RYERSON UNIVERSITY

BOARD OF GOVERNORS Monday, March 31, 2014 Jorgenson Hall – JOR 1410 380 Victoria Street 5:00 p.m. to 7:30 p.m.

Time			Item	Presenter/s	Action	Page(s)
5:00	1.		IN-CAMERA DISCUSSION (Board Members Only)			
5:15	2.		IN-CAMERA DISCUSSION (Senior Management Invited)			
			END OF IN-CAMERA SESSION			
6:00	4.		INTRODUCTION			
		4.1	Chair's Remarks	Phyllis Yaffe	Information	
		4.2	Approval of the March 31, 2014 Agenda	Phyllis Yaffe	Approval	
6:05	5.		PRESIDENT'S REPORT	Sheldon Levy	Information	68-83
		(a)	Graduate Education Video Competition – screening of winning video	Jennifer Mactavish Anthony Bonato Michael Murphy	Information	
6:25	6.		SECRETARY'S REPORT			
		(a)	Board Election Report Update	Julia Shin Doi	Information	84-90
6:30	7.		REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC			91-96
		(a)	Update on the Academic Plan Process	Mohamed Lachemi	Information	97-105
	8.		DISCUSSION ITEMS			
6:40		8.1	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Michele Maheux	Information	
		(a)	Introduction: Budget Overview	Sheldon Levy	Information	

	(b)	2014-15 Budget: Part One Environmental Scan	Mohamed Lachemi	Information	106-115
	(c)	2014-15 Budget: Part Two – Fees Context	Paul Stenton	Information	116-136
	(d)	Ryerson Students' Union Presentation	Roshelle Lawrence Ryerson Students' Union	Information	
	(e)	Fiera Capital Report - December 31, 2013	Janice Winton	Information	137-159
9.		CONSENT AGENDA			
	9.1	Approval of the January 27, 2014 Minutes	Phyllis Yaffe	Approval	160-164
	9.2	Third Quarter Financial Statements	Janice Winton	Approval	165-172
	9.3	Review of Revenue and Expenditures for new Professional Masters Diplomas	Paul Stenton	Approval	173-185
		(a) Aerospace Design Management		Approval	
		(b) Enterprise Information Security, Privacy and Data Protection		Approval	
		(c) Dietetics		Approval	
	9.4	Trading Resolution	Janice Winton	Approval	186-188
10.		FOR INFORMATION			
	10.1	Academic Plan Draft Framework			189-211
	10.2	Ryerson Performance Indicators – March 2014 Report			212-235
	10.3	2013-14 Core Performance Measures			236
	10.4	Ryerson Achievement Report			237-245

7:30 11. TERMINATION

RYERSON UNIVERSITY

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.

RYERSON UNIVERSITY

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."

Ryerson University President's Update to the Board of Governors March 31, 2014



Everyone Makes a Mark

Board congratulations -

- Janice Fukakusa, Chief Administrative Officer and Chief Financial Officer at RBC, and Vice-Chair of the Ryerson Board of Governors, has been selected Canada's CFO of the Year for 2014 recognizing leadership supporting strong business growth and championing social causes including health research, youth education and diversity initiatives.
- Nadir Mohamed, outgoing CEO and president of Rogers Communications Inc., has been appointed Ryerson Distinguished CEO-in-residence for 2014/15. Vice-Chair of the Ryerson Board of Governors in 2011-13, he was honoured by the UN Association in Canada at the 2013 Global Citizens Dinner as one of the world's most successful immigrants.

Board of Governors Elections – The results of the Board elections held to date were announced March 7th. Congratulations to the following Board members representing their constituencies: Dr. Lamya Amleh, Civil Engineering (teaching faculty); Carrie-Ann Bissonette (re-elected, administrative staff); and students Noah Geist (Business Law/Finance), Joseph Vukovic (Retail Management) and Tyler Webb (Image Arts). Alumni voting takes place from June 16-27th.

Rogers Sportsnet Gift – On March 19th Scott Moore (RTA '84), President, Sportsnet & NHL Properties, Rogers Media, announced a \$750,000 gift to Ryerson's Make Your Mark campaign for a state-of-the-art broadcasting centre in the Mattamy Athletic Centre. The facility will offer leading edge opportunities to students in the new Sport Media program being launched in fall 2014 by the RTA School of Media, including a student-produced television series featuring nationwide university sports, and guest lectures from sports media leaders. The donation will also fund scholarships, digital media training, development and digital media productions.

"The best is yet to come" – The Rogers family continues to inspire Ryerson students to raise their game. The annual Ted Rogers Memorial Conference on March 8th was a tremendous success, and the upcoming annual Ted Rogers Sports Conference hosted in partnership with the Loretta Rogers Research Chair in Sport Marketing, Dr. Cheri Bradish, is sharpening the focus on the multi-faceted impact of sports. Congratulations and thanks to the organizers and participants representing Ryerson so strongly in honour of the Rogers name, and to Dr. Steven Myers, Dean of TRSM, for playing a central role in the growth and support of student learning and initiative.

Winter Olympics – Ryerson made its mark in Sochi and here at home supporting the athletes, covering the global event, and celebrating inclusion:

- Gold Medal winner Lisa Haley, Head Coach of the Rams Women's Hockey team, was behind the bench as Assistant Coach of the Canada's Olympic women's hockey team;
- Dara Howell, daughter of Dee Howell (Interior Design '84), and Doug Howell (Hospitality and Tourism Management '85) won gold in the first ever women's slopestyle ski competition;
- Winston Chow, 4th-year Business Management and photographer for the Ryerson Rams, attended the Games as a photography intern with the Canadian Olympic Committee (COC);

- Leslie Bradshaw (Business Management '12), former Rams hockey player, ran the International Olympic Committee (IOC) Athlete's Commission Elections during the Games;
- Mark Bulgutch, Ryerson journalism instructor, worked for CBC writing morning reports;
- Ryan McKenna, 3rd-year Journalism, and a broadcaster/writer for Ryerson Athletics, covered sledge hockey in Sochi for the Paralympic Games;
- The PrideHouseTO Sochi Games Lounge on campus welcomed fans to watch the Olympics, participate in activities, and learn about challenges facing LGBTQ people in Russia and in sport.

African Canadian Achievement Award for Excellence in Sports – Dr. Ivan Joseph, Ryerson Director of Athletics, received the African Canadian Achievement Award for Excellence in Sports on February 22nd. The celebration of contemporary Black History makers was hosted by Pride News Magazine, the Caribbean and African-Canadian news weekly.

Black History Month – The 6th annual Ryerson Viola Desmond Day Awards Ceremony was held on March 4th in honour of Viola Desmond, who in 1946 refused to move from her seat in a whites-only section of a movie theatre. This year's awards also paid tribute to: Anne Greenup, the first president of the Coloured Women's Club, the oldest black women's organization in Canada; Andrea Elaine Lawrence, the first black female officer hired by the Royal Canadian Mounted Police in 1987; and Zanana Akande, the first black woman to hold a cabinet position in Ontario as minister of community and social services. The 2014 recipients are:

- Anne Greenup Faculty Award: Dr. Nicole Neverson, Department of Sociology
- Andrea Elaine Lawrence Staff Award: Keitha Prospere, (ITM '05/MBA '12), International Student Services
- Zanana Akande Student Award: Anisa Hassan, 4th year Criminology
- Two Viola Desmond Bursaries, donated by TRSM Professor Emeritus Carole Chauncey and by the Department of History, were presented to a Grade 12 Oakwood Collegiate student and Ryerson 3rd year Social Work student Omnia Abdorbo to support their academic studies.

Organized by the Black History Awareness Committee (BHAC), the Viola Desmond Day event is purposely scheduled during the first week of March to remind members of the community that black history is not limited to February but something to be learned year-round.

Aboriginal Awareness Day – On February 25th, the Ryerson Cultural Awareness Committee and Ryerson Aboriginal Student Services invited the community to learn "What it means to be Aboriginal at Ryerson." A traditional welcome by Dr. Joanne Dallaire opened an event featuring information on Aboriginal communities represented on campus, library resources on Aboriginal Culture and History, speakers on the Aboriginal experience, Aboriginal crafts, music and storytelling, and traditional foods offered in partnership with Ryerson Food Services. Special thanks to the Cultural Awareness Committee, made up of members from the Ryerson Students' Union, Trimentoring Program, First Generation Program, Discrimination and Harrassment Prevention Services, Equity, Diversity and Inclusion, and International Services for Students.

Dundas Square Gardens – On March 13th a \$1-million donation to Ryerson from sales of a planned new condominium development at Dundas and Jarvis Streets was announced by Easton's Group CEO Steve Gupta. Easton's plans to donate \$1 million of its sales revenues to Ryerson, or roughly \$1,000 per unit in Dundas Square Garden's pair of towers. The donation will primarily be used to support bursaries for students in financial need. In honour of the gift, Ryerson will name a 500-seat lecture theatre in the Ted Rogers School of Management

The Roy Horney photographic collection – Ryerson is the beneficiary of a very special donation to the Ryerson Archives of a scrapbook of photographs and some of the hundreds of slides taken by Charles Roy Horney (1923-2013), professor of mathematica and physics at Ryerson from 1952 until his retirement in 1983. During his time at Ryerson he served the university as department head, assistant chairman, Registrar, and coach of the Ryerson Zebras soccer team. His photographs piece together a timeline of demolition and construction around the the first major change to the Ryerson campus – the building of Howard Kerr Hall – and offer unique images documenting historic features of the campus. The Roy Horney collection of photographs will be available for viewing on the Ryerson University Archives collections database in the near future.

Ryerson-BSEI-Simon Fraser University partnership – On January 23rd Simon Fraser University (SFU) joined Ryerson and the Bombay Stock Exchange Institute (BSEI) in the partnership to develop and expand a groundbreaking incubator in India. Support programs for entrepreneurial students at SFU include its Venture Connection program in partnership with Coast Capital Savings, which has provided early stage support for 120 start-ups since 2008. The five-year agreement will include collaboration on accelerating the development and commercialization of innovative research and new technologies in India and Canada, and opportunities for entrepreneurship education, training and development. SFU representatives joined us on February 24th at the Bombay Stock Exchange Institute Ltd. (BIL) for the official opening of the BIL-Ryerson DMZ India by the Governor-General of Canada.

Government announcements – Two recent announcements recognized the distinction of the Ryerson mission in connecting learning models and opportunities to the reality of our times:

- DMZ New Accelerator Fund Winners On February 11th, Ontario announced the first recipients of the Youth Investment Accelerator Fund Program (Youth IAF). Part of Ontario's Youth Jobs Strategy, the program launched in 2013 invests in technology-based start-ups founded by entrepreneurs under the age of 30. Recipients include two Ryerson DMZ teams: Soapbox, a management tool that contributes to effective decision-making by engaging participants in adding ideas, joining the discussion and casting a vote; and environmental leader Greengage Mobile, a system that helps organizations meet sustainability goals by using a mobile device to encourage employees to earn points, receive rewards and compete with co-workers while helping companies reach "green goals."
- ADaPT-ICTS On March 18th at the summit on Talent and Skills in the New Economy Premier Kathleen Wynne announced funding for the Advanced Digital and Professional Training for the Information and Communications Technology Sector (ADaPT-ICTS) program, designed to help recent social sciences graduates prepare for careers in the information and communications technology sector. The unique program, based at Ryerson, is designed to help graduates combine their analytical and communications talent with technical skills, and will provide training and connections with industry for internships.

Discover Ryerson – The March Break wintry weather did not deter over 4,500 prospective students and their families from coming to campus for Discover Ryerson. Over 3,500 visitors registered for the program held on March 13th which featured three distinct parts: the Morning Display Fair held at the Mattamy Athletic Centre at the Gardens, where 1,700 visitors were counted coming up the escalators; the Residence and Campus Tours taken by 1,500 visitors; and the specific Academic Program Sessions, attended by 2,000 visitors meeting with faculty, staff

and current students. Over the rest of the week, more than 1,000 visitors took Campus Tours enhanced with an introductory Welcome Session featuring the DMZ and a Student Services session focusing on getting involved. Special thanks to academic program faculty and staff for engaging our visitors, to Admissions & Recruitment 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. Tweets shared about the experience included: "Ryerson is definitely the dream school," "Wow, I have fallen absolutely head over heels with Ryerson," and "Ryerson is where I'm meant to be."

Student Leadership – Recent academic and community projects envisioning a stronger, more sustainable future for our communities have featured Ryerson ideas and ingenuity, including:

- Toronto Region Vision 2014 On February 6th ten Ryerson students participated in a brainstorming session bringing together civic and business leaders, innovators, entrepreneurs and students from across the Greater Toronto and Hamilton Area to help identify priorities for a long-term vision for the Region. The program, which discussed mobility, planning and economic growth in the context of diversity, governance and innovation, was co-hosted by John Tory (Civic Action), Sarah Thomson (Toronto Transit Alliance), and Geoff Cape (Evergreen) and began with a keynote address by Premier Kathleen Wynne. A Toronto Region Vision Report capturing the discussion will be released in due course as a guide for candidates preparing for the election taking place later this year.
- In the Air, Tonight Communication and Culture PhD candidates Dave Colangelo and Patricio Davila teamed with programmers Robert Tu and Maggie Chan on a project using the Ryerson Image Centre LED lighting system to raise awareness about homelessness. Starting February 5th and running for four weeks, from sundown to 11 p.m. blue waves showed passersby how cold it is and the direction of the wind (captured by a small weather station on top of the building), a reminder of conditions facing the homeless in winter, the most perilous time for those without shelter. The display pulsed red whenever someone used the hashtag #homelessness on Twitter, and the effects could also be seen on the project's website.
- Tri-Mentoring pilot project On February 10th the Ryerson Tri-Mentoring program launched a new initiative to provide resources, knowledge and connections for students with disabilities. The inaugural event, Narratives of Disability in the Workplace featured a panel with Laurie Alphonse, Access Infinity Management; Ing Wong-Ward, CBC Radio; O'neil Edwards, Spanning the Gaps; and Tania Jivraj, School of Disability Studies. The pilot project responds to student comments saying that more is needed to build an inclusive community on campus, and will partner with departments across the university to explore issues such as self-advocacy, support and career development. The project began by working with the Access Centre to match more than 45 students with upper-year mentors from across Ryerson to help navigate campus life, and to work together for social change.
- Harvest Home A team of Ryerson architecture and building science students finished among the "Top 5" in the Denver Super-efficient Housing Challenge, earning a technical merit award from industry experts. The only Canadian design to make the cut, the Harvest Home is an 1,175 square foot, 2.5 storey, Net Zero Energy ready home that costs a modest \$146 per square foot to build. The idea was to design a highly insulated building able to harvest the resources made possible by cycles of nature that can be a model for developers.

Unique to this competition, the Harvest Home – along with homes designed by teams from the Pennsylvania College of Technology, the University of Colorado Denver, the University of Nevada Las Vegas, and the University of Utah – will be constructed at the Denver Sustainability Park in Colorado beginning in April 2014 and occupied by a local family.

United Way – The generosity of the Ryerson community pushed this year's United Way campaign over the top, raising \$213,655 and surpassing our \$210,000 goal. The result earned a United Way Toronto Exemplary Award, given to the top 15 per cent of workplace campaigns raising more than \$100,000 and recognizing the commitment of our students, faculty and staff to building our community and city. Special thanks to all contributors, organizers and participants in fundraising initiatives, and congratulations and thanks to the members of the United Way campaign committee: Tony Conte, John Corallo, Janet Hercz, John Isbister, Jennifer Mactavish and Terry Marks. Without all of you, there would be no way

Research and Social Innovation – Ryerson is shaping the discourse on current challenges. Recent examples having an impact and attracting widespread media attention include:

- Ashoka A delegation of twenty-eight Ryerson students, faculty, administrators, and staff represented the largest and most diverse delegation at the 4th annual Ashoka U Exchange at Brown University from February 20-22. Presentations included papers from several faculty and graduate students; the award-winning project *Foreign Encounters: Redefining Diversity*, one of nine selected from around the world and one of four (including Tulane University, Dublin City University and George Mason University) chosen to present at the exchange; and members of Ryerson's Ashoka Steering Committee participating in the Ashoka Changemaker Campus Academy sharing tips and experiences. The session presented by Laura Mae Lindo, research associate at the Diversity Institute, was chosen among the Top Five most valuable sessions at the Exchange. The highlight of the event was the formal presentation of the Ashoka Changemaker Campus award to Ryerson at the closing banquet.
- '20 weird, wacky and wonderful health innovations' The research of Dr. Michael Kolios, Canada Research Chair in Biomedical Applications of Ultrasound, was featured in the January 27th issue of *Chatelaine* magazine. Headlined as *Tuning in to blood with sound waves*, the article celebrated the research advances that beam a laser on red blood cells and, based on the high-frequency sounds emitted by the cells, enabled researchers to identify 'wonky-shaped red blood cells that are classic markers of disease.' Other innovations on the top twenty list included sports bras that detect breast cancer (Nevada), a "spleen on a chip" that binds and removes bacteria, fungi, viruses and toxins (Harvard), a BioHug inflatable garment to help manage stress in people with autism (Israel), and a Cortex cast that uses an X-ray and a 3-D printer to custom design support for broken bones (New Zealand).
- More women take leadership roles (The Canadian Press) More women have moved into senior leadership roles during the past five years, but there needs to be more awareness around issues of representation to speed up the changes. A study by the Ryerson Diversity Institute found that female representation in senior positions at major corporations in the Toronto area increased to 32.5 per cent in 2014 from 30.6 per cent in 2009, with those belonging to a visible minority increasing to 4.2 per cent from 3.1 per cent in the same time period but women remain under-represented overall. According to the Ryerson study, the number of women in senior leadership positions varies by sectors. The corporate sector continues to have the lowest proportion of women among its senior leadership, at 19.9 per

- cent, although it also had the highest growth rate. The education sector, government agencies, boards and commissions, and elected officials have the highest representation of women, all at about 40 per cent. Some companies have done a good job in promoting qualified women, and there are efforts to raise awareness about the need for diversity in management and on board of directors, but moving forward requires continuing attention to the issue with ongoing monitoring and publication of results to encourage transparency.
- More kids hurt on bouncy castles than amusement rides (The Canadian Press) More children are injured by inflatables such as bouncy castles than amusement rides, finds a study by Kathryn Woodcock, director of Ryerson's THRILL Lab (Tools for Holistic Ride Inspection Learning and Leadership) and a professor in the School of Occupational and Public Health. Dr. Woodcock analysed injury data collected by the US-based National Electronic Injury Surveillance System (NEISS) in 2010, and injury reports from 100 hospital emergency rooms in the U.S with 476 cases representing a national estimate of 13,770 injuries associated with amusement rides for the country. She found that inflatable bounces accounted for 42 per cent of amusement injuries in all age groups, 20 per cent were from roller coasters, followed by carousels (3 per cent) and bumper cars (3 per cent). In Ontario, all amusement operators are regulated by the Technical Standards and Safety Authority (TSSA), and Dr. Woodcock suggests parents check amusement rides including inflatables to verify they have license tags – and watch attendants to ensure they are instructing safe behaviour, making sure the ride is not overloaded, and grouping children of similar ages to play in the inflatable at separate times. Dr. Woodcock is developing tools to help operators collect information and share data. The study, Amusement Ride Injury Data in the United States, was funded by NSERC and published in the February issue of Safety Science.

from the President's Calendar

- *January 23, 2014:* DJ Schneeweiss, Consul General of Israel in Toronto, visited the DMZ to discuss opportunities for Ryerson entrepreneurial international fellowships.
- *January 23, 2014:* The 2014 national Institute of Industrial Engineers (IIE) conference was hosted this year by Ryerson, and I was delighted to deliver greetings and welcoming remarks to student delegates and competitors from across Canada.
- January 27, 2014: Nadir Mohamed, outgoing CEO and President of Rogers Communications and member of the Ryerson Board of Governors, delivered the keynote address at the 2014 Toronto Region Board of Trade annual dinner, speaking about the importance of the digital economy for the future of Canada's prosperity.
- February 5, 2014: Board members Mohammad Al Zaibak, Prof. George Kapelos and I met with Minister of Economic Development, Trade and Employment Dr. Eric Hoskins to discuss advancing Ryerson's strategy in the context of promoting Ontario jobs and innovation.
- February 6, 2014: I was pleased to attend the annual Massey College high table dinner with current Ryerson Fellow Dr. John Shields and Board member Prof. George Kapelos.
- February 11, 2014: At the invitation of City Councillor Joe Mihevc, Ryerson joined a group of civic leaders in a Toronto Anti-Poverty Strategy roundtable discussion.
- February 11, 2014: At the invitation of the Board of the Information Technology Association of Canada, I spoke about Ryerson success in advancing innovation and the economy.
- March 6, 2014: At the invitation of the University of Toronto Schools, I gave a talk on Ryerson city-building at the UTS 'Maximum City' conference.

RYERSON UNIVERSITY REPORT ON PRESIDENT'S MISSION TO SOUTH AFRICA & INDIA February 17-28, 2014

Introduction

In the last two weeks in February, I led a mission to South Africa and India that built upon current collaboration and partnerships, and reflected the rising currency of Ryerson leadership in the initiatives we are continuing to develop.

The first part of our trip accepted an invitation from the Government of South Africa, extended by Deputy President Kgalema Motlanthe when he was in Toronto last November, and recognized the strength of academic connections in a number of areas. It also followed up a visit last year by Dr. Wendy Cukier, Vice-President Research and Innovation. As detailed below, the potential for expanded cooperation is significant and will be jointly pursued.

From South Africa we went to Mumbai for the official opening of the groundbreaking incubator 'BSE Institute-Ryerson DMZ India' by His Excellency the Governor-General of Canada, a major development envisioned in the agreement signed by Ryerson University, Ryerson Futures Inc. (RFI) and the Bombay Stock Exchange Institute Ltd. (BSEI) in July 2013. Relations with India are multi-faceted and robust, including academic collaborative projects, the Centre for Urban Energy at Anna University, a number of president's visits to advance relationships, and the provost's mission to India this past January.

This report offers a summary of our activities, and a comment on next steps for discussion and development. The mission was very successful in enhancing existing relationships and building new opportunities, and provided a clear indication that Ryerson is highly regarded as a leading innovation institution in its focus on programs and research that address shared challenges.

South Africa – February 17-23, 2014

Ryerson has established relations with a number of universities in South Africa, and the mission offered an opportunity to support current collaboration and explore further areas of interest. I had the benefit of expertise from Marsha McEachrane Mikhail, Director, Ryerson International and International Liaison Officer, and the advice and participation of Ryerson faculty colleagues. I would like to express appreciation and thanks to Dr. Anver Saloojee, Dr. Ojelanki Ngwenyama, and Dr. Gideon Wolfaardt for the guidance and extensive contacts that open doors and launch engaging conversations in scholarly fellowship.

Our goal in South Africa was to meet with universities and government to promote greater awareness of Ryerson as a partner in academic program and research areas of mutual interest and strength, and to follow up the Toronto visit of Deputy President Kgalema Motlanthe with a presentation of the zone model and the success of the Digital Media Zone. We learned that close attention was being paid to the precedent-setting agreement we have with the BSE Institute in India, and there is interest in exploring the possibility of a similar arrangement as a unique and progressive way to try to address youth unemployment, and to nurture the talent that has the potential to invigorate the knowledge economy.

As detailed in the itinerary (*see Appendix A*), discussions at each university we visited combined (a) a shared opportunity to get to know each other better; (b) a discussion of common areas of academic and research interests both in general (*see Appendix B*) and specific to each institution; and (c) advancing an understanding of the Ryerson model of zone leadership and its adaptability.

Our schedule included visits to five universities at which there are particular areas of common strength: the University of Cape Town (ICT, energy, health, big data); Stellenbosch University, where Dr. Gideon Wolfaardt, Canada Research Chair in Environmental Interfaces and Biofilms, has been appointed the new ERWAT Chair in Wastewater Management (*see Appendix C*) and where we are following up an initiative on MBA exchanges; the University of Witwatersrand (health, cities, engineering, big data); an introductory outreach meeting at the University of Venda, and the University of Johannesburg (energy/sustainability, ICT, water, health, big data) at which we also discussed social innovation in the context of the UJ 'Virtual Social Incubator.'

Both at the universities, and in our meetings with government officials in the Ministry of Finance and the Ministry of Science and Technology, our work with the Digital Media Zone was already known by most of the people we met. At every stop there was a discussion about whether this is a partnership direction that could be taken, and the focus is on the need to change strategies to address the challenge of youth unemployment.

At the University of Witwatersrand on February 20th (*see Appendix D*) we announced eight fellowships at 12K each, subsequently raised to eleven: to be offered to three students from the University of Witwatersrand, two from the University of Cape Town, two from Stellenbosch University, two from the University of Johannesburg (*see Appendix E*), and two from the University of Venda. This strategy has been very effective and extends our record of hosting DMZ fellows from India, China, and Israel, and plans for Fellowships to be offered in the near future to Jordan, The Netherlands and Brazil. – as the basis for an international network of incubators partnered by universities, government and the private sector investing in young innovators as the key to a progressive future. Each university reciprocated with an equivalent scholarship for Ryerson students.

In summary, the outcome of the South Africa part of the mission is a heightened level of interest in working together in both traditional ways and Zones. The Government of South Africa, led on these issues by the Ministry of Finance, sees very strong potential in taking development further. There is a direct parallel with our experience in India, including the possibility of a similar arrangement involving Ryerson, one or more South African universities, and the Johannesburg Stock Exchange. This could well become the second international Zone for Ryerson Futures.

Next steps will include internal strategic discussions at Ryerson and with RFI, and we will be extending an invitation to university presidents from South Africa to join us in Canada for a visit and further talks. I have spoken with the Governor-General to ask if he could host such an event. We are also planning a Ryerson mission to South Africa this summer to be led by Dr. Mohamed Lachemi, Provost and Vice-President Academic, to follow up our academic initiatives and the progress made on the mission.

India – February 24-28, 2014

The purpose of the India leg of the Ryerson mission was primarily to participate as a founding partner in the official opening of the 'BSE Institute-Ryerson DMZ India' by His Excellency the Governor-General of Canada. Fifty Canadian government and business leaders were on hand as the Canadian delegation travelling with the Governor-General, and I was joined by Marsha McEachrane Mikhail, Director, Ryerson International and International Liaison Officer, Matthew Saunders, President, Ryerson Futures, and Dr. Mario Pinto, Vice-President Research, Simon Fraser University representing our recent partnership agreement. It was a special delight to be reunited with a group of former DMZ International Fellows, and to share the excitement of the development with them as our pioneers.

It is almost impossible to capture the sophistication and spirit of both the event, and the concept being celebrated – and hard to believe we are at this point when initial discussions took place only seven months ago. The space in the BSE Institute attracted a lot of attention and is truly amazing and impressive. It is built like our Zone: open, edgy and welcoming, and reflects the dedication to start-ups that inspires confidence in progress and success. Both Ashish Kumar Chauhan, Managing Director and CEO of the Bombay Stock Exchange, recognized as one of the most influential leaders in India, and Ambarish Datta, Managing Director and CEO of the BSE Institute, were very positive – with Mr. Chauhan offering, in his public address, to triple the space and more as a partner in helping this venture succeed.

The outcome of this part of the mission is that Ryerson is on the map of India in a big way. In fact, we now likely have the largest presence in India of any Canadian university. With the first Canadian-led incubator in India, there is a wave of excitement among start-ups wanting to join. While in Mumbai, we met with a number of organizations wanting to know how to participate, among them The Centre for Innovation, Incubation and Entrepreneurship at the Indian Institute of Management Ahmedabad (IIM-Ahmedabad), the top business school in the country.

I remember our 2011 mission to India when it was intimated that Ryerson could not expect to partner with the IIT and IIM schools – yet here we are with access to IIT talent as DMZ Fellows, partnering with top tier institutes including IIM Calcutta most recently, and close to securing a partnership with IIM Ahmedabad. These successes build on the effective visit this past January by Provost Lachemi, whose particular focus was outreach to the IIM schools, and continuing Ryerson efforts to advance excellent relations. The potential is huge for further broad-based development, sharing a commitment to economic and social innovation.

Next steps include an upcoming visit to Ryerson from BSE Institute colleagues in June. We will also be following up with a visit to India by Dr. Steven Murphy, Dean of the Ted Rogers School of Management, to pursue opportunities in graduate studies and collaboration in business; and Dr. Marie Bountrogianni, Interim Dean of The G. Raymond Chang School of Continuing Education to talk about partnership opportunities in online learning.

I will end this section of the report with a story told at the event with the Governor-General. It concerns a visit some time ago by Tata Industries to DMZ, at which they met a company called

Figure 1, sometimes called "Instagram for Doctors" because it is revolutionizing diagnosis and treatment with seamless photosharing of images of medical conditions and ailments. When Ryerson came to Bombay last year, the first response was "We know you – you're Figure 1!" Tata Industries has invited the company to move into the Indian market, offering innovative solutions to rural doctors in particular, and Tata Industries will be their management arm.

Mission Overall

The mission to South Africa and India advanced Ryerson leadership in significant ways. We were able to seamlessly and collaboratively demonstrate the two special attributes I have always promoted as defining characteristics – that Ryerson is a university dedicated to achieving the distinction of being 'different but not odd' and 'the best at something that matters.'

We are now partnering with top universities and institutes in the world in traditional academic programs and research; and partnering with governments, stock exchanges and universities on an evolution in entrepreneurial education – the different side. We are known as rising leaders in both academic disciplines and innovative approaches that anticipate and address the challenges of our times, with a commitment to making an impact and a difference. We are attracting great partners interested in doing the same, and finding new ways of getting there.

It is important to note that interest and success will be both economic and social. In India and South Africa our leadership with Ashoka is considered compelling and very important. Our strategy to be a great university according to traditional measures, and differentiated in a way that resonates and effects vital change, is being heard and reflected back to us as a strong message that others believe in for their own institutions and organizations, and think we should be trying to build together.

This year we are scheduled to continue discussions with the University of Tel Aviv in Israel. Our mission has shown us that Ryerson can take the lead in developing an international innovation network. The direction of the Board of Governors in establishing Ryerson Futures is proving an added advantage in being able to move quickly to set up new entities in each country, with effective separation between academic and Board approvals. Most of all, it is trusting students to learn and encouraging ingenuity and teamwork that makes a sustainable contribution. As we found out, in South Africa, India, Canada and doubtless everywhere, youth employment is #1.

The success of the Digital Media Zone, and new Zones being steadily developed, is that Ryerson has shown the range of great opportunities that can support the economy and equally, the power of social innovation. The scope of companies and jobs we have seen materialize so far include ICT, art and design, manufacturing and greentech, biomedical science, engineering and more. As we move forward we can be certain creative innovation will touch all sectors of the economy.

The timing at Ryerson is particularly advantageous – and it offers an invitation. As we think about our new Academic Plan, we have the opportunity to put in place the context and principles to really go for the next "impossible dream." While recognizing the risks, we should give greater weight to the rewards. As always, I would rather see us reach beyond what we think we can do for a bold vision, than be successful because we settled for just "the next step."

RYERSON UNIVERSITY PRESIDENT'S MISSION TO SOUTH AFRICA

Monday, February 17, 2014 – Cape Town

Meeting with Kgalema Motlanthe, Deputy President of South Africa, and Busani Ngcaweni, Head of Branch, Office of the Deputy President

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ, in particular with regard to youth unemployment and economic development

Meeting with University of Cape Town senior executives and Ryerson professor Ojelanki Ngwenyama (ITM)

Professor Thandabantu Nhlapo, Deputy Vice Chancellor, Internationalisation

Professor Danie Visser, Deputy Vice Chancellor, Research

David Casey, Director, Careers Services

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ

• discuss common strengths in ICT, energy, health and big data

Tuesday, February 18 – Stellenbosch University

Meeting with Russel Botman, Rector and Vice-Chancellor, and Ryerson professor Gideon Wolfaardt, Canada Research Chair in Environmental Interfaces and Biofilms and ERWAT Chair in Wastewater Management at Stellenbosch University (see Appendix C)

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ

• discuss common strengths in business, water, engineering, and big data

• signing of the Stellenbosch University-Ryerson University MOU on academic collaboration

Meeting with Robert Kotzé, Senior Director, Postgraduate and International Office

Agenda: • discuss research collaboration through Prof. Gideon Wolfaardt

• follow up June '13 meeting with Prof. Dale Carl (TRSM) re: MBA student exchange

Meeting with Eugéne Cloete, Vice-Rector, Research and Innovation

Agenda: • discuss research collaboration between Ryerson and Stellenbosch University

Wednesday/Thursday, February 19/20, 2014 - Cape Town/Johannesburg

Meeting with Ministry of Science and Technology, Government of South Africa

Derek Hanekom, Minister of Science and Technology

Martin Mulcahy, Special Advisor to the Minister (S&T)

Working lunch/meeting with University of the Witwatersrand Executives/Deans

Adam Habib, Vice-Chancellor and Principal

Rob Moore, Deputy Vice-Chancellor, Advancement and Partnerships

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ

• discuss common strengths in health, cities, engineering and big data

Official announcement of Ryerson International Zone Fellowships for South Africa

Friday, February 21, 2014 – Johannesburg

Breakfast meeting with Vice Chancellor Peter Mbati, University of Venda

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ

Meeting with University of Johannesburg

Ihron Rensburg, Vice Chancellor

Angina Parekh, Deputy Vice Chancellor

Tshilidzi Marwala, Deputy Vice Chancellor, Research, Postgraduate Studies, Library

Tinyiko Maluleke, Deputy Vice Chancellor, Internationalization, Advancement and Student Affairs

Pinkie Mekgwe, Executive Director, Internationalization

Agenda: • provide overview of Ryerson, Zone learning model, and success of DMZ

• connect social innovation goals to UJ 'Virtual Social Incubator'

• discuss common strengths in energy/sustainability, ICT, water, health

Meeting with Fuad Cassim, Advisor to the Minister of Finance, Government of South Africa

South Africa Report – Background Information

Big Data

All of the universities visited in South Africa expressed an interest in collaborating with Ryerson University in the area of Big Data, a priority area for Ryerson. Collaboration could include joint research, training, and learning from Ryerson models for collaboration with the public and private sectors, for example OneEleven. Particular interest was expressed by the Universities of Cape Town, Witwatersrand and Stellenbosch.

Dr. Ojelanki Ngwenyama, Director, Institute for Innovation and Technology, TRSM, is involved in Ryerson's initiatives in the area of Big Data and Data Analytics. Ojelanki has strong links with University of Cape Town, and can help define specific areas of collaboration between Ryerson (where appropriate together with Canadian partners such as those involved in OneEleven) and the Universities in South Africa, and especially the University of Cape Town.

Water Centre

The Ryerson Urban Water initiative is a pan-university initiative with members in all faculties. For example, the Department of Chemistry and biology's Dr. Lynda McCarthy, an aquatic ecotoxicologist, studies Great Lakes pollution and the impact of land-applied pulp mill and municipal sewage on simple organisms, while researchers from the Faculty of Arts are active on policy issues.

Gideon Wolfaardt, Canada Research Chair in Environmental Interfaces and Biofilms, studies biofilms as structures that improve microbial survival against antibiotics and biocides, their role in proliferation, as well as the role of biofilms and aggregates as environmental repositories for pathogens. Gideon was recently appointed the ERWAT Chair in Wastewater Management at Stellenbosch University's Water Institute, which will focus on innovation in water research, as well as increasing water treatment and management skills in the water sector in South Africa and selected countries. The Institute is highly regarded internationally and is engaged in many projects funded by the EU Commission and Brazilian Government. Gideon is considered a leading expert in his filed, and with support of the Provost and his Dean is working to strengthen the links between the Ryerson Urban Water Institute and the Water institute at Stellenbosch. Gideon will provide an invaluable link between the two universities, with good possibilities of extending this to Europe and South America.

Ashoka

Ryerson University has been designated Canada's first Changemaker Campus by Ashoka, an international organization that partners with universities and colleges to foster a campus-wide culture of social innovation. With this announcement, Ryerson joined an international network of universities and colleges committed to solving real-world problems in new and creative ways.

Given the significant challenge of youth unemployment in SA, approximately 50% in the age group 18 -34 - See Anver's note for further background for this, example the BEE program - Social innovation (I think social entrepreneurship), a strength at Ryerson, is of particular interest to the Government of South Africa and the Universities visited. Through Dr. Anver Saloojee's connections with the Government of South Africa and with the universities, Ryerson is well positioned to establish strong partnerships that draw on our expertise and experience in this area, undertaking initiatives in SA, which can actively engage students and faculty across the Ryerson community.



Researchers and industry join forces to improve wastewater management in South Africa

Published: 03/02/2014

A new research chair, sponsored by the East Rand Water Care Company (ERWAT), will focus on innovations in water research as well as upping water treatment and water management skills in the sector.

The ERWAT Chair in Wastewater Management will be hosted by Stellenbosch University's Water Institute (SUWI). Prof Gideon Wolfaardt, a recognised expert and leading researcher in the biological and engineering aspects of water research, will be the first research professor to hold the chair. Prof Wolfaardt recently returned from Canada where he held a Research Chair in Environmental Interfaces and Biofilms at Ryerson University since 2004.



The focus of the new ERWAT chair will be on scientific and technical advances in wastewater management, water quality, water use and demand, as well as fostering partnerships to improve the water research and management skills of scientists, engineers and technical personnel.

Prof Eugene Cloete, Vice-Rector: Research and Innovation at Stellenbosch University and Chairman of the SUWI Advisory Board, says ensuring a safe water supply for South Africa and Africa is possible, but will require innovation and action.

"We are very excited about the establishment of the ERWAT Chair and the opportunities it provides for world-class research and innovation in South Africa's water sector. The institute is also the ideal home for this chair, as we pride ourselves on continually exploring new approaches to water treatment that are durable, cost-effective and more efficient," he said.

ERWAT's Managing Director Mr Pat Twala says ERWAT has a proud history of co-operation and support with universities and research institutions. The company looks forward to build on these accomplishments in this formal and structured association with Stellenbosch University.

"In a water-scarce country we are faced with changing technical, financial and constitutional challenges in the water industry. We need to find sustainable solutions to these challenges to ensure the protection of our environment and water resources," Mr Twala maintains.

About ERWAT

The East Rand Water Care Company (ERWAT) was established in 1992 and provides bulk wastewater conveyance and a highly technical and proficient wastewater treatment service to some 2000 industries and more than 3.5 million people who have access to sanitation services. It is currently custodian of 19 wastewater care works, treating a combined capacity of some 696 megalitres of wastewater per day.

About the Stellenbosch University Water Institute (SUWI)

Established in 2010 in response to the formidable and unprecedented challenges that face South Africa and the African continent at large, SUWI is a multi-disciplinary research enterprise that works in collaboration with government and industry, to solve water-related challenges, to provide technology transfer and to develop human resources



Ryerson to assist student startups 20 February 2014

Ryerson University in Toronto, Canada announced the creation of eight fellowships providing student entrepreneurs from leading South African universities the opportunity to develop their businesses at one of Ryerson's incubators, including the renowned Digital Media Zone (DMZ).

Within the incubators, or zones as they are called, the entrepreneurs will receive mentorship, business development advice and gain valuable international experience. The fellowships will be offered to student entrepreneurs at four universities: three from the University of Witwatersrand, two from the University of Johannesburg, two from Stellenbosch University and one from the University of Venda.

Ryerson University President and Vice-Chancellor Sheldon Levy made the announcement at Wits University as part of a multi-day tour of South Africa where he is meeting with government and university officials. "The future of the global economy is in the hands of our young people," said Levy. "Ryerson is proud to partner with South African universities in promoting entrepreneurial innovation and great ideas."

Professor Adam Habib, Wits Vice-Chancellor and Principal, said collaborations with universities such as Ryerson are of the utmost importance for the development of future entrepreneurs and leaders on the African continent. "Entrepreneurs play a pivotal role in the social and economic development of South Africa and Africa. It is imperative for higher education institutions to play their part in nurturing, training and developing future entrepreneurs and we welcome the three Ryerson fellowships for aspiring entrepreneurs.

As part of the fellowships at Ryerson, the South African entrepreneurs will be provided with transportation, accommodation and a three-to-four-month placement at a Ryerson zone where they will receive office space, mentorship, networking and collaboration opportunities other startup companies. Each participating university will provide a short list of applicants for the fellowships, based on video pitches and a business plan, with final candidates chosen by a zone steering committee. Ryerson University has previously collaborated in India, Israel and China to build entrepreneurial bridges. In 2012 seven students from



universities in India and three from universities in Israel grew their companies within the DMZ. In 2013, the DMZ hosted four Chinese university students. That same year, Ryerson, along with its for-profit arm Ryerson Futures, and the Bombay Stock Exchange Institute Ltd. (BSEI), partnered to create BIL-Ryerson DMZ India, for entrepreneurs to fast-track their startups.

Ryerson incubators include the Centre for Urban Energy, Fashion Zone, Design and Fabrication Zone as well as the DMZ. Opened in 2010, the DMZ is one of Canada's largest incubators and multidisciplinary co-working spaces for young entrepreneurs. Emerging leaders can fast-track their product launches and grow their companies by connecting with mentors, customers and each other. Since its launch, the DMZ has stimulated Canada's digital economy by incubating and accelerating 126 startups, and creating and fostering nearly 1,000 jobs.



UJ and Ryerson University collaboration promotes entrepreneurial innovation

Two University of Johannesburg (UJ) students will be selected for an opportunity to hone their entrepreneurial skills as part of a fellowship at one of Ryerson University's incubators in Toronto, Canada.

The initiative will see students contending for a place to be part of this opportunity, for which eight winners from four South African universities - UJ, University of Witwatersrand, Stellenbosch University and University of Venda - will be selected.

The students will attend one of Ryerson's incubators, including the well-known Digital Media Zone (DMZ). Opened in 2010, the DMZ is one of Canada's largest incubators and multidisciplinary co-working spaces for young entrepreneurs.

As part of the fellowships at Ryerson, the South African entrepreneurs will be provided with transportation, accommodation and a three-to-four-month placement at a Ryerson zone where they will gain invaluable experience in networking. They will also be exposed to collaboration opportunities with other startup companies.

Ryerson University President and Vice-Chancellor Sheldon Levy says; "The future of the global economy is in the hands of our young people. Ryerson is proud to partner with South African universities in promoting entrepreneurial innovation and great ideas."

Each participating university will provide a short list of applicants for the fellowships. The successful students will be chosen by a zone steering committee that will base their decision on video pitches and a business plan.

UJ's drive to collaborate with international partners to ensure workplace ready graduates is reflected in this initiative. Rated as one of the top 4% of universities globally and UJ's inclusion as the only African university in the respected *Universitas* 21 research consortium is further confirmation of UJ's global rise.

Canadian universities launch startup incubator with Bombay Stock Exchange

February 24, 2014



Their Excellencies the Right Honourable David Johnston, Governor General of Canada, and Mrs. Sharon Johnston officially open BIL-Ryerson DMZ India by breaking a coconut, typically done before starting a new undertaking. This first Canadian-led incubator in India is a joint venture between the Bombay Stock Exchange Institute Ltd., Ryerson University, Ryerson Futures Inc. and Simon Fraser University.

His Excellency the Right Honourable David Johnston, Governor General of Canada, officially opened the first Canadian-led accelerator in India last week, a joint venture between the Bombay Stock Exchange Institute Ltd. (BIL), Ryerson University, Ryerson Futures Inc. (RFI) and Simon Fraser University.

The BIL-Ryerson DMZ India will assist entrepreneurs to fast-track their startups and connect with mentors, customers and investors. It is located at the Bombay Stock Exchange Institute and is built upon Ryerson's model for its successful Digital Media Zone (DMZ) incubator in Toronto. The collaboration between BIL, Ryerson and RFI lays the groundwork to help young entrepreneurs expand into both the Indian and Canadian markets and also touches on a broad spectrum of areas in the domain of entrepreneurship development and professional development education.

"The very first Ryerson international fellowships for brilliant young entrepreneurs were announced here in India in 2011," said Sheldon Levy, president of Ryerson University. "We are honoured to welcome the Governor General of Canada to the BIL-Ryerson DMZ India, and proud to grow our partnership with India and our colleagues from Simon Fraser University in the service of the global economy."

Speaking about the development, Ambarish Datta, CEO of BIL, said "India will be one of the youngest nations in the world by 2020 and this changing demographic condition will mean that we need to gear up to provide employment to a large number of youth. We believe that creating skilled entrepreneurs will be the most effective means of engaging youth and providing gainful employment not only to the youth who pursue the path of entrepreneurship, but also to hundreds of youth they will in turn employ. We are confident that this incubator setup by BIL and Ryerson will help great ideas to be nurtured from their very source and built into the organizations of the future that will not only provide employment for our youth but also build products and solutions that put India on the global map of innovation."

The BIL-Ryerson DMZ India is built on a unique model developed at Ryerson University that has attracted international attention. The Digital Media Zone at Ryerson University is one of Canada's largest incubators and multidisciplinary co-working spaces for young entrepreneurs. Emerging leaders fast-track product launches and grow their companies by connecting with mentors, customers and each other. Since opening in April 2010, the DMZ has stimulated Canada's digital economy by incubating and accelerating 126 startups and fostering nearly 1,000 jobs.

RYERSON UNIVERSITY

March 7, 2014

TO: Shoaib Ahmed

Secretary

Ryerson Election Procedures Committee

FROM: Catherine Redmond

Returning Officer

RE: Board of Governors' Election Report 2014

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

Appendix A Tabulation of Votes

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

Appendix D Voting Percentages

cc: Julia Shin Doi

General Counsel and Secretary of the Board of Governors

Melissa Palermo President, RSU

Board of Directors, CESAR

Anver Saloojee President, RFA

Julia Hanigsberg

Vice President, Administration and Finance



BOARD OF GOVERNORS' ELECTION Friday, March 7, 2014

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

STUDENTS

Names of Candidates (15) alphabetical order	<u>Vote Count</u>	
Angela ALIMI	170	
Stephanie AMYGDALIDIS	166	
Vladimir BUBLIK	487	
Shelly CAMPBELL	88	
Joshua D'CRUZ	174	
Martin FOX	34	
Noah GEIST	1014	
Alfred LAM	487	
Geoff LOGAN	415	
Melissa PALERMO	570	
Divya SHARMA	85	
Hania (Hareem) SIDDIQUI	473	
Joseph VUKOVIC	1127	
Yannick WALCOTT	329	
Tyler WEBB	1128	

TOTAL ELIGIBLE TO VOTE: 35,864

TOTAL BALLOTS SUBMITTED: 2,873

TOTAL VOTES CAST: 6,747

TOTAL DECLINED TO VOTE: 58



BOARD OF GOVERNORS' ELECTION Friday, March 7, 2014

ADMINISTRATIVE STAFF

<u>Names of Candidates (6)</u> alphabetical order	<u>vote Count</u>
Carrie-Ann BISSONNETTE	103
O'neil EDWARDS	65
Gloria FERNANDES	74
Illan-Kumaran KANDIAH	55
Elaine LAM	98
Kareem RAHAMAN	45

TOTAL ELIGIBLE TO VOTE: 1271

Total Eligible to Vote Electronically: 1197

Total Eligible to Vote By Paper Ballot: 74

TOTAL ELECTRONIC BALLOTS SUBMITTED: 428

TOTAL ELECTRONIC VOTES CAST: 427

TOTAL PAPER BALLOTS SUBMITTED: 13

TOTAL PAPER VOTES CAST: 13

TOTAL PAPER BALLOTS REJECTED: 0

TOTAL VOTES CAST (both Electronic and Paper Ballot): 440

TOTAL DECLINED TO VOTE: 1

TEACHING FACULTY

Names of Candidates (4) alphabetical order	Vote Count
Laurence ABALEII	02
Lamya AMLEH	83
Alexander FERWORN	40
George KAPELOS	59
Chris MACDONALD	71

TOTAL ELIGIBLE TO VOTE: 807

Total Eligible to Vote Electronically: 789

Total Eligible to Vote By Paper Ballot: 18

TOTAL ELECTRONIC BALLOTS SUBMITTED: 255

TOTAL ELECTRONIC VOTES CAST: 251

TOTAL PAPER BALLOTS SUBMITTED: 2

TOTAL PAPER VOTES CAST: 2

TOTAL PAPER BALLOTS REJECTED: 0

TOTAL VOTES CAST (both Electronic and Paper Ballot): 253

TOTAL DECLINED TO VOTE: 4



APPENDIX B

RYERSON UNIVERSITY BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 7, 2014

DECLARATION

I hereby declare the following candidates elected:

BOARD OF GOVERNORS – STUDENTS (3) COUNT	<u>VOTE</u>
Name of Successful Candidates	
Tyler Webb	1128
Joseph Vukovic	1127
Noah Geist	1014
BOARD OF GOVERNORS - TEACHING FACULTY (1)	
Name of Successful Candidates	
Lamya Amleh	83
BOARD OF GOVERNORS - ADMINISTRATIVE STAFF (1)	
Name of Successful Candidate	
Carrie-Ann Bissonnette	103



BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 7, 2014 <u>VOTE COUNT</u>

(A) STUDENT CANDIDATES IN ORDER OF STANDING

Tyler WEBB	1128
Joseph VUKOVIC	1127
Noah GEIST	1014
Melissa PALERMO	570
Alfred LAM	487
Vladimir BUBLIK	487
Hania SIDDIQUI	473
Geoff LOGAN	415
Yannick WALCOTT	329
Joshua D'CRUZ	174
Angela ALIMI	170
Stephanie AMYGDALIDIS	166
Shelly CAMPBELL	88
Divya SHARMA	85
Martin FOX	34
(B) TEACHING FACULTY CANDIDATES IN ORDER OF STAND	<u>ING</u>
Lamya AMLEH	83
Chris MACDONALD	71
George KAPELOS	59
Alexander FERWORN	40
(C) ADMINISTRATIVE STAFF IN ORDER OF STANDING	
Carrie-Ann BISSONNETTE	103
Elaine LAM	98
Gloria FERNANDES	74
O'neil EDWARDS	65
Illan-Kumaran KANDIAH	55
Kareem RAHAMAN	45



RYERSON UNIVERSITY BOARD OF GOVERNORS' ELECTION RESULTS Friday, March 7, 2014

VOTING PERCENTAGES

STUDENTS

Total eligible to vote: 35,864

Total Students Who Voted (this includes declined votes): 6805

Percentage of eligible voters who voted: 18.9%

TEACHING FACULTY

Total eligible to vote: 807

Total Teaching Faculty Who Voted (this includes declined votes): 257

Percentage of eligible voters who voted: 31.8%

ADMINISTRATIVE STAFF

Total eligible to vote: 1271

Total Administrative Staff Who Voted: (this includes declined votes): 441

Percentage of eligible voters who voted: 34.6%

Ryerson University Board of Governors Provost and Vice President Academic Report for meeting of March 31, 2014



Everyone Makes a Mark

Appointments -

- The Hon. David Collenette, public affairs advisor and strategist and former member of the House of Commons, joins Ryerson as Distinguished Visiting Fellow with The G. Raymond Chang School of Continuing Education and the Faculty of Engineering and Architectural Science.
- Seamus O'Regan, former co-host of Canada AM, award-winning international journalist and an established voice in the nation's evolving media industry, has been appointed Distinguished Visiting Innovator at the Digital Media Zone and RTA School of Media.
- The Hon. Chris Bentley has been appointed Executive Director of the Law Practice Program (LPP), and will work with Ryerson colleagues and the Ontario legal profession to develop curriculum and establish work placement partnerships for eligible law school graduates.

Colm Wilkinson Scholarship – Ryerson is honoring the sensational career of Colm Wilkinson (Doctor of Laws *honoris causa* '12) in "Music of the Night: A Musical Tribute to the Career of Colm Wilkinson" on May 11th at Koerner Hall, with proceeds benefiting the Colm Wilkinson Scholarship for Ryerson Theatre School students. The songs he made famous in *Les Miserables, Phantom of the Opera, Jesus Christ Superstar,* and *Evita*, will be performed by Broadway stars Adam Brazier, Chillina Kennedy, Aaron Walpole, Josh Young, Jennie Such, and more. For tickets see http://performance.rcmusic.ca/event/music-night-bra-musical-tribute-colm-wilkinson.

Congress @ Ryerson – On March 6th, 2014 the Federation for the Humanities and Social Sciences announced that Ryerson will host the 2017 Congress of the Humanities and Social Sciences, Canada's largest interdisciplinary conference for academic scholars. The conference, which coincides with Canada's 150th anniversary, will be held May 27th-June 2nd, 2017, and bring more than 9,000 delegates from across the country to Ryerson. Congratulations to the Faculty of Arts for its leadership in putting together a successful bid, and special thanks to our partners, particularly Tourism Toronto, for their strong support.

School of Social Work golden anniversary - The Ryerson School of Social Work is celebrating its first fifty years, and looking ahead to the future. Both the largest undergraduate social work program in Canada, and the master's program added in 2007 are fully accredited, and renowned initiatives include partnering with the First Nations Technical Institute to offer an off-campus BSW program, and the Centre for Research in Critical Social Inquiry and Action, which focuses on communities affected by exclusion and marginalization. Among activities marking its anniversary, the School will launch its online Journal of Critical Anti-Oppressive Social Inquiry; accept its first class of college graduates who will be streamed into the second year of the bachelor of social work degree program; create a scholarship in honour of Jeff Edmunds, who recently retired after 25 years as student affairs coordinator; and present a 'Thursdays with Social Work' series, culminating May 1st with a 50th anniversary party at the Mattamy Athletic Centre.

Academic Development -

- Optional Specialization in Engineering Innovation and Entrepreneurship (OSEIE) Starting
 this summer, students in the Faculty of Engineering and Architectural Science will have the
 option to enroll in six additional courses as an extension to regular degree programs to learn
 the skills necessary to start a business venture. Three lecture courses will cover the principles
 of engineering economics, technology-based new venture creation, and entrepreneurship and
 innovation management; three practicum courses will cover business concept identification,
 market and technology development, and business development and market readiness as
 important elements of the technology commercialization process. Target enrollment in the
 first year is 70 to 80 undergraduate engineering students, and approximately 200 students by
 the third year.
- Partnership with OACETT Starting in Fall 2014, The G. Raymond Chang School of Continuing
 Education is partnering with the Ontario Association of Certified Engineering Technicians and
 Technologists (OACETT) to offer its members a series of six professional development
 workshops tailored to the needs of the industry. Association members can expand their
 technical base into a sales, service, or management role through customized two-day
 workshops on selected topics, with curriculum developed by industry experts working with
 the Faculty of Engineering and Architectural Science and the Faculty of Science.
- **New certificates** At its meeting of March 4th, Senate approved two new certificate programs to be launched by The G. Raymond Chang School of Continuing Education this Fall:
 - Certificate in Data Analytics, Big Data & Predictive Analytics Both the private and public sectors are recognizing the competitive advantage of "Big Data" the ability to analyze large data sets and demand is rising for professionals in the field. The six-course certificate is a collaboration among the departments of Mechanical and Industrial Engineering (the academic home of the certificate), Computer Science and Mathematics, the Faculty of Engineering and Architectural Science, the Faculty of Science, and The Chang School, and will involve big data practitioners in course development, guest lectures and co-teaching, and providing networking opportunities for students.
 - o Certificate in Caribbean Studies Based on the cultural, economic, political, and historical significance of the Caribbean and its close ties to Canada, the certificate will be jointly offered by the Faculty of Arts Department of Sociology and The Chang School. The certificate reflects the interdisciplinary nature of Caribbean Studies with courses from the Departments of Sociology, History, English, and Languages, Literatures and Cultures. Four of the certificate's six courses will be available online to facilitate student access.

Distinction and Achievement -

- Professor Max Dean, Image Arts, has been named a recipient of a 2014 Governor-General's Award for lifetime achievement in visual and media arts.
- Dr. Akua Benjamin, School of Social Work, has been named the 2014 YWCA Social Justice Woman of Distinction; Sue Chun (RTA School of Media '12) the Young Woman of Distinction.

- Olivia Cimo, Master's in Public Policy and Administration, is one of only eight students
 across Canada chosen to receive a 2013-2014 Graduate Research Award for Disarmament,
 Arms Control and Non-Proliferation from the Department of Foreign Affairs, Trade and
 Development Canada (DFATD) and The Simons Foundation.
- Digital Media Zone startup GestSure was featured at the Super Bowl in the Microsoft Empowering ad illustrating the touchless interface that allows surgeons to control operating room computers using hand gestures while maintaining sterility in the operating room.
- The 2014 Academy of Canadian Cinema & Television award winners include:
 - Mark J.W. Bishop and Matthew Hornburg (RTA '98) for Splatalot in the Best Children's or Youth Non-Fiction Program or Series category;
 - o Edward Burtynsky (Image Arts '82, Doctor of Fine Arts *honoris causa* '07) for *Watermark* in the Ted Rogers Best Feature Length Documentary category;
 - o Patrick Cederberg and Walter Woodman (Image Arts '13) for *Noah* in the Best Live Action Short Drama category.
- TRSM teams continue their achievements representing Ryerson with distinction and spirit:
 - O Jeux de Commerce Central (JDCC) competition results included Faculty Advisor of the Year: Cindy Mason; Overall Team Participation: 3rd; Finance Academic Case Team: 2nd (first podium result for Ryerson in this category); Debate Team: 2nd, with Brian Baah named Top Speaker in Debate; Sports Team: 2nd for Road Hockey and 5th for Volleyball; Social Team: 4th; Friday Night Video: 3rd; Saturday Night Dance: 1st for "Grease" Emco Photo Challenge: Winner (for creating an ad for Emco, a JDCC sponsor); and over \$21,000 raised in Charity Fundraising for a total of \$76,000 over the five years that Ryerson has competed in JDCC. Beneficiaries include Big Brothers Big Sisters Toronto.
 - In the Rotman MBA Net Impact Corporate Social Responsibility Case Competition,
 Ryerson teams achieved 1st and 3rd place. Eighteen teams were given a real-world CSR
 challenge to prepare an index aggregating TD Bank green activities and present their
 solution to business executives. Ryerson has placed in the Top 3 at this competition for
 four consecutive years.
- Enactus Ryerson competed at the 2014 Regional Exposition against 22 institutions, and scored championship titles in the Capital One Financial Education Challenge (student projects that teach financial skills) and the Scotiabank EcoLiving Green Challenge (student projects on environmental issues). Ryerson projects include Project Dago, helping Kenyan villagers establish sustainable businesses and a successful beekeeping initiative; Project Pathway, working with aboriginal women on financial literacy and achieving more than \$38,000 profit; and Project North, aiming to build two geodesic domes in Nunavut to reduce the mark-up on fresh produce and provide new job opportunities. Enactus Ryerson now moves on to the 2014 Enactus Canada National Exposition taking place in Calgary from April 28-30th.
- Engineering and Commerce Case Competition Ryerson team members Vince Dumpit and Craig Fordy (Department of Mechanical and Industrial Engineering, FEAS) and Parth Pandya

and Justin Sue (TRSM) achieved 2nd Place Overall and Best School Spirit at this new event run for the first time March 13-15th at Concordia University. Competitors were given a real-world product development scenario designed to demonstrate both excellence in their given disciplines and collaborative skills for success in future careers. National and international participants included McMaster University, Guelph University, Ryerson University, University of Alberta, University of Calgary, Concordia University, McGill University, Universidad Iberoamericana (Mexico), Instituto Tecnologico de Monterrey (Mexico), and the University of KwaZulu-Natal (South Africa).

Awards 2014 - Celebrated at the 3rd annual Ryerson Awards Night on March 27th:

Teaching and Education Awards

Provost's Experiential Teaching Award

Marion Coomey, RTA School of Media, Faculty of Communication & Design

Provost's Innovative Teaching Award

Vincent Hui, Department of Architectural Science, FEAS

Provost's Interdisciplinary Teaching Award

Mustafa Koç, Department of Sociology, Faculty of Arts

Deans' Teaching Award

Emily Agard, Department of Chemistry and Biology, Faculty of Science

Lori Beckstead, RTA School of Media, Faculty of Communication & Design

Nick Bellissimo, School of Nutrition, Faculty of Community Services

Stephanie Cassin, Department of Psychology, Faculty of Arts

Kimberley Gilbride, Department of Chemistry and Biology, Faculty of Science

Michael Inglis, School of Accounting and Finance, Ted Rogers School of Management

Yuanshun Li, School of Accounting and Finance, Ted Rogers School of Management

Zaiyi Liao, Department of Architectural Science, FEAS

Natalia Lumby, Graphic Communications Management, Faculty of Communication & Design

Jenny Sampirisi, The G. Raymond Chang School of Continuing Education

Beau Standish, Electrical & Computer Engineering, FEAS

Stéphanie Walsh Matthews, Department of Languages, Literatures, & Cultures, Faculty of Arts

Halis Yildiz, Department of Economics, Faculty of Arts

YSGS Outstanding Contribution to Graduate Education Award

Ron Babin, School of Information Technology Management, TRSM

Debora Foster, Department of Chemistry and Biology, Faculty of Science

David Harris, School of Image Arts, Faculty of Communication & Design

Karen Spalding, Daphne Cockwell School of Nursing, Faculty of Community Services

Monique Tschofen, Department of English, Faculty of Arts

Bin Wu, Electrical & Computer Engineering, FEAS

Scholarly, Research and Creative Activity Awards

Sarwan Sahota Ryerson Distinguished Scholar Award

Bala Venkatesh, Electrical & Computer Engineering, FEAS

Candice Monson, Department of Psychology, Faculty of Arts

Collaborative Research Award

Habiba Bougherara, Department of Mechanical and Industrial Engineering, FEAS

Early Research Career Excellence Award

Seth Dworkin, Mechanical & Industrial Engineering, FEAS

Knowledge Mobilization & Engagement Award

Colleen Carney, Department of Psychology, Faculty of Arts Janet Lum, Department of Politics and Public Administration, Faculty of Arts

Social Innovation & Action Research Award

Marco Fiola, Department of Languages, Literatures and Cultures, Faculty of Arts

Deans' Scholarly, Research and Creative Activity Award

Alagan Anpalagan, Electrical & Computer Engineering, FEAS

Farhad Ein-Mozaffari, Chemical Engineering, FEAS

Trevor Hart, Department of Psychology, Faculty of Arts

Shavin Malhotra, Department of Global Management Studies, TRSM

Andrew O'Malley, Department of English, Faculty of Arts

Dérick Rousseau, Department of Chemistry and Biology, Faculty of Science

Mandana Vahabi, Daphne Cockwell School of Nursing, Faculty of Community Services

Pnina Alon-Shenker, Department of Law and Business, TRSM

Ebrahim Bagheri, Electrical & Computer Engineering, FEAS

Jeffrey Boase, School of Professional Communication, Faculty of Communication & Design

Andrea Burgess, Department of Mathematics, Faculty of Science

Tomaz Jardim, Department of History, Faculty of Arts

Bruno Lessard, School of Image Arts, Faculty of Communication & Design

Eric Liberda, School of Occupational & Public Health, Faculty of Community Services

Service and Leadership Awards

President's Blue and Gold Award of Excellence

Ivan Joseph, Athletics and Recreation

Monica Mckay, Aboriginal Initiatives, Equity, Diversity and Inclusion

One-Stop Course Readings Service Team:

Kelly Abraham, Campus Store, UBS

Kraigen Brown, Library

Michelle Chen, Library

Ophelia Cheung, Library

Flora Hon, Library

Kelly Kimberley, Library

Risto Leivat, Campus Store, UBS

Ann Ludbrook, Library

Steven Marsden, Library

Aleksandra Rybak, Library

Fangmin Wang, Library

Sally Wilson, Library

Errol Aspevig Award for Outstanding Academic Leadership

Liping Fang, Mechanical and Industrial Engineering, FEAS

Alan Shepard Equity, Diversity and Inclusion Award

Marwa Ahmed, 4th year Occupational & Public Health, Faculty of Community Services Nika Zolfaghari, MASc candidate, Electrical and Computer Engineering, YSGS

Heather Willis, Equity, Diversity and Inclusion

Transitioning at Ryerson Team:

Carey Barker, Human Resources

Darrell Bowden, Equity, Diversity & Inclusion

Jessa Chupik, Human Resources

Myra Lefkowitz, Human Resources

Emily MacIntosh, Human Resources

Laurie Stewart, Human Resources

Stephan Tang, Arts, The G. Raymond Chang School of Continuing Education

Linda Grayson Leadership Award

Bruce Piercey, Communications, Government and Community Engagement Peter Higdon, Ryerson Image Centre

Larissa Allen Employee Experience Award

John Hannah, Student Learning Support, Student Affairs

Deans' Service Award

Alagan Anpalagan, Electrical & Computer Engineering, FEAS

Tara Burke, Department of Psychology, Faculty of Arts

David Checkland, Department of Philosophy, Faculty of Arts

Michelle Dionne, Department of Psychology, Faculty of Arts

Alan Kaplan, School of Accounting and Finance, Ted Rogers School of Management

Bruno Lessard, School of Image Arts, Faculty of Communication & Design

Kelly MacKay, Ted Rogers School of Hospitality and Tourism Management

Ali Miri, Department of Computer Science, Faculty of Science

James Nadler, RTA School of Media, Faculty of Communication & Design

Bala Venkatesh, Electrical & Computer Engineering, FEAS

Librarian and Counsellor Award

Jastej Gill, Centre for Counseling & Student Development - FEAS, Counselling Daniel Jakubek, Library Learning Services - Map and GIS, Library Kevin Manuel, Library Learning Services - Data, Library

Make Your Mark Award

Anne-Marie Brinsmead, The G. Raymond Chang School of Continuing Education Graham Pearson, Department of Physics, Faculty of Science Hamza Khan, Student Community Life, Student Affairs Irene Campagna, Ted Rogers School of Management Dean's Office Joseph Amankrah, Mechanical & Industrial Engineering, FEAS Stephan Tang, Arts, The G. Raymond Chang School of Continuing Education



Update on the Academic Plan Process

Board of Governors | March 31, 2014

Dr. Mohamed Lachemi

Provost and Vice President Academic







Create student engagement and success through exceptional experiences

- Holistic approach: value learning inside and outside the classroom
- Continued focus on program quality
- Greater interdisciplinarity
- Increased experiential learning opportunities
- Transferable skill development
- Strengthened supports, services and engagement opportunities

Increase SRC excellence, intensity and impact

- Intensity important to comprehensive university
- Build on Ryerson's SRC strengths: impact
- Engage and support a greater number of researchers
- Aspire to be one of Canada's top 10 non-medical research universities in terms of research funding

Foster an innovation ecosystem

- Support environment where innovation happens on a larger, across the university and involves more people
- Innovation at Ryerson = challenging the status quo
 - Economic, creative, civic and social innovations
 - Enrich society
 - Improve the quality of life
 - Drive change in existing organizations
 - Create new companies, products and jobs

Expanding community engagement and city-building

- Strengthen engagement internally and externally
- Build a culture of philanthropy
- Develop greater international reach
- Take the lead in city-building efforts that impact Toronto and beyond

Strategies and metrics

STRATEGIES:

Long-list – will be condensed

METRICS:

- Statement on measuring success
- Specific metrics and progress indicators will be developed
- Companion document to the plan

Next steps

PHASE 1: Fall 2013

- Consultation paper released to the community-at-large
- Dedicated consultation website launched
- 850 students, faculty, staff and external partners participate in 40 meetings

PHASE 2: Winter 2014

- Draft academic plan framework prepared December - February
- Framework released community-wide February 22
- Second round of community consultations begins February 25
- XXX students, faculty and staff participate in 20+ meetings

PHASE 3: Spring 2014

- Finalize full draft academic plan
- Draft academic plan presented for Senate's consideration
- Individual units develop their own plans



BOARD OF GOVERNORS MEETING Date: Monday, March 31, 2014

AGENDA ITEM: 2014-15 Budget: Part One – Environmental Scan

STRATEGIC OBJECTIVES
Academic Student Engagement and Success Space Enhancement Reputation Enhancement Financial Resources Management Compliance (e.g. legislatively required) Governance
ACTION REQUIRED: Contextual information is provided for budget decisions to be made in April. No action required at this time.

SUMMARY: As background information for the 2014-15 Budget, the accompanying document includes a review of the external environment faced by the University, information on enrolment at Ryerson, and an overview of budget planning principles.

BACKGROUND:

COMMUNICATIONS STRATEGY: The external economic environment will have a significant impact on the 2014-15 University budget, affecting Government operating grants, tuition levels and financial assistance needs. As part of the context for setting the 2014-15 University budget, a review of some key elements of the environment faced by Ontario universities is presented.

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning

Date February 7, 2014

2014-15 Ryerson University Budget: Environmental Scan, Student Enrolment and Budget Principles

1. ENVIRONMENTAL SCAN

	Issue	Ryerson Response
A.	Major Revenue Issues	
	vernment funding constraint: Basic Operating Grants: 1% cut to basic operating grants occurred in 2013-14, to be followed by an additional 1% cut in 2014-15. Undergraduate Growth Funding: In 2013-14, actual undergraduate enrolment across the system met levels projected by Government. It is anticipated that funds for undergraduate enrolment growth will be available in 2014-15. Graduate Growth Funding: Government has allocated 750 master's level spaces for 2014-15. While the final allocation will be based on each institution's share of final grant eligible 2013-14 master's enrolment, the provisional allocation for Ryerson is 44 FTE. The number of spaces to be funded in future years will depend on the outcome of the Strategic Mandate Process, expected at the end of March 2014.	Ryerson's budget planning takes into account announced grant reductions, funding for planned undergraduate enrolment growth, and additional master's spaces.
	ition fee policy: For four years beginning 2013-14, the average tuition fee increase across the institution is limited to 3%. Increases for most undergraduate programs are limited to 3%. Fees for first-year students in graduate programs and undergraduate business, engineering, architecture and computer science can increase by 5%; the limit for continuing students in these programs is 4%. In addition, Government released revised tuition fee framework in December 2013. Key changes include: • Universities are required to provide students with the option of per-term billing without an additional fee; and • Fees for digital learning materials that are the property of the students, which can include test/assessment tools, can be charged to the student.	Ryerson's tuition fee schedule will conform to Ontario tuition fee policy. It is important to implement tuition increases when they are an available option, as the foregone revenue can never be recovered and has a long-term cumulative impact.
\$11 (No	vernment deficit: 1.7 billion deficit projected for 2013-14 ovember 7, 2013). Provincial budget is to be anced by 2017-18.	Given the Provincial deficit, Ryerson does not expect year-end grants beyond final allocations for enrolment growth.

Summary of Main Points

B. Major Policy Issues

Strategic Mandate Agreements and Transformation of Post-Secondary Education:

The Government has adopted a policy of differentiation for post-secondary education. Components of differentiation identified by Government are:

- Jobs, Innovation and Economic Development
- Teaching and Learning
- Student Population
- Research and Graduate Education
- Program Offerings
- Institutional Collaboration to Support Student Mobility

Ryerson submitted its draft Strategic Mandate Agreement to Government in September 2012. Like other institutions, the University received no response from Government to the submission. The Government then revised its Strategic Mandate Agreement process and, on November 29, 2013, asked institutions to revise and resubmit their draft Strategic Mandate Agreements by December 20, 2013. In their proposals, institutions were asked to provide:

- Proposed institutional mandate, mission and vision
- Delineation of institutional areas of strength, described in terms of the components of differentiation
- Identification of metrics related to each component of differentiation
- Institutional enrolment projections
- Program areas for strategic growth focus

The Government has appointed two advisors, one for the university sector and one for the college sector. Through a dialogue with the advisor, each institution is expected to sign a strategic mandate agreement with the Government by March 31, 2014. It is anticipated that strategic initiatives such as the allocation of graduate spaces will be integral parts of the agreement.

Ryerson Response

Ryerson submitted its proposed Strategic Mandate Agreement to Government in December 2013, articulating its vision, mandate, mission and strengths in each component of differentiation, and an enrolment plan focused on five areas of strategic focus:

- Innovation and entrepreneurship
- Design and technology
- Management and competitiveness
- Creative economy and culture
- Healthy communities

Draft Vision: Ryerson University will be a comprehensive innovation university, recognized as a national leader in high-quality professional and career-related bachelor, master's and doctoral programs and relevant research. It will be a global leader in interdisciplinary, entrepreneurial zone learning. Ryerson's students, graduates and faculty will contribute significantly to Ontario's and Canada's economic, social and cultural well-being.

Ryerson will expand its strong foundation of distinctive career-related academic programs and related scholarly, research and creative activities, producing graduates who enable change. Ryerson will enhance its leadership in experiential learning, adult learning, and transfer pathways. As a City Builder, Ryerson will build partnerships that foster social and cultural innovation, and economic development.

Summary of Main Points	Ryerson Response
Capital Expansion: In December 2013 the Government released a new Major Capacity Expansion Policy Framework to govern future expansion in the postsecondary sector, either through the creation of new campuses or major expansion at existing campuses. The Government will issue a call for proposals in early 2014. Projects that address capacity expansion in areas of the province where continued growth is expected and where there is insufficient capacity to meet demand will be given priority.	Ryerson is currently updating its Long-Term Capital Plan and has advised Government that it intends to respond to the call for proposals.
Credit transfer system: MTCU is providing \$73.7 million over five years beginning 2011-12 to support implementation of a new province-wide credit transfer system. A portion of the funding (\$23.5 million) is directed to an Innovation Fund supporting the development of new student pathways.	Ryerson is receiving \$2.3 million over four years (2011-12 to 2014-15) to implement strategies aimed at facilitating transfers from colleges. The 2014-15 allocation is approximately \$578,000. There are approximately 4,000 college transfer students at Ryerson. Ryerson has a variety of pathways into degree programs.
Online learning: The Government has officially announced the initiative to develop a new Centre of Excellence in Online Learning, aiming to achieve greater mobility and flexibility for students in terms of credit transfer among institutions, to be in place in 2014-15. As a first step, they are aiming to develop a suite of flagship fully online courses to be offered by Universities in Ontario and accessed through the Centre's online portal.	Ryerson is submitting proposals for courses to be offered through the Centre of Excellence and we are also moving forward with developing our own strategic plan related to e-learning, which will emphasize a move towards developing even more high quality blended course, program and certificate offerings along with continuing to provide and develop high quality fully online courses and certificates.
Pension solvency: Government of Ontario amendments to Pension Benefits Act create a two-stage solvency relief plan for eligible universities, giving universities time to develop a plan that ensures long term sustainability. Government has raised possibility of pooling pension assets for investment management purposes including moving to sector- wide jointly-sponsored pension plans.	Ryerson's pension plan is currently solvent. To address future "going-concern" issues, the University has increased contribution rates. Ryerson is already part of a large, pooled pension asset management plan that is administered by OMERS.
Compensation: Government has announced continuation of a wage freeze for senior administrators, and has negotiated constrained compensation arrangements with a number of groups over the past two years.	In 2014-15, Ryerson will be entering negotiations with part-time and sessional instructors, teaching assistants and OPSEU staff.
Student financial assistance: Government of Ontario's Tuition Framework requires postsecondary institutions to participate in the Student Access Guarantee (SAG). Universities must cover direct costs for unmet need as assessed by OSAP through scholarships,	Ryerson contributed more than its SAG obligations in 2012-13, providing \$26.4 million in scholarships and bursaries and \$1.7 million in Work Study support. It is estimated that the University will continue to exceed its SAG obligations in 2013-14 and 2014-15. As of January 20, 2014, \$26.2 million has been spent.

Summary of Main Points	Ryerson Response
bursaries or work-study employment during study	
term.	
C. Ryerson University Issues	
Endowment investment income: Revenue from endowments is used to support scholarships, bursaries and faculty chairs.	The Board approved an annual withdrawal rate of 3.5% in 2012. Currently, the University has earnings that surpass this level for the 2013-14 fiscal year. If, however, at April 30, 2014 the return on endowment is below a 3.5% spend-rate, the University will make up any shortfall (up to the 3.5%) in order to honour commitments to donors.

2. STUDENT ENROLMENT

Demand	Early data on applications for the Fall 2014 term from secondary school students indicate a levelling off of demand. This is true for the vast majority of institutions across the province. For Fall 2014 Ryerson secondary school applications are down 0.6% when compared with the previous year. The entire system is down by 0.8%. Demand for Ryerson's undergraduate programs has been strong for a number of years. Ryerson has the highest applications-to-registrants ratio of any Ontario university with about 10 applications per space available. For Fall 2013, first-choice applications to Ryerson undergraduate programs from secondary school students increased by 7% over the previous year, and by 11% for all choice applications. Ryerson had the second largest absolute number of applications in the province
	(University of Toronto had the largest). Graduate program applications were also up by more than 5% for Fall 2013 over 2012 levels.
Projected GTA Growth	The projected population of Ontario 18-21 year-olds is expected to decline somewhat towards the last half of the current decade and then begin to increase again (Figure 1a). Due to projected increasing participation rates, the demand for university education will continue to increase (Figure 1b).
Undergraduate Enrolment	As outlined in Table A, over the past decade, the number of undergraduate degree full-time equivalent students has increased by 88%. In 2013-14, total undergraduate enrolment is estimated to be 29,000 Full-Time Equivalent (FTE) students (Table A).
	First year intake for Fall 2014 is expected to decrease slightly (less than 1%) in comparison to Fall 2013 (Figure 2a and Table B). As a result of the flow-through into upper years the total undergraduate FTEs are projected to increase by less than 3% in 2014-15 over the previous year. As illustrated in Figure 2b, by 2016-17 undergraduate enrolment is projected to reach 32,000 FTE students.
Graduate Enrolment	Ryerson was allocated an additional 44 funded Master's FTEs in 2014-15. While target levels for 2015-16 and beyond are unknown at this time, it is anticipated to be set as part of the 2014
Zimomiene	SMA process.
	The University is managing its graduate funding and tuition fees in order to support existing graduate programs as well as new programs. FTE enrolment is projected to increase by about 3% in 2014-15. By 2016-17, graduate enrolment in existing programs is projected to grow to about 2,300 FTEs (see Figure 2b and Table B).
International	After a decline in international undergraduate enrolment in the latter half of the last decade
Student	Ryerson has experienced a significant increase in enrolments in recent years. The proportion
Enrolment	of enrolment comprised of international students is lower at Ryerson than at many other

	Ontario universities.
	International graduate student enrolment has increased in recent years, representing about 13% of graduate student enrolment.
	International student enrolment is being emphasized by the Government of Ontario as a significant contributor to economic development, and the Government has asked universities to review their plans for international student enrolment with a province-wide target to increase international student enrolment 50% by 2015-16. However, beginning in 2013-14, universities have been charged \$750 per new undergraduate and Master's FTE for international student enrolment (although universities do not receive government grants for international students).
Continuing Education Enrolment	Chang School of Continuing Education (CE) registrations have been fairly stable over the past few years, however, an increasing proportion of these registrations is from students enrolled in full- and part-time degree programs. The number of credit registrations from "true" CE students (not enrolled in a degree program) has declined over this period (Table A). Other Canadian institutions have experienced steep declines in adult part-time enrolments over the past decade.

3. BUDGET PRINCIPLES

In keeping with the practice of the past few years, Faculties and other major Divisions across the University are asked to develop and submit plans for base budget reductions and to identify activities for extraordinary budget reallocation. To translate budget adjustments into academic gains, we again plan to reallocate resources towards mission-critical initiatives needed to continue to move the University ahead.

The overall financial objective for 2014-15 is to continue to have a balanced budget so that financial problems are not carried into the future, while maintaining institutional momentum and morale. It is, therefore, important that decisions about budget changes be transparent, fair and evidence-based. The University must take into account base salary, benefit and non-salary inflationary costs, as well as expected revenue levels. Limited enrolment growth is planned.

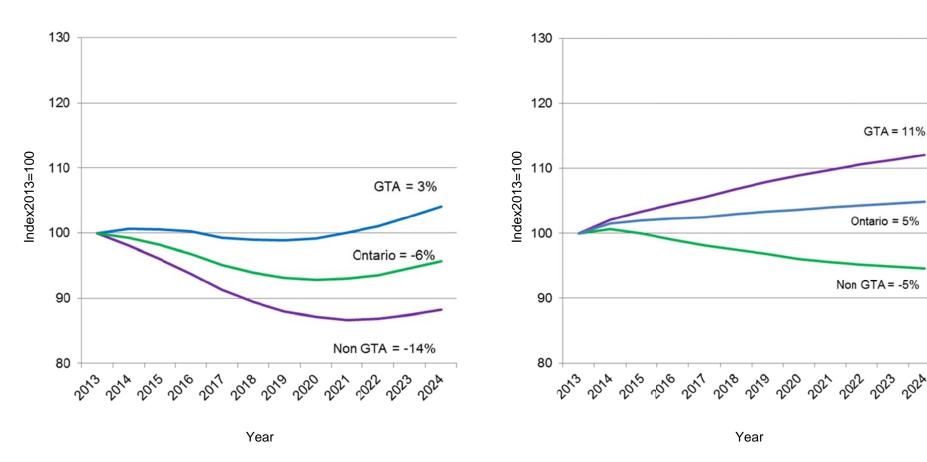
Budget Principles

The 2014-15 budget planning process is guided by four principles:

- 1) Fairness and Transparency;
- 2) Priority on Students;
- 3) Forward Looking; and,
- 4) Flexibility to respond to changing fiscal circumstances.

Figure 1a: 18-21 Year-Old Population Projected Growth, Ontario by Region

Figure 1b: Demand for University Education Projected Growth, Ontario by Region



Source: Ontario Ministry of Finance and the Council of Ontario University's Committee on Enrolment Statistics Projections and Analysis

Table A Summary of Historical Enrolments for Ryerson: 2002-03 to 2013-14

	1	1											%
													change
												(estimated)	2013-14
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2002-03
1. Fall Headcount (Nov 1)													
Undergraduate													
a) Full-time students in	11,634	13,159	13,795	15,658	15,935	15,854	16,886	17,561	18,113	18,890	20,197	21,300	83%
Degree/Diploma programs													
b) Part-time students in	5,340	6,009	6,557	6,623	7,002	7,610	7,603	8,013	8,550	9,111	9,005	9,400	76%
Degree/Diploma programs													
c) CE Credit *	7,070		7,069	7,100	· ′	6,725	6,777	6,093	5,749	5,309	5,331	5,000	-29%
d) CE Non-Credit	2,861	3,020	2,746	2,210	2,175	2,487	2,484	2,378	2,433	2,310	2,072	2,130	-26%
Graduate													
a) Full-time students	284	351	470	560	758	1210	1,542	1,632	1,893	1,956	1,997	1,970	594%
b) Part-time students	112					429	424		353	366	352	370	
Total Fall Headcount	27,301	29,744	30,797	32,364	33,199	34,315	35,716	36,165	37,091	37,942	38,954	40,170	47%
2. Fiscal-Full-Time Equivale	nt (FFTE) Counts	;										
Undergraduate													
a) Degree/Diploma	14,573	16,475	17,931	19,261	19,884	20,161	21,300	22,108	23,130	24,053	25,350	27,403	88%
b) CE Credit	3,425	3,439	2,875	2,992	2,870	2,960	2,889	2,672	2,412	2,213	2,198	2,082	-39%
Total	17,998	19,914	20,806	22,254	22,754	23,121	24,189	24,780	25,542	26,266	27,548	29,485	64%
Graduate (Fall Eligible	290	369	462	553	781	1,373	1,657	1,790	1,995	2,068	2,103	2,100	624%
ONLY FTEs)													
Total FFTEs	18,272	20,263	21,249	22,733	23,638	24,494	25,846	26,570	27,537	28,334	29,651	31,585	73%
3. Continuing Education Co	urse Reg	gistration	s for CE	student	s, PT and	d FT progi	am stude	nts					
Credit CE Courses													
a) Program students	20,324	22,982	23,373	25,357	28,832	29,828	31,805	32,607	35,421	37,589	38,063	39,800	96%
b) Credit CE students	28,257	28,215	29,067	28,139	27,987	28,222	28,114	26,490	24,469	21,969	22,806	20,600	-27%
c) Total credit	48,581	51,197	52,440	53,496	56,819	58,050	59,919	59,097	59,890	59,558	60,869	60,400	24%
Non-credit CE Courses	10,299	10,873	9,884	9,024	7,858	8,422	8,500	8,508	8,642	9,550	7,425	9,330	-9%
4. International Students (e	xcluding	CE stud	ents)										
Undergraduate													
a) Total FFTEs (FT + PT)	382	489	606	663	622	641	645	579	569	591	603	709	86%
b) Full-time headcount	323	389	464	544	519	534	558	473	442	451	459	530	64%
c) Part-time headcount	99	136	168	181	158	177	205	162	179	201	218	250	153%
Graduate													
a) Full-time headcount	28	26	56	76	87	122	167	170	191	240	306	310	1007%
b) Part-time headcount		1		2	2	4	2	2		1	26	5	n/a
-													

^{*} Excludes FT and PT program students taking CE credit courses

Figure 2a: Actual and Projected Undergraduate Year 1 Intake

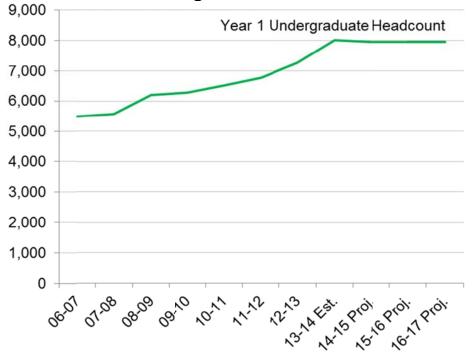


Figure 2b: Actual and Projected Undergraduate and Graduate Enrolments

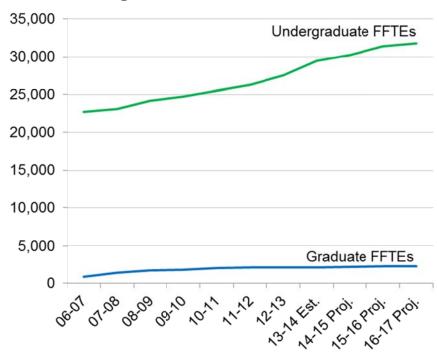


Table B
Actual and Projected Enrolments

		Underg	jraduate	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 ^	Year over Year Change	
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	5.9%	1,995	11.5%	
11-12	6,766	3.8%	26,266	2.8%	2,325	3.5%	2,068	3.7%	
12-13	7,265	7.4%	27,548	4.9%	2,351	1.1%	2,103	1.7%	
13-14 Est.	8,007	10.2%	29,485	7.0%	2,362	0.5%	2,100	-0.2%	
14-15 Proj.	7,940	-0.8%	30,280	2.7%	2,420	2.5%	2,160	2.9%	
15-16 Proj.	7,940	0.0%	31,370	3.6%	2,530	4.5%	2,270	5.1%	
16-17 Proj.	7,940	0.0%	31,810	1.4%	2,530	0.0%	2,270	0.0%	

^{*} Includes CE enrolments and Nursing Collaborative program.

[^] For 2014-15 and beyond no new graduate programs have been included.



BOARD OF GOVERNORS MEETING Monday, March 31, 2014

AGENDA ITEM: 2014-15 Budget: Part Two – The Fees Context

STRAT	EGIC OBJECTIVES
 	Academic Student Engagement and Success Space Enhancement Reputation Enhancement Financial Resources Management Compliance (e.g. legislatively required) Governance
ACTIO	N REQUIRED: Information.
	IARY: This presentation summarizes the broad context that informs decision-making g to tuition fees and compulsory ancillary fees.
compo Guarar income	GROUND: The presentation examines government regulations and their impact, ments of operating revenue, the Ontario Tuition Grant (OTG), the Student Access named (SAG), expenditures on student financial assistance and its debt mitigation and e-contingent repayment aspects, the concept of net tuition fees, and the earnings arm associated with university education.
	IUNICATIONS STRATEGY: This presentation has been developed for the information of ance Committee of the Board of Governors.
PREPA	RED BY:
Name Date	Paul Stenton, Deputy Provost and Vice Provost, University Planning February 7, 2014

2014-15 Budget

Part One: 2014-15 Budget Environmental Scan					
February 24, 2014	Finance Committee Meeting				
Part Two: Fees Context					
March 18, 2014	Finance Committee Meeting				
March 31, 2014	Board of Governors Meeting				
Part Three: 2014-15 University Budget and Fees					
April 16, 2014 Finance Committee Meeting					
April 28, 2014 Board of Governors Meeting (for approval)					

Consultations

March 20, 2014

March 5, 2014	Budget Consultation with Unions
March 5, 2014	Budget Consultation with Student Board Members
Week of March 10, 2014	Budget Consultation with Executives of Student Societies
Town Halls	
March 12, 2014	Budget Town Hall #1

Budget Town Hall #2

Board of Governors Meeting

March 31, 2014 - Page 117

RYERSON UNIVERSITY

The Fees Context

Board Finance Committee • March 18, 2014

Authority to Charge Fees

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

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

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

Government Tuition Fee Policy

- Cap on overall average institutional fee rate increase is limited to 3% for four years beginning in 2013-14.
- 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

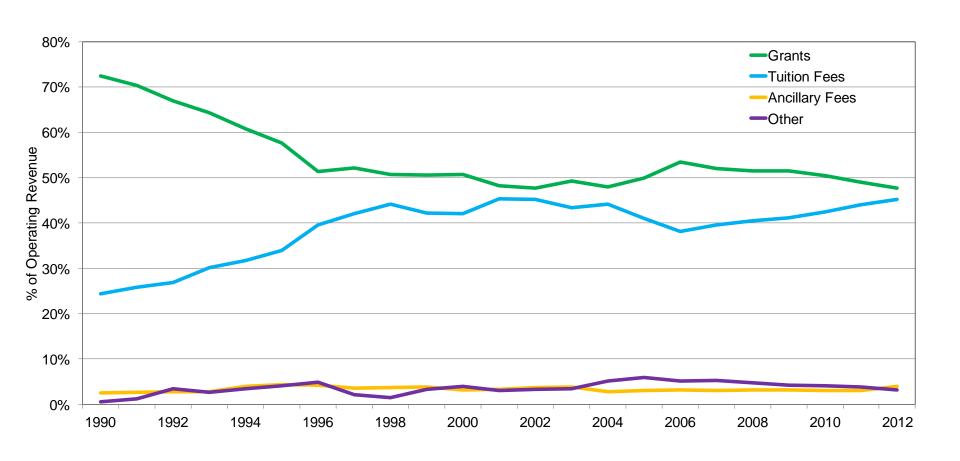
[~] Existing students are grandparented at 4% for future years, as new students continue into upper years, the maximum becomes 5%.

New Government Fee Administration Policies

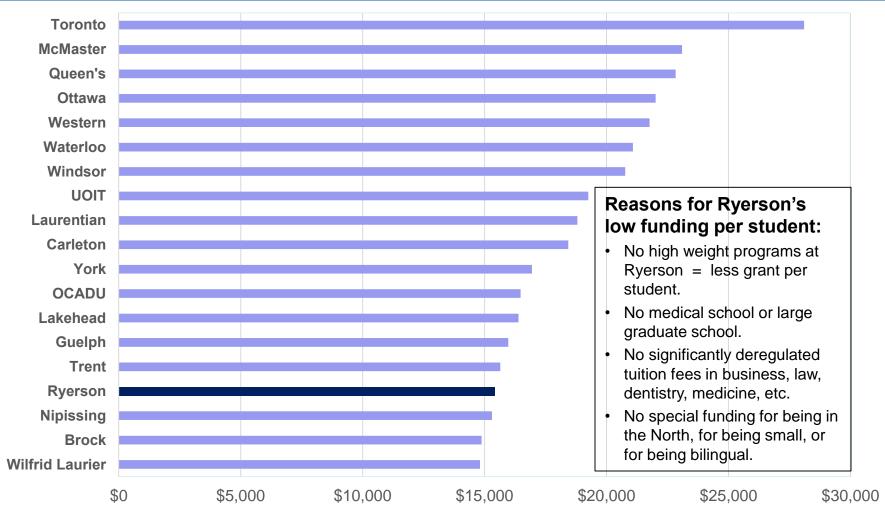
Key changes in the Government's fee administration policies announced in December 2013 include:

- Universities are required to provide students with the option of per-term billing without an additional fee.
 Ryerson will need to eliminate current deferral fees, resulting in a \$1 million loss of revenue.
- Fees for digital learning materials that are the property of the students, which can include test/assessment tools, can be charged to the student.
- Graduation fees only applicable to the costs of Convocation.

Components of Ryerson Operating Revenue



2012-13 Operating Revenue per Eligible FTE Student (Undergraduate and Graduate)



2012-13 Operating Revenue per Eligible FTE Student (undergraduate and graduate)

Ryerson Fees Compared with Arts and Science Programs at Other Universities, 2013-14

		Compulsory	Ancillary Fees		
	Tuition Fees ¹	Collected by and Retained by University	Collected on Behalf of Student Government	Total Retained by University	Total Tuition and Fees ²
UOIT ³	5,864	761	681	6,625	7,306
Trent	5,864	658	757	6,522	7,279
Toronto	5,865	811	411	6,676	7,087
Western	5,801	456	783	6,257	7,040
Guelph	5,857	478	627	6,335	6,962
York	5,864	591	499	6,455	6,954
Ottawa	5,835	308	735	6,143	6,879
Queen's	5,877	171	810	6,048	6,858
Wilfrid Laurier	5,836	349	657	6,185	6,842
McMaster	5,793	472	540	6,265	6,804
Carleton	5,818	334	637	6,152	6,789
Waterloo	5,878	274	564	6,152	6,716
Brock	5,837	247	607	6,084	6,691
Lakehead	5,736	333	610	6,069	6,679
Nipissing	5,541	<i>557</i>	564	6,098	6,662
Ryerson	5,857	252	551	6,109	6,660
Windsor	5,724	407	435	6,131	6,567
Laurentian	5,752	230	420	5,982	6,402

¹ Full-time tuition fees charged to incoming students.

Source: COU Fee Survey, October 2013

² Excludes co-op and UHIP fees.

³The 'compulsory ancillary fee collected by and retained by institution' figure previously included a mobile learning fee of \$1,345. As of 2013-14, that fee is no longer included as part of ancillary fees.

Figures may not sum to totals due to rounding.

Ryerson International Fees Compared with Arts and Science Programs at Other Universities, 2013-14

		Compulsory	Ancillary Fees		
	Tuition Fees ¹	Collected by and Retained by University	Collected on Behalf of Student Government	Total Retained by University	Total Tuition and Fees ²
Toronto	32,075	811	411	32,886	33,297
Queen's	24,696	171	810	24,867	25,677
Wilfrid Laurier	21,012	349	657	21,361	22,018
Ottawa	20,291	308	735	20,599	21,334
McMaster	20,140	472	540	20,612	21,152
Waterloo	20,020	274	564	20,294	20,858
Western	19,562	456	783	20,018	20,801
Ryerson	19,532	252	551	19,784	20,335
York	18,727	591	499	19,318	19,817
Carleton	18,530	334	637	18,864	19,501
Guelph	18,255	478	627	18,733	19,360
UOIT ³	17,591	761	681	18,352	19,033
Trent ⁴	17,277	873	757	18,150	18,907
Lakehead	17,750	333	610	18,083	18,693
Brock	17,712	247	607	17,959	18,566
Laurentian	17,604	230	420	17,834	18,254
Windsor ⁴	17,330	407	435	17,737	18,172
Nipissing	16,325	<i>557</i>	564	16,882	17,446

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op and UHIP fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure previously included a mobile learning fee of \$1,345. As of 2013-14, that fee is no longer included as part of ancillary fees.

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

⁵ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Windso in Student society fee. March 31, 2014 - Page 125

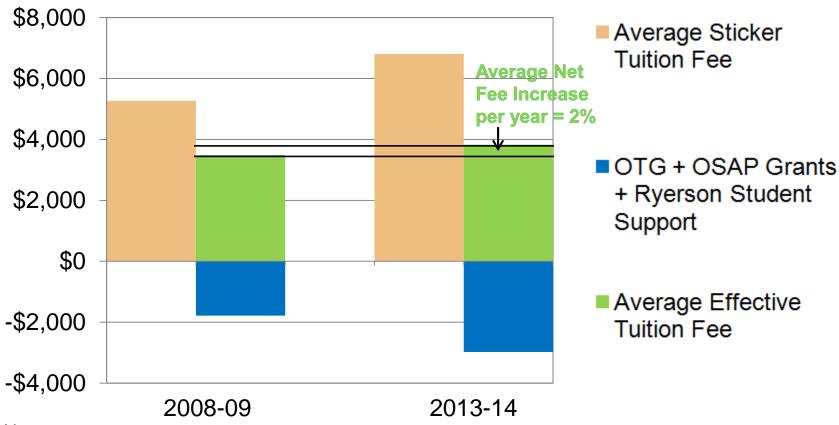
Ryerson OSAP Statistics

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14 YTD as of 20 January 2014	% increase over 2008-09
Applications Processed Total Awards	10,111 8,207	11,339 9,436	•	•	·	17,085 15,199	
Canada Student Loan (CSL) Ontario Student Loan (OSL) Total Loan Funding (CSL + OSL)	\$42,425,929 <u>\$21,355,227</u> \$63,781,156	\$41,748,153 <u>\$23,468,566</u> \$65,216,719	\$43,365,033 <u>\$28,227,209</u> \$71,592,242	\$52,004,358 <u>\$29,650,730</u> \$81,655,088	\$61,638,911 <u>\$31,856,287</u> \$93,495,198	\$71,697,097 <u>\$35,350,757</u> \$107,047,854	69.0% <u>65.5%</u> 67.8%
Total Grant Funding Canadian Millennium Bursary Aiming for the Top Scholarship Subtotal	\$7,781,732 \$3,897,000 <u>\$781,378</u> \$12,460,110	\$20,647,727 \$753,013 \$21,400,740	\$22,361,306 \$781,718 \$23,143,024	\$23,930,407 \$920,232 \$24,850,639	\$37,252,346 \$318,360 \$37,570,706	\$41,637,836 \$147,825 \$41,785,661	235.4%
Total	\$76,241,266	\$86,617,459	\$94,735,266	\$106,505,727	\$131,065,904	\$148,833,515	95.2%

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

Source: Ryerson Student Financial Assistance Office data (year-to-date as of 20 January 2014).

Average Net Tuition Rate Excluding Tax Credits (combined undergraduate and graduate): 2008-09 and 2013-14



Notes:

- 1. Average tuition fee for all undergraduate and graduate programs.
- 2. Ryerson Student Support includes scholarships, bursaries and work study.
- Average Net Tuition Fee nets out OTG, OSAP grants and Ryerson Student Support from Average Sticker Tuition Fee. It does not net out impact of educational tax credits.

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

Higher Income Family

Family Income > \$160,000; Non-OSAP Recipient		
Sticker Tuition Fee	\$5,857	
Ontario Tuition Grant	\$0	
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,579</u>	
Net Tuition Fee	\$4,278	

Middle Income Family

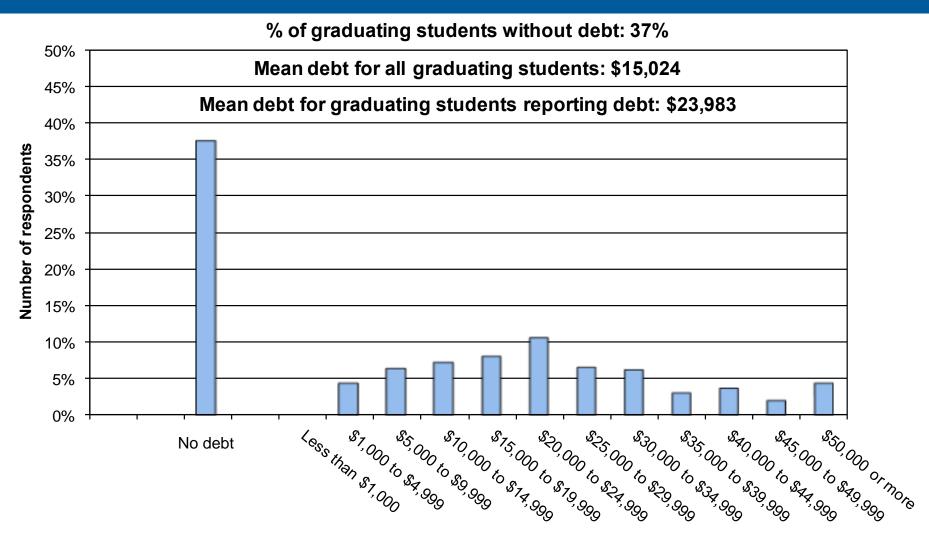
Family Income ≤ \$160,000; Non-OSAP Recipient		
Sticker Tuition Fee	\$5,857	
Ontario Tuition Grant	-\$1,730	
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,579</u>	
Net Tuition Fee	\$2,548	

Lower Income Family

Family Income ≤ \$160,000; OSAP recipient		
Net Tuition Fee	\$0? < \$2,548	
Additional funding for tuition fee from OSAP and/or SAG funds. The		

Additional funding for tuition fee costs is available from OSAP and/or SAG funds. The level of support provided will be dependent on financial need based on student and family financial circumstances.

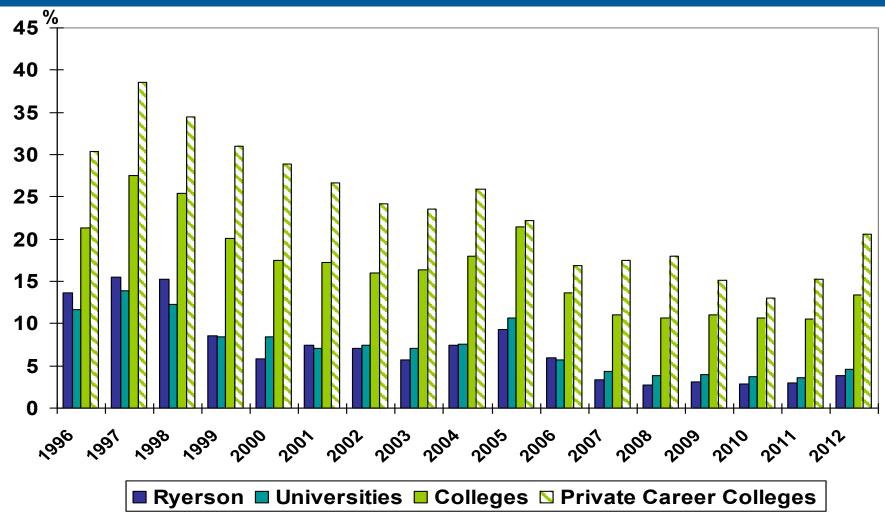
Level of Debt (Self-Reported from All Sources) for Graduating Ryerson Students (undergraduate degrees)



Note: Includes all debt including OSAP, credit 6ards opagente street elegents are self-reported by students.

(includes all sources of debt, such as OSAP, credit card, other loans, etc.) Source: Ryerson University, Graduating Student Surges 20412-10-12-285)

Student Loan Default Rates* (2 years after final loan issued)



^{*}For 2011 and earlier years, the Ontario/Provincial (OSAP) Loan Default Rate is shown. In 2012, defaults on the Canada Student Loan program were also included, resulting in a Canada-Ontario Integrated Student Loan Default Rate.

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Income Contingent Repayment After Graduation: Grace Period and Revision of Terms (ROT)

- Initial repayment term <u>up to</u> 9.5 years
- Includes a 6 month grace period
- Up to 9 years of monthly payments

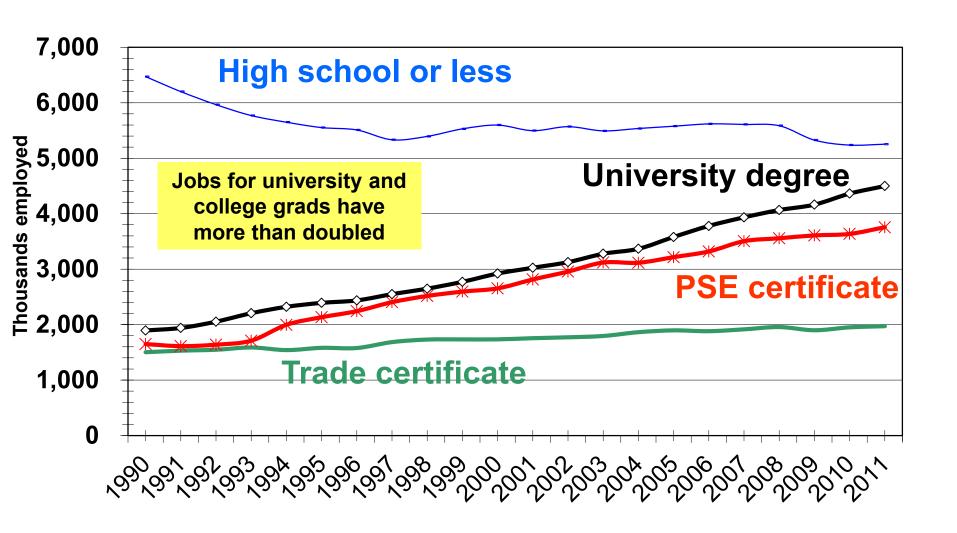
2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 Jun 2014

- Revision of Terms (ROT) program lowers monthly payments by extending repayment period to 14.5 years
- Interest-only payments for up to 12 months
- All remaining debt forgiven after 15 years

Income Contingent Repayment After Graduation: Repayment Assistance Plan (RAP)

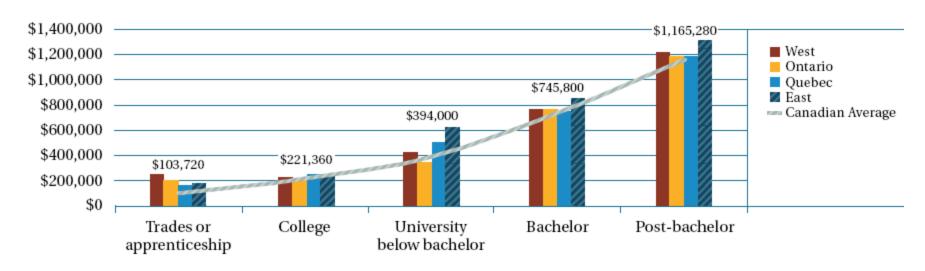
- Monthly payments can be lowered based on:
 - Family income
 - Family size
 - Outstanding debt
- Very low income-earners do not need to make payments until income reaches a threshold
- Monthly payment is a function of income but is never higher than 20% of family income

Labour Market Demand, 1990 to 2011



Canadian Earnings Premium for Completing a University Degree

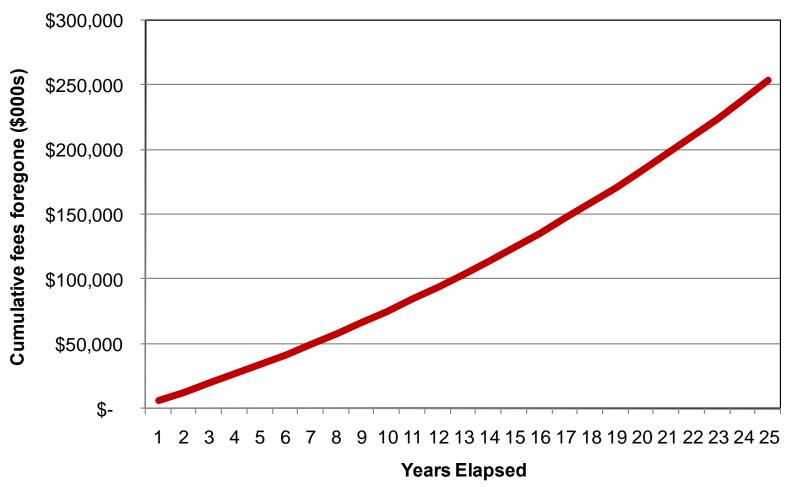
Figure 1.II.2 — Earnings Premium Relative to a High School Graduate over 40 Years, by Region



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

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

Tuition Revenue Foregone Forever from a One-Year Tuition Freeze



Note:

Uses Ryerson tuition fee model to compare a 0% tuition fee increase in 2014/15 followed by 3.0% tuition fee increases in subsequent years vs. a 3.0% tuition fee increase in 2014/15 and subsequent years.

March 31, 2014 - Page 135

Summary

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



FINANCE COMMITTEE MEETING March 18, 2014

AGENDA ITEM: Fiera Capital Report December 31, 2013

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

On December 31, 2013 Ryerson's endowment funds, which are managed by Fiera Capital, had a market value of \$108.1 million, up from \$105.3 million on September 30, 2013.

Year to date earnings on the fund were 14.5 %, compared to the benchmark of 12.3% David Pennycook of Fiera Capital will attend the meeting to discuss the results.

Ryerson pays annual fees to Fiera as follows:

•	First \$1 million	1.00%
•	Next \$ 2 million	0.50%
•	Over \$ 3 million	0.25%

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

On an endowment fund of \$108 million the net cost would be about \$254,250 or 24 basis points (bps).

Attached is Fiera's Quarterly Report and Commentary.

Ryerson University Finance Committee Board of Governors Page 2

Agenda Item: Fiera Capital Report of December 31, 2013

PREPARED BY:

Janice Winton, Chief Financial Officer February 28, 2014

APPROVED BY:

Julia Hanigsberg, Vice President, Administration and Finance February 28, 2014





David Pennycook, Vice Chairman

FIERACAPITAL



PORTFOLIO ASSET MIX – EFT POOLED FUND



	Portfolio Weights							
	Dec31 '12	Dec31 '13	Benchmark					
Short-Term	7.5%	7.5%	5%					
Bonds	35.8	31.3	35					
Total Equities	56.7	61.2	60					
Canadian	29.9	30.5	30					
Foreign	26.8	30.7	30					
Total Fund	100.0%	100.0%	100%					
Your Market Value	\$ 102.1 Mill	\$ 108.1 Mill						
Unit Value	376.1	430.5						

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

Cash flow 2013 (\$8,109,778)



PORTFOLIO PERFORMANCE



	1 Year Dec 31/13
Total Fund	14.5%
Benchmark	12.3%
Bonds	-1.3%
DEX Universe	-1.2%
Canadian Equities	16.6%
S&P/TSX Composite	13.0%
Foreign Equities	37.8%
Foreign Benchmark	36.2%



PORTFOLIO PERFORMANCE – EFT POOLED FUND



Annual Returns as at December 31 (%)										
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
EFT Fund - Endownment, Foundation & Trust	14.46	8.51	2.45	8.91	14.82	-15.66	2.74	10.24	12.93	7.15
Benchmark	12.42	7.36	1.02	9.25	14.29	-14.53	2.04	11.22	10.37	8.19
Added Value	2.04	1.15	1.43	-0.33	0.53	-1.13	0.70	-0.98	2.57	-1.04

Annualized Returns as at December 31, 2013 (%)										
	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs
EFT Fund - Endownment, Foundation & Trust	14.46	11.45	8.36	8.50	9.74	5.03	4.70	5.37	6.19	6.28
Benchmark	12.42	9.86	6.83	7.43	8.77	4.49	4.13	4.99	5.58	5.84
Added Value	2.04	1.58	1.53	1.07	0.97	0.54	0.56	0.38	0.61	0.45
the second secon										

^{*} Returns gross of management fees

Investment Management Fee: 0.26%



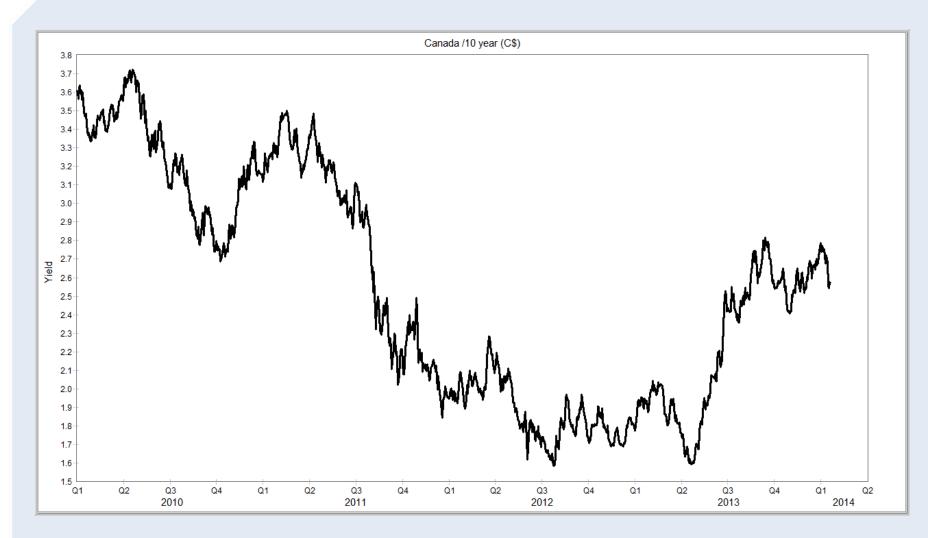


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CANADA 10 YEAR BOND YIELD









Portfolio Weights	DEX Universe Bond Index
Dec 31 '13	Dec 31 '13
31%	39%
27%	31%
42%	30%
34%	44%
36%	23%
22%	24%
8%	9%
6.5	6.7
2.9%	2.8%
	Weights Dec 31 '13 31% 27% 42% 34% 36% 22% 8% 6.5

^{*} Corporates 0.8% vs. Provincials at -2.7%



CANADIAN EQUITY



FIERACAPITAL



PERFORMANCE ATTRIBUTION – Canadian Equities



Performance for One Year ending December 31, 2013: 16.6% vs 13.0%

- > Underweight Materials worst performing group (-29%).
- > Overweight Consumer Discretionary, 2nd best performing group (+43%).

Value-added Sources

- > Overweight positions in Tourmaline Oil (+43%), CN Rail (+36%), Manulife (+60%) West Fraser (+49%) and Dollarama (50%).
- > Fiera Small Cap Pool 32.5%
- > No holdings in Barrick Gold (-45%) and Yamana Gold (-45%).

Detractors

- > Overweight positions in Silver Wheaton (-39%), Teck Resources (-20%).
- > No exposure to Valeant Pharmaceutical (+110%), Canadian Pacific Railway (+61%).



Sector Allocation & Performance



Sector	Performance, 1 Year (%)		Weight De	Weight Dec 31 (%)		Contribution to Value Added, 1 Year (%)		
	Portfolio	Index*	Portfolio	Index*	Se	ector	Sec	curity
Energy	16.7	13.6	24.3	24.8		0.01		0.62
Materials	-20.8	-29.1	10.0	11.9		0.15		1.67
Industrials	32.6	37.5	10.1	7.9		0.37	-0.29	
Consumer Discretionary	45.0	43.0	10.3	5.5		0.50		0.10
Consumer Staples	28.3	23.6	2.7	3.1		0.05		0.09
Health Care	20.1	72.1	1.8	3.0			-0.86	
Financials	26.1	23.7	36.6	35.3		0.04		0.70
Information Technology	67.2	37.3	1.0	1.8	-0.10			0.15
Telecommunication Services	10.5	13.1	2.3	4.9		0.01	-0.09	
Utilities	-5.9	-4 .1	1.0	1.8		0.06	-0.05	
Total	16.5	13.0	100.0	100.0	1	.11	2	.02



TOP HOLDINGS AT DECEMBER 31, 2013



	Portfolio (%)	Index* (%)
1. Energy	24.14	24.83
Suncor Energy Inc	4.68	3.34
Arc Resources	2.38	0.56
Vermilion Energy Inc	2.25	0.36
2. Materials	10.05	11.86
West Fraser Timber	1.94	0.21
Teck Resources Ltd	1.76	0.78
Franco Nevada Corp	1.54	0.38
3. Industrials	10.37	7.95
Cdn Natl Railway	5.42	3.04
Westshore Terminals	1.45	0.13
Bombardier Inc	0.90	0.41
4. Consumer Discretionary	11.58	5.48
Dollarama	2.29	0.34
Magna Intl Inc	2.17	1.17
Cineplex Inc	1.64	0.17
5. Consumer Staples	0.51	3.09
High Liner Foods	0.24	0.00
Atrium Innovations	0.20	0.00
North West Co	0.07	0.08

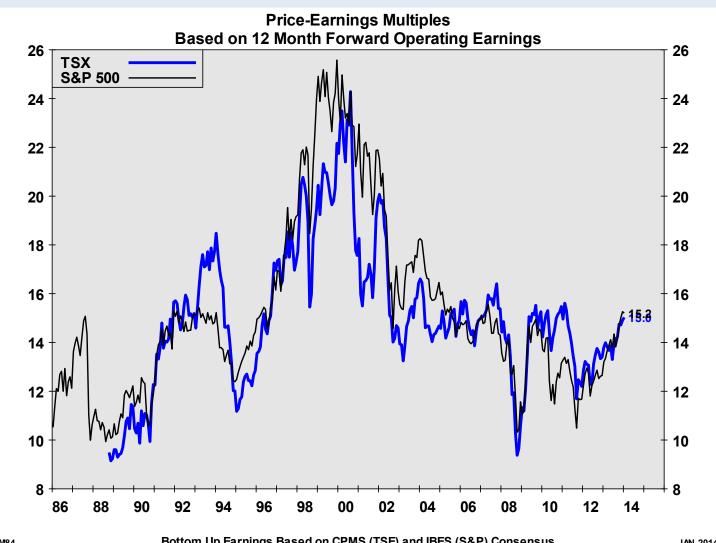
	Portfolio	Index*
	(%)	(%)
6. Health Care	1.81	2.99
Catamaran Corp	1.71	0.63
Medical Facilities	0.10	0.00
7. Financials	37.02	35.26
Toronto Dominion BK	7.33	5.54
Royal Bank of Canada	7.14	6.20
Bank of Nova Scotia	6.35	4.84
8. Information Technology	1.03	1.79
Constellation Sftwr	0.34	0.25
Descartes Systems	0.30	0.05
Enghouse Systems Ltd	0.19	0.00
9. Telecommunication Services	2.27	4.94
Rogers Communication	2.27	1.07
10. Utilities	1.22	1.82
Brookfield Infr Prtr	1.13	0.00
Northland Power	0.05	0.07
Boralex Inc	0.04	0.00

Securities which are part of the top ten holdings. Top ten holdings represent 46.5% of the portfolio.



Equity Valuation





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Bottom Up Earnings Based on CPMS (TSE) and IBES (S&P) Consensus Board of Governors Meeting

JAN 2014





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FOREIGN EQUITIES By Region – December 2012



	Weight (%) - Dec 31		
Region	Portfolio	Index*	
United States	50.0	50.0	
United Kingdom	6.6	10.9	
Europe ex-UK	26.6	22.7	
Japan	5.2	10.4	
Asia-Pacific	12.1	6.0	

^{* 12.8%} Switzerland (Nestlé, Schindler, Roche)



U.S. EQUITIES Top Holdings – December 31, 2013



	Portfolio (%)	Index* (%)
1. Energy	3.90	10.28
Occidental Pete Corp	2.04	0.46
Schlumberger Ltd	1.87	0.72
2. Materials	7.97	3.50
Praxair Inc	2.38	0.23
Sigma Aldrich Corp	2.20	0.07
Ecolab Inc	1.89	0.17
3. Industrials	11.56	10.94
3M Company	4.52	0.54
Graco Inc	2.83	0.00
Middleby Corp	2.37	0.00
4. Consumer Discretionary	15.72	12.54
TJX Companies Inc	3.52	0.27
Nike Inc	2.71	0.36
Autozone Inc	2.24	0.10
5. Consumer Staples	10.38	9.76
Sysco Corp	3.09	0.13
Colgate Palmolive Co	2.99	0.35
Pepsico Inc	2.28	0.77

	Portfolio	Index*
	(%)	(%)
6. Health Care	18.00	12.95
Johnson & Johnson	5.29	1.57
Becton Dickinson	4.14	0.13
Unitedhealth Grp Inc	3.59	0.46
7. Financials	21.26	16.18
Moodys Corp	5.56	0.09
US Bancorp Del	5.01	0.45
Wells Fargo & Co	4.96	1.32
8. Information Technology	11.20	18.63
Mastercard Inc	3.59	0.52
Oracle Corp	3.10	0.81
Linear Technology	2.47	0.06
9. Telecommunication Services	0.00	2.30
10. Utilities	0.00	2.92

Securities which are part of the top ten holdings. Top ten holdings represent 43.3% of the portfolio.



INTERNATIONAL EQUITIES Top Holdings – December 31, 2013



	Portfolio (%)	Index* (%)
1. Energy	0.00	7.25
2. Materials	4.37	7.60
Air Liquide(I')	4.37	0.33
3. Industrials	24.23	12.92
Schindler Holding AG	4.52	0.05
Fanuc Corp	3.34	0.26
Geberit	2.91	0.09
4. Consumer Discretionary	11.73	11.93
Intercontl Hotels	3.11	0.07
Swatch Group	2.82	0.15
Richemont(cie Fin)	2.48	0.39
5. Consumer Staples	13.46	10.93
Nestle Sa	4.73	1.79
Unilever Nv Cva	4.49	0.50
Uni-Charm Corp	2.15	0.05

Portfolio	Index
(%)	(%
14.37	10.0
4.33	1.4
3.99	1.3
2.19	0.5
15.89	25.6
4.76	0.6
3.30	0.1
2.89	0.5
12.62	4.5
5.10	0.1
2.94	0.6
2.69	0.0
3.33	5.6
3.33	0.0
0.00	3.5
	(%) 14.37 4.33 3.99 2.19 15.89 4.76 3.30 2.89 12.62 5.10 2.94 2.69 3.33 3.33

Securities which are part of the top ten holdings. Top ten holdings represent 43% of the portfolio.



APPENDICES



FIERACAPITAL



COMPLIANCE as of December 31, 2013



The undersigned confirms that, throughout the 3-month period ending December 31st, 2013:

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

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

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

Dated January 8th, 2014

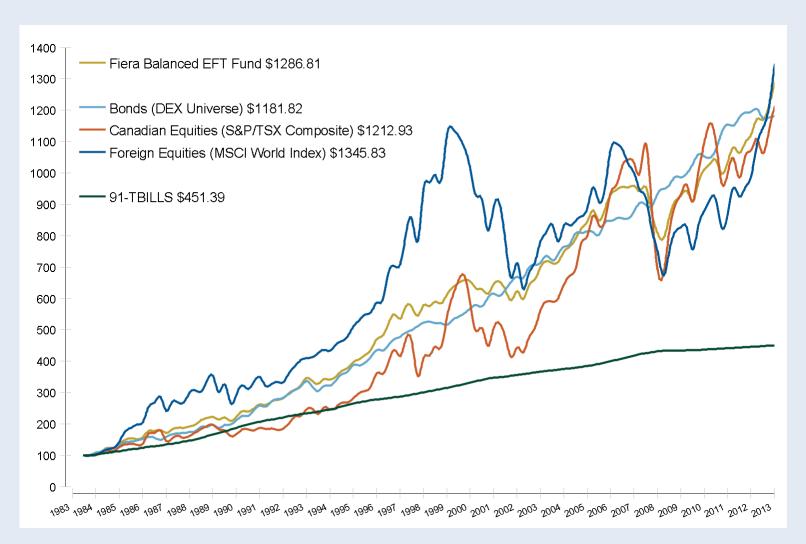
Violaine Des Roches

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



Growth of a \$100







Current Economic Scenarios February 2014



MAIN SCENARIO Stronger Growth

PROBABILITY 40%

This scenario calls for an acceleration of economic growth led by the United States. The US banking system has healed and is ready to lend. The negative impact of the government on economic growth is diminishing and this will help the economy. Renewed strength in the USA and Japan combined with stability in emerging markets and Europe result in a surprisingly powerful recovery.

SCENARIO 2 Expansion

PROBABILITY 25%

Under this scenario, economic growth continues at a moderate pace due to continued support from global central banks and the stability of the financial system. The United States continue on their path towards economic progress, Europe remains hampered by the necessary long-term adjustment of its economy and emerging markets no longer lead the global economy and live with less foreign direct investments.

SCENARIO 3 Currency Crisis

PROBABILITY 15%

This is a scenario where emerging market economies suffer major investment outflows and a resurgence of inflation that spiral into increased currency weakness. This situation causes significant volatility in financial markets around the world from the globalization of economies.

Geopolitical Escalation

PROBABILITY 10%

Under this scenario, the withdrawal of the United States from the Middle East leads to further unrest. Fears of war support energy prices and introduce volatility in financial markets.

European Banking Crisis and Deflation

PROBABILITY 10%

This scenario calls for a deterioration of the situation in the European economy that leads to a banking crisis. The lack of cohesion among the different European institutions and governments leads to action paralysis and signs of deflation appear.



Fiera Capital Corporation

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FIERACAPITAL

Disclaimer -

The information provided herein does not constitute investment advice and it should not be relied on as such. It should not be considered a solicitation to buy or an offer to sell a security. It does not take into account any investor's particular investment objectives, strategies, tax status or investment horizon. There is no representation or warranty as to the current accuracy of, nor liability for, decisions based on such information. Past performance is no guarantee of future results. Information pertaining to Fiera pooled funds is not to be construed as a public offering of securities in any jurisdictions of Canada. The offering of units of Fiera pooled fund is made pursuant to the fund's Trust Agreement and only to those investors in jurisdictions of Canada who meet certain eligibility or minimum purchase requirements.

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

RYERSON UNIVERSITY

BOARD OF GOVERNORS Monday, January 27, 2014 Jorgenson Hall – JOR 1410 380 Victoria Street 4:00 p.m. to 6:00 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, January 27, 2014 at 4:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: Phyllis Yaffe (Chair), J. Fukakusa (Vice Chair), M. Al Zaibak, P. Ataei, C.A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Dionne, M. Frazer, B. Halilovic, C. Hilkene, G. Kapelos, S. Levy, M. Maheux, K. Noor, H. Rosen, D. Shivraj, D. Sookram, K. Varma, C. Yim

Regrets: N. Mohamed, B. Richards

Board Secretariat:

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

Others Attending

- M. Lachemi, Provost and Vice President Academic
- J. Hanigsberg, Vice President Administration & Finance
- A. Kahan, Vice President University Advancement
- W. Cukier, Vice President Research and Innovation
- E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
- P. Stenton, Deputy Provost and Vice Provost University Planning
- M. Ng, Director, Office of the President
- J. Isbister, Vice Provost Faculty Affairs
- D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
- H. Lane Vetere, Vice Provost Students
- C. Evans, Vice Provost Academic
- J. Winton, Chief Financial Officer and Assistant Vice President Financial Services
- C. Sass-Kortsak, Assistant Vice President, Human Resources
- E. Stroback, Executive Lead Capital Projects and Real Estate
- N. Walton, Faculty, Daphne Cockwell School of Nursing, and Director of e-Learning
- P. Roth, Director, Ryerson Image Centre
- A. Cohrs, C. Wolfe, G. Gordon, G. Haines, L. Ward-Mather, M. Bianchi, R. Wong, S. Behrooz, Urban and Regional Planning Students
- A-M Lister, Associate Professor, Urban Planning

1. IN-CAMERA DISCUSSION (Board Members Only)

END OF IN-CAMERA SESSION

2. INTRODUCTION

2.1 Chair's Remarks

The Chair welcomed Board members back from the winter break.

The Chair spoke about the success of last year's Board Retreat and reminded Board members that the upcoming Board Retreat was scheduled for May 8, 2014 from 8:30 a.m. to 2:00 p.m. One of the topics at the Retreat will be envisioning the new President. The Chair also mentioned that e-learning, a topic at the last Board Retreat would be revisited at this Board meeting with a presentation by Professor Nancy Walton.

March 3 to 6, 2014 are the scheduled dates for the annual Board Elections. Staff, faculty and students are encouraged to run in the Board Elections. The Returning Officer is the contact point for information and deadlines. As is usual the Alumni Elections will be held in the summer.

The Chair reported that during the in-camera session of the Board, appointments were made to the Presidential Search Committee and noted that Julia Shin Doi would report on the status of these appointments during the Secretary's Report.

The Chair reported that Nadir Mohamed had been appointed Distinguished CEO in Residence at Ryerson. Mr. Mohamed is also providing leadership and direction to the Board of Ryerson Futures Inc. in his role as Chairman. The Provost was also congratulated for securing this important appointment for the University.

The Chair mentioned that Anne Wagner, winner of the Board of Governors Student Leadership Award was featured in the Make Your Mark Report on Giving Brochure.

Mitch Frazer and co-auther Ari Kaplan were also congratulated on writing a book on Pension Law. The book launch will be held at Ryerson University on February 5, 2014 at the Ryerson Image Centre.

The Chair thanked Ivan Joseph, Director of the Athletics for providing VIP passes to sporting events and John Corallo Director of University Business Services for providing 2014 Ryerson University Calendar.

The Chair also thanked Erin McGinn for having provided the Board members with the latest edition of the Ryerson University Magazine which featured stories on social innovation on campus. The Make Your Mark Campaign Report on Giving Brochure was provided by Adam Kahan and a brochure on upcoming exhibitions was provided by the Ryerson Image Centre.

2.2 Approval of the January 27, 2014 Agenda

The agenda was approved as presented.

Board of Governors Meeting January 27, 2014 Page 3.

3. PRESIDENT'S REPORT

The President updated Board members on the Provost's trip to India and the progress of the Ryerson incubator in Mumbai. The President also spoke of partnerships with Simon Fraser and early discussions with the University of Tel Aviv.

4.1 Provincial Government Update: Current Public Policy Issues

The President updated the Board members on current public policy issues and presented background information on the Strategic Mandate Agreement. He reported that the Provincial Government, to date, has not asked universities to commence with the agreements or communicated a response to them.

The President also spoke of the interpretation of differentiation by each University. In the Strategic Mandate Agreement the University proposed modest graduate growth and fully funded graduate enrolment; undergraduate enrolment growth; recognition of zone education and the autonomy of the Senate.

The President updated the Board on the government's policy on major capacity expansion and reported that the policy on e-learning would be discussed by Nancy Walton later on in the meeting.

Questions were asked about policy changes in light of upcoming Government elections.

4. SECRETARY'S REPORT

4.1 Presidential Search Committee

The Secretary reported that during the in-camera portion of the Board meeting the Board appointed nine members to the Presidential Search Committee, pursuant to Article 13, Section 13.3 of the General By-laws of the University, making a total of 13 members on the Search Committee. The members are the following:

Ex-officio Members

Phyllis Yaffe, Board Chair Janice Fukakusa, Board Vice Chair

Board Members (7)

Carrie-Ann Bissonnette (staff representative on the Board)
Jack Cockwell
George Kapelos (faculty representative on the Board)
Michele Maheux
Nadir Mohamed
Darius Sookram (alumni representative on the Board)
Curtis Yim (student representative on the Board)

Senate Members (4) David Checkland Usha George Board of Governors Meeting January 27, 2014 Page 4.

Mohamed Lachemi Nancy Walton

The Secretary reported that the Board had resolved that in order to preserve the continuity, accountability and integrity of the Presidential Search, those Board members whose terms end before the conclusion of the Presidential Search Committee's work, shall continue their membership unless the Board resolves otherwise.

The Secretary added that the Presidential Search Committee would be assisted by Executive Search Consultants Spencer Stuart.

The Chair introduced the Presidential Search Project Advisor, Tracey Sobers, to the Board.

5. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost updated Board members on his recent trip to India. Dr. Lachemi reported that he had visited four cities; met with India's top institutions which resulted in commitments to pilot initiatives there. The Provost also signed a Letter of Intent to partner with Simon Frazer University and Ryerson's BSI Incubator. Canada's Governor General, David Johnston will open Ryerson's incubator in India next month. The theme of his visit is innovation, entrepreneurship and education. The Provost said that his mission was highly productive and reflected Ryerson's commitment to building partnerships in India.

6.1 Paul Roth, Director, Ryerson Image Centre Introduction

The Provost introduced Paul Roth, who began his five year appointment as Director of the Ryerson Image Centre on December 5, 2014. Most recently Mr. Roth was senior curator and director of photography and media arts at the Corcoran Gallery of Art in Washington, D.C. Mr. Roth brings incredible experience and expertise in organizing major museum exhibitions and has worked with the most important photographic collections in North America.

6.2 2013-14 Enrolment Update

The Provost spoke of another strong year for enrolment at Ryerson. The University is on track with anticipated growth as a result. The President added that the enrolment increase was unprecedented.

The Board members asked questions about the student demographics within the GTA, Grade Point Average levels and retention of students. The Provost said he would be happy to present statistics on completion rates.

At this point Sheldon Levy left the meeting.

6.3 <u>E-Learning at Ryerson</u>

As a follow-up to the Board of Governors Retreat last March, the Provost introduced Dr. Nancy Walton, Director, E-Learning who provided an update on the E-learning context and Ryerson's progress, priorities and goals. Professor Walton's mandate is to set the strategic direction; determine priorities; assess new opportunities and represent the University at the provincial level.

Board of Governors Meeting January 27, 2014 Page 5.

Professor Walton updated Board members on the significant consultation with the community and external bodies since September 2013. The proposed priorities and goals arising out of the consultations focused on blended learning; building an e-learning profile at Ryerson; creating a learner-centered model; ensuring accessibility; providing enhanced faculty and staff support; and creating niche portfolios.

Board members asked questions about e-learning implementation; space implication and choices for students.

6. DISCUSSION ITEMS

7.1 RU Public: visioning the Ryerson University Master Plan

Julia Hanigsberg introduced a group of Ryerson's Urban and Regional Planning master's degree students who were tasked to re-imagine and re-conceptualize the Ryerson University Master Plan and help to recommunicate it. Ms. Hanigsberg gave background information on the Master Plan and its inception five years ago and the fact that current community members have limited recollection of the plan.

Urban and Regional Planning Students Andrew Cohrs, Geordie Gordon and Rayson Wong presented the re-visioning of the original master plan goals.

7. CONSENT AGENDA

Approval of the November 25, 2013 Minutes

The minutes were approved as presented.

8. TERMINATION



FINANCE COMMITTEE MEETING FEBRUARY 24, 2014

AGENDA ITEM: Third Quarter Financial Statements

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

ACTION REQUIRED: Approval

SUMMARY:

Ryerson's third quarter financial statements indicate that Ryerson is on track to meet the 2013/14 approved budget except for the items listed below:

\$m	9 Mon Budget	9 Mon Actual
Revenue less expenses LESS::	5.8	29.4
Unrealized gain on SWAPs (note 1)		-15.2
Adjusted Revenue less expenses	4.46	14.2

 An unrealized gain of \$15.2 million on the two interest rate swaps (TD & BMO) due an increase in interest rates. This is similar to breakage costs and would only become due if Ryerson decided to unwind the SWAPs.

Highlights:

- Endowment fund is now \$100.4 million.
- Positive bottom line is primarily due to enrolment increases greater than budgeted..

Attached:

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

PREPARED BY:

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

Date February 10, 2014

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration and Finance

Date February 10, 2014

RYERSON UNIVERSITY

Third Quarter Financial Statements January 31, 2014 (annotated)

Ryerson University CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	Period Ended January 31, 2014 (Unaudited) Q3	Year Ended April 30, 2013 (Actual)	Year Ended April 30, 2014 (Projected)	Comments
	\$	\$	\$	<u>-</u>
ASSETS				
Current				
Cash, cash equivalent & short term investments	178,329	130,911	130,863	Cash + Investments together are consistent with prior year
Accounts receivable	32,815	25,229	20,000	Reflects seasonal pattern
Prepaid expenses	2,067	4,036	4,000	
Inventories	3,093	1,222	1,200	
Current portion of long-term note receivable	692	208	695	Student Campus Centre
Total current assets	216,996	161,606	156,758	-
Investments (for capital purposes)	214,661	201,145	195,321	Cash + Investments together are consistent with prior year
Employee future benefits - pension	84,931	84,931	84,931	Analysis done by actuaries at year end
Long-term note receivable	6,077	6,131	5,910	
Capital assets, net	948,418	936,518	981,863	Capital Plan (SLC)
Total Assets	1,471,083	1,390,331	1,424,783	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	46,782	61,100		Seasonal pattern consistent with prior year
Deferred revenue	80,146	13,570	· ·	Seasonal pattern consistent with prior year
Current portion of long-term debt	2,062	1,976	2,090	
Current portion of fair value of interest rate swap Total current liabilities	4,882	6,969 83,615	76,972	Reflects current portion of SWAP at fair value per CICA standards
Employee future benefits - other	133,872 24,778	24,778		Analysis done by actuaries at year end
Long-term debt	191,702	182,060		Reflects BMO & TD loan.
Fair value of interest rate SWAP	30,496	43,569	<i>'</i>	Reflects SWAP at fair value per CICA standards
Deferred revenue contributions	49,764	44,843		Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions	200,273	201,547	,	Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	630,885	580,412	571,885	
				_
Net assets				
Endowments	100,422	99,498		Donations and matching grants
Other	739,776	710,421	,	See statement of Net Assets attached
Total net assets	840,198	809,919	852,898	=
Total Liabilities and Net assets	1,471,083	1,390,331	1,424,783	<u>_</u>

Ryerson University CONSOLIDATED STATEMENT OF OPERATIONS

[amounts in thousands]

					Comments
	9 Months Ending	9 Months Ending	Variance	Year Ended	
	January 31, 2014	January 31, 2014		April 30, 2014	
	(Budget)	(Actual)	(Actual - Budget)	(Projected)	
	Q3	Q3	Q3		
	\$	\$	\$	\$	_
DEVENILE					
REVENUE		200.002	0.505		
Operating grants	190,566	200,093	9,527	,	Government grants assume growth but are not final
Student Fees	171,956	179,415	7,459	1	Reflects increased enrollment
Sales and services	24,568	24,832	264	33,109	In line with budget
Donations recognized	3,600	2,926	(674)	5,100	Reflects timing recognition of revenues to match expenses incurred
Amortization of deferred capital contributions	6,375	6,058	(317)	8,077	Amortization of contributions for capital projects over life of assets
Investment, and Other Income	3,923	8,253	4,330	9,900	
	400,988	421,577	20,589	573,529	
EXPENSES					
Salaries and benefits	266,777	272,024	(5,247)	362,699	In line with budget
Materials, supplies, repairs and maintenance	81,771	81,508	263	120,000	In line with budget
Bursaries and scholarships	20,160	27,405	(7,245)	31,000	Includes impact of increased enrollment
Interest	7,715	6,942	773		Reflects that SLC component of interest expense is capitalized
Amortization of capital assets	18,750	19,466	(716)		Amortization of Capital Assets over the life of the assets
	395,173	407,345	(12,172)	548,909	1
Revenue less expenses before unrealized loss on SWAP	5,815	14,232	8,417	24,619	1
Unrealized (loss) gain on SWAP	,	15,160	15,160	15,160	Includes TD & BMO SWAP's - reflects change in market conditions
Revenue less expenses	5,815	29,392	23,577	39,779	_

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended Jan. 31, 2014

(with comparative figures at April 30, 2013)

	Unrestricted	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Jan. 2014 Total	April 2013 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(120,974)	566,914	60,153	204,328	710,421	99,498	809,919	766,852
Revenue less expenses	42,800	(13,408)	-		29,392		29,392	40,085
Capitalization of investment income in endowments	-					331	331	1,585
Internally Restricted endowments Endowment contributions	(37)				(37)	37 556	- - 556	- 1,397
Allocation of carry forwards	-			-				-
Net Change in net assets invested in Capital Assets	(11,027)	11,027						
Net Assets	(89,238)	564,533	60,153	204,328	739,776	100,422	840,198	809,919

Ryerson University CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	9 Months Ended January 31, 2014	Year Ended April 30, 2013	Year Ended April 30, 2014	Comments
	(Actual) Q3	(Actual)	(Projected)	
	\$	\$	\$	
OPERATING ACTIVITIES				
Revenue less expenses	29,392	40,085	39,779	
Add (deduct) non-cash items	29,392	40,083	39,119	
Amortization of capital assets	19,466	26,301	25,955	
Amortization of deferred capital contributions	(6,058)	(8,473)	(8,077)	
Change in fair value of interest rate swap	(15,160)	6,737		Per CICA standards; reflects change in market conditions
Unrealized loss (gain) on investments	(6,166)	(1,496)		Capitalized in endowments
	(0,100)	(1,470)	(0,100)	Capitanzed in chdownichts
Disposal of capital assets Employee future benefits contributions		(17,360)		
Employee future benefits expense	-	(17,300)		
Net change in deferred revenue contributions	4,921	3,906	5,157	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	44,770	(3,173)	617	Reflects thining variations of externally restricted grants and donations received vs. spent
INVESTING ACTIVITIES	71,165	34,468	42,105	
111221101101101111111	72,200	2 1,100	12,100	
Decrease (increase) in note receivable	(430)	196	221	
Acquisition of capital assets	(31,362)	(94,114)	(65,307)	Capital plan
Decrease (Increase) in investments	(7,350)	(11,778)	5,824	
Cash used in financing and investing activities	(39,142)	(105,696)	(59,262)	
DENIA NICINICI A CIDINAUDIEC				
FINANCING ACTIVITIES Contributions received for capital purposes	4,784	4,546	5,000	Capital plan
Endowment contributions	556	1,397	1,000	Capital plan
Capitalization of investment income (loss) in endowments	331	1,585	2,000	
Increase in Debt Financing	11,200	53,050		TD Loan - phase 4 in 2013
Repayment of long-term debt principal	(1,472)	(1,867)	(2,091)	•
Cash used in financing activities	15,399	58,711	17,109	
Cubit does in initiating activities	10,077	30,711	17,107	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	47,418	(12,517)	(48)	
Cash cash equivalents,& short term beginning of year	130,911	143,428	130,911	
Cash, cash equivalents,& short term end of year	178,329	130,911	130,863	

DRAFT RESOLUTION

RE: Third Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

That the Third Quarter Financial Statements be approved as presented.

March 31, 2014



BOARD OF GOVERNORS MEETING March 31, 2014

AGENDA ITEM:

Review of Revenue and Expenditures for new Professional Masters Diplomas

- a) Aerospace Design Management
- b) Enterprise Information Security, Privacy and Data Protection
- c) Dietetics

STRATEGIC OBJECTIVES

<u>X</u>	Academic
	Student Engagement and Success
	Space Enhancement
	Reputation Enhancement
	Financial Resources Management
	Compliance (e.g. legislatively required)
Χ	Governance

ACTION REQUIRED: Approval regarding financial viability of graduate programs leading to Professional Masters Diploma (PMDip) in Aerospace Design Management; Professional Masters Diploma (PMDip) in Enterprise Information Security, Privacy and Data Protection; and Professional Masters Diploma (PMDip) in Dietetics.

SUMMARY:

The attached documents are:

- 1. A Program Summary for each proposed program including analysis of its revenue and expenditures.
- 2. A Board Resolution for each proposed program.

The proposed programs have undergone thorough assessments of academic quality and financial viability. They are consistent with Ryerson's mission, build on existing academic strengths, and respond to student demand and societal need.

The proposed programs have been approved internally by Graduate Council and Senate. Most recently, the Ontario Universities Council on Quality Assurance (the Quality Council) approved these proposed programs in a memorandum dated January 24, 2014. The Quality Council is responsible for the approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

BACKGROUND:

Graduate diploma programs are common across universities in Canada and the United States to support students who have obtained their bachelor's degrees and wish to obtain an additional credential at the graduate level. They are shorter in duration than a Masters degree and often in professional or career-oriented areas designed to provide high-level skills development in specific topics.

Ryerson proposes to add Professional Masters Diplomas (PMDips) to the credentials that it awards. They will be delivered by the Yeates School of Graduate Studies, with the G. Raymond Chang School of Continuing Education playing a supporting role in development and administration.

COMMUNICATIONS STRATEGY: Information on the approved programs will be posted on the Ryerson website and used in recruitment literature.

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning

Date February 11, 2014

APPROVED BY:

Name Mohamed Lachemi Date February 11, 2014



February 11, 2014

Chair and Members Finance Committee Ryerson University

Dear Chair and Members:

Ryerson continues to expand program offerings in areas of academic strength, societal need and student demand. Proposed for start in September 2014 are three Professional Masters Diplomas (PMDips) in: Aerospace Design Management; Enterprise Information Security, Privacy and Data Protection; and Dietetics.

The PMDip is a new credential offering at Ryerson that responds to specific labour market needs and will be delivered by the Yeates School of Graduate Studies, with the G. Raymond Chang School of Continuing Education playing a supporting role in development and administration.

While new at Ryerson, graduate diplomas are common across universities in Canada and the United States to support students who have obtained their bachelor's degrees and wish to obtain an additional credential. Graduate diplomas are structured to support specialized learning independent of other graduate programs, often in professional or career-oriented areas which offer skills-based courses, provide advanced disciplinary background, high-level skills development and knowledge in specific areas (e.g., legal, regulatory, policy, management, etc.) Such career-oriented graduate level programs have assumed an increasingly prominent role in preparing students to secure professional positions that offer career advancement potential.

The proposed PMDip programs will enable students to pursue significant employment opportunities by adding to the value of their degree and augmenting their professional knowledge and competencies. Students who already have a university degree look to Masters diploma programs as an effective way of continuing their education while being able to maintain their professional career activities. This is the type of innovative and responsive academic offering that the Academic Plan envisages and is consistent with Ryerson's mandate to provide continuing professional education, career preparation and accessibility.

These proposed programs have undergone thorough assessments of academic quality and financial viability. They are consistent with Ryerson's mission, build on existing academic strengths, and respond to student demand and societal need.

The proposed PMDips have been approved internally by Graduate Council and Senate and externally by the Ontario Universities Council on Quality Assurance (the Quality Council), which is responsible for the approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

It is important to note that the PMDips are not Masters degrees. They are shorter in duration and are specifically intended to respond quickly, in a nimble manner, to marketplace needs for professional education beyond the undergraduate level. As marketplace needs change, existing graduate diplomas can be discontinued.

The fees charged for each PMDip reflect specific costs and anticipated appropriate market pricing for this new credential.

At Ryerson, the PMDips have been designed as cost-recovery continuing education programs that meet immediate labour market needs. There is no long-term funding commitment or cost exposure with the introduction of these programs. If student demand and associated tuition fee resources are inadequate, the programs will be discontinued. This immediacy to respond to labour market demand is reflected by the Quality Council providing expedited approvals for these types of diplomas. The University will need to ensure that its approvals allow for a quick response to emerging needs.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available.

Sincerely,

Mohamed Lachemi Provost and Vice President Academic

Ryerson University New Program Approval Summary for Board of Governors

Name of Program: Professional Masters Diploma in Aerospace Design Management

Proposed starting date: September 2014 Proposed Tuition Fee (2014-15): \$6,500

Brief program description:

- The proposed Professional Masters Diploma in Aerospace Design Management is intended to provide knowledge of aircraft certification as required by Transport Canada and the American FAA (Federal Aviation Administration). It is intended to meet the needs of engineering professionals with several years' work experience in an aircraft manufacturing environment or aerospace component manufacturing facility. It provides the detailed knowledge of processes and regulations pertaining to certification and how these requirements will impact the design of an aircraft that aircraft manufacturers and their suppliers must possess.
- The proposed Professional Masters Diploma in Aerospace Design Management is designed to be completed typically in one year. Planned intake is 25 in first year and a steady-state enrolment of 23 annualized FTEs.

Evidence of societal need and student demand:

- The societal need for this diploma arises from the needs for aircraft manufacturers and their suppliers to conform to strict government guidelines on manufacturing, design, and materials of commercial aircraft in order to ensure passenger safety. Failure to observe the certification guidelines set down by Transport Canada and the FAA can result in de-certification and grounding of an aircraft.
- The target audience is expected to find attractive the opportunity to obtain a graduate level university credential. The benefit to participants will be able to advance in their profession with respect to aerospace design and meet the requirements of airworthiness certification through Transport Canada. The aerospace industry in Canada is faced with a demographic reality whereby a large number of professionals are moving into retirement and whereby there is a shortage of younger professionals to replace them.

Fit with Ryerson mission and resources:

- The Professional Masters Diploma in Aerospace Design Management closely fits Ryerson's mission and academic plans. Ryerson's mission focuses on the advancement of applied knowledge and the integration of theory and practice to prepare students for socially relevant careers. The proposed program provides the combination of theoretical and applied knowledge needed by practitioners in the field.
- This program will be jointly led and delivered by faculty and expert practitioners, and involves a close working relationship with Bombardier Aerospace that would be one source of incoming students.
- This program will be delivered by the Yeates School of Graduate Studies, with the G. Raymond Chang School of Continuing Education playing a supporting role in development and administration.

Program Costing

Summary of enrolment, revenue and expenditure at steady-state (details on next page)						
	Year A	Year B	Year C			
Enrolment (Annualized FTE)	23.0	23.0	23.0			
Total Revenue	\$124,800	\$154,700	\$154,700			
Direct Costs	\$62,393	\$69,163	\$69,163			
Total Expenditures	\$96,089	\$110,932	\$110,932			
Annual funds to be allocated for institutional costs including graduate student support	\$28,711	\$43,768	\$43,768			

Table 1: Estimated Enrolment, Revenue and Expenditures - Professional Masters Diploma in

Aerospace Design Management

Aerospace Design Management	1	V A		Vaar D		VC	
		Year A		Year B		Year C	
		2014/15		2015/16		2016/17	
a) Enrolment							
Estimated FTEs		23.0		23.0		23.0	
b) Revenue							
Tuition fees	\$	124,800	\$	154,700	\$	154,700	
Grants	\$	-	\$	-	\$	-	
TOTAL Revenues (at 100% funding level)	\$	124,800	\$	154,700	\$	154,700	
c) Expenditures							
Instructional and research related salaries	\$	25,200	\$	28,350	\$	28,350	
Administration and co-ordination support salaries	\$	12,103	\$	12,103	\$	12,103	
Non-salary operating	\$	5,150	\$	5,150	\$	5,150	
Benefits and pensions related to direct salaries	\$	7,461	\$	8,091	\$	8,091	
Student financial assistance	\$	12,480	\$	15,470	\$	15,470	
Subtotal Direct Costs	\$	62,393	\$	69,163	\$	69,163	
Subtotal Indirect Costs	\$	33,696	\$	41,769	\$	41,769	
Total Ongoing Expenditures	\$	96,089	\$	110,932	\$	110,932	
One-time costs/investments	\$	-	\$	-	\$	-	
TOTAL Expenditures	\$	96,089	\$	110,932	\$	110,932	
Annual funds to be allocated for institutional costs / (deficit) including OTO expenditures	\$	28,711	\$	43,768	\$	43,768	

Ryerson University New Program Approval Summary for Board of Governors

Name of Program: Professional Masters Diploma in Dietetics

Proposed starting date: September 2014 Proposed Fee* (2014-15): \$4,500

*Sum of tuition fee and ancillary fee for internship

Brief program description:

- The proposed Professional Masters Diploma in Dietetics provides graduates of undergraduate nutrition programs accredited by Dietitians of Canada with an additional means by which to complete the post-graduation practical training required to qualify to write the registration examination and become practicing dietitians.
- As regulated health professionals, dietitians are highly trained experts in nutrition and food who provide services to support Canadians' health. To become a dietitian in Ontario, one must complete an accredited undergraduate degree, a post-graduation internship/practicum, and pass a registration exam administered by the College of Dietitians of Ontario.
- The proposed Professional Masters Diploma in Dietetics is designed to be completed in three academic terms. Planned intake is 8 in first year and a steady-state enrolment of 8 annualized FTEs.

Evidence of societal need and student demand:

- Across Canada, an ongoing shortage of post-graduation internship positions poses a barrier to those who wish to become
 dietitians. In 2011, Dietitians of Canada estimated that there were 2.5 qualified applicants for every available internship
 position. As of 2013, there were fewer positions available and the number of applicants vying for those positions increased.
- The Ontario Dietetic Workforce Survey reports that 50% of existing dietitians intend to retire within the next eight years. The number of Canadians over age 65 years increased by 57% in the past 20 years; Statistics Canada predicts that this trend will increase as baby boomers age. More dietitians will be required to meet the nutritional care and food service management needs of the aging population and students indicate that they require additional pathways to meet dietetics post-graduation practical training requirements, especially the post-graduation internship.

Fit with Ryerson mission and resources:

- The Professional Masters Diploma in Dietetics is closely aligned with Ryerson's mission and academic plans. Ryerson's mission focuses on the advancement of applied knowledge and the integration of theory and practice to prepare students for socially relevant careers. The proposed program's outcomes reflect a broad based, evidence-informed, collaborative approach to ethical and reflective professional practice that supports the advancement of society.
- The PMDip Dietetics will operate in synergy with the accredited practicum option of the MHSc program in Nutrition Communication, in that the internship rotations in both programs will be created by drawing on existing and new partnerships with external agencies.
- This program will be delivered by the Yeates School of Graduate Studies, with the G. Raymond Chang School of Continuing Education playing a supporting role in development and administration.

Program Costing

Summary of enrolment, revenue and expenditure at steady-state (details on next page)								
	Year A	Year B	Year C					
Enrolment (Annualized FTE)	8.0	8.0	8.0					
Total Revenue	\$26,400	\$36,000	\$36,000					
Direct Costs	\$15,600	\$25,200	\$25,200					
Total Expenditures	\$18,840	\$28,440	\$28,440					
Annual funds to be allocated for institutional costs including graduate student support	\$7,560	\$7,560	\$7,560					

Table 1: Estimated Enrolment, Revenue and Expenditures - Professional Masters Diploma in Dietetics

, , , , , , , , , , , , , , , , , , , ,	Year A Year B			Year C	
	2014/15			2016/17	
	2011/10		2010/10		2010/17
a) Enrolment					
Estimated FTEs	8.0		8.0		8.0
b) Revenue					
Fees	\$ 26,400	\$	36,000	\$	36,000
Grants	\$ -	\$	-	\$	-
TOTAL Revenues (at 100% funding level)	\$ 26,400	\$	36,000	\$	36,000
c) Expenditures					
Instructional and hospital placement costs	\$ 14,400	\$	24,000	\$	24,000
Administration and co-ordination support salaries	\$ -	\$	-	\$	-
Non-salary operating	\$ -	\$	-	\$	-
Benefits and pensions related to direct salaries	\$ -	\$	-	\$	-
Student financial assistance	\$ 1,200	\$	1,200	\$	1,200
Subtotal Direct Costs	\$ 15,600	\$	25,200	\$	25,200
Subtotal Indirect Costs	\$ 3,240	\$	3,240	\$	3,240
Total Ongoing Expenditures	\$ 18,840	\$	28,440	\$	28,440
One-time costs/investments	\$ -	\$	-	\$	-
TOTAL Expenditures	\$ 18,840	\$	28,440	\$	28,440
Annual funds to be allocated for institutional costs / (deficit) including OTO expenditures	\$ 7,560	\$	7,560	\$	7,560

Ryerson University New Program Approval Summary for Board of Governors

Name of Program: Professional Masters Diploma in Enterprise Information Security, Privacy and Data Protection

Proposed starting date: September 2014 Proposed Tuition Fee (2014-15): \$5,500

Brief program description:

- The proposed Professional Masters Diploma in Enterprise Information Security, Privacy and Data Protection is intended to provide participants with the knowledge and skill required to function competently as enterprise information security, privacy and data protection officers, administrators, technicians and analysts.
- The proposed Professional Masters Diploma in Enterprise Information Security, Privacy and Data Protection is designed to be completed typically in four academic terms of study, although by taking two courses concurrently it is possible to complete in three terms. Planned intake is 20 in first year, increasing to 25 in the second year, and a steady-state enrolment of 13.1 FTEs.

Evidence of societal need and student demand:

- The past two decades have seen a tremendous growth in the fields of information security and data privacy/protection. Tens of thousands of individuals have been "certified" globally by organizations mandated by statute or otherwise recognized and credible, in the technical and administrative skills required to identify, evaluate, protect, remediate and investigate security and privacy. However, only a small subset of these professionals has also been trained in the management, integration and organization/delivery of these services within the enterprise.
- Graduates from the Professional Masters Diploma in Enterprise Information Security, Privacy and Data Protection will be in a strong position to effectively operate with, administer, oversee, manage, evaluate and staff these functions. In addition, they will be well positioned to ensure that the functions are properly aligned and integrated within the greater corporate governance structure and that synergies are realized, where possible.

Fit with Ryerson mission and resources:

- The Professional Masters Diploma in Enterprise Information Security, Privacy and Data Protection closely fits Ryerson's
 mission and academic plans. Ryerson's mission focuses on the advancement of applied knowledge and the integration of
 theory and practice to prepare students for socially relevant careers. The proposed program provides the combination of
 theoretical and applied knowledge needed by practitioners in the field.
- The program builds on Ryerson's strengths in computer science and business technology management.
- This program will be delivered by the Yeates School of Graduate Studies, with the G. Raymond Chang School of Continuing Education playing a supporting role in development and administration.

Program Costing

Summary of enrolment, revenue and expenditure at steady-state (details on next page)								
	Year A	Year B	Year C					
Enrolment (Annualized FTE)	8.7	12.6	13.1					
Total Revenue	\$82,500	\$127,875	\$134,750					
Direct Costs	\$52,163	\$65,119	\$65,936					
Total Expenditures	\$105,938	\$109,895	\$108,069					
Annual funds to be allocated for institutional costs including graduate student support	(\$23,438)	\$17,980	\$26,682					

Table 1: Estimated Enrolment, Revenue and Expenditures - Professional Masters Diploma in

Enterprise Information Security, Privacy and Data Protection

Enterprise Information Security, Privacy and Data Protection								
		Year A Year B		Year C				
		2014/15		2015/16		2016/17		
a) Enrolment								
Estimated FTEs		8.7		12.6		13.1		
b) Revenue								
Tuition fees	\$	82,500	\$	127,875	\$	134,750		
Grants	\$	-	\$	-	\$	-		
TOTAL Revenues (at 100% funding level)	\$	82,500	\$	127,875	\$	134,750		
c) Expenditures								
Instructional and research related salaries	\$	18,900	\$	25,200	\$	25,200		
Administration and co-ordination support salaries	\$	12,103	\$	12,103	\$	12,103		
Non-salary operating	\$	6,710	\$	7,568	\$	7,698		
Benefits and pensions related to direct salaries	\$	6,201	\$	7,461	\$	7,461		
Student financial assistance	\$	8,250	\$	12,788	\$	13,475		
Subtotal Direct Costs	\$	52,163	\$	65,119	\$	65,936		
Subtotal Indirect Costs	\$	22,275	\$	34,526	\$	36,383		
Total Ongoing Expenditures	\$	74,438	\$	99,645	\$	102,319		
One-time costs/investments	\$	31,500	\$	10,250	\$	5,750		
TOTAL Expenditures	\$	105,938	\$	109,895	\$	108,069		
including OTO expenditures	\$	(23,438)	\$	17,980	\$	26,682		

RESOLUTION

RE: Review of Revenue and Expenditure for new Professional Masters Diploma (PMDip) in Aerospace Design Management

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diplomas (PMDip) in Aerospace Design Management is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.

March 31, 2014

RESOLUTION

RE: Review of Revenue and Expenditure for new Professional Masters Diploma (PMDip) in Enterprise Information Security, Privacy and Data Protection

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diploma (PMDip) Enterprise Information Security, Privacy and Data Protection is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.

February 24, 2014

RESOLUTION

RE: Review of Revenue and Expenditure for new Professional Masters Diploma (PMDip) in Dietetics

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diploma (PMDip) in Dietetics is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.

March 31, 2014



BOARD OF GOVERNORS MEETING March 31, 2014

STRATEGIC OBJECTIVES:
_____ Academic
____ Student Experience
____ Space Enhancement
___ Reputation Enhancement
___ X_ Financial Resources Management
___ X_ Compliance (e.g. legislatively required)
__ X_ Governance

ACTION REQUIRED: Approval

AGENDA ITEM: Trading Resolution

SUMMARY:

TD Waterhouse has requested that Ryerson University pass a resolution granting the Board of Governors the right to establish and maintain one or more trading accounts with investment dealers regarding securities and provide the designated officers of the Board the authority to act on behalf of the Board in securities transactions.

BACKGROUND:

Article 24 <u>Borrowing and Banking</u>, Section 24.2 of the General By-Laws are currently not specific enough to cover securities transactions wording required by TD Waterhouse in its trading resolution.

Extract from the General By-laws of Ryerson University Article 24 Borrowing and Banking, Section 24.2.

The banking business of the University shall be transacted with such banks, trust companies or other firms or corporations as may, from time to time, be designated by or under the authority of the Board. Such banking business or any part thereof shall be transacted under such agreements, instructions and delegations of powers as the Board may, from time to time, prescribe or authorize.

Ryerson University receives donations as shares and needs to work through investment dealers to sell those shares. The By-Laws, when written, were silent on securities transactions such as

the sale of shares, however they did give the Board authority to enter into banking agreements and delegate banking powers as necessary.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Catherine Redmond, Governance Officer

Date March 24, 2014

APPROVED BY:

Name Janice Winton, Chief Financial Officer and Assistant Vice President Financial

Services

Date March 24, 2014

Draft Resolution

Re: TRADING RESOLUTION

BF IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors of Ryerson University may, from time to time:

- (a) establish and maintain one or more trading accounts with investment dealers to deal with and in any securities;
- (b) purchase, invest in or otherwise acquire, sell, trade, possess, transfer, exchange, pledge or otherwise dispose of, or realize upon, and generally deal in and with any and all forms of securities including, but not limited to, shares, stocks, bonds, debentures, notes, scrip, participation certificates, rights to subscribe, option warrants, certificates of deposit, mortgages, choses in action, evidences of indebtedness, commercial paper, certificates of indebtedness and certificates of interest of any and every kind and nature whatsoever, secured or unsecured, whether represented by trust, participating and/or other certificates or otherwise; and

THAT the Board of Governors give all authority necessary for the purpose of any dealings with and in any securities, to such extent and in such manner as the Board of Governors may determine, as the case may be, with respect to any such securities or with respect to any transaction, including authority to give written or oral instruction to the investment dealer with respect to said transactions, deemed by any two of the following officers of the University to be proper in connection therewith, provided that such officers may not be the same person:

Chair
Vice Chair
President and Vice Chancellor
Provost and Vice President Academic
Vice President Administration and Finance
Secretary of the Board
Chief Financial Officer and Assistant Vice President Financial Services

or by such officers of the University or persons as the Board may by resolution from time to time so authorize.

March 31, 2014



BOARD OF GOVERNORS MEETING Date: March 31, 2014

AGENDA ITEM: 10.1 Academic Plan Draft Framework STRATEGIC OBJECTIVES X Academic __X_ Student Engagement and Success Space Enhancement __X_ Reputation Enhancement Financial Resources Management Compliance (e.g. legislatively required) Governance **ACTION REQUIRED: None SUMMARY:** The Draft Academic Plan Framework is being used to guide the second phase of consultations in support of the development of Ryerson's next academic plan. It proposes a vision to become Canada's leading comprehensive innovation university; suggests a set of core values; and presents four draft priorities with supporting strategies. Input received by the Ryerson community on the framework will inform a final draft academic plan that will be presented to Senate for consideration in spring 2014. **BACKGROUND:** Not required. **COMMUNICATIONS STRATEGY: Not required.** PREPARED BY: Name Date

APPROVED BY:

Name

Date

Mohamed Lachemi

March 25, 2014

Ryerson University

Developing the next academic plan 2014 – 2019 Draft planning framework

Office of the Provost and Vice President Academic

INTRODUCTION

It is a pivotal time for Ryerson University as it develops its next academic plan. Fortunately, the university could not have begun from a more positive starting point. The impressive success of the 2008-13 academic plan, *Shaping Our Future*, confirmed that Ryerson's approach to creating positive impact on the economy, culture and society is distinctly different from other post-secondary institutions. Ryerson is connected to its city, sees diversity as an asset, and forges partnerships with industry, community and professional practice to ensure that applied knowledge and research address real-world problems, and programs are designed to be relevant to changing careers and professions. Students are provided with diverse experiential learning opportunities, helping them become graduates who enable change and go on to make significant contributions to their fields of practice and in broader society.

A passionate, engaged community

With over 850 students, faculty, staff and key external partners attending over 40 sessions, the first phase of the academic planning consultations brought the community together to celebrate successes, share ambitions, and identify opportunities and a vision. The consultation process and the level of engagement are a testament to the passion and dedication of Ryerson's diverse academic community and the university's upward trajectory.

Proposed planning framework

The proposed planning framework that follows reflects community input and contains the following components:

- A university profile;
- A mission and vision section;
- A set of shared values;
- Four core priorities with supporting strategies; and
- A statement on tracking progress.

It is important to understand that this document is not the complete academic plan. It is intended to serve as the basis for the second phase of consultations that will be held over the coming months. Input received from this phase will inform a final draft academic plan that will be presented to Senate for consideration in spring 2014.

UNIVERSITY PROFILE: The starting point for the framework is a snapshot of Ryerson and its distinguishing factors – those components of **having impact** and **fostering innovation**, as well as its **reputation for excellence** – that have contributed to Ryerson's remarkable transformation and distinct path. This is the "past influencing the future" section.

BUILDING ON SHAPING OUR FUTURE

In just over two decades, Ryerson University has transformed to become a comprehensive university with an array of undergraduate, master's and doctoral programs and related scholarly, research and creative (SRC) activity. *Shaping our Future*, the university's 2008-13 academic plan, identified priorities that contributed to Ryerson's remarkable success and development. The dedicated efforts of many talented people within the university and in the broader community moved Ryerson far beyond the expectations set by the last academic plan.

Ryerson's evolution as an institution of academic, SRC and operational excellence continues to gain momentum. Students, faculty and staff are passionate and committed to the university's future and have set priorities with a clear vision to lead Ryerson to become Canada's leading comprehensive innovation university. Over the next five years, this vibrant, diverse academic community can make Ryerson a destination where rich and meaningful learning experiences abound, where research and innovation thrives, and where organizations in Toronto and around the world come to solve complex problems, find innovative solutions and create new possibilities.

Economic, Social and Cultural Impact

Ryerson's approach to responding to the changing and complex needs of society is distinctly different from that of other post-secondary institutions; applied knowledge and SRC activity address real-world problems in community, government and the private sector. Programs are designed to be relevant to changing careers, professions and scholarly disciplines, and develop enterprising, creative graduates who can enable change and make significant contributions in their fields of practice and in broader society. Ryerson has forged deep connections and partnerships with leading institutions, community agencies, government, companies, organizations and professional practices in its drive to provide students and external stakeholders alike with high-quality, responsive academic programs and SRC activity. These deep connections also enable the university to provide students with valuable experiential learning and research opportunities on a campus and in a city that is one of the most culturally and linguistically diverse in the world.

Fostering Innovation

For Ryerson, innovation in its defining terms means challenging its academic community to develop new solutions and apply new ways of thinking that transform the world. Ryerson is – and always has been – very much a part of its community and city. Through thousands of meaningful engagements with the community around it, Ryerson has enriched and contributed to public life in Toronto and become a place where what happens within its classrooms, labs, studios and workshops has a positive and transformative impact on society.

Ryerson's diverse community of faculty researchers, graduate and undergraduate students are driving innovation. In collaboration with a network of Canadian and international partners, they are tackling pressing issues, developing new technologies and approaches, and launching new economic, cultural and social ventures. At the same time, Ryerson is taking leadership to address the entrepreneurship gap in the university sector. Through its successful zone learning concept – a new approach to experiential learning that is transforming entrepreneurial education in Canada – Ryerson is shaping the next generation of Canada's innovators and entrepreneurs who will contribute to the future economic and social well-being of the city, province and country.

Reputation for Excellence

Ryerson has earned a reputation for high-quality professional and career-related education and related SRC activity, and its programs are in high demand. As of the 2012-13 academic year, it has grown to almost 40,000 students with 140,000 alumni worldwide. It offers more than 100 undergraduate, master's and PhD programs. Ryerson has become the first choice for more undergraduate applicants than any other Ontario university, relative to available spaces, and its graduate school has grown significantly in recent years. Nearly all of its undergraduate programs provide experiential learning – a hallmark of Ryerson's learning experience – and two-thirds of its undergraduate students are in professionally accredited programs. Ryerson is a leader in online university education in Ontario, and home to The G. Raymond Chang School of Continuing Education, Canada's largest continuing education provider with over 1,400 courses and 80 certificate programs to promote lifelong learning.

Ryerson's SRC activity, local and international partnerships, and external funding are growing steadily and contributing to its rising reputation. Total research funding doubled between 2008 and 2013, and in 2012-13, Ryerson ranked fifth in sponsored research among Ontario non-medical/doctoral universities. In addition, Ryerson has established academic and research partnerships with over 132 institutions in 34 countries.

Ryerson has also garnered a reputation as a "city-building university." Situated in the heart of Toronto – among the five largest cities in North America – Ryerson enriches the city in broad ways; it attracts diverse students, researchers, faculty and leading innovators to Toronto who make meaningful contributions to the city's economic development, as well as its civic, cultural and social vitality. Ryerson has also revitalized its campus and the city's downtown by adding world-class, design-forward facilities which have engaged the broader community through sports, recreation and culture.

MISSION AND VISION: The next section of the framework contains the mission and vision statements.

MISSION

Ryerson's distinctive and core mission – to serve societal need by providing professional and career-related education and SRC activity – is taking the university forward into a world that is demanding highly skilled and creative thinkers who devise innovative solutions for increasingly complex problems.

Ryerson creates positive impact on the economic, social and cultural health of the city that surrounds it, throughout the province and across the country. Its diverse faculty and graduate students drive new lines of inquiry to foster responsive and robust research, innovation, scholarly and creative endeavours. The university cares that students are not only prepared for future careers and professions but that future jobs are created. Relevant knowledge, experiential learning and entrepreneurial thinking empower students to go out and build their careers, and even new companies and social innovations. Awareness of international perspectives and practices, and appreciation of the linguistic and cultural diversity of campus and the city, helps them to be responsible global citizens. Through experiences inside and outside the classroom, Ryerson prepares students to bring intellectual curiosity, the ability to solve problems, create change, and apply thought leadership to whichever path they choose to pursue.

Ryerson University Mission Statement, 1994: "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."

¹ The mission statement is derived from the Objects of the University as outlined in the Ryerson University Act: 1) The advancement of learning, and the intellectual, social, moral, cultural, spiritual, and physical development of the University's students and employees, and the betterment of society. 2) The advancement of applied knowledge and research in response to existing and emerging societal need and in support of the cultural, economic, social, and technological development of Ontario. 3) 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.

VISION: To be recognized as Canada's leading comprehensive innovation university

Ryerson's vision is to be **Canada's leading comprehensive innovation university** – to be a leading institution in making a positive and meaningful impact on the economic, cultural and social vitality and sustainability of Toronto and beyond.

To achieve its vision, Ryerson will be the leader in high-quality, career-relevant education and related SRC activity. Innovative research in key areas of SRC strength will be encouraged; the focus will be on areas where there is direct impact and benefit for partners in industry, government and communities, where prosperity is created, and quality of life improved.

Ryerson will extend its community engagement, enlarging its sphere of influence and relevance to broader society, and lead the way as a city-building university. Ryerson will continue to take leadership and new approaches in programs, emerging sectors and areas of knowledge, and support innovation and entrepreneurship.

Throughout its recent history, Ryerson has challenged conventional approaches to post-secondary education and notions of what a university can do. Innovation – rooted in Ryerson's culture and infused in the community's thinking – is central to its vision.

VALUES: This section of the framework proposes a set of values. It was clearly heard in the consultations that the community desires an academic plan that **states the university's values**, which would serve as the foundation for the plan's academic aspirations and priorities alongside the university's historic mission. These proposed values, presented in an unranked order, have been derived from the mission statement and Ryerson Act, previous academic plans, Senate policies, community consultation session summaries, and various Ryerson publications.

Ryerson holds these values that illustrate its commitment to creating an open and accessible environment that is vibrant, inclusive and representative of an institution of excellence.

EMBRACING ACADEMIC FREEDOM, EXCELLENCE AND INTEGRITY

Academic freedom: The university embraces unequivocally freedom of thought and expression in support of teaching, learning and SRC activity within a culture of mutual respect.

Excellence: The university strives for the highest standards in its teaching and learning, SRC activity, administration and governance.

Integrity: The university expects students, faculty and staff to act in accord with the highest standards of conduct in their teaching, learning, evaluation, research, and professional and personal behaviour. The university strives to always manifest responsibility, respect, honesty, transparency, trust, fairness and accountability in its processes of decision-making, administration and governance.

RESPECTING THE WHOLE PERSON

People First: The university is committed to the success of its students, faculty and staff by creating a safe, secure environment that puts people first, is supportive of the whole person and enhances the development of physical, mental and spiritual well-being.

Collegiality: The university fosters a collegial environment and collegial institutions where students, faculty and staff work in collaborative ways to support the university's shared mission.

Lifelong learning: The university encourages learning as a lifelong activity through accessible, responsive and comprehensive continuing education, and professional development and learning opportunities for faculty and staff.

BUILDING AN INCLUSIVE, EQUITABLE AND SUSTAINABLE COMMUNITY

Equity: The university values the fair and just treatment of all members of the Ryerson community through the creation of opportunities to address historic and current disadvantage for underrepresented populations.

Diversity: The university values and respects the diversity of individual differences and diversity of group/social differences, and how they benefit the educational process.

Inclusion: The university values the active, intentional, and ongoing engagement of diversity within every facet of university life and the shared responsibility of all community members to create, foster, strengthen and enrich our learning, teaching, research and work environment such that it is inclusive.

Respect for Aboriginal perspectives: The university is committed to cultivating and developing relationships with Aboriginal communities, both within and outside the university. It will continue to build and maintain a campus environment that embraces, supports and ensures Aboriginal people provide leadership in the advancement of Aboriginal education at Ryerson.

Access: The university is committed to providing access to education and employment opportunities for students, faculty and staff of all types and backgrounds, in particular those from marginalized and under-represented groups.

Community: The university sustains its commitment to ensuring a strong sense of belonging for students, alumni, faculty and staff, and values mutual and reciprocal relationships with the broader community.

Enterprising: The university champions innovation and entrepreneurship, and empowers its students, faculty and staff to think creatively, take initiative and demonstrate resourcefulness.

Sustainability: The university takes responsibility for its shared future and aims to pursue environmental, social and economic sustainability through its programs, SRC activity, policies, built environment, and fiscally sound operations.

PRIORITIES AND STRATEGIES: The next section of the plan focuses on priorities and strategies. The four core priorities proposed below capitalize on opportunities to develop the best possible learning environment for students and to advance Ryerson's reputation as an innovation-intensive research institution and destination for top researchers. These priorities focus on how Ryerson can foster and accelerate new solutions that improve society, culture, economy and quality of life at home and abroad. They envision a university where industry, government, professional practices and the broader community – both locally and where appropriate, internationally – come for real-world solutions to complex problems and the creation of new possibilities, and in turn, where students and faculty enrich and strengthen the community and city surrounding them.

Supporting strategies for each priority are also proposed. Strategies are deliberately expressed at a macro level and are presented in an unranked order. Doing so is meant to give ample opportunity for the university's various schools, departments, faculties, and non-academic units to activate the strategies locally in ways that make the most sense in hundreds of unique circumstances and operations.

Over the next five years, Ryerson will pursue its vision to be Canada's leading comprehensive innovation university by:

- 1. Creating student engagement and success through exceptional experiences
- 2. Increasing SRC excellence, intensity and impact
- 3. Fostering an innovation ecosystem
- 4. Expanding community engagement and city-building

These four priorities will be supported by strategies for **operational excellence and a collegial environment where students, faculty and staff can develop and succeed.**

Proposed Priority 1: Create student engagement and success through exceptional experiences

Students are Ryerson's top priority. Faculty and staff work continuously to offer exceptional student experiences that provide graduates with the transferable skills and knowledge needed to build their careers and professions, become responsible global citizens and enable positive change. Students are trusted to learn and Ryerson recognizes that learning happens inside and outside the classroom. Learning occurs through interactions with diverse faculty, industry practitioners, peers and organizations in the community, and through experiential learning opportunities, co-curricular activities, and active participation in a vibrant and inclusive campus life.

This priority aims to develop a holistic approach to creating exceptional student experiences inside and outside the classroom. It envisions a rich intellectual, cultural, physical and technological environment where students are inspired and fully engaged in their education, supported to do well, and encouraged to take advantage of diverse curricular and co-curricular activities and opportunities to expand their horizons. This priority creates a shared responsibility for excellence in every aspect of Ryerson's environment so that students at all levels – undergraduate, graduate, and part-time adult learners – can experience broad intellectual and personal growth during their academic studies, and be part of a truly equitable and inclusive environment.

This priority supports the continued strengthening and nurturing of Ryerson's existing academic programs, as well as professional programs, including professional master's, that respond to student and societal demand. Likewise, continued attention will be paid to student retention, interdisciplinarity and curriculum innovation, access and transfer pathways, and greater opportunities for transferable skill development. This priority encompasses existing and new initiatives to foster teaching excellence and assess the educational experience with the best use of a variety of learning methods, including a strategic direction for e-learning and expanded traditional and non-traditional approaches to experiential learning.

Through this priority, consideration can be given on how to best support faculty members' development to meet students' changing expectations and to contribute to students' experiences inside and outside the classroom. Interactions with a faculty that reflects the diversity of Ryerson's student body are an important element affecting students' perceptions of the learning experience and their level of engagement with their programs.

The demand for student services, including support for mental health, is growing and there is a recognition that Ryerson needs to offer the right level and type of support, for all students – from graduate students and continuing education students to Aboriginal students and students with disabilities. The university will make strong efforts to meet rising demand for all services. Through this priority, the aspiration to create a stronger sense of an inclusive community for all students – through on-campus experiences that are enriched by diversity, cultural events and lecture series, student life activities, athletics and recreation, welcoming spaces and so forth – can also be realized.

The following are possible strategies to support Priority One:

Prepare graduates to build careers, enter diverse professions, and enable change

- 1. Evolve Ryerson's curriculum and increase the flexibility of program revisions so that programming and its delivery remain innovative and responsive to students and relevant to external developments in professions, industries and scholarly fields.
- 2. Enhance the curriculum model so that students have greater interdisciplinary choice, enhanced transferability, and courses made more accessible through an increase in the flexibility of course scheduling.
- 3. Foster greater interdisciplinary curriculum and programs giving consideration to development, delivery, administration, support and related policies.
- 4. Provide undergraduate and graduate students with increased opportunities to develop marketable knowledge and competencies including broad transferrable skills, such as critical and entrepreneurial thinking, to succeed in their chosen careers and professional lives.

Access to education

- 5. Provide access opportunities and support for marginalized and under-represented groups, including Aboriginal students, first-generation students, students with disabilities and internationally educated professionals.
- 6. Encourage partnership between academic departments and The G. Raymond Chang School of Continuing Education to support growth in continuing education through on-campus and distance offerings.
- 7. Enhance pathways and transition support for students transferring from other post-secondary institutions.

Teaching and learning excellence

- 8. Enhance processes to maintain a high level of quality and rigour across all courses and programs.
- 9. Recognize high-quality teaching, including faculty efforts to mentor and interact with students outside the classroom, and to nurture and develop strong external industry and community connections in support of Ryerson's educational mandate.
- 10. Provide opportunities for faculty, instructors, and teaching and graduate assistants to continually develop their teaching practices and skills, and encourage the use of new and diverse learning and teaching methods.
- 11. Enhance the Library's role as a provider of exceptional spaces for teaching, learning and collaboration, support the continued growth of print and digital collections, and encourage innovative uses of technology.
- 12. Develop a university-wide e-learning strategy, which incorporates the principles of inclusive design and accessibility, in order to expand technology-enhanced learning and online offerings.
- 13. Evolve and expand traditional and new experiential learning opportunities for undergraduate and graduate students.

Exceptional experiences

- 14. Offer services, supports, spaces and improved engagement opportunities that enable the success of students at all levels undergraduate, graduate, part-time and continuing education and that encourage high retention and timely completion of students' academic goals.
- 15. Offer a nationally recognized program of varsity athletics and create strong intramural and recreation programs with opportunities for all to participate.
- 16. Offer co-curricular activities for a diverse student population and encourage involvement in and collaboration between student organizations and clubs, competitions at the national and international levels, and other student-led activities.
- 17. Encourage and support staff to improve administration and services, and to find new ways to work together in support of students and faculty.
- 18. Evaluate potential enhancements to the university's IT assets, digital communication channels and enterprise platforms in order to provide better administrative support to faculty and staff, and to enhance the learning experience inside and outside the classroom.
- 19. Enhance space utilization to better serve students.

Proposed Priority 2: Increasing SRC excellence, intensity and impact

Scholarly, research and creative (SRC) activity is fundamental to Ryerson's excellence and reputation as a comprehensive innovation university. Ryerson's unique approach to SRC activity recognizes different definitions of excellence across disciplines. Consistent with its mission of meeting societal needs, Ryerson focuses on creating community impact as well as on developing and engaging students. The university focuses on engaging more students and faculty in order to continue to build its research culture and its strong trajectory in funding growth. Creativity among its diverse students and faculty inspires new knowledge, forms of expression and achievements, and drives innovation across sectors.

Ryerson aspires to become one of Canada's top 10 non-medical research universities in terms of research funding, and a leader in applied SRC in collaboration with industry, community and government partners. This goal can be achieved by increasing external funding, enhancing partnerships, supporting researchers at every stage, and strengthening Ryerson's research enterprise by aligning structures, processes and resources to support this critical part of its mission as a comprehensive university.

Ryerson has doubled its SRC funding in the last five years and continues to grow its share of the increasingly competitive Tri-Council funding. While Ryerson's SRC activity is growing at a strong pace, the research landscape is changing. With increased attention being paid to Canada's "innovation gap," the focus on demonstrating the impact and relevance of university-based research is intensifying. External funding is shifting toward collaborative projects and moving away from traditional Tri-Council sources. These external factors are changing the types of internal administrative supports needed for SRC activity in the coming years. By continuing to focus on SRC intensity while building on its unique strengths and transformative past, Ryerson has the opportunity to increase its research pursuits and be broadly recognized for the excellence of its SRC activity and the value and impact it has on society. Ryerson also has an opportunity to define leading practices in this area and to advance its understanding of SRC processes and impacts on innovation, prosperity, culture and social development.

To sustain the university's research trajectory, this priority enables the strategic hiring of Ryerson researchers and support for all researchers at every stage of their research journey. It also supports the continued development of collaborations with leading institutions domestically and internationally, and recognizes that strengthening institutional supports for SRC activity and ingraining its importance in Ryerson's culture at all levels is essential to the next stage of the university's evolution.

This priority also envisions strengthened collaborations across the university and with partners on cross-disciplinary themes including:

- Digital Media and Technology
- Energy and Sustainability
- Health and Wellbeing
- Technological and Industrial Innovation
- City Building and Social Justice
- Design, Culture, and Creative Industries
- Management, Entrepreneurship and Competitiveness
- Teaching and Learning for the New Economy

Promoting Ryerson's SRC successes and contributions to society is critical in many ways and builds reputation. By raising awareness of Ryerson's appealing research and innovation story, the university can attract research opportunities and talent.

Strengthen graduate education

Graduate education has a vital role in the long-term success and sustainability of a robust SRC culture at Ryerson; in turn, success in SRC activity is critical to attracting and supporting graduate education as more than half of research funding at Ryerson goes to developing highly qualified personnel. This priority enables the strategic expansion of master's and PhD programs, and gives attention to supporting the administration and delivery of graduate education. Improving support services for graduate students and maturing Ryerson's graduate programs is also central to this priority. There is a broad desire to create cohesiveness between graduate and undergraduate studies, and enrich both levels of education by better integrating teaching and research. For example, graduate students' role in the university can be made more visible by engaging them to mentor undergraduates and share their fields of research. Conversely, students at the undergraduate level can play a meaningful role in Ryerson's research enterprise, helping them prepare for SRC pursuits.

The following are possible strategies to support Priority Two:

Increase SRC excellence, intensity and research funding

- 1. Increase participation in SRC activity by providing a range of supports suited to researchers at every stage of the research process and throughout their careers.
- 2. Strengthen Ryerson's research culture by aligning structures, processes and resources.
- 3. Expand overall SRC funding by increasing the number of grant applications and the size of the grants.

Collaboration with industry, community and government partners to increase impact

- 4. Expand SRC partnerships with industry, government, and community organizations as well as other academic institutions, locally, nationally and internationally to meet societal needs and drive innovation.
- 5. Leverage expertise across disciplines to expand commercialization, knowledge translation and mobilization capacity of researchers and the institution.
- 6. Build understanding of research and innovation processes and impacts.

Sharpen focus on interdisciplinary themes

7. Strengthen collaboration across the university and with partners on identified cross-disciplinary themes.

Build SRC reputation locally, nationally and internationally through active research dissemination

- 8. Publicize the SRC achievements of Ryerson faculty and students to build reputation, attract high quality students, faculty and partners.
- 9. Support research dissemination of the university's SRC output.

Strengthen graduate education

- 10. Attract leading graduate students by developing a strategic approach to domestic and international recruitment, providing competitive funding offers and fostering excellence in graduate student supervision.
- 11. Improve services, supports, spaces and engagement opportunities for graduate students across disciplines, and increase their opportunities to develop transferrable skills.
- 12. Strengthen graduate education by introducing a new funding allocation mechanism, identifying ways to improve the administration and delivery of graduate education, and implementing policies that support program quality and timely program completion.
- 13. Subject to appropriate government funding, continue master's and doctoral program development.
- 14. Encourage faculty to increasingly incorporate SRC activity into classroom learning, and provide increased opportunities for undergraduate and graduate student involvement with research.

Proposed Priority 3: Foster an innovation ecosystem

Ryerson's vision is to be recognized as Canada's leading comprehensive innovation university. Numerous questions were raised during the fall consultation about Ryerson's definition of innovation. In response, a clear and meaningful definition of innovation needs to be developed as part of the plan.

Taking the mission into consideration, **innovation at Ryerson will be defined as challenging the academic community to develop new solutions and apply new ways of thinking that transform the world around it.** This definition includes creative, cultural and social innovations that can enrich the fabric of society and improve quality of life, as well as innovations that create new companies, products and jobs, and drive change in existing organizations.

This priority concerns deliberate efforts to do something new and distinctly different in the university sector – to accelerate innovation, in part by expanding Ryerson's zone learning concept that is transforming entrepreneurial education in Canada.

This priority recognizes that innovation already happens at Ryerson in several ways. Fostering an innovation ecosystem means intentionally creating a conducive environment where innovation can happen on a larger scale, where it can flourish across the university and involve more people. For example, it might include bringing more visiting entrepreneurs to Ryerson to inspire innovation and act as mentors, or creating courses or zone learning opportunities through which students can pursue entrepreneurial pathways for their ideas and passions. In a structural sense, fostering an innovation ecosystem means having mechanisms in place to support exciting organic developments at all levels (department, faculty and institution) that demonstrate synergy and momentum focused on innovation, entrepreneurship and transformative change.

Strengthening interdisciplinary connections, SRC activity, partnerships and support for commercialization, knowledge translation and mobilization are other important parts of creating a favourable environment for innovation. More than one hundred labs, institutes and centres at Ryerson create opportunities for students, faculty and staff to develop new products and services, to create new ventures and to drive change in existing for-profit and non-profit organizations. Innovation depends on fostering new approaches in existing organizations. Ryerson's "Collaborate to Innovate" initiative is helping hundreds of for-profit, non-profit and government organizations find new solutions to real problems to address the innovation gap.

Collaboration is an important aspect of this priority. When Ryerson has future opportunities to build or renovate its facilities, consideration should be given to enabling collaboration and knowledge sharing across disciplines or departments. By creating "collision points" for people and knowledge, there is a greater chance for interactions that can spark creativity and innovation.

Through this priority, more students and faculty members are supported to innovate. The university can create new partnership models and pursue more opportunities for organizations and partners to connect with Ryerson to solve problems, develop innovative approaches and create new possibilities. It also enables Ryerson to push its recognized leadership in experiential learning into the emerging areas of interdisciplinary, entrepreneurial zone learning. This pursuit builds upon the success of the Digital Media Zone, the Centre for Urban Energy and the growing network of zones in fashion, design fabrication, transmedia and beyond, as well as the work in its many research labs, institutes and centres. Additionally, as Ashoka Foundation's first Canadian "Changemaker Campus," Ryerson's focus on entrepreneurship presents leadership research opportunities to examine and create new understanding of innovation processes and how they advance both economic and social development, what constitutes entrepreneurship, and how it can best be taught and developed in its students.

The following are possible strategies to support Priority Three:

Create more opportunities for students, faculty and staff to develop innovative ideas

- 1. Implement university-wide mechanisms and initiatives to leverage and coordinate entrepreneurship building activities across the university, and provide structures and frameworks to permit and support multidisciplinary participation.
- 2. Support and encourage entrepreneurship and innovation across a greater number of disciplines through curriculum, courses and programs.
- 3. Be a leader in zone learning by developing and expanding Ryerson's experiential zone learning concept in a manner that encourages the participation of students and faculty from a greater number of disciplines.
- 4. Be a leader in applied research on entrepreneurship, innovation and entrepreneurship education to drive best practices.
- 5. Increase opportunities for student and faculty initiatives outside the classroom to facilitate the development, translation, mobilization and commercialization of new ideas.
- 6. Embed a greater number of entrepreneurs in residence, visiting fellows and practitioners, including successful alumni, across all faculties to broaden access to skills, mentorship and experience for students.

Connect with more community, government and industry partners to drive innovation, fuel prosperity and quality of life

- 7. Build more opportunities to engage with external organizations in order to increase relevant and productive innovations, and facilitate greater knowledge transfer into the community.
- 8. Increase Ryerson's presence and visibility, nationally and internationally, in terms of innovation and entrepreneurship activities by expanding its relationships with external organizations across sectors.
- 9. Increase funding from various sources, to support interactions with industry, not-for-profit and government collaborators to drive innovation across a greater number of disciplines.
- 10. Extend relationships with the broader community to provide greater access to Ryerson's facilities and expertise to support entrepreneurial education and innovation through collaborative programs.
- 11. When future opportunities are presented to build or update facilities, develop spaces that reflect the principles of the Master Plan, encourage collaboration across multiple disciplines and enable chance interactions that can spark creativity and innovation.

Proposed Priority 4: Expand community engagement and city-building

Engaging with communities is a hallmark of Ryerson's approach. It creates channels through which Ryerson can work with and benefit those around it, and has contributed to Ryerson's reputation as a city-building university.

This priority focuses on expanding and strengthening engagement within the university and externally. It considers the need to build a culture of philanthropy to achieve the goals of its academic plan. It envisions Ryerson developing an international reach and influence, and taking the lead in Canada's university sector for city-building efforts that have a positive impact on Canada's largest city and beyond.

Internally, Ryerson's students, faculty and staff function best when they are highly engaged in day-to-day activities that create a sense of community and common purpose, and bring together disparate ideas and capabilities that invigorate the university community as a whole. This priority recognizes that through collaboration, Ryerson's talented university community of students, faculty and staff can pioneer new ways of working together in support of students and Ryerson's core priorities. Ryerson's diverse academic community is the university's most important asset and it will look for new ways to foster engagement, inclusion and interactions across the university.

An important part of this priority concerns building a strong culture of philanthropy and recognizing the key role alumni play as representatives in and connection to the larger community. Increased philanthropy is essential to the university's ability to realize its ambitions. Donor support enhances the teaching and learning agenda, helps build and improve campus infrastructure, provides financial support to students, supports faculty research and more. A strong sense of community, shared belonging and awareness created among students, faculty, staff, and alumni, is a key driver in the impetus to give. Alumni are the university's greatest accomplishment and greatest resource as ambassadors, mentors, and more. When current students are truly invested and connected with their programs, their faculty mentors, campus life and so forth, the foundation for building loyal and engaged alumni begins. This is equally true of Ryerson's ability to engage with private support; Ryerson's reputation within the community and as part of the community will determine to a large extent its ability to create stakeholders and draw investment. The desire is a community of stakeholders whom are invested in the university and its success so they will work in various ways to see it thrive.

Externally, Ryerson has a strong history of engagement with local organizations and has earned respect as a city-builder. Ryerson has many opportunities to augment both the level of local engagement and its impact as a city-builder. It will continue to realize the vision of the Master Plan but it will also expand the notion of city-building to include the deliberate recognition of building a community of scholars, innovators, and creative practitioners who contribute their intellectual capital to the development of the city, province and country. Its downtown location is within easy reach of major institutions, industries, government, and community agencies with which Ryerson can build more extensive relationships and regularly bring Toronto's leaders into its classrooms and forums. Similarly, Ryerson can pursue new opportunities for increased student, faculty and staff civic engagement through connections with more community organizations, including Aboriginal groups. This priority also recognizes that new pathways should be created for the external community to readily and effectively engage with the university.

While the mutual and reciprocal benefits of local engagement are many, Ryerson is also aware of its responsibilities as a global citizen and has a highly diverse community of students, faculty and staff with meaningful connections to cities around the world. Adding this strength to those already mentioned, Ryerson is ready to establish an international reach for its community engagement and city-building efforts. These relationships with community organizations, industry and government, locally and globally, will help Ryerson to develop and maintain relevant programs and curriculum, provide students with experiential learning opportunities, enrich SRC activity, and contribute to the economic, social and culture development of Toronto, Ontario, Canada and the world.

Through distance education and other innovative initiatives, Ryerson will reach out strategically to emerging markets and societies internationally where its students and faculty will collaborate with their peers in studying global issues and devising solutions for challenges the world currently faces. The transition to a more global perspective can be assisted by technologies that can bring international experts and issues into classrooms and labs, and partnerships with likeminded institutions around the world.

With its talented people, broad diversity and respected expertise, Ryerson can become an institution whose contributions and influence are felt internationally, as well as locally.

The following are possible strategies to support Priority Four:

Internal engagement

Foster collegiality and a culture of respect for equity, diversity and inclusion through
opportunities for greater faculty and staff interactions, and by recognizing the university
community's collective successes and the value derived from working together to achieve
common purposes.

2. Attract and retain high quality faculty and staff with diverse backgrounds.

Foster a culture of philanthropy

- 3. Foster a culture of philanthropy through all of the university's constituent communities, and seek increased engagement with donors to support and realize the university's priorities.
- 4. Create transitional pathways leading current students to become engaged alumni who can remain involved in the university after graduation.

External engagement

- 5. Develop more extensive relationships with industry, employers and community organizations within and beyond Toronto in order to enhance opportunities for interaction, collaboration and mentoring.
- 6. Cultivate relationships with Aboriginal communities and students to create an educational environment that embraces and supports Aboriginal perspectives and experiences, and builds community for Aboriginal learners.
- 7. Develop a university-wide strategic community engagement and communications plan that values equity, diversity and inclusion, leverages current engagement activity and builds a more visible Ryerson presence in particular communities.

Pursue opportunities for increased student, faculty and staff civic engagement

8. Reach out to the local community through activities and experiential learning to the mutual advantage of the community and university. Involvement by students, faculty and staff in public life through community, civic and volunteer activities will be encouraged.

Expanding global reach

9. Develop international reach by strategically pursing collaborative partnerships with organizations that share the university's goals and enhance opportunities for research, experiential learning and faculty exchanges.

10. Take leadership through city-building efforts, academic and research programs, and commitment to civic and community engagement so students, faculty and staff make a positive impact on Toronto and other cities.

TRACKING PROGRESS: The final section of the framework provides a statement on tracking the progress of the plan. Specific metrics and progress indicators are under development and will likely be released in a companion document to the academic plan.

MEASURING SUCCESS

The success of any plan depends not only on leadership and creativity, but also includes a continuous focus on measuring progress. Relevant metrics and progress indicators are under development and will be used to help the university community gauge its ongoing success in achieving the plan's goals. It is important to ensure that these provide the flexibility needed to interpret the plan over five years. These indicators will be available at the university-wide level and at the level of individual departments, allowing for the tracking of progress on objectives at the local level.



BOARD OF GOVERNORS MEETING Date: March 31, 2014

AGENDA ITEM:

Ryerson Performance Indicators — March 2014 Report

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

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

BACKGROUND:

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2012-13 data. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

COMMUNICATIONS STRATEGY:

The Ryerson Performance Indicators — March 2014 Report will be disseminated broadly within the Ryerson community and posted on the University's website.

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning

Date February 28, 2014

RYERSON UNIVERSITY

Ryerson Performance Indicators

March 2014

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Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2012-13 data.

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

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

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

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

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

Comparator Groups

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

Ontario Universities

This comparator group includes all Ontario universities: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD University (OCAD U), University of Ontario Institute of Technology (UOIT), Ottawa, Queen's, Ryerson, Toronto, Trent, Waterloo, Western, Wilfrid Laurier, Windsor, and York.

Canadian University Survey Consortium Graduating Student Survey Canadian Universities

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

U.S. Peers

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

Table A: Ryerson Performance Indicators Classification

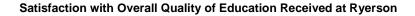
Performance Indicators by Primary Category		Update	Indicator May Provide Useful Information For Assessing:			
		Schedule	Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial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

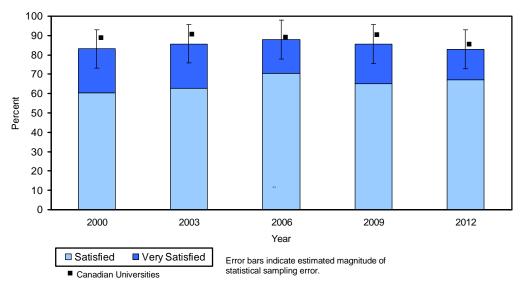
Table B: Ryerson Performance Indicators and Strategic Priorities

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

Strategic Direction Indicators

Figure 1.1





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

Figure 1.2

National Survey of Student Engagement: Benchmark Summary Scores and Comparisons

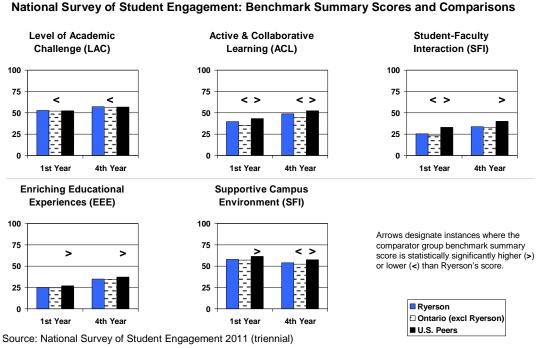
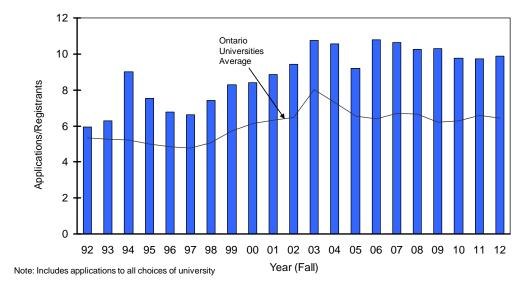


Figure 1.3

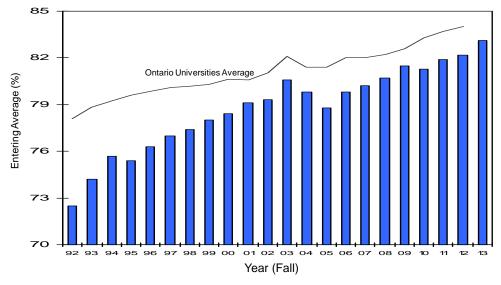




Source: Ontario Universities' Application Centre

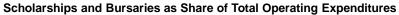
Figure 1.4

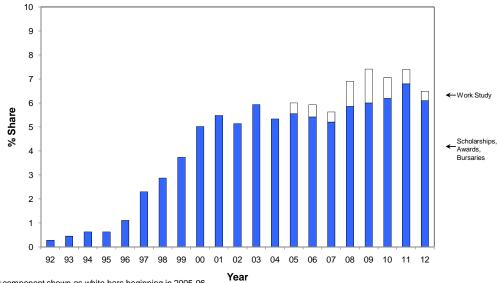
Mean Entering Average from Secondary School



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

Figure 1.5



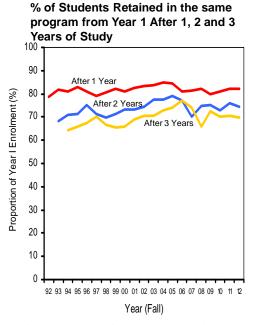


Workstudy component shown as white bars beginning in 2005-06.

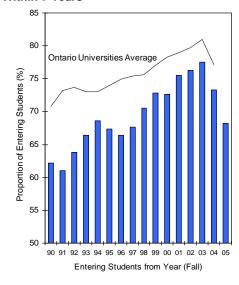
Note: Fiscal year beginning in year shown.

Sources: Ryerson Financial Services data

Figure 1.6



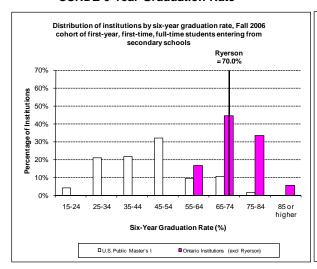
MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years



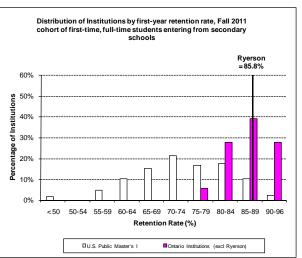
Sources: Ryerson Student Information System; Ministry of Training, Colleges and Universities

Figure 1.7

CSRDE 6-Year Graduation Rate



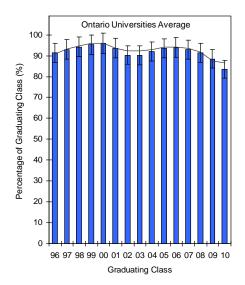
CSRDE First-Year Retention Rate



Source: Consortium for Student Retention Data Exchange (CSRDE)

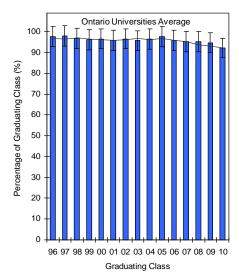
Figure 1.8

MTCU Employment Rate: 6 Months After Graduation



Source: Ministry of Training, Colleges and Universities

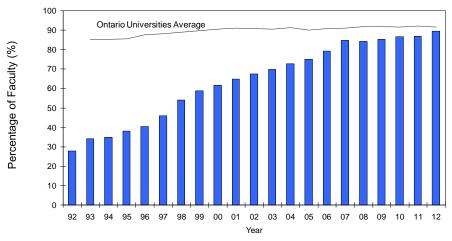
MTCU Employment Rate: 2 Years After Graduation



Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

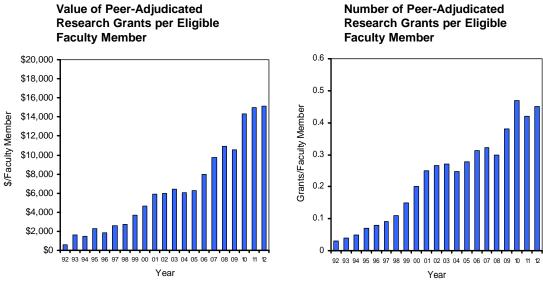
Percentage of Faculty with Doctoral Degrees



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

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

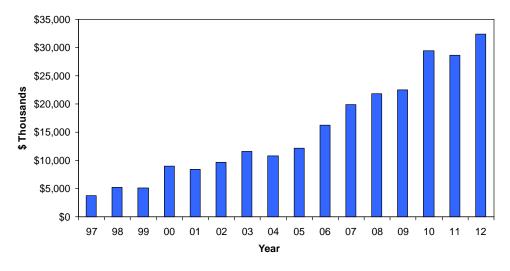
Figure 1.10



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

Figure 1.11

Total External Research Funding

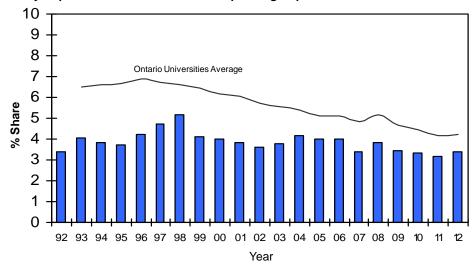


Note: Fiscal year beginning in year shown

Source: Ryerson Office of Research Services

Figure 1.12

Library Expenditures as Share of Total Operating Expenditures

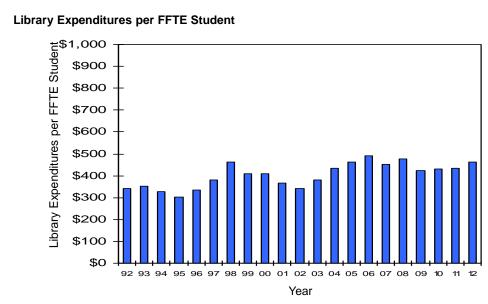


Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

Figure 1.13

Library Expenditures per FFTE Student



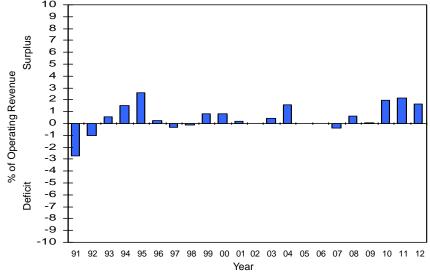
Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System

Financial Capacity Indicators

Figure 2.1

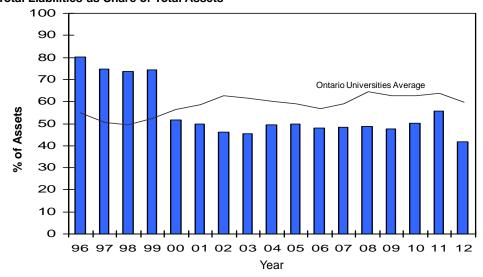




Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years. Source: Audited Financial Statements

Figure 2.2

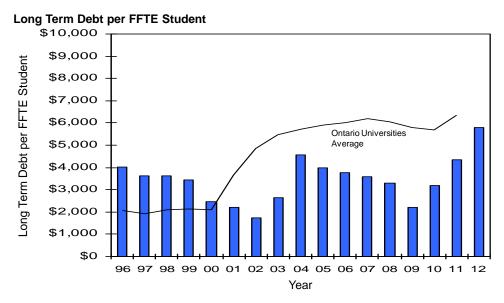
Total Liabilities as Share of Total Assets



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

Source: Audited Financial Statements

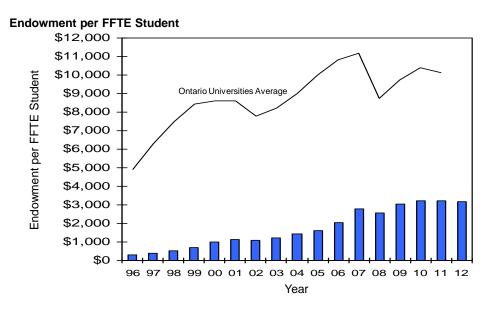
Figure 2.3



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

Sources: Audited Financial Statements; Council of Ontario Universities

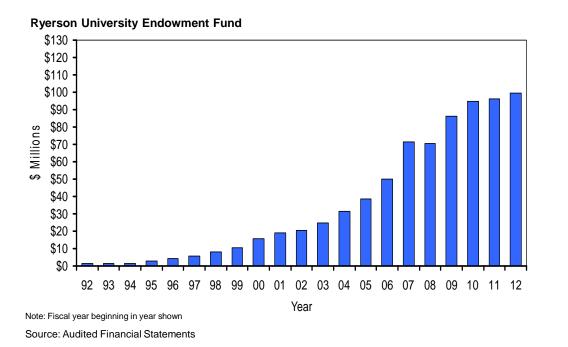
Figure 2.4



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

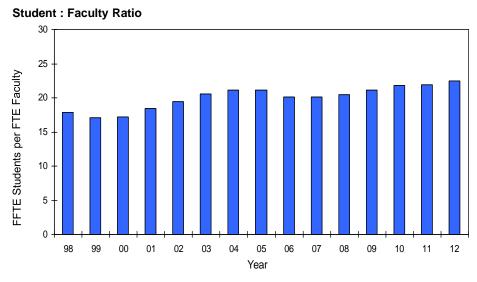
Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.5



Effective Management Indicators

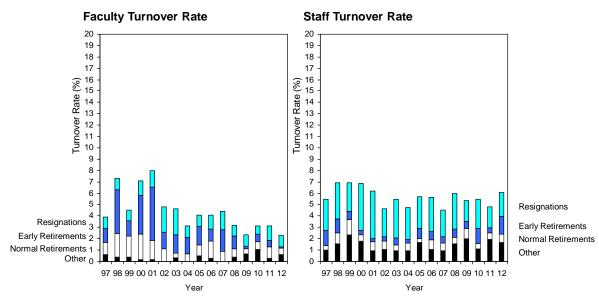
Figure 3.1



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

Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

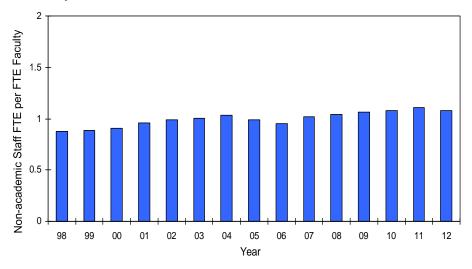


Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

Figure 3.3

Staff: Faculty Ratio

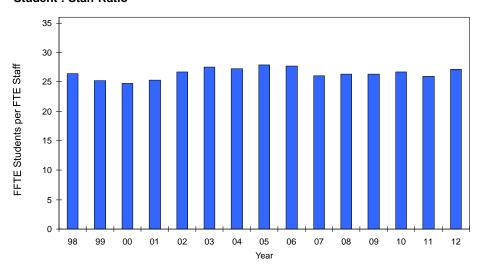


Note: Faculty comprises RFA affiliated with teaching departments <u>and</u> full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not

Source: Ryerson Human Resources data

Figure 3.4

Student : Staff Ratio

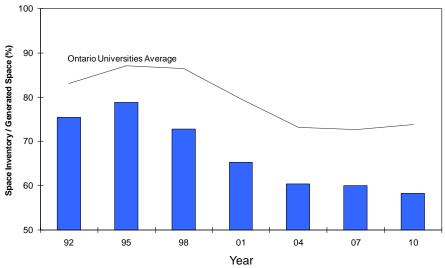


Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.5

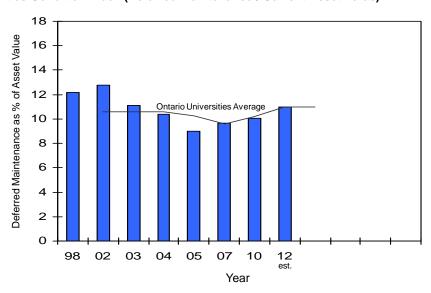
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities



Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method; 2010 is the latest year for which data are currently available.
Source: Council of Ontario Universities (triennial)

Figure 3.6

Facilities Condition Index (Deferred Maintenance / Current Asset Value)



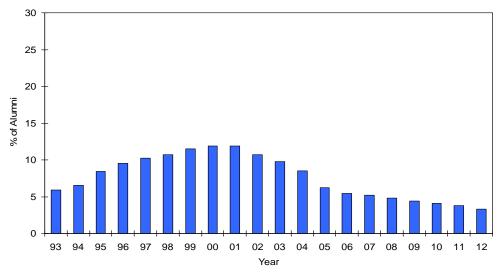
Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008 or 2009; 2012 is the latest year for which data are currently available.

Source: Council of Ontario Universities; Ryerson Campus Planning and Facilities (for 1998)

University Profile Indicators

Figure 4.1

Percentage of Alumni Who Made a Donation to University

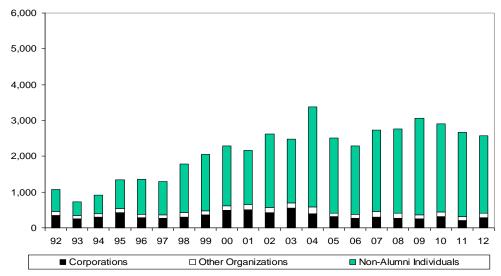


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: Ryerson Office of University Advancement

Figure 4.2

Annual Number of Non-Alumni Donors

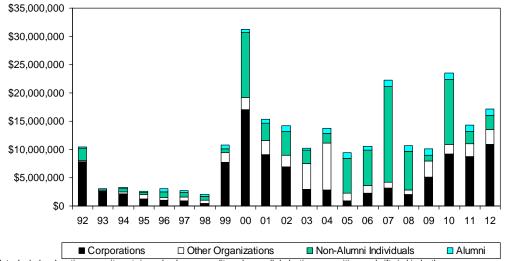


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations

Source: Ryerson Office of University Advancement

Figure 4.3

Annual Level of Donation Commitments

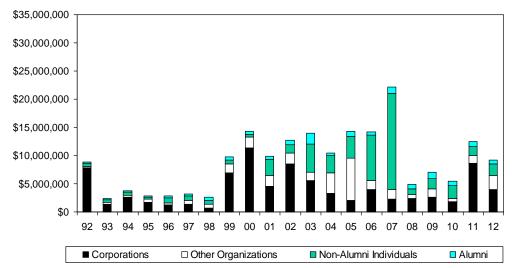


Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made

Source: Ryerson Office of University Advancement

Figure 4.4

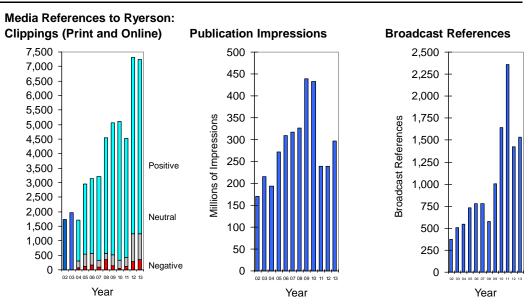
Annual Level of Donations Received



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

Source: Ryerson Office of University Advancement

Figure 4.5



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

Source: Ryerson Office of University Advancement

2013-14 Core Performance Measures Updated: February 28, 2014

Indicator	Short-term Objective	Current level (Results)	March 2013 level	Short-term Target	Time- frame	Long-term Objective
High Quality, Societally-Relevant Undergraduate a	nd Graduate Pr	ograms				
NSSE: Undergraduate entire educational experience rating* (triennial)		78.9% (2011)	78.9% (2011)	75% - 80%	2014-15	⇔
GPSS: Overall rating of the quality of graduate programs* (triennial)		83.1% (2013)	81.4% (2010)	81% - 86%	2013-14	⇔
FTE Enrolment as Share of Target Undergraduate Graduate		106% (2013) 100% (2013)	103% (2012) 100% (2012)	100% 100%	2013-14 2013-14	‡ ‡
Student Engagement and Success						
Percentage of students retained from Year 1 after 1 Year		87.5% (2013)	85.8% (2012)	84% - 88%	2013-14	1
CSRDE 6-Year Graduation Rate		71.0% (2013)	70.0% (2012)	68% - 72%	2013-14	1
Master's Completion Rates within 3 years	0	89.0% (2013)	88.9% (2012)	90%	2012-13	\leftrightarrow
Learning and Teaching Excellence						
NSSE: Providing the support students need to succeed academically (triennial)		65.0% (2011)	65.0% (2011)	63% - 68%	2014-15	1
SRC Intensity					•	
Value and number of peer-adjudicated research grants per eligible faculty member		\$15,107 (2012) 0.45 (2012)	\$15,014 (2011) 0.42 (2011)	\$15,000 0.5	2015-16 2015-16	1 1
Total External Research Funding		\$32.3M (2012)	\$28.6M (2011)	\$32M	2015-16	1
Reputation						
Mean entering average from secondary school		83.1% (2013)	82.2% (2012)	81% - 83%	2013-14	1
Mean entering average in Master's programs		B+ (2013)	B+ (2012)	B+	2013-14	
Positive print and online references to Ryerson		6,008 (2013)	6,069 (2012)	4,500	2013-14	

Results: O & 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

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the March 2014 meeting of the Ryerson Board of Governors.

In the media

President Sheldon Levy was asked by The Toronto Star to share his ideas for the city in their Big Ideas feature http://bit.ly/1bUPIVr, and a Globe and Mail story on improving the GTA featured **President Levy's** ideas for 2014 http://bit.ly/19zaQmr.

Inside Toronto reported that **President Levy** received the Board of Trade's Toronto Region Builder Award http://bit.ly/1av7DBv. Similar items appeared in the North York Mirror and Etobicoke Guardian.

IT Web reported on **President Levy**'s announcement at the University of Witwatersrand regarding fellowships for South African entrepreneurs http://bit.ly/1fh9Nel. Similar articles appeared in Venture Burn http://bit.ly/1dX5TWR and on the University of Johannesburg website http://bit.ly/1liwamt.

A Toronto Star article on a new website making it easier for students to transfer credits quoted **President Levy** http://bit.ly/1cwdMNE

President Levy commented on freedom of speech in the National Post http://bit.ly/1eLUPtd.

A Globe and Mail article on universities and foreign students quoted **President Levy** http://bit.ly/1fEOXXw. A similar article appeared in Universities News http://bit.ly/1fbnVTh.

President Levy was quoted in Daiji World regarding the BIL-Ryerson DMZ India incubator http://bit.ly/1fGJ63m. He was also quoted in a Government of India news release http://bit.ly/1hHMYyq and in the Economic Times http://bit.ly/1hYLEvz. Similar coverage appeared in the Financial Chronicle, Business Standard, Indian Radios, Veooz News and SME Times. Reuters reported that the Governor General visited India and witnessed the inauguration of the incubator http://reut.rs/1cUQoKQ. Other coverage included the Financial Post, National Post, Council of Ontario Universities, Your Story, Indo-Canadian Voice, Chennai Online, Headlines India, New Kerala, SIFY, Taaza.com, Afternoon Despatch, Yahoo! India and Web India 123.

The Toronto Star quoted **President Levy** in an article about civic leaders supporting the call for an anti-poverty plan for Toronto http://bit.ly/1djr1WX. A similar item appeared in Metro News.

Wendy Cukier, vice-president, research and innovation, spoke to the Canadian Press about women in leadership roles. The article appeared in the Winnipeg Free Press http://bit.ly/1i42Ptg, The Telegram, Canadian Business, Yahoo! News, Cambridge Times, Lac La Biche Post, and Fort Frances Times. She was also quoted in a CP article about Canada's global success being tied to the role of immigrants in the workforce, an item picked up by the Winnipeg Free Press http://bit.ly/1nFfleS, CTV http://bit.ly/1louCVq, Brandon Sun, Chronicle Herald, MSN Money, Canadian Business, Prince George Citizen, Canadian Manufacturing, National Post, Montreal Gazette, and Edmonton Journal.

Elizabeth Evans, TRSM, was quoted in the New York Times about Target's lacklustre move into Canada http://nyti.ms/OxLAGI. A similar item appeared in the Globe and Mail.

The National Post profiled the success of the Chang School, quoting interim dean **Marie Bountrogianni**, http://bit.ly/LRLpmN. The Dean also spoke to CTV's Canada AM about career trends in 2014 http://bit.ly/1kiMYKF. And she was quoted in the Globe and Mail about five workplace themes to watch for, an item picked up by the Huffington Post http://bit.ly/1aAyBrk.

CBC News reported on eight Ryerson architecture students who spent their reading week on a community project in Newfoundland http://bit.ly/1fmr0Ui. The item was also picked up by MSN News and Yahoo! News.

Cheri Bradish, TRSM, spoke to the Toronto Star about the Olympics and athlete brands, as an expert pitched by Public Affairs http://bit.ly/1iWST4n. She also spoke to CBC.ca about cash incentives for medals http://bit.ly/1chEj5s. Sports psychologist Leith Drury spoke to CBC's The National about the pressure Olympic athletes face, as an expert pitched by Public Affairs. Alison Matthews David, Fashion, spoke to CBC Radio about the Olympic uniforms, also pitched by Public Affairs: the segment was carried by CBC outlets across Canada. Arne Kislenko, History, spoke to CHCH about security at the Sochi Olympics security in Sochi, http://bit.ly/1c6uN1N. The Journal Pioneer profiled Journalism student Ryan McKenna, who covered the Olympic Winter Games in Sochi http://bit.ly/1bLCm3h.

Ryerson PhD candidate **Dave Colangelo** spoke to CBC Radio's Spark about his production, In the Air, Tonight, a custom programming of the facade lights at the Ryerson Image Centre. The lights were programmed to respond to the current weather conditions, and flashed red whenever someone tweeted #homeless. Audio: http://bit.ly/1kqWomA. A similar item appeared on CBC.ca, and the lights were featured in a Citytv newscast http://bit.ly/1dT4z3y. The light show appeared for four weeks beginning in February.

Chris Bentley, executive director of the Law Practice Program, spoke to Canadian Lawyer Magazine about the program http://bit.ly/1blxVX2. He was also quoted in a London Free Press article http://bit.ly/1hOiqzB. Precedent reported on the program http://bit.ly/1cFVDwv. as did Canadian Lawyer http://bit.ly/1cFVDwv.

Star Business Club reported that Microsoft's Super Bowl ad featured DMZ-based startup GestSure http://bit.ly/1bmnmU1. A similar item appeared in Network World.

The Financial Post profiled Figure 1, co-developed by **Gregory Levey**, as one of seven Canadian startups to watch in 2014 http://bit.ly/1dcseAr.

Azure Magazine profiled the Student Learning Centre as one of 10 projects to watch http://bit.ly/1id5RKp.

Avner Levin, TRSM, spoke to SUN News about privacy and cyber-crime. He also spoke to CBC News about International Data Privacy Day and the need for action, audio: http://bit.ly/1e9YHrv, and in a separate segment about the security breach at Target, as a faculty expert pitched by Public Affairs. He co-wrote a piece for the National Post on the topic of metadata surveillance http://bit.ly/1bMtM1Y.

Colleen Carney, Psychology, spoke to Global News about Daylight Savings Time changes affecting our internal clocks, as an expert pitched by Public Affairs http://ow.ly/uk3c2. She was quoted in the Boston Globe on the importance of sleep http://ow.ly/uk3c2. She was quoted in the Boston Globe on the importance of sleep http://b.globe.com/1cVxkyf. She also spoke to the Indiana Gazette about treating insomnia to cure depression http://bit.ly/1k8C5ub. A similar item appeared in Woman Online - South Africa http://bit.ly/1hoLgSm.

A Canadian Press article on Rob Ford as Canadian newsmaker of the year quoted **Myer Siemiatycki**, Politics and appeared on CBC News http://bit.ly/1klKhle, CityNews, the Hamilton Spectator, Waterloo Region Record, Guelph Mercury, Huffington Post and Globe and Mail. He also spoke to CTV National News about Mayor Ford declaring his candidacy for the upcoming election and to the Toronto Star about school trustees in Toronto http://bit.ly/1ek6w9u. He contributed a piece on the privatization of transit to the Toronto Star.

Gabor Forgacs, Hospitality and Tourism Management, spoke to the Toronto Star about Rob Ford's image in the U.S., http://bit.ly/1fXv0cx.

Kernaghan Webb, TRSM, spoke to the National Post about miners buying local in order to dampen hostility to new projects http://bit.ly/MNStkY and to CBC News about Canadian chocolate companies pressed to ethically source cocoa http://bit.ly/1b1UzcC.

The Council of Ontario Universities published a Ryerson news release on a new suite of courses combining business, technology, engineering and academics http://bit.ly/MR7PGf.

Emily van der Meulen, Criminology, contributed a piece on prostitution policy to the Toronto Star http://bit.ly/1qsiDd6. Similar items appeared on CBC.ca and MSN News. She was also quoted in the Voice of Russia on the topic of Ontario not persecuting prostitution-related cases.

Medical Xpress reported on research by **Kathryn Woodcock**, Occupational and Public Health, in the area of children being injured in landborne inflatables or bouncy castles http://bit.ly/N85x5t. The item, pitched by Public Affairs, also appeared in Australasian Leisure Management, Ottawa Citizen, Hamilton Spectator, CHCH, CBC.ca, CTV News, Brandon Sun, MSN News, MySask.com, Hispanic Business and Durham Region. The Toronto Star profiled Prof. Woodcock and the THRILL program.

Murtaza Haider, TRSM, contributed a piece to Global Toronto on the Gardiner Expressway http://bit.ly/1cpQKOT. He was quoted on the topic in the Toronto Star http://bit.ly/1g5888V and the Globe and Mail http://bit.ly/1dsjhNL. He also addressed the Gardiner on CBC Radio's Metro Morning, Sing Tao Daily and CityNews. He spoke to NOW Magazine about the TTC switching to time-based transfers.

Medical News Today reported on Ryerson research pertaining to childhood physical abuse and attention deficit disorder, quoting co-author **Angelo Valeo**, Early Childhood Studies http://bit.ly/1g4s1uA. Similar items appeared in News Medical, Health Canada, Medical Xpress, Science Newsline, Science Daily and Examiner.com.

Hayden King, Politics, contributed a piece to CBC News about the Canada Reads winning novel *The Orenda* http://bit.ly/1lotr8f. The item also appeared in MSN News.

Ivor Shapiro, Journalism, spoke to the Toronto Star about Vice News, a new Internet news channel. A Canadian Press article on alumnus **Scott White** stepping down as editor-in-chief of CP quoted Prof. Shapiro. The item appeared in the Vancouver Sun http://bit.ly/1kuhXTt, Global Post, Province, Brampton Guardian and OurWindsor.ca. And CBC Radio's Metro Morning reported on Ryerson's media law and ethics class, quoting Prof. Shapiro and a group of Master of Journalism students, audio: http://bit.ly/1g2nU48.

BetaKit profiled the DMZ, quoting **Elise Darmanin** http://bit.ly/1clKO4b.

The Discovery Channel's Daily Planet featured the DMZ and Ryerson research, an item pitched by Public Affairs, video: http://bit.ly/1d0CV31.

Daily Commercial News reported on the construction of the Student Learning Centre http://bit.ly/1geuCmp.

Yorkregion.com profiled Ryerson hockey coach **Graham Wise** and son, Rams player **Jamie Wise** http://bit.ly/MSr9SC.

Chris MacDonald, TRSM, appeared on TVO's The Agenda discussing the declining trust in public institutions.

Thomas Tenkate, director, Occupational and Public Health, spoke to Canadian Occupational Safety about climbing the corporate ladder, as an expert pitched by Public Affairs http://bit.ly/NAbNDo.

Shoreline Beacon profiled film student **Emily Langridge** and her part in producing the film *Canoe: Icon of the North* http://bit.ly/1cxhcXg.

Lisa Taylor, Journalism, spoke to CBC Radio's The Current about publication bans in cases of sexual assault.

The Brampton Guardian reported on student **Samantha Sim** job shadowing Twitter Canada's Kirstine Stewart http://bit.ly/1cBtnN7.

Anisa Hassan appeared on CBC Radio's Metro Morning after receiving the Zanana Akande Award at the Viola Desmond Awards, audio: http://bit.ly/1dqyiEb. A City News Toronto segment on the awards ceremony featured interviews with **Darrell Bowden**, education and awareness coordinator; and **Keitha Prosper**, International Student Services.

Distinguished Visiting Professor **Hershell Ezrin** appeared on OntarioNewswatch.com, an online political affairs show http://ontarionewswatch.com/onw-news.html?id=711.

Donna Smith, Retail Management, spoke to Post City about a luxury shopping battle between Mink Mile and the Eaton Centre http://bit.ly/1cyROuF.

The Globe and Mail reported on the Canada Space Agency microrover arm built by Ryerson students http://bit.ly/1fvP01s.

The Toronto Sun reported that **Ralph Lean**, distinguished counsel in residence, would bring Toronto mayoral candidates to his class in March http://bit.ly/1cpzpAr.

The Toronto Star reported on Ryerson's partnership with St. Michael's Hospital. A CBC.ca piece on the use of Google Glass in surgery mentioned St. Mike's Hospital's collaboration with Ryerson in developing apps for the device http://bit.ly/MENnYr.

The Toronto Star quoted **Kyla Sask**, outreach co-ordinator in the Faculty of Engineering and Architectural Science, about gender gap solutions.

The Toronto Star reported that the DMZ helped a nine-year-old girl produce The Love Sandal, quoting mentor **Robert Ott**, Fashion http://bit.ly/1fTf3Ad. The item was pitched by Public Affairs.

Ingrid Mida, Fashion, spoke to Where Cool Came From about a hat collection at Ryerson http://bit.ly/1hKMX0X.

The Toronto Star profiled its joint investigation with Ryerson regarding online communication of disease outbreaks http://bit.ly/1cL1yFh.

Rams coach Roy Rana spoke to the Ottawa Citizen about men's basketball http://bit.ly/1jwEQTo.

The National Post reported that Ryerson has established fellowships for South African entrepreneurs, an item pitched by Public Affairs. The item was also picked up by Academica Top Ten http://academica.ca/topten.

Commerce Lab profiled **Jason Nolan**, Early Childhood Studies, and his research on gamified education http://bit.ly/1cFJg8r. CBC News reported on Prof. Nolan's cardboard creations for autistic children http://bit.ly/1lXc2nW, an item also picked up by MSN News.

The Guardian profiled research by **Ben Barry**, Fashion, on the topic of older fashion models shaking up the industry http://bit.ly/1bzlSv2.

Alan Lysne, DMZ, spoke to CBC News about Facebook's acquisition of WhatsApp, as an expert pitched by Public Affairs http://bit.ly/1fmu1lX. He spoke to CTV News about the cost of free wifi.

The Toronto Sun, CTV News and CP24 reported on the Parasports celebration organized by PrideHouseTO. CP24 reported on the Pride House Olympic lounge on Gould Street, an item pitched by Public Affairs.

David E. Smith, distinguished visiting professor, contributed a piece to the Globe and Mail about Justin Trudeau's plan for Senate reform http://bit.ly/1hBhwGg.

Dave Valliere and **Matt Saunders**, president of Ryerson Futures, spoke to the Globe and Mail about a business targeting construction defects http://bit.ly/O8XeqP.

The Toronto Star quoted **Deborah Fels**, ITM, in an article about Netflix and its service for the blind http://bit.ly/1gUKTjB.

The Sunday Leader (Sri Lanka) profiled Randy Boyagoda, English http://bit.ly/1m2Sa2J.

Tony Burman, Velma Rogers Research Chair, was quoted in Maclean's about Al Jazeera as a target in Egypt's crackdown on Islamists http://bit.ly/1eyvb9h.

Said Easa, Civil Engineering, spoke to Metro News about a significant decrease in traffic charges in Toronto in 2013 http://bit.ly/1hiuBEi.

Suanne Kelman, Journalism, spoke to Radio Canada International about the importance of radio in Canada and its future, audio: http://bit.ly/1dOias4.

Neil Thomlinson, Politics, was quoted in the Toronto Star about Mayor Rob Ford baiting anti-gay voters http://bit.ly/1lul7nU.

Paul Knox, Journalism, spoke to the Hamilton Spectator about the changing face of media.

Sui Sui, TRSM, contributed a piece to the Conference Board of Canada on fast-growth markets http://bit.ly/1iKDXpR. The piece also appeared in the Globe and Mail. **Deena Kara Shaffer**, learning and transition facilitator, spoke to 24 Hours about reading week.

City News reported on a lecture at Ryerson by Brian Burke, president, Calgary Flames, an item

pitched by Public Affairs.

Inside Toronto reported on a photo exhibition on urban transport by Ryerson students http://bit.ly/1jfBu9r

Greg Elmer, RTA, spoke to Global News about Facebook's 10th birthday, video: http://bit.ly/1jgyxFD. **Ramona Pringle**, RTA, spoke of the anniversary on CBC Radio's As It Happens.

Rams hockey head coach **Graham Wise** and player **Victor Terreri** spoke to CBC News about a study showing concussions' impact on young players' brains http://bit.ly/1kSa5IO.

Phyllis Yaffe, chair of Ryerson's board of governors, spoke to the Globe and Mail about Federal Reserve System Chair Janet Yellen's first piece of policy http://bit.ly/1cQm7QZ.

Treehugger published a piece by **Lloyd Alter** on Harvest Home, an award-winning design by Ryerson students http://bit.ly/1nMYHjR.

The UC Observer quoted **Joyce Smith**, Journalism, on religion reporting and mainstream media http://bit.ly/1iiEkah.

PostCity.com profiled alumnus **Evan Kosiner** of Skate to Great, crediting Ryerson's figure skating and hockey teams http://bit.ly/1fWC07s.

The Sarnia Observer profiled alumna Robyn Doolittle, author of Crazy Town http://bit.ly/1dY02M2.

Harald Bauder, Geography, contributed a piece to the Toronto Star about dignity in death.

Roy Ng, ITM, spoke to OMNI News about concerns involving Bitcoin. **Adrian Bulzacki**, DMZ, spoke to Global News about whether Canadian should invest in Bitcoin http://bit.ly/1jISRwR.

TechVibes reported on a new Ryerson program combining engineering and entrepreneurism, quoting university spokesperson **Michael Forbes** and **Liping Fang**, Mechanical Engineering http://bit.ly/Le45gu. The item was pitched by Public Affairs.

The Canadian Press profiled alumna **Hannah Simone**, who stars in the TV show The New Girl. The item appeared in the Montreal Gazette http://bit.ly/MyYoeH, Winnipeg Free Press, Calgary Herald, Ottawa Citizen, Metro News, and MSN News.

Alan Sears, Sociology, co-wrote a piece for Global Research on preparing post-secondary students for precarious lives http://bit.ly/1fcD5cb.

TAS Design Build profiled an affordable housing project by students quoting **Steven Webber**, Urban Planning, http://bit.ly/1niUunJ.

Dr. **Su-Ting Teo**, director of Ryerson's Health Centre, spoke to Global News and CTV News about mental health issues.

The Council of Ontario Universities, CBC News Broadcaster http://bit.ly/M0Q0UI and the Grid reported that **Seamus O'Regan** was appointed distinguished visiting innovator at Ryerson.

Chatelaine featured research by **Michael Kolios** in an article on health innovations http://bit.ly/LPZ91Z.

Broadcaster reported on Ryerson's new Sports Media program http://bit.ly/1jDJcYu.

April Lindgren, Journalism, was quoted in a CBC News piece on ethnic media and the Prime Minister http://bit.ly/1c6DKvK.

The National Post and Artdaily.org reported on exhibitions at the Ryerson Image Centre, including **Robert Burley's** The Disappearance of Darkness, curated by **Gaëlle Morel** http://bit.ly/1mrY1Nl.

Yonge Street Media profiled DMZ-based entrepreneur and Ryerson grad **Sherene Ng** http://bit.ly/1aOe6aW.

Phil Walsh, TRSM, commented in Oil Daily about rock star Neil Young taking on the Canadian oil sands http://bit.ly/1fbphgy.

FLARE reported on the Fashion Design program's Danier Design Challenge, an item pitched by Public Affairs http://bit.ly/1bhGYbx.

CBC Television featured **Hayden King**, Politics, in the 2013 CBC Massey Lectures panel discussion, video: http://bit.ly/1e9Q4YE.

CBC's The Current spoke with DMZ-based entrepreneur **Rob Platek** about his startup Sensorsuite, audio: http://bit.ly/1hdum9D.

Michael Arts, Chemistry and Biology, spoke to CBC Hamilton about that city losing more than 20 top environmental scientists http://bit.ly/1e6xYGV.

The Toronto Star quoted **Cyndy Baskin**, Social Work, in an article on homelessness and alcohol http://bit.ly/1aiDATj.

The Globe and Mail featured the ice rink at Ryerson Community Park http://bit.ly/1miY6mr.

Distinguished Visiting Diplomat **Jeremy Kinsman** contributed a piece to the National Post on Canada's multilateral tradition http://bit.ly/1eQcvpw.

The National Post and Financial Post reported on the DMZ's successes in 2013, an item pitched by Public Affairs http://bit.ly/1gU9unl. A similar item appeared in Mediacaster http://bit.ly/1iU4q3P. The Toronto Star reported the DMZ launched 123 startups in three years http://bit.ly/1dTfauD.

Times Higher Education quoted **Joey Power**, History, and **Tammy Landau**, Criminal Justice, in an article on academics who are drawn to poker http://bit.ly/KlaDth.

University Affairs profiled Ryerson's SMART Lab, quoting Frank Russo http://bit.ly/1dwnFQ3.

Jennifer Hubbard, History, was quoted in a Toronto Star article about federal library closures http://bit.ly/1j1fAGD. Similar items appeared in Metro News, the Hamilton Spectator, Canada.com, the Province, Ottawa Citizen, and StarPhoenix.

Gregory Taylor, Canadian Spectrum Policy Research project, spoke to the Ottawa Citizen about the wireless auction aiming for more competition in the industry.

A Toronto Star article on an independent panel to review Toronto Hydro's response to power outages mentioned the panel includes **Sean Conway**, research fellow with the Centre for Urban Energy http://bit.ly/19VULK3. Similar items included the Globe and Mail, Metro News and Global. He appeared on TVO's The Agenda, discussing the transformation of Maple Leaf Gardens, and was quoted in the Globe and Mail about Toronto Council reviewing its tree-trimming budget.

George Kapelos, Architecture, spoke to CBC Radio's Here & Now about the Ryerson Architecture Collaborative Exercise 2014.

The New York Post profiled alumni and design duo **George Yabu and Glenn Pushelberg** http://bit.ly/1eujbHJ

DMZ-based entrepreneur **Adrian Bulzacki** spoke to CTV's Canada AM about the top dying technologies of 2014 http://bit.ly/labgVIY.

The Canadian Press reported that the Manulife Financial best student film award was given to Ryerson's **Walter Woodman** and **Patrick Cederberg** for *Noah*. Similar items appeared in CTV News http://bit.ly/1fcTArH, Metro News, the Toronto Star http://bit.ly/KxApea and Globe and Mail.

The Hamilton Spectator reported that a team of TRSM students raised \$25,000 in the MBA Games http://bit.ly/19dsDSb.

CBC Radio's Here & Now spoke with DMZ-based entrepreneur **Andrew Cherwenka** about new products at the Consumer Electronics Show in Las Vegas.

Rosemary Volpe, Centre for Student Development and Counselling, spoke to 24 Hours about making major decisions http://bit.ly/1baAVV5.

Andrea Moon, learning strategist, spoke to Metro News about planning for success.

Robert Burley, Image Arts, appeared on TVO's The Agenda discussing photography and the end of analog.

Patrice Dutil, Politics, contributed a piece to the Toronto Star on the topic of the bicentennial of Canada's first Prime Minister, Sir John A. Macdonald http://bit.ly/1iq7vee.

Graham Hudson, Criminal Justice, spoke to Canadian Dimension about genocide on trial http://bit.ly/1f7ZqdS.

Distinguished Visiting Professor **Cathy Crowe** and **Alison Kemper**, TRSM, contributed a piece to the Toronto Star on the topic of the ice storm as an emergency http://bit.ly/18R1AvK.

Hamza Khan, digital community facilitator, spoke to the Canadian Press about Twitter. The item was picked up CTV News http://bit.ly/1hqlalA, Metro News, Winnipeg Free Press, Waterloo Region Record, Hamilton Spectator, and CP24.

The Globe and Mail profiled the Criminal Justice program, quoting Kim Varma http://bit.ly/1e5sZYq

The Globe and Mail profiled the ACT II Studio at Ryerson's Chang School http://bit.ly/JDkOJN

The Toronto Star profiled alumnus **Ian Ball** in an article titled "Mining's Golden Boy" http://bit.ly/1hVvfUT.

Tim Sly, Occupational and Public Health, spoke to CBC Radio about the flu season and H1N1 virus. The segment was carried on stations across the country. He also spoke to Ming Pao about a flu death, and to CTV News about the avian flu and H5N1 virus, video: http://bit.ly/1gmaRLx.

Gabor Forgacs, Hospitality and Tourism Management, spoke to the New Yorker about city logos http://nyr.kr/1dw1mFX. He also spoke to CBC New Brunswick about currency surcharges.

Rachel Dodds, Hospitality and Tourism Management, contributed a piece on sustainable tourism to Blue & Green http://bit.ly/1gfT7IX.

Russell Richman, Architectural Science, spoke to the Raonoke Times about Passive House construction http://bit.ly/1aKKe4s

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