

BOARD OF GOVERNORS

Monday, April 29, 2013

Jorgenson Hall – JOR 1410

380 Victoria Street

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

AGENDA					
TIME		ITEM	PRESENTER	ACTION	PAGE
5:00	1.	IN-CAMERA DISCUSSION (Board Members Only)			1
5:15	2.	IN-CAMERA DISCUSSION (Senior Management Invited)			
	2.1	Ryerson Builds	Julia Hanigsberg Elisabeth Stroback	Information	7-16
	2.2	2013 Retreat Executive Summary	Phyllis Yaffe	Information	17-18
END OF IN-CAMERA SESSION					
5:30	3.	INTRODUCTION			
	3.1	Chair's Remarks	Phyllis Yaffe	Information	
	3.2	Approval of the April 29, 2013 Agenda	Phyllis Yaffe	Approval	
5:35	4.	REPORT FROM THE PRESIDENT	Sheldon Levy	Information	19-22
	5.	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	John Isbister	Information	23-26
	(a)	Introduction of Sri Krishnan, Interim Dean, Faculty of Engineering and Architectural Science			27
5:45	6.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information	28-29
	(a)	Call for Nominations for Appointment of Chair			
5:50	7.	DISCUSSION ITEMS			

	7.1	<u>Report from the Chair of the Finance Committee</u>	Michèle Maheux		30-85
	(a)	2013-14 University Budget	Sheldon Levy John Isbister Paul Stenton Janice Winton	Approval(s)	
6:50	7.2	<u>Report from the Chair of the Employee Relations and Pension Committee</u>	Chris Hilkene		86-140
	(a)	Ryerson Retirement Pension Plan Amendment Allowing Commuted Value Transfers into the Plan	Sheldon Levy Avner Levin	Approval	
	(b)	Ryerson Retirement Pension Plan Increase to the Annual Expense Budget	Sheldon Levy Avner Levin	Approval	
	(c)	Funded projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) January 1, 2013	Sheldon Levy Avner Levin	Information	
	8.	CONSENT AGENDA			
	8.1	Approval of the March 20, 2013 Minutes	Phyllis Yaffe	Approval	141-144
	9.	OTHER BUSINESS			
	10.	FOR INFORMATION			
	10.1	Ryerson Achievement Report			145-154
	11.	DATE OF NEXT MEETING – Executive Committee Meeting May 27, 2013			
7:30	12.	TERMINATION	Phyllis Yaffe		

MISSION STATEMENT

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Ryerson University

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

Guest Speaker Terry Grier – On March 12th we were privileged to welcome Terry Grier, Ryerson President Emeritus, as the first speaker in the Jack Layton Book Club series, with a talk on Jack Layton's *Political Journey: From the Classroom to National Icon*. Subsequent sessions will feature books that influenced Jack Layton's ideas throughout his career. The book club is an initiative of the Jack Layton Chair, co-sponsored by the Ryerson University Library and Archives.

Harry Rosen Research Commons – On March 18th Ryerson unveiled a plaque honouring Board of Governors member Harry Rosen for his contribution to the Institute for Stress and Wellbeing Research, Psychology Research and Training Centre. Announced in the 2012 Make Your Mark Campaign report, the gift is providing state-of-the-art technology and equipment for researchers, clinicians, and trainees studying stress and related disorders, supporting graduate and undergraduate research, and offering an environment for mentoring and academic interchange.

Fulbright Scholar – Ryerson has been awarded a prestigious scholarship with Daniel Guadagnolo, M.A. Communication & Culture, joining the Department of History at the University of Wisconsin, Madison with a six-year Fulbright scholarship supporting his research and doctoral studies.

Spring Convocation 2013 Honorary Doctorates – I am pleased to share the list of honorary doctorate recipients for Spring 2013, and extend thanks to everyone involved in preparing the nominations, and the Awards and Ceremonials Committee for its work. It has been a pleasure to connect with the nominees, who have accepted with enthusiasm and pride.

Faculty of Community Services

The Hon. Ken Dryden – Politician, lawyer, author, NHL goaltender; Doctor of Laws

Justice Murray Sinclair – Chair, Truth & Reconciliation Commission; Doctor of Laws

Faculty of Communication & Design

Sue Gardner – Executive Director, Wikimedia Foundation, Ryerson alumna; Doctor of Laws

Deepa Mehta - Film director and screenwriter; Doctor of Laws

Faculty of Engineering & Architectural Science

Anthony Haines – President & CEO, Toronto Hydro; Doctor of Laws

Ted Rogers School of Management

Diane Francis – Editor-at-Large for the National Post; Doctor of Laws

Justice Warren Winkler – Chief Justice, Ontario Court of Appeal; Doctor of Laws

The G. Raymond Chang School of Continuing Education

Judith Levkoe – YMCA executive, lifelong learner, Ryerson alumna; Doctor of Laws

Board of Governors Elections – The results of the Board elections held to date were announced on March 7th. I am pleased to welcome new Board members representing their constituencies: Michelle Dionne, Psychology, and Kim Varma, Criminal Justice and Criminology (teaching faculty); Branka Halilovic (administrative staff); and Ted Rogers School of Management students Khatera Noor, Darren Shivraj, and Curtis Yim. Alumni will elect their representative in summer 2013.

AVP Communications, Government and Community Engagement – On April 12th I announced the appointment of Erin McGinn as Assistant Vice-President, Communications, Government and Community Engagement. The position recognizes the pace of Ryerson accomplishments in undertaking an organizational re-alignment that strategically addresses the complexity, volume of activity, and our plans going forward. The AVP will advance a proactive and visible role for Ryerson advocacy with governments at all levels, including our role as city-builder, and work with members of the university to identify and promote ways to build Ryerson capacity and reputation. Since 2011, Erin has been executive director representing Ryerson in the relationship between the Mattamy Athletic Centre and Global Spectrum, and came to Ryerson in 2005 as director of the Office of the President, having held progressively senior roles in the Office of the Premier of Ontario and the Office of the Prime Minister of Canada. She formerly held the position of director of operations and government relations in the Office of the Vice-President, Research at the University of Toronto.

University Registrar – Charmaine Hack has been appointed Ryerson University Registrar beginning May 1st. The position oversees units including Undergraduate Admissions and Recruitment, Enrollment Services and Student Fees, Student Financial Assistance, Student Records, Curriculum Management, and Scheduling, and membership on university academic policy and planning committees such as Academic Standards, Academic Policy and Governance and Senate. Currently executive director of Undergraduate Admissions and Recruitment, Charmaine joined Ryerson in 1989, and has represented staff for two terms on the Board of Governors. She holds a BA from the University of Toronto and a Masters in Education from the Ontario Institute for Studies in Education (OISE).

MAC Conference - The inaugural Management & Confidential Employees (MAC) Conference held on March 19th was a resounding success, with 80% registration within one day and a full house of 150 participants. The agenda offered a half-day of professional development and networking, and featured three concurrent sessions led by Ryerson experts: *The Ethics of Leadership* (Chris McDonald, Director, Jim Pattison Ethical Leadership Education and Research Program), *Inclusion-Access Ryerson, Beyond the AODA* (Heather Willis and Melanie Panitch, Co-chairs, Access Ryerson Advisory Committee), and *Enabling Innovation* (Valerie Fox, Executive Director, Digital Media Zone). A special highlight was recognizing the first recipient of the *Linda Grayson MAC Achievement Award* – Susan Vercruysse, Associate Director, Recruitment, Communications & Client Services. Congratulations and thanks to Vice-President Administration and Finance Julia Hanigsberg and her wonderful team for an important initiative engaging a distinctive Ryerson leadership group.

Ryerson Awards – The following recently announced awards add to the list provided to the Board at the last meeting and the Linda Grayson Award above, and were presented at the 2nd Annual Ryerson Awards Night on April 4th:

President's Blue and Gold Award of Excellence (one individual and one team):

- Diane Winiarz, Director of Client Services, Financial Services
- Digital Education Strategies team, G. Raymond Chang School of Continuing Education – led by director Naza Djafarova, the team consists of instructional designers, production and video editors and administrative co-ordinators: Mariam Ahmed, Nadia Desai, Ilya Emilianov, Maureen Glynn, Jenni Hayman, Dan Jokinen, Igor Karasyov, Ya-Yin Ko, Yueh-Chin Ma, Brian Nammari, Daniil Novikov, Sushila Parikh, Emily Payne, Nada Savicevic and Leonora Zefi.

Alan Shepard Equity, Diversity and Inclusion Award of Excellence was presented for the first time this year to:

- Ellen Hibbard, PhD candidate, Communications and Culture
- Rona Abramovitch, Ryerson Advisor on Outreach and Access
- Anti-Racism Coalition (ARC) – accepting the award were current co-chairs Marwa Hamad of the Ryerson Students' Union and Professor Jennifer Clarke from the Ryerson Faculty Association; Professor Doreen Fumia, the founding chair of ARC; Professor Tariq Amin-Khan, who provided leadership as ARC chair when the Anti-Racism Task Force was implemented; and Carol Sutherland, who was the ARC OPSEU representative.

Discover Ryerson – During March Break we welcomed over 5,000 prospective students and their families to campus. Over 4,000 visitors registered for the Discover Ryerson program held on Thursday, March 14th which featured three distinct parts: the Morning Display Fair held at the Mattamy Athletic Centre at the Gardens, where 2,800 visitors were counted coming up the escalators; the Residence and Campus Tour taken by 2,600 visitors; and the specific Academic Program Sessions, attended by 2,550 visitors meeting with faculty, staff and current students. Over the rest of the week, more than 1,000 visitors took Campus Tours that were enhanced this year to include an introductory Welcome Session featuring a DMZ panel, a Student Services session focusing on Orientation, and an Alumni panel. Special thanks to Admissions & Liaison for leadership and coordination, and to everyone in the university community for showcasing the university and welcoming our guests and prospective students with hospitality and distinction.

Annual Athletic Awards – The annual celebration of our student-athletes took the roof off the Mattamy Athletic Centre with its rousing spirit and celebration of an outstanding season. Six of eight CIS teams made the post-season this year; we had 3 CIS All-Canadians, 14 OUA All-Stars, 11 OUA individual medals, and 5 major OUA Award winners including 3 Rookie of the Year, and Alice Lu (fencing) named Coach of the Year for the second time in three seasons. The H.H. Kerr Female Athlete of the Year is Joanna Kolbe (fencing, 3rd Yr Computer Science), and the Ryersonian Male Athlete of the Year is Aaron Best (basketball, 2nd Yr Business Management). Ryerson Varsity athletes continue to show exceptional leadership in community and charitable events and initiatives, in particular mentoring and coaching children from neighbouring schools.

Architecture Award for RIC – Diamond Schmitt Architects Inc. has been named the recipient of an Ontario Association of Architects (OAA) design excellence award for the Ryerson Image Centre/School of Image Arts, with special mention of the exterior double-skin glass cladding that conceals the LED lighting system.

Ryerson On the Air – The RTA School of Media and Rogers TV have partnered on a project that will bring programs produced by students to Cable stations 10 & 63 at various times across the schedule [see <http://ow.ly/jWmZ7>]. Showcasing the best content created entirely by Ryerson students, the partnership is designed to enhance student learning and production experience, and to offer the public access to student-produced documentaries, dramas, comedies, current affairs, children's programming, and more, much of it with local content and community value.

Blue & Gold Ball – On March 28th home ice at the Mattamy Athletic Centre was the venue for a revival of the Ryerson tradition that was the social event of the year in the 1950's and 1960's. Lead organizer and former Board member Tracy Leparulo headed a student team that filled the space with music, glamour and spirit. Almost 40 students groups and associations performed around the arena bringing to life past performances in the Gardens including hit songs from

artists such as Elvis, The Beatles, The Rolling Stones, Stevie Wonder, Michael Jackson and Madonna. The event was enthusiastically supported by the students, and a perfect place to rock “our house” at the end of the academic year.

from the President’s Calendar

March 13, 2013: Ryerson hosted the Hon. Dr. Reza Moridi, our new Minister of Research and Innovation, on a visit to campus and the Digital Media Zone. Having served as a member of the Ryerson Medical Physics program Advisory Council, Dr. Moridi knows the university well and it was a pleasure to welcome him back.

March 14, 2013: A number of Ryerson colleagues attended lunch at The Empire Club to hear an address given by His Excellency Jean-Marc Ayrault, Prime Minister of France. The event was sponsored by The Hon. George and Dr. Helen Vari Foundation, and it was a privilege to be seated with Helen Vari, former member of the Board of Governors.

March 18, 2013: Grant Humes, Executive Director, Toronto Financial District BIA came to campus to share the goals and plans of the newly-formed organization dedicated to the advancement of one of our most identifiable neighbourhoods. It is always great to welcome discussions on city-building and to know that Ryerson is recognized as a valued partner.

March 25, 2013: At the Canadian Council of Chief Executives Conference, I was a member of a panel entitled *Crossing the Chasm: Improving the Transition from School to Work* moderated by Steve Paikin, host of TVO’s *The Agenda*.

March 26, 2013: Ryerson was featured at the Toronto Region Board of Trade breakfast with a presentation entitled *An Evolution in Postsecondary Education: Young Entrepreneurs Take the Lead*, in which I introduced and interviewed four CEOs from DMZ.

March 27, 2013: Member of Parliament Justin Trudeau, newly-chosen leader of the Liberal Party of Canada, visited the Digital Media Zone to meet with entrepreneurs, including Brennan McEachran, HitSend founder and CEO whose feedback forum *SoapBox* was used on Justin.ca during the leadership campaign.

March 28, 2013: Ryerson hosted a visit to campus by Admiral (Retd) Nirmal Kumar Verma, India’s High Commissioner in Canada.

April 4, 2013: It was a privilege to be asked to speak at the TDSB Toronto Sport Leadership Program Graduation.

April 5, 2013: Ryerson hosted a visit from Strathmore University, Kenya following up on contacts made at last year’s special Convocation

April 9, 2013: Ryerson welcomed representatives of the Canadian Arab-Jewish Leadership Dialogue Group, accompanied by the Hon. Julian Fantino, federal Minister of International Cooperation, for a tour of the RIC Gallery.

April 17, 2013: New York-based think tank Intelligent Community Forum (ICF) made a site visit to the Ryerson DMZ as part of Toronto making the short list in the running for ‘the world’s most intelligent community’ [see <http://bit.ly/16ZN51E>].

April 20, 2013: It was an honour to be invited by the Sikh Foundation of Canada to deliver the keynote address at the 16th Annual Centennial Gala held at the Royal Ontario Museum recognizing the achievements of leaders from the business, health and social sectors.

Toronto Region Board of Trade events attended:

March 25, 2013: Andrea Horwath, Leader of the Ontario New Democratic Party

April 8, 2012: Kathleen Wynne, Premier of Ontario

A note of thanks – It has been a great experience to serve the university as Interim Provost and Vice-President Academic, and my thanks are extended to the members of the Board for support and partnership in a remarkable year of Ryerson development and strength. I look forward to working with Mohamed Lachemi in continuing our efforts on behalf of our students and scholars, our campus community and the city we are helping to build with quality and distinction.

APPOINTMENTS

- *Dr. Sridhar Krishnan*, Department of Electrical and Computer Engineering, has been appointed Interim Dean, Faculty of Engineering and Architectural Science (FEAS), effective May 1st, 2013. Currently Associate Dean (research, development and graduate programs), Dr. Krishnan is an academic leader, accomplished researcher and experienced administrator, having held the positions of Assistant Chair, Graduate Program Director and Chair. He was recently renewed as a Tier 2 Canada Research Chair in Biomedical Signal Analysis, pioneering physiological analysis in the diagnosis of injuries and illnesses.
- *Victor Yang*, Department of Electrical and Computer Engineering, has been renewed as a Tier 2 Canada Research Chair in Bioengineering and Biophotonics, to continue the development of optical non-contact imaging techniques for high-precision surgical procedures.
- *Dr. Joseph Chow*, Department of Civil Engineering, has been appointed a Tier 2 Canada Research Chair in Transportation Systems Engineering, and will develop a first-of-its-kind model in the CUE integrating mobile and embedded computing systems to facilitate information flow among travellers, the transit system and businesses.

ACADEMIC DEVELOPMENT

- *Concurrent Ryerson B.A. in Early Childhood Studies and York University B.Ed.* – Beginning in Fall 2013 with an initial cohort of 45 students, the 5-year program is the first of its kind in Canada. Students will earn two credentials and will be qualified to teach at kindergarten, primary and junior levels. The program will be housed at Ryerson with York faculty teaching courses on site, and particularly responds to the needs of full-day kindergarten.
- *B.A. in Sport Media* – At its meeting on March 8th, Senate approved the Bachelor of Arts in Sport Media. The interdisciplinary program, which will be housed in the RTA School of Media, would be the first of its kind in North America to offer sport media with a business minor option. In addition to existing RTA courses, the curriculum would include new courses designed for the program and courses offered by the Ted Rogers School of Management.
- *Department of Electrical and Computer Engineering Research Internship Program* – A new program being launched for undergraduate students in electrical, computer and biomedical engineering will provide the opportunity to conduct supervised research assigned by faculty

members over the summer. Students will gain critical knowledge and research skills working in close interaction with faculty members and graduate students, and may also publish research findings in scientific journals and conference proceedings. Students are being invited to apply for 16 research projects to be undertaken from May 15th to August 15th.

PARTNERSHIP

- *Hydro One Women in Engineering University Partnership* – On March 8th Hydro One announced a \$1.4 million investment over four years, in partnership with Ryerson University, the University of Ontario Institute of Technology, University of Waterloo and Western University to increase the number of women in the sciences and engineering. The initiative includes outreach activities at the elementary and secondary school level, mentoring and networking for undergraduates with female engineers currently working in the field, and support for graduates as they transition into the workforce.
- *Beijing Film Academy* – On April 8th, Ryerson signed a memorandum of understanding (MOU) with the Beijing Film Academy, the only Chinese institution of higher education specializing in film, that counts some of China's best known film makers among its alumni. The MOU is the starting point for future opportunities for student exchanges and multidisciplinary research collaboration. While the MOU will focus on programs in the Faculty of Communication & Design, particularly with the School of Image Arts, it will also facilitate other relevant collaborative activities at the university level.

ACHIEVEMENTS & DISTINCTIONS

- *Dr. Martin Antony*, Chair, Department of Psychology, received the Toy Caldwell-Colbert Award for Distinguished Educator in Clinical Psychology from the American Psychological Association Society of Clinical Psychology, recognizing excellence in mentoring clinical psychology graduate students, interns, postdoctoral fellows and junior faculty.
- *Dr. Hesham Marzouk*, Department of Civil Engineering, has been named a Fellow of the American Concrete Institute (FACI) at the Spring 2013 ACI Convention for his dedicated academic leadership, extensive record of research and publications, contributions to association activities, and advancement of state-of-the-art concrete structural behaviour.
- *Dr. David Naylor*, Department of Mechanical and Industrial Engineering, will be named a Fellow of the Canadian Academy of Engineering at the upcoming Annual General Meeting. The award recognizes the contributions of Canada's most experienced and outstanding engineers to the economy of Canada and the well-being of Canadians.
- *Haskayne 24-Hour MBA Case Competition* – The Ryerson TRSM team of Ahmed El-Khuffash, Andrew Kuglin, Katie Severs and Boaz Sudai won 2nd Place competing on March 9th in Calgary with 16 student teams, including competitors from schools in Ohio and Hong Kong. The “Help Wanted” theme asked students to develop strategies for Alberta’s energy industry.
- *Enactus (SIFE) Regional Champions* – On March 11th, the Ryerson TRSM team competed against 23 universities in Central Canada, winning the TD Entrepreneurship Challenge, the Capital One Financial Literacy Challenge, and the Scotiabank Eco Living Green Challenge. The team goes on to the national competition May 6th-8th.

- *HEC MBA Sustainability Case Competition* – On March 16th in Montreal the Ryerson TRSM team of Hilary Green, Kristen McLean, Andra Popescu and Angelic Vendette won 3rd place addressing the question “Should Air Canada integrate biofuels in its operations?” The team won their division among 12 international teams to advance to the final.
- The *Governor General’s Caring Canadian Award* was presented by the Right Honourable David Johnston to Evan Kosiner, RTA School of Media ’12 and DMZ entrepreneur, for his work as co-founder of Skate to Great, a charity that collects skates for underprivileged children. The ceremony took place in mid-March at the 2013 ISU World Figure Skating Championships. In February, Skate to Great teamed up with Courage Canada to host the first-ever national blind hockey tournament at the Mattamy Athletic Centre at the Gardens.
- The *Ontario Community Newspaper Association’s 2012 Better Newspapers Competition* announced its winners on March 22nd, and Ryerson won awards in every postsecondary category: 2nd place Best College/University Website – *The Ryersonian*; 3rd place College & University General Excellence – *The Ryersonian*; 1st place Student Photography – Joelle Tomlinson; Student Feature Writing: 1st place Otiena Ellwand and 3rd place Katherine Engqvist; and Student News Writing: 1st place Katia Dmitrieva and 3rd place Sarah Robinson.
- *International Foundation of Fashion Technology Institutes* – At the 15th IFFTI conference in Los Angeles from April 4-5th the Ryerson School of Fashion won awards in all competition categories: Dr. Ben Barry won the Junior Faculty Category Award for his paper *The New Fashion Icons: An Exploratory Study of American and Chinese Women’s Consumer Response to Diverse Models in Fashion Advertising*; Master’s student Ivonne Serna won the Research Students Category Award for her paper *A Study of Mobile Marketing in the Fashion Industry*; and undergraduate students Trista Capitano, Kate O'Reilly, Kristina McMullin, and Rachel Walker received the Student Competition Category Award for their *Reebok Ree-form* design.
- The *Ontario Hospitality Institute Top 30 Under 30* is an annual recognition program celebrating leading young professionals in the hospitality and food service industry. The 2013 list includes three Ryerson alumni: Amanda Bayly (BComm ’10), Senior Events Coordinator, Oliver & Bonacini; Natalie Anne Ciarallo (BComm ’11), Events Manager, TD Bank Wealth Management; and Vivian Fleet (MAsc ’10, BSc ’07), Sustainability Officer, Metro Toronto Convention Centre.
- *Library Award* – On April 16th the Canadian Library Association announced that Ryerson was the recipient of the 2013 Award for Innovation Technology for the *RULA Book Finder*. The application allows the Ryerson community to find and retrieve books with ease by providing the exact shelf location of items that are searched in the library’s catalogue. The award is given in recognition of the ground-breaking use of technology in providing library service.
- *Extreme Redesign Contest* – Ryerson Architectural Science students earned two of the top three prizes in the College Engineering category of the ninth annual Stratasys Extreme Redesign 3D Printing Challenge. The global contest invites innovative product design, a redesign of an existing product, or an original work of art or architecture, with scholarships awarded for winning designs. Fourth-year students Sandra Wojtecki and Helena Skonieczna won 2nd Place for Multi-Rack, an unconventional dish rack; and Sivan Arbel and Julia Mozheyko won 3rd Place for a compartmentalized Snack Cup.

RESEARCH IMPACT – recent examples

Where no one speaks your language – It can be intimidating to go somewhere where you do not understand what is happening around you. Now, imagine experiencing that situation when you're only two or three years old. With more than 50 per cent of children in the TDSB speaking a language other than English at home, Dr. Roma Chumak-Horbatsch has written a book for professionals working with children who arrive with little or no proficiency in the language of program delivery. The first of its kind in Canada, the best-selling book *Linguistically Appropriate Practice: A Guide for Working with Young Immigrant Children* helps early childhood professionals create multilingual and multi-literacy environments where diversity comes to life and all children are encouraged to share and explore their languages. Examples of LAP activities include bilingual name cards – written in both English and children's home languages – as well as counting and singing in children's home languages. The Linguistically Appropriate Practice (LAP) system is being implemented in childcare centres and full-day kindergarten classrooms in Ontario, Saskatchewan, British Columbia, Prince Edward Island, Massachusetts, Japan and Norway.

One of the top supercomputing groups in Canada – Dr. Seth Dworkin, Department of Mechanical and Industrial Engineering, is using *SciNet*, Canada's largest supercomputing facility, to develop clean combustion technologies to combat global climate change. With a \$250,000 grant from the Canadian Foundation for Innovation and Ontario Research Fund, and support from Ryerson, 700 state-of-the-art IBM Sandy Bridge processors have been installed at *SciNet*; and with access to an additional 1,500 *SciNet* processors, the acquisition makes the team one of the top supercomputing groups in Canada. Six graduate students are using the technology to develop complex algorithms and run engine simulations aimed at reducing engine emissions leading to smog, a cause of lung disease and arctic thawing, and soot, the second-largest contributor to climate change after carbon dioxide. Reducing emissions would also provide cleaner energy for aircraft and ground vehicles, and the work has attracted the partnership of the automotive industry. The research is being presented in April at the Society for Industrial and Applied Mathematics International Conference on Numerical Combustion in San Antonio, Texas.

Segregated bike lanes for safety – Dr. Anne Harris, School of Occupational and Public Health, is lead author of a landmark study on the risk of injury due to the lack of cycling infrastructure in large urban centres. The study, inspired by the benefits of cycling healthy and active citizens, looked at the incidence of injury relative to factors such as vehicle speed, shared bike lanes, and road conditions. The researchers, all avid cyclists, interviewed 690 cyclists injured in downtown Toronto and Vancouver between May 2008 and November 2009. All of the cyclists had sought medical attention at emergency departments, with 479 injured along roads or paths and 211 injured at intersections. Researchers asked the cyclists to describe the route and their injury, then gathered details on the sites and conducted statistical analysis on the relationship of infrastructure to injury, with the results demonstrating the need for transportation planners to segregate cyclists from motor vehicle traffic more effectively. The study was co-authored by researchers from the University of British Columbia, University of Minnesota, Simon Fraser University, the University of Toronto, St. Michael's Hospital, and the University Health Network. The study was funded by the Heart and Stroke Foundation of Canada and the Canadian Institutes of Health Research and published in the journal *Injury Prevention*.

ACADEMIC ADMINISTRATIVE APPOINTMENT

Sri Krishnan, Interim Dean, Faculty of Engineering and Architectural Science

Sri begins his one-year term as the Interim Dean, Faculty of Engineering and Architectural Science on May 1, 2013. Currently the Associate Dean (research, development and graduate programs), Sri brings to this position extensive experience and outstanding skills in academic administration. He joined the Department of Electrical and Computer Engineering in 1999 as an Assistant Professor, and has held the positions of Assistant Chair (research and graduate studies), Graduate Program Director, and Chair.

Sri was instrumental in founding the undergraduate degree program in biomedical engineering, the first of its kind in Canada. He oversaw the launch of several new program options in electrical engineering, fostered numerous international collaborations and industry partnerships, and he played a pivotal role in establishing the faculty's Research and Innovation Office (RiO). Sri was recently renewed as a Tier 2 Canada Research Chair in Biomedical Signal Analysis, pioneering physiological analysis in the diagnosis of injuries and illnesses.



BOARD OF GOVERNORS MEETING
April 29, 2013 Meeting

In Camera

AGENDA ITEM: *Protocols for the Election of the Chair and Vice Chair of the Board*

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

The current Chair's term will expire at the May 2013 Board meeting and the current Vice Chair's term will expire at the June 2013 Board meeting. So that the leadership of the Board continues, the By-laws require the following:

April Board Meeting

- Call for nominations for Chair

May Board Meeting¹

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

June Board Meeting

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

BACKGROUND:

The election of the Chair and Vice Chair occurred in 2010. The current term for both Chair and Vice Chair positions will be completed in 2013 and the By-laws require an election of both positions.

Pursuant to Section 12.1 of the By-laws, the Secretary shall declare nominations to be open to fill the position of Chair at the regular Board meeting held in the month of April every three years. Nominations for the position of Chair shall be accepted by the Secretary at a specified time at the next following regular Board meeting held in the month of May.

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

PREPARED BY:

Name: Julia Shin Doi, General Counsel and Secretary of the Board of Governors

Date: April 29, 2013

¹ An Executive Committee, acting on behalf of the Board, and with all Board members invited, is scheduled to meet on May 27, 2013. At that meeting the Election of the Chair and the call for nominations of the Vice Chair will take place, thereby satisfying the requirements of the Board By-laws Article 12.

BOARD OF GOVERNORS MEETING - APRIL 29, 2013

AGENDA ITEM: 2013-14 University Budget

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: The recommended University Budget for 2013-14 is a balanced budget. It promotes the University's five strategic priorities: high quality, societally relevant undergraduate and graduate programs; student engagement and success; learning and teaching excellence; scholarly, research and creative (SRC) activity; and, reputation enhancement.

BACKGROUND:

The 2013-14 Budget continues the momentum on the University's strategic priorities. To balance the budget, while supporting these strategic priorities and covering inflationary costs and salary costs, it is recommended that: overall average tuition fees increase by 3% in 2013-14, there be a 3% across-the-board base budget reduction, and strategic budget allocations of \$3.0 million in base expenditures and \$11.0 million in OTO expenditures.

COMMUNICATIONS STRATEGY:

N/A

PREPARED BY:

Name: Paul Stenton, Vice Provost, University Planning
Janice Winton, Assistant Vice-President, Financial Services
Date: April 23, 2013

APPROVED BY:

Name: John Isbister, Interim Provost and Vice President, Academic
Julia Hanigsberg, Vice President Administration and Finance
Date: April 11, 2013

2013-14 Budget Priorities and Expenditures

Board of Governors

**Ryerson University
April 29, 2013**

Overview

I. 2012-13	Page
Progress Report on 2012-13	3
II. 2013-14 Budget	
2013-14 Operating Budget Context	8
2013-14 Operating Budget: Incremental Revenue	19
2013-14 Operating Budget: Strategic Priorities	25
2013-14 University Operating Budget	32
2013-14 University Consolidated Budget	34
III. 2013-14 Fees	
2013-14 Fees Schedule	38

I. 2012-13

Progress Report on 2012-13

Overview of Enrolments for 2012-13

ENROLMENT (Undergraduate FTEs; Fall Graduate FTEs)			
Budgeted	Estimated Actual	Difference	Comments
Undergraduate 26,734	27,548	+814 or 3.0%	Increase in intake beyond target levels and retention.
Graduate 1,769	1,749	-20 or -1.1%	Enrolment remains slightly above funded levels.

Year-end Status of Expenditures and Revenues for 2012-13

OPERATING EXPENDITURES

Expenditures within Budget.

OPERATING REVENUES

\$11.0M April 2013 additional year-end OTO funds (net of direct costs)

\$0.9 M MORE THAN PREVIOUS YEAR LEVEL

\$10.1M April 2012 OTO year-end funds (net of direct costs)

Strategic Priorities 2012-13

High quality, societally relevant undergraduate & graduate programs	<ul style="list-style-type: none">• Successful launch of undergraduate programs in Environment & Urban Sustainability and History.• Six undergraduate programs with high level of applications to be implemented Fall 2013 implementation.• Masters program in Digital Media to be implemented Fall 2013.
Student engagement and success	<ul style="list-style-type: none">• Successful pilot of the Digital Experience term in Summer 2012.• Joint Mental Health project between Ryerson and OCAD underway.
Learning & teaching excellence	<ul style="list-style-type: none">• Curriculum renewal framework implementation underway.• Institutional Quality Assurance Process implemented.• Teaching about Diversity Fund launched.
Scholarly, Research and Creative Activity	<ul style="list-style-type: none">• New Canada Research Chairs (CRCs) in Transportation and Digital Media.• Industry-supported Chair in Social Innovation and Entrepreneurship and University Chair in Indigenous Governance established• Biomedical Science and Engineering research partnership with St. Michael's Hospital
Reputation enhancement	<ul style="list-style-type: none">• Ryerson Image Centre and Mattamy Athletics Centre opened.• New partnerships include IIT-Delhi, India; University of California; Tsinghua University, China; Strategic strategic missions to Brazil, India, China.

2012-13 Core Performance Measures

Indicator	Short-term Objective	Current level (Results)	April 2012 level	Short-term Target	Time-frame	Long-term Objective
High Quality, Societally-Relevant Undergraduate and Graduate Programs						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	81.4% (2010)	81.4% (2010)	81% - 86%	2013-14	↔
GPSS: Overall rating of the quality of graduate programs* (triennial)	●	81.4% (2010)	81.4% (2010)	81% - 86%	2013-14	↔
Fall FTE as Share of Target	●	100% (2012)	100% (2011)	100%	2012-13	↔
Master's Doctoral	●	100% (2012)	100% (2011)	100%	2012-13	↔
Student Engagement and Success						
Percentage of students retained from Year 1 after 1 Year	●	85.7 (2011)	85.7% (2011)	84% - 88%	2012-13	↔
CSRDE 6-Year Graduation Rate	●	70.0% (2011)	66.3% (2011)	68% - 72%	2013-14	↔
Master's Completion Rates within 3 years	●	88.9% (2012)	89.8% (2011)	90%	2012-13	↔
Learning and Teaching Excellence						
NSSE: Providing the support students need to succeed academically (triennial)	●	65.0% (2011)	65.0% (2011)	63% - 68%	2014-15	↑
SRC Intensity						
Value and number of peer-adjudicated research grants per eligible faculty member	●	\$15,014 (2011) 0.42 (2011)	\$14,287 (2010) 0.47 (2010)	\$15,000 0.5	2015-16 2015-16	↑ ↑
Total External Research Funding	○	\$28.6M(2011)	\$29.5M (2010)	\$32M	2015-16	↑
Reputation						
Mean entering average from secondary school	●	82.2% (2012)	81.9% (2011)	81% - 83%	2013-14	↑
Mean entering average in Master's programs	●	B+ (2012)	B+ (2011)	B+	2012-13	↔
Positive print and online references to Ryerson	●	6,069 (2012)	4,530 (2011)	4,500	2012-13	↔

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

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

* Percentage of students reporting good or excellent

II. 2013-14 Budget

2013-14 Operating Budget Context

2013-14 Budget Principles

- A. Reinforce Ryerson's mission and five strategic priorities in Academic Plan
- B. Guided by four principles:
 - 1. Fairness and Transparency
 - 2. Priority on Students
 - 3. Forward Looking
 - 4. Wide consultations
- C. Balanced operating budget
 - Departmental base-budget reductions:
 - 2.3% for balanced budget requirements
 - 0.7% for base strategic reallocations

Key Drivers of Operating Budget for Ryerson

Government Grants	<ul style="list-style-type: none">• 1% base operating grants reduction• Undergraduate growth funds available for 2013-14 (primarily OTO)• Graduate growth funds allocation unknown for 2013-14• International Student Recovery; Grant in Lieu of Municipal Taxes reduction
Enrolment	<ul style="list-style-type: none">• Strong demand for Ryerson programs with applications from secondary school students up over 11%
Tuition Fees and Student Assistance	<ul style="list-style-type: none">• Provincial policy caps overall increase at 3% for 2013-14• Ontario Tuition Grants, OSAP/SAG provisions enhanced student financial assistance
Compensation and Pension	<ul style="list-style-type: none">• Salary and benefits inflationary costs per collective agreements and Government legislation.• Ryerson Pension Plan currently solvent.

Government Grants

Base Grants

- **Basic Operating grants reduction:**
 - 1% grant reduction in 2013-14; Additional 1% reduction in 2014-15
- **International Student Recovery:**
 - Charging universities \$750 per new undergraduate and masters international student.
- **Grant in Lieu of Municipal Taxes:**
 - \$75 grant to cover property taxes eliminated for undergraduate and masters international students

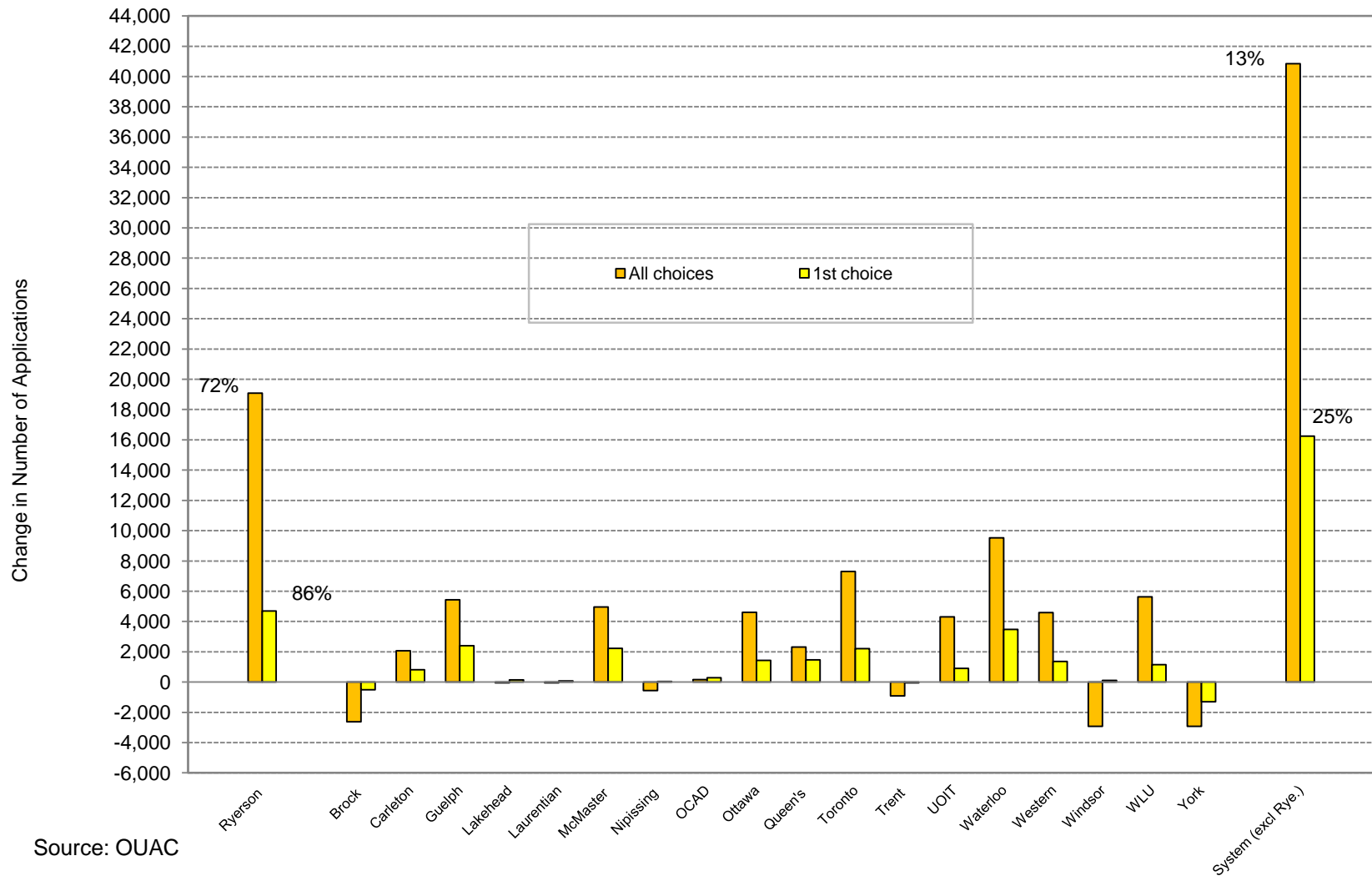
OTO (one-time-only) Grants

- Some undergraduate growth grants assumed to be base grants. Growth grants could be discounted as a result of system growth exceeding funds available. Consequently, assume small increase in undergraduate accessibility grants and most grants are OTO.

Note: See details on budget schedules 1 (p. 32) and 2 (p.33).

Enrolment : Sustained Increase in Demand

Change in Undergraduate Secondary School Applications, 2013 vs. 2004



Source: OUAC

Enrolment: Ryerson University

Enrolment Plan

	Undergraduate				Graduate			
	Year 1 in FT Undergraduate Programs Headcount	Year over Year Change	Total Undergraduate FFTEs*	Year over Year Change	Graduate FT and PT Headcount	Year over Year Change	Graduate Fall FTEs (Eligible ONLY)	Year over Year Change
2004-05	4,945	-5.7%	20,806		630	26.8%	518	
05-06	5,657	14.4%	22,254	7.0%	772	22.5%	627	21.0%
06-07	5,494	-2.9%	22,754	2.3%	1,085	40.5%	862	37.5%
07-08	5,572	1.4%	23,121	1.6%	1,639	51.1%	1,373	59.3%
08-09	6,202	11.3%	24,189	4.6%	1,968	20.1%	1,657	20.7%
09-10	6,267	1.0%	24,780	2.4%	2,120	7.7%	1,790	8.0%
10-11	6,521	4.1%	25,542	3.1%	2,246	5.8%	1,995	11.5%
11-12	6,766	3.8%	26,266	2.8%	2,325	3.7%	2,068	3.7%
12-13 Est.	7,265	7.4%	27,548	4.9%	2,351	2.6%	2,103	1.7%
13-14 Proj.	7,600	4.6%	27,900	1.5%	2,460	3.1%	2,160	2.7%
14-15 Proj.	7,650	0.7%	28,500	2.2%	2,520	2.4%	2,210	2.3%
15-16 Proj.	7,650	0.0%	29,100	2.1%			2,270	2.7%

Government Tuition Fee Policy for 2013-14 to 2016-17

New Government Tuition Fee Policy

- Cap on overall average institutional fee rate increase of 3%.
- Government allows most undergraduate programs a maximum annual fee rate increase of 3% for first-year students; 3% increase for continuing students.
- Government allows selected undergraduate professional programs* and all graduate programs a maximum annual fee rate increase of 5% for first-year students; 4% increase for continuing students~.

* *Architectural Science, Computer Science, Engineering, TRSM*

~ *Existing students are grandparented at 4% for future years, as new students continue into upper years, the maximum becomes 5%.*

Tuition Fees: Recommended Ryerson Domestic Tuition Fees for 2013-14

- Institutional average increase in tuition fees of 3%
- For most undergraduate programs:
 - Year 1 students' fee increase of 3.0%
 - Continuing student fee increase of 2.5%
- For selected undergraduate professional* programs:
 - Year 1 students' fee increase of 5.0%
 - Continuing student fee increase of 2.5%
- For graduate programs:
 - Year 1/new students' fee increase of between 3.0% and 5.0%
 - Continuing student fee increase of 2.5%

* Architectural Science, Computer Science, Engineering, TRSM

International Student Fees Parameters

1. Cover the costs of the new International Student Recovery (ISR) and Municipal Tax Grant clawback.
2. Grandparent existing students fee increases (e.g. ISR).
3. Target minimum fee to middle range of Ontario universities' fees.
4. To be more competitive, allow relatively high fees to move over time to middle range of Ontario fees.
5. For strong market programs, fees should move over time near the top range of Ontario fees.

Ryerson is in a Relatively Sound Fiscal Position

- Currently strong enrolment demand for Ryerson programs
- Balanced operating budget
- New revenue generating ideas such as funding for Zone Education

2013-14 Budget Briefings and Consultations

- Consultations and briefings held through meetings, general townhalls, Senate, academic chairs and directors, and bargaining units.
- Key discussion points in consultations:
 - Financial situation facing Ontario universities
 - Operating revenue and expenditures parameters
 - Strategies for revenue generation
 - Strategic approaches to promoting University's priorities

2013-14 Operating Budget: **Incremental** Revenues

2013-14 **Incremental** Base and OTO Sources of Funds over 2012-13 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
SOURCES OF FUNDS			
Grants *			
<i>Base operating grant</i>	-1.7		-1.7
<i>Growth and other grants</i>	5.1	5.2	10.3
<i>International student claw backs</i>	-0.5		-0.5
Student fees			
<i>3% rate increase</i>	5.9		5.9
<i>Enrolment growth and mix changes</i>	11.6		11.6
<i>International student claw back recoveries</i>	0.5		0.5
Other revenue	0.9		0.9
Sub Total	21.8	5.2	27.0
Change in year end OTO **		0.9	0.9
TOTAL SOURCES OF FUNDS 2013/14	21.8	6.1	27.9

* see schedule 2 Grants p. 33

** See slide 5: The year-end carry-forwards for 2011/12 available in 2012/13 were \$10.1m compared to \$11.0 m in 2012/13
Consequently the OTO carry forwards available in 2013/14 are \$0.9 million more than in 2012/13.

Note: See details on budget schedules 1 (p. 32) and 2 (p. 33).

2013-14 Operating Budget: **Incremental** Expenditures

2013-14 **Incremental** Base and OTO Expenditures over 2012-13 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
EXPENSES			
Inflation, compensation and other costs *	16.5		16.5
Growth costs	11.2		11.2
Student financial assistance (SAG/set aside)	0.3		0.3
Strategic allocations (0.7% of 2013/14 budget)	3.0		3.0
Base reductions (3% of department budgets)	-9.7		-9.7
Sub Total	21.3	0.0	21.3
Change in OTO expenditures		6.6	6.6
TOTAL EXPENSES	21.3	6.6	27.9

* Salaries \$9.5m; benefits \$2.8m; non salary and other expenses \$4.2m

Note: See details on budget schedules 1 (p. 32) and 2 (p. 33).

2013-14 Operating Budget: **Incremental Revenues and Expenditures**

2013-14 **Incremental** Base and OTO Revenues and Expenditures over 2012-13 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
TOTAL SOURCES OF FUNDS	21.8	6.1	27.9
TOTAL EXPENSES	21.3	6.6	27.9
NET *	0.5	-0.5	0.0

* \$3.0m base funds allocated OTO as part of long term planning for new building costs and policy lever reductions,
an increase of \$0.5m over the 2012/13 budget

Note: See details on budget schedules 1 (p. 32) and 2 (p. 33).

2013-14 Operating Budget: Strategic Priorities

Ryerson University Strategic Priorities

Academic Plan Priorities Approved by Senate

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

Academic Plan Priorities 2013-14

High quality, societally relevant undergraduate & graduate programs

- New undergraduate programs in Creative Industries, Professional Communication, Financial Mathematics, Real Estate Management, Biomedical Sciences, Philosophy and Masters program in Digital Media.
- Development of undergraduate program in Sports Media

Student engagement and success

- Expansion of Zone education and other experiential learning opportunities.
- Expansion of online and technology-enhanced course delivery.
- Revised grading and student academic standing framework to be implemented.

Learning & teaching excellence

- Continued implementation of new curriculum model to enhance student choice
- Implementation of new academic advising strategies

Scholarly, Research and Creative Activity

- Research partnerships and collaborations to sustain funding and impact
- Implementation of Biomedical Science and Engineering research partnership with St. Michael's Hospital

Reputation enhancement

- Make Your Mark Campaign continued
- Partnerships with international universities
- Student Learning Centre and Church Street Development continued

Strategic Budget Allocations (\$ Million)

	Base	OTO	Total
1. Academic Initiatives and Student Engagement <ul style="list-style-type: none"> Student engagement and success initiatives; Teaching support and curriculum development; SRC enhancements; Strategic faculty hires; Zone education; Enhanced athletics and recreation opportunities for students 	2.2	5.9	8.1
2. Infrastructure <ul style="list-style-type: none"> Academic equipment; Information technology, laboratory space 	0.3	3.6	3.9
3. People First <ul style="list-style-type: none"> Equity, diversity and inclusion initiatives; Human resources support 	0.4	0.3	0.7
4. Reputation and Other <ul style="list-style-type: none"> Make Your Mark Campaign; Enhancing communication; External relations 	0.1	1.2	1.3
Total	3.0*	11.0**	14.0

Shares of Strategic Budget Allocations	
Academic: 75%	Non-Academic: 25%

Notes: * See page 32. ** See page 5.

Setting 2013-14 Core Performance Measures Targets

Indicator	Short-term Objective	Current level (March 2013)	Proposed Target	Time-frame	Long-term Objective
High Quality, Societally-Relevant Undergraduate and Graduate Programs					
NSSE: Undergraduate entire educational experience rating* (triennial)	●	77.6% (2011)	75% - 80%	2014-15	↔
GPSS: Quality of graduate programs rating* (triennial)	●	81.4% (2010)	81% - 86%	2013-14	↑
Fall FTE Enrolment as Share of Enrolment Target	●	103% (2012)	100%	2013-14	↔
Undergraduate Graduate	●	100% (2012)	100%	2013-14	↔
Student Engagement and Success					
Percentage of students retained from Year 1 after 1 Year (CSRDE)	●	85.8% (2012)	84% - 88%	2013-14	↑
6-Year Graduation Rate (CSRDE)	●	70.0% (2012)	68% - 72%	2013-14	↑
Master's Completion Rates within 3 years	○	88.9% (2012)	90%	2013-14	↔
Learning and Teaching Excellence					
NSSE: Providing the support students need to succeed academically rating* (triennial)	●	65.0% (2011)	63% - 68%	2014-15	↑
SRC Intensity					
Value and number of peer-adjudicated research grants per eligible faculty member	●	\$15,014 (2011)	\$15,000	2015-16	↑
	○	0.42 (2011)	0.5	2015-16	↑
Total External Research Funding	○	\$28.6M (2011)	\$32M	2015-16	↑
Reputation					
Mean entering average from secondary school	●	82.2% (2012)	81% - 83%	2013-14	↑
Mean entering average in Master's programs	●	B+ (2012)	B+	2013-14	↔
Positive print and online references to Ryerson	●	6,069 (2012)	4,500	2013-14	↔

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

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

* Percentage of students reporting good or excellent

2013-14 Budget Summary

- Operating budget is balanced
- University's strategic priorities and academic plan are promoted
- Departmental base-budget reductions:
 - 2.3% for balanced budget requirements
 - 0.7% for base strategic reallocations
- Strategic reallocations to promote strategic priorities:
 - \$3.0M in base and \$11.0M in OTO allocations
- An additional \$0.5 million in base funds used as OTO and set aside to cover the operating costs of new buildings in future years (this is in addition to the \$2.5 million previously allocated for this purpose)

2013-14 Budget

Schedule 1	OPERATING BUDGET
Schedule 2	GRANTS SCHEDULE
Schedule 3	CONSOLIDATED BUDGET
Schedule 4	ESTIMATED BALANCE SHEET APRIL 30, 2014
Schedule 5	PROJECTED CASH FLOW STATEMENT

Schedule 1 – Operating Budget

\$000	2012/13 APPROVED BUDGET	2013/14 PROPOSED BUDGET	2013/14 OVER 2012/13	2013/14 % INCREASE (DECREASE)	
BASE:					
REVENUE:					
Operating Grants	203,409	206,256	2,847	1.40%	See Schedule 2 - Grants (slide 33)
Tuition Fees	157,893	174,780			
<i>Rate increase</i>			4,737	3.00%	
<i>Enrolment changes</i>			11,601	7.35%	
<i>International student claw backs</i>			549	0.35%	
Continuing Education	37,894	39,031	1,137	3.00%	
Other Revenue	9,185	10,084	899	9.79%	
TOTAL REVENUE	408,381	430,151	21,770	5.33%	Slides 20 and 24
EXPENSES:					
Departmental Budgets	328,350	347,329	18,979	5.78%	
Continuing Education - Direct Costs	28,135	28,979	844	3.00%	
Student Financial Assistance	10,982	11,311	329	3.00%	
Utilities and other non salary provisions	24,005	25,922	1,918	7.99%	
Interest on debt - Capital Expansion	7,109	7,109	0		Current debt plan
Infrastructure Maintenance	3,500	3,500	0		
Strategic allocations - added to departments' base in following year	3,800	3,000	(800)		
TOTAL EXPENSES	405,881	427,150	21,270	5.24%	Slides 22 and 24
BASE Revenues less Expenses	2,500	3,000	500		Base funds allocated OTO as part of long term planning for new building costs.
ONE TIME ONLY (OTO):					
PLUS: Additional grants & one time savings from prior year	10,139	11,036	897		Slide 20
Current year one time grants	5,650	10,825	5,175		
MINUS: One Time (OTO) expenses	(18,289)	(24,861)	(6,572)		Slide 22
OTO Revenues less Expenses (net)	(2,500)	(3,000)	(500)		Slide 24
BASE AND OTO REVENUE MINUS EXPENSES	0	0	0		

Schedule 2 - Grants

\$000	2012/13 APPROVED	2012/13 PROJECTED	2013/14 ESTIMATE	2013/14 over 2012/13 budget	
BASE GRANTS:					
PROVINCIAL GRANTS:					
Base Operating Grant	171,161	171,161	169,484	(1,677)	Policy lever reduction
ACCESSIBILITY GRANTS - BASE					
Undergraduate			3,800	3,800	
Graduate	5,091	6,655	6,655	1,564	
OTHER OPERATING GRANTS:					
Quality Improvement	8,400	8,513	8,400		
Collaborative Nursing grants	6,168	5,415	5,440	(728)	
Quality & Sustainability					
Performance Funding	1,399	1,516	1,515	116	
Research Overheads	280	279	279	(1)	
TARGETED GRANTS:					
Municipal Tax Grant	1,539	1,600	1,705	166	
Graduate Capital Incremental funding	4,249	4,249	4,249		
Accessibility grants for students with disabilities	714	724	724	10	
Other Targeted Grants	1,427	1,427	1,427		
GRANT CLAWBACKS:					
International Student Recovery (ISR)			(251)	(251)	
Municipal Tax Grant			(298)	(298)	
TOTAL BASE PROVINCIAL GRANTS	200,428	201,539	203,129	2,701	
FEDERAL GRANTS:					
Federal research overhead grant	2,981	3,127	3,127	146	
TOTAL BASE GRANTS:	203,409	204,666	206,256	2,847	Schedule 1
ONE TIME GRANTS:					
ACCESSIBILITY GRANTS - ONE TIME	5,650	13,140	10,825	5,175	Schedule 1
TOTAL ONE TIME GRANTS:	5,650	13,140	10,825	5,175	
TOTAL BASE AND ONE TIME GRANTS	209,059	217,806	217,081	8,022	

NOTE: total Provincial Grants, Base and OTO

206,078

214,679

213,954

7,876

Schedule 3 – Consolidated Budget

\$000	Operating Fund	Student Funded Special Activities (1)	Ancillary Fund (2)	Research Fund (3)	Trust and Endowment Funds (3)	Capital Fund (3) & GAAP Adjustments (4)	2013/14 Budget
Revenue Summary:							
Government grants (Provincial & Federal)	206,256		88			960	207,304
Research and other grants and contracts				35,000			35,000
Tuition fees	213,811	6,440					220,251
Student Levy - Athletic and Recreation Centre			3,298				3,298
Sales and services			31,907				31,907
Donations recognized					6,000		6,000
Amortization of deferred capital contributions						8,500	8,500
Investment and other income	10,084						10,084
Total revenue	430,151	6,440	35,293	35,000	6,000	9,460	522,344
Expense Summary:							
Salaries and wages	286,276	4,025	7,438	21,875	2,500		322,114
Employee Benefits	56,741	805	1,319	4,375	500		63,740
Salaries, Wages and Benefits	343,017	4,830	8,757	26,250	3,000		385,854
Materials, supplies, repairs and maintenance (4)	55,713	1,610	17,842	8,750		-23,500	60,414
Bursaries and scholarships	21,311				3,000		24,311
Interest on debt - Capital Expansion	7,109		3,178				10,287
Student levy - Ath & Rec - Interest on debt, + RAC & MAC operations			3,298				3,298
Amortization of capital assets						25,000	25,000
Total expenses	427,150	6,440	33,074	35,000	6,000	1,500	509,164
Revenues less Expenses before One Time Grants and Expenses	3,000	0	2,219	0	0	7,960	13,179
PLUS: Current year one time grants	10,825						10,825
MINUS: One Time (OTO) expenses	-24,861						-24,861
Revenues less Expenses before amounts carried forward from prior year	-11,035	0	2,219	0	0	7,960	-856
PLUS: Additional grants & one time savings from prior year	11,036						11,036
Revenue less expenses after carry forward provision	0	0	2,219	0	0	7,960	10,179

1. Includes Athletics, Student Services, Ancillary/Lab fees

2. Ancillary fund surplus appropriated at year end for capital purposes.

3. Externally restricted funds - unexpended balances in Research, Trust, Endowment and Capital funds deferred at year end.

4. The budget is initially prepared on a cash basis. Capital items purchased with operating or other funds are capitalized at year end and amortized over useful life.

Schedule 4 – Estimated Balance Sheet

\$000	April 30, 2013 Projected	Operating	Financing & Investing	April 30, 2014 Estimate *	
ASSETS					
Cash and cash equivalents & short term investments	136,885	15,644	-37,806	114,723	
Other current assets	30,108			30,108	
Total current assets	166,993	15,644	-37,806	144,831	
Investments	185,672		-40,000	145,672	Capital Plan
Long - term note receivable	7,018			7,018	
Employee future benefits - pension	86,695			86,695	Calculated by actuaries at year end
Capital assets, net	555,815	-25,000	111,950	642,765	Capital Plan
	1,002,193	-9,356	34,144	1,026,981	
LIABILITIES AND NET ASSETS					
Total current liabilities	85,309			85,309	
Employee future benefits - other	20,980			20,980	Calculated by actuaries at year end
Long-term debt	182,088		9,224	191,312	Capital Plan financing net of BMO loan Principal repayments
Fair Value of Interest Rate Swap	39,473			39,473	New CICA Standards
Deferred revenue contributions	38,000			38,000	Estimate
Deferred capital contributions	201,850	-8,500	19,920	213,270	Estimate - Capital Plan
Net assets					
Invested in capital assets	185,886		8,976	194,862	Capital assets minus deferred capital contributions and long term debt.
Internally restricted - employee future benefits	65,715			65,715	Assumes no significant net change in 2013/14
Internally restricted - other ("Carry forwards")	190,000			190,000	Includes year end grants carried into the following year
Unrestricted surplus/deficit	-108,470	-856	-8,976	-118,302	Net impact of consolidated and capital budgets
	900,831	-9,356	29,144	920,619	
Endowments	101,362		5,000	106,362	Estimate
	1,002,193	-9,356	34,144	1,026,981	

* excludes the impact of the new CICA accounting regulations as these are not yet finalized.

Schedule 5 – Projected Cash Flow Statement

Year ended April 30, \$000	2013 Projected	2014 Estimate	
OPERATING ACTIVITIES			
Revenue less expenses	11,828	(856)	As per consolidated budget
Add (deduct) non- cash items			
amortization of capital assets	25,083	25,000	As per consolidated budget
amortization of deferred capital contributions	(8,347)	(8,500)	As per consolidated budget
Unrealized loss (gain) on interest rate swap	2,005		Assumes no significant net change in 2013/14
Unrealized gain on investments	(1,500)		Assumes no significant net change in 2013/14
Net change in deferred revenue contributions	(2,058)		Assumes no significant net change in 2013/14
Net change in non-cash working capital balances	106		Assumes no significant net change in 2013/15
Cash provided by operating activities	27,117	15,644	
FINANCING AND INVESTING ACTIVITIES			
Contributions received for capital purposes	4,723	19,920	Capital Plan
Endowment contributions	2,500	5,000	Estimate
Capitalization of investment income (loss) in endowment fund	1,500		
Acquisition of capital assets	(95,071)	(111,950)	Capital Plan
Increase in Notes Receivable	(694)		
Increase in Debt Financing	53,050	11,200	TD Loan - phase in & Mattamy land
Long term debt principal repayments	(1,867)	(1,976)	BMO Principal Repayment
Decrease/(Increase) in investments, & other adjustments	2,199	40,000	Estimated
Cash used in financing and investing activities	(33,660)	(37,806)	
Net increase (decrease) in cash during the year	(6,543)	(22,162)	
Cash and cash equivalents, beginning of period	143,428	136,885	
Cash and cash equivalents, end of period	136,885	114,723	

III. 2013-14 Fees

2013-14 Fee Schedules

A. Tuition Fees

- Domestic fees
- International fees
- Continuing Education and Special Fees

B. Non Tuition-related Fees

C. Department Lab/Ancillary Fees

D. Service Fees

E. Student Residence Fees and Food Plans

2013-14 Fee Schedules-

Summary of Recommended Tuition Increases

(see slides 14, 15 and 16)

DOMESTIC STUDENTS

	Year 1*		Upper Years*	
	Government Policy Maximum	Ryerson Recommended	Government Policy Maximum	Ryerson Recommended
Category 1	3.0%	3.0%	3.0%	2.5%
Category 2	5.0%	0% to 5.0%	4.0%	0% to 2.5%

* fee increase to average not more than 3% for all students

INTERNATIONAL STUDENTS

	Year 1		Upper Years	
		Claw back		Claw back
Undergraduate	5% to 12.7%	plus \$825	5.0%	plus \$75
Master's	0% to 8.7%	plus \$825	0% to 5.0%	plus \$75

2013-14 Fee Schedules- Highlights

Tuition Fees - Domestic Students - consistent with government policy (slides 14 & 15)

First year Arts and Science and other non professional undergraduate programs fees to increase by 3%. Upper years by 2.5%.

First year Professional Undergraduate Programs, and Master's programs to increase by 0% to 5%. Upper years by 2.5%.

Tuition Fees - International Students (slide 16)

Tuition increases between 0% and 17% including claw back recoveries where applicable.

There are no government restrictions on international tuition fees.

Compulsory Non Tuition Related Fees

As a result of previous referenda, 13 non-tuition related fees increase automatically by Toronto CPI (1.5% in 2012).

The referendum approved CESAR Health & Dental Plan fee of \$155.95 will be implemented in the Fall of 2013.

Dept Lab/ancillary Fees

3 Departmental councils have proposed new fees, in recognition of new options within current programs (Biomedical Science, Geography, and Nutrition).

1 Departmental council has proposed increased fees to cover the increased costs of products required in its program (Theatre School).

1 Fee has been eliminated as the program ends in 13-14 (ITM laptop fee in Information Technology Management).

1 Department has eliminated some of the ancillary fees because of reduced costs &/or surpluses, or changes in service delivery methods (Occupational and Public Health).

Service Fees

2 Fee Increases - Evaluation /Application Fee: (domestic & international) to \$85 from \$80 and Ryerson Application Fee (current students changing programs) to \$85 from \$80 - to harmonize fees with other Toronto Universities.

1 new Fee: Architectural Science Portfolio Assessment Fee of \$50.

Residence Fees

Increase of 3% for ILLC and 5% for Pitman and O'Keefe House to cover the operating costs of the residences.

ILLC increase is lower to bring it more in line with peer organization rates.

Food Plan

Increase of 2.5% to cover the increase in food and labour costs.

2013-14 Fees Schedule -

A. Domestic Tuition fees

	2012-13 Tuition Fee				2013-14 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
						% Incr.		% Incr.		% Incr.		% Incr.
Category 1 - Arts and Science programs for which fee rates may increase up to 3% in the first year .												
Arts & Contemp Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Env & Urban Sustainability, History, Psychology, other Science programs*	5,685.95	5,658.75	5,631.68	5,604.72	5,856.52	3.0%	5,828.10	2.5%	5,800.22	2.5%	5,772.47	2.5%
Post Degree 2 Year Occupational/Public Health	6,231.49	6,201.67			6,418.43	3.0%	6,387.28	2.5%				
All Other Undergraduate Programs	5,790.86	5,763.16	5,735.58	5,708.15	5,964.58	3.0%	5,935.63	2.5%	5,907.24	2.5%	5,878.97	2.5%
Category 2 - Professional Undergraduate Programs, and Graduate programs that may be increased up to 5% in the first year, 4% in upper years												
Professional Undergraduate Programs												
Engineering	8,448.34	8,135.44	7,834.13	7,543.97	8,870.75	5.0%	8,659.55	2.5%	8,338.83	2.5%	8,029.98	2.5%
Business Technology Management	6,966.88	6,708.85	6,460.37	6,221.11	7,315.22	5.0%	7,141.05	2.5%	6,876.57	2.5%	6,621.88	2.5%
Computer Science	7,099.66	6,836.71	6,583.50	6,339.65	7,454.64	5.0%	7,277.15	2.5%	7,007.63	2.5%	6,748.09	2.5%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt)**	6,966.88	6,708.85	6,460.37	6,221.11	7,315.22	5.0%	7,141.05	2.5%	6,876.57	2.5%	6,621.88	2.5%
Architectural Science	7,919.39	7,626.08	7,343.64	7,071.65	8,315.35	5.0%	8,117.37	2.5%	7,816.73	2.5%	7,527.23	2.5%
Graduate Programs												
Master's in Engineering	8,921.13	8,836.16	8,751.99	8,668.64	9,188.76	3.0%	9,144.16	2.5%	9,057.06	2.5%	8,970.79	2.5%
Master's in Environmental Applied Science & Mgt	8,659.05	8,338.34	8,029.52	7,732.13	9,092.00	5.0%	8,875.53	2.5%	8,546.80	2.5%	8,230.26	2.5%
Master's in Architecture	9,176.01	8,836.16	8,751.99	8,668.64	9,451.29	3.0%	9,405.41	2.5%	9,057.06	2.5%	8,970.79	2.5%
MBA Programs (moved to a fees per course basis in 08/09)	16,661.90	16,044.79	15,450.53	14,878.30	17,494.99	5.0%	17,078.45	2.5%	16,445.91	2.5%	15,836.79	2.5%
MIMSc Management Technology and Innovation	12,496.43	12,033.59	11,587.90	11,158.72	12,871.32	3.0%	12,808.84	2.5%	12,334.43	2.5%	11,877.60	2.5%
Fashion MA	14,175.95	14,040.93			14,601.23	3.0%	14,530.35	2.5%				
Professional Communications MPC	14,175.95	14,040.93			14,601.23	3.0%	14,530.35	2.5%				
Master's in Photographic Preservation	8,921.13	8,836.16	8,751.99	8,668.64	9,188.76	3.0%	9,144.16	2.5%	9,057.06	2.5%	8,970.79	2.5%
Master's in Engineering - Computer Networks	16,661.90	16,044.79	15,450.53	14,878.30	17,494.99	5.0%	17,078.45	2.5%	16,445.91	2.5%	15,836.79	2.5%
Master's in Psychology	9,438.17	9,088.61			9,721.32	3.0%	9,674.12	2.5%				
Master's in Communication and Culture ****	4,785.03	4,785.03	4,785.03	4,785.03	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%
Master's in Digital Media (MDM) - new program in 13-14					16,222.50							
All Other Master's Programs *****	8,921.13	8,836.16	8,751.99	8,668.64	9,188.76	3.0%	9,144.16	2.5%	9,057.06	2.5%	8,970.79	2.5%
PhD in Communication & Culture*****	4,785.03	4,785.03	4,785.03	4,785.03	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%
All other PHD Programs ***	8,666.23	8,583.69	8,583.69	8,501.95	8,926.22	3.0%	8,882.89	2.5%	8,798.28	2.5%	8,798.28	2.5%

Tuition fees charged reflect the actual length of program of study as taken by FT students in undergraduate and graduate degree programs

* Includes new programs: Creative Industries, Professional Communications, Philosophy, Biomedical Science, Financial Mathematics.

** Includes new program Accounting & Finance

*** Clinical psychology students on internship, who have completed their dissertation research, to pay part time fees while on placement.

**** Includes new program - Digital Media. Note: the Master of Nursing, Master of Engineering in Computer Networks, and MBA are charged on a fee per course basis.

***** Tied to partner institution

Note: Senior tuition waiver is being phased out in September 2013. Students currently active in a program, and those who have applied for fall 2013 admission, prior to the policy change, will continue to have fees waived until they complete their programs.

2013-14 Fees Schedule –

A. International Fees

Category 3- International Undergraduate and Graduate Fees:	2012/13 Approved	2013/14 Proposed**	% Increase	% Increase Without Claw back
Undergraduate Tuition Fees				
Engineering - Yr 1	\$18,886.41	\$22,105.71	17.0%	12.7%
Engineering - continuing students	\$18,886.41	\$19,905.73	5.4%	5.0%
Business - Yr 1	\$17,816.22	\$20,320.61	14.1%	9.4%
Business - continuing students	\$17,816.22	\$18,782.03	5.4%	5.0%
Architecture - Yr 1	\$17,816.22	\$20,320.61	14.1%	9.4%
Architecture - continuing students	\$17,816.22	\$18,782.03	5.4%	5.0%
All Others - Yr 1	\$17,816.22	\$19,532.03	9.6%	5.0%
All Others - continuing students	\$17,816.22	\$18,782.03	5.4%	5.0%
Graduate Tuition Fees				
Master's in Communication and Culture (Yr 1)	\$17,816.22	\$18,641.22	4.6%	0.0%
Master's in Communication and Culture (continuing students)	\$17,816.22	\$17,891.22	0.4%	0.0%
Master's in Environmental Applied Science and Management (Yr 1)	\$18,325.26	\$19,711.41	7.6%	3.1%
Master's in Environmental Applied Science and Management (continuing students)	\$18,325.26	\$19,316.52	5.4%	5.0%
Master's in Engineering - Computer Networks (Yr 1)	\$27,567.68	\$29,771.06	8.0%	5.0%
Master's in Engineering - Computer Networks (continuing students)	\$27,567.68	\$29,021.06	5.3%	5.0%
Master's in Immigration and Settlement Studies (Yr 1)	\$17,816.22	\$18,641.22	4.6%	0.0%
Master's in Immigration and Settlement Studies (continuing students)	\$17,816.22	\$17,891.22	0.4%	0.0%
Master's in Photographic Preservation (Yr 1)	\$24,810.91	\$25,635.91	3.3%	0.0%
Master's in Photographic Preservation (continuing students)	\$24,810.91	\$24,885.91	0.3%	0.0%
MBA in Business and MBA in Mgmt. of Techn. & Innovation (yr. 1)	\$25,942.88	\$28,065.02	8.2%	5.0%
MBA in Business and MBA in Mgmt. of Techn. & Innovation (continuing students)	\$25,942.88	\$27,315.02	5.3%	5.0%
MMSc Management Technology and Innovation* (Yr 1)	\$19,457.16	\$20,282.16	4.2%	0.0%
MMSc Management Technology and Innovation* (continuing students)	\$19,457.16	\$19,532.16	0.4%	0.0%
Master's in Fashion (Yr 1)	\$21,792.01	\$22,617.01	3.8%	0.0%
Master's in Fashion (continuing students)	\$21,792.01	\$21,867.01	0.3%	0.0%
MEng, MASc, Architecture and Building Science (yr. 1)	\$18,886.41	\$21,355.71	13.1%	8.7%
MEng, MASc, Architecture and Building Science (continuing students for all years)	\$18,886.41	\$19,905.73	5.4%	5.0%
All other current and new Masters programs (Yr 1)	\$18,886.41	\$19,711.41	4.4%	0.0%
All other current and new Masters programs (continuing students)	\$18,886.41	\$18,961.41	0.4%	0.0%
PhD in Communication and Culture (for all years)	\$17,816.22	\$17,816.22	0.0%	0.0%
All other current and new PhD programs(for all years)	\$18,886.41	\$18,886.41	0.0%	0.0%

* The 2012-13 fee for MMSc Management Technology and Innovation was adjusted so that the 4-term fee is equivalent to the MBA 3-term fee.

** Where appropriate, government recoveries from grants of \$750 and \$75 for "International student recovery" and "Municipal taxes" respectively, are built in to the 13-14 fees.

2013-14 Fees Schedule –

A. Continuing Education and Special Fees

Continuing Education Tuition Fees (credit and non-credit course fees)

Consistent with government policy, the average annual fee increase for CE students will not exceed 3%.	
English as a Second Language (ESL) note 1	\$25,000.00

Tuition Fees for Students Not Registered in a Program

	2012/13 Approved	2013/14 Proposed	% Increase
Undergraduate Tuition Fees			
Special Students, domestic - professional programs (per hour) note 2	\$303.82	\$315.97	4.0%
Special Students, domestic - all other programs (per hour)	\$248.82	\$256.28	3.0%
Special Students, Visa - Engineering, Architecture (per hour)	\$942.11	\$989.22	5.0%
Special Students, Visa - other programs (per hour)	\$769.25	\$807.71	5.0%
Audit Students - professional programs (per hour) note 2	\$117.09	\$121.77	4.0%
Audit Students - all other programs (per hour)	\$117.09	\$120.60	3.0%
Research placement admin fee for Science Without Borders (SWB) note 3		\$2,835.52	
Graduate Tuition Fees			
Special Students - domestic (per course) note 4	\$1,600.47	\$1,664.48	4.0%
Special Students - international (per course)		\$2,423.13	

note 1- new program in the Fall of 2013 over 2 semesters

note 2- Engineering, Architectural Science, Computer Science, Business Mgt, Hospitality & Tourism Mgt, Retail Mgt, Accounting & Finance, Business Technology Management

note 3 - Sponsored by the Brazilian Government

note 4 - Canadian Visiting Grad Students (CVGS) pay \$500, as long as they are registered and paying fees to their home University.

2013-14 Fees Schedule –

B. Non Tuition-related Fees

	2012/13 Approved	2013/14 Proposed	% Increase*
UNDERGRADUATE/GRADUATE DAY STUDENTS (approval not required)			
Fees Collected on Behalf of Student Groups/Third Parties			
Canadian Nursing Students' Association - Full time	\$10.00	\$10.00	
Canadian Nursing Students' Association - Part time	\$6.00	\$6.00	
Ryerson Commerce Society*	\$63.66	\$64.61	1.5%
Ryerson Engineering Students' Society*	\$33.21	\$33.70	1.5%
Oakham House Support	\$4.00	\$4.00	
Ryerson Students' Union (RSU)*	\$117.65	\$119.41	1.5%
RSU Health & Dental Plan	\$295.00	TBD	
UHIP (compulsory, if not covered by OHIP)	\$684.00	TBD	
University Fees			
Ryerson Athletic Centre*	\$66.77	\$67.77	1.5%
Mattamy Athletic Centre (MAC)*	\$126.00	\$127.89	1.5%
Student Campus Centre	\$60.00	\$60.00	
Special Activities Reserve	\$20.20	\$20.20	
World University Service of Canada (WUSC) Student Refugee Program*	\$4.12	\$4.18	1.5%
Student Services*	\$69.34	\$70.38	1.5%
Special Incidental Reserve	\$4.00	\$4.00	
Access copyright fee	\$26.00	\$26.00	
TRSM Activity Fees			
Business - Specific Career Development Services	\$50.00 per term**	\$50.75 per term**	1.5%
MBA Student Activity Fee - Full Time Students	\$200.00	\$203.00	1.5%
MBA Student Activity Fee - Part Time Students	\$100.00	\$101.50	1.5%
CONTINUING EDUCATION STUDENTS (applies to courses over 30 hours)			
Fees Collected on Behalf of Student Groups/Third Parties			
Oakham House Support	\$1.00	\$1.00	
CESAR Fee*	\$11.91	\$12.08	1.5%
CESAR Health & Dental Plan***		\$155.95	
CFS*	\$2.35	\$2.38	1.5%
Student Campus Centre Development Fund	\$0.50	\$0.50	
Student Life Centre****	\$2.00	\$0.00	
University Fees			
Ryerson Athletic Centre	\$0.50	\$0.50	
Student Campus Centre	\$2.50	\$2.50	
Student Services Fee*	\$6.23	\$6.32	1.5%
Access copyright fee per CE credit course	\$2.60	\$2.60	

* per previous referenda, increased by Toronto 2012 CPI (1.5%)

**Fee prorated for students registered in less than 3 units in that term

*** Approved by student referendum - for part time degree students - fee to not exceed \$160 for 13-14 and not increase by more than \$25 annually.

**** fee expires in 13-14 after 10 years

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

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

LEGEND

A Category of Fee

- 1 Field trip fees.
- 2 Fees-learning materials/clothing retained by student.
- 3 Fees-materials used in production of items which become property of student.
- 4 Fees-material/ services when the University acts as broker with vendor for student.
- 5 Co-operative program fee (total co-op fee - 5 work terms - = \$1,875).
- 6 Internship.

B Refund Policy

- 1 100% refund prior to the commencement of classes.
- 2 100% refund up to 2 weeks prior to the start of classes.
- 3 No refund.
- 4 Tuition fee refund policy applies.
- 5 Other - as defined.

	PROPOSED					
	PROPOSED 13-14 FEE			A	B	C
PROGRAM	FALL	WINTER	SPRING	CATEGORY	REFUND	CHANGE
Aerospace Engineering AE001						
Internship WKT89A	650.00			6	4	
Chemistry and Biology CB001/BI001/BE001						
Chemistry Co-operative Education	1,875.00			5	3	
Biomedical Science Co-operative Education	1,875.00			5	3	new coop option for new program
Biology Co-operative Education	1,875.00			5	3	
Computer Science CS001						
Laser Printing Service (1st year only)	30.00	30.00		2	3	fee category changed from #3 to #2 per Audit report
Computer Science Co-Operative Education	1,875.00			5	3	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

	PROPOSED					
	PROPOSED 13-14 FEE					
PROGRAM	FALL	WINTER	SPRING	A CATEGORY	B REFUND	C CHANGE
Architectural Science AS001 - Undergrad						
Full Time (all students)	37.50	37.50		234	2	
ASC101-Communications Studio-First Year	50.00	-		1234	2	
ASC201-Design Studio-First Year		50.00		1234	2	
ASC205-Collaborative Exercise-First Year		25.00		1234	2	
ASC301-Studio-Second Year	50.00			1234	2	
ASC401-Studio-Second Year		50.00		1234	2	
ASC405-Collaborative Exercise-Second Year		25.00		1234	2	
ASC520-Studio - Third Year	50.00			1234	2	
ASC620- Studio - Third Year		50.00		1234	2	
Architectural Science Graduate Program						
Graduate Program-Full Time (all students) Fall, Winter	37.50	37.50		234	2	
MA1S Studio in Critical Practice / AR8101	200.00			1234	2	
MA2S Studio in Collaborative Practice / AR8103		200.00		1234	2	
MA3S Intensive Research Studio / AR8105			200.00	1234	2	
Biomedical Engineering BE001						
Internship WKT88A	650.00			6	3	refund category changed to #3
Business Management BM001 - FT & BM002 - PT						
Full-time program undergraduate: all students	4.50	4.50		2	4	
Part-time program undergraduate: all students	1.80	1.80		2	4	
Business Management (MBA)						
Full-time program graduate student placement fee	2,000.00			6	4	
Part-time program graduate student placement fee	1,000.00			6	4	
Continuing Education						
All Business course students (per course)	4.50	4.50	4.50	2	4	
Chemical Engineering CH001						
Chemical Engineering Co-operative Education	1,875.00			5	3	
Child and Youth Care						
CYC302	40.00			1	5	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

	PROPOSED					
	PROPOSED 13-14 FEE			A	B	C
PROGRAM	FALL	WINTER	SPRING	CATEGORY	REFUND	CHANGE
Civil Engineering CV001						
All students	10.00	10.00		2	4	fee category changed to #2 per Audit report refund category changed to #3
Internship WKT90A	650.00			6	3	
				5	3	
Computer Engineering CE001						
Internships WKT99A	650.00			6	3	refund category changed to #3
Contemporary Science - Co-operative Education						
SC001 3rd year	375.00			5	3	
SC001 4th year	750.00			5	3	
SC001 5th year	750.00			5	3	
Early Childhood Education EC001						
CLD111	6.00	-		2	4	
CLD212	6.00	-		2	4	
CLD161	-	15.00		2	4	
CLD363 (for George Brown & Direct Entry Students only)		15.00		2	4	
CLD215	10.00			2	4	
CLD315	10.00			2	4	
<i>CLD 364 & 419 are no longer offered</i>						
Electrical Engineering EE001						
Internship WKT99A	650.00			6	3	
Fashion FA001/FA002						
All students	140.00	-		1/2/3/6	1	
Geographic Analysis GE001						
GEO773 (optional field trip) (4)	1,400.00	-		1	3	new fee to cover accomodations and transportation
GEO714	25.00	25.00		2/3	1	
GEO719	25.00	25.00		2/3	1	
GEO419	25.00	25.00		2/3	1	
GEO 643 - (compulsory field trip)	150.00(0)			1	3	
GEO724	25.00	25.00		2/3	4	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

	PROPOSED					
	PROPOSED 13-14 FEE					
				A	B	C
PROGRAM	FALL	WINTER	SPRING	CATEGORY	REFUND	CHANGE
GEO301	25.00	25.00		2/3	1	
GEO 302	25.00	25.00		2/3	1	
GGAN 1139 - 1st year Printing Only	25.00	-		2/3	3	
GEO 131	50.00	50.00		1	3	
GEO 151	50.00	50.00		1	3	
GE001 - 2nd year	50.00	-		2/3	3	
GE001 - 3rd year	35.00	-		2/3	3	
GE001 - 4th year	25.00	-		2/3	3	
Graphic Communications Management GC001						
All students	250.00	-		1/2/3/4/6	3	
Hospitality and Tourism Management HT001						
All students	28.00	28.00		2/3	4	
Image Arts IM001/IM002/IM003/PM001						
All undergraduate students	160.00	-		1/2/3/6	4	
Master of Fine Arts	230.00			1/2/3/6	4	
All grad students in Photo Preservation & Management	230.00			1/2/3/6	4	
Industrial Engineering IE001						
Internship WKT 88A	650.00			6	3	
Information Technology Management IT001- IT016						
Full-time program - all students	1.00	1.00		2	4	
Part Time program - all students	0.40	0.40		2	4	
ITM Co-operative Education	1,875.00			5	3	
ITM Notebook (laptop) fee	0 (350.00)	0 (350.00)		4	4	program ends in 13-14
Interior Design ID001						
ID001 - 1st year	403.00	-		1/2/3/6	4	
ID001 - 2nd year	579.00	-		1/2/3/6	4	
ID001 - 3rd year	310.00	-		2/3/6	4	
ID001 - 4th year	285.00	-		2/3/6	4	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

	PROPOSED					
	PROPOSED 13-14 FEE					
				A	B	C
PROGRAM	FALL	WINTER	SPRING	CATEGORY	REFUND	CHANGE
International Economics and Finance IC001						
Internship WKT 77A & ECN 900	650.00			6	3	
Journalism						
All graduate & undergraduate students (excl. UG taking summer magazine option)	150.00	150.00		2/3/4/6	3	
Undergraduate students taking summer magazine option	150.00		150.00	2/3/4/6	3	
Mechanical Engineering ME001						
Internship WKT 88A	650.00			6	3	
Medical Physics - Co-operative Education						
PH001 3rd year	375.00			5	3	
PH001 4th year	750.00			5	3	
PH001 5th year	750.00			5	3	
Midwifery MW001/MW002						
MWF250		30.00		4	2	
Nursing NU001 - NU009						
All full-time						
NU001	11.00	11.00		3	3	
NU004	11.00	11.00		3	3	
NU005	11.00	11.00		3	3	
NU006	11.00	11.00		3	3	
NU008	7.75	7.75		4	3	
Nutrition FN001						
FND100	-	40.00		2/3	4	
FNS200	40.00	-		2/3	4	
FND401	-	15.00		2/3	-	
FN001 years 1 and 2	10.00	20.00		2/3	4	
FN001 years 3 and 4	15.00	15.00		2/3	4	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 13-14 FEE		SPRING	A CATEGOR Y	B REFUND	C CHANGE
	FALL	WINTER				
MHSc in Nutrition Communications NC8301/NC8302						
Practicum placement option	1,550.00		1,550.00	6	4	Placement coordination fee for new practicum option (charged in the second year of the program)
Occupational and Public Health OC001/OC002/OC003						
OHS723	0 (15.00)	-		4	4	fee eliminated as field trips are now taken locally
ENH733	42.75	-		2	4	fee was not charged in 12-13 to reduce surpluses
OHS823	-	200.00		1	4	fee was not charged in 12-13 to reduce surpluses
ENH333	0 (15.00)	-		1	4	fee eliminated as food related field trips are no longer taken
ENH324	15.00	-		1	4	fee was not charged in 12-13 to reduce surpluses
EHN424	-	15.00		1	4	fee was not charged in 12-13 to reduce surpluses
ENH433	-	0 (15.00)		1	4	fee eliminated as food related field trips are no longer taken
Public Health and Safety Co-operative Education	1,875.00			5	3	
Occupational Health and Safety Co-operative Education	1,875.00			5	3	
Radio and Television RT001/RT002						
RT001 and RT002 - all years	125.00	-		2/3/4/6	4	
BDC904 - Room & Board - RTA in LA program			1,500.00			
Graduate Studies - Media Production MD001						
Media Production (M.A.)	25.00			4	4	
Retail Management RL001						
Field Trips - all years	20.00	20.00		1	4	
Materials - all years	10.00	10.00		2/3	4	
Social Work SW001						
SWP130	10.00	-		2/6	4	
SWP335	10.00	-		2/6	4	
SWP31A	10.00	-		2/6	4	
SWP50A	10.00	-		2/6	4	

2013-14 Fees Schedule –

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 13-14 FEE		SPRING	A	B	C CHANGE
	FALL	WINTER		CATEGORY	REFUND	
Theatre School TH001/TH002/TH003						
Material fee (all students)	24.00	-		2	4	To cover increased cost of upgraded corsetry kits
THP 101 Production 1	75.00			2/3/4	4	
THP 201 Production 2	50.00			2/3/4	4	
THP 315 Corsetry		100.00 (60.00)		2/3	3	
THP 325 Ward 3		50.00		2/3	3	
THP 328 Carps 3		50.00		2/3	3	
THP 333 Accessories		20.00		2/3	3	
THP 422 Paint	50.00			2/3	3	
THP 538 Props	25.00			2/3	3	
THP 612 Dye		50.00		2/3	3	
THP 648 Welding		75.00		2/3	3	
Urban and Regional Planning UP001/UP002/UP003						
UP002 and UP003 - first year became PLG530	600.00	-		1	5	fee already eliminated - consistent with audit report
UP001 - third year became PLG530	600.00	-		1	5	
PLG900 became PLG730	600.00	-		1	5	
PLG320	0.00	-				
PLG420	0.00	-				
PLG520	0.00	-				fee already eliminated - consistent with audit report

2013-14 Fees Schedule –

D. Service Fees

	2012/13 Approved	2013/14 Proposed	Comments
Test of English Proficiency	125.00	125.00	
Challenge Credits	175.00	175.00	
Letter of Permission	40.00	40.00	
Late Fees (per month)	1.25%	1.25%	
Deposit (undergraduate) - New OUAC Approvals who withdraw prior to Sep 15	400.00	400.00	
Deposit (graduate) - for withdrawals after accepting admission offer	500.00	500.00	
Transcript	15.00	15.00	
Replacement of Graduation Document	70.00	70.00	
ID Card Replacement	35.00	35.00	
NSF Cheque/Credit Card Rejections	50.00	50.00	
Unreturned convocation gowns/hoods	200.00	200.00	
Addition to Registration Record	100.00	100.00	
Late Request for Graduation Audit	30.00	30.00	
Redeemable Failure Examination (supplemental exam)	50.00	50.00	
Grad Studies Application Fee	110.00	110.00	
Grad Studies Application Fee - MBA	150.00	150.00	
Graduation Administration Fee	40.00	40.00	
Late Application to Graduate	50.00	50.00	
Late Application for Transfer Credit	50.00	50.00	
Certificate Enrolment Fee (CE)	35.00	35.00	
Deferral fee	70.00	70.00	
FCAD Portfolio Assessment Fee	50.00	50.00	
Architectural Science Portfolio Assessment Fee		50.00	New fee towards cost of assessing UG program applicant portfolios
Evaluation/Application Fee: (domestic and international)	80.00	85.00	Harmonize fee with Toronto universities
Ryerson Application Fee (current students changing programs)	80.00	85.00	Harmonize fee with Toronto universities
Special Letters (to employers, etc.)	20.00	20.00	

2013-14 Fees Schedule –

E. Student Residence Fees and Food Plans

Meal plans for students living in Pitman Hall and the ILLC are compulsory. Students select a meal plan that best meets their needs. The plans are non-refundable and cannot be transferred. Under government tax regulations, meal plan purchases of food on campus are tax exempt providing a savings of the HST.

Meal plan increases reflect increases in product, and labour costs.

Room Type	Program Fee	Residence Student Governance Fee**	Laundry	ResNet Fee	Telephone	Rent with % Increase over 12/13		Food Plan (Choice of) with % increase over 12/13		Food Amin Fee	Total 2013/14
Pitman Hall											
Single with shared bath	\$42.82	\$56.22	\$50.00	\$160.00	\$156.00	\$7,019.00	5.0%	\$ 3,206.92	2.5%	\$ 30.00	\$10,720.96
								\$ 3,492.38	2.5%	\$ 30.00	\$11,006.42
								\$ 3,867.22	2.5%	\$ 30.00	\$11,381.26
Semi-private	\$42.82	\$56.22	\$50.00	\$160.00	\$156.00	\$7,439.00	5.0%	\$ 3,206.92	2.5%	\$ 30.00	\$11,140.96
								\$ 3,492.38	2.5%	\$ 30.00	\$11,426.42
								\$ 3,867.22	2.5%	\$ 30.00	\$11,801.26
Double	\$42.82	\$56.22	\$50.00	\$160.00	\$156.00	\$5,615.00	5.0%	\$ 3,206.92	2.5%	\$ 30.00	\$9,316.96
								\$ 3,492.38	2.5%	\$ 30.00	\$9,602.42
								\$ 3,867.22	2.5%	\$ 30.00	\$9,977.26
Suite	\$42.82	\$56.22	\$50.00	\$160.00	\$156.00	\$7,779.00	5.0%	\$ 2,456.87	2.5%	\$ 30.00	\$10,730.91
ILLC											
Single with private bath	\$42.82	\$56.22	\$50.00	\$160.00	\$156.00	\$8,807.00	3.0%	\$ 3,206.92	2.5%	\$ 30.00	\$12,508.96
								\$ 3,492.38	2.5%	\$ 30.00	\$12,794.42
								\$ 3,867.22	2.5%	\$ 30.00	\$13,169.26
O'Keefe House											
Single	\$42.82	\$56.22	\$50.00			\$5,528.00	5.0%				\$5,677.04
Double	\$42.82	\$56.22	\$50.00			\$4,709.00	5.0%				\$4,858.04
Triple	\$42.82	\$56.22	\$50.00			\$4,530.00	5.0%				\$4,679.04

** Governance fee is allocated to the Residence Council. Fee increase approved by student referendum.

RESOLUTION

RE: 2013-14 TUITION AND NON-TUITION RELATED FEES

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2013-14 Tuition Fees (both Domestic and International); Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Food Plans be approved as presented.

April 29, 2013

RESOLUTION

RE: 2013-14 BUDGET

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2013-14 Budget be approved as presented.

April 29, 2013



BOARD OF GOVERNORS MEETING
April 29, 2013

AGENDA ITEM: Ryerson Retirement Pension Plan Amendment Allowing Commuted Value Transfers into the Plan

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For approval

SUMMARY: The Joint Pension Committee has requested that the Ryerson Retirement Pension Plan (RRPP) be amended to allow members to transfer their accrued pension entitlement on a Commuted Value (CV) basis from the registered pension plan of a previous employer into the RRPP to purchase past service. In effect, this would allow members to increase service in the RRPP.

Currently we have formal agreements with some employers to allow members to transfer their pension entitlement to the RRPP. Allowing CV transfers into the RRPP would allow all employees to be treated in the same way. As there will no longer be a need for reciprocal agreements, notice will be provided to all parties that they will be terminated as per the terms of the agreements.

Allowing CV transfers increases the liabilities of the RRPP, and therefore it is important to ensure that these liabilities are funded to the extent possible. This can be done by making sure that the assumptions that are used to calculate the service that can be purchased under the RRPP are reviewed regularly and updated as necessary.

BACKGROUND: Currently, Ryerson only allows new members to transfer money into the RRPP if there is a reciprocal agreement in place. If there is no reciprocal agreement in place, we contact the exporting plan to determine if there is any interest in a transfer, and if so, the

sometimes lengthy and potentially expensive process to implement the transfer begins. There are 25 reciprocal agreements in place, including 15 MOPPs (Major Ontario Pension Plans).

Reciprocal agreements require that both parties agree to the assumptions used to value the pension. The other method of transferring service from one pension plan to another is on a CV basis. For CV transfers, neither party is obliged to agree to the assumptions nor the methodologies set by the other party.

Reciprocal transfers are not very common, CV transfers are more common in the University sector and would also allow more members to purchase service in the RRPP.

CV transfers are subject to limits under the *Income Tax Act* (Canada) and the requirements of the *Pension Benefits Standards Act* (Ontario).

COMMUNICATIONS STRATEGY: Notice will be provided to those with whom we currently have reciprocal agreements in place. Plan members will be notified of the amendment and advised of the process and timelines.

PREPARED BY:

Name Avner Levin, Interim Vice President Human Resources
Date April 16, 2013

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration & Finance
Date April 16, 2013



Human Resources

Ryerson University

AMENDMENT TO THE RRPP

April 16, 2013



RRPP AMENDMENT

- Recommendation from the Joint Pension Committee
- Changes the basis on which members can transfer their pension from a previous employer plan
- Allows for service earned in another plan to be recognized by the Ryerson plan



TRANSFERRING SERVICE TO THE RRPP

- Assets are transferred to the RRPP
- The RRPP assumes the liability
- Aids in recruitment
- Common in Public Sector plans
- Can be advantageous for employees



CURRENT PRACTICE

- Currently only permitted if a Reciprocal Agreement exists
- There are 25 existing agreements
- Costly and complex to administer
- Both parties must agree on the assumptions and methodologies
- Not common in the University sector

PROPOSAL

- Alternative is to allow for transfers on a Commuted Value (CV) basis
- Increased access/availability
- All transfers treated the same
- More common in the University sector
- Ryerson controls the assumptions & methodologies used to determine the value

NEXT STEPS

- Effective date is July 1, 2013
- Existing agreements will be terminated
- Administrative rules/processes will be worked out with the Joint Pension Committee
- Communication strategy is underway



AMENDMENT NO. 3

RYERSON RETIREMENT PENSION PLAN

WHEREAS Ryerson University (the “University”) established the Ryerson Retirement Pension Plan (the “Plan”) effective April 1, 1964, as amended from time to time; and

WHEREAS the Board of Governors of the University (the “Board”) reserves the right to amend the Plan pursuant to Section 16.01 of the current Plan text;

WHEREAS the Plan currently provides that employees with prior employment with an employer party to a Reciprocal Transfer Agreement (“Reciprocal Agreement”) may transfer their pension contributions and credits into the Plan pursuant to Article 12 of the Plan text;

WHEREAS the Board wishes to terminate the existing Reciprocal Agreements and to provide all new employees with the option of purchasing past service in the Plan with amounts transferred from the registered pension plan of a previous employer on a cost basis determined by the University, subject to the requirements of the *Pension Benefits Act* (Ontario) and the *Income Tax Act* (Canada);

NOW THEREFORE BE IT RESOLVED THAT, effective July 1, 2013, the Plan be amended as follows:

1. The last paragraph of Section 11.01 shall be deleted in its entirety and replaced with the following:

“ Where a Pensioner who is in receipt of a pension dies leaving no Spouse nor Children or where a pension or benefit has become payable to the Spouse or Children or Beneficiary of a Pensioner and on the cessation of the entitlement of such Spouse or Children or Beneficiary no further pension is payable in respect of the Pensioner, the amount, if any, by which the Member contributions, including any Member contributions made by a Member pursuant to Article 12, with Refund Interest to date of pension commencement made by the Pensioner exceed the benefits paid to or in respect of the Pensioner shall be refunded to any surviving children of the Member who have attained the age of 18 years, or if there are no such children, to the estate of the last to die of the Pensioner, the Spouse, the Beneficiary and the children. No

death benefit payable in accordance with this Section 11.01 shall exceed the maximum post-retirement death benefit permitted under the Income Tax Rules.”

2. Article 12 of the Plan text shall be deleted in its entirety and replaced with the following:

“

ARTICLE 12
TRANSFERS FROM REGISTERED PENSION PLANS OF
PREVIOUS EMPLOYER

12.01 Reciprocal Agreements

On or before July 1, 2013, the Employer may enter into an agreement with the person authorized for that purpose under a pension or superannuation plan for employees of:

the Government of Canada or the government of any Province of Canada;

OR

any municipality or local board in Canada;

OR

any board, commission or public institution established under any Act of Canada or any Province of Canada;

OR

any educational institution public or private in Canada that is a university, college, school or other educational institution providing courses at a secondary or post-secondary school level;

OR

any other organization, corporation or employer as approved by the Employer;

for the transfer of pension credits on a reciprocal or other basis, and any such

agreement shall contain such provisions as may be prescribed by the Employer.

The Employer shall terminate all agreements made pursuant to this Section 12 effective the later of July 1, 2013 and the earliest date permitted pursuant to the terms of the applicable agreement.

The Employer will accept transfers of pension credits on a reciprocal or other basis pursuant to this Section 12.01 in accordance with a Member election made in writing and provided to the Employer before the later of June 30, 2013 and the day immediately prior to the effective date of the termination of the applicable agreement.

The Service and Credited Service under this Plan of a Member for whom an amount of money is transferred pursuant to this Section 12.01 to the Pension Fund shall include the period of former employment which under the terms of the agreement is to be taken into account in the determination of such Member's benefits under this Plan.

12.02 Commuted Value Transfers

A Member may elect in writing to transfer to the Pension Fund the commuted value of a defined benefit entitlement or the account balance of a defined contribution entitlement from the registered pension plan of a Member's previous employer, provided that such amounts may be accepted into the Pension Fund at the sole discretion of the Employer. Amounts transferred pursuant to this Section 12.02 will be applied to purchase additional Credited Service under the Plan in respect of service with the previous employer on a full actuarial cost basis determined by the Employer as recommended by the Actuary, provided that the former pension plan allows for such transfer.

12.03 Transfer Requirements

All transfers pursuant to this Article 12 shall be subject to the Act and the Income Tax Rules, including but not limited to any past service pension adjustment certification procedures."

RESOLVED FURTHER THAT the Vice President, Administration and Finance is authorized to execute such other agreements, certificates, consents, corporate papers and other documents, make such payments and take all other action (including the filing of all required documents with appropriate governmental agencies and ensuring compliance with any reasonable charges or conditions imposed by the Canada Revenue Agency, the Financial Services Commission of Ontario, or any other appropriate governmental authorities in connection with the actions authorized or approved in the foregoing resolutions) that such official of the University deems necessary or desirable to carry out the intent and purposes of the foregoing resolution.

DATED the _____ day of _____, 20 ____ .

Name (please print)

Signature

Date

Title

DRAFT RESOLUTION

RE: Ryerson Retirement Pension Plan ("RRPP") Amendment Allowing
Commutated Value Transfers into the RRPP

BE IT AND IT IS HEREBY RESOLVED:

That the RRPP amendment allowing commuted value transfers in the RRPP be
approved as presented.

April 29, 2013



BOARD OF GOVERNORS MEETING
April 29, 2013

AGENDA ITEM: Ryerson Retirement Pension Plan Increase to the Annual Expense Budget

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For approval

SUMMARY: The current annual limit on expenses that can be reimbursed from the Ryerson Retirement Pension Plan (RRPP) is \$850,000. However, in 2012 expenses were \$964,602. This amount is slightly offset by a GST/HST rebate of \$23,568, bringing the net expenses down to \$941,034.

There were three expense categories that were considerably higher in 2012 than in 2011. The costs for Fund Management were approximately \$55,000 higher due to extra work done in conjunction with the contribution rate increase and corresponding projections. An additional \$30,000 in expenses were associated with updates to the buyback calculator that were required as a result of the earnings and service amendment in 2010. The regulatory filing fees were approximately \$65,000 higher because of lower solvency and transfer ratios which necessitated the need to make a payment to the provincial Pension Benefit Guaranteed Fund.

The \$850,000 limit has been in effect for 10 years and expenses continue to rise due to inflation and compliance issues associated with the administration of a pension plan. If the expense limit had been adjusted for inflation each year at a reasonable 1.5%, the annual expense limit would have been \$972,000 in 2012.

For these reasons, it is recommended that the overall expense limit be increased to \$975,000 effective January 1, 2013.

BACKGROUND: Expenses that relate to the administration of the Ryerson pension plan are submitted to the Custodian (RBC Investor Services) for reimbursement. These expenses include:

- Actuarial & consulting fees
- Third party administration costs
- Custodial fees
- Audit fees
- Regulatory filing fees
- Salary and benefit costs for staff
- Legal fees

Since 2003, the annual limit for these expenses, as approved by the Board of Governors, has been \$850,000. Over the past five years, expenses have been:

2008	\$796,316
2009	\$779,970
2010	\$790,451
2011	\$852,826
2012	\$964,602

The 2012 expenses can be offset by a GST/HST rebate in the amount of \$23,568 that was deposited to the fund. The net result is 2012 expenses of \$941,034.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Name Avner Levin, Interim Assistant Vice President Human Resources
Date April 16, 2013

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration & Finance
Date April 16, 2013

DRAFT RESOLUTION

RE: Administrative Expenses of the Ryerson Retirement Pension Plan (“RRPP”) Amendment

BE IT AND IT IS HEREBY RESOLVED:

THAT it be approved that the level of administrative expenses payable from the RRPP Fund in any year be approved up to a maximum of \$975,000, with effect as of January 1, 2013.

April 29, 2013



BOARD OF GOVERNORS MEETING

April 29, 2013

AGENDA ITEM: Funded projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) January 1, 2013

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information Only

SUMMARY: The valuation results report on the financial status of the plan at January 1, 2013. Based on these preliminary analyses, the Ryerson Retirement Pension Plan will be in a surplus position of \$19m as at January 1, 2013. This surplus does not reflect adjustments for liabilities.

The Actuaries are recommending some assumption changes based on the experience studies conducted which would reduce liabilities by \$6m. As in previous years, they are also recommending that updates be made to the future commuted value discount rate and the mortality table. Updating these two assumptions will increase liabilities by approximately \$5m. The net impact of these changes is a decrease in liabilities of approximately \$1m.

The actuary also projects the funded status of the plan over the next three years. Pages 30 and 31 illustrate the funded status of the plan from 2014 to 2016. On a best estimate basis, all indications are that the Plan will be in a surplus position in each of these years.

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for review and approval in June. The primary purpose of the valuation is to determine whether the assets of the plan are sufficient to satisfy the liabilities on both a going concern basis (i.e. the plan continues indefinitely) and on a solvency basis (i.e. the plan is discontinued as of the valuation date). The approved assumptions will be used in the calculation of the preliminary results, which are presented each June.

The second part of the presentation deals with the projected funded status of the plan over a 3

year period. If a registered pension plan has assets in excess of 125% of its liabilities, it is deemed to have excess surplus. If excess surplus exists, the Income Tax Act does not allow the University to make contributions to the plan. If the funded ratio falls below 100%, the plan is in a deficit. If the plan shows a deficit in a year when the valuation report must be filed, changes must be made to restore the funded ratio to 100%.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

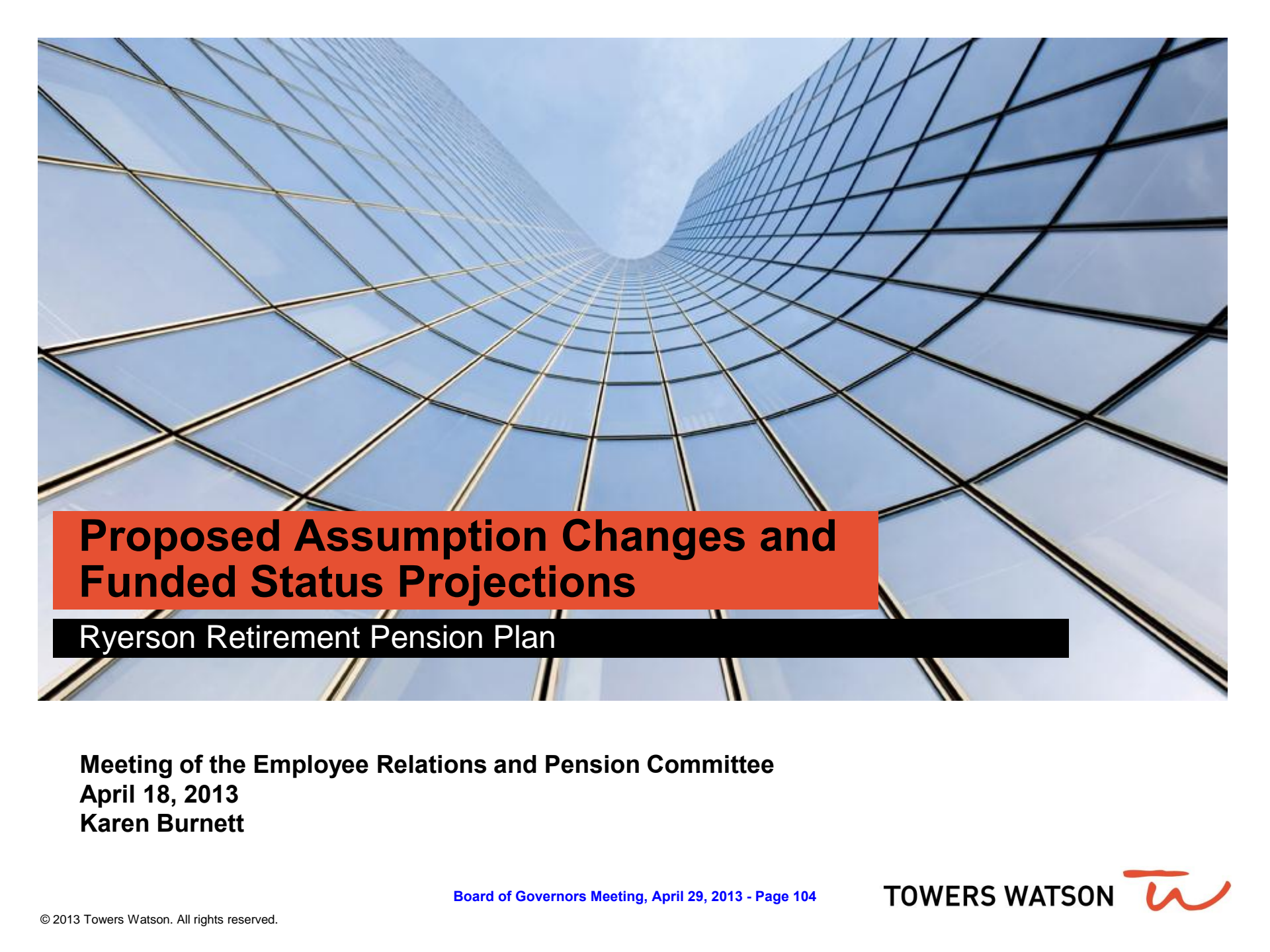
Name: Avner Levin, Interim Assistant Vice President, Human Resources

Date: April 16, 2013

APPROVED BY:

Name: Julia Hanigsberg, Vice President, Administration & Finance

Date: April 16, 2013



Proposed Assumption Changes and Funded Status Projections

Ryerson Retirement Pension Plan

**Meeting of the Employee Relations and Pension Committee
April 18, 2013
Karen Burnett**

Agenda

- Actuarial Assumptions and Methods
- Projection of the Funded Position
- Next Steps for the ERPC
- Supporting Information
 - Results from Experience Study

Please note that all figures disclosed herein are estimates only based on January 1, 2012 data and preliminary asset information as at January 1, 2013.

Actuarial Assumptions and Methods

Actuarial Assumptions and Methods

- All assumptions and methods reviewed annually
- An experience study was performed that considered actual experience over the five calendar years 2007 - 2011 and addressed:
 - Salary increases
 - Termination rates
 - Retirement rates
 - Marital Percentage at Retirement
 - Average Spousal Age Difference
- Results of the experience study are summarized in the Supporting Information section of this presentation

Actuarial Assumptions and Methods

- Towers Watson is considering for the January 1, 2013 valuation (pending ERPC discussions):
 - Reflecting the recommendations of the experience study
 - Keeping the process for setting other valuation assumptions and methods unchanged from the January 1, 2012 valuation
 - This requires
 - update to future commuted value basis (+\$3M in liabilities)
 - update to mortality table (+\$1 to 2M in liabilities)
 - update to the female termination assumption (+\$4M in liabilities)
 - update to marriage percentage at retirement (-\$10M in liabilities)
 - assuming no involuntary terminations for members with 55 points

Summary of Key Assumptions

Long Term Economic Assumptions

	January 1, 2012 (Filed)	Consider for January 1, 2013
A) Inflation rate	2.25%	2.25% (BE)
B) Real discount rate for actuarial liabilities	4.20%	4.20% (C)
C) Nominal discount rate for actuarial liabilities (A+B)	6.45%	6.45% (C)
D) YMPE increases	Inflation + 0.75%	Inflation + 0.75% (BE)
E) Salary increases	Inflation + 3% until 2018 then Inflation + 2%	Inflation + 3% until 2018 then Inflation + 2% (C)

(BE) TW considers the assumption a best estimate

(C) TW considers the assumption to be conservative

Summary of Key Assumptions (cont'd)

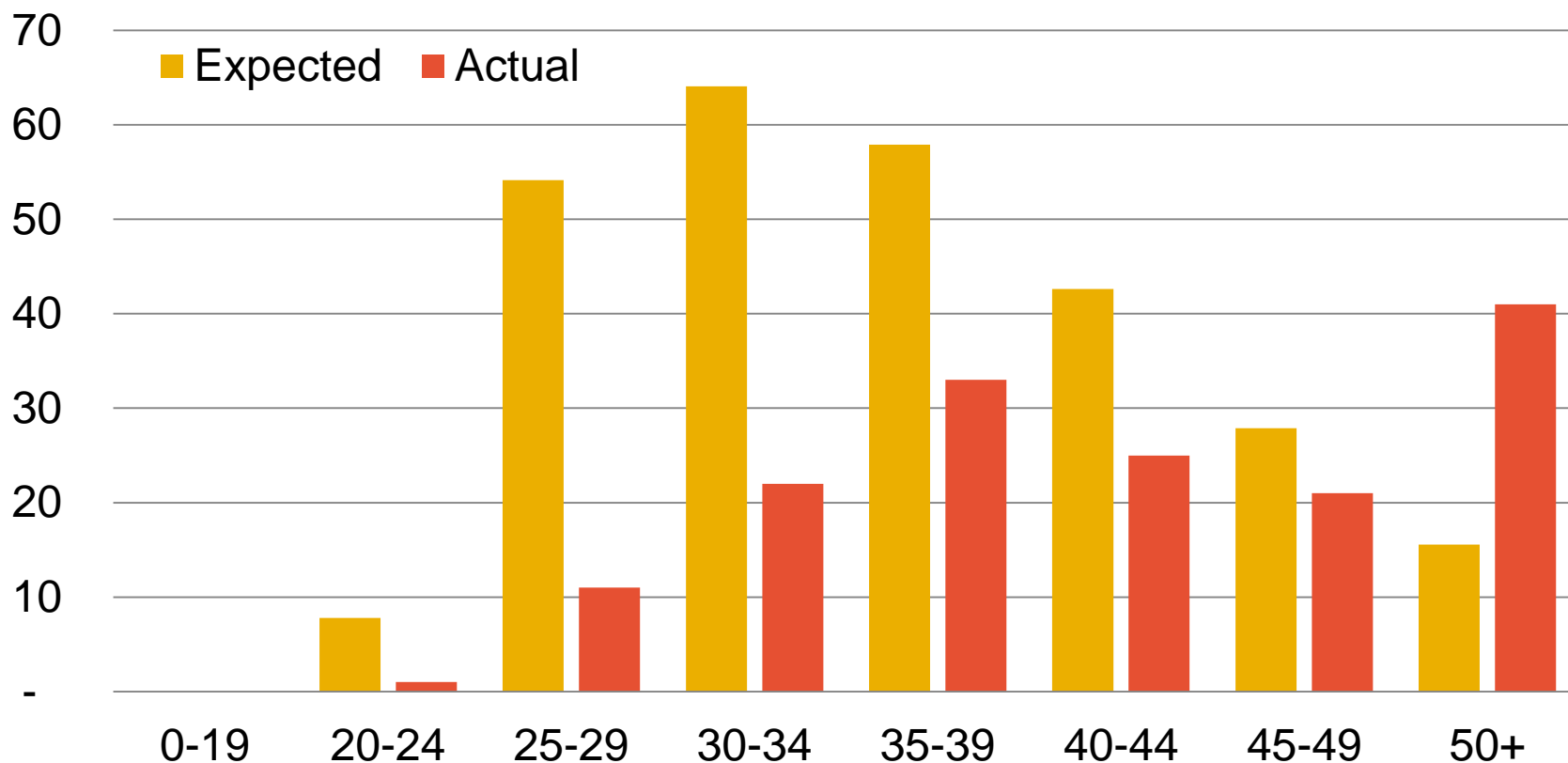
Long Term Demographic Assumptions

	January 1, 2012 (Filed)	Consider for January 1, 2013
F) Future commuted value basis	Current CIA basis for calculating CVs Disc rate: 1.2% 1st 10 yrs then 1.5% Mortality: UP94@2011G	Same methodology Disc rate: 1.1% 1st 10 yrs then 1.3% Mortality: UP94@2012G
G) Retirement for active members	5% at each age before earliest unreduced retirement age (EURA), 20% at EURA, 10% at each age after EURA, 100% at age 65	Same
H) Mortality	UP94 projected to [current year+8]	Same (i.e., one year's extra projection)
I) Withdrawal (termination)	Age- and gender-specific rates	Age only rates

TW considers all of the above assumptions to be best estimates

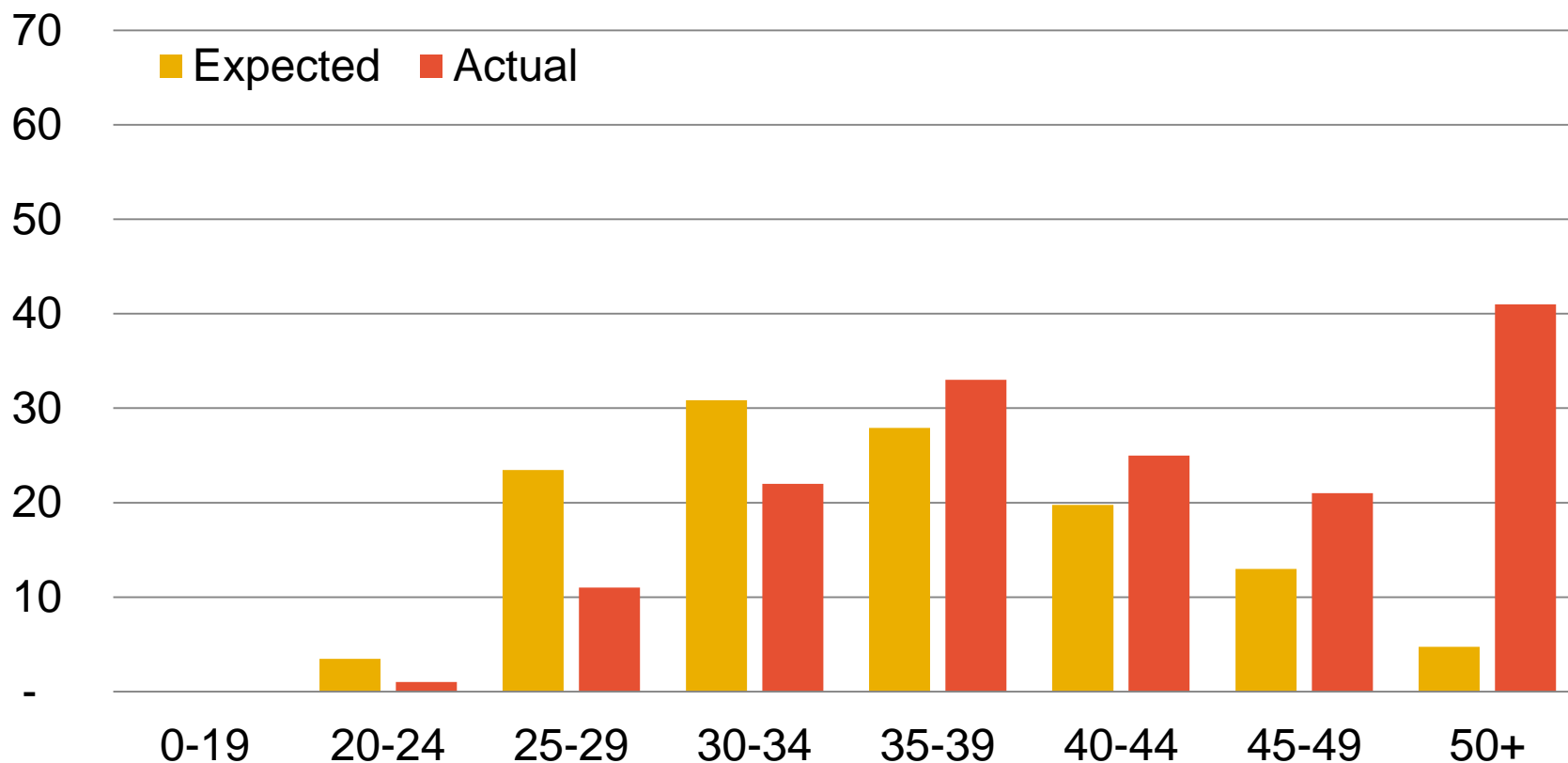
Termination Experience – Blended, Original Assumption

Aggregate Terminations by Age Group



Termination Experience – Blended, New Assumption

Aggregate Terminations by Age Group



Summary of Actuarial Methods

Methods

	January 1, 2012 (Filed)	Consider for January 1, 2013
J) Actuarial cost method	Modified aggregate method	Same
K) Asset valuation method	Average market value method (5-point average)	Same
L) Marriage Percentage at Retirement	85%	75%

Real Discount Rate

- The *nominal* discount rate represents the expectation of the returns on asset investments over the long term
- The *real* discount rate is the nominal discount rate net of inflation
- TW has always included a margin for adverse deviation or conservatism in the real discount rate
 - An assumption with a margin is said to be “conservative”
 - Margins address uncertainty and help buffer the effect of future losses
 - Historically set with reference to TW’s Global Investment Asset Model using current asset mix and Investment Policy asset mix
 - Ryerson’s margin for conservatism historically set with reference to the 35th to 40th percentile range

Real Discount Rate (*cont'd*)

- January 2013 Asset Model
 - Shows slightly lower expected long term returns based on Investment Policy asset mix, as compared to January 2012
 - Current asset mix has a materially lower allocation to public equities and materially higher allocation to domestic debt investments than the Investment Policy asset mix (the current asset mix is expected to align with the Investment Policy within 3 years)
 - Impossible to predict economic conditions affecting future discount rates

Real Discount Rate (cont'd)

20 Year Real Rates of Return Distribution*				
January 2013 Model			January 2012 Model	
	Investment Policy	Current Asset Mix	Investment Policy	Current Asset Mix
Percentiles	Asset Mix	(December 2012)	Asset Mix	(December 2011)
25th	3.30%	2.93%	3.41%	3.25%
30th	3.62%	3.22%	3.77%	3.61%
35th	3.95%	3.49%	4.08%	3.93%
40th	4.25%	3.77%	4.43%	4.23%
45th	4.55%	4.02%	4.72%	4.54%
Median	4.87%	4.27%	5.03%	4.81%
75th	6.46%	5.63%	6.70%	6.42%

* Before investment expenses (under passive management) of approximately 0.05% to 0.10%.
TW does not account for any reward for active investment management in advance.

Real Discount Rate (cont'd)

- Towers Watson can professionally sign off on a range of acceptable discount rates
- Continuing to use a 4.20% real discount rate is based on:
 - Acknowledgement that Ryerson understands it is funding the RRPP at a level of conservatism where
 - approximately 6 times out of 10 the assets should outperform this rate (at target mix)

- For the January 1, 2013 valuation

Real discount rate 4.20% p.a.

Price inflation + 2.25% p.a.

Nominal discount rate 6.45% p.a.

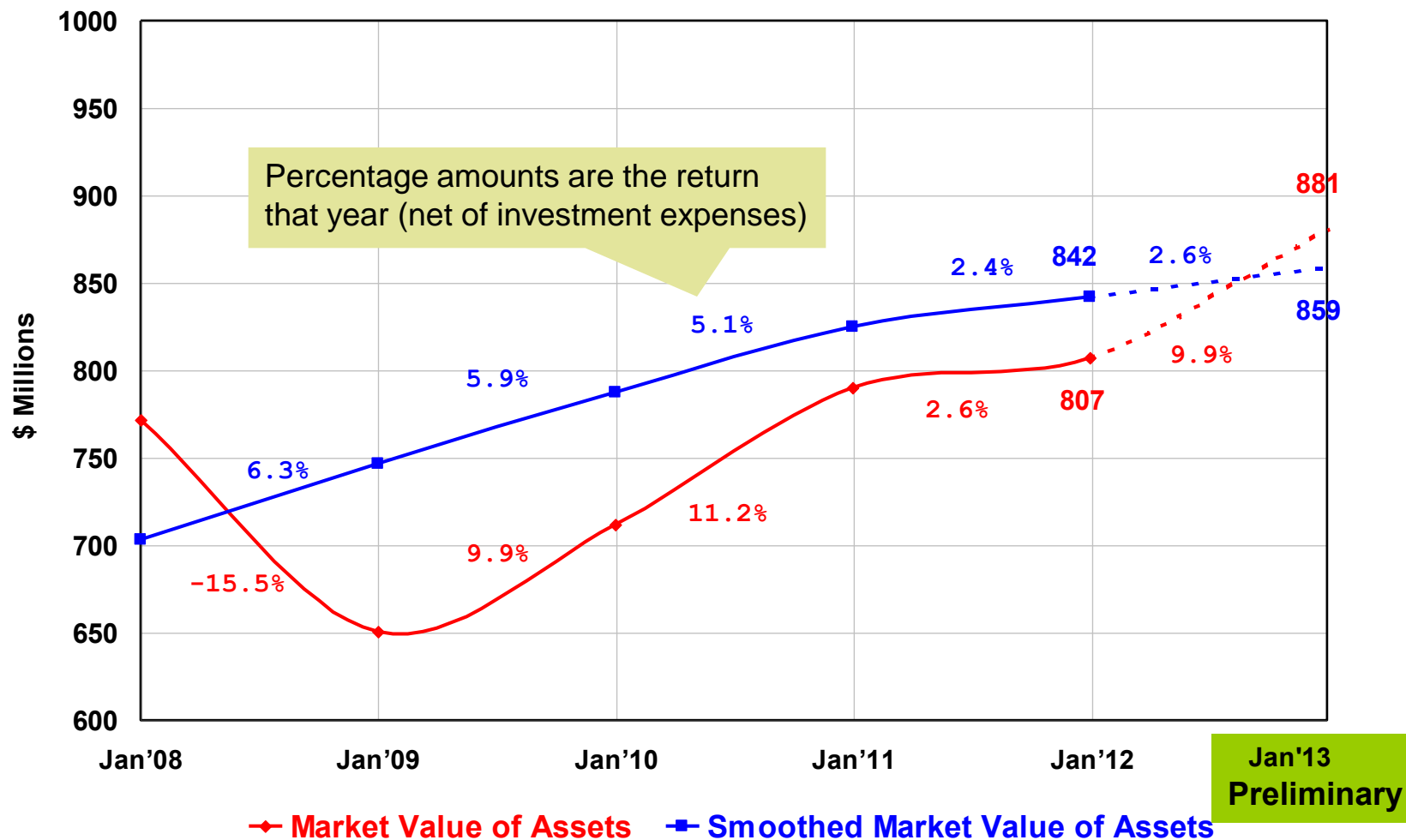
- The selection of the discount rate depends on the confidence that the asset mix will shift to the target mix in relatively near future

Solvency and Wind-up Valuations

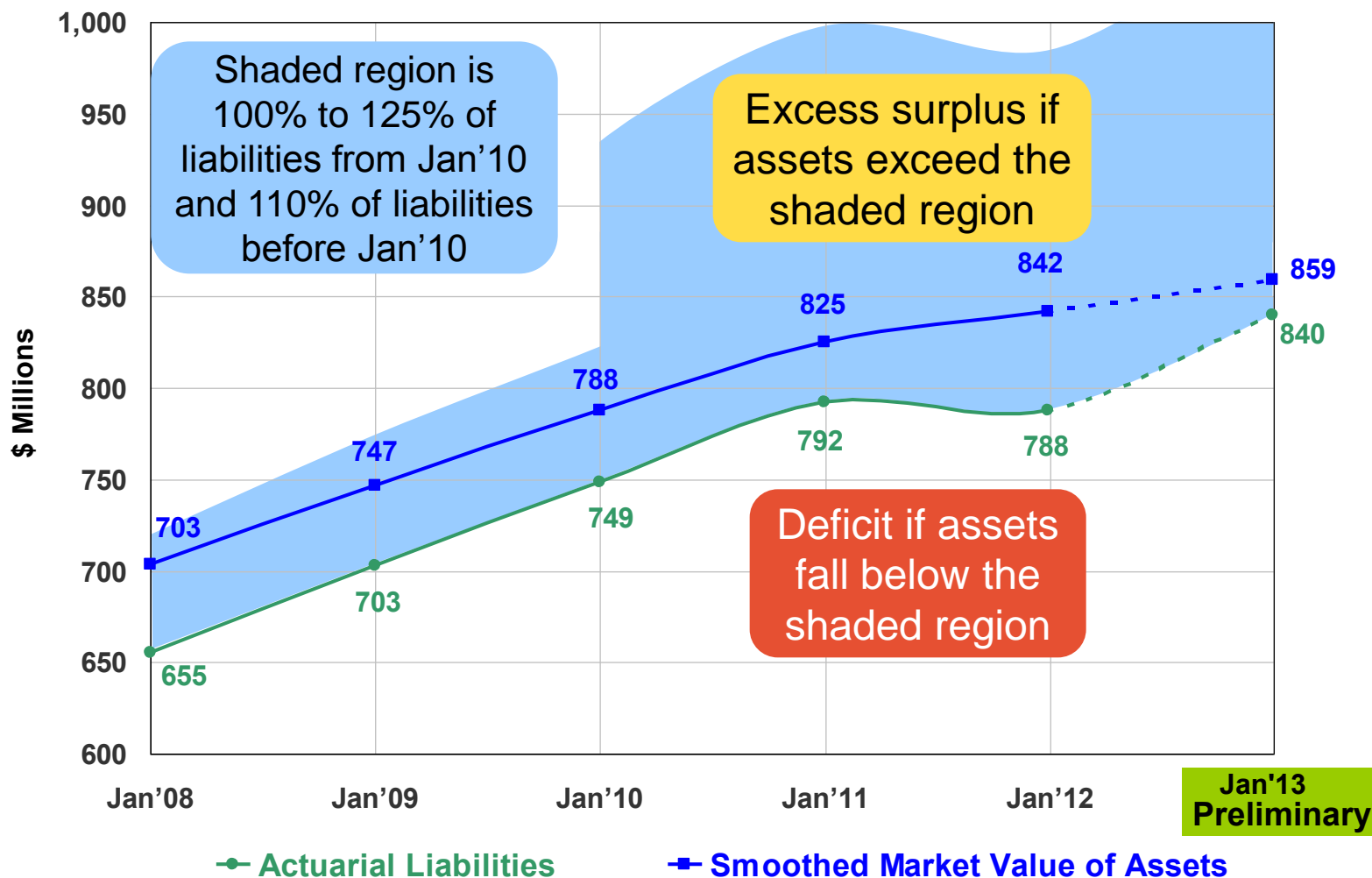
- Required by provincial legislation
- Methods and assumptions prescribed by legislation and by CIA
 - Liabilities based on settlement cost
 - Smoothing of assets permitted for purpose of determining statutory solvency deficiency
 - Liabilities must then be smoothed also
 - The value of indexing may be excluded from the statutory solvency liabilities
- When a report is filed showing a statutory solvency deficiency, special funding payments would be required
- If indexing exclusion and smoothing continues to be employed, expect a solvency excess as at January 1, 2013

Projections of the Funded Position

Plan Assets - Preliminary



Going Concern Liabilities and Assets - Preliminary



**includes two proposed assumption changes*

Projections of the Funded Position

- Projections from January 2012 member data and January 2013 unaudited asset data
- Assumptions for projections

Projection experience

- No other experience gains or losses on liabilities (including earnings)
- 5% active member population growth every year
- Assets (at market value) achieve gross investment returns as follows

	2013	2014	2015	2016
'Optimistic' estimate*	14.5%	9.5%	9.5%	9.0%
'Best' estimate*	6.7%	7.2%	6.6%	6.9%
'Pessimistic' estimate*	-0.3%	4.0%	4.6%	5.1%

* These are 75th, 50th and 25th percentiles of cumulative nominal returns in TW's January 2013 investment asset model, based on Investment Policy asset mix throughout.

Projections of the Funded Position

- Assumptions for projections (*cont'd*)

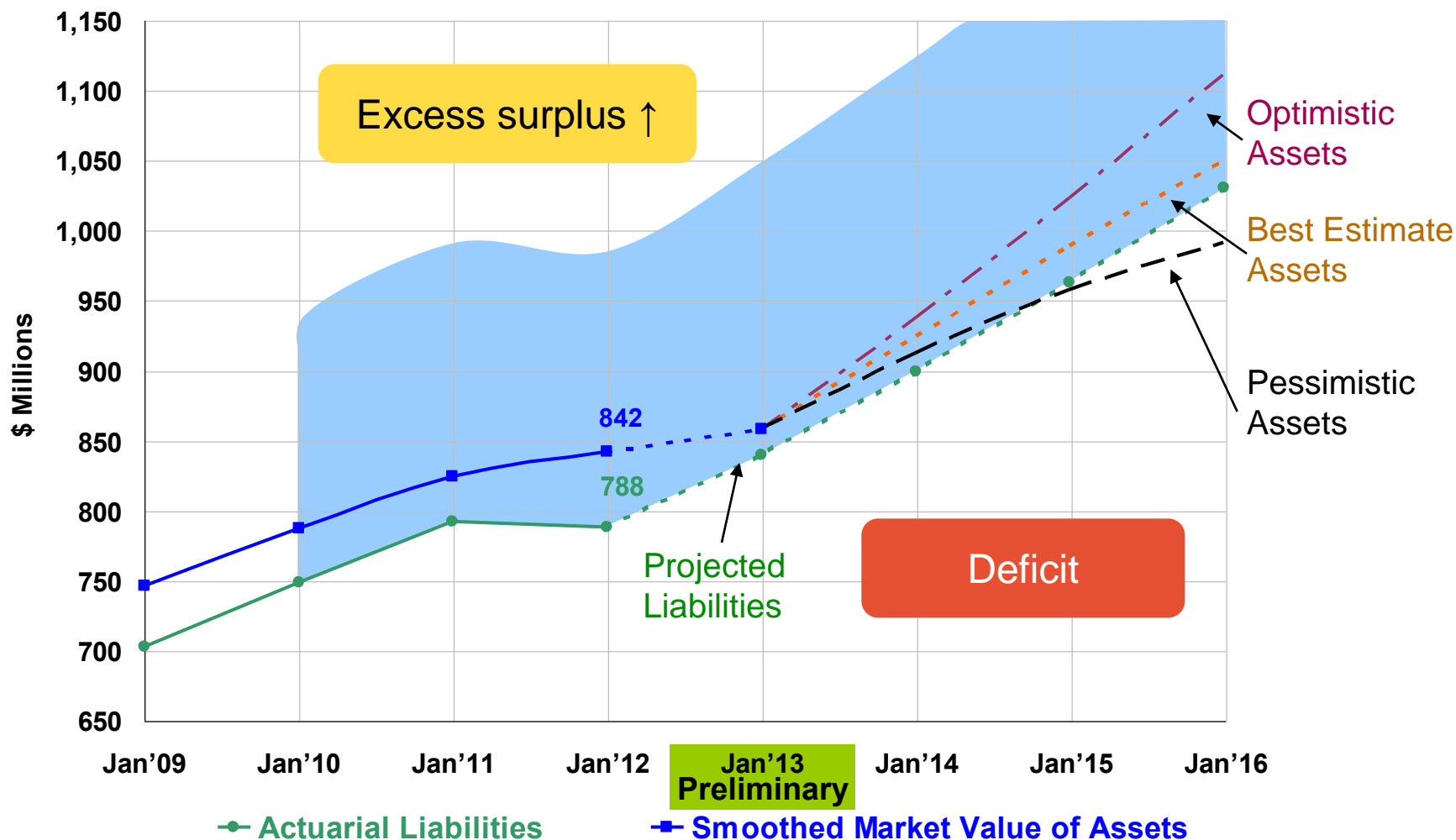
Valuation assumptions for current and future valuations

- All assumptions for the January 1, 2013 valuation are as given in this presentation

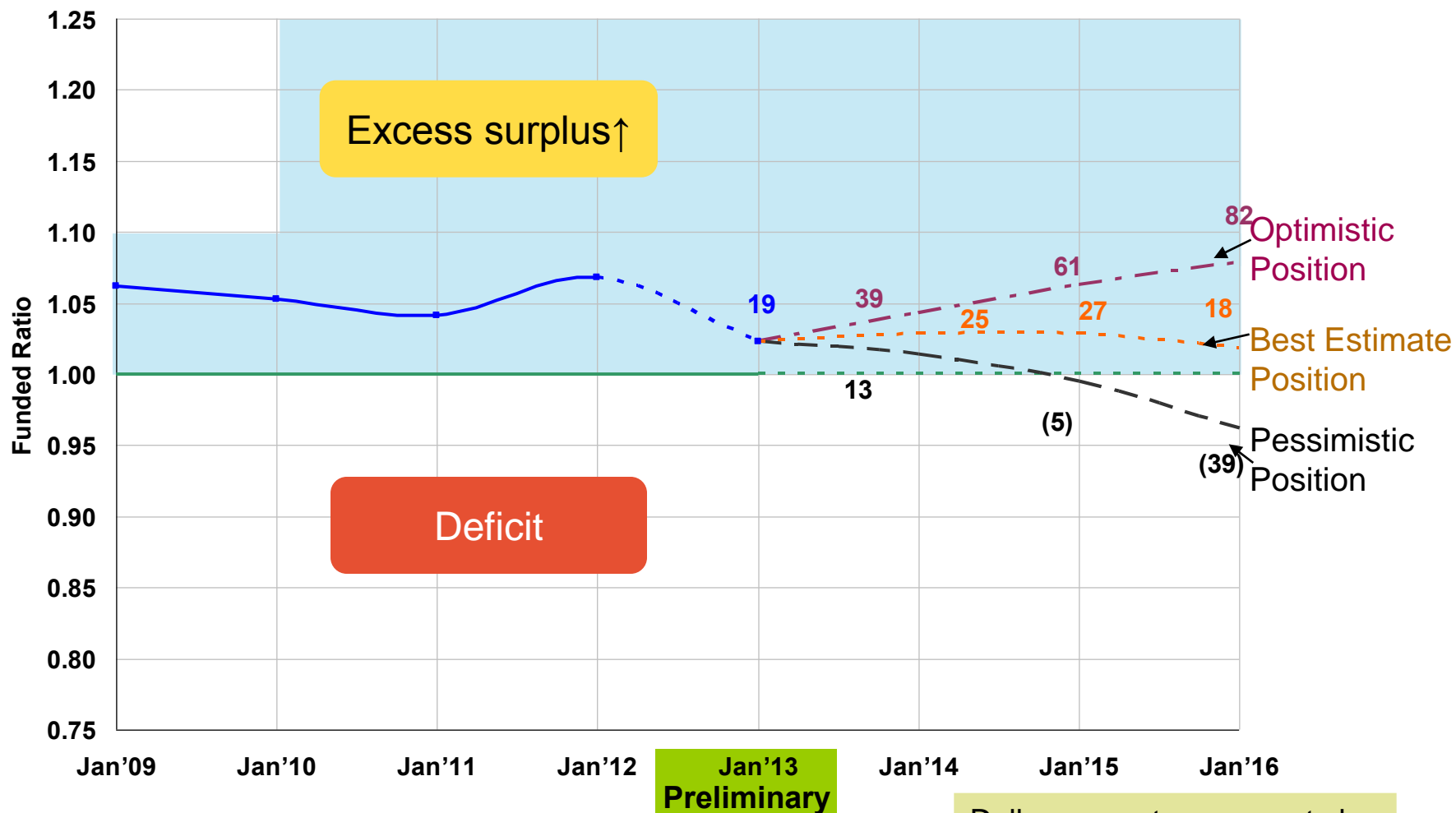
Plan assumptions

- No other changes in plan provisions

Going Concern Liabilities and Assets - where we're headed



Going Concern Funded Ratio - where we're headed



Going Concern Valuation Projections Observations

- RRPP funded position is likely to be in a surplus in January 2013 valuation
- Projected funded position expected to remain in a surplus over the near term
- Possible events with potential impacts:
 - Gains if future salaries increase less than assumed
 - Future changes to assumptions to reduce/increase the margins (e.g., CIA mortality study, discount rate)
 - Other changes to plan provisions

Next Steps for the ERPC

Next Steps for the ERPC

- Confirm the assumptions for January 1, 2013
- Preliminary valuation results will be ready in June
- Final valuation results will be ready in September
- Decide whether to file valuation report

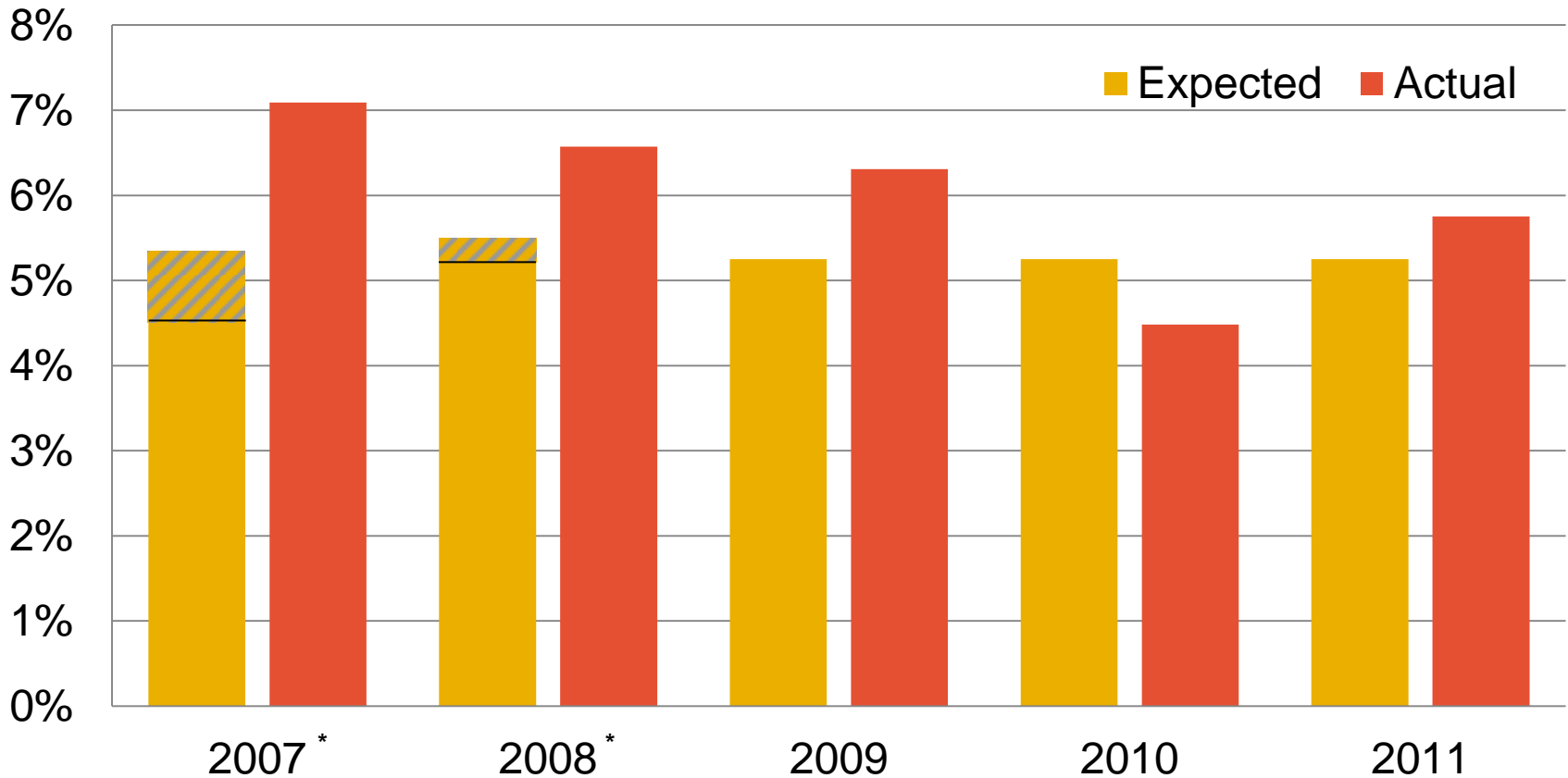
Supporting Information

Results from Experience Study

Experience Study

- This study considers actual experience over the five calendar years 2007 - 2011 and addresses:
 - Salary increases
 - Termination rates
 - Retirement rates
 - Marital Percentage at Retirement
 - Average Spousal Age Difference
- With respect to mortality, the Ryerson pension plan does not have sufficient mortality experience to be considered credible for purposes of setting assumptions
 - Mortality table used for funding purposes is updated annually to extend the mortality improvement period
 - The Canadian Institute of Actuaries is currently reviewing mortality experience in Canada and has released an exposure draft with respect to an updated recommended mortality table for pension plans
 - We recommend reviewing the mortality assumption in future valuations once the CIA's updated mortality assumptions have been officially adopted
- **Note that changes in assumptions will not change actual (ultimate) plan cost but may impact the timing of cost recognition for funding valuations**

Salary Experience



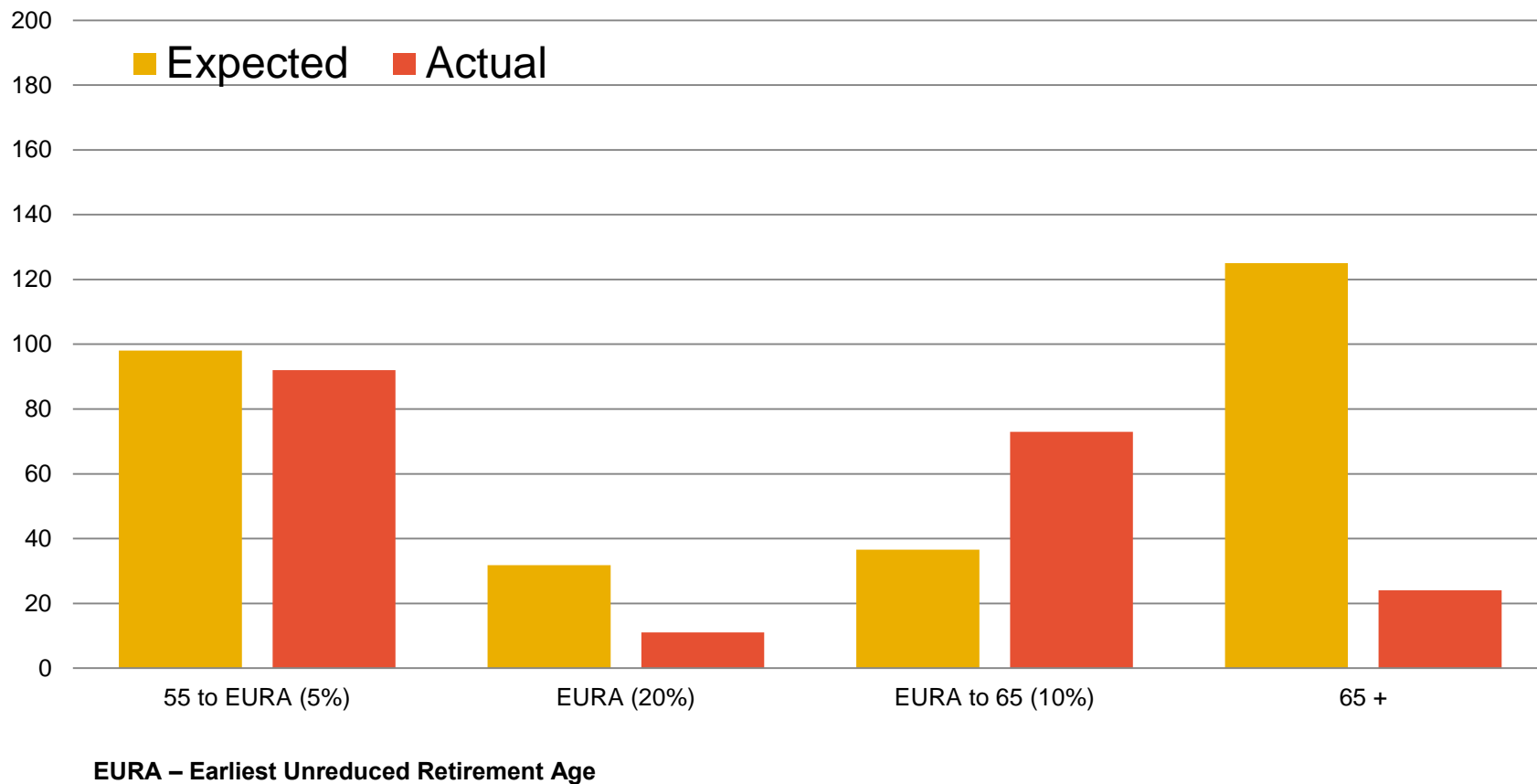
* Salary increase assumption in 2007 and 2008 was 4.5% and 5.5% respectively

Salary Experience (*cont'd*)

- From the April 2008 presentation to the ERPC
 - Is a 4.5% p.a. individual earnings increase prediction too low?
 - For three years in a row, the valuation revealed 'losses' due to earnings exceeding the 4.5% assumption (\$4.5M in 2004, \$3.6M in 2005, \$3.2M in 2006)
 - Preliminary indications are that there will be a loss in 2007
 - President suggested that there has been a catch-up in salaries as the University progresses away from its polytechnic history
 - The across-the-board and step increases of various presently negotiated earnings rate tables indicate a higher rate than 4.50% is to be expected, at least in the near term
- Overall, aggregate salary increases over the past 5 years have been slightly more than expected but have been closer to expected in the last few years
- We are recommending no change to the current assumption of inflation + 3% until 2018 and inflation +2% thereafter
 - The assumption for post 2018 will need to be revisited closer to 2018 in light of actual salary experience and expectations of future experience

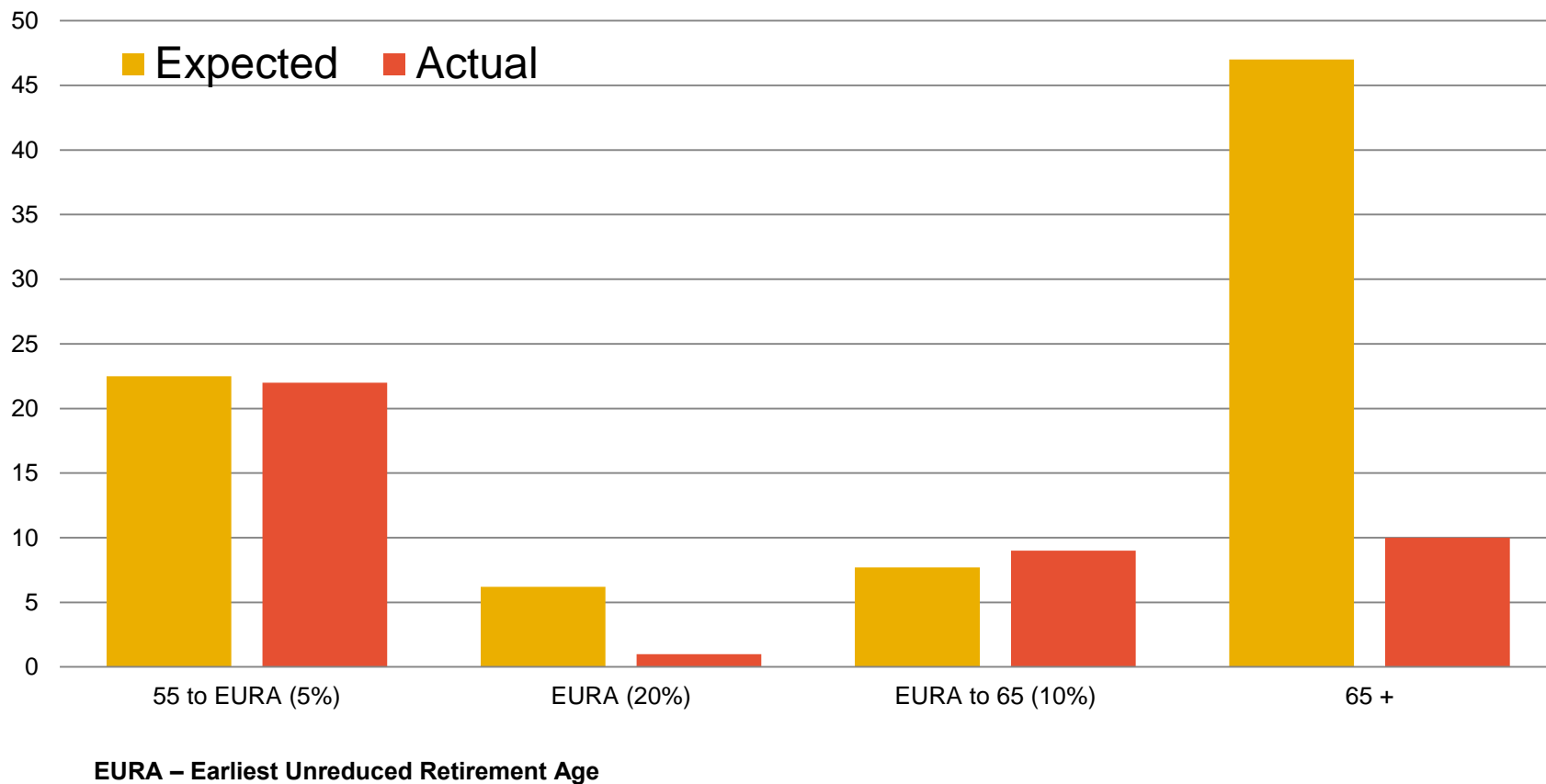
Retirement Experience (2007 – 2011)

Actual vs. Expected Retirement Counts



Retirement Experience (2011)

Actual vs. Expected Retirement Counts

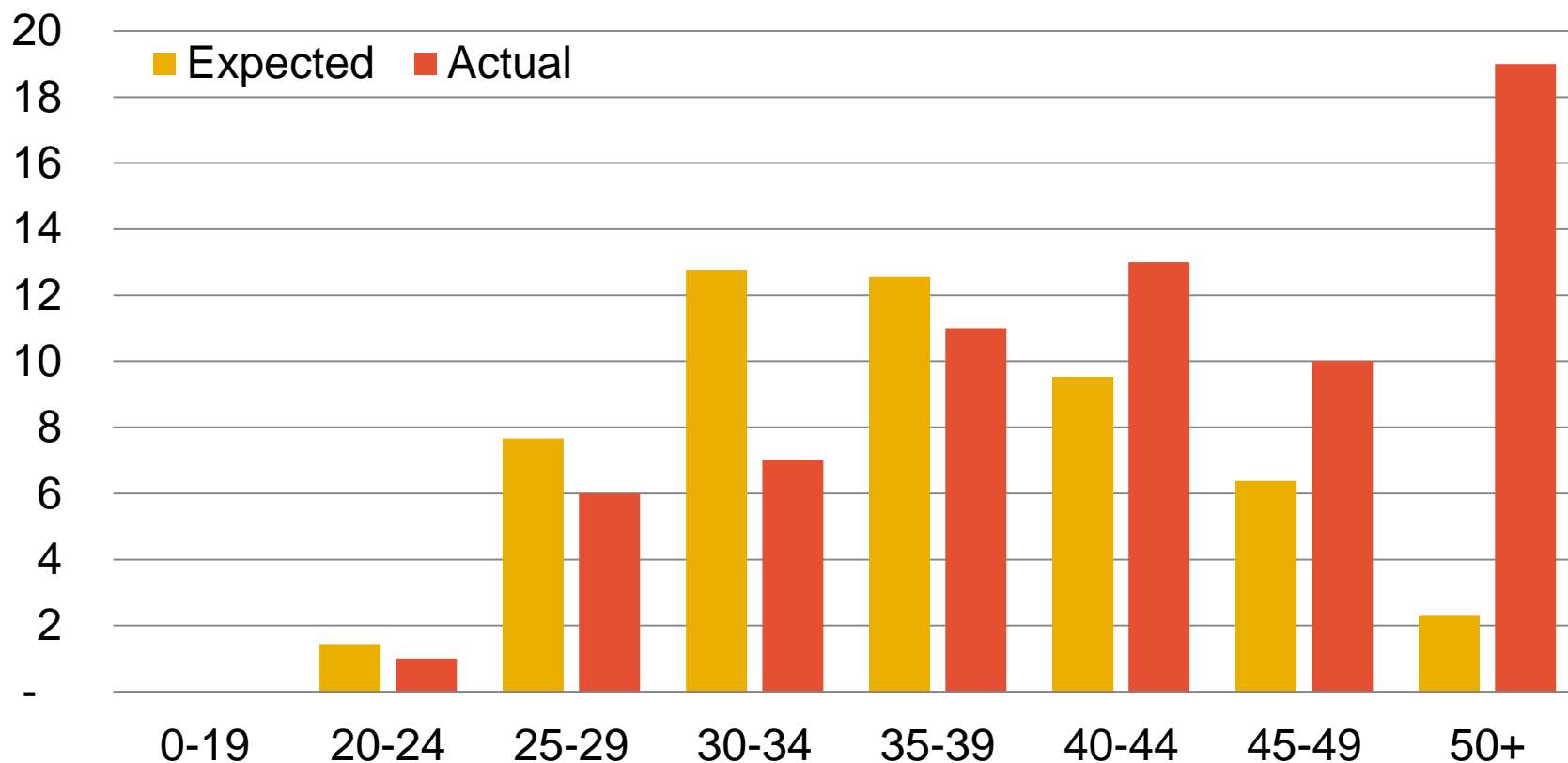


Retirement Experience (*cont'd*)

- The graphs on the last two slides show a trend towards members delaying their retirement
- The plan currently has 37 active and deferred vested members above age 65 as at January 1, 2012
- The number of active and deferred vested members above age 65 has been growing every year over the past few years but they still make up only 1.5% of the total active and deferred vested population
- Although there have been some differences in actual retirement patterns from the expected pattern, given the relatively small losses revealed in the historical valuation results and our expectation that these losses will be offset in the future by gains as members continue to retire at a later date, no change in retirement assumption is recommended at this time

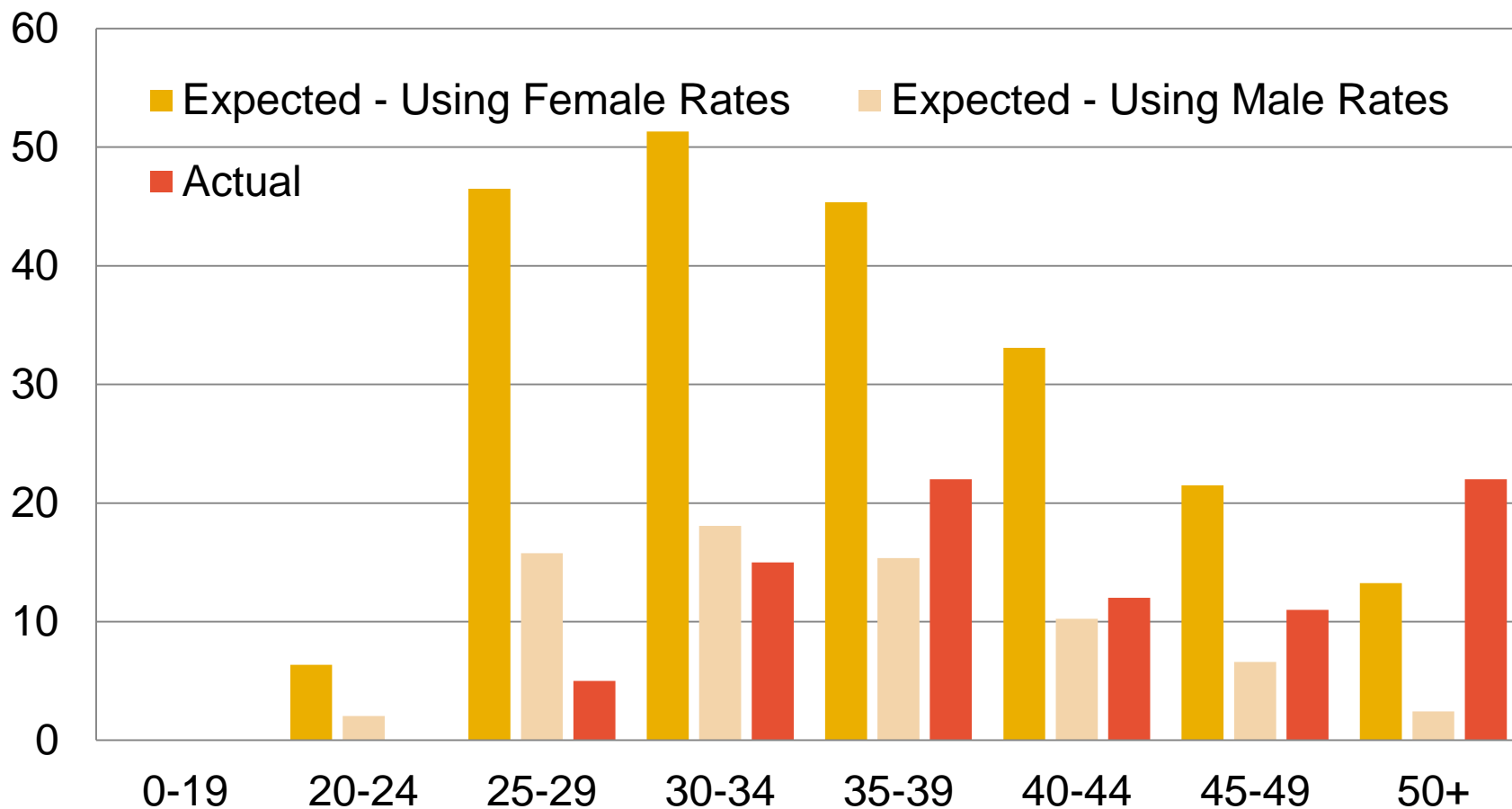
Termination Experience - Male

Aggregate Terminations by Age Group



Termination Experience - Female

Aggregate Terminations by Age Group



Termination Experience (*cont'd*)

- Given the termination experience there appears to be insufficient evidence to assume the female population will have higher termination rates than the male population
 - We recommend adopting the same termination rates for females as assumed for males
 - Based on the January 1, 2012 actuarial valuation this would result in an increase in liabilities of \$4.4 million

Marital Percentage at Retirement & Average Spousal Age Difference

- Marital Percentage at Retirement

- The current assumption for marital percentage at retirement is 85%
- Past 3 years of data show the average actual marital percentage to be 67% for new retirees and the percentage has been fairly flat over these 3 years
- Although based on the number of retirements, the past experience is not fully credible, we recommend dropping this assumption from 85% to 75%
 - Based on the January 1, 2012 actuarial valuation this would result in a decrease in liabilities of \$9.9 million

- Average Spousal Age Difference

- The current assumption for average spousal age difference is that the male spouses are 3 years older than the female spouse
- This is consistent with our findings for new retirees over the past 5 years

Involuntary Termination Assumption

- As a result of changes to the Ontario pension legislation effective July 1, 2012
 - Members who are involuntarily terminated after July 1, 2012 and have 55 points (age and service greater than 55) are entitled to “grow-in” to early retirement subsidies normally only provided to members who leave Ryerson after age 55
 - Since July 2012, 9 members have been involuntarily terminated, none had 55 points at their date of termination
- Based on discussions with Ryerson regarding termination policies, including the impact of seniority rights under union agreements, and given the little experience of involuntary terminations since the change in legislation, we recommend assuming no members with 55 points will be involuntarily terminated
 - Assumption will be reviewed for future valuations as actual experience is revealed



BOARD OF GOVERNORS
Wednesday, March 20, 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 Wednesday, March 20, 2013 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: P. Yaffe (Chair), P. Ataei, C-A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Frazer, J. Fukakusa, B. Halilovic, S. Kassim, S. Levy, M. Maheux, G. Mak, A. Piroz, K. Raahemifar, H. Rosen, F. Salvati

Regrets: M. Al Zaibak, C. Hilken, G. Kapelos, R. Mendelson, N. Mohamed, B. Richards, A. Rasoul

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
W. Cukier, Vice President Research and Innovation
A. Kahan, Vice President University Advancement
A. Levin, Interim Vice Provost Faculty Affairs
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
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
M. Lachemi, Incoming Provost and Vice President Academic
M. Bountrogianni, Incoming Interim Dean, G. Raymond Chang School of Continuing Education

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Senior Management Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

The Chair reminded Board members of the upcoming Retreat and Dinner.

The Chair also referred to Drew Hayden Taylor's novel "Motorcycles and Sweetgrass which had been signed by the author and given to each Board member.

The Chair drew the Board's attention to a Globe and Mail article on Mitch Frazer, who is organizing a special charity run in honour of his mother Gitta's 70th birthday.

The Chair also advised the Board that Melissa Palermo President of the RSU had requested an opportunity to make a brief presentation to the Board.

Stephen Kassim reported on the March 25, 2013 upcoming the Blue and Gold Ball a long-held Ryerson tradition.

3.2 Approval of the March 20, 2013 Agenda

The agenda was approved as presented

4. REPORT FROM THE PRESIDENT

The President introduced Mohamed Lachemi to the Board as the new Provost and Vice President Academic.

Julia Hanigsberg introduced Avner Levin as the new Interim Assistant Vice President, Human Resources.

The President reported on Justin Trudeau's upcoming visit to the Digital Media Zone ("DMZ") and the fact that Mr. Trudeau was currently a client of Hitsend, which is a company started by Ryerson student Brennan McEachran in the DMZ.

The President also spoke of former Board member, Tracy Leparulo's Youtube video and her advocacy in helping a young friend with autism.

The President reported that he had been invited to be a commentator on the Federal Budget in Ottawa.

The President introduced the Discover Ryerson video which showed potential students attending an information sessions during March break, hosted by staff, faculty and students. The President said it was a great example of how innovative and hardworking members of the Ryerson community are.

Phyllis congratulated Branka Halilovic on her re-election to the Board and said she was an asset on the Board.

5. REPORT FROM THE SECRETARY

Julia Shin Doi reported that Board elections were held from March 4 to 7, 2013. Khatera Noor, Curtis Yim and Darren Shivraj were elected to one-year terms as student members of the Board; Michelle Dionne and Kim Varma, were both elected to two-year terms as Faculty members and Branka Halilovic was re-elected to a second two-year term as a staff member of the Board. All new Board members will begin their terms on September 1, 2013. The alumni elections will be held June 17 to 28, 2013.

6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

John Isbister introduced Marie Bountrogianni as the incoming Interim Dean, The G. Raymond Chang School of Continuing Education.

7. DISCUSSION ITEMS

7.1 Third Quarter Financial Statements

Janice Winton reported that Ryerson's third quarter financial statements indicated that Ryerson is on track to meet or exceed the 2012/13 approved budget.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

That the Third Quarter Financial Statements be approved as presented.

7.2 Ryerson University Budget 2013-14- Part Two:

The President framed the discussion by saying that at this meeting the Board will be presented with data with regards to tuition fees and the second part of the presentation is about how is the University is handling reductions, and what are the implications of these reductions.

(a) The Fees Context

Paul Stenton gave an overview of the fees context and spoke of the opportunities that students have to receive assistance. He also spoke of debt levels and earning capacity for graduates.

At this point the Lawrence Bloomberg left the meeting

Jocelyne Côté-O'Hara asked if the University had a strategy to increase its operating revenue. The President responded that the University would need to convince the government to change its policies with regard to tuition fees and the capping of graduates numbers. Paul Stenton reported that the University is requesting more funding for zone education.

The President said that the government should provide a net price not a sticker price, with all the fee support programs incorporated into the net price.

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

The President gave an introduction to decision-making strategies that the university uses in coming up with its budget.

Paul Stenton examined the impact of the annual budget reductions, implemented over the past four years, and the decision-making processes the University has used. He spoke to 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. He spoke to key aspects of the planning and decision-making framework through which choices are made. Performance measures provided illustrations of consequences of the budget choices. The strategy that will be used in the event of a major revenue reduction was also discussed.

The President added that balancing the budget and fiscal prudence guards the University against a possible crisis. A future change in government might necessitate a reduction in base.

Julia Hanigsberg spoke to the administrative base budget reductions strategies 2012/13- 2013/14 such as vacancy management, early retirement plan; efficiency in space utilization, collaborative purchasing; reducing energy costs, reduction of legal cost, outsourcing etc.

The Chair asked about the impact of these reductions on service. Ms. Hanigsberg said it will have an effect because though these reductions do not directly affect the core business of the university they do have a trickle-down effect.

Ryerson Student Union Presentation

Melissa Palermo spoke to the Board about the effect that tuition fees increases and budgets cuts would have on the students. In summary she requested a freeze or reduction in tuition fees; no departmental budget cuts and the elimination of additional fees and penalties.

The Chair thanked Ms. Palermo for her presentation and said the Board appreciated her comments.

8. CONSENT AGENDA

8.1 Approval of the January 28, 2013 Minutes

The Minutes were approved as presented

9. OTHER BUSINESS

10. FOR INFORMATION

11. TERMINATION

RYERSON ACHIEVEMENT REPORT

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

Events

Justin Trudeau, recently elected leader of the federal Liberal party, visited Ryerson and the Digital Media Zone in March. Pitched to the media by Public Affairs, his visit was reported by CP24, CBC News, Canadian Press, the Globe and Mail <http://bit.ly/XJ1rzu>, Toronto Star <http://bit.ly/10QBXnM>, Toronto Sun, National Post, Torontoist, CTV News <http://bit.ly/15VDqIS>, Canadian Business, MSN News, the Huffington Post, News Talk 650, Rocky Mountain Outlook, News Talk 1290, News 1130, CJAD 800 AM, MSN Money, and Lac La Biche Post.

In the media

President Sheldon Levy and the DMZ's **Brennan McEachran** were quoted in a Canadian Press article about universities teaching entrepreneurial skills. The item was carried by the Montreal Gazette, Calgary Herald, the Council of Ontario Universities, Ottawa Citizen <http://bit.ly/15IAqOn>, CTV News <http://bit.ly/WxANvT>, CityNews Toronto <http://bit.ly/WPS2ev>, Global News <http://bit.ly/WQoRIf>, MSN News, Metro News, Yahoo! News, CHBC News, News Talk 980, New 95.7, News Talk 1290, Maclean's <http://bit.ly/132XixU>, Chronicle Herald, Winnipeg Free Press, Vancouver Sun, Prince George Citizen, The Chief, Brandon Sun, Penticton Herald, World Journal, Edmonton Journal, Waterloo Region Record and Montreal Gazette.

President Levy was quoted in a Dolce Vita Magazine article about Ryerson benefactor **Peter Gilgan**, an article that reported Mr. Gilgan's gift to Ryerson <http://bit.ly/Z8jEFS>

President Levy spoke to BNN about the federal budget, video: <http://bit.ly/11Bo1Rk>

The Council of Ontario Universities reported on a new partnership between Ryerson and York, an item pitched by Public Affairs <http://bit.ly/10JtQaq>. The item was also picked up by Academica.ca.

Gerd Hauck, Dean, Communication & Design, spoke to the publication DUZ (Germany) about the university of the future.

Julia Hanigsberg, vice-president, finance and administration, spoke to CBC Radio's Metro Morning about managing life/work balance, audio: <http://bit.ly/13RgCxx>

The Financial Post quoted **Wendy Cukier**, vice-president, research and innovation and the founder of Ryerson's Diversity Institute, in an article about diversity in management at private companies <http://natpo.st/165Cq7W>

Yahoo! Finance reported on the launch in Canada of a 4,000-pixel-feed television channel and profiled RTA School of Media alumnus **Evan Kosiner**, founder of Bulb TV <http://yhoo.it/ZlmxV9>. Mr. Kosiner was also profiled by Inside Toronto <http://bit.ly/Y9uYpH> and TechVibes <http://bit.ly/ZUoyHz> when he won the Governor General's Award for his work with Skate to Great.

The Canadian International Development Agency reported that the federal government is partnering with Ryerson to promote human rights <http://bit.ly/YXyXkH>

Anne Golden, Distinguished Visiting Scholar, contributed an op ed piece on solving governance gridlock in the GTA to the Toronto Star <http://bit.ly/Z0Tbhi>

A blog entry by **Murtaza Haider** on conditions in Pakistan was picked up by The Nation (Thailand) <http://bit.ly/WYv02G>, Asia News Network and Yahoo! Philippines. He spoke to CityTV News about Porter Airlines and to OMNI News: South Asian Edition about former Pakistani President Pervez Musharraf.

The New York Times profiled Image Arts alumnus **Brandon Cronenberg** <http://nyti.ms/16BgYal>

Greg Elmer, Bell Globemedia Research Chair, spoke to Global News about IdleNoMore tweets being followed closely by Aboriginal Affairs <http://bit.ly/XDMgNh>

Playback reported on the RTA School of Media's TARA awards <http://bit.ly/ZmNJ55>

Yahoo! News cited a Ryerson study on sleep and fear of darkness <http://yhoo.it/12NZNQG>

The Fashion Spot profiled Fashion alumnus **Erdem Moralioglu** <http://bit.ly/16P0bAE>

University Affairs reported on the appointment of **Mohamed Lachemi** as provost, and of outgoing Dean of the Chang School **Gervan Fearon** as vice-president, academic and provost of Brandon University <http://bit.ly/kFGpl>

The National Post profiled DMZ-incubated startup Thumble and entrepreneurs **Ricky Fung** and **Clayton Eu** <http://natpo.st/ZhNEkF>

The Toronto Star reported that **Wayne Clark**, Ryerson's designer-in-residence, helped guide a class of Fashion students to create nine outfits for the Out of the Shadows fashion show. <http://bit.ly/144tEU3> Similar items appeared on City News and CBC News as well as in Metro News <http://bit.ly/13z4sct>, Digital Journal, and Inside Toronto <http://bit.ly/XUJ11v>

Ron Babin of TRSM appeared on CBC News: The National and CBC News Now discussing the RBC and outsourcing, as a faculty expert pitched by Public Affairs. Video: <http://bit.ly/ZnrV9b>. A Canadian Press article on the topic was picked up by the National Post <http://natpo.st/ZkdGSO>, the Winnipeg Free Press, Maclean's <http://bit.ly/ZhYe9l>, MSN News, Yahoo! News, Metro News, the Toronto Star, Brandon Sun, Vancouver Sun and Prince George Citizen. He also appeared on 680 News, City News Toronto, News 1130, News 88.9. OMNI News: South Asian Edition, as well as on CBC Radio's The World This Hour and The Current, audio: <http://www.cbc.ca/thecurrent/listen/>

The Barrie Examiner reported that **Kamal Al-Solaylee** of Journalism would appear in Barrie to speak about his memoir <http://bit.ly/12Jatjl>

The Toronto Observer profiled a Ryerson event honouring both Holocaust Remembrance Day and Rwanda Genocide Memorial Day <http://bit.ly/XrzPli> CityNews Toronto reported on Holocaust Remembrance Day at Ryerson <http://bit.ly/ZzF3zh> A CityTV Breakfast Television story on Holocaust Remembrance Day mentioned a Ryerson event called "Write to Heal".

DMZ-based entrepreneur **Damian Matheson** of Foodstory appeared on CBC Radio's Metro Morning discussing the farmers' market website. Audio: <http://bit.ly/YjunCR>. The item was pitched by Public Affairs.

Concordia University reported on Ryerson's second annual Awards Night, including the first Alan Shepard Award <http://bit.ly/12D1nsc>

Anne McNeilly of Journalism published an op-ed piece in the Toronto Star on the topic of the provincial debate on wind turbines <http://bit.ly/147LsTV>. CFRA-AM reported on her piece.

A Canadian Press item quoting **Suanne Kelman**, Journalism, on a Bell-Astral alliance was carried by the Globe and Mail <http://bit.ly/12EmnLn>, Canadian Business <http://bit.ly/10LT2gS>, Yahoo! Finance, News 1130, Penticton Herald, News Talk 610, News Talk 1290, CJAD 800 AM and St. Albert Gazette.

The Toronto Sun quoted **Dave Mason**, Computer Science, in an article about profane tweets <http://bit.ly/10ql6GA>

24 Hours Toronto quoted learning strategist **Iram Khan**, on time management tips, an item pitched by Public Affairs, <http://bit.ly/HJRfG>

The Financial Post profiled MBA alumna **Krystina Sulatycki** in an article about 20-somethings in the entrepreneurial fast lane <http://natpo.st/ZJ6Cij>

Ben Barry, Fashion, spoke to Global's ET Canada about diversity in fashion, video: <http://bit.ly/14lqSbA>

Catherine Ellis, History, appeared on City News Toronto and CP24 News in reaction to the death of Margaret Thatcher, as a faculty expert pitched by Public Affairs.

The Toronto Star quoted **Charles Zamaria**, RTA School of Media, and student **Matt Landry** in an article about Facebook fatigue and the aging social network <http://bit.ly/ZuGin5>

The Globe and Mail quoted **Sandeep Agrawal**, Urban Planning, in an article about a unique crematorium <http://bit.ly/16AJvLo>

A Toronto Star article on insomnia cited a 2012 study by Ryerson psychologists <http://bit.ly/11zbefO>

TMC Net reported that **Hesham Marzouk** of Civil Engineering was named among 36 new Fellows of Concrete International <http://bit.ly/12yL6o3>

The Toronto Star reported that **Navdeep Bains** is a distinguished visiting lecturer at Ryerson.

Live Design reported on the Ryerson presence at the National Association of Broadcasters Show <http://bit.ly/10KNp2n>

Andrew Cherwenka, CEO of DMZ-based Authentic, spoke to BNN about Facebook's and Android phones. Video: <http://bit.ly/10A3V6n> The item was pitched by Public Affairs.

Jordan Tustin, Occupational and Public Health, was quoted in a Toronto Star article on anti-vaccination views on Twitter <http://bit.ly/11sd0zi>

Rena Mendelson, Nutrition, appeared on Global News discussing whether chocolate can cut the risk of stroke <http://bit.ly/Zb9Viv>

York Region reported on a talk by **Ivan Joseph**, athletics director, <http://bit.ly/11wbNqO>

Reuters reported that Ryerson teams won the second and third spots in the 2013 Extreme Redesign Contest's College Engineering category <http://reut.rs/17gRbpc>. The item was also picked up Yahoo! Finance, Daily Finance and MCADCAfe.

Daily Commercial News reported that the Ryerson Image Centre was among the Ontario Association of Architects' excellence in design winners <http://bit.ly/ZaaJ71>

Yonge Street Media reported on Fife House and volunteer **Doreen Fumia**, Sociology <http://bit.ly/16yvCz9>. A Yonge Street report on the Toronto Public Space Initiative mentioned Ryerson <http://bit.ly/14dZWl4>; and the publication also profiled fashion professor **Henry Navarro**'s Grey Cincinnati collection <http://bit.ly/YpCahH>. He was also profiled in the National Post <http://bit.ly/YbXpFR>

The Grid featured the School of Fashion's year-end show Mass Exodus 2013, an item pitched by Public Affairs <http://bit.ly/11qLZwh>.

PrintCan profiled the 2013 student-run colloquium "THiNK" <http://bit.ly/10vCtFp>

The Globe and Mail reported the Toronto Forum on Entrepreneurship and Innovation would be hosted by the Ted Rogers School of Management <http://bit.ly/11mE2rS>

Women's Post reported on the Black Star Collection <http://bit.ly/10pOtJR>

Frank Russo, Psychology, was quoted in a United Church Observer article on soul music <http://bit.ly/Xdcd3K>

IIHF - International Ice Hockey Federation profiled the Mattamy Athletic Centre, quoting **Graham Wise**, head coach of the Rams <http://bit.ly/10fNdJd>

IT News Online reported that **Ayse Bener**, Mechanical Engineering, will be among the speakers at the IEEE Computer Society's fourth annual software experts summit in July <http://bit.ly/10owDpO>

Sean Wise, TRSM, was quoted in an Inside Halton article about Python's Pit <http://bit.ly/ZUiS2W>. He was also quoted in the Toronto Star about interactive tech conferences <http://bit.ly/Yd03aC>

Tech Vibes quoted **Michael Carter**, program director at the Digital Specialization Program, in an article about young entrepreneurs <http://bit.ly/10Z30O0>

The Toronto Star profiled Ryerson's Slight Communications Business Plan Competition <http://bit.ly/10VTMC8>

The Toronto Star reported that Doug Ford and Kristyn Wong-Tam were guest speakers at a law class taught by **Ralph Lean** <http://bit.ly/161hGLO>. The item, pitched by Public Affairs, was also picked up by NOW and E! Canada.

The Rochester Democrat and Chronicle profiled alumnus **Jamie M. Allen** and mentioned Ryerson's partnership with the "Eastman House to offer students hands-on experience." <http://on.rocne.ws/16eiVY6>

BNN: Business Day profiled **Marzio Pozzuoli**, founder and former CEO of Rugged.com and entrepreneur-in-residence at Ryerson <http://bit.ly/36eYu>

CBC News: Toronto reported on the Blue and Gold Ball at Mattamy Athletic Centre.

Oren Amitay, Psychology, spoke to CFRB about the Richard Kachkar trial.

Le Metropolitan profiled the Ryerson Image Centre <http://bit.ly/14EcYap>

Tech Crunch profiled DMZ-based Kytphone, which has developed an app that helps parents monitor their child's smartphone usage <http://tcrn.ch/XGVSG7>. The app was also profiled by Reuters <http://reut.rs/126n3wv>

Patrice Dutil, Politics, appeared on Radio Canada discussing federal remittances to Ontario. He also spoke to Radio Canada about the "sunshine list."

Mediacaster profiled a partnership between Rogers TV and Ryerson to showcase the best content created by RTA School of Media students <http://bit.ly/10vaGnf>

The Toronto Star profiled Chang School student **Helen Choi** <http://bit.ly/11bCCk4>

The Discovery Channel's Daily Planet profiled the DMZ's ARB Labs, an item pitched by Public Affairs. Video: <http://bit.ly/10xEzQ>

A CNET France segment on helicopter parenting cited research by Ryerson's EDGE Lab. <http://bit.ly/YVAB6E>

Cartt.ca quoted **Catherine Middleton**, TRSM, in an article about the digital economy <http://bit.ly/WYuK3V>

REM online reported on Heathwood Homes' partnership with Ryerson <http://bit.ly/XJ6IH0>

Bettina West, TRSM, appeared on CBC News: The National, discussing the odds of winning in Tim Hortons' Roll up the rim promotion <http://bit.ly/11J4haJ>. The item was also picked up by MSN News <http://on-msn.com/14nUkDQ>

The Canadian Press quoted **Neil Thomlinson**, Politics in an article on Mayor Rob Ford's behaviour at an event, an item picked up by the Hamilton Spectator <http://bit.ly/YdZChF>, MSN News, News Talk 980, News Talk 650, News Talk 640, Rocky View Weekly, CJAD 800 AM and News Talk 1290.

Canada.com reported on the issue of robo-reporters, quoting Journalism professors **Paul Knox** and **Lisa Taylor** <http://bit.ly/XEYWhG> The item was also picked up by Gadgets Magazine <http://bit.ly/YE6xQV>

Pamela Palmater, Politics, spoke to The First Perspective on the topic of the budget reinvigorating the Idle No More movement <http://bit.ly/14v0UZx>

The Toronto Star reported that \$27 million in funding from the province for mental health research included a project led by Ryerson <http://bit.ly/10gkanL>

Xavier Fernando, TRSM, spoke to CP24 about the new Toronto area codes.

Backbone profiled **Valerie Fox**, director, DMZ, in an article about the Backbone Innovation Campaign <http://bit.ly/YxmGuc>

Global News profiled UnRealty, a DMZ team and new online real estate brokerage.

Donna Smith, Retail Management, spoke to Talent Egg about the impact of social media on retail real estate, as a faculty expert pitched by Public Affairs <http://bit.ly/10v5luh>

The Gleaner profiled distinguished alumna **Carrole Guntley**, the director general of the Ministry of Tourism & Entertainment in Jamaica, who won the first Ryerson International Alumni Award. A similar item appeared in Pride.

Tariq Amin, Politics, spoke to CBC News about former military leader Musharraf's return to Pakistan.

Scott Clark, Criminal Justice, spoke to the Canadian Press about the audits of the First Nations Policing Program. The item was carried by the Winnipeg Free press <http://bit.ly/100rELe> and Global News <http://bit.ly/10rAeoQ>

A Canadian Business article on Toronto as the startup capital of the world mentioned talent at Ryerson <http://bit.ly/Ylkn0p>

Gervan Fearon, Dean of the Chang School, spoke to City News about the focus on skills training focus in the federal budget.

Jaigris Hodson spoke to Global News about social media and the new Pope <http://bit.ly/10FecRN> She was also quoted in a Talent Egg profiling the Digital Specialization Program <http://bit.ly/14yXgxz> She spoke to MSN News about confusion surrounding the Twitter hashtag #nowhatchersdead <http://on-msn.com/10LUb8b> and was profiled in a Toronto Star article about her popular course on digital skills and innovation for the global economy <http://bit.ly/104xxm>

Reg Noble, academic coordinator, certificate in food security, Chang School, spoke to the Toronto Star about online courses <http://bit.ly/15ttx52>

The Egyptian Gazette reported on a recent lecture at Ryerson by Affif Safieh, Ambassador of the Palestinian Diplomatic Corps <http://bit.ly/WWJW3G>

Tim Sly, Occupational and Public Health, spoke to CBC Radio's Monday Morning about the disclosure of information about hospital infections, as a faculty expert pitched by Public Affairs. The item also aired on CBC Radio St. John and Moncton.

Brynn Winegard, TRSM, spoke to the Toronto Star about a discount moving company using its HR strategy to combat the moving industry image <http://bit.ly/12r4Daj> Prof. Winegrad also spoke to CBC Radio's Metro Morning and Here & Now about Target's popularity among Canadian customers, to CTV News about athletic gear retailer lululemon, and to the Toronto Star about the ROM's new logo <http://bit.ly/15nN074>

Metro News profiled the Chang School's summer film school, quoting academic coordinator **James Warrack**.

Talent Egg profiled Retail Management alumnus **Daniel Vezer**, a buyer with TJX Canada <http://bit.ly/XZORSd>

A Metro News article on Ontario university applications quoted Registrar **Charmaine Hack** and mentioned Ryerson's photography program <http://bit.ly/ZZJ7DQ>

CityTV's Breakfast Television profiled the RTA School of Media.

Photo Life profiled the Ryerson Image Centre exhibit A Prison With No Walls <http://bit.ly/XWkbiF>

The Toronto Star quoted Ryerson skating coach **Lauren Wilson** in an article about a controversial front-page photo of a teenaged skater <http://bit.ly/15hMmYX>

The Ottawa Citizen reported that Ryerson's **Lisa Haley** is the assistant coach of Canada's women's hockey team <http://bit.ly/ZnNw4n>

The Ontario Centres of Excellence reported that DMZ-incubated Foodstory was among the 10 finalists chosen in its Social Enterprise Student competition <http://bit.ly/XmYFQf>

The Council of Ontario Universities reported that Ryerson appointed its inaugural Chair in Social Innovation and Entrepreneurship, **Marilyn Struthers**, <http://bit.ly/XTHMT6> The item was pitched by Public Affairs.

The Financial Post featured the Ryerson EDGE Lab partnership with Phantom Compass. <http://natpo.st/XGhEeu>, an item pitched by Public Affairs.

Paul Knox, Journalism, spoke to Yahoo! Finance about Keystone <http://yhoo.it/WtPkbY>

Maurice Mazerolle, TRSM, spoke to Metro News and the Hamilton Spectator about the city rehiring seven workers.

The DMZ's **Hossein Rahnema** and **Brennan McEachran** appeared on CBC News: Toronto about their companies and disruptive technology that makes a positive change.

CityNews and itbusiness.ca reported on the Ryerson Sleep Lab and insomnia treatment, an item pitched by Public Affairs. Prof. Jason Nolan was quoted in the itbusiness item <http://bit.ly/WolN2n>

Graphic Arts Magazine quoted professors **Brian Damude** and **Natalia Lumby** in an article about a job fair at Ryerson <http://bit.ly/ZAxQvC>

gb&d magazine profiled the Ryerson Image Centre. <http://bit.ly/Z23gZy>

Chris MacDonald, TRSM, spoke to the Globe and Mail about Paul Godfrey's role at the Ontario Lottery and Gaming Corporation <http://bit.ly/WxBBkz3J> He also spoke to The Globe about choosing a leader by conclave <http://bit.ly/12Qtq7X> and to BNN about SNC Lavalin, as a faculty expert pitched by Public Affairs. Video: <http://bit.ly/Y5AzM6>. He was quoted in a Vancouver Observer article about Gwyn Morgan <http://bit.ly/ZpMRg2> and spoke to CMA Magazine about business ethics <http://cmamagazine.dgtlpub.com/?i=2563&p=22>. He contributes a regular blog to Canadian Business <http://bit.ly/XsYDcL>; one of which was picked up by MSN Money. <http://on-msn.com/17mB4qc>

Harald Bauder, Geography, spoke to University Affairs about the impact of changing immigration rules on international student recruitment <http://bit.ly/13T6i8b>

Toronto Star quoted **Pawel Pralat**, Mechanical Engineering, on a “pi party” at Ryerson <http://bit.ly/YtxNgL>

Fangmin Wang, Library, spoke to University Affairs about the humanities <http://bit.ly/13T6eFi>

Electrical Business reported on a new women in engineering initiative, a partnership between Hydro One and Ryerson <http://bit.ly/ZBfTcl>. The item was also reported by Electrical Line Magazine, Digital Journal, Yahoo! News, and Electric Line Online. The item was pitched by Public Affairs.

The Council of Ontario Universities reported on a Ryerson initiative to bring research projects to market faster, an item pitched by Public Affairs <http://bit.ly/WJonDJ>.

Randy Boyagoda, English, appeared on CP24 discussing the election of the new Pope, as a faculty expert pitched by Public Affairs. The item also aired on E! Canada.

Canadian Art featured the Human Rights Human Wrongs exhibition <http://bit.ly/Yamw5J>

Metro Montreal reported on a conference organized jointly by the GSS Institute of Tourism and Hotel du Québec (ITHQ) and Ryerson <http://bit.ly/15Lug3E>

Global News reported on alumnus **Vincenzo Natali** and his film “Haunter” <http://bit.ly/ZJGKXL>

Law Times reported on lawyer Edward Greenspan's lecture at the TRSM <http://bit.ly/16mcvJf>

Philip Walsh, TRSM, contributed a piece to the Toronto Sun on the topic of energy policy <http://bit.ly/ZFyOED>

The Canadian Press quoted **Bryan Evans**, Politics, in an article about the new Ontario cabinet. The item was picked up by Global Toronto <http://bit.ly/YWBq1P>, Windsor Star <http://bit.ly/X2vEcz>, Canada.com, iPolitics, the National Post <http://natpo.st/14JWhGn>, Ottawa Citizen, the Globe and Mail <http://bit.ly/10z9N2l>, CTV News <http://bit.ly/XAkU8N>, Radio-Canada, MSN News, Huffington Post, CP24 News <http://bit.ly/XAjaC>, and the Hamilton Spectator.

Times Online mentioned tests by Nutrition students in an article about superfood quinoa <http://bit.ly/YpduRI>

Colleen Carney, Psychology, was quoted on Oprah.com, providing sleep tips <http://bit.ly/YIn8jW>. She also appeared on CTV News, CBC News, CBC Radio, CIWW AM, CP24, 680 News, 570 News and Global News (Toronto, Saskatoon and Thunder Bay), discussing daylight savings and sleep deprivation. Kompas.com – Indonesia quoted Prof. Carney on four things that cause insomnia <http://bit.ly/16w31vk>

Broadway World profiled student **Brittany Goldfied Rodrigues** <http://bit.ly/Zsz6gQ>

A Globe and Mail article about a proposed casino for Toronto cited research by the Centre for the Study of Commercial Activity <http://bit.ly/ZoloPp>

NorthJersey.com profiled Interior Design alumna **Candice Olson** <http://bit.ly/12Fidai>

ESPN reported that MBA student **Daniel Freiman** produced two of the most original viral sports videos that appeared on YouTube in 2012 <http://es.pn/ZmoakW>

CBC Radio's Metro Morning reported on a Ryerson project to help build a radio station and school in Ghana, a news item pitched by Public Affairs.

The Hamilton Spectator reported that former MPP **Marie Bountrogianni** was named interim dean of The Chang School <http://bit.ly/Wxha9l>

Ramona Pringle, RTA School of Media, was quoted in the Toronto Star about an app that tweets after the user has died <http://bit.ly/14As64c>

Tonya Davidson, Sociology, spoke to The Grid about the resurgence of retro video games. <http://bit.ly/ZhV6yo>

Grace-Edward Galabuzi, Politics, was quoted in an Inside Toronto article about a photo exhibit putting focus on employment woes <http://bit.ly/16dHGGH>

TechVibes profiled DMZ-based startup DanTeb Enterprises, which creates free mobile charging stations and wifi hotspots, an item pitched by Public Affairs <http://bit.ly/13l5AdC>

Lisa Taylor, Journalism, spoke to CTV News Express about Aboriginals in the prison system.

The Regina Leader-Post reported that **Perry Schneiderman**, Theatre School, was hired at The Globe Theatre Actor Conservatory <http://bit.ly/WWxsJA>

David Begg, coordinator for international engagement, was quoted in a Huffington Post article on staying safe while abroad <http://huff.to/15zBpUu>

The New York Times reported on the "God and the Multiverse" symposium organized by Ryerson's Philosophy Department <http://nyti.ms/15ygHEC>

CityNews <http://bit.ly/ZthXF1>, CTV News, CityTV's Breakfast Television and Global's The Morning Show reported on the annual bug push by engineering students, an item pitched by Public Affairs.

The Advocate reported that **Lois Weinthal**, chair of the School of Interior Design, would speak at the Louisiana State University College of Art & Design <http://bit.ly/W52snW>

A National Post article on Children's Aid Societies mentioned research by alumna and filmmaker **Esther Buckareff** <http://natpo.st/YxphAc>

April Lindgren, Journalism, spoke to Radio Canada about cuts at the Toronto Star.

Steve Tissenbaum, TRSM, appeared on CTV News discussing the opening of the first Target stores in Canada, as a faculty expert pitched by Public Affairs, video: <http://bit.ly/XovmAp>

TechVibes profiled the Digital Specialization program <http://bit.ly/1050Eie>. A similar item was reported by the Council of Ontario Universities <http://bit.ly/WG5YIT>

Ivor Shapiro, Journalism, was quoted in a Le Devoir article on fact-checking and errors in reporting <http://bit.ly/VZngNx>

Avner Levin, TRSM, was quoted in the National Post on the topic of consumer privacy and data breaches <http://natpo.st/W20dl5>. He also appeared on CBC Radio's Metro Morning discussing mobile fraud, audio: <http://bit.ly/14xcGOq>

The Toronto Star quoted **Nick Bellissimo**, Nutrition, in an article on deli meats <http://bit.ly/Z50THr> A similar item appeared in Metro News.

A National Post piece by Kristyn Wong-Tam on undocumented workers requiring access to critical city services cited research by **Anver Saloojee** and **Myer Siemiatycki**, Politics <http://natpo.st/Y9wRy5>

A Canada.com report on MBA programs featured TRSM <http://bit.ly/Z6mhfe>

CP24 News reported on the fifth annual Viola Desmond Day Awards Ceremony at Ryerson.

An ESPN story on the 10 most historic stadiums in North America featured the Mattamy Athletic Centre at the Gardens, mentioning that the stadium is now home to the Ryerson Rams <http://es.pn/VQcsRD>

A Grid article on Toronto mayors quoted **Neil Thomlinson**, Politics, on David Crombie. <http://bit.ly/Ylt6Q9>

Dave Mason spoke to the Winnipeg Free Press about how to avoid falling victim to SMS phishing. <http://bit.ly/XKuu5l>

Yahoo! Canada reported on the GFTC Food Safety Recognition Awards, and that committee members included **Marilyn Lee**, Occupational and Public Health <http://yhoo.it/13oZLBJ> A similar item appeared in New Food Magazine.

A Yahoo! Canada article on J-Source's Canadian Newsperson of the Year quoted **Janice Neil**, Journalism, who serves as J-Source editor-in-chief and Newsperson jury chair <http://yhoo.it/XNSDv0>