.mississauga.com/print/1581685].

Distinguished Academic Visitors – While we report the appointment of esteemed colleagues, we also want to recognize how much their engagement enriches the Ryerson experience for our students. A small sample, of many that could be provided, includes the following initiatives:

- Navdeep Bains, distinguished visiting professor at the Ted Rogers School of Management, is hosting a special MBA student lecture series, *Global Issues in International Business*, which has included a talk by the Right Hon. Paul Martin, former prime minister of Canada.
- Wayne Clark, distinguished designer in residence at the School of Fashion, Faculty of Communication & Design, has mentored fashion students creating outfits for former sex workers in the *Out of the Shadows* Fashion Show on March 8th, International Women's Day, in support of the Street Health Community Nursing Foundation and All Saints Church.
- Jeremy Kinsman, distinguished visiting diplomat in the Department of History, Faculty of Arts, was a member of an expert panel at the *Conference on the Detection and Prevention of Atrocities*, part of Ryerson's student-led International Issues Discussion series.

• Ralph Lean, distinguished counsel in residence at the Ted Rogers School of Management, is following up the success of his first year initiative with the second annual *Law*, *Business*, *Politics: The Real World* lecture series, last month featuring Ken Taylor, former ambassador to Iran, in a discussion of his experiences and views on the award-winning film *Argo*.

Black History Month – The 5th annual Viola Desmond Day Awards Ceremony was held on March 4th in honour of Viola Desmond, who refused to move from her seat in a whites-only section of a movie theatre in 1946. This year's awards also paid tribute to: Harriet Tubman, the greatest "conductor" of the Underground Railroad; Rose Fortune, the first female police officer in Canada; and the Honourable Dr. Mary Ann Chambers, a former banker and minister in the Ontario government. Student winners were presented with a \$500 bursary donated by Ellis Perryman, president of the Urban Financial Coalition. The 2013 recipients are:

- Harriet Tubman Faculty Award: Paulette Kelly, School of Fashion
- Rose Fortune Staff Award: Tanya Fermin-Poppleton, Security & Emergency Services
- The Hon. Dr. Mary Ann Chambers Student Award: Shauna Marie Brown, 3rd yr Criminal Justice
- Viola Desmond High School Student Award: Rihab Ali, Grade 12, Jarvis Collegiate Institute

Continuing appreciation is extended to the members of the Black History Awareness Committee for their leadership in organizing the event, which has become a highly-anticipated celebration of significance during Black History Month on campus.

MAC at the Gardens – The extraordinary response to the Mattamy Athletic Centre continues to grow, and the landmark facility is inspiring historic reflection and ingenious uses. Recent examples include:

- Making the ESPN list of "Top 10 Most Historic North American Stadiums" http://espn.go.com/blog/playbook/fandom/post//id/18833/10-most-historic-north-american-stadiums
- Being featured on the 'Atlantic Cities Place Matters' website under the headline *Toronto's Reimagined Maple Leaf Gardens Fulfills its Destiny (at Long Last)* as "an important part of everyday life in Toronto. With a steady stream of students heading to the gym and shoppers going about their daily business, the area feels like it's never been healthier."
- Hosting the OUA Final Four basketball Wilson Cup from March 1st to 3rd, prompting a blog from Toronto Star columnist Doug Smith that the MAC is "truly an excellent venue" and a quote from tournament MVP Thomas Scrubb (Carleton University): "I think it's the best stadium that we've played in this season. Downtown Toronto is a great location and you feel like you're a professional here. We don't get to play in stadiums like this very often, it's different, special."
- Mattamy AC Interactive, an app developed by Ryerson students Shaun Ono, Marshall
 Jeske, Ryan Bertram, Josh Nieman, and Dylan McFadyen for their final-year RTA project
 to preserve the legend of Maple Leaf Gardens. Available on Apple and Android devices,
 the app plays historical video footage from the National Film Board and the CBC when the
 device is pointed at pictures in the athletic centre from days gone by.
- Canada's first-ever National Blind Hockey Tournament in mid-February, organized by Skate to Great, a DMZ organization that provides donated skates and equipment to children and at-risk youth; and Courage Canada, a registered charity that leads the development of blind hockey by providing children and youth the opportunity to learn how to skate.

Inaugural Tri-Mentoring Conference – In January the Ryerson Tri-Mentoring program hosted its first-ever *Live2Lead* conference focused on 'defining the leader within.' Scheduled to coincide with national mentoring month, the conference featured *FG Spark* for students who are the first generation in their families to go to university; networking opportunities, and leadership development workshops. Congratulations to the truly interdisciplinary conference organizing team: Chris Betty, Chair (4th yr Business Technology Management); Ghazala Knight, Project Manager (3rd yr Politics and Governance); Asha Mullings, Events & Logistics (3rd yr Child and Youth Care); Jaclyn Ursula Scheffer, Programming (5th yr Social Work); Melissa Ryan, Finance (3rd yr Business Management - Accounting); Tharsy Selvananthan, Administrative Assistant (4th yr Business Management - Global Management); Alexander Protsenko, Public Relations (4th yr Arts & Contemporary Studies); and Janakan Srimurugan, Marketing (3rd yr Graphic Communications Management).

United Way – Thanks to the generosity of the university community, the Ryerson United Way campaign raised a total of \$202,706 and surpassed its \$200,000 target, with increased overall participation. I am proud to recognize there is no more meaningful expression of city-building than reaching out to neighbours who need our support. Special thanks to the members of the Ryerson United Way campaign committee: John Isbister, Tony Conte, John Corallo, Janet Hercz, Terry Marks and Jennifer Mactavish, and to everyone who took part in the campaign.

Budget 2013/14 – Town halls were scheduled in February and March to discuss with members of the Ryerson community the context and strategies for the development of the university budget for the upcoming academic year, and to provide opportunities for questions and input.

Federal support for Ryerson projects: On February 19th the Honourable Gary Goodyear, Minister of State for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) announced support for innovation initiatives in the Greater Toronto Area designed to create opportunities for jobs and economic growth, including four Ryerson projects:

- Ryerson Angel Network (RAN) is receiving up to \$100,000 (non-repayable) under the FedDev Ontario Investing in Business Innovation initiative to attract active angel investors through expanded investment activities in the GTA. The project goal is to expand the number of RAN investors from the current 45 members to 65 members over a two-year period.
- Viafoura (Digital Media Zone) is receiving a repayable contribution of up to \$980,000 under the FedDev Ontario Investing in Business Innovation initiative to accelerate the completion of a software platform maximizing user interaction on digital publishers' websites. The FedDev Ontario investment leverages an additional \$2 million in project funding, and the company estimates the project will create 47 new full-time equivalent jobs by 2015.
- Ryerson Centre for Cloud and Context Aware Computing (RC4) is receiving up to \$2 million (non-repayable) under the FedDev Ontario Prosperity Initiative. RC4 will be the first centre of its kind in Canada, supporting Ontario companies in the development of context aware applications for smart phones, tablets and other mobile devices. The FedDev Ontario investment leverages an additional \$4.1 million in funding to the project, and it is expected that up to 60 context aware products, resulting in an estimated 25 patents and 161 highly skilled, full-time jobs will be created in small- and medium- sized businesses and in the RC4.
- Ryerson University (Research and Innovation) is receiving up to \$661,500 (non-repayable) under the FedDev Ontario Scientists and Engineers in Business initiative to expand the

number of fellowships for science, technology, engineering and mathematics (STEM) students and graduates. This grant builds on the success of a February 2012 contribution of \$315,000 to be used for 10 Ryerson STEM fellowships supporting commercialization of innovative research and the launch of start-up businesses. The additional funding will increase the number of fellowships offered by Ryerson by up to 21. In total, this project will now leverage up to \$661,500 in matching seed capital.

from the President's Calendar

In addition to other occasions noted below, this month I was pleased to be invited to give presentations on Ryerson development, plans and goals on the following occasions:

- January 25, 2013: Bridgepoint Health Board Strategy Retreat
- February 8, 2013: Centre for Addiction and Mental Health (CAMH) Board Retreat
- February 22, 2013: Institute of Public Administration of Canada (IPAC) 8th National Leadership Conference
- February 27, 2013: Social Planning Toronto Symposium, Family Service Toronto (attended by Premier Kathleen Wynne)
- February 5, 2013: Ryerson was proud to host the Trudeau Foundation Reception and Dinner in the Ryerson Image Gallery. Given the Foundation's four themes of human rights and dignity; responsible citizenship; Canada in the world; and people in their natural environment, the venue was especially well-chosen and we were proud to welcome our guests.
- February 14, 2013: Attended breakfast with Premier Kathleen Wynne hosted by Toronto Dominion Bank
- February 12th, 26th & 28th, 2013: Organized by the Development team in University Advancement, breakfast meetings were held with prominent business prospects and alumni to share a Ryerson update and invite discussion; I was pleased to co-host the Alumni Breakfast with Tom Anselmi, President and COO of Maple Leaf Sports and Entertainment
- March 6, 2013: I was proud to cheer Ryerson Engineering students at the launch of the 13th Annual VW Bug Push in support of the SickKids Foundation. With incredible dedication, energy and spirit, the students work in teams to keep the Bug going around the Quad for a full 24 hours, raising more than \$20,000 over the years for children's health and research.

Ryerson University Board of Governors Interim Provost and Vice President Academic Report for meeting of March 20, 2013



APPOINTMENTS

- Marie Bountrogianni has been appointed Interim Dean of the G. Raymond Chang School of Continuing Education, effective July 1, 2013. Appointed to The Chang School in 2011 as a distinguished visiting scholar, and a research fellow in 2012, her work with Dean Gervan Fearon has focused on employment opportunities for Canadian youth, immigrants and persons with disabilities. A former Ontario cabinet minister and champion of the Accessibility for Ontarians with Disabilities Act (AODA), past president and CEO of the Royal Ontario Museum Board of Governors, and an educational psychologist with a PhD in Applied Psychology from the University of Toronto, she has taught at McMaster University, Wilfrid Laurier University, Seneca College and at Ryerson's School of Early Childhood Education.
- Ali Mazalek, Associate Professor at the Georgia Institute of Technology, and Director of the Graduate Program in Digital Media, has been appointed a *Tier 2 Chair in Digital Media* at Ryerson, the first Canada Research Chair in the Faculty of Communication and Design.
 Dr. Mazalek earned Master's and PhD degrees from MIT, and a BSc in computer science and mathematics from the University of Toronto, and will join Ryerson in Fall 2013.
- Marilyn Struthers has been appointed the inaugural chairholder of the John C. Eaton Chair in Social Innovation and Entrepreneurship, with a focus on effecting positive change in social, cultural and political systems to improve the lives of at-risk youth, families and communities. A social innovator with a 40-year career in organizations that provide services in child and adult mental health, arts, First Nations, and violence against women, including the Ontario Trillium Foundation granting program, at Ryerson she will be working closely with students and faculty in the School of Child and Youth Care, and collaboratively across the university.
- Ryerson now has an NSERC seat, with the appointment of Hossein Rahnama announced on February 22nd by the Honourable Christian Paradis, Minister of Industry, and Minister responsible for NSERC. Dr. Rahnama is the Research and Innovation Director of the Digital Media Zone, Research Director of the Ryerson Ubiquitous Computing Group, and CEO of Flybits, a DMZ/MaRS Innovation company advancing context-aware computing in a number of innovative project applications and international collaborations.
- Joe MacInnis, physician-scientist, author, and deep-sea explorer whose expeditions to
 the Titanic wreck helped inspire James Cameron's Academy Award-winning film, has been
 appointed the first distinguished visiting professor at the Ryerson University Library and
 Archives. His appointment until the end of December 2013 is co-sponsored by the Faculty of
 Engineering and Architectural Science, and the Faculty of Science. At Ryerson he will engage
 with students and faculty to explore synergies between science, engineering, art, literature,

- and leadership, and will also deliver a public lecture on April 3rd about the Cameron-National Geographic seven-mile science dive into the Mariana Trench.
- Marzio Pozzuoli, (Electrical Engineering '87), has been appointed entrepreneur-in-residence at
 the Faculty of Engineering and Architectural Science/CUE for the coming year. Founder of
 RuggedCom, a producer of communications equipment for harsh outdoor and industrial
 environments recently sold to Siemens, he will deliver guest lectures, mentor entrepreneurs
 in the i-CUE business incubator, and work with CUE to establish a start-up investment fund
 for intelligent infrastructure businesses such as smart grid, transportation and water systems.
- Drew Hayden Taylor, award-winning author, playwright, story-teller and humorist has been appointed writer-in-residence in the Department of English during the 2013 winter term. At Ryerson he will offer guest lectures and public readings about various forms of native writing in film, television, short stories, creative non-fiction and theatre, act as a resource for creative writing students, and work on projects including a novel, Chasing Painted Horses, a pilot script for a native sitcom and a family play.

ACADEMIC DEVELOPMENT

- Film Preservation specialization The internationally renowned Master of Arts program in Photographic Preservation and Collections Management will launch a Film Preservation specialization in September 2013 the first program of its kind in Canada. The two-year intensive graduate program will prepare professional specialists in the preservation and management of moving image collections, including expertise in photographic materials and history, curatorial practice, and conservation. In the second year of study, students will have access to the collections and archives of the Art Gallery of Ontario, the Ryerson Image Centre, the Archives of Modern Conflict, and the Archives of Ontario, and may apply to study at George Eastman House International Museum of Photography and Film in Rochester, N.Y.
- Two online learning committees have been established to explore the current and future practices of online and e-learning at Ryerson. The committees move forward on the vision proposed in our Strategic Mandate Agreement with government for Ryerson to be a leader in online education and respond to the transformative effect of digital technologies on the postsecondary sector. The work will be led by a steering committee engaging in a discussion of current online learning practices, and an operations committee focusing on issues such as technical support, instructional design and faculty training. A separate consultation is also being undertaken by the Advisory Committee on Academic Computing (ACAC) on Ryerson's use of the Blackboard system and community interest in using Google Apps in courses.
- Learning and Teaching Enhancement Fund (LTEF) Now in its third year, the LTEF program continues to support the exploration of ways to enhance the student learning experience and research in higher education teaching. This year's eight funded proposals include:
 - Lisa Barnoff, Jennifer Clarke, May Friedman, and Jennifer Poole, School of Social Work,
 Faculty of Community Services, "Engaging students in the field: Possibilities for creative and innovative models for delivery of field education curriculum"

- Steve Daniels, RTA School of Media, Faculty of Communication & Design, "Tiles that Talk:
 From tangible tiles to software template for smart networked objects"
- Alexandre Douplik, Department of Physics, Faculty of Science, "Enhancement of the lecturer-students communication model via development of an interactively operated projection system equipped with gesture and voice recognition"
- Catherine Dowling, School of Interior Design, Faculty of Communication & Design, "In[sid]
 Outside: Building on Ryerson's Arch App"
- o Garrick Filewod, School of Image Arts, Faculty of Communication & Design, "Web-based tools for the teaching support of audio theory and practice"
- Mary Foster, Marketing Department, Ted Rogers School of Business Management,
 "Blended delivery of business essentials minor"
- Vincent Hui, Department of Architectural Science, Faculty of Engineering and Architectural Science, "Augmented reality in design development project"
- Lu Ann Lafrenz, School of Fashion, Faculty of Communication & Design, "Digitizing the fashion research collection"

AWARDS 2013

It is a privilege to recognize and congratulate the recipients of Ryerson awards to be celebrated at the second annual Ryerson Awards Night on April 4th, 2013.

The Chancellor's Award of Distinction

Jean Golden, Department of Sociology, Faculty of Arts

President's Award for Teaching Excellence

Eric Kam, Department of Economics, Faculty of Arts

Errol Aspevig Award for Outstanding Academic Leadership: Dean

Carla Cassidy, Faculty of Arts

Errol Aspevig Award for Outstanding Academic Leadership: Chair/Director

Darrick Heyd, Faculty of Science

Provost's Experiential Teaching Award

Lorraine Janzen, Department of English, Faculty of Arts

Provost's Innovative Teaching Award

Said Easa, Department of Civil Engineering, Faculty of Engineering & Architectural Science

Sarwan Sahota - Distinguished Scholar Award

Martin Antony, Department of Psychology, Faculty of Arts Daolun Chen, Department of Mechanical and Industrial Engineering, FEAS Michael Kolios, Department of Physics, Faculty of Science

Deans' Teaching Awards

Faculty of Arts

Claustre Bajona, Department of Economics Ben Dyson, Department of Psychology Faculty of Communication & Design

Marsha Barber, School of Journalism

Wendy Freeman, School of Professional Communication

Faculty of Community Services

Elizabeth Allemang, Midwifery

Yvonne Yuan, School of Nutrition

Faculty of Engineering and Architectural Science

Lamya Amleh, Department of Civil Engineering

Ramani Ramakrishnan, Department of Architectural Science

Faculty of Science

Catherine Beauchemin, Department of Physics

Robert Gossage, Department of Chemistry and Biology

Ted Rogers School of Management

Else Grech, Ted Rogers School of Business Management - Accounting

Gil Lan, Ted Rogers School of Business Management - Law and Business

The G. Raymond Chang School of Continuing Education

Pascal Murphy, Community Services

Yeates School of Graduate Studies Outstanding Contribution to Graduate Education Awards (awarded for the first time this year)

Faculty of Arts

Janet Lum, Department of Politics and Public Administration

John Shields, Department of Politics and Public Administration

Faculty of Communication & Design

Jean Mason, School of Professional Communication

Faculty of Community Services

Rena Mendelson, School of Nutrition

Faculty of Engineering and Architectural Science

Ravi Ravindran, Department of Mechanical Engineering

Faculty of Science

Anthony Bonato, Department of Mathematics

Ted Rogers School of Management

Dale Carl, Master of Business Administration

Faculty SRC Awards

Faculty of Arts

Claus Rinner, Department of Geography

Emily van der Meulen, Department of Criminal Justice and Criminology

Faculty of Communication & Design

Gerda Cammaer, School of Image Arts

Marusya Bociurkiw, RTA School of Media

Osmud Rahman, School of Fashion

Faculty of Community Services

Josephine Wong, Daphne Cockwell School of Nursing

Suzanne Fredericks, Daphne Cockwell School of Nursing

Faculty of Engineering and Architectural Science

Seth Dworkin, Department of Mechanical and Industrial Engineering Farrokh Janabi-Sharifi, Department of Mechanical and Industrial Engineering Mehrab Mehrvar, Department of Chemical Engineering

Faculty of Science

Pawel Pralat, Department of Mathematics

Ted Rogers School of Management

Shadi Farshadfar, Ted Rogers School of Business Management - Accounting David Valliere, Department of Entrepreneurship and Strategy

Faculty Service Awards

Faculty of Arts

Wayne Forsythe, Department of Geography

Faculty of Communication & Design

Blake Fitzpatrick, School of Image Arts

Faculty of Community Services

Nancy Walton, Daphne Cockwell School of Nursing

Faculty of Engineering and Architectural Science

Ahmed El-Rabbany, Department of Civil Engineering

Faculty of Science

Eric Harley, Department of Computer Science

Ted Rogers School of Management

Vanessa Magness, Ted Rogers School of Business Management - Accounting Philip Walsh, Department of Entrepreneurship and Strategy

Counsellor Award

Joanna Holt, Centre for Student Development and Counselling

FACULTY DISTINCTION

- Gervan Fearon, dean of The G. Raymond Chang School of Continuing Education, has been honoured by the African Canadian Achievement Awards (ACAA) as the recipient of the 2013 award for Excellence in Education. The ACAA honors African-Canadians who have excelled in their field of work and for their contributions in the community.
- Charles Falzon, Chair, RTA School of Media, won two Canadian Screen Awards (formerly the Geminis) for his creative program ARTZOOKA! in the Best Children's or Youth Non-Fiction Program or Series category, as well as Best Host in a Pre-School, Children's or Youth Program or Series.

STUDENT AND ALUMNI ACHIEVEMENT

• The Children's Rights Trailblazer Award was presented to Anna Ho (2nd Yr Social Work) as part of a group of Crown wards honoured by the Canadian Coalition for the Rights of Children on January 24th. The group's groundbreaking report, based on the unprecedented landmark 'Youth Leaving Care' hearings at Queen's Park in 2011, led to the recent Ontario government announcement of improved support for youth, including partnering with postsecondary institutions (Ryerson among them) to provide financial assistance for education.

- The top two spots in the *Privacy By Design video contest* promoting International Data
 Privacy Day (January 28th) were won by Ryerson: Michael Chen (2nd yr Journalism) won 1st
 place for his video about the way online profiles affect getting a job; and Aaron Streight (2nd
 yr RTA School of Media) won 2nd place for his video "In Control Wherever You Go."
- The Next Gen Entrepreneur Award was given to DMZ entrepreneur Lindsey Goodchild, Ryerson graduate (Sustainability Certificate '11) and CEO of Greengage Mobile, at the annual GLOBE Foundation Awards for Environmental Excellence in Vancouver on February 6th.
- Judith Levkoe (Early Childhood Education '01) was appointed an *Officer of the YMCA* Fellowship of Honour for her 28-year career as a trailblazer and champion for the safety and development of children and families, and her organizational innovation and leadership.
- Ontario Engineering Competition: Ryerson will represent Ontario in the Canadian Engineering
 Competition after the Junior Design team took 1st place in the provincial competition. The
 team of Furqan Nawaz, Haseeb Rafiqzad and Abdul-Rafay Sohrab Hasan designed three wind
 turbines able to harness energy continuously for one minute from the material provided. In
 the Innovative Design category, Peyman Moeini and Shima Mohammadali earned 3rd Place
 (the third consecutive year Ryerson has placed in the top three) for designing wirelessly
 enabled disability doors activated by with sensors that detect a smartphone app or key chain.
- At the National Student Policy Case Competition at Queen's University on February 7th-8th, the Ryerson Master of Arts in Public Policy and Administration (MPPA) team of Farah Prashadcolah, Kristina Sannuto, Nicola Sears-Williams, and Jonathan Cabell won the bronze, competing against ten other teams from universities across Canada.
- International Student Services hosted the annual *Salad King Awards* on January 31st with the continuing sponsorship and support of the Liu family. Winners of the 2013 awards are:

Peer Support Mentor Award:

Nick Majedi (Master's applied science computer networks)

On-Campus Student Leader Award:

Tianchi (Jason) Wang, (Master's literatures of modernity)

Personal Growth Award:

Amro Sabbagh (Master's in applied science computer networks)

Off-Campus Community Builder Award:

Karlene Flemming-Fortune (urban and regional planning)

Academic Administrative Appointment

Marie Bountrogianni, Interim Dean, The G. Raymond Chang School of Continuing Education

Marie assumes responsibilities as interim dean of The G. Raymond Chang School of Continuing Education at Ryerson University, effective July 1, 2013. Marie first joined The Chang School as a distinguished visiting scholar in October 2011, and was appointed a research fellow the following year. Marie brings to this new role over a decade of experience as a former Ontario cabinet minister, educational psychologist, and previous president of the Royal Ontario Museum Governors which during her tenure raised \$50 million for the museum. In her short time at Ryerson, she led extensive consultations with private and public stakeholders that resulted in the well-attended, expert panel discussion, *Partnerships in Prosperity*, which explored employment opportunities for Canadian youth, immigrants and persons with disabilities. She developed and teaches a political psychology course and has been a guest lecturer in a number of courses, conferences and events at Ryerson. Marie holds a doctorate in Applied Psychology from the University of Toronto. She recently completed a five-year term with the Child and Youth Committee for the national Mental Health Commission, and is appointed to the Canada California Business Council.

RYERSON UNIVERSITY

BOARD OF GOVERNORS March 20, 3013

AGENDA ITEM: Third Quarter Financial Statements

STR	ATEGIC OBJECTIVES:
	Academic
	Student Engagement and Success
	Space Enhancement
	Reputation Enhancement
X	Financial Resources Management
	Compliance (e.g. legislatively required)
	Governance

ACTION REQUIRED: Approval

SUMMARY:

Ryerson's third quarter financial statements indicate that Ryerson is on track to meet or exceed the 2012/13 approved budget except for the item listed below:

\$m	9 Mon Budget	9 Mon Actual
Revenue less expenses ADD BACK:	.196	9.7
Unrealized loss on SWAPs (note 1)		-2.0
Adjusted Revenue less expenses	.196	7.7

1. An unrealized loss of \$2.0 million on the two interest rate swaps (TD & BMO) due a drop in interest rates. This is similar to breakage costs and would only become due if Ryerson decided to unwind the SWAPs.

Highlights:

• Increased enrolment over the budget have resulted in additional grants and tuition revenues

- Endowment fund returns to date have been sufficient to cover next year's spend of 3.5% and have been withdrawn from the fund
- Includes the purchase of 222 Jarvis St. of \$33 m with available cash.

Attached:

• Third quarter financial statements (unaudited) with variance and projection.

PREPARED BY:

Name Janice Winton, CFO & Assistant Vice President, Financial Services

Date February 14, 2013

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration and Finance

Date February 14, 2013

RYERSON UNIVERSITY

Third Quarter Financial Statements January 31, 2013 (unaudited)

Ryerson University BALANCE SHEET

[amounts in thousands]

[amounts in trousands]	Period Ended January 31, 2013 (Unaudited) Q3 \$	Year Ended April 30, 2012 (Actual)	Year Ended April 30, 2013 (Projected)*	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	158,063	143,428	136,885	Cash + Investments together are consistent with prior year.
Accounts receivable	43,353	28,001	26,000	Seasonal pattern consistent with prior year
Prepaid expenses	4,719	3,724	2,700	
Inventories	2,308	1,146	1,200	Seasonal pattern consistent with prior year
Current portion of long-term note receivable	205	196	208	Student Campus Centre
Total current assets	208,648	176,495	166,993	
Investments (for capital purposes)	202,872	187,871	185,672	Cash + Investments together are consistent with prior year.
Employee future benefits - pension	86,695	86,695	86,695	Analysis done by actuaries at year end
Long-term note receivable	7,021	6,339	7,018	Student Campus Centre
Capital assets, net	538,982	484,656	555,815	Capital Plan - IMA, SLC, RIC Gallery, Mattamy and 222 Jarvis st.
Total Assets	1,044,218	942,056	1,002,193	
LIABILITIES AND NET ASSETS Current				
Accounts payable and accrued liabilities	48,352	68,212	65,000	Seasonal pattern consistent with prior year
Deferred revenue	74,652	12,015		Seasonal pattern consistent with prior year
Current portion of long-term debt	1,948	1,867	1,976	
Current portion of fair value of interest rate swap	6,333	6,068	6,333	Reflects current portion of SWAP at fair value per CICA standards
Total current liabilities	131,285	88,162	85,309	
Employee future benefits - other	20,980	20,980		Analysis done by actuaries at year end
Long-term debt	182,565	130,986	,	Reflects BMO loan and TD loan to date
Fair value of interest rate SWAP	39,473	37,733		Reflects SWAP at fair value per CICA standards
Deferred revenue contributions	39,310	40,058	,	Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions Total Liabilities	202,756	205,474		Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	616,369	523,393	567,700	
Net assets				
Endowments	98,837	97,280	101,362	Donations and matching grants
Other	329,012	321,383	333,131	See statement of Net Assets attached
Total net assets	427,849	418,663	434,493	
Total Liabilities and Net assets	1,044,218	942,056	1,002,193	

^{*}projections exclude impact of CICA accounting changes in the valuation of assets and employee future benefits which are not yet finalized

Ryerson University STATEMENT OF OPERATIONS

[amounts in thousands]

Comments 9 Months Ending 9 Months Ending Variance Year Ended January 31, 2013 January 31, 2013 April 30, 2013 (Budget) (Actual - Budget) (Projected)* (Actual) Q3 Q3 Q3 \$ \$ REVENUE 184,582 189,422 4,840 Operating grants 255,332 Grants assume growth but are not finalized; research grants reflect timing of recognition to match expenses Student Fees 156,565 161,093 4,528 213,860 Reflects increased enrollment 23,853 23,769 31,500 Consistent with budget Sales and services (84)5,299 Reflects timing recognition of revenues to match expenses incurred Donations recognized 4,500 3,974 (526)Amortization of deferred capital contributions 6,150 6,260 110 8,347 Amortization of contributions for capital projects over life of assets Investment and Other Income 3,203 7,958 4,755 9,000 Includes recognition of investment income on endowments 378,853 392,476 13,623 523,337 EXPENSES Salaries and benefits 257,156 255,112 2,044 340,149 Materials, supplies, repairs and maintenance 77,398 79,404 (2,006)105,872 Bursaries and scholarships 18,229 23,260 (5,031)30,000 Inludes impact of increased enrollment Interest 8.247 6,172 2.075 8,400 Budget includes MTCU Grad Capital Grant Amortization of capital assets 17,627 18.812 (1.185)25,083 Amortization of Capital Assets over the life of the assets 378,657 382,760 (4,103) 509,504 Revenue less expenses before unrealized loss on SWAP 196 9,716 9,520 13,833 Unrealized (loss) gain on SWAP (2,005) Includes TD & BMO SWAPs - reflects change in market conditions (non cash) (2,005)(2,005)Revenue less expenses 196 7,711 7,515 11,828 Year end surplus to be carried forward into 2013/14 for reallocation

^{*}projections exclude impact of CICA accounting changes in the valuation of assets and employee future benefits which are not yet finalized

STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended January 31, 2013 (with comparative figures at April 30, 2012)

	Unrestricted Surplus (Deficit)	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Jan uary 2013 Total	April 2012 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(89,516)	161,257	65,715	183,927	321,383	97,280	418,663	427,756
Revenue less expenses	20,263	(12,552)	-		7,711		7,711	(11,433)
Capitalization of investment income in endowments						782	782	(732)
Internally Restricted endowments	(82)				(82)	82	-	-
Endowment contributions						693	693	3,072
Net Change in net assets invested in Capital Assets *	(36,153)	36,153			-			
Net Assets **	(105,488)	184,858	65,715	183,927	329,012	98,837	427,849	418,663

 $[\]ensuremath{^{*}}$ Includes the purchase of 222 Jarvis St. with available cash rather than loan

^{**} Unrestricted deficit of \$105.5m includes fair value of 2 SWAPS of \$45.8m; 222 Jarvis of \$33m; 105 Bond St of \$14.5m and a portion of the Sam's properties

Ryerson University STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended January 31, 2013 (Actual)	Year Ended April 30, 2012 (Actual)	Year Ended April 30, 2013 (Projected)	Comments
	Q3 \$	\$		
OPERATING ACTIVITIES				
Revenue less expenses	7,711	(11,433)	11,828	
Add (deduct) non-cash items	,,,,,	(,)	,	
Amortization of capital assets	18,812	24,282	25,083	
Amortization of deferred capital contributions	(6,260)	(8,223)	(8,347)	
Change in fair value of interest rate swap	2,005	23,645		Per CICA standards; reflects change in market conditions
Unrealized loss (gain) on investments	(656)	871		Capitalized in endowments
Disposal of capital assets	(000)		(-,)	
Employee future benefits contributions	_	(14,999)		Analysis done by actuaries at year end
Employee future benefits expense	_	29,192		Analysis done by actuaries at year end
Net change in deferred revenue contributions	(748)	(2,711)	(2.058)	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	25,268	17,266	106	
Cash provided by operating activities	46,132	57,890	27,117	•
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	(691)	185	(694)	
Acquisition of capital assets	(73,138)	(98,129)	(95,071)	Capital Plan - IMA, SLC, RIC Gallery, Mattamy and 222 Jarvis St.
Decrease (Increase) in investments	(14,345)	12,746		Reflects variations in the timing of Capital Plan expenditures vs.the cash inflow of the various funding sources
Cash used in financing and investing activities	(88,174)	(85,198)	(93,566)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	3,542	20,609	4,723	
Endowment contributions	693	3,072	2,500	
Capitalization of investment income (loss) in endowments	782	(732)	1,500	
Increase in Debt Financing	53,050	39,800	,	TD Loan - phase 3 in 2012
Repayment of long-term debt principal	(1,390)	(1,763)	(1,867)	•
Cash used in financing activities	56,677	60,986	59,906	
		,	,	-
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS	_			
Total Net increase (decrease) in cash & short term during the year	14,635	33,678	(6,543)	
Cash cash equivalents,& short term beginning of year	143,428	109,750	143,428	<u>.</u>
Cash, cash equivalents,& short term end of year	158,063	143,428	136,885	-

^{*}projections exclude impact of CICA accounting changes in the valuation of assets and employee future benefits which are not yet finalized

DRAFT RESOLUTION

RE: Third Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

That the Third Quarter Financial Statements be approved as presented.

March 20, 2013



BOARD OF GOVERNORS MEETING March 20, 2013

AGENDA ITEM: The Fees Context

STRATEGIC OBJECTIVES:
Academic Student Experience Space Enhancement Reputation Enhancement Tinancial Resources Management Compliance (e.g. legislatively required) Governance
ACTION REQUIRED:
Information
SUMMARY:
This presentation summarizes the broad context that informs decision-making relating to tuition

This presentation summarizes the broad context that informs decision-making relating to tuition fees and compulsory ancillary fees.

BACKGROUND:

The presentation examines government regulations and their impact, components of operating revenue, the Ontario Tuition Grant (OTG), the Student Access Guarantee (SAG), expenditures on student financial assistance, the concept of net tuition fees, and the earnings premium associated with university education.

COMMUNICATIONS STRATEGY:

This presentation has been developed for the information of the Finance Committee of the Board of Governors.

PREPARED BY:

Paul Stenton, Vice Provost, University Planning 26 February 2013

RYERSON UNIVERSITY

The Fees Context

Board Finance Committee ◆ March 5, 2013

What is the role of the Board of Governors?

Authority to Charge Fees

• The Ryerson University Act grants the Board of Governors the power to:

establish and collect fees and charges for tuition and for services of any kind offered by the University and collect fees and charges on behalf of any entity, organization or element of the University.

 Government policy on fees enforced through operating grants mechanism. Fees revenue above prescribed levels is deducted from operating grants.

Tuition Fees and Compulsory Ancillary (Non-tuition) Fees

- Tuition fees cover a portion of operating costs and comprise two parts:
 - The Formula Fee or Government Standard Fee is the portion of tuition set by Government for use in the Basic grants calculation.
 - The **Discretionary Fee** is the portion set by the Board of Governors up to a Government defined maximum.
- Compulsory (non-tuition) ancillary fees are set by an institution in addition to tuition fees. There are two categories:
 - University Fees: Ryerson Athletics Centre, Mattamy Athletic Centre, Special Activities Reserve, Student Services, and Special Incidental Reserve
 - Fees Collected on Behalf of Student Groups/Third Parties: Ryerson Students' Union (RSU), RSU Health Plan, RSU Dental Plan, UHIP (compulsory, if not covered by OHIP), Oakham House Support, CESAR, CFS, Student Campus Centre

Government Tuition Fee Policy

- The policy on maximum fee increases that applied for this year and the previous six years:
 - Average of 5.0% across the institution
 - 4.5% for first-year undergraduate students
 - 8% for first-year graduate students and in small number of undergraduate professional programs
 - Increases for students in upper years capped at 4.0% for all programs (undergraduate and graduate)
- Government tuition fee policy for 2013-14 is currently unknown

"Ontario post-secondary tuition fee hikes likely under 5 per cent"

TORONTO STAR

By: Louise Brown Education Reporter Published on Sun Mar 03 2013

For the first time in seven years, Ontario will likely hold post-secondary tuition increases below 5 per cent — a nod to the fact that the hefty \$7,180 average undergrad fee now stands as the highest and tastest growing in Canada.

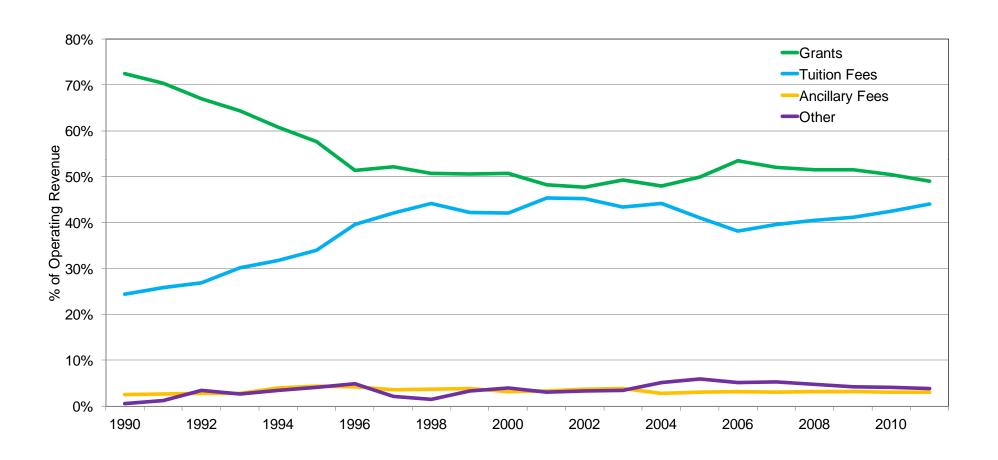
In an interview with the Star, new Minister of Training, Colleges and Universities Brad Duguid said that while the government has not yet made a decision on tuition, "extending the current framework (a 5 per cent annual cap the Liberals set in 2006) is not where my head is at right now.

"As the father of a Grade 11 and Grade 12 student, I'm keenly aware of the need to ensure affordability," said the Scarborough Centre MPP, who was just named to the post-secondary file. He also said he hopes to "make progress" on reining in extra fees many students face, sometimes just for waiting for their student loan to come in before paying tuition.

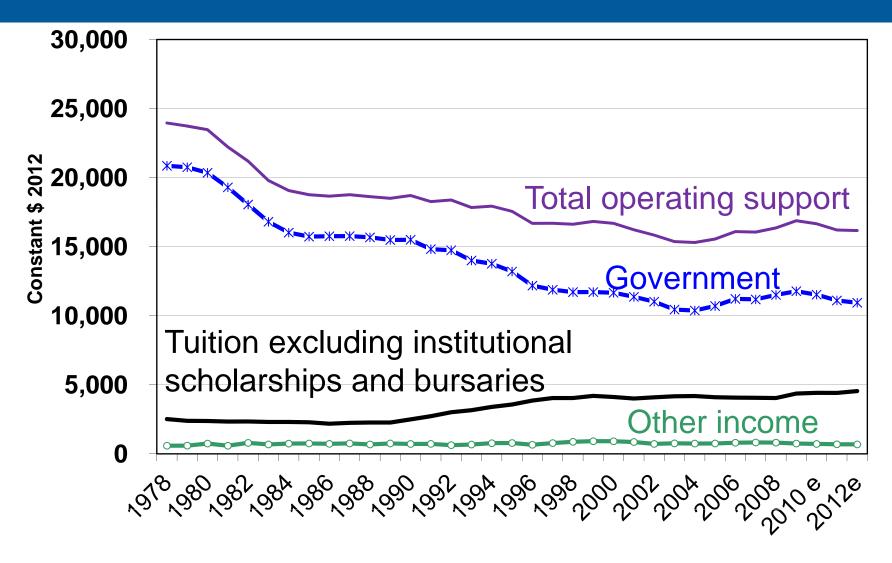
Some speculate the province may let tuition rise by inflation plus one per cent, as a compromise between student groups calling for a freeze, student groups asking for a 30 per cent drop over three years, and institutions that argue they need that 5 per cent tuition increase with Queen's Park cinching its belt.

Indeed, the province told universities and colleges to shave a total of \$40 million off spending this year, which spelled a \$5.0 million cut for the University of Toronto, for example, \$3 million less for York and \$1.8 million less for Ryerson and the University of Guelph, according to the Council of Ontario Universities. They're being asked to shave twice as much — \$80 million together — off next year's budgets.

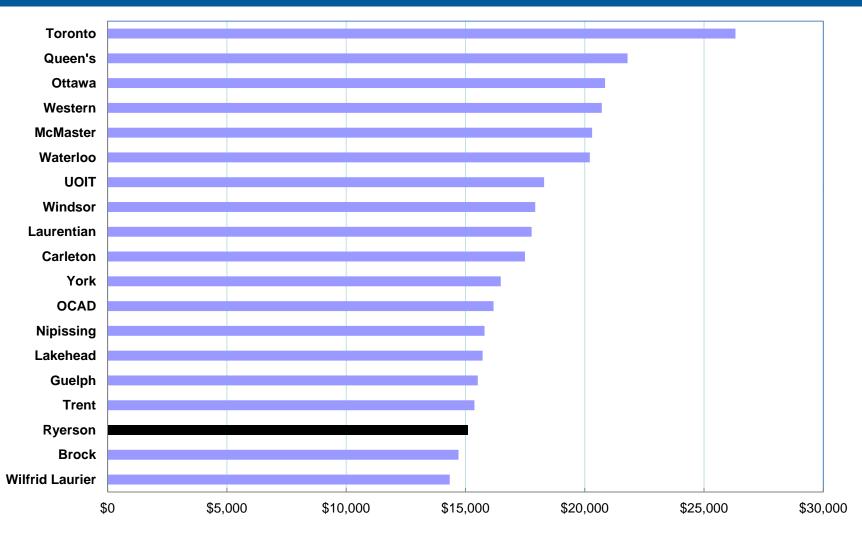
Components of Ryerson Operating Revenue



Operating Support per Full-time Equivalent Student By Source: Canada, 1978 to 2012



2011-12 Operating Revenue per Eligible FTE Student (Undergraduate and Graduate)



2011-12 Operating Revenue per Eligible FTE Student (undergraduate and graduate)

Source: COFO, MTCU

How do Ryerson Fees Compare within Ontario?

Ryerson Fees Compared with Arts and Science Programs at Other Universities, 2012-13

		Compulsory	Ancillary Fees		
	Tuition Fees ¹	Collected by and Retained by University	Collected on Behalf of Student Government	Total Retained by University	Total Tuition and Fees ²
UOIT ³	5,694	2,105	671	7,799	8,470
Trent	5,693	592	798	6,285	7,083
Toronto	5,695	776	382	6,471	6,853
Western	5,633	444	756	6,077	6,833
Guelph	5,691	467	615	6,158	6,774
York	5,693	580	476	6,273	6,749
Queen's	5,706	171	805	5,877	6,682
Ottawa	5,665	282	732	5,947	6,679
Carleton	5,649	333	657	5,982	6,639
McMaster	5,624	465	549	6,089	6,638
Nipissing	5,380	<i>545</i>	712	5,925	6,637
Wilfred Laurier	5,693	326	614	6,019	6,633
Waterloo	5,708	275	531	5,983	6,514
Ryerson ⁴	5,686	372	421	6,058	6,479
Lakehead	5,570	305	600	5,875	6,474
Brock	5,667	146	578	5,813	6,390
Windsor	5,557	398	422	5,955	6,377
Laurentian	5,584	230	412	5,814	6,226

¹ Full-time tuition fees charged to incoming students.

Source: COU Fee Survey, January 2013

² Excludes co-op and UHIP fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure includes a mobile learning fee of \$1,345.

⁴ In 2012-13, ancillary fees increased by \$126 for the Athletics Centre at the Gardens.

Ryerson International Fees Compared with Arts and Science Programs at Other Universities, 2012-13

		Compulsory	Ancillary Fees			
Tuition Fees ¹		Collected by and Retained by University	Collected on Behalf of Student Government	Total Retained by University	Total Tuition and Fees ²	
Toronto	28,409	710	365	29,119	29,484	
Queen's	22,249	171	805	22,420	23,225	
Wilfrid Laurier	20,804	326	614	21,129	21,743	
Waterloo	19,214	275	531	19,489	20,020	
McMaster	19,000	465	549	19,465	20,014	
Ottawa	18,446	282	732	18,728	19,460	
Western	18,113	444	756	18,557	19,313	
	15,992	2,105	671	18,097	18,768	
Ryerson	17,816	372	421	18,188	18,609	
Guelph	17,430	467	615	17,897	18,512	
York	17,104	<i>580</i>	476	17,684	18,160	
Carleton	17,157	333	657	17,490	18,147	
Trent ⁴	16,045	807	798	16,852	17,650	
Windsor ⁴	16,370	405	410	16,775	17,185	
Brock	16,400	146	578	16,546	17,124	
Lakehead	16,000	305	600	16,305	16,905	
Laurentian	15,980	230	412	16,209	16,621	
Nipissing	14,500	545	712	15,045	15,757	

¹ Full-time tuition fees charged to incoming students.

Source: COU Fee Survey, January 2013

² Excludes co-op and UHIP fees.

³The 'compulsory ancillary fee collected by and retained by institution' figure includes a mobile learning fee of \$1,345.

⁴ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Trent includes a \$215 mandatory fee for International Student Camp, an orientation program for new international undergraduate students.

⁵ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Windsor includes \$7 international student society fee.

What financial support is available?

Ontario Tuition Grant (OTG)

- Reduces the average tuition by \$1,680 for full-time
 Ontario students in first-entry programs from families
 earning \$160,000 or less per year, where students are
 within four years of having graduated from secondary
 school. (30% of Arts and Science fees)
- Students applying for OSAP are automatically assessed for OTG, and non-OSAP students can also apply for OTG
- In 2012/13 at Ryerson: 11,069 students (54% of full-time undergraduate students) received \$17.6 M in OTG
 - 9,534 OSAP students (\$15,146,880)
 - 1,535 non-OSAP students (\$2,495,640)

Student Access Guarantee (SAG)

- The Student Access Guarantee requires universities to cover the direct costs that exceed the amount covered by OSAP (OSAP unmet need)
- The gap (tuition/book shortfall) is defined as a student's remaining need after OSAP that is due to:
 - tuition and compulsory ancillary fees above \$6,344/year
 - book, equipment and supply costs above \$1,106/year
- SAG aid must be in the form of scholarships, bursaries or work-study employment during study term.

Summary of Ryerson's Student Financial Assistance

	2011-12	2012-13
	2011-12	Estimate
OSAP~	11,401 students	13,463 students
	\$105.6 million	\$130.1 million*
		(as of Jan. 31, 2013)
Student Access Guarantee (SAG)	3,763 students	3,911 students
	\$6.3 million	\$4.7 million^
Ryerson Total Student Financial Assistance	\$30.5 million	Approximately \$30 million**

^{*} Includes Ontario Student Loans (OSL), Canada Students Loans (CSL), and Grants as at 31 January 2013.

^{**} Estimated year-end expenditures including: Scholarships, Bursaries, Awards, University Work Study Program, Ontario Work Study Program, Research Assistants. Sources: University Funded, Student Access Guarantee, Government Programs and Industry Match Program, Privately Funded (Donated) – Trust Funds. On a year-to-date basis, as of 31 January 2013, \$23 million has already been expended.

[^] Amount shown covers 2012-13 award year including forthcoming payments.

[~]Excludes Aiming for the Top scholarships.

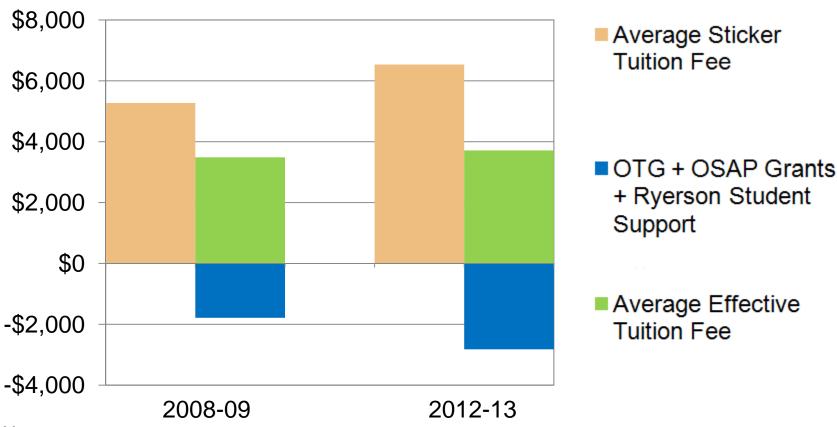
Ryerson OSAP Statistics

	2008-09	2009-10	2010-11	2011-12	2012-13 YTD as of 31 January 2013	% increase over 2007-08
Applications Processed Total Awards	10,111 8,207	11,339 9,436	12,416 10,282	,	15,233 13,463	
Canada Student Loan (CSL) Ontario Student Loan (OSL) Total Loan Funding (CSL + OSL)	\$42,425,929 \$21,355,227 \$63,781,156	\$41,748,153 <u>\$23,468,566</u> \$65,216,719	\$43,365,033 \$28,227,209 \$71,592,242	\$52,004,358 \$29,650,730 \$81,655,088	\$61,960,715 <u>\$31,487,618</u> \$93,448,333	46.0% <u>47.4%</u> 46.5%
Total Grant Funding Canadian Millennium Bursary	\$7,781,732 \$3,897,000	\$20,647,727	\$22,361,306	\$23,930,407	\$36,625,066	
Aiming for the Top Scholarship Subtotal	\$781,378 \$12,460,110	\$753,013 \$21,400,740	<u>\$781,718</u> \$23,143,024	\$920,232 \$24,850,639	\$318,360 \$36,943,426	196.5%
Total	\$76,241,266	\$86,617,459	\$94,735,266	\$106,505,727	\$130,391,759	71.0%

Note: The Ontario government is phasing out the Aiming for the Top Scholarship program. Ontario Tuition Grants for OSAP students are included in Total Grant Funding.

Source: Ryerson Student Financial Assistance Office data (year-to-date as of 31 January 2013)

Average Effective Tuition Rate (combined undergraduate and graduate): 2008-09 and 2012-13



Notes:

- 1. Average tuition fee for all undergraduate and graduate programs.
- 2. Ryerson Student Support includes scholarships, bursaries and work study.
- Average Effective Tuition Fee nets out OTG, OSAP grants and Ryerson Student Support from Average Sticker Tuition Fee.

Improvements in Access to Student Financial Assistance

- Electronic deposit direct to student's bank account began with the Winter 2012 Ontario Tuition Grant
- Government implemented a major overhaul to streamline and simplify the OSAP application process for the 2012/13 award year
- Electronic Confirmation of Enrolment:
 - Prepared directly by universities instead of a paper form filled out by students
 - Eliminates lost or misplaced confirmations that delay issuing OSAP funding to students

What is the "net" average fee after grants and income tax savings?

Example of Net Tuition Fee for Full-time First-Year Arts Students

Higher Income Family

Family Income > \$160,000; Non-OSAP Recipient				
Sticker Tuition Fee	\$5,686			
Ontario Tuition Grant	\$0			
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,543</u>			
Net Tuition Fee	\$4,143			

Middle Income Family

Family Income ≤ \$160,000; Non-OSAP Recipient				
Sticker Tuition Fee	\$5,686			
Ontario Tuition Grant	-\$1,680			
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,543</u>			
Net Tuition Fee	\$2,463			

Lower Income Family

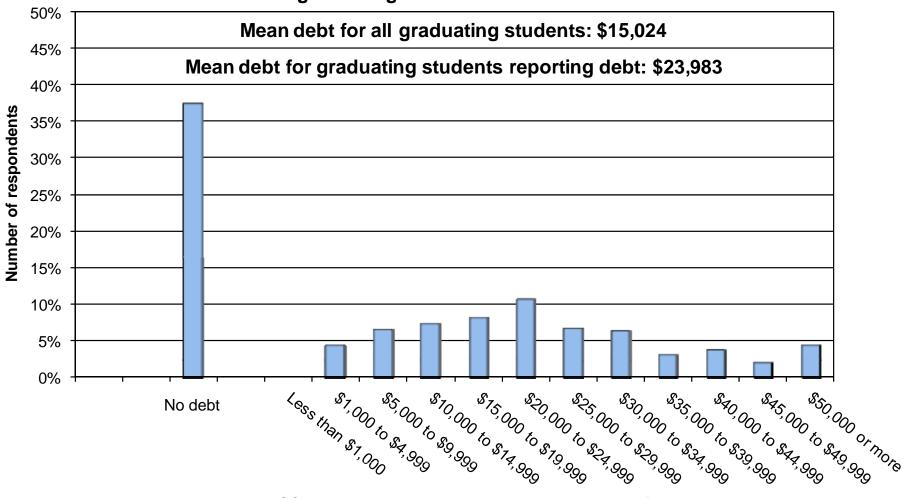
Family Income \leq \$160,000; OSAP recipient					
Net Tuition Fee	\$0? <u><</u> \$2,463				
Additional funding for tuition for from OSAP and/or SAG funds. provided will be dependent on the same of the same	The level of support				
on student and family financi	ial circumstances.				

Note: Ontario Tuition Grant (OTG) applicable for Ontario students in first-entry programs from families earning \$160,000 or less per year, where students are within four years of having graduated from secondary school.

When students graduate what is their debt level?

Level of Debt (Self-Reported from All Sources) for Graduating Ryerson Students (undergraduate degrees)



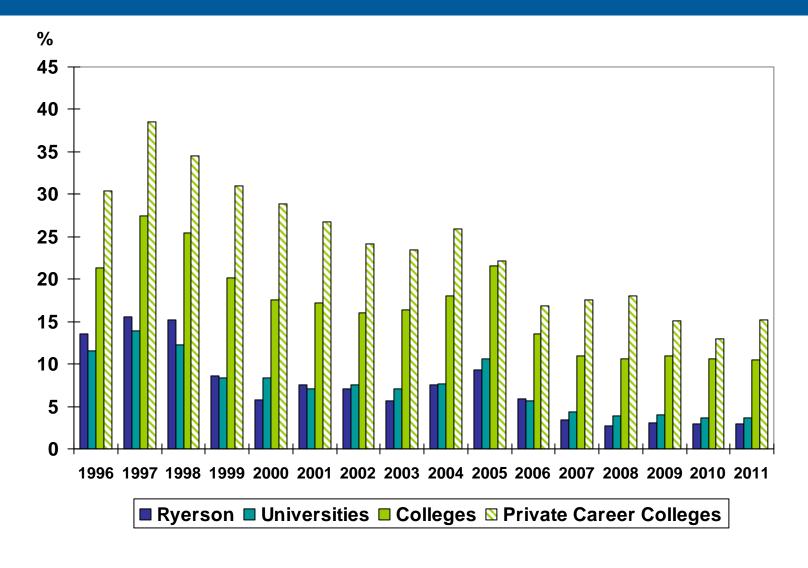


Note: Includes all debt including OSAP, credit cards, parents etc. Debt levels are self-reported by students.

Source: Ryerson University, Graduating Student Survey 2012 (n=1,285)

Are students able to repay their loans?

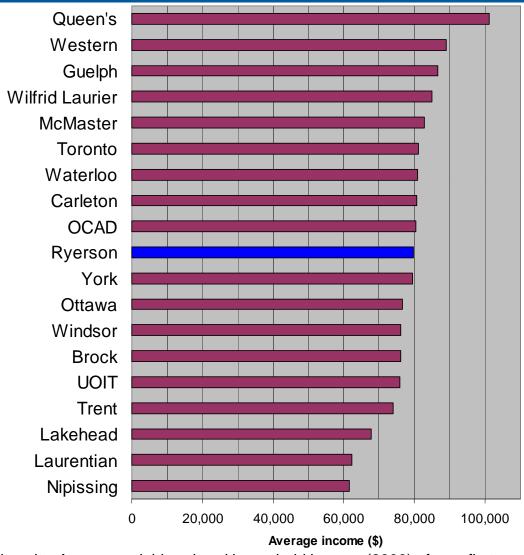
Ontario OSAP Default Rates (2 years after final loan issued)



Source: MTCU 25

What is the socio-economic background of Ryerson students compared with Other Ontario Universities?

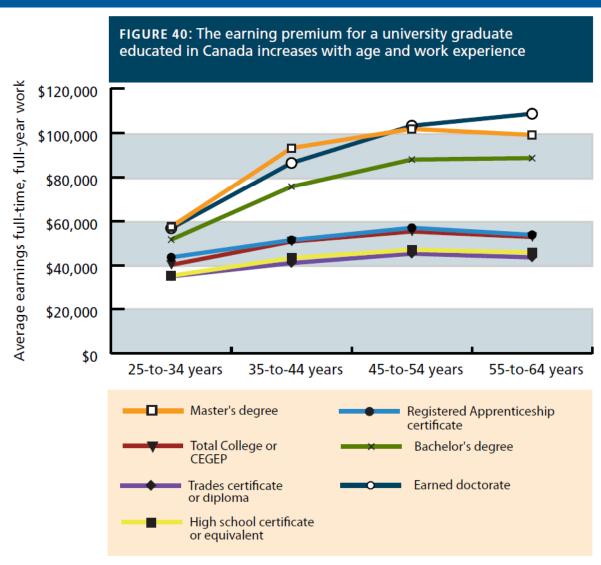
Average Household Income of Students



Source: York University; Average neighbourhood household income (2000) of new first-year Fall 2004 registrants from Ontario

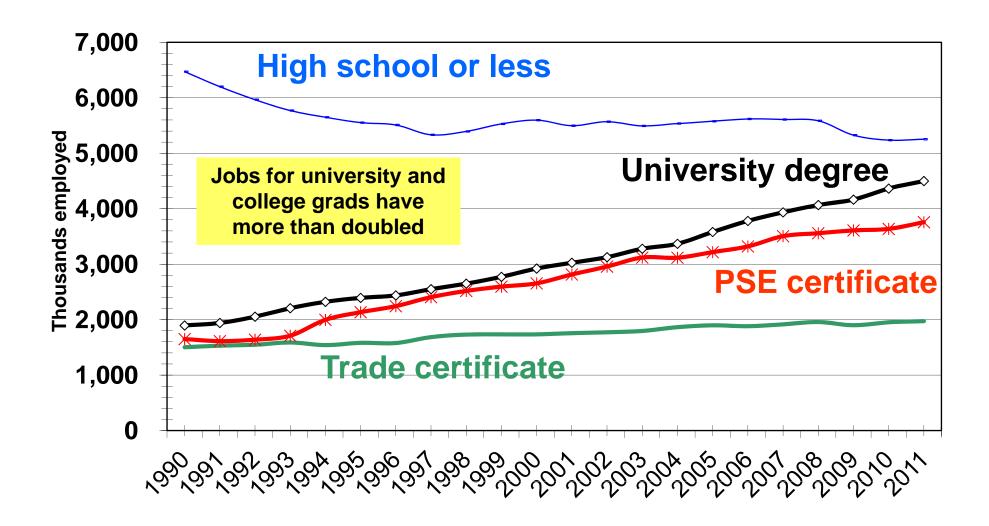
What is the earnings premium from a degree for students?

Annual Earnings Premium: By Education Credential and Age of Worker



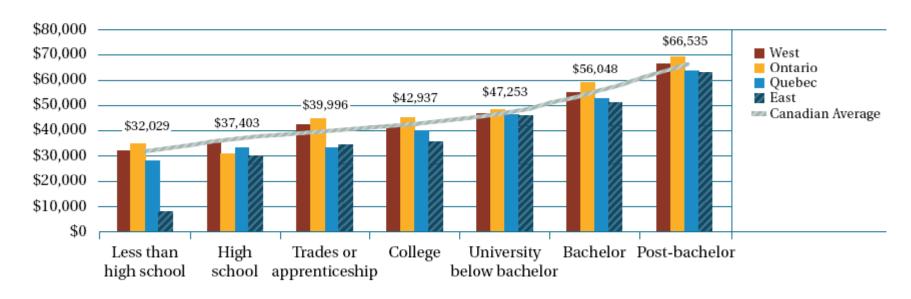
Source: AUCC, Trends in Higher Education, 2011 based on Statistics Canada, 2006 Census

Labour Market Demand, 1990 to 2011



Median Earnings by Level of Education

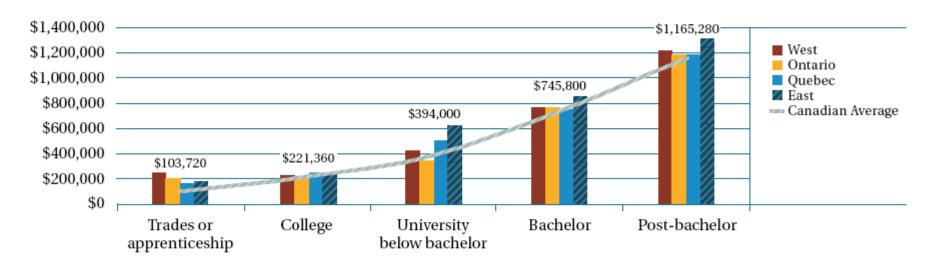
Figure 1.II.1 — Median 2005 Earnings for Full-Year, Full-Time Earners Age 25–64, by Education and by Region



Source: Statistics Canada, Income and Earnings Highlight Tables, 2006 census. Ottawa. Released May 1, 2008.

Canadian Earnings Premium for Completing a University Degree

Figure 1.II.2 — Earnings Premium Relative to a High School Graduate over 40 Years, by Region



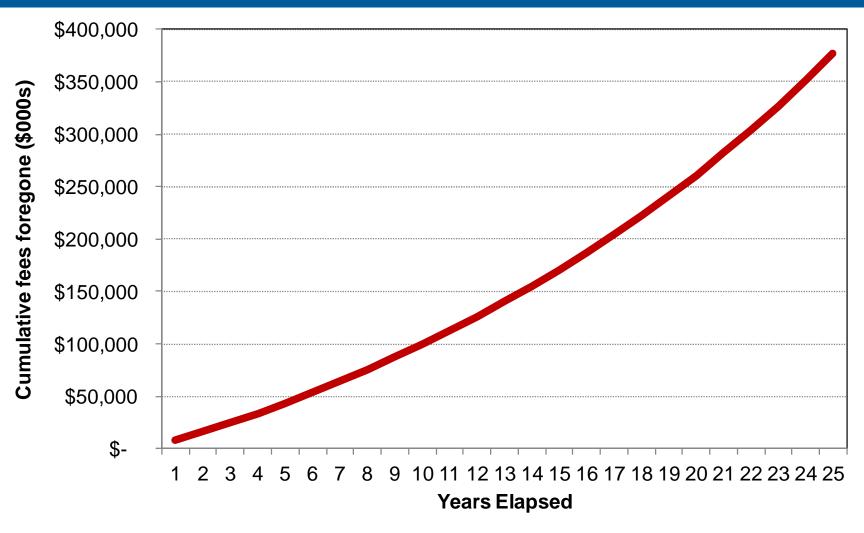
Source: Statistics Canada, Income and Earnings Highlight Tables, 2006 census. Author's calculations.²

Note: This is consistent with the high annual private real rates of return associated with university education that have been estimated by the Federal Department of Finance as being over 10% for undergraduate students. (Economic Studies and Policy Analysis Division, Department of Finance, Canada: February 2007).

Source: Canada Millennium Scholarship Foundation, 2009

How much revenue is foregone from a one-year tuition freeze?

Tuition Revenue Foregone Forever from a One-Year Tuition Freeze



Uses Ryerson tuition fee model to compare a 0% tuition fee increase in 2013/14 followed by 5% tuition fee increases in subsequent years vs. a 5% tuition fee increase in 2013/14 and subsequent years.

Summary

- We aspire to provide students with the highest quality education, but to do so requires sufficient funds.
- Ryerson's average operating revenue per student is at the low-end, while it wishes to compete at the high-end of Ontario universities.
- Ryerson's fees in Arts and Science are similar to other Ontario universities but we do not charge large differential fees in professional programs.
- Financial support for students in need has increased in recent years.
 - OSAP has become more generous.
 - The Student Access Guarantee requires Ryerson to assume the burden of financial support for students with OSAP unmet need (direct costs).
 - The Ontario Tuition Grant (OTG) reduces the tuition paid by eligible students.
- The result is that the Net Tuition Fee paid by students is considerably lower than the Sticker Fee.
- The earnings premium of university education over a lifetime makes this education one of the best possible investments.



BOARD OF GOVERNORS MEETING March 20, 2013

AGENDA ITEM: Choices: Strategic Decision-Making to Advance Ryerson's Priorities

STRATEGIC OBJECTIVES:
Academic Student Experience Space Enhancement Reputation Enhancement X Financial Resources Management Compliance (e.g. legislatively required) Governance
ACTION REQUIRED:
Information

SUMMARY:

This presentation examines the impact of the annual budget reductions, implemented over the past four years, and the integrated set of decision-making processes through which Ryerson ensures its strategic choices and allocations advance the University's priorities by selectively mitigating the effects of across-the-board cuts.

BACKGROUND:

The presentation examines the degree to which across-the-board base budget reductions have been offset at the Faculty level through new program funding, enrolment growth funding, and strategic reallocations. It focuses on key aspects of the planning and decision-making framework through which choices are made (including the Board's Strategic Direction, the Academic Plan, Enrolment and Program Planning, and the Enrolment-based Resource Allocation Model) and highlights their consequences by examining a series of performance measures. Overall strategy in the event of a major revenue reduction is also considered.

COMMUNICATIONS STRATEGY:

This presentation has been developed for the information of the Finance Committee of the Board of Governors.

PREPARED BY:

Paul Stenton, Vice Provost, University Planning 26 February 2013

Choices: Strategic Decision-Making to Advance Ryerson's Priorities

Board Finance Committee
March 5, 2013

Making Choices

Questions to be addressed:

- ➤ What has been the impact of the annual budget reductions implemented over the past 4 years?
- ➤ How do we ensure that strategic choices that align with University priorities are made in implementing these reductions?

Impact on Academic Faculties: Across-the-Board Reductions

	2009-10	2010-11	2011-12	2012-13	Total
Base budget reduction	-3.0%	-3.0%	-2.8%	-2.7%	-11.5%

To annually balance the University's base operating budget, across-the-board budget reductions have been for the past 4 years, with additions such as those determined by the University Budget Committee, chaired by the Provost, and recommended to the President.

Multi-faceted Process of Choices that Temper Across-the-Board Cuts

- Ryerson has an integrated multi-year set of decisionmaking processes to effect strategic choices and allocations. Key decision areas include:
 - Enrolment planning and setting enrolment targets by program
 - Planning of new programs
 - Curriculum development
 - Hiring planning and hiring approvals
 - Innovation initiatives
 - Space planning
 - Resource planning and strategic allocations

Planning and Decision-Making Framework

P e 0 r m a n e M e a S u e m e n

Board Strategic Direction

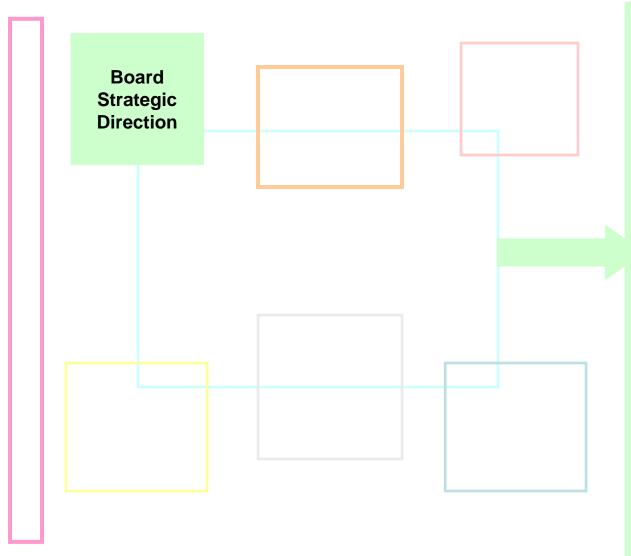
Academic Resource Planning Enrolment & Program Planning

Academic Plan 2008-2013

Innovation Strategy University
Budget
Planning

Capital and Space Planning

Board of Governors Strategic Direction



Board's Strategic Direction

- Growth in response to GTA demand
- 2. Master Plan
- 3. Adequate capital & operating funding with no discounted BIUs
- 4. Different but not odd
- 5. Be the best at something that matters

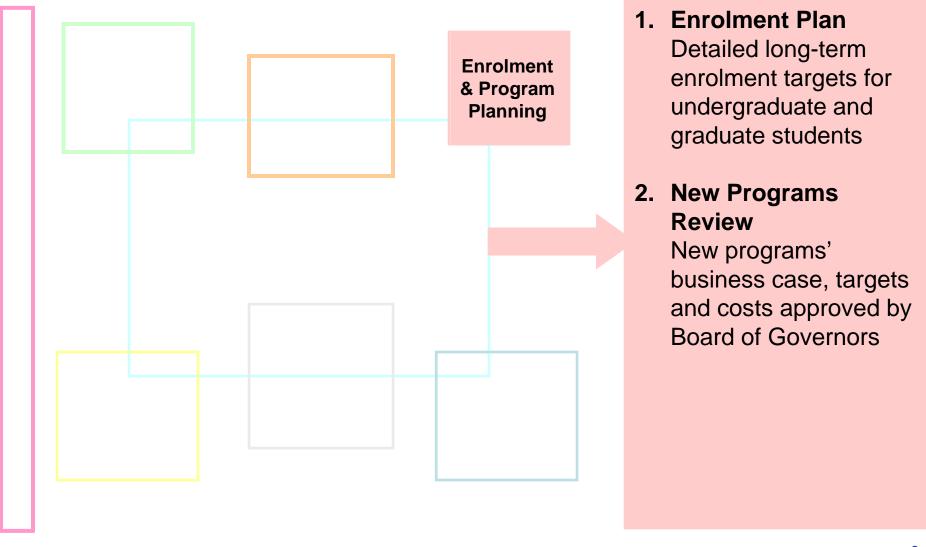
Academic Plan



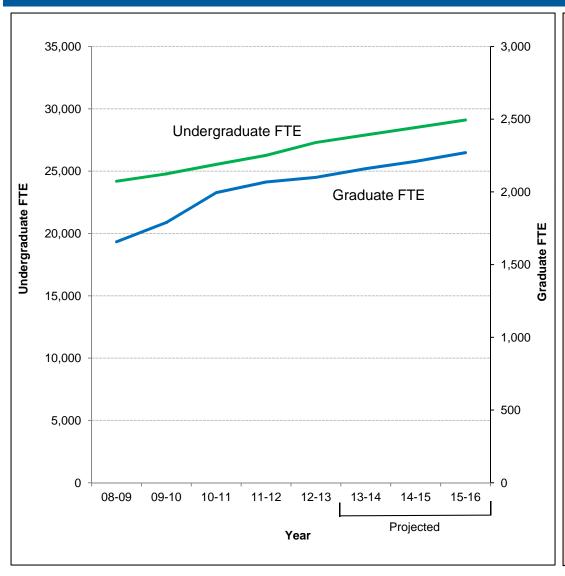
Strategic Priorities

- High quality, societally relevant undergraduate
 graduate programs
- 2. Student engagement and success
- 3. Learning & teaching excellence
- Scholarly, Research and Creative Activity (SRC) intensity
- Reputation enhancement

Enrolment and Program Planning



Enrolment Plan and New Programs



New Programs (27 since 2008)

Undergraduate (11) :

- Biomedical Engineering
- Mathematics and Its Applications
- English
- Environment and Urban Sustainability
- History
- Philosophy
- Biomedical Sciences
- Creative Industries
- Financial Mathematics
- Professional Communication
- Real Estate Management

Graduate (16) :

- Building Science
- Literatures of Modernity
- Urban Development
- Applied Mathematics
- Professional Communication
- Philosophy
- Fashion
- Digital Media
- Environmental Applied Science and Management PhD
- Policy Studies PhD
- Psychology PhD
- Economics PhD
- Computer Science PhD
- Biomedical Physics PhD
- Molecular Science PhD

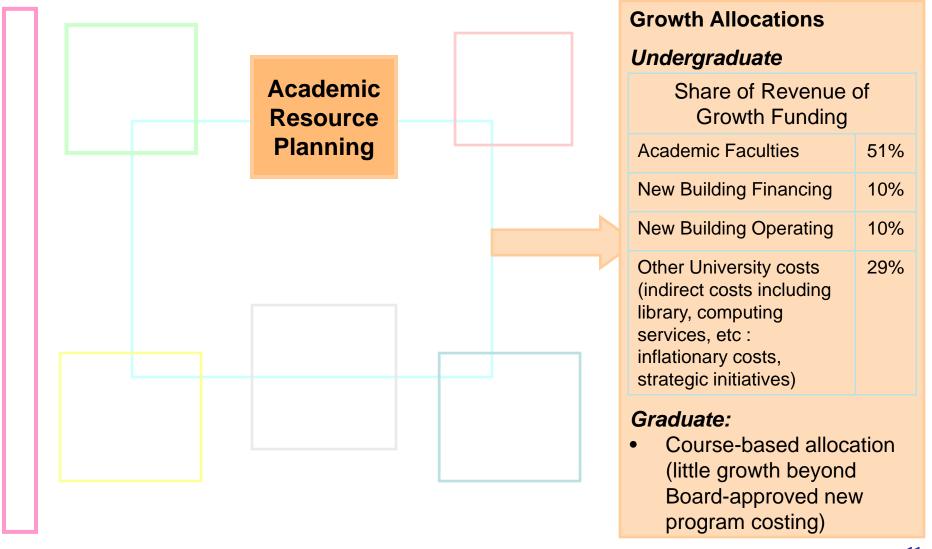
Impact on Academic Faculties: New Program Funding

	2009-10	2010-11	2011-12	2012-13	Total
Base budget reduction	-3.0%	-3.0%	-2.8%	-2.7%	-11.5%
New program funding	+0.8%	+0.7%	+0.2%	+0.5%	+2.2%

- While new programs bring additional resources to Faculties and Academic Departments, they also bring additional costs.
- Can Faculties use some of these funds to offset budget reductions? They may be able to apply up to 20% through efficiency gains.

New program funding	0% to	0% to	0% to	0% to	0% to
μ	+0.2%	+0.1%	+0.04%	+0.1%	+0.4%

Enrolment-based Resource Allocation Model



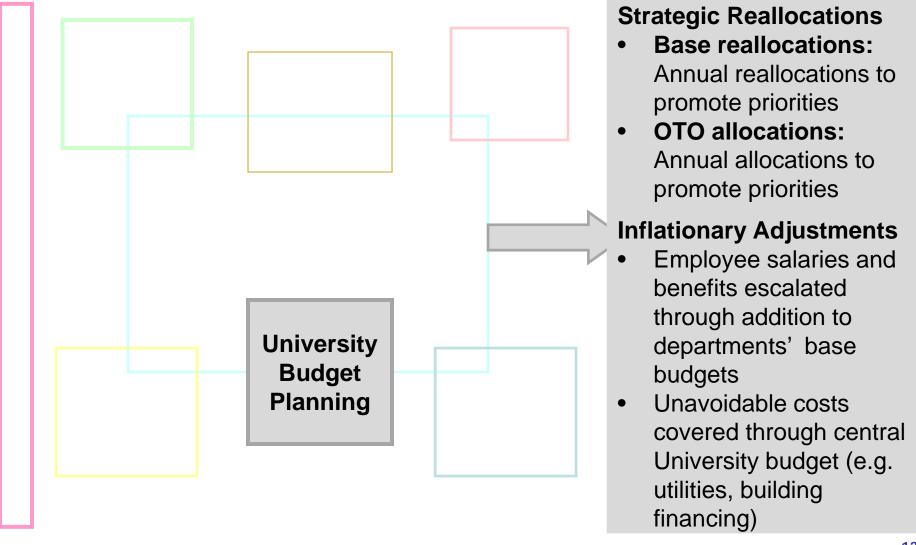
Impact on Academic Faculties: Growth Funding

	2009-10	2010-11	2011-12	2012-13	Total
Base budget reduction	-3.0%	-3.0%	-2.8%	-2.7%	-11.5%
New program funding	+0.8%	+0.7%	+0.2%	+0.5%	+2.2%
Growth funding	+1.0%	+1.9%	+2.2%	+1.4%	+6.5%

Faculties may be able to apply up to 80% of growth funds to offset a budget reduction through efficiency gains.

New program funding	0% to	0% to	0% to	0% to	0% to
	+0.2%	+0.1%	+0.04%	+0.1%	+0.4%
Growth funding	0% to	0% to	0% to	0% to	0% to
	+0.8%	+1.5%	+1.7%	+1.2%	+5.2%

Budget Planning: Strategic Priorities Reallocations and Inflationary Adjustments



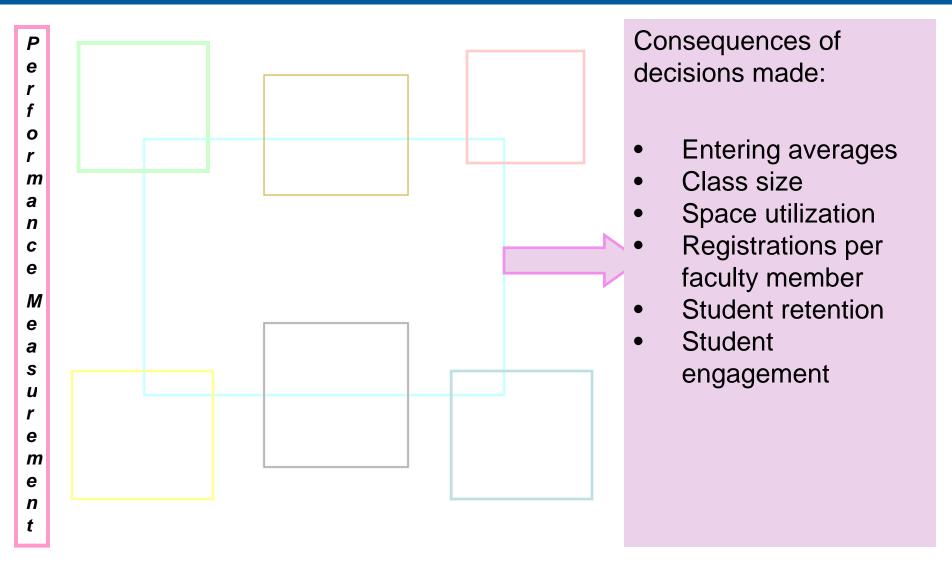
Impact on Academic Faculties: Strategic Reallocations

	2009-10	2010-11	2011-12	2012-13	Total
Base budget reduction	-3.0%	-3.0%	-2.8%	-2.7%	-11.5%
New program funding max	+0.8%	+0.7%	+0.2%	+0.5%	+2.2%
Growth funding max	+1.0%	+1.9%	+2.2%	+1.4%	+6.5%
Strategic reallocations	+1.6%	+1.1%	+1.0%	+1.3%	+5.0%
Net impact	+0.4%	+0.7%	+0.6%	+0.5%	+2.2%

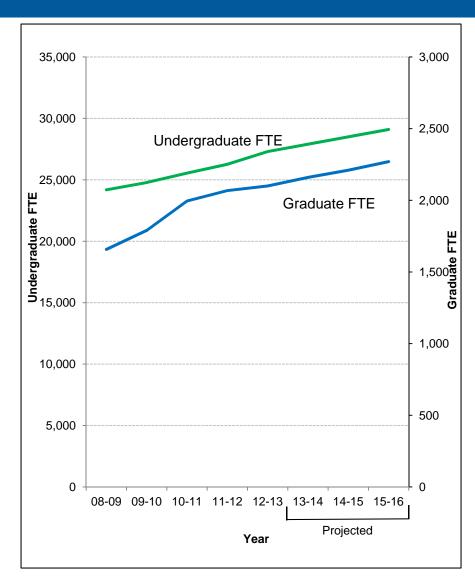
- No discounting for strategic reallocations is expected.
- ➤ Net impact of reductions through efficiency gains could range from -6.5% to -0.9% for Faculties.

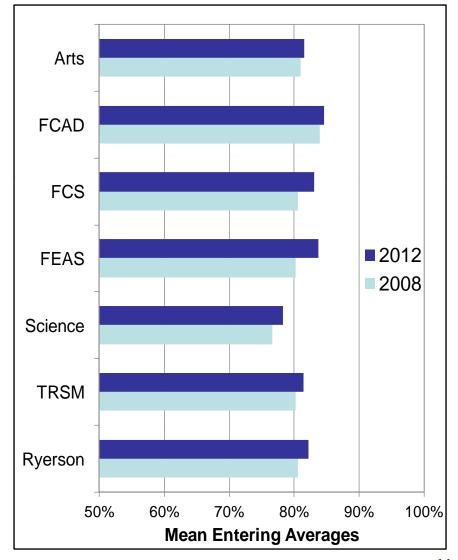
Net impact	-1.4% to	-1.9% to	-1.8% to	-1.4% to	-6.5% to
	-0.4%	-0.3%	-0.1%	-0.1%	-0.9%
Strategic reallocations	+1.6%	+1.1%	+1.0%	+1.3%	+5.0%
Growth funding	0% to				
	+0.8%	+1.5%	+1.7%	+1.2%	+5.2%
New program funding	0% to				
	+0.2%	+0.1%	+0.04%	+0.1%	+0.4%

Performance Measurement

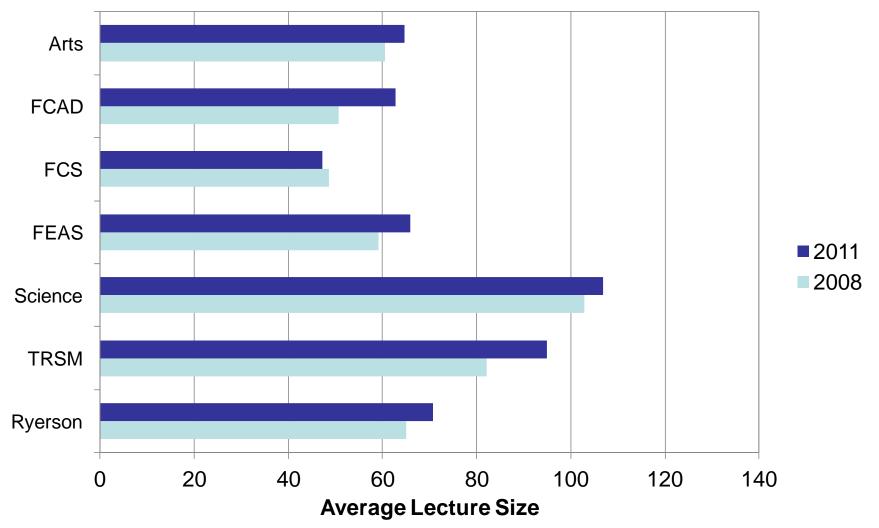


Planned Enrolment Increase and Mean Entering Averages



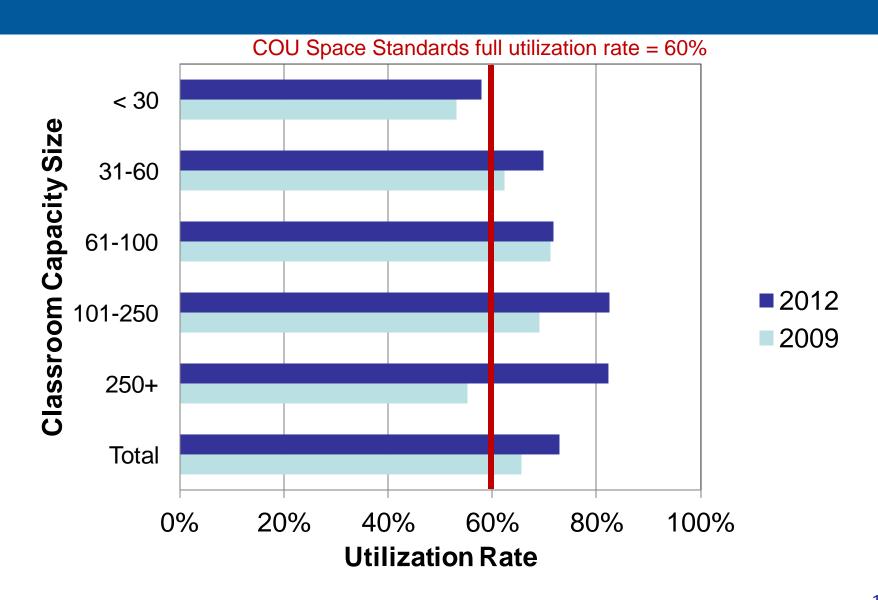


Average Lecture Size

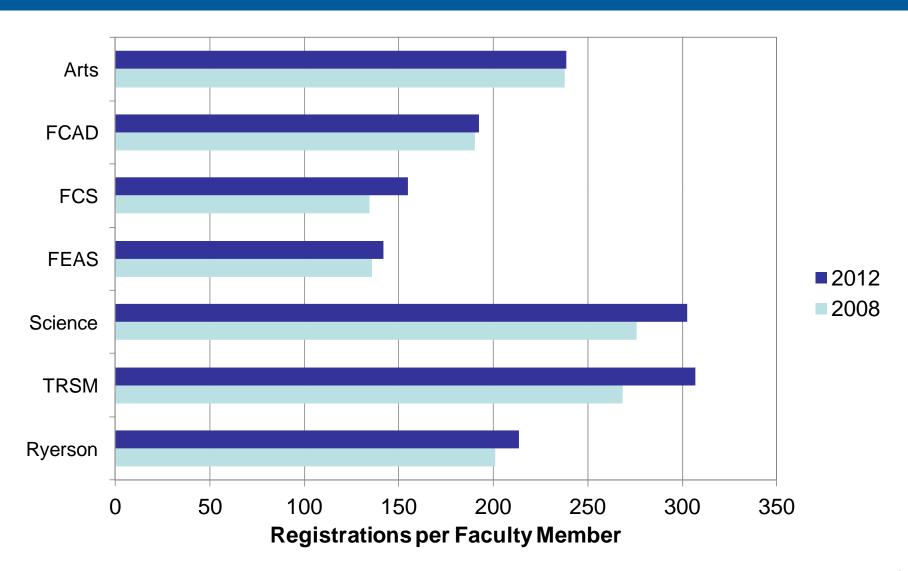


NOTE: The percentage of undergraduate classes (including clinical, lab and studio settings) with less than 30 students was 55% in 2008 and 53% in 2011.

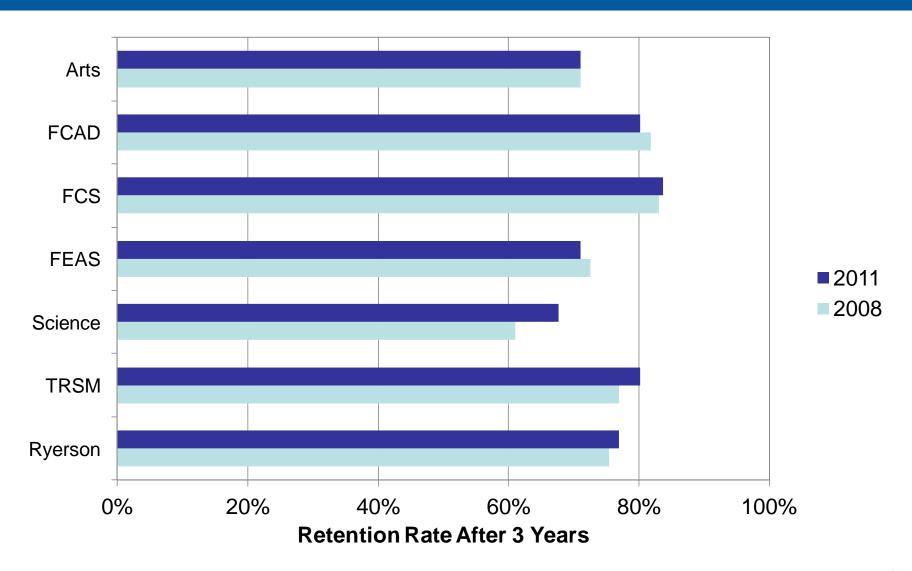
Classroom Utilization Rates



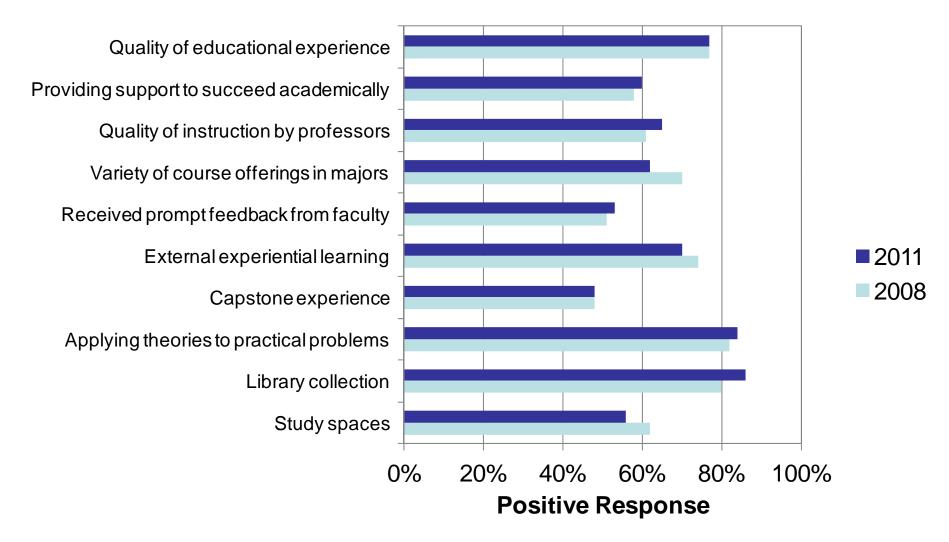
Registrations per Faculty Member



Retention Rate After 3 Years

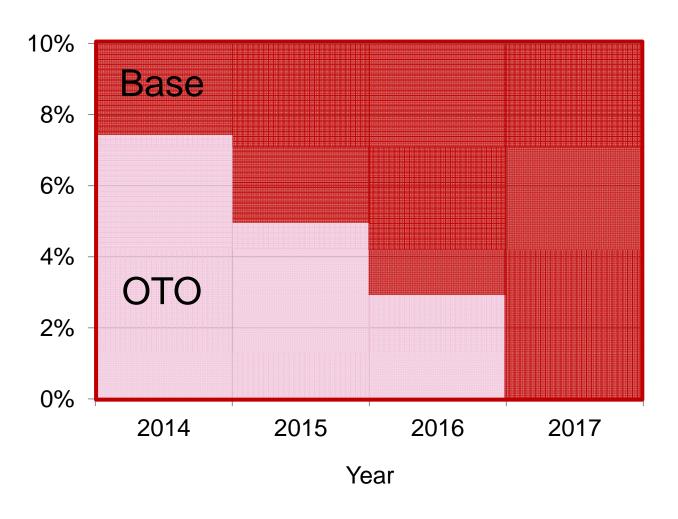


Student Engagement



National Survey of Student Engagement for fourth-year students.

Strategy for Major Revenue Reduction (e.g. 10% Budget reduction = \$40M)



Techniques:

- Restructuring business processes
- Early retirement plans
- Buyout plans

Considerations:

- Honouring collective agreements
- Curricular adjustments
- Public policy

Base Budget Reductions Administration and Finance

March 20, 2013

Administrative Base Budget Reduction Strategies 2012/13 – 2013/14

Vacancy management

- Every vacant position is reviewed to determine if it can be eliminated, or the work redistributed/done more
 efficiently vacant positions closed in Human Resources, Computing and Communications Services, Financial
 Services, Campus Facilities and Sustainability
- Management and Confidential (MAC) group early retirement program 2012 12 staff took advantage

Increased efficiency in space utilization

Existing space reconfigured to accommodate more staff (e.g. Human Resources, Financial Services)

Collaborative purchasing

- Ontario Education Collaborative Marketplace (OECM) print services, desktops /laptops
- Canadian Association of University Business Officers (CAUBO) car rentals, courier services, customs clearance, moving services, national rail service, tattle tapes, hotels
- Ontario Association of Physical Plant Administrators (OAPPA) electricity Consultant, RFP to purchase electricity, natural gas consultant multi-year, and a facilities condition audit

Strategies to reduce energy costs

- Energy conservation measures have been implemented in all new building projects.
- Automation system upgrades to improve building comfort and efficiency
- The existing central cooling plant was upgraded, including high-efficiency ozone-friendly water chillers and more efficient cooling towers.

Administrative Base Budget Reduction Strategies 2012/13 – 2013/14

- Sharing of support services/back office operations
 - · Lawyer shared by General Counsel and two other departments
- Outsourcing strategies for key functions/staffing areas
 - Google mail
 - Pension and benefits administration
- Increased efficiency using self-service technology
 - Human Resources eHire
 - Financial Services iExpense; Bonfire (RFP scoring)
- Other
 - Reduction of overtime
 - Stop printing phonebook
 - Reduce discretionary spending

RYERSON UNIVERSITY

BOARD OF GOVERNORS Monday, January 28, 2013 Jorgenson Hall – JOR 1410 380 Victoria Street 5:00 p.m. to 7:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, January 28, 2013 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: P. Yaffe (Chair), M. Al Zaibak, P. Ataei, C- A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Frazer, J. Fukakusa, B. Halilovic, C. Hilkene, G. Kapelos, S. Kassim, S. Levy, M. Maheux, G. Mak, R. Mendelson, A. Pirosz, A. Rasoul, H. Rosen, F. Salvati

Regrets: N. Mohamed, K. Raahemifar, B. Richards

Board Secretariat:

- J. Shin Doi, General Counsel and Secretary of the Board of Governors
- C. Redmond, Governance Officer

Others Attending:

- J. Isbister, Interim Provost and Vice President Academic
- J. Hanigsberg, Vice President Administration & Finance
- A. Kahan, Vice President University Advancement
- A. Levin, Interim Vice Provost Faculty Affairs
- C. Evans, Vice Provost Academic
- H. Lane Vetere, Vice Provost Students
- P. Stenton, Deputy Vice Provost University Planning
- J. Winton, Assistant Vice President Financial Services
- L. Allen, Assistant Vice President Human Resources
- D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
- B. Piercy, Acting Assistant Vice President, Public Affairs, Marketing and Communication
- E. Stroback, Executive Lead Capital Projects and Real Estate
- A. Casey, Executive Director, Office of the Provost
- M. Ng Director, Office of the President
- V. Fox, Executive Director, Digital Media Zone
- M. Saunders, President, Ryerson Futures Inc.
- C. Hack, Executive Director, Undergraduate Admissions & Recruitment
- T. Pham, Director, Campus Facilities & Sustainability
- G. Hauck, Dean, Faculty of Communication and Design
- L. Weinthal, Chair, School of Interior Design
- A. Mitchell, Professor, School of Interior Design
- P. Vankessel, Senior Project Manager

- 1. IN-CAMERA DISCUSSION (Board Members Only)
- 2. IN-CAMERA DISCUSSION (Senior Management Invited)
- 3. END OF IN-CAMERA SESSION

4. INTRODUCTION

Chair's Remarks

The Chair noted that Adam Kahan distributed a helpful Ryerson Fact Sheet and encouraged Board members to use it.

The Chair welcomed Board members and noted that the March Board meeting has been rescheduled for Wednesday, March 20, 2013. The Chair also reminded members of the upcoming Board Retreat beginning with a dinner on Thursday, March 21, 2013 at the Sears Atrium, between 6:00 p.m. and 9:00 p.m. followed by the Retreat meeting on Friday, March 22, 2013, at Heaslip House between 9:30 a.m. and 2:00 p.m.

The Chair noted that the Globe and Mail had recently published an article on Architecture as an instrument for Civility and had quoted George Kapelos extensively. The article was written to showcase the annual collaborative exercise that the School of Architectural Science holds in January.

The Chair reported that Rena Mendelson is organizing another fabulous evening of musical theatre on May 5, 2013 to raise funds for the Des McAnuff Scholarship. Ms. Yaffe asked that Board members save the date in their calendars.

The Chair acknowledged the gifts at the table. The water bottles are courtesy of the Faculty of Communication and Design and the DMZ calendars are compliments of University Business Services, one of Julia Hanigsberg's units. There is also a set of photo image cards from the Ryerson Image Centre's current exhibition, "Human Rights, Human Wrongs".

Approval of the January 28, 2013 Agenda

The agenda was approved as presented.

5. REPORT FROM THE PRESIDENT

The President spoke of the recent liberal leadership transition and the fact that Ryerson provided the venue for the leadership convention.

The President spoke of the significance and impact of the new exhibition at the Ryerson Image Centre – Human Rights and Human Wrongs and encouraged members to attend.

The President asked Gerd Hauck, Dean, Faculty of Communication and Design ("FCAD") to

Board of Governors Meeting January 28, 2013 Page 3.

introduce Annick Mitchell, former Chair of the School of Interior Design and Lois Weinthal, the new Chair. Dean Hauck reported that AZURE magazine rated Ryerson University, Pratt and Parson the top three interior design schools in the world. Dean Hauck also added that FCAD had been awarded the best design University Annual Report in 2012.

The President asked Charmaine Hack, Executive Director, Undergraduate Admissions & Recruitment to discuss the recent Ontario Secondary school application statistics. These statistics are a benchmark as to how each university is doing in terms of attracting new applications Ryerson is up in first, second and third choice applications by 11.7% as compared to the system increase of 4.6%. Ryerson's market share has grown since 2000 and is now moving towards the University of Toronto in terms of overall number of applications received. At this point Ryerson is leading the province in increase in applications. Ms. Hack spoke to some of the factors that may have contributed to this increase such as the launch of six new programs.

The President added that this type of application response reflects well on the University. The downside is that the University is becoming less accessible to students.

The President congratulated several members of the Ryerson community specifically: Board Chair Phyllis Yaffe who will be receiving an Honorary Doctorate from the University of Manitoba on May 28, 2013; Raymond Chang and Mitch Fraser and Jocelyne Côté-O'Hara for having received the Queen Elizabeth Jubilee Medal; Gervan Fearon's appointment as Provost of Brandon University and Stephen Kassim and the student organizers for hosting a successful TEDX conference.

The President mentioned several other successful events at the University such as the Future Sustainability of Canada's Pension Conference at the Mattamy Athletic Centre at the Gardens; the NHL Players' Association Charity Hockey Game; and the TRSM MBA Games.

The President also referred to an article by Christopher Hume that named the Mattamy Athletic Centre at the Gardens and the Ryerson Image Centre among the top ten of Toronto's best of new architecture of 2012.

Jocelyne Côté-O'Hara commented on the Mattamy Athletic Centre as a venue for the Leadership Convention. The Vice President, Administration and Finance said that she would be happy to discuss her comments after the Board meeting.

6. REPORT FROM THE SECRETARY

Julia Shin Doi reported that the Board Secretariat is conducting its Annual Board Elections March 4th to 7th. Two faculty, one staff, one alumnus and three students will begin their terms on the Board on September 1, 2013.

The Secretary spoke of a recent incident where confidential Board materials had been mislaid. To ensure that this does not happen again a shredding bin has been placed outside the Board room. Ms. Shin Doi also reminded members that recording of meetings is not permitted other than by the Secretariat. It is hoped that by September 2013 Board materials will be accessed using a secure Board portal. To ensure a future measure of security a voluntary sign in sheet has been instituted for members of the public gallery.

7. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

<u>Canadian University Student Survey Consortium (CUSC) - Graduating Student Survey 2012:</u>
<u>Highlights Report</u>

John Isbister highlighted results from the Graduating Student Survey 2012. This triennial survey is one of a series of student surveys conducted by Ryerson as a member of the Canadian University Survey Consortium. Survey questions relate to students' satisfaction with their academic programs; university experience, their growth and development; debt as well as information about employment and plans for future education. The Provost assured Board members that the survey was very positive and something that the University should take pride in.

Board members asked questions about other universities' results, the quality of teaching assistants, issues in individual programs, and the mentoring of teaching assistants by the faculty.

8. REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE

Sustainability at Ryerson

Julia Hanigsberg introduced Tonga Pham, Director, Campus Facilities & Sustainability who is a Chemical Engineer and a part-time student in the MBA program at Ryerson.

Ms. Pham reported that in 2012, Campus Facilities and Sustainability ("CFS") revised its sustainability program to focus on all three elements of the triple bottom line – social, environmental and economic. Previously the program was centered on environmental initiatives such as utility conservation and waste diversion rates. CFS updated the program to ensure that Ryerson students, faculty and staff are included, consulted and engaged in this revised program. Partnership have been formed with several stakeholder at the University such as the Digital Media Zone, Centre for Urban Energy, Ryerson Builds to name a few.

Ms. Pham presented information on Ryerson's new sustainability program including its mandate; methodology, measurable successes and plans for the future.

9. DISCUSSION ITEMS

Report from the Chair of the Finance Committee

Michele Maheux introduced an overview of the Finance Committee Report and asked the President to explain in more detail the budget process.

Introduction to the 2013-14 Budget Process

The President presented the information on the budget process used in past years. This year the environmental scan will precede the performance indicators. The scan will give Board members a picture of the environment that Ontario universities find themselves in and the fiscal pressures that will affect the budget process.

Budget 2013-14: Part One – Environmental Scan

Paul Stenton reported that the external economic environment will have a significant impact on the 2013-14 University budget, affecting Government operating grants, tuition levels and financial assistance needs. As part of the context for setting the 2013-14 University budget, a review of some key elements of the environment faced by Ontario universities is presented. Enrolments drive most of the University's operating revenue and are therefore a critical part of budget planning. Paul Stenton reviewed the key budget principles and strategic priorities that will be taken into consideration through the budget process.

Board members raised questions about Ryerson's international tuition fee strategy.

Update on Ryerson Futures Inc.

Julia Shin Doi spoke to the background of RFI and named the directors and officers of the corporation. RFI was incorporated on May 28, 2012. The corporate structure, current activities and future plans of RFI are being presented to the Board of Governors for information purposes.

Julia Shin Doi acknowledged the presence of Valerie Fox, Executive Director, Digital Media Zone and asked Matt Saunders, President of RFI to present information on the corporation.

At this point Gerald Mak joined the meeting.

Matt Saunders, President of RFI presented the current activities and future plans of RFI. He described the early stage companies to which RFI provided strategic and business development advice.

Board members asked general questions, in particular comparisons with MARS.

The Chair reminded Board members that RFI is a separate entity and has its own Board of Directors.

10. CONSENT AGENDA

Approval of the November 26, 2012 Minutes

The minutes were approved as presented.

11. TERMINATION



BOARD OF GOVERNORS March 20, 2013

AGENDA ITEM: Fiera Capital Report December 31, 2012

STRATEGIC OBJECTIVES:

	Academic
	Student Engagement and Success
	Scholarship, Research and Creative Activity
	Graduate Program Development
	Space Enhancement
	Reputation Enhancement
X	Financial Resources Management
	Compliance (e.g. legislatively required)
	Governance

ACTION REQUIRED: Information

SUMMARY:

On December 31, 2012 Ryerson's endowment funds, which are managed by Fiera Capital, totaled \$102.1 million, up from \$99.5 million on September 30, 2012.

Year to date earnings on the fund were 8.51%, compared to the benchmark of 7.36%

Ryerson pays annual fees to Sceptre as follows:

• First \$1 million 1.00%

Next \$ 2 million 0.50%
 Over \$ 3 million 0.25%

In addition, a donation equal to 10% of the fee is received from Sceptre each year.

On an endowment fund of \$102.01 million this equals about \$235,125 or under 24 basis points (bps).

David Pennycook from Fiera Capital will be present at the meeting to discuss the 2012 results and the outlook for 2013.

PREPARED BY:

Janice Winton, CFO and Assistant Vice President, Financial Services February 14, 2013

APPROVED BY:

Julia Hanigsberg, Vice President, Administration and Finance February 14, 2013





David Pennycook, Vice Chairman

FIERACAPITAL



Firm Overview



> Leading independent investment > Ownership manager : \$61 B

- > +220 employees 90 investment professionals
- > Depth and expertise in:
 - Asset Mix
 - Fixed Income
 - Equities
 - Non-Traditional Strategies
- > Offices in: Montreal, Toronto, Calgary, Halifax, Vancouver and New York





PORTFOLIO ASSET MIX – EFT POOLED FUND



	Portfolio	Weights	
	Dec 31 '11	Dec 31 '12	Benchmark
Short-Term	5.4%	7.5%	5%
Bonds	40.2	35.8	40
Total Equities	54.4	56.7	55
Canadian	28.3	29.9	27.5
Foreign	26.1	26.8	27.5
Total Fund	100.0%	100.0%	100%
Your Market Value	\$ 94.7 Mill	\$ 102.1 Mill	
Unit Value	346.6	376.1	

Inception: July 9/97 (unit value: 177.5)

Cash flow 2012 (\$591,430)



PORTFOLIO PERFORMANCE – EFT POOLED FUND



	1 Year Dec 31/12
Total Fund	8.5%
Benchmark	7.4%
Bonds	4.7%
DEX Universe	3.6%
Canadian Equities	8.4%
S&P/TSX Composite	7.2%
Global Equities	17.3%
MSCI World ex-Canada	13.6%



PORTFOLIO PERFORMANCE – EFT POOLED FUND



Annual Returns as at December 31 (%)

	Q4-2012	2012 YTD	2011	2010	2009	2008	2007	2006	2005	2004
EFT Fund - Endownment, Foundation & Trust	2.41	8.51	2.45	8.91	14.82	-15.66	2.74	10.24	12.93	7.15
Benchmark ¹	1.68	7.36	1.02	9.25	14.29	-14.53	2.04	11.22	10.37	8.19
Added Value	0.73	1.15	1.43	-0.33	0.53	-1.13	0.70	-0.98	2.57	-1.04

Annualized Returns as at December 31, 2012 (%)

	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs
EFT Fund - Endownment, Foundation & Trust	8.51	5.44	6.58	8.59	3.23	3.15	4.14	5.20	5.41	6.08
Benchmark ¹	7.36	4.14	5.81	7.87	2.97	2.81	3.97	4.75	5.13	5.72
Added Value	1.15	1.30	0.77	0.72	0.26	0.34	0.17	0.45	0.28	0.36

^{*} Returns gross of management fees (Fee 31bps)

YTD: December 31st, 2012

¹ Current benchmark: 40% DEX Universe, 27.5% S&P/TSX, 27.5% MSCI World, 5% DEX 91 days.





FIERACAPITAL





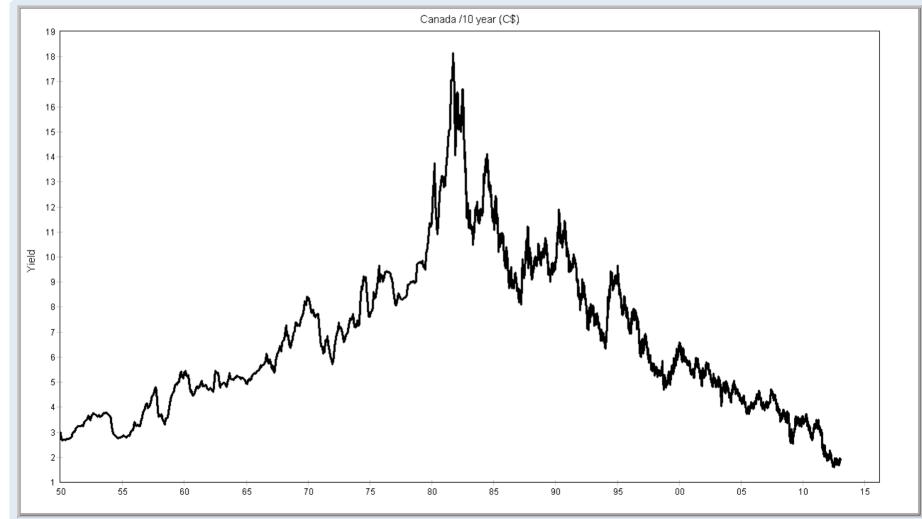
	Portfolio Weights	DEX Universe Bond Index
Sector Commitments	Dec 31 '12	Dec 31 '12
Government of Canada	47%	41%
Provincial / Municipal*	16%	31%
Corporate*	36%	28%
Quality & Characteristics		
AAA	48%	46%
AA	30%	23%
Α	15%	23%
BBB	7%	8%
Duration (yrs)	7.2	6.9
Yield to Maturity	2.4%	2.3%

^{*} Corporate Index 6.2% vs. Provincial at 3.4%



CANADA 10 YEAR BOND YIELD







The Risk of Owning Bonds Today



	Past	Today
	Year 1994	Year 2013
DEX Universe - Yield	8.4%	2.3% Lower protection
DEX Universe - Duration	4.9 yrs	6.9 yrs Higher risk
Total 1 yr Return (no change in yields)	8.4%	2.3%
Total 1 yr Return	3.5%	-4.6%
(100bps increase in yields)	(8.4 – 4.9)	(2.3 – 6.9)



CANADIAN EQUITY



FIERACAPITAL



PERFORMANCE ATTRIBUTION Canadian Equities – December 31, 2012



Performance 2012: 8.4% vs 7.2%

- > Sector allocations added value over the past year due to an overweight in the better performing Industrials (15.3%), Financials (17.6%) and Consumer (22.1%)sectors.
- > Security selection also added value.

Value-added Sources

- > Overweight positions in Brookfield Asset Management (+32.1%), Magna (+49.8%), Agrium (+46.5%), Saputo (+31.3%) and Manulife (+30.0%).
- > No holdings in Barrick Gold (-23.1%), Penn West Petroleum (-42.2%) and RIM (-20.3%).

Detractors

- > Overweight positions in Goldcorp (-18.0%), Canadian Natural Resources (-23.9%), MEG Energy (-26.8%) and Baytex Energy (-20.5%).
- > No exposure to Enbridge (+16.2%), Valeant Pharmaceutical (+24.5%) and Sun Life (+48.5%).



TOP HOLDINGS



	Portfolio	Index*		Portfolio	
	(%)	(%)		(%)	
. Energy	24.08	25.29	6. Health Care	2.05	
Suncor Energy Inc	4.17	3.34	Catamaran Corp	1.80	
Cdn Natural Res	3.12	2.09	Paladin Labs Inc	0.17	
Cenovus Energy	2.60	1.68	Medical Facilities	0.08	
Materials	17.66	18.61	7. Financials	33.76	
Potash Corp of Sask	3.39	2.33	Royal Bank Cda	7.09	
Goldcorp Inc	3.26	1.98	Toronto Dominion BK	6.75	
Silver Wheaton	1.97	0.85	Bank of Nova Scotia	6.17	
3. Industrials	7.68	6.14	8. Information Technology	0.81	
Cdn Natl Railway	4.61	2.60	Constellation Sftwr	0.40	
Finning Intl	1.42	0.28	Descartes Systems	0.23	
Stantec Inc	0.29	0.12	Absolute Software	0.08	
L Consumer Discretionary	6.08	4.55	9. Telecommunication Services	2.67	
Magna Intl Inc	1.50	0.77	Rogers Communication	2.67	
Shaw Communications	1.40	0.56			
Dollarama	1.26	0.27			
5. Consumer Staples	3.54	2.73	10. Utilities	1.67	
Saputo Inc	1.67	0.42	Emera Inc	1.42	
Shoppers Drug Mart	1.36	0.59	Northland Power	0.26	
Jean Coutu Group	0.21	0.09			

■ Securities which are part of the top ten holdings. Top ten holdings represent 45.4% of the portfolio.



Price Earnings Multiples









FIERACAPITAL



FOREIGN EQUITIES By Region – December 2012



	Weight (%) - Dec 31			
Region	Portfolio	Index*		
United States	49.5	55.3		
United Kingdom	6.6	10.1		
Europe ex-UK	26.6	19.2		
Japan	5.2	9.0		
Asia-Pacific	12.1	6.3		

^{* 18.0%} Switzerland (Nestlé, Swatch, Roche)



FOREIGN EQUITIES Top Holdings – December 31, 2012



	Portfolio	Index*			Portfolio
	(%)	(%)			(%)
1. Energy	3.58	9.44		6. Health Care	6. Health Care 14.11
Occidental Pete Corp	2.29	0.25		Johnson & Johnson	Johnson & Johnson 2.75
Apache Corp	1.29	0.12		Roche Hldgs AG	Roche Hldgs AG 2.63
			_	Varian Med Sys Inc	Varian Med Sys Inc 2.49
2. Materials	2.89	6.41		7. Financials	7. Financials 18.48
Air Liquide(I)	2.89	0.16		Moodys Corp	Moodys Corp 4.63
				Aust & NZ Bank Grp	Aust & NZ Bank Grp 3.57
				US Bancorp Del	US Bancorp Del 3.03
3. Industrials	24.48	11.22		8. Information Technology	8. Information Technology 13.36
Schindler Holding AG	3.58	0.03		Mastercard Inc	
Fanuc Corp	2.70	0.15		Keyence Corp	Keyence Corp 2.50
3M Company	2.49	0.25		Taiwan Semiconductor	
4. Consumer Discretionary	10.69	11.50		9. Telecommunication Services	9. Telecommunication Services 3.02
Swatch Group	2.93	0.06		China Mobile	China Mobile 3.02
Richemont(cie Fin)	2.62	0.17			
TJX Companies Inc	2.27	0.13			
5. Consumer Staples	9.38	11.03		10. Utilities	10. Utilities 0.00
Nestle Sa	2.58	0.87			
Sysco Corp	2.27	0.08			
Colgate Palmolive Co	1.90	0.20	-		

[■] Securities which are part of the top ten holdings. Top ten holdings represent 32.1% of the portfolio.

Cash and money market positions are not considered in determining security weights.

^{*}MSCI World NET \$Cdn



FOREIGN EQUITIES Portfolio Characteristics – December 31, 2012



	Portfolio	Index*	Difference	
	1 01110110	maox	5	
Liquidity				
Average Capitalization (\$M)	55705.52	71045.87	-15.34 (\$B)	
Risk				
Debt / Equity	0.44	0.61	-0.17	
Net Debt / EBITDA	0.51	1.15	-0.64	
Debt / Capital	30.73	38.05	-7.32	
Valuation				
Price / Earnings (current year median estimate)	17.23	15.23		2.00
Price / Book	3.91	1.80		2.11
Dividend Yield (%)	2.15	2.79	-0.64	
Profitability and Growth				
Next year estimated EPS growth	9.53	11.00	-1.47	
Estimated Revenue Growth	6.22	4.28		1.94
Return on Equity (%)	21.57	11.05		10.52
Return on Invested Capital (%; ROIC or ROI)	28.16	12.02		16.
Operating Margin (%)	22.35	12.52		9.83
Number of Securities	46	1610		

^{*} MSCI World





FIERACAPITAL



COMPLIANCE as of December 31, 2012



The undersigned confirms that, throughout the 3-month period ending December 31st, 2012:

The portfolio managed by Fiera Capital Corporation for Ryerson University (the "Account") was in compliance with the investment guidelines and restrictions applicable to the Account.

The Fiera Fund held in the Account (the "Fund") was in compliance with the investment guidelines and restrictions applicable to the Fund.

The undersigned confirms that, to the best of her knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated January 7th, 2013

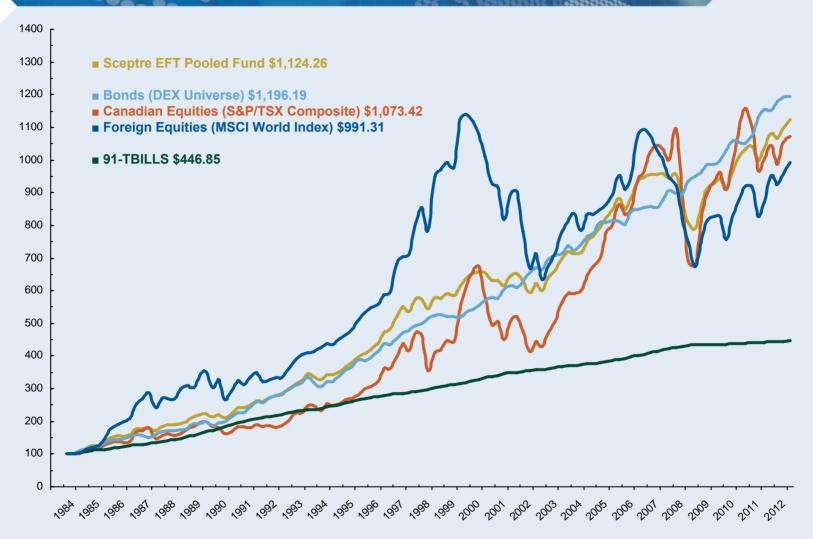
Violaine Des Roches

Violaine Des Roches, BA, B.C.L. Senior Vice President, Legal Affairs and Compliance



Growth of a \$100







Current Economic Scenarios February 2013



MAIN SCENARIO **Expansion**

PROBABILITY 50%

Despite several austerity plans, Western economies continue to grow thanks to central banks' highly accommodative, coordinated policies. On the other hand, shrinking money supply in emerging economies is thwarted by expanding fiscal budgets. Although lower than forecasted, economic growth remains firm worldwide.

SCENARIO 3 Currency Crisis

PROBABILITY 15%

This is a scenario whereby global imbalances become untenable and extreme volatility in currency occurs. The most likely depiction at this point is for investors to lose confidence in the euro.

Stronger Growth

PROBABILITY 20%

Under this scenario, concerted interventions by central banks and governments reduce the overhang plaguing financial markets. Improvements in the private sector and the housing market, especially in the US, trigger a positive wealth effect that contributes to a significant surge in confidence. A reinventory cycle starts over in Occident and in emerging nations. The more favourable economic prospects are overcoming the still prevailing debt financing concerns.

SCENARIO 4 Geopolitical Escalation

PROBABILITY

1 F 0/

Under this scenario, the unrest in the Middle East accelerates and the relationship among participants continues to deteriorate. Fears of war support energy prices and investors start to worry about the impact of a further rise in prices on the global economy.



Fiera Capital Corporation

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Disclaimer -

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Important information about Fiera pooled funds, including a statement of the fund's investment objective, is contained in its Trust Agreement, a copy of which may be obtained from Fiera Capital Corporation. Unit values and investment returns will fluctuate. Please read the Trust Agreement of the pooled funds before investing. All performance data assume reinvestment of all distributions or dividends and do not take into account other Charges or income taxes payable by any unitholder that work from the following a statement of the funds are investment of the pooled funds before investing. All performance data assume reinvestment of all distributions or dividends and do not take into account other Charges or income taxes payable by any unitholder that work from the following a statement of the funds and investment of the pooled funds before investing. All performance data assume reinvestment of all distributions or dividends and do not take into account other Charges or income taxes payable by any unitholder that work from the funds are the funds and the funds are the funds and the funds are t

RYERSON ACHIEVEMENT REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the March 2013 meeting of the Ryerson Board of Governors.

Events

The launch of the "Human Rights Human Wrongs" exhibit at the Ryerson Image Centre generated significant media coverage. The event was reported by NOW, OMNI News, the Toronto Star, the Globe and Mail http://bit.ly/147Nsrr, blogTo, Artdaily.org http://bit.ly/UP59lk, Toronto.com, Downtown Yonge, Photo Life http://bit.ly/VjAsP1 and Where.ca http://bit.ly/VjAsP1 and Where.ca http://bit.ly/XzOOFY. Gaelle Morel of the Centre appeared on Radio Canada discussing the exhibit. The Toronto Star quoted RIC director Doina Popescu and reported on the Black Star Collection http://bit.ly/11XgdbJ. She also appeared on CP24 Breakfast and Global's The Morning Show with Peter Higdon, Image Arts, http://bit.ly/SAXsXt. The Global segment also aired in Thunder Bay. Canada Arts Connect Magazine reported on the exhibit, quoting Ms. Popescu and curator Mark Sealy http://bit.ly/14WlBed.

In the media

Note: Every business day Ryerson Marketing and Communications reviews the daily news and identifies Ryerson faculty experts whose research and expertise can assist media with their stories. In the first six weeks of 2013, more than 15 different faculty were promoted to the media resulting in 70 unique, positively branded stories for Ryerson. Many of the media appearances below are the result.

Reuters reported that **President Sheldon Levy** received the CEO Award of Excellence in Public Relations, an item pitched by Public Affairs, http://reut.rs/WRr41d. The item was picked up by Live-PR News http://bit.ly/Xa0y1h, Business Press 24 http://bit.ly/W0WsuH and Street Insider http://bit.ly/W0WsuH and Street Insider http://bit.ly/TfiZW0

Metro News reported that applications to Ryerson increased by almost 12 per cent http://bit.ly/XzjQhf. Similar items appeared in the Globe and Mail, Academica, Thunder Bay News Watch and Waterloo Region Record. CBC News: Toronto reported that "Ryerson saw the highest number of applicants".

A CP24 Live at Noon interview with former Toronto Mayor and past Ryerson Chancellor **David Crombie** quoted **President Levy** on digital media innovation and the DMZ.

A study on the representation of women and visible minorities at the executive level of Montreal-based companies was reported by Journal Metro http://bit.ly/V1IEkl, Le Journal de Montreal http://bit.ly/UXICg5, Le Devoir, 24 Heures Montreal and Les Affaires. **Wendy Cukier**, Ryerson Diversity Institute, was quoted in the Les Affaires article. The item also appeared in Physorg http://bit.ly/U5TW80 and on the website of McGill University http://bit.ly/XeGbUF

The Globe and Mail reported that Ryerson placed second at the MBA Games http://bit.ly/ULOm72 Travel Press reported that **Carrole A.M. Guntley**, director general of Jamaica's Ministry of Tourism & Entertainment, became Ryerson's first International Alumni Awardee http://bit.ly/Yvojly. The item was also reported by Share http://bit.ly/UQGHZG. CBC News: Toronto reported that alumnus and CBC News anchor **Dwight Drummond** was honoured at the Ryerson Alumni Achievement Awards.

The Edmonton Journal profiled the Chang School and its new mining management certificate http://bit.ly/YfH7KW. The item also appeared in the Calgary Herald and Regina Leader-Post.

The Globe and Mail reported on the Jim Pattison Leadership Education and Research Program at Ryerson, quoting **Chris MacDonald** and former president **Brian Segal** http://bit.ly/WpaKUO, an item pitched by Public Affairs. The Council of Ontario Universities also reported on the launch of the new program http://bit.ly/U5anil.

Mississauga News reported former MP **Navdeep Bains** joined Ryerson http://bit.ly/W2eFcz. The item, pitched by Public Affairs, was also picked up by the Brampton Guardian http://bit.ly/W8C7Sr and the Weekly Voice http://bit.ly/WvSoSk. The news also appeared in Canadian Asian News.

In a Globe and Mail article about **Nadir Mohamed** stepping down as CEO of Rogers, it was reported that "he'd like to contribute to broader Canadian community, including working with Ryerson University's Digital Media Zone" http://bit.ly/Vj2HOf. The article was also carried by the Business News Network http://bit.ly/Z266Oz.

The Canadian Press reported on a talk with Ryerson students by former ambassador to Iran **Ken Taylor**. The item was picked up Maclean's, FARS News Agency, Global News http://bit.ly/WIZg45, Radio-Canada.ca, 680 News, MSN News, Metro News http://bit.ly/WIZg45, Radio-Canada.ca, 680 News, MSN News, Metro News http://bit.ly/Vhttlk, Canada.com, 98.5 FM, and the Wall Street Journal http://on.wsj.com/13I3IHP. Coverage of his guest lecture also appeared on Press TV http://bit.ly/Z7u2ju, CTV News http://bit.ly/Z7u2ju, CTV News http://bit.ly/XmcePB, CBC News http://bit.ly/VsXr8c.

The Globe and Mail quoted Harald Bauder, Geography, in an article on Toronto city council.

The Toronto Star featured **Russell Richman, Jeff Xi and Paul Walsh**, Aerospace Engineering, in an article on innovators.

Yahoo! Canada profiled student **Zacharie Weingarten** of FoodStory in an article on the Social Enterprise Student Competition http://yhoo.it/YZKpwJ

The Globe and Mail reported on the OUA's Final Four championship at the Mattamy Athletic Centre http://bit.ly/15SRvtt. NetNewsLedger reported that the Final Four was hosted by "Ryerson University in the beautiful Mattamy Athletic Centre in downtown Toronto" http://bit.ly/YG3Yf4.

Rogers SportsNet profiled the Ryerson Rams basketball team and coach Roy Rana.

OMNI News: South Asian Edition profiled international student **Sadaaf Kasem**.

The Toronto Star profiled Ryerson's internship programs and partnership with Bombardier, quoting aerospace engineering student **Nathan Budd**.

Mitchell Kosny, Urban and Regional Planning, spoke to CBC News about issues surrounding the location of a methadone clinic http://bit.ly/Wov6gB

TechVibes reported on Jobpostings.ca's acquisition of DMZ-incubated startup Fanfare, quoting Christopher Alleyne http://bit.ly/YTa9Ms

Education News http://bit.ly/XWrNgq and Techcitment http://bit.ly/ZG35HI reported on a TRSM study regarding post-secondary students use of e-textbooks, quoting **Bettina West.**

Geographic Analysis alumnus **James Temple** was quoted in a Globe and Mail article about corporate citizenship http://bit.ly/VJvWaH

Joerg Wittenbrinck, Politics, spoke to CBC News Toronto about a new study on employment and cutbacks in the private and public sectors.

Time profiled alumnus Zanele Muholi, MFA in Documentary Media studies http://ti.me/15fDchg

Bloomberg announced that the Ryerson Image Centre joined the 2013 Scotiabank Photography Award http://bloom.bg/15PVSWc

Academica reported on a Ryerson committee that will examine online learning, a story first reported in Ryerson Today http://bit.ly/qRl0gh

A blog by Steve Paikin, TVO's The Agenda, mentioned that Toronto Blue Jays President Paul Beeston would deliver a guest lecture at Ryerson http://bit.ly/XGhUpL

A number of Ryersonians appeared on various segments of the CBC Television show Dragon's Den. Alumnus **Chris Nguyen** of Jobloft.com made a pitch; the Mississauga News reported on marketing student **Tracy Leparulo**'s appearance http://www.mississauga.com/print/1581685;

The Canadian Press profiled research by **Anne Harris**, Occupational and Public Health, on bike lanes and cyclist safety, an item pitched by Public Affairs. The item was picked up by CTV News http://bit.ly/11XtbYl, Sing Tao Daily, Physorg, iTech Post, Macleans.ca http://bit.ly/12Rxy6D, Metro News, News Medical, Montreal Gazette http://bit.ly/12Rxy6D, Yonge Street Media, Council of Ontario Universities, Science Daily, Yahoo! Sports, World Journal http://bit.ly/YbRCNp, 680 News, Rocky Mountain Outlook, NewsTalk 1290, Penticton Herald, Rocky View Weekly, Lac La Biche Post, CJAD 800AM, Brandon Sun, Global Toronto http://bit.ly/XAf7hG, the Vancouver Sun, Waterloo Region Record, Global Toronto, Global Thunder Bay.

Asian Pacific Post reported on TRSM research showing that Canada is facing a shortfall of 160,000 IT workers http://bit.ly/YoltwM. A related story appeared in IT World Canada.

The Ottawa Citizen reported that Rams volleyball team member **Veronica Livingston** was named Ontario's top rookie http://bit.ly/15xAF35

The Peterborough Examiner reported that **Drew Hayden Taylor** was named writer-in-residence at Ryerson, a news item pitched by Public Affairs http://bit.ly/Y1HYNa. He also appeared on CBC's Metro Morning.

Eric Kam, Economics, spoke to QR77 regarding shorter work weeks, as a faculty expert pitched by Public Affairs. He also appeared on Global Toronto http://bit.ly/YzIQ9H.

A Metro News story on the Jenkins report on Canadian innovation mentions "the formation of university-based innovation centres like Ryerson's Digital Media Zone (DMZ)" http://bit.ly/154TQAg. A similar item appeared in the Vancouver Sun http://bit.ly/YEXTOQ.

Morning Star coverage of International Women's Day featured outfits created by Ryerson fashion students http://bit.ly/XoPxKz

Xavier Fernando, Electrical Engineering, spoke to CTV News Express about new area codes.

Lori Beckstead, RTA, and student **Sobia Ascar** appeared on CBC Radio discussing their radio-station building project in Ghana. CBC News Toronto also reported on the project.

The Globe and Mail reported on DMZ-based startup DanTeb. http://bit.ly/W7y7Sq

Laurie Petrou, RTA, appeared on CBC's Metro Morning discussing her multi-media video project exploring gender identity, an item pitched by Public Affairs, http://bit.ly/1302f9q. The project was also featured in Today's Parent http://bit.ly/UCyrwh

Business Insider profiled the Naked Entrepreneur web interview series produced by Ryerson students with **Sean Wise**, TRSM, http://read.bi/12gXV0R. He also appeared on BNN Headline discussing the federal government's venture capital action plan.

A Montreal Gazette article on a telecommunications watchdog quoted **Catherine Middleton**, TRSM http://bit.ly/YVpwVo. She spoke to the Canadian Press about caps on data usage, an item carried by CTV News, Metro News, the Hamilton Spectator, Maclean's, Guelph Mercury, the Province, Global News, Huffington Post, CHBC News, Yahoo! Canada, 660 News, Calgary Herald, Winnipeg Free Press and Rocky Mountain Outlook. She was also quoted in Canada.com on the topic of silver surfers (online seniors) http://bit.ly/11B3ewz and appeared on CBC's The Lang & O'Leary Exchange discussing the CRTC and caps on data usage. She was also quoted in MSN News http://on-msn.com/WPIsEV.

Distinguished Visiting Scholar **Marie Bountrogianni** spoke to Ontario News Watch about the new provincial cabinet.

The Globe and Mail reported on DMZ-based Soapbox, which has developed a social tool to be used by book retailer Indigo, a news item pitched by Public Affairs http://bit.ly/15n6GKc. Globe and Mail video featuring Lance Martel, head of e-Commerce at Indigo http://bit.ly/WljD73

PhotoEspana profiled **Alison Nordstrom**, director of the master's program in photographic preservation and collections management, http://bit.ly/XeQKYO

Steve Tissenbaum, TRSM, was quoted in the Toronto Star about group-buying websites http://bit.ly/WrbnwY. He was also quoted in another Toronto Star article on entrepreneurs and cash flow http://bit.ly/UzYiUb.

Pnina Alon-Shenker, TRSM, was quoted in York Region on the topic of police officers' banked sick days http://bit.ly/Z2KHnV

The Globe and Mail profiled architecture student **Stanley Lung** in a series on student ideas to reinvent urban centres http://bit.ly/XeMGYw

Bis Now profiled the Real Estate Ryerson club http://bit.ly/XKO3KS

Randy Boyagoda, English, spoke to CityNews about Pope Benedict.

Lisa Taylor, Journalism, spoke to CTV News: Express about the popularity of TED talks. GB&D Magazine profiled the Ryerson Image Centre in an article titled Defined Design, http://bit.ly/Wu5vVv.

The Toronto Sun quoted **Avner Levin**, TRSM, on concerns among Canadians on privacy http://bit.ly/Xb46Dl. The item also appeared on CP24 Dayside, Canoe.ca, Standard-Freeholder, North Bay Nugget, and TVA Nouvelles. He appeared on CBC Radio's Information Morning about security risks associated with mobile technologies, as a faculty expert pitched by Public Affairs. The item was carried on 12 CBC stations across the country and similar items aired on Global News and CityNews.

Talent Egg quoted **Joanne Dallaire**, an Elder with the Aboriginal Education Council at Ryerson, on the role of on-campus aboriginal elders providing guidance to students http://bit.ly/Z0H5mU.

TechVibes reported on an RTA School of Media project recreating the experience at Maple Leaf Gardens with augmented reality; the students were lauded for "bringing Ryerson's RTA program to a new level." http://bit.ly/UivMaG

Metro Canada profiled alumnus **Kazik Radwanski** and his film depicting the tale of a 30-something's Toronto experiences http://bit.ly/12PZoQo.

The Peterborough Examiner, City News and Digital Journal reported on the inaugural Courage Canada National Blind Hockey Tournament at the Mattamy Athletic Centre http://bit.ly/12DDuvm

Journalism student **Angelina Irinici** contributed an article on the "selfie" trend to Maclean's on Campus http://bit.ly/XCnbj0

A Toronto Star article on the Harlem Shake dance craze mentioned Ryersonians have created three videos featuring the craze http://bit.ly/12z25Bo

A Herald Scotland profile of alumnus and filmmaker **Brandon Cronenberg** mentioned his Image Arts degree. http://bit.ly/XOvt5u

A CP24 interview with former Prime Minister Paul Martin discussed his talk on the global economy at Ryerson.

Martin Greig, History, spoke to CityNews and 680 News about Pope Benedict's resignation, as a faculty expert pitched by Public Affairs, video: http://bit.ly/XaFNUd

Phil Walsh, TRSM, spoke to CTV about U.S. regulators approving a takeover of Nexen by CNOOC, http://bit.ly/V8iUFL. He also contributed a piece to the Globe and Mail about oil pipelines http://bit.ly/YU03hS, another on clean energy to the Ottawa Citizen http://bit.ly/Ys2VT1 and spoke to the Vancouver Province and Regina Leader-Post about the new mining certificate program at Ryerson http://bit.ly/Y7AapN.

Digital Journal reported that "Moonrider is on track to become one of DMZ's biggest successes to date" http://bit.ly/Xyld36

The New York Times published a blog on Image Arts Professor **Robert Burley**'s book "The Disappearance of Darkness: Photography at the End of the Analog Era" http://nyti.ms/WXI80g

Lloyd Alter, Interior Design, spoke to Switchboard about the car culture, gizmo technology, architecture, green lifestyles and cities http://bit.ly/YIUNyw

Elizabeth Podnieks, English, spoke to Psychology Today about a trend to disparage motherhood http://bit.ly/WF3FCT

Rena Mendelson, Nutrition, spoke to Global News about the need for a daily Vitamin C supplement http://bit.ly/Y7I19e. She was also quoted in the Toronto Star and Metro News on the topic of combating the flu, http://bit.ly/Wu6cPf. She spoke to Global Calgary about the link between diet soda and depression http://bit.ly/SXDvM9

Law Times reported on Ryerson's partnership with Miller Thompson http://bit.ly/12Gzuyx

Usha George, Dean, Community Services, appeared on OMNI News: South Asian Edition discussing the controversy over the Bank of Canada's design themes on new currency bills.

Michael Forbes, Director, Communications, spoke to BisNow about Ryerson's acquisition of two more downtown properties http://bit.ly/XwUVdL. A similar item appeared in Academica Top Ten, an item pitched by Public Affairs http://bit.ly/qRl0gh.

Martin Antony, Psychology, spoke to the Globe and Mail about phobias http://bit.ly/VOLSW2

Maurice Mazerolle spoke to OMNI News: South Asian Edition and CityNews about the resumption of extracurricular activities at elementary schools. He was interviewed by CTV News: Express and CityNews Live Headline News about the labour action, a faculty expert pitched by Public Affairs.

Ramona Pringle, Image Arts, spoke to Yahoo! News about the social consequences of augmented reality http://yhoo.it/11X5iis. The item was also picked up by Mashable http://on.mash.to/TUURsh.

Alan Sears, Sociology, spoke to Global Research about campus protests in the age of austerity http://bit.ly/12AYJSO

Irene Gammel, English, spoke to the Toronto Star about red-headed literary icon Anne of Green Gables becoming blonde on newly released American book covers http://bit.ly/VEDhoN

Kimberly A. Bates, TRSM, spoke to the Toronto Star about apps that help boost productivity and connectivity http://bit.ly/12jSL4e

The Toronto Star and the Grid reported on research on nursing homes by **Frank Russo**, Psychology, http://bit.ly/11QXXRb

Slam! Sports reported that Ryerson's **Lisa Haley** joined Canada's national women's hockey team coaching staff http://bit.ly/125eSA4 The item was also picked up by the Peterborough Examiner, Hockey Canada http://bit.ly/WRTVVw, Stratford Beacon Herald, Owen Sound Sun Times, and TSN http://bit.ly/XwVJQ2

The Globe and Mail profiled RTA alumna and filmmaker Susan Fleming. http://bit.ly/125c9Gl

Canadian Lawyer reported on research by Ryerson's Diversity Institute. http://bit.ly/WZBOwE

For Construction Pros reported that Tri-Con Concrete Finishing Co. won a Golden Trowel for its NHL spec ice rink slab on the third floor of the Mattamy Athletic Centre http://bit.ly/Y3Y1pC

Colleen Clark TRSM, spoke to CBC's The National about the Apple company and patents.

The Barrie Examiner published a piece on an alumni reunion in Barrie by alumna **Donna Douglas**, who said "...being at Ryerson was absolute heaven!" http://bit.ly/UEf6Mo

Globe-Net reported that the GLOBE Foundation recognized alumna **Lindsey Goodchild** of Greengage Mobile as a Canadian environmental leader http://bit.ly/WC9Be4

Medical Physics Web profiled Ryerson research on cell elasticity and therapy response http://bit.ly/WQnJPd

blogTO reported on an event at Ryerson featuring a reading by **Kamal Al-Solaylee**, Journalism, from his book *Intolerable* http://bit.ly/Wu71sr

Morning Star reported on DMZ-based companies Authintic Analytics Technologies and Viafoura http://bit.ly/UXwtFz. Student **Grace Lo** spoke to The Globe and Mail about the BlackBerry 10 http://bit.ly/XLLDfA.

DMZ entrepreneur **Chris Fitzgerald** of Aha Moment Media Inc. was interviewed by Global News Hour http://bit.ly/TJAC0v, CityNews, and CTV News http://bit.ly/WuDsXB. The item was pitched by Public Affairs.

The Toronto Observer profiled Clive Holden's Unamerican Unfamous project at the Ryerson Image Centre http://bit.ly/Xel1ny

Canadian Jewish News reported that a group of 11 deans of Canadian business schools, including Ryerson, would visit Israel http://bit.ly/XenU7R. CJN also reported on an instructional hockey program coached by Ryerson Rams player **Paulina Jakarsezian** http://bit.ly/14LYuE1.

The Financial Post featured a panel discussion on Black History Month that included **Gervan Fearon**, dean of the Chang School http://natpo.st/VtFDql

George Takach, federal Liberal leadership candidate, mentioned Ryerson and the DMZ in an interview with City News, and in a piece he contributed to the Globe and Mail http://bit.ly/13DUzZs

CBC News reported on DMZ-based company Mejuri and the first elevator pitch contest held at the CN Tower. Video: http://bit.ly/12g06q3. The item was also picked up by ITbusiness.ca http://bit.ly/WT9cF5, Tech Vibes http://bit.ly/TrcSOw, and Canadian Digital Media Network http://bit.ly/XyoifZ

Metro News reported on Viola Desmond Day at Ryerson http://bit.ly/YOszlZ.

Journalism student **Stephanie Chan** contributed a piece to the Huffington Post on the topic of Generation Y and personal finance http://huff.to/WDCB6r.

Fernando Pardo, TRSM, spoke to City News about Superbowl advertising, as a faculty expert pitched by Public Affairs. He also appeared on CBC National discussing companies Apple and Samsung, branding effects and corporate social responsibility, also pitched by Public Affairs.

The Globe and Mail reported that the Financial Times named **Chris MacDonald**, TRSM, one of the "top 100 thought leaders in trustworthy business behaviour" http://bit.ly/14uRnyG

The New Zealand Herald published a piece on the history of skyscrapers by Professor Emeritus **David Tsow**. http://bit.ly/YobdlE

Steve A. Gedeon, TRSM, contributed a piece on the credit system for tenure and promotion to University Affairs http://bit.ly/UDa2p5.

Nick Bellissimo spoke to Yahoo! Shine about when we eat being more important than what we eat, as a faculty expert pitched by Public Affairs http://bit.ly/14sjwXd. He was also quoted in Yahoo! Health in an article on obesity http://bit.ly/10Q1vCZ.

In a piece about reimagining the Copps Coliseum, the Hamilton Spectator referenced the "world-class athletic centre at Ryerson University's Mattamy Athletic Centre." http://bit.ly/WBE24Q

BizBash reported on the School of Fashion's **Mass Exodus 2013**, an item pitched by Public Affairs, http://bit.ly/11lgKzA.

Journalism student **Maham Abedi** contributed to the Huffington Post a piece on Generation Y and religion, http://huff.to/YGkP5n.

The DMZ's **Christine Fitzgerald** spoke to CityNews about the launch in Canada of the BlackBerry 10, as a faculty expert pitched by Public Affairs. Video: http://bit.ly/W1clRM.

Employability support counsellor **Tang Choy** appeared on Global's The Morning Show. http://bit.ly/12c2m1v

Kernaghan Webb, TRSM, spoke to CBC Radio One (Winnipeg) and Metro Morning about Coca Cola and its anti-obesity initiative.

CBC.ca, MSN News, CP24, the Toronto Star and Metro News all mentioned the Mattamy Athletic Centre in their coverage of the Ontario Liberal leadership race.

Many faculty members were quoted in the media regarding the Liberal leadership race, as experts pitched by Public Affairs:

Neil Thomlinson, Politics, was quoted in a Toronto Star article about the LGBT community's reaction to Kathleen Wynne's victory, as a faculty expert pitched by Public Affairs, http://bit.ly/WnXt19. The piece also appeared in Metro News http://bit.ly/WnXt19. The piece also appeared in Metro News http://bit.ly/WnXt19.

Bryan Evans, Politics, spoke to CTV News: Express about Kathleen Wynne's win. He also spoke to the Canadian Press about Canada's first openly gay premier, the item was picked up by Global Toronto http://bit.ly/SZjinV, Canada.com, The Province http://bit.ly/Ws7733, Winnipeg Free Press, Brandon Sun, Cochrane Eagle, 680 News online http://bit.ly/XM1g5w and News 95.7. He commented on CTV News: Express about the make-up of the new premier's cabinet.

Prof. Evans also spoke to Canadian Press during the race, in an item picked up by CTV News http://bit.ly/W9k4yr, Maclean's http://bit.ly/14jdqZ4, Hamilton Spectator http://bit.ly/14f5lp7, Global News http://bit.ly/14hjOA5 and The Huffington Post http://huff.to/V5fZKn.

The Canadian Press quoted Prof. Evans on the start of the race, in an item that appeared in Global News http://bit.ly/14clsms, Maclean's http://bit.ly/W673pd, Guelph Mercury, News Talk 610, 680 News and CHCH.

Myer Siemiatycki, Politics, appeared on OMNI News: South Asian Edition discussing the outcome of the race. spoke to CityNews at 5 about the make-up of Wynne's cabinet, as a faculty expert pitched by Public Affairs.

Patrice Dutil, Politics, appeared on Radio Canada regarding Wynne's victory. Listen: http://bit.ly/14rkzHM He also appeared on OMNI News: South Asian Edition discussing the new cabinet, video: http://bit.ly/ZclwCl. He also spoke to CityNews, CBC News and Radio Canada.

Several faculty experts commented in the media on the outcome of the Mayor's conflict of interest case:

Myer Siemiatycki, was quoted in the Toronto Star, as an expert pitched by Public Affairs, http://bit.ly/Y7B47w. The item was also picked up by Mississauga News http://bit.ly/Y7BKIR

The Toronto Star quoted **Mitchell Kosny** in an article about the case http://bit.ly/14kndhu. He was also quoted in a Huffington Post blog post by George Smithermanhttp://huff.to/WYrukl.

Canadian Business picked up a blog by **Chris MacDonald** on the topic http://bit.ly/10Ksewl and he appeared on CP24, CityNews and CTV's Power Play with Don Martin discussing the court verdict, as a faculty expert pitched by Public Affairs.

ilsTV.com reported that Ryerson students **Michael Chen and Aaron Streight** were named winners in the Privacy by Design contest by the Ontario's Privacy Commissioner http://bit.ly/SZhEma The news was also carried by Digital Journal http://bit.ly/WaC6RP.

The Caribbean Camera profiled research on the topic of the Caribbean immigrant experience by PhD student **Ron Branker** http://bit.ly/14oUV5t

Rogers SportsNet profiled basketball coach **Roy Rana** and the rebirth of the Ryerson Rams. CP24 News reported on skate training with Rams hockey player **Mo Cornett**.

A Globe and Mail interview with Dragon Den's Bruce Croxon mentioned the DMZ http://bit.ly/VIV3SN

Cartt.ca reported on the new Canadian Women in Communications Council to help women crack the digital ceiling; council advisors include **Wendy Cukier**, Vice-President, Research and Innovation and **Pinno Bindhani**, Administrative Director, Diversity Institute http://bit.ly/XC53m1

Suanne Kelman, Journalism, was quoted in a Canadian Press article about Kijiji powering Postmedia's used car listings. The item appeared in MSN News http://on-msn.com/WhND14, Yahoo! News, Winnipeg Free Press, and the Windsor Star.

The Morning Star featured **Vinita Srivastava** in an article about keeping research and teaching at the heard of universities http://bit.ly/11Twwq2. The item was also picked up by Yahoo! Finance.

Murtaza Haider was quoted in Yahoo! on the topic of imposing a limit on the number of strollers on public transit http://bit.ly/VWLd7m. **Raktim Mitra** spoke to Mass Transit about the same topic http://bit.ly/W06RJ8; as well as the Toronto Star http://bit.ly/WrtJ1n and Metro News.

Social work student **Anna Ho** was quoted in a Toronto Star editorial on the topic of the province supporting Crown wards until age 25, http://bit.ly/Vta2qr. She was also quoted in a separate Toronto Star article on the topic http://bit.ly/WUJ74R

Anne Golden, Distinguished Visiting Scholar, contributed a piece to the National Post on the topic of a possible casino in Toronto http://natpo.st/11s2ZUf She also commented on the matter on Global Toronto http://bit.ly/V5bNIE

The Toronto Star reported on a panel on the topic of Toronto leadership that included **Mitchell Kosny**, Urban and Regional Planning http://bit.ly/10GH8rT. A similar item also ran in the National Post http://natpo.st/142W03C

Ivor Shapiro, Journalism, spoke to the Sacramento Bee about a new leader for ProjectJ. The item was also picked up by Le Lezard http://bit.ly/YkoKEO Newspapers Canada reported on Prof. Shapiro's founding role at ProjetJ http://bit.ly/11TuRRb

The Washington Post quoted **Jason Nolan**, ECS, in an article about mass murderer Adam Lanza http://wapo.st/U7BGdx. A similar item appeared in TMC.net and Winnipeg Free Press.

TechCrunch profiled DMZ-based team Kytephone http://tcrn.ch/V1RqMI

Ron Vogel, Politics, appeared on CityNews discussing U.S. President Obama's inauguration.

Jean-Paul Boudreau, Dean of Arts, was quoted in a Toronto Star article about a new study showing that babies who are learning to crawl wake more often at night http://bit.ly/13W5WvK.

The Atlantic Cities profiled the Mattamy Athletic Centre in an article that indicated the venue was "fulfilling its destiny at long last" http://bit.ly/Wn385i. The Toronto Star profiled the Mattamy Athletic Centre as "bright, innovative and uncharacteristically warm" http://bit.ly/10rYlGr.

Mustafa Koc, Sociology, spoke to CBC News about food economics and quinoa as the new super food http://bit.ly/Wmrtlw. The item also appeared in MSN News.

The Toronto Star profiled Ian MacBurnie and Harmony Village http://bit.ly/VtZh88

Cordelia Strube, a creative writing Instructor with the Chang School, appeared on CBC: The Sunday Edition discussing her new book *Milosz*. Listen: http://bit.ly/XeY95i

Nicholas Montgomery, DMZ spoke to the Marilyn Denis Show what to do with unwanted holiday gifts, an item pitched by Public Affairs, video: http://bit.ly/U7xmJT.

Greg Elmer spoke to Canadian Press about celebrities and ghost-tweeters. The item appeared in Maclean's http://bit.ly/10dCiSM, Montreal Gazette, Guelph Mercury, Ottawa Citizen, Windsor Star, CityNews, Global News, Huffington Post, National Newswatch, Canada.com, Toronto Star, Metro News, and Yahoo! News.

ACHR News profiled research on home energy use by **Russell Richman**, Architecture, an item pitched by Public Affairs http://bit.ly/XcdHqy. His research was also profiled by Yonge Street Media.

The Grid profiled alumna Meg Sinclair and her brand Muttonhead http://bit.ly/W9TJhK

Ben Barry appeared on CBC's the Lang and O'Leary Exchange discussing the business case for diversity in fashion. Video: http://bit.ly/XgMKIY.

The Brandon Sun reported that Chang School Dean **Gervan Fearon** was appointed Vice President Academic and Provost at Brandon University http://bit.ly/X2zIlb.

FLARE profiled the School of Fashion's 2012 Danier Design Challenge, an item pitched by Public Affairs http://bit.ly/XBdXlt.

Journalism student **Tanya Cruz** contributed a piece on Generation Y and body art to the Huffington Post http://huff.to/U0p0Fa

The Ottawa Citizen profiled the Rams men's basketball team http://bit.ly/10wlSpU

Chris MacDonald, TRSM, spoke to CTV News: Express about the Nortel fraud case verdict, as a faculty expert pitched by Public Affairs.

Brynn Winegard, TRSM, spoke to the Business News Network about tariffs and Canada-U.S. price differences. Prof. Winegard also appeared on CTV News Express discussing the launch of the BlackBerry 10 in Canada, as a faculty expert pitched by Public Affairs, video: http://bit.ly/XqkVYn. Other media appearances include on Yahoo! News discussing Coca-Cola's anti-obesity ad http://bit.ly/W5HX74, on CTV News Toronto regarding Target's arrival to Canada, and on Global News Toronto discussing Target and Walmart pricing.

Tim Sly, Occupational and Public Health, spoke to CBC News about the flu and public health, as a faculty expert pitched by Public Affairs. He was also quoted in Yahoo on the topic http://bit.ly/WL3xqE

Alex Gillis, Journalism, spoke to the Globe and Mail about plagiarism http://bit.ly/13uw53V

Ron Stagg, History, spoke to the Toronto Star about the role of social media in the Idle No More movement http://bit.ly/Vu9W3D

Research Chair **Greg Elmer** spoke to the Toronto Star about false news going viral http://bit.ly/XXdgH6. The item also appeared in Metro News.

Lisa Taylor, Journalism, spoke to the Toronto Star about plagiarism, as a faculty expert pitched by Public Affairs http://bit.ly/ZNaZdc. She also appeared on CBC Radio's Metro Morning discussing Toronto School Board Director of Education Chris Spence's resignation. Listen: http://bit.ly/10tWS2v

The Globe and Mail profiled **George Kapelos** and a collaborative exhibit at Department of Architectural Science http://bit.ly/13n2Cd3

Myer Siemiatycki, Politics, spoke to Inside Toronto and Newstalk 1010 about non-residents and municipal voting rights http://bit.ly/UO2EHw, as a faculty expert pitched by Public Affairs. He also spoke on the topic in the Toronto Star http://bit.ly/13kWNgb.

The Toronto Star quoted **Reg Noble**, Centre for Studies in Food Security, in an article about half of the world's food going to waste http://bit.ly/USolD2. The item also appeared in Metro News http://bit.ly/USolD2.

The Ottawa Citizen profiled fashion alumnus Lucian Matis http://bit.ly/SonmyT

The Montreal Gazette profiled **Hayden King**, Politics http://bit.ly/Y5hIUI. He was also featured in The First Perspective, and was quoted in a Chatham Daily News article on a possible native reserve in London http://bit.ly/YGkMqI; a similar article appeared in the London Free Press. He also spoke to CBC Radio's Ontario Today and CBC's The National about Idle No More.

Pamela Palmater, Politics, discussed the Idle No More movement with a number of media outlets, including the Toronto Star, Winnipeg Free Press, Ottawa Citizen, Regina Leader Post, Montreal Gazette, Calgary Herald, CTV News: Express, CBC Radio One and rabble.ca. She was also quoted in an American Business Journal article on aboriginal rights http://bit.ly/V2YoGM and published a blog in Commons Magazine on the topic of a movement to protect the Earth http://bit.ly/WwZ9EA.

Prepared by Marketing and Communications



BOARD OF GOVERNORS MEETING

20 March 2013 **AGENDA ITEM:** Ryerson Performance Indicators — March 2013 Report

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/lanagement

ACTION REQUIRED:

Information

SUMMARY:

This report presents a set of performance indicators that have been developed to provide annually updated measures of University performance over a wide range of issues of interest to the Board of Governors.

BACKGROUND:

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2011-12 data. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

Board of Governors 20 March 2013 Ryerson University Board of Governors Page 2

<u>Agenda Item</u>: Ryerson Performance Indicators — March 2013 Report

COMMUNICATIONS STRATEGY:

The Ryerson Performance Indicators — March 2013 Report will be disseminated broadly within the Ryerson community and posted on the University's website.

PREPARED BY:

Paul Stenton, Vice Provost, University Planning 12 March 2013

Board of Governors 20 March 2013

RYERSON UNIVERSITY

Ryerson Performance Indicators

March 2013

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Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2011-12 data.

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through Senate's Progress Indicators.

The Ryerson Performance Indicators provide technically sound measures that were chosen for their relevance, the reliability of underlying data, the ongoing accessibility to underlying data, and the clarity of what is measured. Nevertheless, care should be taken in drawing conclusions from these indicators. Cautions include:

- the Indicators only measure what is quantifiable and where data are available
- comparator information is based on standardized data and measures that reflect "average" universities
- comparators are not designed as benchmarks
- Ryerson is unique when compared to the program mix, enrolment and budgets of other Canadian universities

There are thirty-two Ryerson Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (5 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

Table A summarizes the indicators included in the report and the update schedule for each indicator. Table B identifies which indicators may be suitable for assessing progress on the University's strategic priorities: High Quality, Societally-Relevant Undergraduate and Graduate Programs, Student Engagement and Success, Learning and Teaching Excellence, SRC Intensity, and Reputation.

Comparator Groups

In order to provide a context for Ryerson's performance, the indicators have also been calculated where possible for groups of other universities. The comparator groups are not necessarily ideal comparators for Ryerson because the mix of programs offered at other institutions differs from that at Ryerson and/or they differ in size.

Ontario Universities

This comparator group includes all Ontario universities: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCADU, UOIT, Ottawa, Queen's, Ryerson, Toronto, Trent, Waterloo, Western, Wilfrid Laurier, Windsor, and York.

Canadian University Survey Consortium Graduating Student Survey Canadian Universities

This comparator group is only used for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2012 participants were: Brock University, Carleton University, Concordia University College of Alberta, Dalhousie University, Grant MacEwan University, Lakehead University, McGill University, Mount Royal University, Nipissing University, Redeemer University College, Ryerson University, Saint Mary's University, Simon Fraser University, St. Francis Xavier University, The King's University College, Thompson Rivers University Trent University, Trinity Western University, Tyndale University College and Seminary, Université de Moncton, Université de Montréal, Université de Sherbrooke, Université du Québec à Trois-Rivières, University of Lethbridge, University of Manitoba, University of New Brunswick, University of Northern British Columbia, University of Ontario Institute of Technology, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, University of Waterloo, University of Winnipeg, Wilfrid Laurier University, York University.

U.S. Peers

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2011, it includes participating public U.S. institutions that award at least 200 Master's degrees annually, have undergraduate enrolment of at least 10,000 full-time equivalent students, and are primarily non-residential (i.e., fewer than 25 percent of students live on campus): California Polytechnic State University-San Luis Obispo, California State Polytechnic University-Pomona, California State University-Northridge, Eastern Michigan University, Kennesaw State University, Middle Tennessee State University, San Jose State University, University of North Carolina Wilmington, University of South Alabama, University of Texas-Pan American, University of Texas at San Antonio.

Table A: Ryerson Performance Indicators Classification

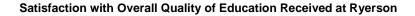
Desformance la diseitera hu Primer.	Figure	Update	Indicator May Provide Useful Information For Assessing:			
Performance Indicators by Primary Category		Schedule	Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial (Fall)	Х		х	Х
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Biennial (Fall)	Х		Х	
Applications : Registrants Ratio	1.3	Annual (Fall)	X		Х	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			Х
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	х	Х	
Percentage of Students Retained from Year I After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	Х		Х	
MTCU Graduation Rate	1.6	Annual (Fall)	Х		Х	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	Х		Х	
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	Х			Х
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	Х		Х	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	Х			
Total External Research Funding	1.11	Annual (Fall)	Х			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	Х	Х	Х	
Library Expenditures per FFTE Student	1.13	Annual (Summer)	Х	х	х	
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		Х	Х	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		х	Х	
Long Term Debt per FFTE Student	2.3	Annual (Summer)		Х	Х	
Endowment per FFTE Student	2.4	Annual (Summer)	Х	х	Х	Х
Ryerson University Endowment Fund	2.5	Annual (Summer)		х		Х
EFFECTIVE MANAGEMENT						
Student : Faculty Ratio	3.1	Annual (Summer)	X	Х	Х	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			Х	
Staff : Faculty Ratio	3.3	Annual (Summer)			Х	
Student : Staff Ratio	3.4	Annual (Summer)	Х	х	х	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		Х	X	
Facillities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		х	х	
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to University	4.1	Annual (Summer)		Х		Х
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		Х		Х
Annual Level of Donation Commitments	4.3	Annual (Summer)		Х		Х
Annual Level of Donations Received	4.4	Annual (Summer)		х		X
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5	Annual (Summer)	Х			Х

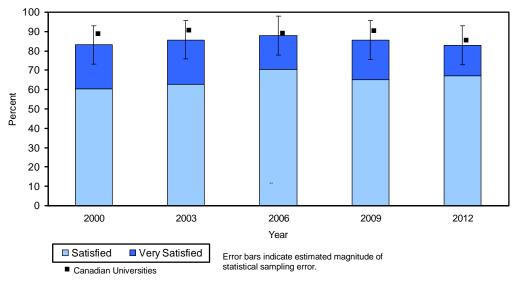
Table B: Ryerson Performance Indicators and Strategic Priorities

		Indicator May Provide Useful Information For Assessing Progress on the University's Strategic Priorities				
Performance Indicators by Primary Category	Figure Number	High Quality, Societally- Relevant Undergraduate & Graduate Programs	Student Engagement & Success	Learning & Teaching Excellence	SRC Intensity	Reputation
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Х	Х	Х		Х
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Х	х	х		Х
Applications : Registrants Ratio	1.3	Х				Х
Mean Entering Average from Secondary School	1.4	Х	Х			
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5		х			
Percentage of Students Retained from Year I After 1, 2, and 3 Years of Study	1.6		х	Х		
MTCU Graduation Rate	1.6	Х	х	Х		Х
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Х	Х	Х		X
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Х		Х		X
Percentage of Faculty with Doctoral Degrees	1.9	Х				
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10				х	
Total External Research Funding	1.11				Х	
Library Expenditures as Share of Total Operating Expenditures	1.12	Х	х	Х		
Library Expenditures per FFTE Student	1.13	Х	Х	Х		
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1					
Total Liabilities as Share of Total Assets	2.2					
Long Term Debt per FFTE Student	2.3					
Endowment per FFTE Student	2.4					Х
Ryerson University Endowment Fund	2.5					Х
EFFECTIVE MANAGEMENT						
Student : Faculty Ratio	3.1	х	х	Х		
Faculty Turnover Rate	3.2		х	Х	х	
Staff Turnover Rate	3.2		х			
Staff : Faculty Ratio	3.3			Х	х	
Student : Staff Ratio	3.4	Х	х			
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5					
Facillities Condition Index (Deferred Maintenance / Current Asset Value)	3.6					
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to University	4.1					Х
Annual Number of Non-Alumni Donors	4.2					Х
Annual Level of Donation Commitments	4.3					Х
Annual Level of Donations Received	4.4					Х
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5					Х

Strategic Direction Indicators

Figure 1.1





Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

National Survey of Student Engagement: Benchmark Summary Scores and Comparisons

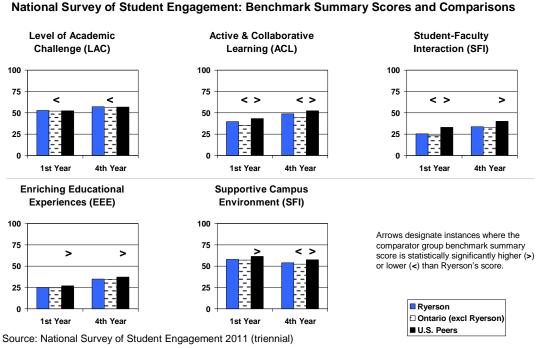
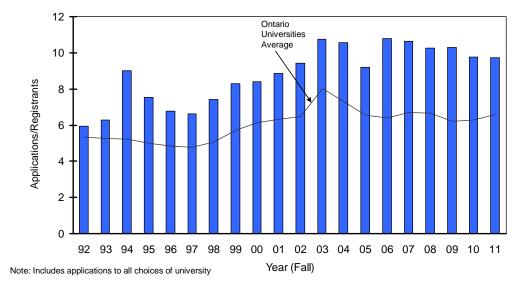


Figure 1.3

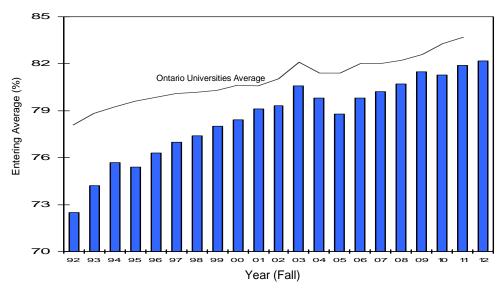
Applications: Registrants Ratio



Source: Ontario Universities' Application Centre

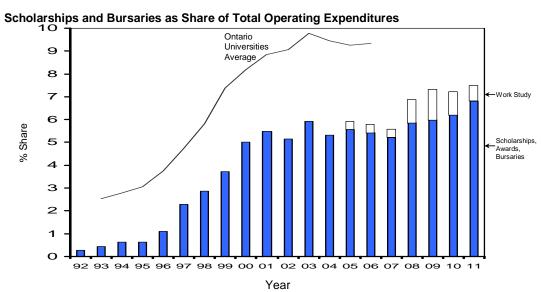
Figure 1.4

Mean Entering Average from Secondary School



Source: Ontario Universities' Application Centre; Ryerson Student Information System

Figure 1.5

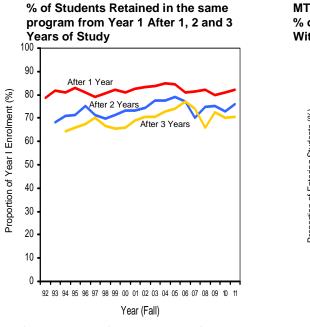


Workstudy component shown as white bars beginning in 2005-06.

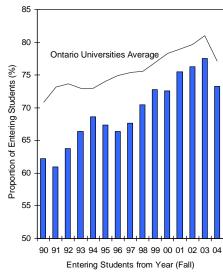
Note: Fiscal year beginning in year shown.

Sources: Maclean's Survey of Canadian Universities (prior to 2005-06), Ryerson Financial Services data

Figure 1.6



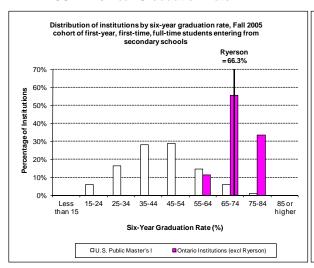
MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years



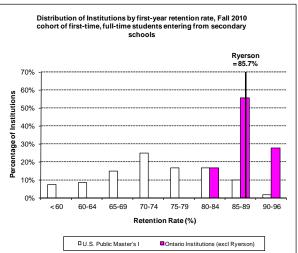
Sources: Ryerson Student Information System; Ministry of Training, Colleges and Universities

Figure 1.7

CSRDE 6-Year Graduation Rate



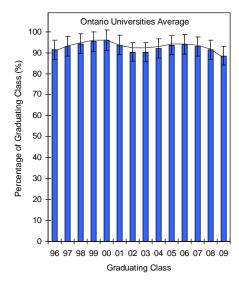
CSRDE First-Year Retention Rate



Source: Consortium for Student Retention Data Exchange (CSRDE)

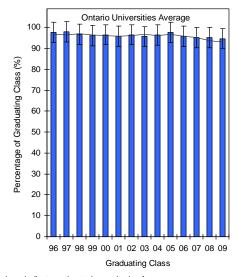
Figure 1.8

MTCU Employment Rate: 6 Months After Graduation



Source: Ministry of Training, Colleges and Universities

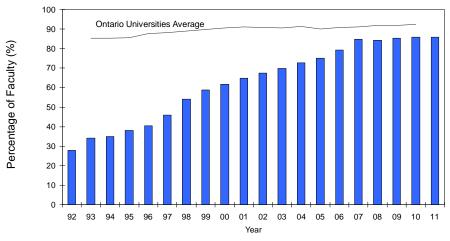
MTCU Employment Rate: 2 Years After Graduation



Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

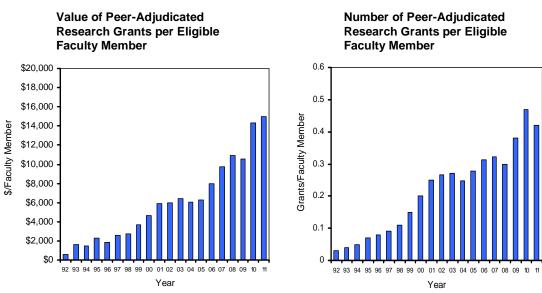
Percentage of Faculty with Doctoral Degrees



Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, and Nursing; Hospitality and Tourism Management excluded beginning with 1998

Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

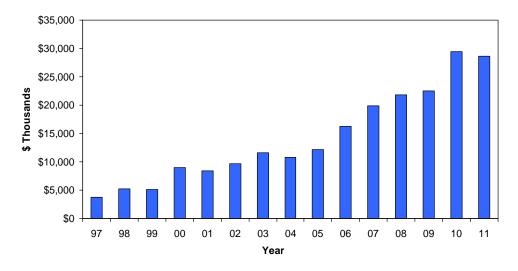


Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded rather than expenditures; fiscal year beginning in year shown

Source: Ryerson Office of Research Services data

Figure 1.11

Total External Research Funding

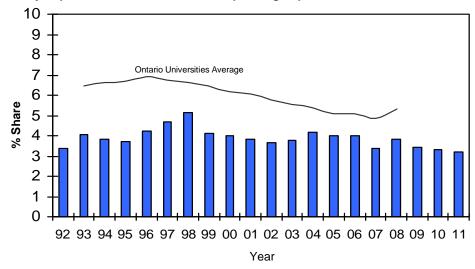


Note: Fiscal year beginning in year shown

Source: Ryerson Office of Research Services

Figure 1.12

Library Expenditures as Share of Total Operating Expenditures

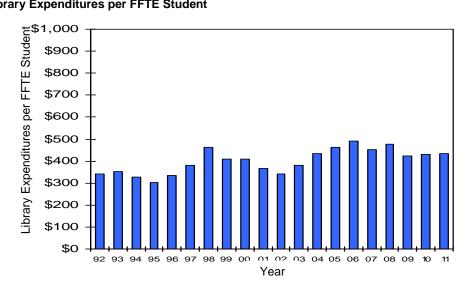


Note: Fiscal year beginning in year shown

Sources: Maclean's Survey of Canadian Universities (prior to 2005-06), Ryerson Financial Services data

Figure 1.13

Library Expenditures per FFTE Student



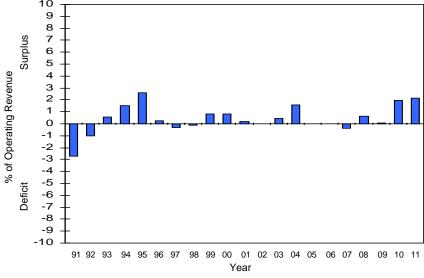
Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System

Financial Capacity Indicators

Figure 2.1

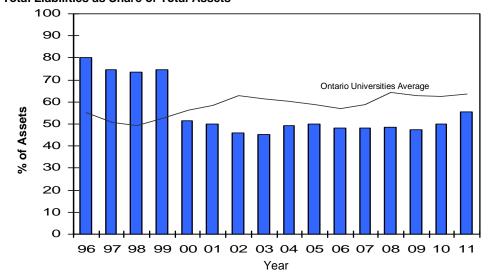




Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years. Source: Audited Financial Statements

Figure 2.2

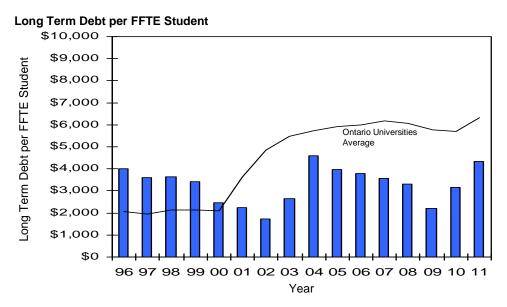
Total Liabilities as Share of Total Assets



Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

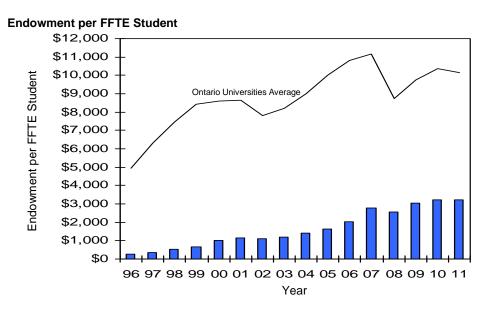
Figure 2.3



Note: Comparators exclude data for UOIT; FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities

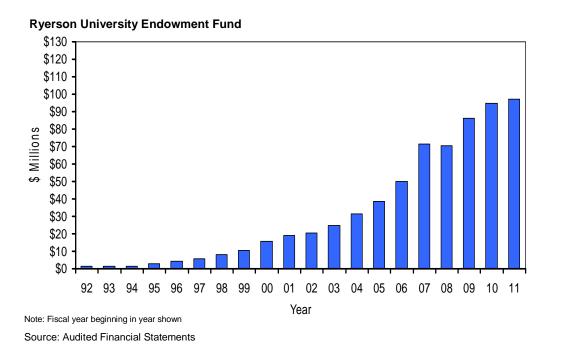
Figure 2.4



Note: FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

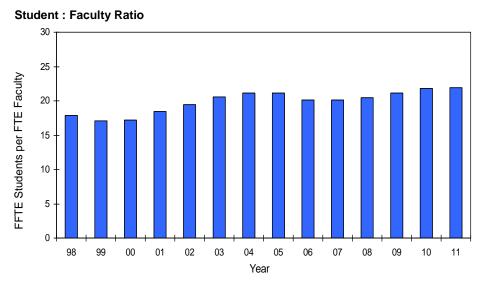
Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.5



Effective Management Indicators

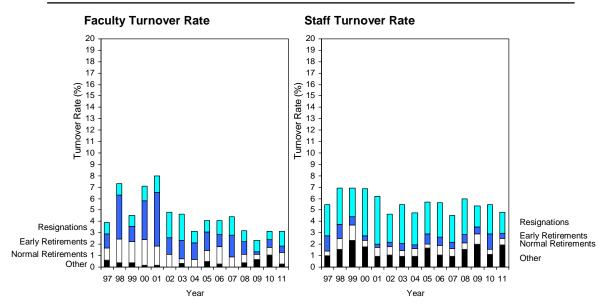
Figure 3.1



Note: Faculty comprises RFA affiliated with teaching departments <u>and</u> full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Continuing Education Division

Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

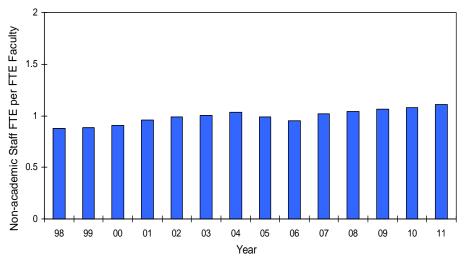


Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

Figure 3.3

Staff: Faculty Ratio

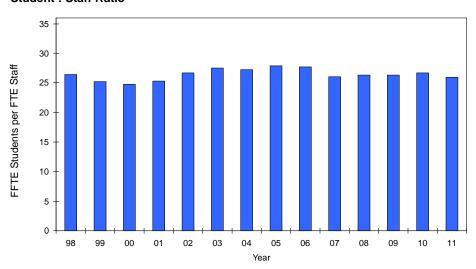


Note: Faculty comprises RFA affiliated with teaching departments <u>and</u> full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not

Source: Ryerson Human Resources data

Figure 3.4

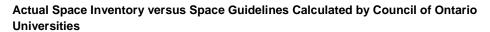
Student : Staff Ratio

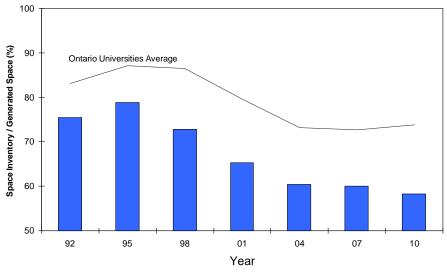


Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.5

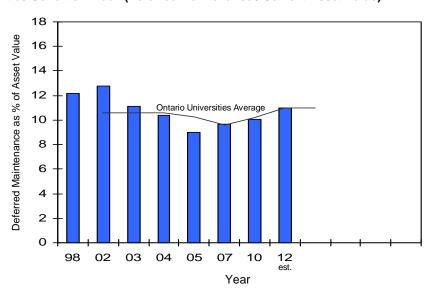




Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method Source: Council of Ontario Universities (triennial)

Figure 3.6

Facilities Condition Index (Deferred Maintenance / Current Asset Value)

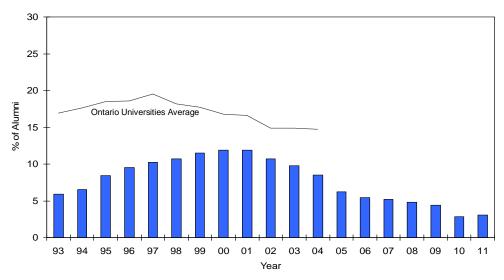


Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008 or 2009 Source: Council of Ontario Universities; Ryerson Campus Planning and Facilities (for 1998)

University Profile Indicators

Figure 4.1

Percentage of Alumni Who Made a Donation to University

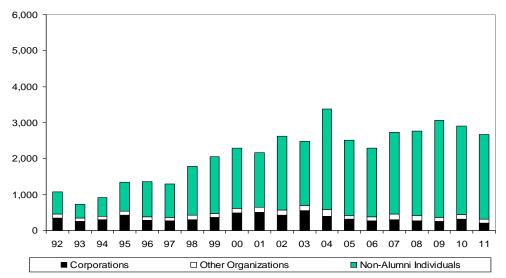


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Ryerson Office of University Advancement

Figure 4.2

Annual Number of Non-Alumni Donors

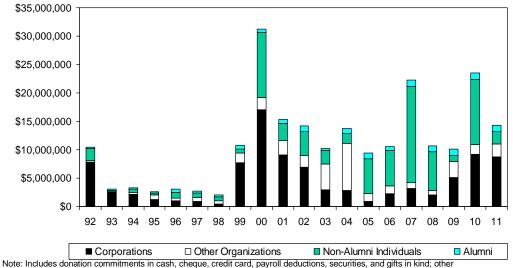


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations

Source: Ryerson Office of University Advancement

Figure 4.3

Annual Level of Donation Commitments

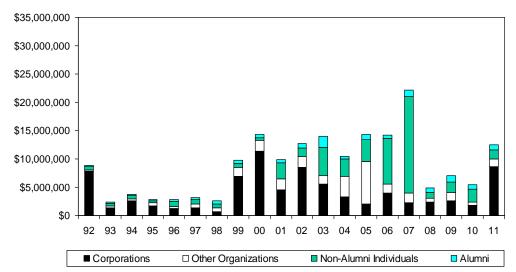


Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made

Source: Ryerson Office of University Advancement

Figure 4.4

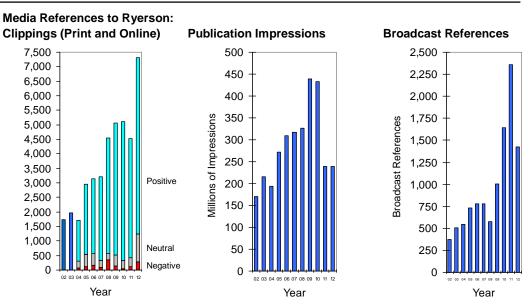
Annual Level of Donations Received



Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations

Source: Ryerson Office of University Advancement

Figure 4.5



Note: As of 2008, online clippings began to be tracked in addition to print clippings to reflect a shift occurring in the media landscape from print publications to online; impressions are calculated as a publication's circulation multiplied by the number of clippings; FP Infomart was engaged as Ryerson's clip provider in 2005 and uses a somewhat different database of sources than was the case previously.

Source: Ryerson Office of University Advancement

RYERSON UNIVERSITY

March 8, 2013

TO: Olga Payne

Secretary

Ryerson Election Procedures Committee

FROM: Catherine Redmond

Returning Officer

RE: Board of Governors' Election Report 2013

In accordance with the requirements of the Ryerson Election Procedures Committee of the Board of Governors, please find attached the following appendices:

Appendix A Tabulation of Votes

Appendix B Declaration of Returning Officer Appendix C Results in Order of Standing

Appendix D Voting Percentages

cc: Julia Shin Doi

General Counsel and Secretary of the Board of Governors

Rodney Diverlus President, RSU

Board of Directors, CESAR

Anver Saloojee President, RFA

Julia Hanigsberg

Vice President, Administration and Finance



BOARD OF GOVERNORS' ELECTION Friday, March 9, 2012

I hereby certify that the electronic and manual count for ballot tabulation is adequate for the requirements, and the result of the vote is shown hereunder.

STUDENTS

Names of Candidates (12) alphabetical order	<u>Vote Count</u>
Gagandeep Singh BHUMAK	98
Jonathon BIANCHI	182
Vladimir BUBLIK	351
Rajean HOILETT	443
Md. Sirajul ISLAM	78
Khatera NOOR	907
Melissa PALERMO	655
Mohammad Ebrahim POULAD	150
Muhammad Zahid RASHID	117
Ehab SHEHATA	32
Darren SHIVRAJ	660
Curtis YIM	763

TOTAL ELIGIBLE TO VOTE: 32,686

TOTAL BALLOTS SUBMITTED: 2,062

TOTAL VOTES CAST: 4,436

TOTAL DECLINED TO VOTE: 66



BOARD OF GOVERNORS' ELECTION Friday, March 8, 2013

ADMINISTRATIVE STAFF

Names of Candidates (2) alphabetical order		<u>Vote Count</u>
Branka HALILOVIC		153
Kareem RAHAMAN		111
TOTAL ELIGIBLE TO VOTE:	1,242	
Total Eligible to Vote Electronically:	1,191	
Total Eligible to Vote By Paper Ballot:	51	
TOTAL ELECTRONIC BALLOTS SUBMITTED:	257	
TOTAL ELECTRONIC VOTES CAST:	255	
TOTAL PAPER BALLOTS SUBMITTED:	10	
TOTAL PAPER VOTES CAST:	9	
TOTAL PAPER BALLOTS REJECTED:	1	
TOTAL VOTES CAST (both Electronic and Paper Ballot):	264	
TOTAL DECLINED TO VOTE:	2	

TEACHING FACULTY

Names of Candidates (9) alphabetical order	Vote Count
Alexandra ANDERSON	16
Kimberly BATES	16
Michelle DIONNE	72
Elizabeth EVANS	20
Alexander FERWORN	35
Chris MACDONALD	26
Peggy SHANNON	24
Kim VARMA	41
Eric de Noronha VAZ	5

TOTAL ELIGIBLE TO VOTE:	784
Total Eligible to Vote Electronically:	764
Total Eligible to Vote By Paper Ballot:	20
TOTAL ELECTRONIC BALLOTS SUBMITTED:	146
TOTAL ELECTRONIC VOTES CAST:	253
TOTAL PAPER BALLOTS SUBMITTED:	1
TOTAL PAPER VOTES CAST:	2
TOTAL PAPER BALLOTS REJECTED:	0
TOTAL VOTES CAST (both Electronic and Paper Ballot):	255
TOTAL DECLINED TO VOTE:	0



APPENDIX B

RYERSON UNIVERSITY BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 8, 2013

DECLARATION

I hereby declare the following candidates elected:

BOARD OF GOVERNORS – STUDENTS (3) COUNT	<u>VOTE</u>
Name of Successful Candidates	
Khatera NOOR	907
Curtis YIM	763
Darren SHIVRAJ	660
BOARD OF GOVERNORS - TEACHING FACULTY (2)	
Name of Successful Candidates	
Michelle DIONNE	72
Kim VARMA	41
BOARD OF GOVERNORS - ADMINISTRATIVE STAFF (1)	
Name of Successful Candidate	
Branka HALILOVIC	153

RYERSON UNIVERSITY

BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 8, 2013 <u>VOTE COUNT</u>

(A)	STUDENT CANDIDATES IN ORDER OF STANDING	
	1. Khatera NOOR	907
	2. Curtis YIM	763
	3. Darren SHIVRAJ	660
	4. Melissa PALERMO	655
	5. Rajean HOILETT	443
	6. Vladimir BUBLIK	351
	7. Jonathon BIANCHI	182
	8. Mohammad Ebrahim POULAD	150
	9. Muhammad Zahid RASHID	117
	10. Gagandeep Singh BHUMAK	98
	11. Md. Sirajul ISLAM	78
	12. Ehab SHEHATA	32
(B)	TEACHING FACULTY CANDIDATES IN ORDER OF STANDING	
	1. Michelle DIONNE	72
	2. Kim VARMA	41
	3. Alexander FERWORN	35
	4. Chris MACDONALD	26
	5. Peggy SHANNON	24
	6. Elizabeth EVANS	20
	7. Alexandra ANDERSON	16
	8. Kimberly BATES	16
	9. Eric de Noronha VAZ	5
(C)	ADMINISTRATIVE STAFF IN ORDER OF STANDING	
	1. Branka HALILOVIC	153
	2. Kareem RAHAMAN	111



RYERSON UNIVERSITY BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 8, 2013

VOTING PERCENTAGES

STUDENTS

Total eligible to vote:	32,686
Total Students Who Voted (this includes declined votes):	2,062
Percentage of eligible voters who voted:	6.3 %
TEACHING FACULTY	
Total eligible to vote:	784
Total Teaching Faculty Who Voted (this includes declined votes):	147
Percentage of eligible voters who voted:	18.8%
ADMINISTRATIVE STAFF	
Total eligible to vote:	1,242
Total Administrative Staff Who Voted: (this includes declined votes):	267
Percentage of eligible voters who voted:	21.5%