

BOARD OF GOVERNORS
Monday, March 30, 2015
 Jorgenson Hall – JOR 1410
 380 Victoria Street
5:00 p.m. to 7:00 p.m.

AGENDA

TIME	ITEM	PRESENTER	ACTION	Page
5:00	1. IN-CAMERA DISCUSSION (Board Members Only)			
5:05	2. IN-CAMERA DISCUSSION (Senior Management Invited)			
END OF IN-CAMERA SESSION				
5:35	6. INTRODUCTION			
	6.1 Chair's Remarks	Janice Fukakusa	Information	
	6.2 Approval of the March 30, 2015 Agenda	Janice Fukakusa	Approval	
5:40	7. PRESIDENT'S REPORT	Sheldon Levy	Information	48-54
	7.1 Enactus Presentation	Stefany Nieto and Benjamin Canning, Enactus	Information	55-80
	7.2 <u>Toronto is Basketball</u>		Information	
	i. Canadian Intramural Sports (CIS)	Heather Lane Vetere		
	ii. Pan Am Games	Erin McGinn		
5:55	8. SECRETARY'S REPORT			
	8.1 Board Election Report Update	Julia Shin Doi	Information	81-87
6:00	9. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Mohamed Lachemi	Information	88-94
	9.1 Academic Administrative Appointment	Mohamed Lachemi	Information	95
	9.2 Referendum Request from the Ryerson Science Society	Mohamed Lachemi Heather Lane Vetere	Approval	96-108

			Ana Sofia Vargas-Garza Adrian Popescu	
6:20	10.	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	Information
	10.1	Ryerson Student Union Fees Presentation	Jesse Root, Vice President, Education RSU	Information 109-116
6:35	10.2	Budget 2015-16: Part One – Environmental Scan	Mohamed Lachemi Paul Stenton	Information 117-134
	10.3	Budget 2015-16: Part Two - Fees Context	Paul Stenton	Information 135-170
	11.	CONSENT AGENDA		
	11.1	Approval of the Minutes of January 26, 2015 and the Minutes of the March 5, 2015 Special Meeting of the Board	Janice Fukakusa	Approval 171-174
	11.2	Third Quarter Financial Results	Janice Winton	Approval 175-182
	11.3	Review of Revenue and Expenditures for New Bachelor of Arts in Language and Intercultural Relations	Paul Stenton	Approval 183-189
	11.4	Review of revenue and expenditures for new Professional Masters Diploma in Energy and Innovation	Paul Stenton	Approval 190
	11.5	Fiera Capital Report December 31, 2014	Janice Winton	Information 191-211
	12.	FOR INFORMATION		
	12.1	Ryerson Performance Indicators – March 2015 Report		Information 212-235
	12.2	Ryerson Achievement Report		Information 236-242
7:00	13.	TERMINATION	Janice Fukakusa	
	14.	NEXT MEETING OF THE BOARD – April 27, 2015		

MISSION STATEMENT

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

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

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

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

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

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

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

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

March 30, 2015 Board Agenda

BE IT AND IT IS HEREBY RESOLVED:

THAT the March 30, 2015 Agenda be approved as presented.

Faculty of Science Referendum

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst Faculty of Science students enrolled in full-time programs, to seek approval for the creation of a fee of \$22.50 per semester, starting in September 2016, to be paid by all students enrolled in a full-time Faculty of Science program, to fund the creation and operation of the Ryerson Science Society.

THAT the compulsory fee be adjusted to provide for any increase according to the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Provost and Vice President Academic.

Approval of the January 26, 2015 Board Minutes

BE IT AND IT IS HEREBY RESOLVED:

THAT the January 26, 2015 minutes be approved as presented.

Approval of the March 5, 2015 Special Board Minutes

BE IT AND IT IS HEREBY RESOLVED:

THAT the March 5, 2015 minutes be approved as presented.

Third Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

THAT the Third Quarter Financial Statements be approved as presented.

Review of Revenue and Expenditures for new Bachelor of Arts in Language and Intercultural Relations

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 revenue and expenditures presented, the new Bachelor of Arts (B.A.) in Language and Intercultural Relations is deemed financially viable and approved to be offered September 2016 at the discretion of the Provost and Vice President Academic.

Review of Revenue and Expenditures for new Professional Masters Diploma (PMDip) in Energy and Innovation

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 revenue and expenditures presented, the new Professional Masters Diploma (PMDip) in Energy and Innovation is deemed financially viable and approved to be offered September 2015 at the discretion of the Provost and Vice President Academic.

Board of Governors Elections – The results of the Board elections held to date were announced March 6th. Congratulations to the following Board members representing their constituencies: Anver Saloojee, Politics and Public Administration, and Pamela Sugiman, Sociology (teaching faculty); John Austin, Executive Director, Student Affairs (administrative staff); and students Jessica Machado (Biology), Cormac McGee (Journalism) and Hannah Van Dyk (Arts and Contemporary Studies). Voting for the Alumni Board member takes place from June 15-26th.

YPO/WPO – On February 25th Ryerson hosted the Toronto Chapters of the internationally renowned Young Presidents' Organization and World Presidents' Organization at an event called *Rising to the Innovation Challenge*. The agenda introduced Ryerson entrepreneurship to more than 200 business leaders representing two generations of trailblazers belonging to a global network of achievement and success – and they were clearly hugely impressed by what they saw. The event raised awareness of Ryerson through a presentation on the evolution of entrepreneurial education, a panel discussion on Ryerson being ahead of the curve in anticipating the need for a new innovation environment and the extraordinary talent that would respond, and an opportunity to interact with DMZ entrepreneurs taking ingenious risks and bringing great ideas to market. The event was conceived and promoted by Chancellor Lawrence Bloomberg, a longtime member of the organization, whose initiative and insight launched the modern view of Ryerson into the awareness of a business community with exceptional influence and contacts. Special thanks to the Chancellor for a wonderful idea that worked incredibly well in advancing the university.

Hon Doc congratulations –

- Piers Handling, Director and CEO (Doctor of Laws *honoris causa* '06) accepted the inaugural Legacy Award from the Academy of Canadian Cinema & Television at a red carpet event in Beverley Hills on February 19th – honouring the role of the Toronto International Film Festival's role in championing Canadian cinema and talent.
- Warren K. Winkler (Doctor of Laws *honoris causa* '13), labour lawyer, mediator and former Chief Justice of Ontario, received the Order of Ontario on February 3rd for distinguished service negotiating some of Canada's most significant and complex labour and class-action disputes, and working to increase access to the justice system.

CIS Final 8 – Ryerson made history at the Canadian Interuniversity Sports men's basketball 2015 championships – with the Rams winning their first ever national bronze medal, and the tournament held in Toronto for the first time in 51 years of operation. The Mattamy Athletic Centre welcomed crowds of fans from March 12-15th not just from universities cheering their own teams, but children, families and visitors from many communities, joining us to roar with applause for outstanding shots and amazing plays under the original roof of Maple Leaf Gardens. Special thanks and congratulations to Athletics Director Ivan Joseph, Vice-Provost (Students) Heather Lane Vetere, our cheerleading squad and dance pack, our enthusiastic students in the

stands and everyone involved in organizing and running this spectacular event that represented Ryerson with flying colours. In a way the tournament was a dress rehearsal, as officials from Pan Am/Parapan Am 2015 joined us to experience the basketball venue for the upcoming Games.

Student Learning Centre – On Monday, February 23rd the SLC “soft launch” opened the building to students while operations continue to be tested, technology installed and finishing touches carried out on services and offices. The opening was captured in the March 6th issue of *Architect* magazine, reporting that “*students occupied every desk, every study room, and every nook, lounging on the steps and ramps, dragging beanbags together to talk, and making use of the whiteboards the University scattered throughout the space.*” From the amphitheatre lobby that features a café, casual seating and a bridge to the Ryerson Library, to floors distinguished by use and colour, students have access to the Digital Media Experience (DME) Lab including new technologies such as Oculus Rift virtual reality and 3D printers, Student Learning Support services brought together under one roof for the first time, group work rooms equipped with LCD screens, communal areas with flexible seating, an entire floor dedicated to quiet space, and the extraordinary atmosphere of “The Beach.” From its first days, the SLC is already fulfilling its vision as the place for students and Ryerson’s gateway on Yonge Street. Describing its impact, Toronto Star columnist Christopher Hume has called the SLC architecture “a way to create potential, not limit it,” “a glimpse into a future where architecture is the start of a process that users must finish, “and “a place of infinite possibilities... made and remade by students.”

SLC Gift – In February, Isaac Olowolafe Jr., founder of Dream Maker Realty, donated \$105,000 to the Ryerson campaign in support of the new Student Learning Centre – attracted by the university’s record of city-building, academic strength in urban planning, leadership in pushing students to think outside the box about entrepreneurship and business concepts, and inspired by a family tradition and culture of giving back. His generosity is being recognized with the naming of the Dream Maker Realty Digital Media Experience Space, which shares the third floor of the Student Learning Centre with the DMZ’s new Launch Zone. The Dream Maker Realty DME will offer workshops in the use of advanced digital technologies, and provide multi-media resources and peer support to improve digital literacy skills.

CSD Exhibition – From March 16th to April 10th, the Paul H. Cocker Gallery is presenting *Public Space Rules: Exploring Connected Hyper-Density in the Church Street Development*, produced by project architects Perkins+Will, and showcasing the consultation and design process for the Ryerson Church Street Development (CSD) Project. The mixed-use building will house the Daphne Cockwell School of Nursing, the School of Nutrition, the School of Occupational & Public Health and the Midwifery Education Program from the Faculty of Community Services, as well as a student residence on the site located at 300 Dundas Street. The display offers insight into the highly iterative design process, including meetings and discussions with a broad range of stakeholders, including students, members of the university community, city representatives, and neighbouring residents of the Church-Dundas area.

TRMC and RMSC – This year the 6th Annual Ted Rogers Management Conference was joined by the 1st Annual Ryerson Make Shape Change Conference hosted by the newly-established Ryerson Communication and Design Society, both superb events led and organized by students. This year’s TRMC conference theme invited delegates to follow Ted Rogers’ example in all the

ways that insight, determination and teamwork have the potential to *Cr3ate: Aspire to Connect. Dare to Disrupt. Live to Impact*. For the first time, the conference was open to all faculties across campus in an entrepreneurial meeting of the minds gathering together a wealth of disciplines and ideas. For the RMSC conference, *Coalesce* was the perfect theme for the inaugural gathering of students from the nine FCAD schools whose talent, knowledge and professional contributions combine in ways that ‘make, shape, change’ the world. I was proud to attend both conference galas and they were spectacular. Congratulations and thanks to the student teams for building an extraordinary Ryerson tradition, to speakers and panelists for their engagement, to faculty and staff for advice and help, and to Deans Steven Murphy and Gerd Hauck for their strong support.

Black History Month – The 7th annual Ryerson Viola Desmond Day Awards Ceremony was held on March 2nd 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: Rosemary Brown, social worker, human rights activist, and the first black women in Canadian history to serve in the legislature; Pearleen Oliver, an advocate for women’s rights and leader in Nova Scotia’s black community; and Lillie Johnson, who worked tirelessly to get sickle cell disease recognized by the province of Ontario. The 2015 recipients are:

- Viola Desmond Award: Kia Cummings, a Grade 12 student from The Linden School
- Rosemary Brown Faculty Award: Ms. Abdillahi, instructor, School of Social Work
- Pearleen Oliver Staff Award: Juannittah Kamera, Student Health and Wellness
- Lillie Johnson Student Award: Oluwatobi Taiwo, 4th Yr Ted Rogers School of Management
- Viola Desmond Bursary: Omolara Bukare, 4th Yr Social Work
- Honorary Viola Desmond Award: Julia Hanigsberg, President & CEO, Holland Bloorview Kids Rehabilitation Hospital, and former Ryerson Vice President Administration & Finance

Honoured guests at the event included Lillie Johnson, who presented the award in her name, and Marni Beal-Alexander, wife of the late Right Hon. Lt.-Gov. Lincoln Alexander, who served as the province’s first Black Lieutenant Governor from 1985 to 1991. Marci Ien, co-host of *Canada A.M.* and distinguished visiting professor at Ryerson’s RTA School of Media, paid special tribute to the late Viola Desmond’s legacy. A gallery walk depicting Desmond’s contributions to the human rights movement in Canada were also on display. Organized by the Black History Awareness Committee (BHAC), the Viola Desmond Day event is held in the first week of March as a reminder that the focus on celebrating and learning black history happens not just during one month but engages us year-round.

International Women’s Day – Sponsored for the third year by Ryerson EDI, led by Denise O’Neil Green, Assistant Vice-President, Vice-Provost, Equity, Diversity and Inclusion, events and initiatives included recognition both internal and external to the university, united in our shared dedication to making progress on issues of importance to us all:

- On March 8th Ryerson, in partnership with MasterCard, launched the MasterCard Women in Entrepreneurship Program providing 6 female entrepreneurs with \$10,000 in resources, including \$5,000 in funding, participation in a customized intensive boot camp to advance their businesses, and admission to DMZ for up to eight months, including mentoring from advisors and entrepreneurs-in-residence, access to customers, networking and special events.

The donation is part of MasterCard's YES: Youth Entrepreneurial Success program for Canadian youth who may not otherwise have the resources to explore entrepreneurship.

- Ryerson's Office of Equity, Diversity and Inclusion presented a panel discussion on March 6th on Women in Sports, moderated by Cheri Bradish, Loretta Rogers Research Chair in Sport Marketing, and featuring Jennifer Mactavish, Dean, Yeates School of Graduate Studies; Nicole Neverson, Professor of Sociology; Karen Sebesta, Instructor, RTA School of Media; Keneca Pingue-Giles, 4th Yr Criminal Justice student and member of the Rams Women's Basketball team; and Stephanie White, Associate Director of Athletics. Past panels have focused on women in the media in 2013, and women in politics in 2014.
- The Ryerson Image Centre, in conjunction with International Women's Day, announced the landmark acquisition of the Berenice Abbott Archive, celebrating the pioneering artist acknowledged to be among the most important photographers of the 20th century. Donated by a small group of philanthropists who chose to remain anonymous in generously taking the initiative to purchase and bring the gift to Toronto, the Abbott Archive is the largest and most comprehensive collection anywhere of the artist's work, comprising more than 6,000 photographs and 7,000 negatives from the mid-1920s through the 1980s, as well as book maquettes, correspondence, personal journals, business records, and ephemera. The RIC joins the Museum at the Massachusetts Institute of Technology in Cambridge as one of two destinations for scholars to study Abbott's work. In 2012 the RIC worked in collaboration with the Jeu de Paume in Paris to present the retrospective exhibition and catalogue *Berenice Abbott (1898-1991): Photographs*.
- Ryerson students mentored an all-female team in the FIRST Robotics competition at the Mattamy Athletic Centre from March 5-7th, encouraging high school students to pursue careers in science, engineering and technology. Forty-two high school teams from across Ontario and Quebec participated in a "real-world engineering" challenge to build and program robots to perform against competitors in a game called *Recycle Rush*.

Ryerson-India-Wits University – On February 9th in Mumbai, Ryerson was proud to announce a trilateral partnership with the Bombay Stock Exchange Institute and the University of the Witwatersrand to develop and expand a multi-country network of entrepreneurship zones and innovation. The initiative builds on Ryerson leadership with the Digital Media Zone, and the progress of Zone Startups India which, since being opened by the Governor-General one year ago in Mumbai has grown to 40 startups, with industry connections and access to venture capital and angel investors. In South Africa, the catalyst for the new initiative will be the Joburg Centre for Software Engineering at Wits University through its technology hub in Braamfontein. The unprecedented network joining three geographically remote partners will offer entrepreneurs in Canada, India and South Africa opportunities for collaboration, access to world markets and a gateway to further investment and growth opportunities. Special thanks to Anver Saloojee, whose leadership was instrumental in our discussions with Wits University.

Start-Up Visa Program – On February 10th Ryerson Futures Inc. announced that it has been approved as a business incubator by the federal government's Start-Up Visa program, allowing international entrepreneurs to develop their businesses with help from resources at the Digital Media Zone (DMZ). Entrepreneurs granted a Start-Up Visa through Ryerson Futures who also meet DMZ entry requirements will gain access to mentors, seed funding, advanced acceleration

support, and co-working space. Incubators for the Start-Up Visa program are selected on the basis of capacity to assist newly-arrived entrepreneurs by connecting them with an established and supportive ecosystem, and offering entrepreneurs the tools and network needed for success.

DMZ Fellows – Members of the Board are encouraged to watch this superb short video presenting, in their own words, the impact of Ryerson leadership on young global entrepreneurs, given the opportunity to advance their concepts and businesses in a way that contributes to the economic, social and cultural well-being of all our nations and the international community of innovators supporting each other's work: <http://www.msn.com/en-ca/video/watch/ryerson-attracts-immigrant-entrepreneurs/vp-f0ad7223-b3b9-430e-b82b-a4d8bc209311>

Next Big Idea in Sport Competition – On February 20th Ryerson, in partnership with Rogers Communications, announced a contest encouraging startup companies to explore innovation opportunities within the sports industry spanning analytics, athletic performance technologies, analysis of business management, fan engagement, consumer experiences and social innovation. The competition advances Ryerson leadership in sports entrepreneurship with Rogers support for the Sportsnet RTA Production Centre for the RTA School of Media, and the Loretta Rogers Research Chair in Sport Marketing at the Ted Rogers School of Management held by Cheri Bradish, and will provide selected startups with four months at the DMZ and the chance to win \$100,000 in cash prizes. The judging panel will be led by the Canadian Football League's 12th Commissioner, Mark Cohon, and include leaders from Canada's preeminent sport organizations:

- Brian Cooper, President/CEO, S&E Sponsorship Group
- Troy Ewanchyna, Vice President and GM, NBCSports.com
- John Harper, SVP Consulting, Wasserman Media Group (LA)
- Dale Hooper, Chief Brand Officer, Rogers Communications
- Dave Hopkinson, Chief Commercial Officer, Maple Leaf Sports & Entertainment
- Christina Litz, VP Broadcast and Media Assets, Canadian Football League
- Scott Moore, President of Sportsnet & NHL Properties, Rogers Communications
- Kelly Murumets, President/CEO, Tennis Canada
- Chris Overholt, CEO, Canadian Olympic Committee
- Gaetan Tardif, President, Canadian Paralympic Committee
- Alyson Walker, VP Content, Maple Leaf Sports & Entertainment

Social Innovation Summit – On February 7-8th Ryerson held its first Social Innovation Summit and Social Hack, a collaborative effort bringing together the Office of the Vice-President, Research and Innovation, the Faculty of Arts, Faculty of Community Services, Ted Rogers School of Management, SocialVentures Zone, DMZ, RUaChangemaker and Enactus. The program offered keynote speakers including Marc Kielburger, co-founder of Free the Children and Me to We, workshops/case studies with community leaders, and a social hack competition on the theme of youth inclusion and civic engagement, where pitches were judged on viability, social potential, feasibility, innovation and the ability to create social change.

Ashoka U Exchange – Twenty Ryerson students, faculty and staff attended the 2015 Ashoka U Exchange at the University of Maryland on February 26-28th. Newly-elected Ryerson Board of Governors member Jessica Machado, 4th Yr Biology student and director of RUaChangemaker,

delivered a presentation on best practices for student engagement. The annual event gathers 650 delegates from 150 universities to exchange information about resources for teaching and research in social entrepreneurship, share experiences and network with peers from various disciplines and institutions, and gain new insights on taking universities forward with leadership and engagement. As a certified Changemaker campus, Ryerson was among the institutions collaborating on education, ideas and initiatives around social entrepreneurship. Special thanks to Vice President Research and Innovation Wendy Cukier for continuing to advance the social innovation and changemaker movement on campus, with rising participation and initiatives.

Government support – Recent announcements of funding to advance specific government objectives recognize that it is *Our Time to Lead* across a breadth of initiatives connected to current and emerging challenges and opportunities:

- *March 16th – \$10.7 million from the Canada Accelerator and Incubator Program (CAIP)* – to establish Zones of Innovation and Incubation (ZI²), a national research-driven incubator network in collaboration with Simon Fraser University and the University of Ontario Institute of Technology. Announced at the Digital Media Zone by Minister of Finance Joe Oliver on behalf of the Hon. Ed Holder, Minister of State (Science and Technology), the five-year investment will expand the universities' existing research and incubator facilities to create an ecosystem which will advance technology-enabled innovation, productivity and job creation.
- *February 19th – \$500,000 from the Social Enterprise Demonstration Fund (SEDF)* – to create and deliver an accelerator program to support GTA early-stage social ventures, announced by Premier Kathleen Wynne at an Economic Club of Canada event where I joined the Premier, Minister of Economic Development, Employment and Infrastructure Brad Duguid and Ryerson social entrepreneurs Tariq Fancy (Rumie), Mauricio Meza (Komodo Inc.) and Eva Wong (Borrowell) at a session on “Innovation and opportunity, building an entrepreneurial Ontario.” Ryerson is the only university among SEDF recipients, and will work with Ryerson Futures Inc. and partners including the YWCA, Futurepreneur, Ashoka Canada, and the Toronto Youth Cabinet to help GTA social enterprises address issues of equity and diversity with a focus on under-represented groups and youth facing barriers.
- *February 6th – \$370,000 from the Ministry of Training, Colleges and Universities’ Shared Online Course Fund* – for seven new sets of online learning modules to develop high-quality learning options, giving students greater access and mobility in Ryerson academic disciplines including entrepreneurship and strategy, image arts, journalism, law and business, midwifery, nursing, and psychology. The proposals were assisted by the Office of eLearning, the Digital Media Projects Office, the Digital Education Strategies Team, and the Learning and Teaching Office, and feature collaboration with other postsecondary institutions.
- *January 19th – \$997,000 from the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) Investing in Business Innovation initiative* – for Ryerson spin-off company 7D Surgical Inc. to continue development and marketing of the surgical navigation system pioneered by Dr. Victor Yang, Canada Research Chair in Bioengineering and Biophotonics, and neurosurgeon at Sunnybrook Health Sciences Centre. FedDev Ontario’s investment leverages \$3.5 million in private investment in 7D Surgical, including support from the Ryerson Angel Network.

- *January 16th – \$407,000 from the Ontario Ministry of Training, Colleges and Universities' Mental Health Innovation Fund* – for a partnership of campus groups, community services and hospitals that will help Ryerson develop a support group tailored to address substance use and addictions among university students. The model, based on a youth treatment program launched by LOFT Community Services, will also be implemented at George Brown College and OCAD University, and will follow the Acceptance and Commitment Therapy (ACT) approach used by the Hospital for Sick Children, involving facilitators and case managers, trained university-aged peer mentors, and a 24/7 crisis support line.

United Way – Thanks to the generosity and spirit of our community, Ryerson surpassed its target, raising \$225,480.58 for the 2015 campaign. In the first year of the Ryerson United Way Ambassadors program, special thanks to students, faculty and staff across campus whose leadership and engagement played a vital role working closely with the steering committee to share information and encourage participation. From residence dinners to clothing and jewelry sales, the Faculty Challenge Hockey Night, Silent Auction, Enbridge CN Tower Climb, Chillin' on Gould, President's Holiday Party and more, all the events helped take us over the top. Thank you to campaign chair Erin McGinn, co-chairs Jennifer Mactavish and John Corallo, and to everyone for making a mark in supporting the families in our community most in need of help.

This Is Our Flag, These Are Our People – On Friday, February 13th at the Mattamy Athletic Centre, The Hon. Elizabeth Dowdeswell, Lieutenant Governor of Ontario, hosted an event in celebration of the 50th anniversary of the National Flag of Canada. A living re-creation of the Canadian flag featuring 2,015 Ontarians young and old from all walks of life, including a group of 100 new citizens, was captured by renowned large format photographer Edward Burtynsky (Image Arts '82, Doctor of Fine Arts *honoris causa* '07). The project was supported by the Department of Canadian Heritage and Ryerson University, and the great image can be found at: http://www.lgontario.ca/en/PublishingImages/FLAG_5000px.jpg.

from the President's Calendar

January 19, 2015: Dr. Maurice Bitran, CEO of the Ontario Science Centre was on campus for a tour of DMZ and the *Advanced Manufacturing and 3D Printing Lab*.

January 21, 2015: At the invitation of the New and Emerging Academic Leaders (NEAL) program, I gave a talk as part of the 2014-15 series on innovation and partnership held at the Li Ka Shing Knowledge Institute, St. Michael's Hospital. BOTH

January 30-31, 2015: At the invitation of Lakehead University President Brian Stevenson, I spoke at the Lakehead University Board of Governors retreat.

March 12, 2015: Ryerson hosted a delegation from Shanghai Second Polytechnic University on a visit to discuss opportunities for academic collaboration.

March 16, 2015: Ryerson hosted a meeting with the High Commissioner of India in Toronto Vishnu Prakash and Consul General Akhilesh Mishra to discuss our partnership in India.

March 17, 2015: At the Church Wellesley Neighbourhood Association Annual General Meeting, I was pleased to bring greetings from Ryerson and share an update on our initiatives.



enactus™

Ryerson University



A professional portrait of a young man with long, wavy, light brown hair, smiling. He is wearing a dark grey pinstripe suit jacket, a white collared shirt, and a blue tie. A small gold pin with the letters 'INACTUS' is visible on his left lapel. The background is a bright, modern interior with blue and white elements.

Benjamin Canning, EVP

- 2nd year
Business
Management ,
- Entrepreneursh
ip/Marketing
- Co-PM

A professional portrait of Stefany Nieto, a young woman with long dark hair, smiling. She is wearing a dark blazer over a bright blue button-down shirt and a pearl necklace. The background is blurred, suggesting an indoor event.

Stefany Nieto, President

- 3rd year
Business
Management ,
- Marketing &
Law





35+ awards





National winners





Regional winners





The Dome







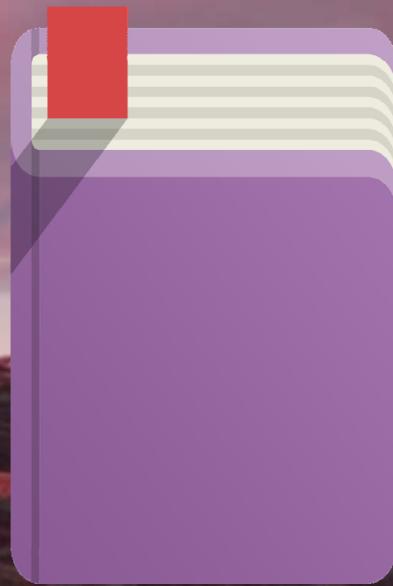


Save \$343
per week





Interviews



Education



Partners







Contributed \$116,000



Sourced \$84,000

Raised
\$200,000

Need \$
40,000

Total

JUNE



JULY



AUGUST







40

EW PRODUCE
150S



Ryerson University

Growing North

Repulse Bay, Nunavut

Project Growing North is designed to empower Inuit individuals through the reduction of food prices and offering of education. We aim to provide fresh, locally grown produce to families in northern Canada through the construction of a geodesic greenhouse dome. We will begin this venture in Repulse Bay, Nunavut; a community on the Arctic Circle.

Our Focus

Northern communities pay 4 times more for herbs, fruits, and fresh vegetables than the average Canadian. With temperatures reaching below negative 30 degrees celsius, it is impossible to grow food outdoors. Due to high food costs, 60% of parents in Repulse Bay reported not being able to feed their children for an entire day and 35% of Nunavut lives in severe food insecurity.

The sole option for such communities to receive produce involves highly inefficient and expensive transportation. Growing North will be able to produce over 11,000lbs of fresh herbs, fruits, and vegetables while reducing costs by up to 51% and feeding upto 53% of the community. This project will be maintained by the school's students and teachers and enable the community to grow the local economy through additional jobs and exportation opportunities.

The dome will utilize solar energy to heat itself to optimal temperatures, with integrative vertical hydroponic towers, to produce affordable and nutritious fresh produce in Repulse Bay.

Success Strategy

Strategic Partnerships

Working with greenhouse experts and the community in the creation of the dome to ensure it's operational success

Cost Reductions

To ensure adoption, we will reduce produce costs by 51% and we have partnered with an influential group of women to run a weekly cooking class with produce from the dome

Sustainability

We have developed an educational program with a focus on business, horticulture, and agriculture to guarantee optimal operations

Growing North is jump-starting economies and lowering food insecurity by providing healthier and affordable food choices for our neighbours up north

RYERSON UNIVERSITY

March 6, 2015

TO: Shoaib Ahmed
 Secretary
 Ryerson Election Procedures Committee

FROM: Josie Lee
 (on behalf of the Returning Officer)

RE: Board of Governors' Election Report 2015

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

Rajean Hoilett
President, RSU

Board of Directors, CESAR

Peter Danziger
President, RFA

Janice Winton
Interim Vice President, Administration and Finance and CFO



BOARD OF GOVERNORS' ELECTION
Friday, March 6, 2015

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

<u>Names of Candidates (8)</u> alphabetical order	<u>Vote Count</u>
Dwayne ANDERSON	116
David KWOK	749
Jessica MACHADO	775
Cormac MCGEE	858
Mikhail MOROZOV	85
Sriganeshan (Ganesh) THAVARAJAH	713
Hannah VAN DYK	797
Michael ZELMA	678

<u>Names of Candidates (8)</u> alphabetical order	<u>Vote Count</u>
Dwayne ANDERSON	116
David KWOK	749
Jessica MACHADO	775
Cormac MCGEE	858
Mikhail MOROZOV	85
Sriganeshan (Ganesh) THAVARAJAH	713
Hannah VAN DYK	797
Michael ZELMA	678

TOTAL ELIGIBLE TO VOTE: 37,217

TOTAL BALLOTS SUBMITTED: 1,881

TOTAL VOTES CAST: 4,771

TOTAL DECLINED TO VOTE: 54

BOARD OF GOVERNORS' ELECTION
Friday, March 6, 2015

ADMINISTRATIVE STAFF

<u>Names of Candidates (3)</u> alphabetical order	<u>Vote Count</u>
John AUSTIN	198
Branka HALILOVIC	121
Gowry SIVAPATHASUNDARAM	144

TOTAL ELIGIBLE TO VOTE: 1,371

Total Eligible to Vote Electronically: **1,306**

Total Eligible to Vote By Paper Ballot: **65**

TOTAL ELECTRONIC BALLOTS SUBMITTED: 456

TOTAL ELECTRONIC VOTES CAST: 450

TOTAL ELECTRONIC DECLINED TO VOTE: 6

TOTAL PAPER BALLOTS SUBMITTED: 13

TOTAL PAPER VOTES CAST: 13

TOTAL PAPER BALLOTS REJECTED: 0

TOTAL PAPER DECLINED TO VOTE: 0

TOTAL VOTES CAST (both Electronic and Paper Ballot): 463

TOTAL DECLINED TO VOTE: 6

BOARD OF GOVERNORS' ELECTION
Friday, March 6, 2015

TEACHING FACULTY

<u>Names of Candidates (3)</u> alphabetical order	<u>Vote Count</u>
Maurice ROCHE	67
Anver SALOOJEE	275
Pamela SUGIMAN	160

Maurice ROCHE	67
Anver SALOOJEE	275
Pamela SUGIMAN	160

TOTAL ELIGIBLE TO VOTE: 823

Total Eligible to Vote Electronically: **804**

Total Eligible to Vote By Paper Ballot: **19**

TOTAL ELECTRONIC BALLOTS SUBMITTED: 316

TOTAL ELECTRONIC VOTES CAST: 494

TOTAL ELECTRONIC DECLINED TO VOTE: 0

TOTAL PAPER BALLOTS SUBMITTED: 5

TOTAL PAPER VOTES CAST: 8

TOTAL PAPER BALLOTS REJECTED: 0

TOTAL VOTES CAST (both Electronic and Paper Ballot): 502

TOTAL DECLINED TO VOTE: 0

RYERSON UNIVERSITY
BOARD OF GOVERNORS' ELECTION RESULTS
Friday, March 6, 2015

DECLARATION

I hereby declare the following candidates elected:

BOARD OF GOVERNORS – STUDENTS (3)

VOTE COUNT

Name of Successful Candidates

Cormac MCGEE	858
Hannah VAN DYK	797
Jessica MACHADO	775

BOARD OF GOVERNORS - TEACHING FACULTY (2)

Name of Successful Candidates

Anver SALOOJEE	275
Pamela SUGIMAN	160

BOARD OF GOVERNORS - ADMINISTRATIVE STAFF (1)

Name of Successful Candidate

John AUSTIN	198
--------------------	------------

RYERSON UNIVERSITY 
BOARD OF GOVERNORS' ELECTION RESULTS
Friday, March 6, 2015
VOTE COUNT

(A) STUDENT CANDIDATES IN ORDER OF STANDING

Cormac MCGEE	858
Hannah VAN DYK	797
Jessica MACHADO	775
David KWOK	749
Sriganeshan (Ganesh) THAVARAJAH	713
Michael ZELMA	678
Dwayne ANDERSON	116
Mikhail MOROZOV	85

(B) TEACHING FACULTY CANDIDATES IN ORDER OF STANDING

Anver SALOOJEE	275
Pamela SUGIMAN	160
Maurice ROCHE	67

(C) ADMINISTRATIVE STAFF IN ORDER OF STANDING

John AUSTIN	198
Gowry SIVAPATHASUNDARAM	144
Branka HALILOVIC	121



RYERSON UNIVERSITY
BOARD OF GOVERNORS' ELECTION RESULTS
Friday, March 6, 2015

VOTING PERCENTAGES

STUDENTS

Total eligible to vote: **37,217**

Total Students who voted (this includes declined votes): **1,935**

Percentage of eligible voters who voted: **5.2%**

TEACHING FACULTY

Total eligible to vote: **823**

Total Teaching Faculty who voted (this includes declined votes): **321**

Percentage of eligible voters who voted: **39%**

ADMINISTRATIVE STAFF

Total eligible to vote: **1,371**

Total Administrative Staff who voted: (this includes declined votes): **469**

Percentage of eligible voters who voted: **34.2%**

APPOINTMENTS

- *Tom Anselmi*, sports industry executive including fifteen years as President and Chief Operating Officer of Maple Leaf Sports and Entertainment (MLSE) overseeing the Toronto Maple Leafs, the Toronto Raptors, the Toronto FC and the Toronto Marlies, has been appointed a Distinguished visiting professor in the Ted Rogers School of Management.
- *Olivia Chow*, former Member of Parliament and City of Toronto councillor, best-selling author, city-builder and well-known public advocate for universal childcare, early learning, youth leadership and engagement, sustainable public transit, and refugee and immigrant rights has been appointed a distinguished visiting professor in the Faculty of Arts.
- *Marci Ien*, co-host of CTV's Canada AM, award-winning journalist with a career spanning three decades covering major national and international events and newsmakers, community supporter and youth mentor, has been appointed a distinguished visiting professor in the RTA School of Media in the Faculty of Communication & Design.
- *Jeff Melanson*, President & CEO of the Toronto Symphony Orchestra, formerly President of the Banff Centre, Executive Director of The National Ballet School, and Dean, Community School at The Royal Conservatory of Music, has been appointed a Distinguished visiting professor in the Faculty of Communication & Design's School of Creative Industries.

ACADEMIC DEVELOPMENT

- **Smart Grid Lab** – On March 4th Ryerson welcomed the Hon. Bob Chiarelli, Minister of Energy, and representatives from Schneider Electric, PowerStream, and Ontario's Independent Electricity System Operator (IESO) for the launch of the Schneider Electric Smart Grid Lab (SESG) at the Centre for Urban Energy. The SESG lab is funded in part by the Ontario Smart Grid Fund, and is Canada's first university-based smart grid laboratory. Equipped with the latest core infrastructure supporting leading-edge research and development, the SESG lab will provide opportunities for experiential student learning, collaborative industrial research and testing of new processes and products, employee training on new systems, and hands-on experience for the next generation of smart grid engineers, scientists, planners and operators in a real-world environment. PowerStream is the first utility to use the SESG Lab to test its system under different renewable energy scenarios, and proposals are also being sought from utilities working on the design of advanced applications. The CUE is pleased to welcome three Independent Electricity System Operator (IESO) research fellows: Jessie Ma (Distinguished Research Fellow) will combine her experience in engineering, public administration and the electricity sector to investigate the integrated delivery of electricity, gas and water conservation; Bob Singh

(Distinguished Research Fellow) will explore how distribution systems respond to unprecedented levels of change, and study cost-effective solutions; and Ryerson PhD graduate Reza Ghaffari (Visiting Research Fellow) will research challenges facing Ontario's electricity sector.

- **Jack Layton School** – Launched last summer with a program for youth in unions and NGOs, from February 12-17th the Jack Layton School for Youth Leadership offered the first program designed especially for students, with more than 40 Ryerson students participating. Conducted by Myer Siemiatycki, the first Jack Layton Chair, the program aims to strengthen students' understanding, skills and networking around social justice and values, including issues such as aboriginal rights, LGBTQ, income inequality, and others – reflecting Jack Layton's leadership in civic participation and youth engagement in politics. The program presented a wide range of speakers, including Faculty of Arts Distinguished visiting professor Olivia Chow, and was unique in tailoring discussions to the input gathered as part of the application process, in which students were asked to identify their areas of interest. Response to the program was very high, with plans now being made to offer both a fall and winter study break session in future.
- **Minor in Social Innovation** – At its meeting of March 3rd, Senate approved a new minor in social innovation in the Faculty of Community Services. With the aim of preparing students for a complex, interdependent global society, the minor will encourage young people across all disciplines to see themselves as agents of change, and empower them to recognize the ways they can make a difference in the world. The minor will require the completion of six courses – three required, three electives – and will be open to students from all faculties in the second year of their academic program beginning in fall 2016.
- **BA in Language and Intercultural Relations** – At its January 27th meeting, Senate approved the Bachelor of Arts in Language and Intercultural Relations, the first program of its kind in Canada. Offered by the Department of Languages, Literatures and Cultures in the Faculty of Arts, unlike traditional language programs the Ryerson BA will combine language skills with culture, communication, negotiation, and professional practice such as management or international business to give students the linguistic and cultural competence, and the leadership skills, required to enter the global workforce. Students will have the opportunity to develop advanced competence in three most widely spoken languages in the world – English, French and Spanish – as well as cultural and experiential learning opportunities.
- **Constituency Office Project** – Senior undergraduate students in the Department of Politics and Public Administration are being given the opportunity in the winter term to participate in an experiential course involving 80 hours of work in a constituency office. First offered in 2013, the credit course is designed to provide a lived political experience to supplement classroom knowledge, with students working with MPs and MPPs from across the GTA and the political spectrum. Students gain insight into the work of a Member of Parliament, the riding and its people, and associated day-to-day tasks ranging from assisting MPs and constituency office workers at meetings to photocopying, event planning, answering phones, and outreach case work. The program helps students see how government relates

directly to their lives, and also seeks to build a bridge between academia and the job market for students in related programs.

CONGRATULATIONS

- Jean-Paul Boudreau, Dean of the Faculty of Arts, has been elected a Fellow of the Canadian Psychological Association for distinguished contributions to the discipline of psychology, academic and administrative leadership, and exceptional sustained service to professional publications and organizations.
- Rafik Loutfy, Director of Engineering Innovation and Entrepreneurship (EIE) and FEAS Innovator-in-Residence, was named “Canadian Arab to Watch in 2015” by the Canadian Arab Institute, for international accomplishments in research and innovation, corporate leadership, and mentoring students on their academic and entrepreneurial journeys.
- Kamal Al-Solaylee, Journalism, is among the authors in Canada Reads 2015, CBC's annual battle of the books. His memoir *Intolerable* is going up against *The Inconvenient Indian* by Thomas King, *When Everything Feels Like the Movies* by Raziel Reid, *And the Birds Rained Down* by Jocelyne Saucier, and *Ru* by Kim Thúy. Panelists debating the merits of the books have been tasked with choosing “the one book to break barriers” among a selection “offering remarkable diversity,” with one book voted off each week until only one remains.
- Ron Babin, Ted Rogers School of Information Technology Management, was awarded 2015 Member of the Year by the International Association of Outsourcing Professionals (IAOP) for his contributions as Co-Chair of the global organization's Canada chapter, academic and committee leadership, and co-authoring IAOP's *Outsourcing Professionals' Guide to Corporate Responsibility*.
- Teriano Lesancha (Social Work '12) was named 2015 Young Woman of Distinction by YWCA Toronto as a champion whose leadership has created opportunities that improve the lives of women and girls in the world. The first Maasai woman to graduate from her village, Ryerson hosted a special university convocation for her in Loodariak, inspiring elders to begin supporting education for girls. Teriano's initiatives include the Loodariak Ekiteng (Cow) Youth Education Fund, with over 150 scholarships awarded to girls thus far; the SupaMaasai Women's Beadwork Cooperative; and the Masaai Girls for Education Project, with a long term vision to construct the first ever Loodariak Maasai Girls Secondary School.
- Virginia Ludy (Bachelor of Applied Arts Geography & Environmental Studies '85) has been appointed the first female general manager of the Canadian National Exhibition (CNE), recognizing a 30-year career and a leadership role in designing the new CNE strategic plan. The CNE partners with Ryerson in offering students in the Thrill Lab (Tools for Holistic Ride Inspection Learning and Leadership) led by Kathryn Woodcock experiential opportunities for research and learning with ‘behind the scenes’ access to the fair each year.
- Lysanne Louter (Journalism'04) won a Canadian Screen Award in the ‘Best News or Information Program’ category as part of CBC's *fifth estate* team, for the compelling documentary *Made in Bangladesh* – following up the International Emmy previously

awarded for the same program, investigating the tragic factory collapses and deplorable working conditions in the garment industry making Canadian clothes in Bangladesh.

- Carolyn Ferns (BA'04, MA '09 Early Childhood Studies), head of the Ontario Coalition for Better Child Care, is among the Toronto Star's Top Ten to Watch in 2015, for sustained advocacy promoting more spaces for families in licensed non-profit affordable child care in the province, and for championing child care as an issue of importance to us all.
- Teams from the Ted Rogers School of Management achieved competitive success at recent events in Canada and the U.S. among strong fields of leading business schools:
 - At the Rotman Net Impact Corporate Social Responsibility (CSR) Case Competition on January 31st, Ryerson MBA teams owned the podium placing 1st (Seth Sobel, Alison Saretsky, Henrique Hon, Peter Nogalo), 2nd (Ilia Maor, Krysten Connely, Megan Young, Jonathan Menchella) and 3rd (Sush Saini, Eva Wong and Matthew Glezos) in a sweep unprecedented in the history of the event. Teams from six universities were given six days to put together a marketing plan for GM Chevrolet to recast itself as a car maker with an environmental conscience.
 - At the 2015 Society for American Baseball Research (SABR) Diamond Dollars case competition in Arizona, MBA students Jesse Berger, D'arcy Mulligan and Michael Rowden won 2nd Place in the Graduate and Professional Division, only the third Canadian team to compete and the first to place, prevailing over teams from eight U.S. graduate business schools including Stanford University, Carnegie-Mellon University, and former champions University of Chicago and Pepperdine University.
 - At the Haskayne 24 Hour Case Competition hosted by the University of Calgary, the Ryerson MBA team of Krysten Connely, Ilia Maor, Bradley Markis and Megan Young won 2nd Place for their strategy addressing the challenge of affordable housing in the Calgary area, with the format giving teams exactly 24 hours from the moment the case is handed out to analyze, research, prepare a slide deck, practice and present.
 - At the Enactus Canada Regional Expositions March 8-9th in Mississauga, Enactus Ryerson competed strongly in the Capital One Financial Literacy Challenge and the TD Entrepreneurship Challenge, with the Scotiabank EcoLiving Green Challenge team placing 3rd and moving on to the Enactus National Exposition on May 11-13th.
- A team of Master of Arts in Public Policy and Administration students (Sana Adi, Goran Arsenovic, Keren Gottfried, Davoud Sarfaraz) came second in their division at the 4th Annual National Public Administration Case Study Competition held at Dalhousie University on February 6th, preparing and presenting a strategic plan addressing a policy challenge around Canada's growing infrastructure deficit.
- Lily Jeon and Diana Koncan (4th Yr Arch. Sci.) led the construction of *Snowcone* as part of the inaugural international Toronto Winter Stations Competition inviting artists, designers, and architects to reimagine lifeguard stations as public art, using warmth as the theme. The Ryerson student project joined four designs (2 from the UK, and one each from the USA and

Canada) chosen by the jury among 196 submissions from 36 countries. All five projects installed between Kew and Balmy Beaches are open to the public until March 20th.

- The winners of the 6th annual Danier Design Challenge, an exclusive partnership offering students at the School of Fashion a professional connection to industry, were announced on January 23rd: 1st Place winner Joobo Shim was awarded \$5,000 with his jacket joining the Danier fall 2015 line; 2nd Place (\$3,000) went to Mickelli Orbe; and 3rd Place (\$2,000) to Dimitar Dangov. This year 65 students took part in the annual challenge, designed to promote emerging talent and advance the Canadian fashion industry.
- At the annual EduStyle Awards on January 28th, RU Student Life won both Judges Choice for Best Community Driven Social Media for #RoadToRyerson, and People's Choice for Best Sub-Site of a University website; the international competition recognizes the most innovative and exciting developments in key areas of higher education web development.
- Andy Lee, Communications & Marketing Officer, Yeates School of Graduate Studies won Bronze at the 2015 Council for Advancement and Support of Education (CASE) District II Accolades Awards for "Bee-ing the Change," the Winter 2014 Ryerson University Magazine cover story about Ryerson social innovation, including a beekeeping initiative with farmers in Kenya – following up his Prix d'Excellence Silver Award for Best Writing (English) at the 2014 Canadian Council for the Advancement of Education (CCAE) Annual Conference.

2015 Ryerson Awards and Recognition

Congratulations and thanks to all recipients, nominators and committee members for dedication to advancing the university in all the areas contributing to Ryerson leadership. The 4th Annual Ryerson Awards night will be held on March 26th, 2015.

Chancellor's Award of Distinction

David Schlanger, Department of Entrepreneurship and Strategy, TRSM

President's Award of Teaching Excellence

Maureen Reed, Department of Psychology, Faculty of Arts

Provost's Experiential Teaching Award

Jennifer Lapum, Daphne Cockwell School of Nursing, Faculty of Community Services

Provost's Innovative Teaching Award

Andrew Laursen, Department of Chemistry and Biology, Faculty of Science

Provost's Interdisciplinary Teaching Award

Graham Hudson, Department of Criminology, Faculty of Arts

Sarwan Sahota Ryerson Distinguished Scholar Award

Leslie Atkinson, Department of Psychology, Faculty of Arts

Krishna Kumar, Department of Aerospace Engineering, FEAS

Collaborative Research Award

Deborah Fels, School of Information Technology Management, TRSM

Early Research Career Excellence Award

Ebrahim Bagheri, Department of Electrical & Computer Engineering, FEAS

Knowledge Mobilization & Engagement Award

Tara Collins, School of Child and Youth Care, Faculty of Community Services

Social Innovation and Action Research Award

Andrew Millward, Department of Geography & Environmental Studies, Faculty of Arts

Deans' Teaching Awards

Ahmed Abdelrahman (Shaker), Department of Civil Engineering, FEAS

Alexandra Fiocco, Department of Psychology, Faculty of Arts

Christopher Gibbs, School of Hospitality and Tourism Management, TRSM

Christopher Greene, Department of Geography & Environmental Studies, Faculty of Arts

Chul Kim, Department of Mathematics, Faculty of Science

Calvin Langton, School of Child and Youth Care, Faculty of Community Services

Andrew Laursen, Department of Chemistry and Biology, Faculty of Science

Chris MacDonald, Department of Law & Business, TRSM

Reg Noble, The G. Raymond Chang School of Continuing Education, Community Services

Jamin Pelkey, Department of Languages, Literatures and Cultures, Faculty of Arts

Lisa Taylor, School of Journalism, Faculty of Communication and Design

Scott Tsai, Department of Mechanical and Industrial Engineering, FEAS

Deans' Scholarly, Research and Creative Activity Awards

Martin Antony, Department of Psychology, Faculty of Arts

Habiba Bougherara, Department of Mechanical and Industrial Engineering, FEAS

Rachel Dodds, School of Hospitality and Tourism Management, TRSM

Alexandre Douplik, Department of Physics, Faculty of Science

Marcus Escobar-Anel, Department of Mathematics, Faculty of Science

Sari Graben, Department of Law and Business, TRSM

Sepali Guruge, Daphne Cockwell School of Nursing, Faculty of Community Services

Amina Jamal, Department of Sociology, Faculty of Arts

Jennifer Lapum, Daphne Cockwell School of Nursing, Faculty of Community Services

Raktim Mitra, School of Urban and Regional Planning, Faculty of Community Services

Sharareh Taghipour, Department of Mechanical and Industrial Engineering, FEAS

Bo Tan, Department of Aerospace Engineering, FEAS

Eric de Noronha Vaz, Department of Geography & Environmental Studies, Faculty of Arts

Yeates School of Graduate Studies Outstanding Contribution to Graduate Education Award

Costin Antonescu, Molecular Science Graduate Program, Chemistry and Biology

Martin Antony, Psychology Graduate Program, Department of Psychology, Arts

Habiba Bougherara, Mechanical & Industrial Engineering Graduate Program, FEAS

Ken Grant, MBA Program, Department of Entrepreneurship and Strategy, TRSM

Jaigris Hodson, Master of Digital Media Program and Master of Professional Communication Program, RTA School of Media, FCAD

Deans' Service Awards

Jean Bruce, School of Image Arts, Faculty of Communication and Design

Deborah Chant, School of Early Childhood Studies, Faculty of Community Services

Linying Dong, School of Information Technology Management, TRSM

Benjamin Dyson, Department of Psychology, Faculty of Arts

Candice Monson, Department of Psychology, Faculty of Arts

Kaamran Raahemifar, Department of Electrical and Computer Engineering, FEAS
Bo Tan, Department of Aerospace Engineering, FEAS
Neil Thomlinson, Department of Politics and Public Administration, Faculty of Arts
Sean Wise, Department of Entrepreneurship and Strategy, TRSM
Isaac Woungang, Department of Computer Science, Faculty of Science

Librarian Awards

Kelly Dermody, Dana Thomas, Weina Wang, Ryerson Library and Archives

Counsellor Award

Colleen Conroy-Amato, Centre for Student Development and Counselling, FEAS

President's Blue and Gold Award of Excellence

Marsha McEachrane Mikhail, Office of the Vice President, Research and Innovation
Communications team, Faculty of Arts/Marketing and Creative Services

Faculty of Arts: Monica Jako, Sharmaine McKenzie

Communications, Government and Community Engagement:

Richard English, Chris Hernandez, Janet Jardine, Cathy Parry

Master of Digital Media Program Team, Yeates School of Graduate Studies

Michael Carter, Matthew Kyan, Sonya Taccone

Alan Shepard Equity, Diversity and Inclusion Award

Lorella Di Cintio, School of Interior Design, Faculty of Communication and Design
Spanning the Gaps - The Chang School Access to Post-Secondary Education Team:

Tonisha Boyd, O'Neil Edwards, Sarah Gaikwad,

Hirma Leon, Curtis Maloley, Janice Pinto

Errol Aspevig Award for Outstanding Academic Leadership

Lamyia Amleh, Department of Civil Engineering, FEAS

Usha George, Dean, Faculty of Community Services

Linda Grayson Leadership Award

Brenda Massey-Beauregard, Interpersonal Skills Teaching Centre

Mark Patterson, Office of the Vice President, Research and Innovation

Larissa Allen Employee Experience Award

James McKay, OPSEU Local 596

Suzana Milosevic, School of Social Work, Faculty of Community Services

Make Your Mark Award

Natalya Androsova, Student Learning Support, Office of Vice-Provost Students

Dan Greenwood, Operations & Technology Services, FCAD

Monica Polo, School of Interior Design, Faculty of Communication and Design

Steven Marsden, Library and Archives

Abdullah Snobar, Digital Media Zone

Operations Support Unit, Student Records & Government Reporting, Registrar's Office:

Gloria Houghton, Sherri Murray, Ricky Szeto, Alda Toste

Ted Rogers School of Management Facilities & Special Events Team:

Khadra Abdulle, Susan Harrington, Luckshana Kugarajah, Ralston Kwan,

Rita Lingner, Alex Mihas, Farah Rodrigues

Academic Administrative Appointment

Dr. Saeed Zolfaghari, Vice Provost, Faculty Affairs

Saeed began his term as vice-provost, faculty affairs on January 1, 2015. Having been at Ryerson for over 15 years, Saeed brings to this position outstanding experience in academic administration and a deep understanding of the university's culture. As interim vice-provost, faculty affairs, since August 2014, Saeed has taken steps to enhance faculty development and engagement; ensured the inclusion of Ryerson's core values of equity, diversity and inclusion in all training and orientation sessions; and co-led contract negotiations with one of the university's bargaining units. From 2010-2014, Saeed was the provost's senior advisor on academic space planning, liaising with academic units for all of their space needs, and leading negotiations on such projects as the biomedical engineering and science research facility in the Li Ka Shing Knowledge Institute at St. Michael's Hospital. A professor in the Department of Mechanical and Industrial Engineering, Saeed joined Ryerson in 1999 from JDS Uniphase Canada Ltd. where he was a senior industrial engineer. For eight years, he was program director of Industrial Engineering where he played a key role in the areas of department administration, curriculum development, faculty and staff hiring and performance assessment, and quality assurance.

BOARD OF GOVERNORS MEETING

Date: March 30, 2015

AGENDA ITEM:

Referendum Request from the Ryerson Science Society

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: Members of the Ryerson Science Society (RSS) are seeking support from the Board to hold a referendum asking for support from Faculty of Science students to create a levy to fund the work of the Ryerson Science Society.

BACKGROUND: The student leaders from the Faculty of Science course unions have been working together for over two years developing the vision, organizational structure, constitution, and financial plans for a new student society linking students in programs within the Faculty of Science. This is a student led faculty-wide organization similar in structure and purpose to the Ryerson Engineering Student Society, the Ryerson Commerce Society and the Ryerson Communication and Design Society. With the Board's approval they plan to hold a referendum in the Fall 2015 term to create a levy that will provide sustainable funding for the new society.

(Please see attached documents for more information: memo from the Vice Provost, Students, Information page on power point presentation).

COMMUNICATIONS STRATEGY: The RSS will communicate directly with its members – Faculty of Science program students. Communication related to the referendum will follow the Board's referenda policies and procedures.

PREPARED BY:

Name: Ana Sophia Vargas Garza
Date: March 26, 2015

Name: Adrian Popescu
Date: March 26, 2015

APPROVED BY:

Name: Heather Lane- Vetere, Vice Provost, Students
Date: March 26, 2015

MEMORANDUM

March 2, 2015

To: **Members of the Ryerson University Board of Governors**
From: **Heather Lane Vetere, Vice Provost, Students**
Re: **Request to create the Ryerson Science Society**

In 2013, with the assistance of the Dean's office and a student member of the Ryerson Board of Governors, student leaders from the various course unions within the Faculty of Science established a student society for all full- time undergraduate science students. The goals of that society are to connect students across the 10 undergraduate science programs and to provide meaningful and targeted programming for all science students.

Course union leaders from Biology, Biomedical Science, Chemistry, Medical Physics, Financial Mathematics, Mathematics and its Applications and Contemporary Science, have worked to refine the vision, organizational structure, constitution, by-laws and financial plans for the student society. The Ryerson Science Society (RSS) is similar to the Ryerson Engineering Student Society (RESS) founded in 1988 and the Ryerson Commerce Society (RCS) founded in 2003 and the Ryerson Communication and Design Society (RCDS) founded in 2013. These organizations work within their faculty to address the particular co-curricular needs of their members and provide a focus and source of funding for student groups and activities.

In the 2014 winter semester a survey was conducted asking science students questions about the idea of funding the student society within the Faculty of Science. The results showed strong support. Over 300 students completed the survey and below are some of the questions asked and the % agreement with each statement.

- Would you be supportive of a science society with a mission of fostering collaboration between science programs? **92% agreed**
- Would you be supportive of a science society that will work on enhancing academic, professional and social opportunities for science students? **91% agreed**
- What do you think would be a reasonable amount to support the operation of this society? **44% agreed to a fee of \$20.00 per semester and 25% agreed to \$25.00 per semester.**

The Steering Committee includes:

- Ana Sofia Vargas Garza
- Sophia Vu
- Adrian Popescu
- Mariam Chamilova
- Zaid Dwaik
- Dexter Barrows
- Kristian Ott

- Peter Altosaar
- Dave Tenty
- Zach Greenwald
- Sagivan Srikantha
- Burak Gurbuzer
- Sujeev Sithamparanathan
- David Lau
- Kirsten Cardinell
- Hina Elahi
- Robby Earl
- David Lau
- Shaheen Yacoub

These students have the full support of the Dean of the Faculty of Science in this venture.

The Ryerson Science Society Mandate

The Ryerson Science Society (RSS) is a student-led society that represents all full-time undergraduate students within the Faculty of Science (FOS) at Ryerson University. The RSS mandate is to effectively represent Ryerson University's Science Undergraduate Students, by fostering a strong sense of community between students in different science programs through social engagement and providing the opportunity for academic and professional collaboration.

Next Steps

The RSS is seeking support from the board to hold a referendum asking for support from Faculty of Science students to create a levy to fund the new society. If approved the referendum would be held in September 2015. If the referendum is successful the fee would begin in Fall 2016.

Proposed Referendum Question:

Do you agree to the creation of a fee of \$22.50 per semester to be paid by all students enrolled in a full-time FOS program, starting in September 2016 and increased for inflation annually by the CPI of Toronto, to fund the operation of the Ryerson Science Society?

Yes

No

RYERSON SCIENCE SOCIETY

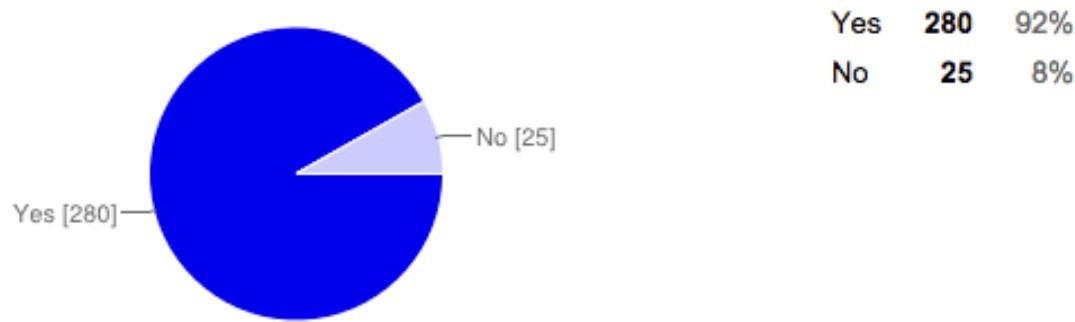
FORMING BONDS

OUR MANDATE

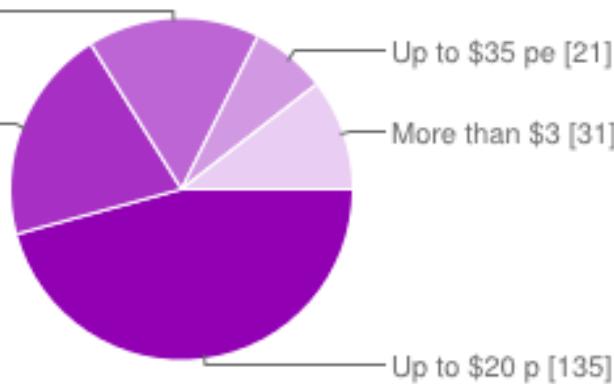
To effectively represent Ryerson University's Science Undergraduate Students, by fostering a strong sense of community between students in different science programs through social engagement and providing opportunity for academic and professional collaboration.

STUDENT SUPPORT

- 305 responses which is 17% of science students with a proportional representation from all departments within the FOS.
- 92 % in favour of the creation of a Science Society.
- Full support from all Science Course Unions.
- Full support from the Dean's Office.



WHAT DO YOU THINK WOULD BE A REASONABLE AMOUNT TO SUPPORT THE OPERATION OF THIS SOCIETY?



Up to \$20 per semester	135	44%
Up to \$25 per semester	60	20%
Up to \$30 per semester	48	16%
Up to \$35 per semester	21	7%
More than \$35 per semester	31	10%

ALLOCATION OF FUNDS

- Funding for Course Unions, student initiatives and student groups
- Science Student Endowment Fund
- RSS Research Scholarship
- KHE 223 'Science Multipurpose Room (Maintenance of room)
- Ontario Science Students' Association Events and Conferences
- Cross Disciplinary Case Competitions
- Alumni Nights, Grad Students talks, Professor seminars
- Annual Science Conference
- Science Rendezvous
- Week long Orientation
- Participation in outreach event with High Schools

BENEFITS

- Connect programs within the Faculty of Science
- Bring interdisciplinary activities and collaborate with students in the different Faculties in Ryerson University
- Work with students in different science programs across Ontario through the Ontario Science Students' Association
- Provide research opportunities and funding for Science Students
- Provide professional development opportunities
- Support outreach efforts for upcoming/potential students

REFERENDUM QUESTION

“Do you agree to the creation of a fee of \$22.50 per semester to be paid by all students enrolled in a full-time FOS program, starting in September 2016 and increased for inflation annually by the CPI of Toronto, to fund the operation of the Ryerson Science Society?”

THANK YOU

To : Dr. Heather Lane - Vetere, Tony Conte, Dr. Imogen Coe, Dr. Marcus Santos, Steering Committee Members, Sandra Solomon, Virginia Clark, Stephen Kassim, Tyler Webb, Cormac McGee, Ashisha Persaud, Urooj Siddiqui, Miri Makin, members of the Board of Governors and all science and Ryerson Students that have supported and participated.

DRAFT RESOLUTION

RE: STUDENT REFERENDUM REQUEST – FACULTY OF SCIENCE

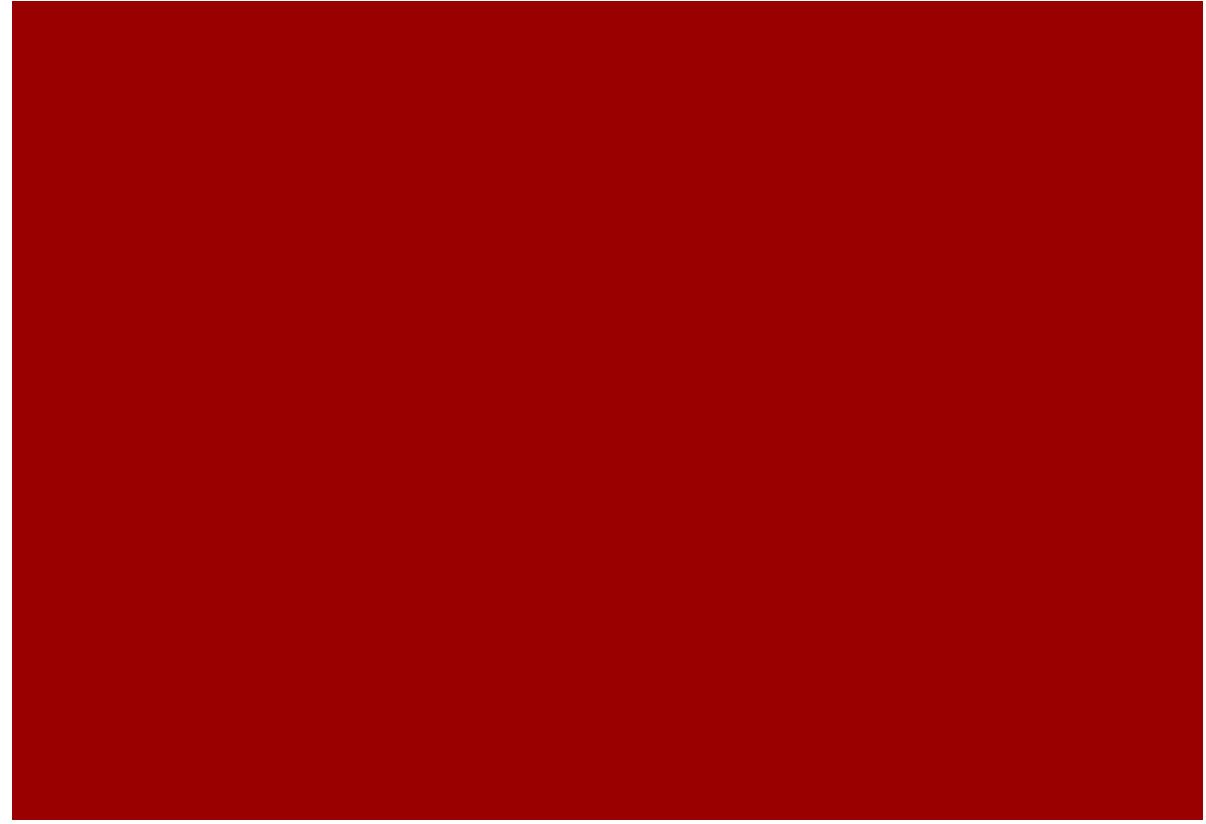
BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst Faculty of Science students enrolled in full-time programs, to seek approval for the creation of a fee of \$22.50 per semester, starting in September 2016, to be paid by all students enrolled in a full-time Faculty of Science program, to fund the creation and operation of the Ryerson Science Society.

THAT the compulsory fee be adjusted to provide for any increase according to the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Provost and Vice President Academic.

March 30, 2015



Tuition Fees Context

Ryerson, Ontario and the case for a General Freeze
on Tuition Fees



Agenda

- The Ontario Context
- The case for universal assistance
- What Ryerson can do

The Context in Ontario

- Lowest per student funding in Canada
- Hold over 9 billion dollars in student debt
- Highest tuition fees in Canada

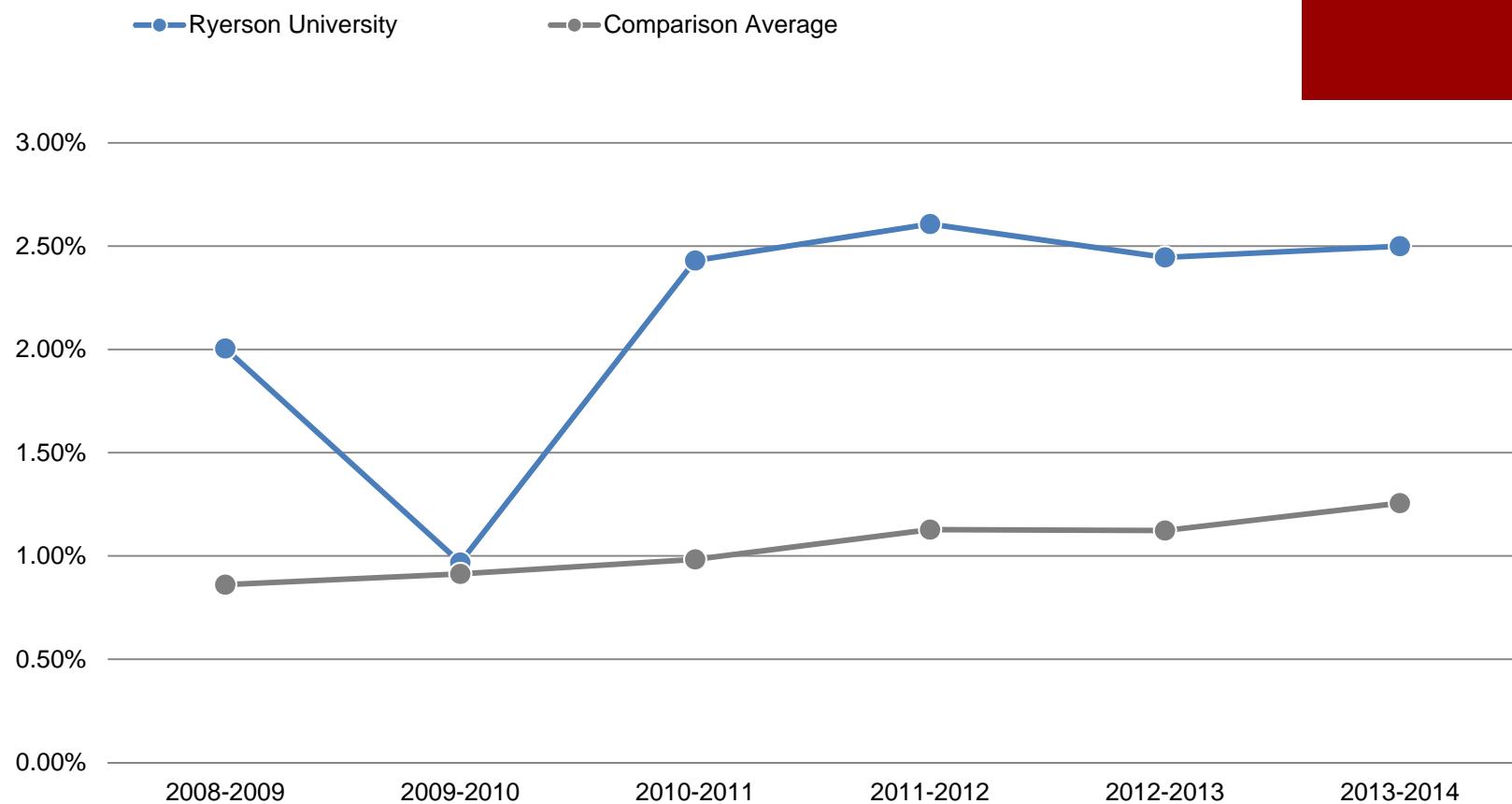
The Case for Universal Assistance

- Vs. Net Tuition
- Vs. Targeted Grants
- Vs. Student Loans

What Ryerson can do

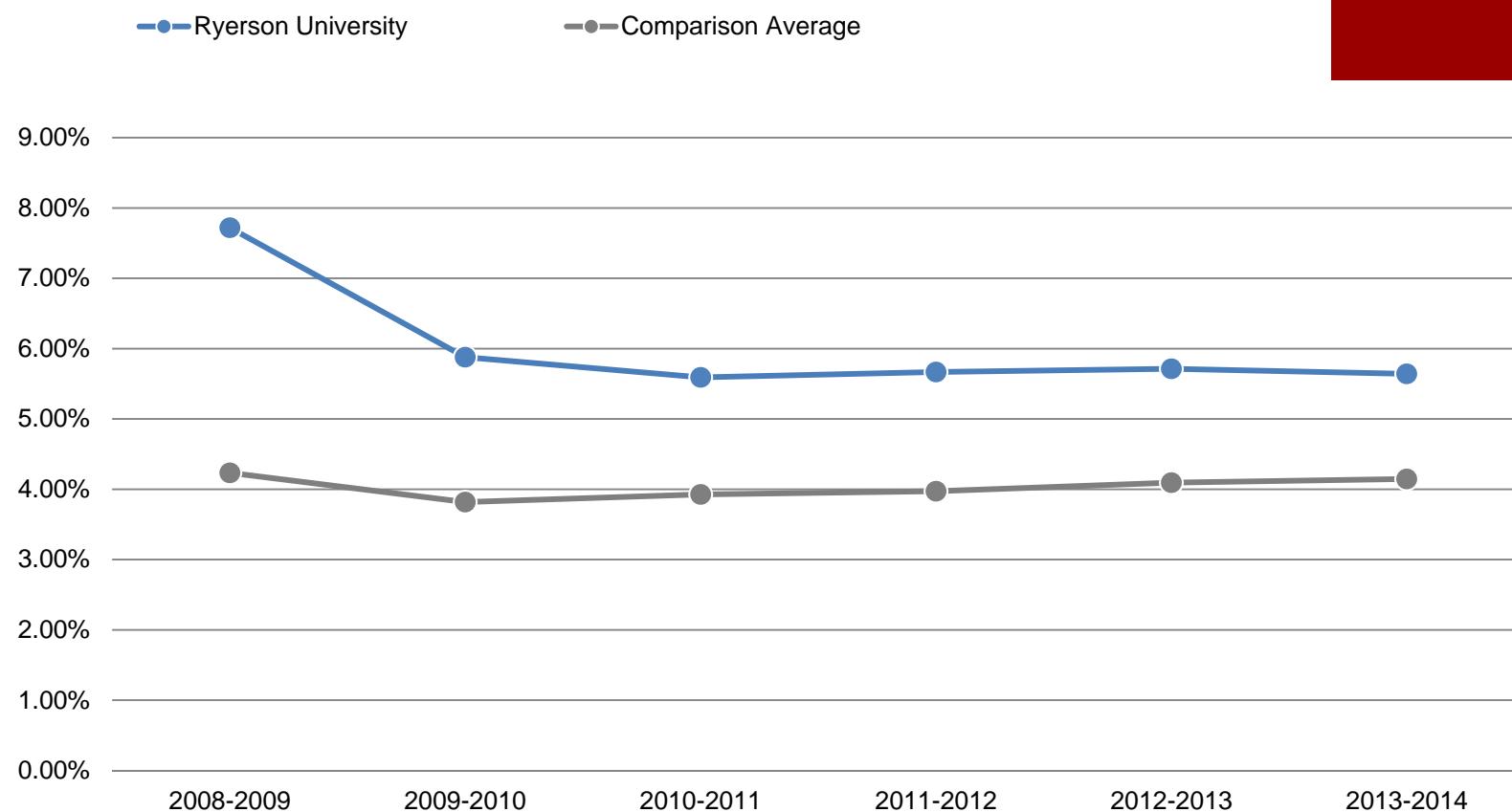
- Use surpluses and savings identified in the Ryerson Alternative Budget to:
 - Reduce bloated management structure to the comparison group average (\$7 million)
 - Reduce consulting and professional fees to the comparison group average (\$5.7 million)
 - Reduce Administrative spending to the comparison group average. (\$4 million)
- Join with the RSU and CESAR and provincial and national student organizations to lobby for more funding for Post- Secondary Education

Figure 3. Percentage of Expenses Spent on Professional Fees



Source: Council of Ontario Finance Officers

Figure 1. Percentage of Expenses Spent on Administration & General Expenses



Source: Council of Ontario Finance Officers

Table 4. Students per Sunshine List Manager or Supervisor

	2012	2013
Ryerson	151	135
Comparison Group Average	199	170

BOARD OF GOVERNORS MEETING
March 30, 2015

AGENDA ITEM: 2015-16 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 is required at this time.

SUMMARY: As background information for the 2015-16 Budget, the accompanying document includes a review of the external environment as it relates to Ontario universities, information on enrolment at Ryerson, and an overview of budget planning principles.

BACKGROUND: The external economic environment will have a significant impact on the University's 2015-16 budget. As part of the context for setting the University budget, a review of major revenue and policy issues affecting Ontario universities, along with their specific impact on Ryerson, is presented.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Name Paul Stenton
Date February 12, 2015

2015-16 Ryerson University Budget: Environmental Scan, Student Enrolment and Budget Principles

1. ENVIRONMENTAL SCAN

Issue	Ryerson Response
A. Major Revenue Issues	
<p>1. Government funding constraint: <i>Basic Operating Grants:</i> 1% cut to basic operating grants occurred in 2013-14 with an additional 1% cut in 2014-15. It is unknown whether there will be a change in grants for 2015-16.</p> <p><i>Undergraduate Growth Funding:</i> In 2014-15, undergraduate enrolment across the system was less than projected by Government, and will be fully funded. It is anticipated that funds for undergraduate enrolment growth will be available in 2015-16.</p> <p><i>Graduate Growth Funding:</i> In the Strategic Mandate Agreements province-wide, the Government allocated an additional 2,866 master's and 319 doctoral spaces over a three year period beginning in 2014-15.</p>	<p>Ryerson's budget planning takes into account funding for planned undergraduate enrolment growth and additional graduate spaces.</p> <p>In 2014-15, Ryerson received an additional 45 funded master's spaces and 121 funded doctoral spaces over 2013-14 levels. In 2015-16, Ryerson will receive an additional 51 master's spaces and 12 doctoral spaces.</p> <p>Because the University's actual graduate enrolment has exceeded the number of funded spaces, the increase in new enrolment that will be funded is:</p> <ul style="list-style-type: none"> • Master's: 76 spaces over 2013-14 and 41 spaces over 2014-15 actual levels • Doctoral: 4 spaces below 2013-14 and 2 spaces over 2014-15 actual levels
<p>2. Demographic Projections: The projected Ontario population aged 18 to 21 years is in decline and will continue to fall until 2021 (Fig 1a). The decline will be less severe in the GTA than in the rest of the Ontario.</p> <p>While the population is expected to increase after 2020, it will meet or surpass current (2014) levels only in the GTA by 2023, and it is expected to remain below 2014 levels for the rest of the province.</p> <p>As a result of increasing participation rates, demand for university education in the GTA is not projected to decline significantly (Figure 1b).</p>	<p>Ryerson undertook a strategy of increasing enrolment while demand was high and Government funding for enrolment growth was available. This strategy has been successful, with enrolment growth of approximately 6,000 FTE students beyond 2010-11 levels.</p> <p>Funds accumulated during the growth period will be used to support University activities during the period of softening enrolment demand.</p> <p>From 2014 to 2020, the University's enrolment will plateau.</p>
<p>3. Tuition 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 students in graduate programs and undergraduate business, engineering, architecture and computer science can increase by 5% (the limit for students entering Ryerson in these programs in 2012-13 or earlier is 4%).</p>	<p>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.</p>
<p>4. Government deficit: \$12.5 billion deficit projected for 2014-15 (November 17, 2014). Provincial budget is to be balanced by 2017-18.</p>	<p>Given the Provincial deficit, Ryerson does not expect year-end grants beyond final allocations for enrolment growth.</p>

Issue	Ryerson Response
<p>B. Major Policy Issues</p> <p>1. Strategic Mandate Agreements:</p> <p>In April 2014, Ryerson signed its Strategic Mandate Agreement with Government. This agreement outlined areas of differentiation for each university and college in the province, as well as program areas for growth and graduate enrolment allocations.</p> <p>Components of differentiation identified by Government and associated institutional strengths for Ryerson include:</p> <ul style="list-style-type: none"> • Jobs, Innovation and Economic Development: Meeting societal need and labour market demand through an emphasis on professional accreditation, experiential learning, and connections to industry and community. Entrepreneurial innovation zones are a key component of this strength. • Program Offerings: Ryerson has a unique array of professional and career-related programs. • Teaching and Learning: Ryerson focuses on experiential, adult, and online learning as well as innovative curriculum design. • Student Population: Ryerson's student population reflects Toronto's diversity. Ryerson is committed to access and support for underrepresented groups (first generation, Aboriginal, persons with disabilities, internationally educated professionals). • Research and Graduate Education: Ryerson offers a unique mix of professional and research-based graduate programs. Ryerson's graduate programs are concentrated in career-focused areas of study. • Institutional Collaboration to Support Student Mobility: Ryerson is a major recipient of transfer students. 	<p>Ryerson's vision, as set out in the SMA is:</p> <p><i>Ryerson University will be a comprehensive innovation university, recognized as a national leader in high-quality professional and career-related bachelor, masters, 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.</i></p> <p><i>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.</i></p> <p>Ryerson will continue its focus on programs and initiatives that are consistent with this vision.</p>

Issue	Ryerson Response
<p>2. Program Approvals Framework: In October 2014, Government announced a revised set of criteria for granting funding approval to new undergraduate and graduate programs. These include:</p> <ul style="list-style-type: none"> • Alignment with SMA • Tuition comparisons (internal and external) • No undue duplication with other institutions • Societal need, labour market demand, student demand • Experiential learning (availability of placements) • Certificates to be submitted for approval 	<p>Ryerson's rigorous internal program approvals processes already include consideration of the criteria identified by MTCU. Further, any new programs that the University submits to Government will be consistent with the Strategic Mandate Agreement.</p> <p>Given the significant overlap between the criteria already used within the University and those identified by Government, Ryerson anticipates that programs submitted will receive approval.</p>
<p>3. Capital Expansion: In 2014, the Government released a call for Major Capacity Expansion proposals aimed at the creation of new university campuses or major expansion at existing campuses. Across the province, there were 26 letters of intent (for 30 proposals) submitted in the expression of interest phase, 19 proposals submitted for the full RFP submission phase, and 13 proposals that met the requirements for full review. Ryerson's submission, which is undergoing full review, requested funding support to build 472,000 gross square feet to accommodate 6,000 additional full-time undergraduate students.</p>	<p>Ryerson is well positioned to accommodate increased enrolment with high-demand programs and a central location where public transit enables access from across the GTA. The proposed new buildings are planned to be operational in 2020-21 to coincide with projected GTA enrolment growth.</p>
<p>4. Online learning: The Ontario Online Learning Consortium (OOLC) was incorporated in November 2014 and all publicly assisted universities and colleges are members. A key activity to be undertaken by the Consortium is the development of online courses as a means of enhancing student mobility and flexibility in terms of credit transfer.</p> <p>\$4.65 million was made available by MTCU to the university sector through the Shared Online Course Fund in 2014-15. Through a competitive process, proposals were submitted for funding the development of online courses or learning modules.</p>	<p>Ryerson received \$372,000 to fund 7 online learning modules, which will be completed in September 2015. Another call for proposals is expected in late 2015 and Ryerson will make a submission for additional modules or courses.</p> <p>At the same time, Ryerson is moving forward with the development of a strategic plan related to e-learning, which will include an emphasis on high-quality blended learning in course, program and certificate offerings along with fully online courses and certificates.</p>
<p>5. Pension solvency: Government of Ontario amendments to the Pension Benefits Act create a solvency relief plan for eligible universities, giving universities time to develop a plan that ensures long term sustainability. Government has raised the possibility of pooling pension assets for investment management purposes including moving to sector-wide jointly-sponsored pension plans.</p>	<p>Ryerson's pension plan is solvent, and the University is already part of a large, pooled pension asset management plan that is administered by OMERS.</p>

<p>6. 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 few years.</p>	<p>The University is in collective bargaining with its continuing education instructors and its teaching assistants / graduate assistants. This Spring, Ryerson will be entering negotiations with the Ryerson Faculty Association.</p>
<p>7. 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, bursaries or work-study employment.</p>	<p>In 2013-14, Ryerson provided \$31.1 million in scholarships and bursaries and \$2.5 million in work-study support. Student support expenditures for 2014-15 to date (January 31, 2015) total \$28.9 million.</p>
<p>C. Ryerson University Issues</p>	
<p>1. Endowment investment income: Revenue from endowments is used to support scholarships, bursaries and faculty chairs.</p>	<p>The Board approved an annual withdrawal rate of 3.5% in 2012. Currently, the University has earnings that surpass this level for the 2014-15 fiscal year. If, however, at April 30, 2015 the return on endowment was 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.</p>

2. STUDENT ENROLMENT

Demand	<p>Early data on applications for Fall 2015 from secondary school students indicate a decline in demand across the Province as a whole. However, Ryerson secondary school applications are strong with a 2.2% increase in first choice applications and a 4.0% increase in all applications over Fall 2014 levels. The Ontario university system is down by 1.8% in first choice applications and down by 0.7% overall. 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.</p>
Undergraduate Enrolment	<p>As outlined in Table A, over the past decade, the number of undergraduate degree full-time equivalent students has increased by 66%. In 2014-15, total undergraduate enrolment is estimated to be 31,500 Full-Time Equivalent (FTE) students (Table A).</p> <p>First year intake for Fall 2015 is expected to decrease in comparison to Fall 2014 (Figure 2a and Table B). As a result of the flow-through into upper years the total undergraduate FTEs are projected to increase by 1.3% in 2015-16 over the previous year. By 2017-18, undergraduate enrolment is projected to reach 31,950 FTE students (Figure 2b and Table B).</p>
Graduate Enrolment	<p>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 almost 4% in 2015-16. In 2016-17, graduate enrolment is projected to grow to almost 2,300 FTEs (Figure 2b and Table B).</p>
International Student Enrolment	<p>After a decline in international undergraduate enrolment in the latter half of the last decade, Ryerson has experienced an increase in recent years. However, the proportion of enrolment comprised of international students is lower at Ryerson than at many other Ontario universities.</p> <p>International graduate student enrolment has increased in recent years, representing about 16% of graduate student enrolment.</p> <p>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 view to increasing the level. However, beginning in 2013-14, universities have been charged \$750 per new undergraduate</p>

	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 2015-16 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 2015-16 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

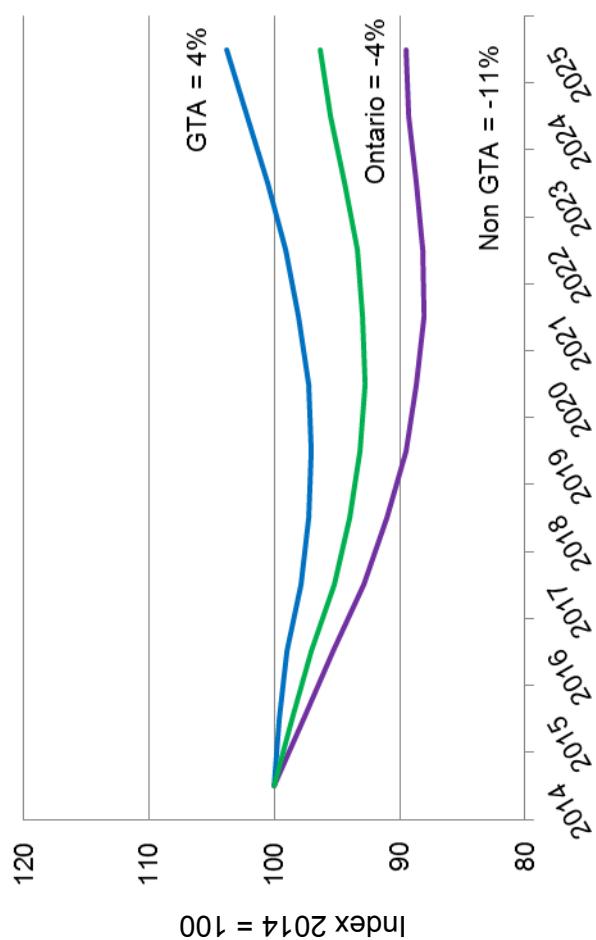
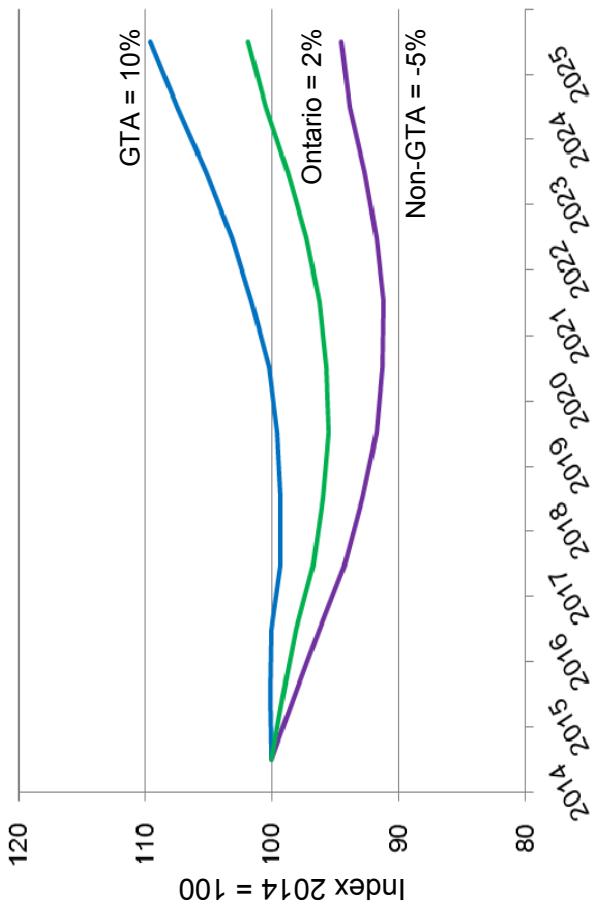


Figure 1b: Demand for University Education Projected Growth, Ontario by Region



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: 2003-04 to 2014-15

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	(estimated)	2014-15	% change 2014-15 vs 2003-04
1. Fall Headcount (Nov 1)														
Undergraduate														
a) Full-time students in Degree/Diploma programs	13,159	13,795	15,658	15,935	15,854	16,886	17,561	18,113	18,890	20,197	21,155	22,950	61%	
b) Part-time students in Degree/Diploma programs	6,009	6,557	6,623	7,002	7,610	7,603	8,013	8,550	9,111	9,005	8,954	8,750	49%	
c) CE Credit *	7,059	7,069	7,100	7,004	6,725	6,777	6,093	5,749	5,309	5,331	4,995	4,325	-29%	
d) CE Non-Credit	3,020	2,746	2,210	2,175	2,487	2,484	2,378	2,433	2,310	2,072	2,129	2,400	-30%	
Graduate														
a) Full-time students	351	470	560	758	1,210	1,542	1,632	1,893	1,956	1,997	1,988	2,050	466%	
b) Part-time students	146	160	213	325	429	424	353	366	352	370	370	370	153%	
Total Fall Headcount	29,744	30,797	32,364	33,199	34,315	35,716	36,165	37,091	37,942	38,954	39,591	40,845	33%	
2. Fiscal-Full-Time Equivalent (FFTE) Counts														
Undergraduate														
a) Degree/Diploma	16,475	17,931	19,261	19,884	20,161	21,300	22,108	23,130	24,053	25,350	27,410	29,700	66%	
b) CE Credit	3,439	2,875	2,992	2,870	2,960	2,889	2,672	2,412	2,213	2,198	2,075	1,800	-40%	
Total	19,914	20,806	22,254	22,754	23,121	24,189	24,780	25,542	26,266	27,548	29,485	31,500	48%	
Graduate (Fall Eligible ONLY FFTEs)														
	369	462	553	781	1,373	1,657	1,790	1,995	2,068	2,103	2,104	2,164	470%	
Total FFTEs	20,263	21,249	22,733	23,638	24,494	25,846	26,570	27,537	28,334	29,651	31,589	33,664	56%	
3. Continuing Education Course Registrations for CE students, PT and FT program students														
Credit CE Courses														
a) Program students	22,982	23,373	25,357	28,139	28,832	29,828	31,805	32,607	35,421	37,589	38,063	40,347	76%	
b) Credit CE students	28,215	29,067	28,222	27,987	58,050	56,819	59,919	59,097	59,890	24,469	21,969	22,806	22,596	-20%
c) Total credit	51,197	52,440	53,496	56,819	8,422	8,500	8,508	8,642	9,550	59,558	60,869	62,943	57,300	23%
Non-credit CE Courses	10,873	9,884	9,024	7,858										
4. International Students (excluding CE students)														
Undergraduate														
a) Total FFTEs (FT + PT)	489	606	663	622	641	645	579	569	591	603	709	770	45%	
b) Full-time headcount	389	464	544	519	534	473	442	451	459	459	533	600	37%	
c) Part-time headcount	136	168	181	158	177	205	162	179	201	218	250	250	84%	
Graduate														
a) Full-time headcount	26	56	76	87	122	167	170	191	240	306	325	350	1150%	
b) Part-time headcount	1	2	2	4	2	2	2	2	1	26	5	40	400%	

* Excludes FT and PT program students taking CE credit courses

Figure 2a: Actual and Projected Undergraduate Year 1 Intake

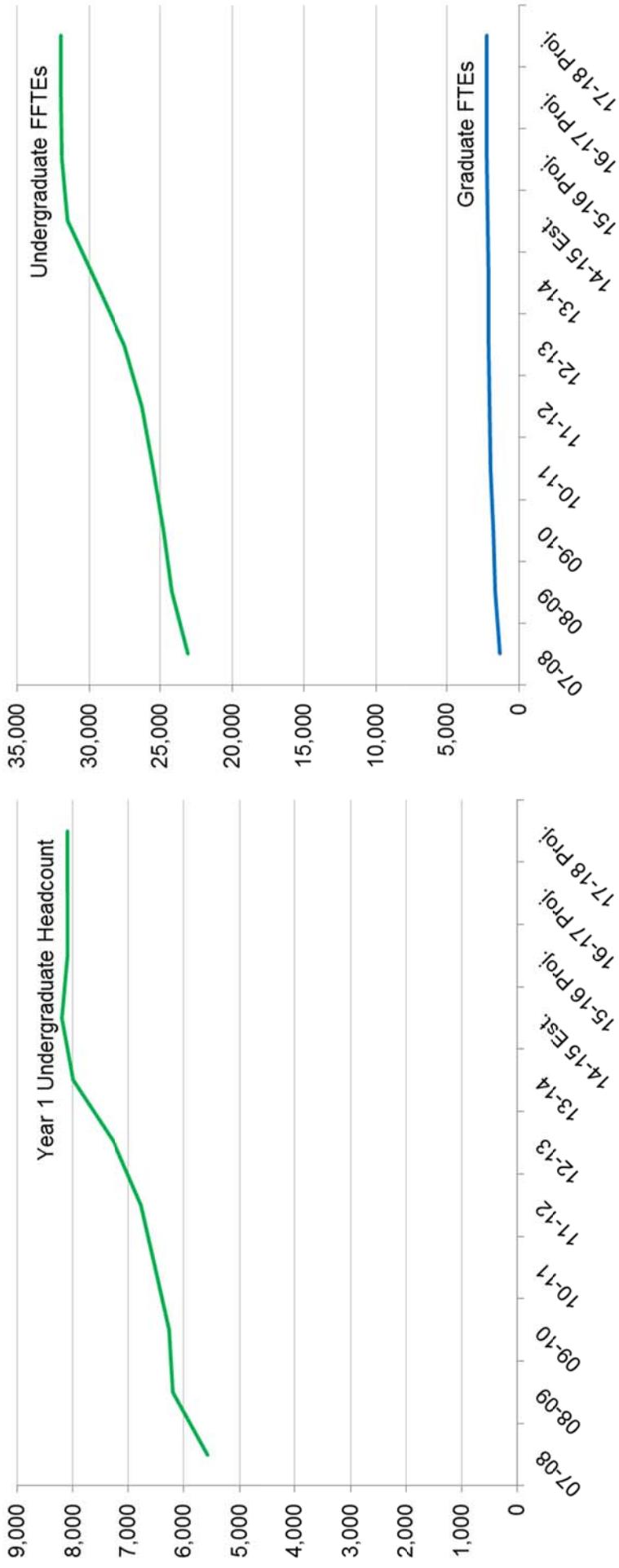


Figure 2b: Actual and Projected Undergraduate and Graduate Enrolments

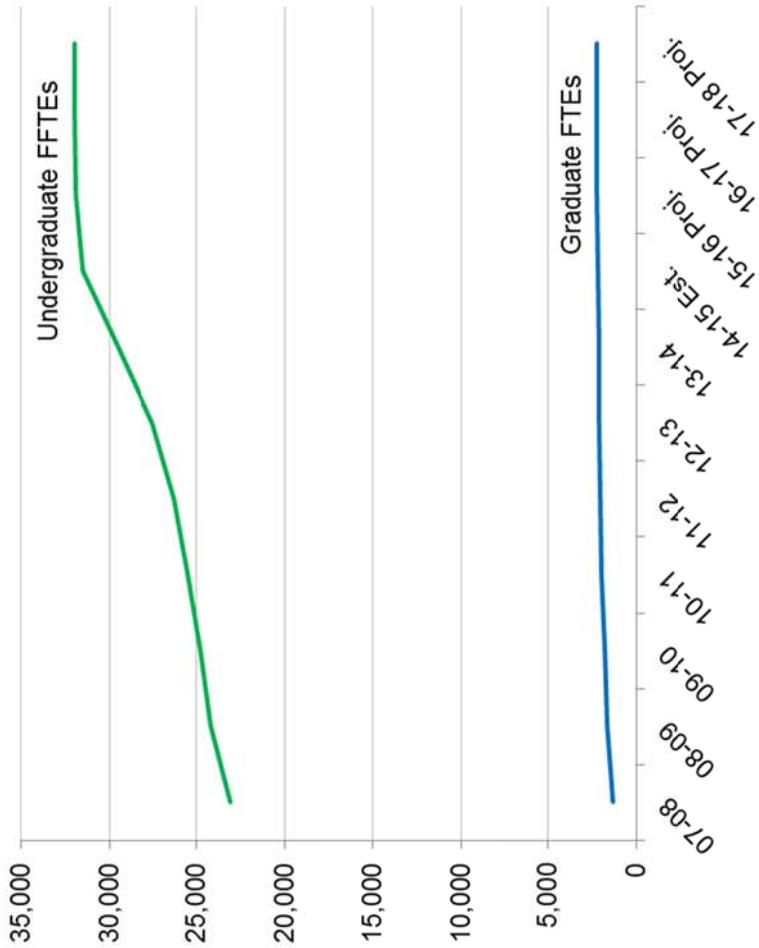


Table B
Actual and Projected Enrollments

	Undergraduate			Graduate			Year over Year Change	
	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		
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	8,007	10.2%	29,485	7.0%	2,362	0.5%	2,104	0.0%
14-15 Est.	8,194	2.3%	31,500	6.8%	2,420	2.5%	2,164	2.9%
15-16 Proj.	8,100	-1.1%	31,900	1.3%	2,485	2.7%	2,246	3.8%
16-17 Proj.	8,100	0.0%	31,950	0.2%	2,510	1.0%	2,265	0.8%
17-18 Proj.	8,100	0.0%	31,950	0.0%	2,510	0.0%	2,265	0.0%

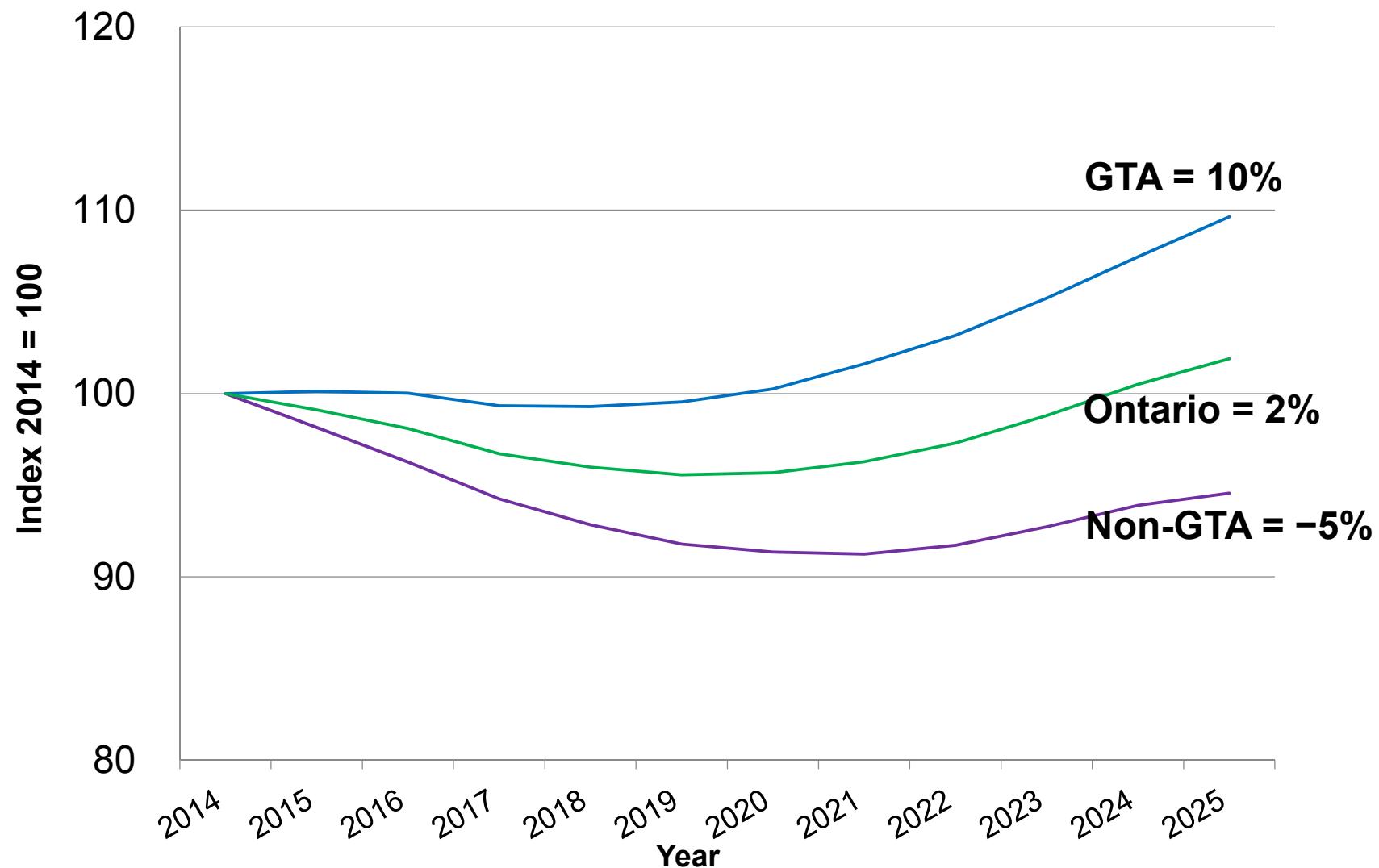
* Includes CE enrollments and Nursing Collaborative program.

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

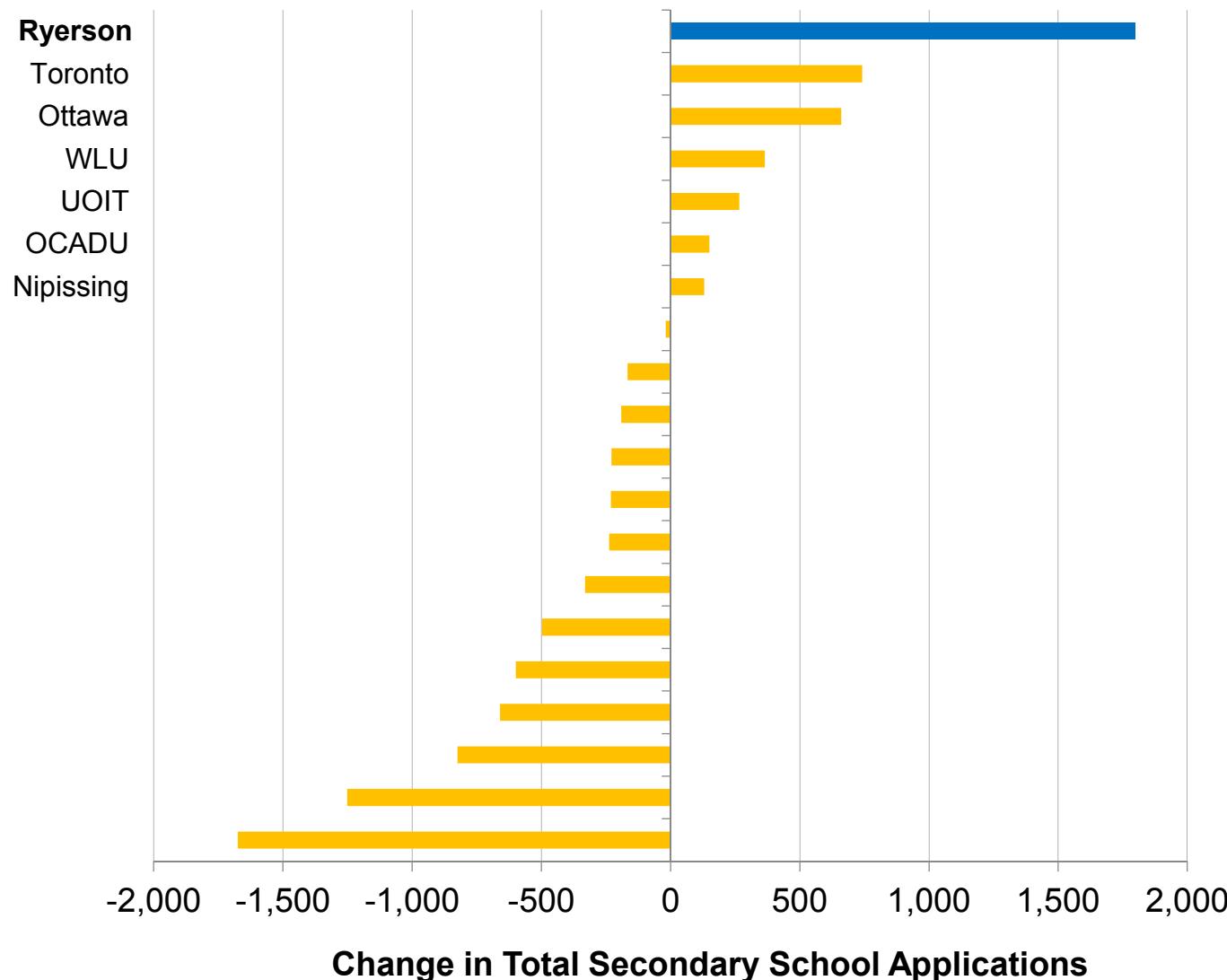
2015-16 Budget: Part One – Environmental Scan

*Board of Governors
March 30, 2015*

Demand for University Education: Projected Growth, Ontario by Region



Change in Total Secondary School Applications, Fall 2015 vs. Fall 2014



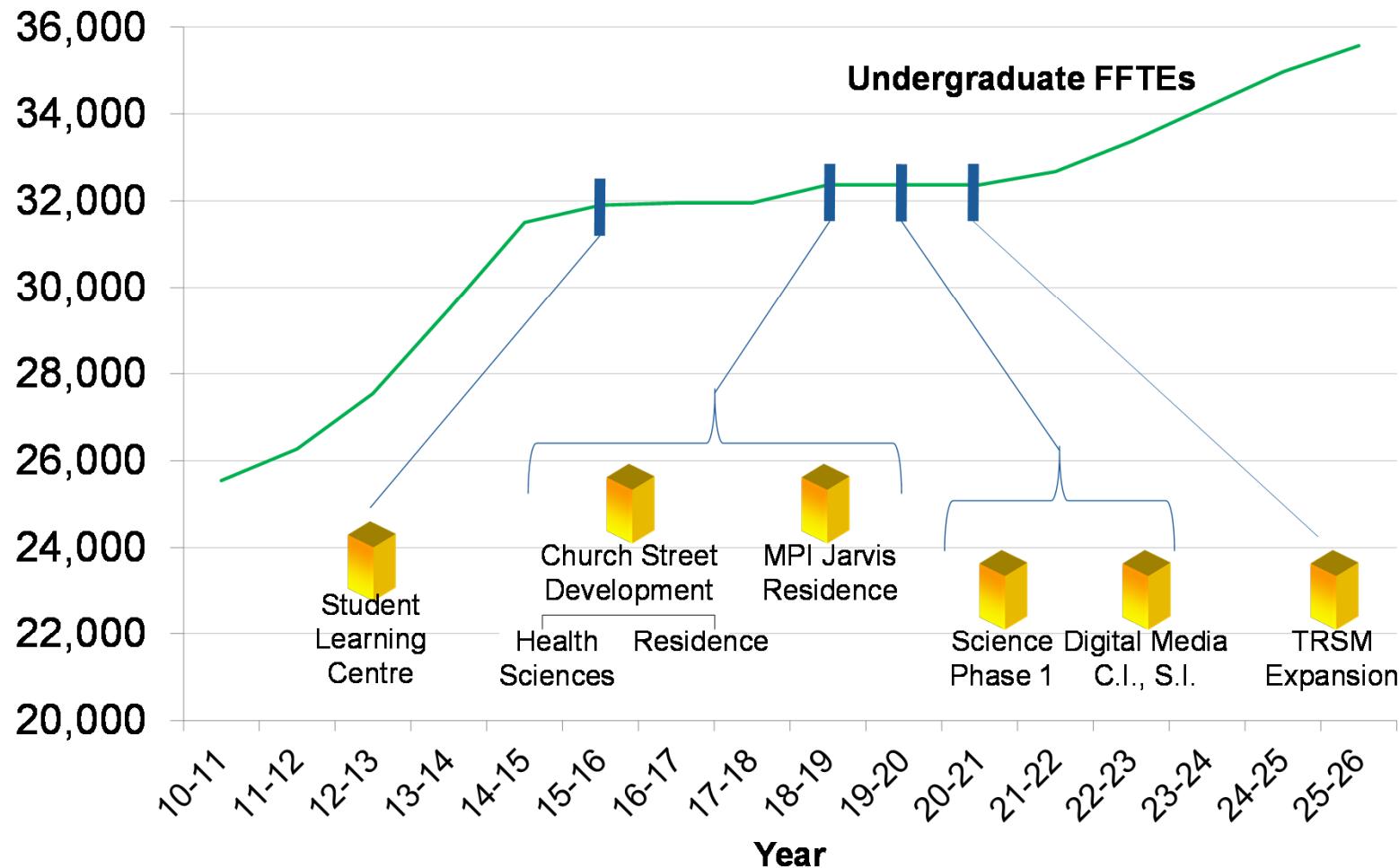
Revenue Issues for 2015-16

- **Successive reductions of Basic Operating Grants**
 - 2013-14: **-1%**
 - 2014-15: **-1%**
 - 2015-16: **?**
- **Provincial deficit: \$12.5 billion for 2014-15**
 - Government plans to eliminate deficit by 2017-18
- **Tuition fees**
 - 2015-16: 3rd year of 4-year tuition policy framework set by Government
 - 3% cap on average fee increase across institution (some variation by program)

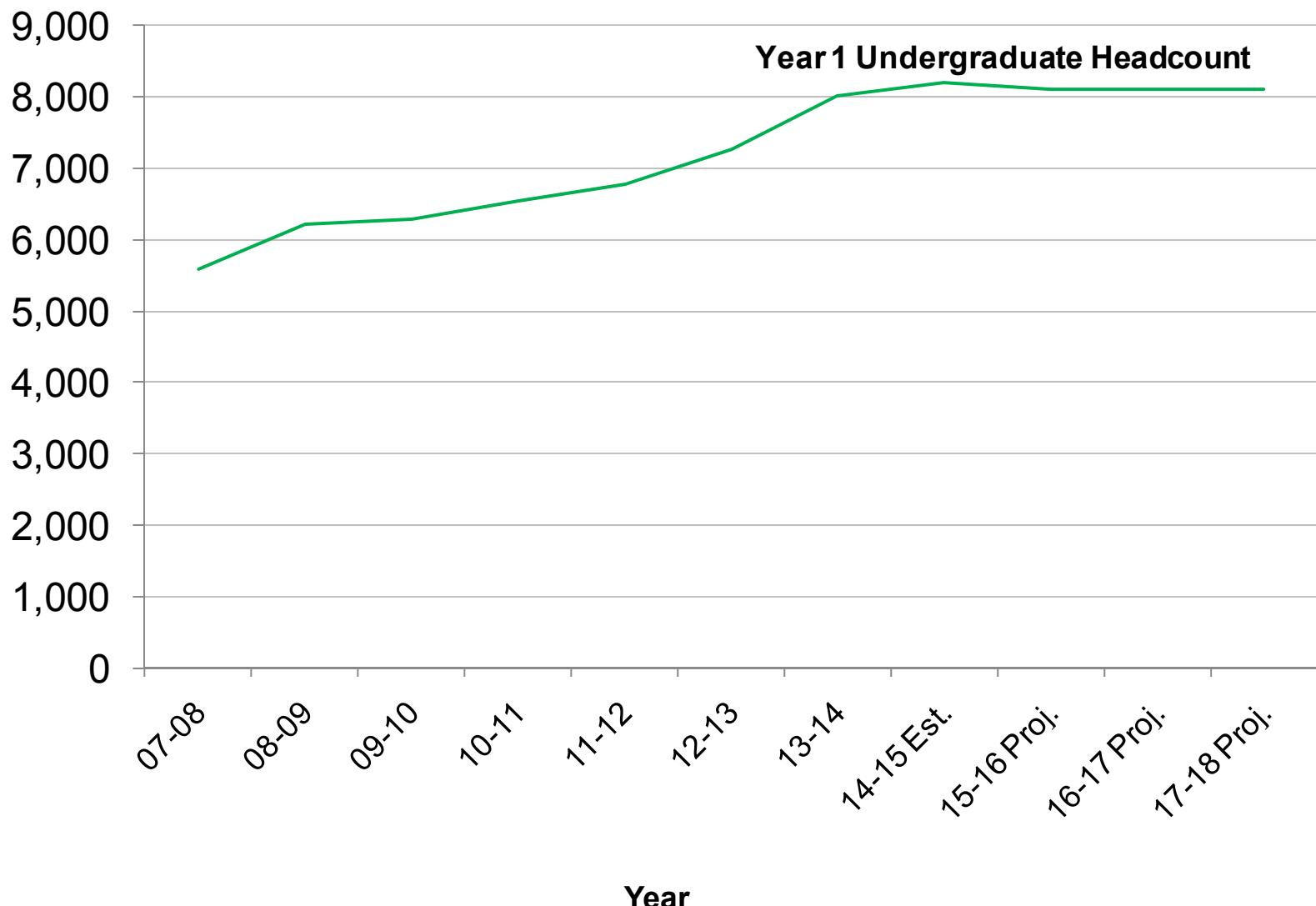
Major Capacity Expansion RFP: Ryerson

- September 2014: Ryerson submitted proposal in response to Government of Ontario RFP
- 3 projects proposed:
 - **Science and Innovation**
 - **Digital Media, Creative Industries and Social Innovation**
 - **TRSM expansion**
- Enrolment growth: +6,000 FT students by 2025-26
- Estimated cost: \$256 million

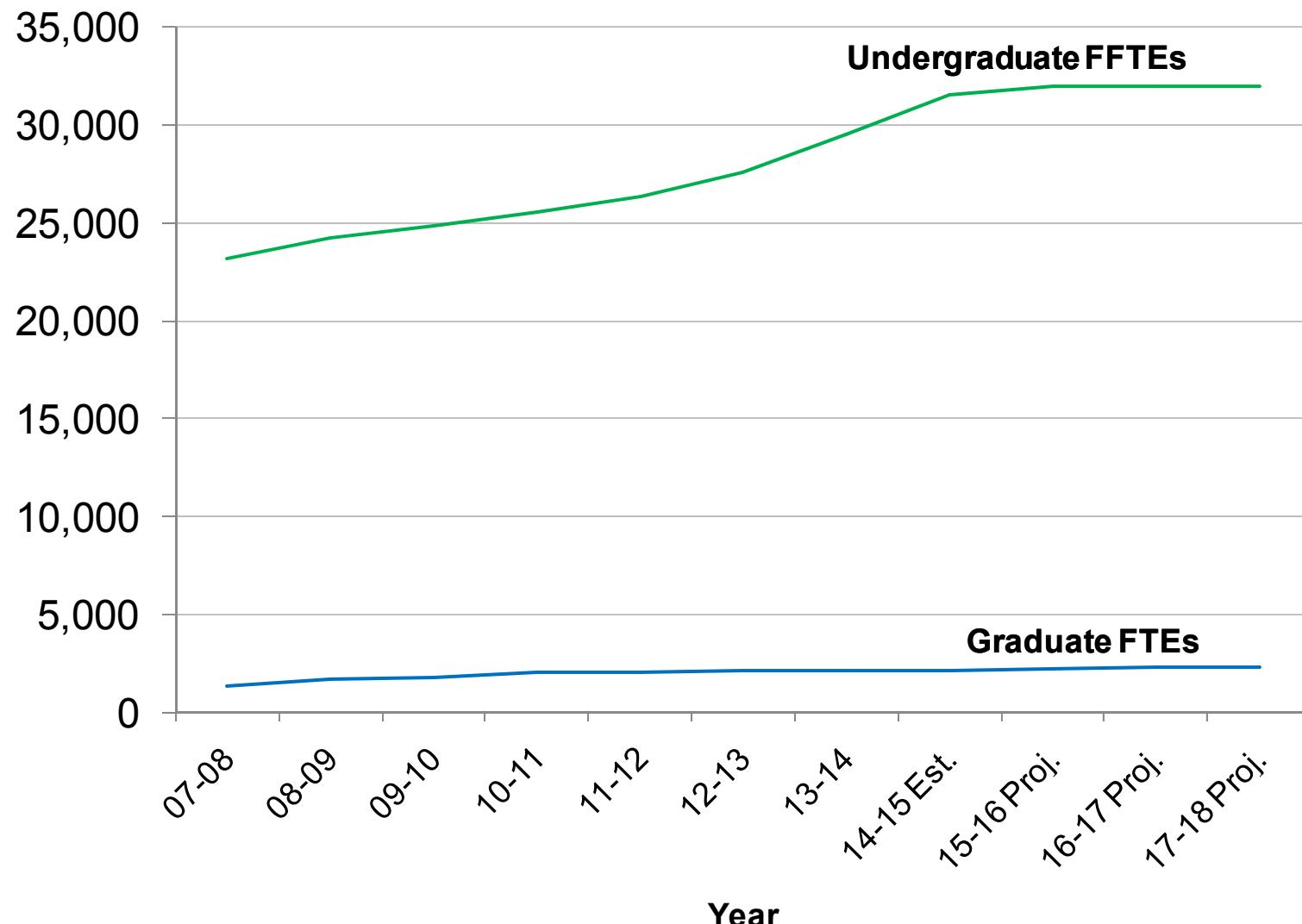
Alignment of Enrolment Growth and Capital Projects



Actual and Projected Year 1 Intake



Actual and Projected Undergraduate and Graduate Enrolment



BOARD OF GOVERNORS MEETING
March 30, 2015

AGENDA ITEM: 2015-16 Budget: Part Two – The Fees Context

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information.

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

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

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

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning
Date March 2, 2015

The Fees Context

Board Finance Committee ♦ March 24, 2015

What is the role of the Board of Governors?

Authority to Charge Fees

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

establish and collect fees and charges for tuition and for services of any kind offered by the University and collect fees and charges on behalf of any entity, organization or element of the University.
- **Government policy on fees enforced through operating grants mechanism. Fees revenue above prescribed levels is deducted from operating grants.**

Tuition Fees and Compulsory Ancillary (Non-tuition) Fees

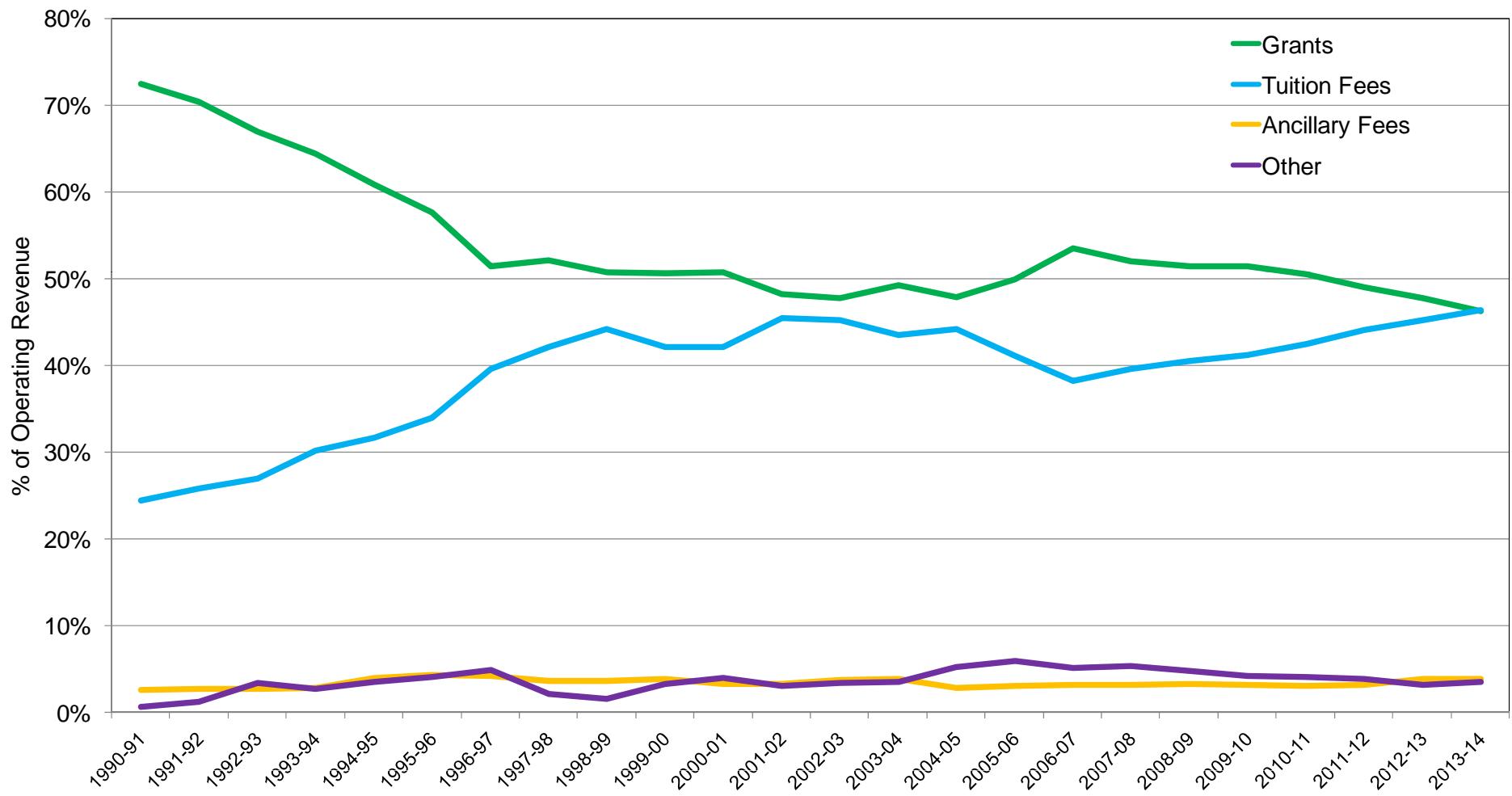
- **Tuition fees** cover a portion of operating costs and comprise two parts:
 - The **Formula Fee** or Government Standard Fee is the portion of tuition set by Government for use in the Basic grants calculation.
 - The **Discretionary Fee** is the portion set by the Board of Governors up to a Government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

Government Tuition Fee Policy

- 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% (the limit for students entering these programs in 2012-13 or earlier is 4%)

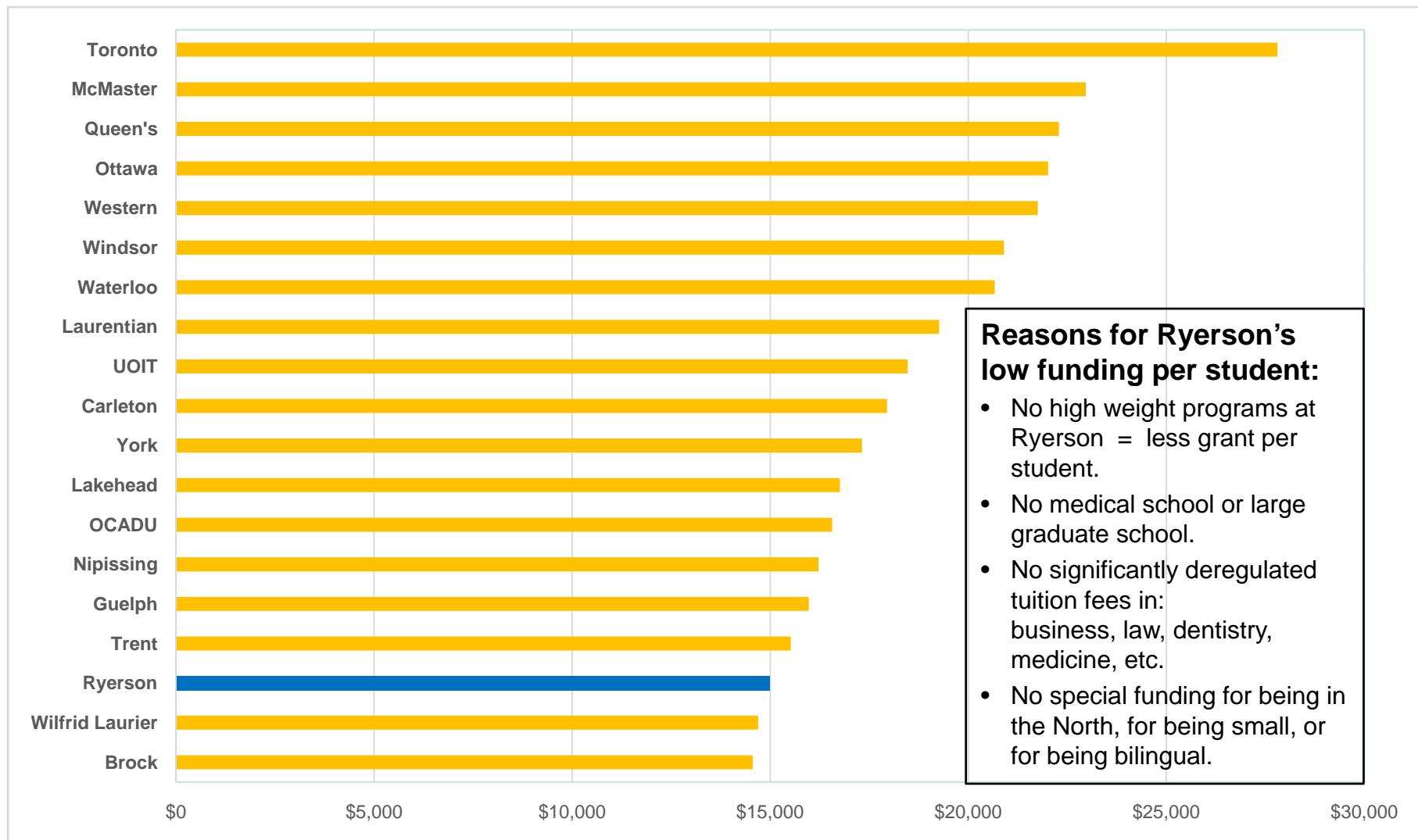
* *Architectural Science, Computer Science, Engineering, TRSM*

Components of Ryerson Operating Revenue, 1990-91 to 2013-14



Source: COFO

2013-14 Operating Revenue per Eligible FTE Student (Undergraduate and Graduate)



Reasons for Ryerson's low funding per student:

- No high weight programs at Ryerson = less grant per student.
- No medical school or large graduate school.
- No significantly deregulated tuition fees in: business, law, dentistry, medicine, etc.
- No special funding for being in the North, for being small, or for being bilingual.

Source: COFO, MTCU

How do Ryerson Fees Compare within Ontario?

Ryerson Fees Compared with Arts and Science Programs at Other Universities, 2014-15

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees ²
		Collected by and Retained by University	Collected on Behalf of Student Government		
UOIT ³	6,040	762	707	6,802	7,509
Trent	6,040	665	769	6,705	7,474
Toronto	6,040	810	430	6,850	7,280
Western	5,975	441	806	6,416	7,222
Guelph	6,022	492	646	6,514	7,160
York	6,040	603	505	6,643	7,147
Ottawa	6,010	311	756	6,321	7,078
Queen's	6,053	172	840	6,225	7,065
McMaster	5,966	476	554	6,442	6,997
Carleton	5,992	347	655	6,339	6,994
Brock	6,012	253	632	6,265	6,897
Waterloo	6,054	288	548	6,342	6,890
Lakehead	5,908	335	625	6,243	6,867
Ryerson	6,032	254	553	6,286	6,839
Windsor	5,896	416	435	6,312	6,747
Wilfrid Laurier	5,981	357	657	6,338	6,695
Nipissing	5,707	577	564	6,284	6,648
Laurentian	5,924	230	454	6,154	6,608

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op and UHIP fees.

³ Figures may not sum to totals due to rounding.

Source: COU Fee Survey, October 2014

Ryerson International Fees Compared with Arts and Science Programs at Other Universities, 2014-15

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees ²
		Collected by and Retained by University	Collected on Behalf of Student Government		
Toronto	35,280	810	430	36,090	36,520
Queen's	27,413	172	840	27,584	28,425
Ottawa ³	21,711	311	756	22,022	22,778
McMaster	21,348	476	554	21,824	22,378
Wilfrid Laurier	21,222	357	657	21,578	22,235
Western	21,127	441	806	21,568	22,374
Waterloo	20,860	288	548	21,148	21,696
Ryerson	20,509	254	553	20,763	21,316
Carleton	20,012	347	655	20,359	21,014
York	19,611	603	505	20,214	20,718
Brock ³	19,483	253	632	19,736	20,368
Windsor ^{3,5}	19,000	416	435	19,416	19,851
Lakehead	18,750	335	625	19,085	19,709
Laurentian	18,483	230	454	18,713	19,167
Guelph	18,429	492	646	18,921	19,567
UOIT ³	18,119	762	707	18,881	19,588
Trent ⁴	17,773	665	769	18,437	19,206
Nipissing	17,325	577	564	17,902	18,466

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op and UHIP fees.

³ Brock and UOIT report UHIP fees at \$684 for a 12-month period. Ottawa reports UHIP fees at \$432 for an 8-month period. Windsor reports International Health Insurance at \$810.78 for a 12-month period. All other institutions report UHIP fees at \$648.

⁴ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Trent includes a \$235 mandatory fee for International Student Camp, an orientation program for new international undergraduate students.

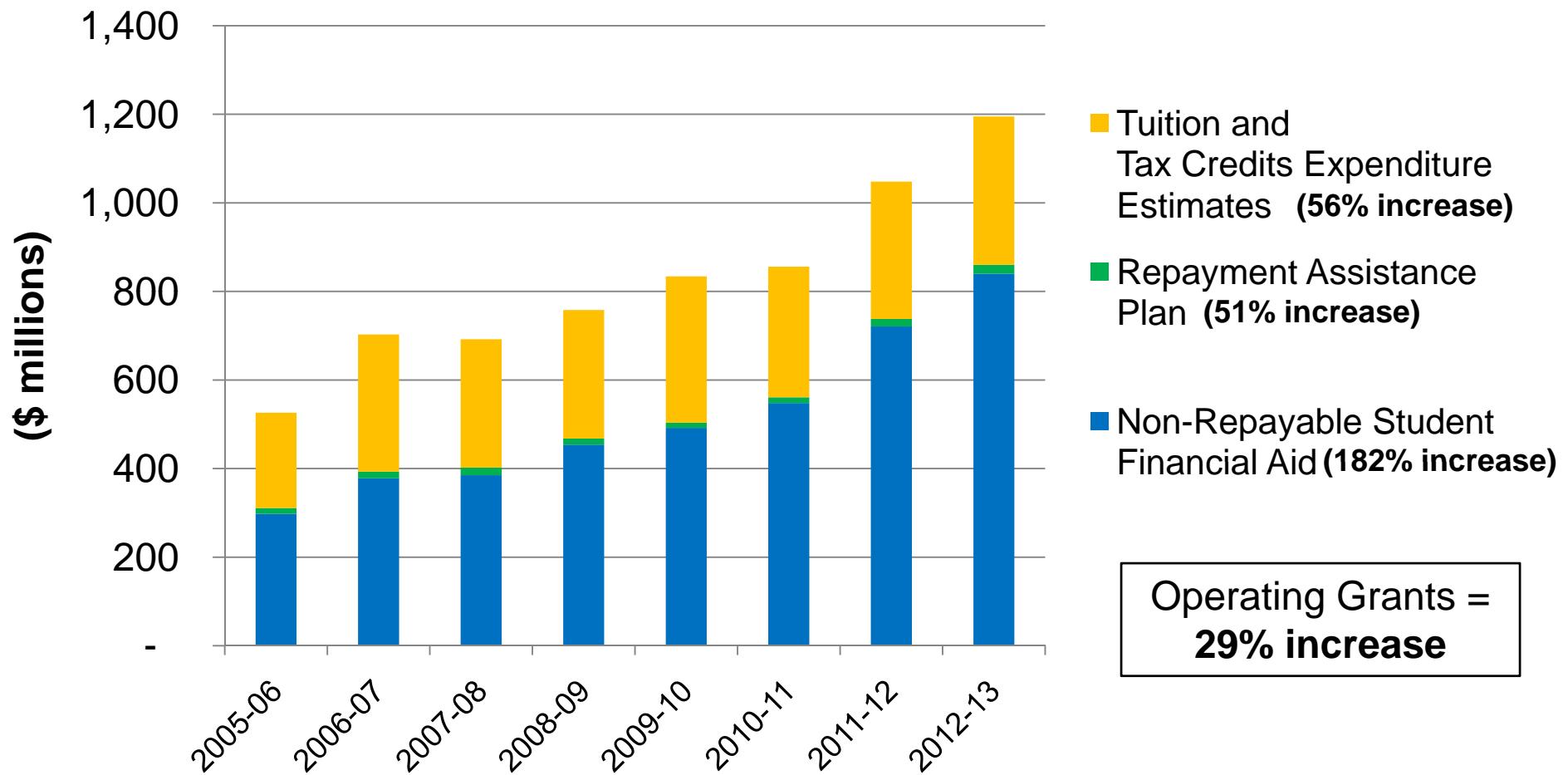
⁵ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Windsor includes a \$7 international student society fee.

Source: COU Fee Survey, October 2014



What financial support is available?

Ontario Government Support for Students, 2005-06 to 2012-13



Note: Non-Repayable Student Financial Aid includes Ontario Student Opportunity Grant (OSOG), Queen Elizabeth II Aiming for the Top Scholarship, Ontario Access Grant Yr 1, Ontario Access Grant Yr 2, Ontario Access Grant Crown Ward, Textbook and Technology Grant, 30% Off Ontario Tuition Grant, Aboriginal Bursary, and First Generation Bursary.

Source: Council of Ontario Universities based on Ministry of Finance data (tuition and tax credits expenditure estimates) and MTCU (repayment assistance plan and non-repayable student financial aid).

Ontario Tuition Grant (OTG)

- Reduces the average tuition by \$1,780 for full-time Ontario students in first-entry programs from families earning \$160,000 or less per year, where students are within four years of having graduated from secondary school. (30% of Arts and Science fees)
- Students applying for OSAP are automatically assessed for OTG, and non-OSAP students can also apply for OTG
- In 2014/15 at Ryerson: 12,675 students (54% of full-time undergraduate students) received \$21.6 M in OTG (as of January 30, 2015):
 - 11,216 OSAP students (\$19,059,795)
 - 1,459 non-OSAP students (\$2,512,470)

Student Access Guarantee (SAG)

- The Student Access Guarantee requires universities to cover the direct costs that exceed the amount covered by OSAP (OSAP unmet need)
- The gap (tuition/book shortfall) is defined as a student's remaining need after OSAP that is due to:
 - tuition and compulsory ancillary fees above \$5,690/year (or above \$6,730/year for co-op programs)
 - book, equipment and supply costs above \$1,136/year
- SAG aid must be in the form of scholarships, bursaries or work-study employment during study term.

Summary of Ryerson's Student Financial Assistance

	2013-14	2014-15 Estimate
OSAP~	15,602 students \$150.7 million	16,307 students \$155.6 million* <i>(as of Feb. 10, 2015)</i>
Student Access Guarantee (SAG)	3,913 students \$6.47 million	4,738 students \$7.3 million^
Ryerson Total Student Financial Assistance	\$28 million	Approximately \$30 million**

~Excludes Aiming for the Top scholarships.

* Includes Ontario Student Loans (OSL), Canada Students Loans (CSL), and Grants as at January 20, 2014.

^ Amount shown covers 2014-15 award year including forthcoming payments.

** Estimated year-end expenditures including: Scholarships, Bursaries, Awards, University Work Study Program, Ontario Work Study Program, Research Assistants. Sources: University Funded, Student Access Guarantee, Government Programs and Industry Match Program, Privately Funded (Donated) – Trust Funds. On a year-to-date basis, as of January 31, 2015, nearly \$29 million has already been expended.

Source: Ryerson Student Financial Assistance Office and Financial Services data

Ryerson OSAP Statistics

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15 YTD as of 10 February 2015	% increase over 2008-09
Applications Processed	10,111	11,339	12,416	13,919	15,670	16,280	18,219	80.2%
Total Awards	8,207	9,436	10,282	11,401	13,613	15,602	16,307	98.7%
Canada Student Loan (CSL)	\$42,425,929	\$41,748,153	\$43,365,033	\$52,004,358	\$61,638,911	\$71,827,748	\$74,849,443	76.4%
Ontario Student Loan (OSL)	\$21,355,227	\$23,468,566	\$28,227,209	\$29,650,730	\$31,856,287	\$36,049,881	\$35,195,403	64.8%
Total Loan Funding (CSL + OSL)	\$63,781,156	\$65,216,719	\$71,592,242	\$81,655,088	\$93,495,198	\$107,877,629	\$110,044,846	72.5%
Total Grant Funding	\$7,781,732	\$20,647,727	\$22,361,306	\$23,930,407	\$37,252,346	\$42,634,878	\$45,527,408	
Canadian Millennium Bursary	\$3,897,000							
Aiming for the Top Scholarship	\$781,378	\$753,013	\$781,718	\$920,232	\$318,360	\$147,825	\$108,192	
Subtotal	\$12,460,110	\$21,400,740	\$23,143,024	\$24,850,639	\$37,570,706	\$42,782,703	\$45,635,600	266.3%
Total	\$76,241,266	\$86,617,459	\$94,735,266	\$106,505,727	\$131,065,904	\$150,660,332	\$155,680,446	104.2%

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 February 10, 2015).

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

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

Higher Income Family

Family Income > \$160,000; Non-OSAP Recipient	
Sticker Tuition Fee	\$6,032
Ontario Tuition Grant	\$0
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,648</u>
Net Tuition Fee	\$4,384

Middle Income Family

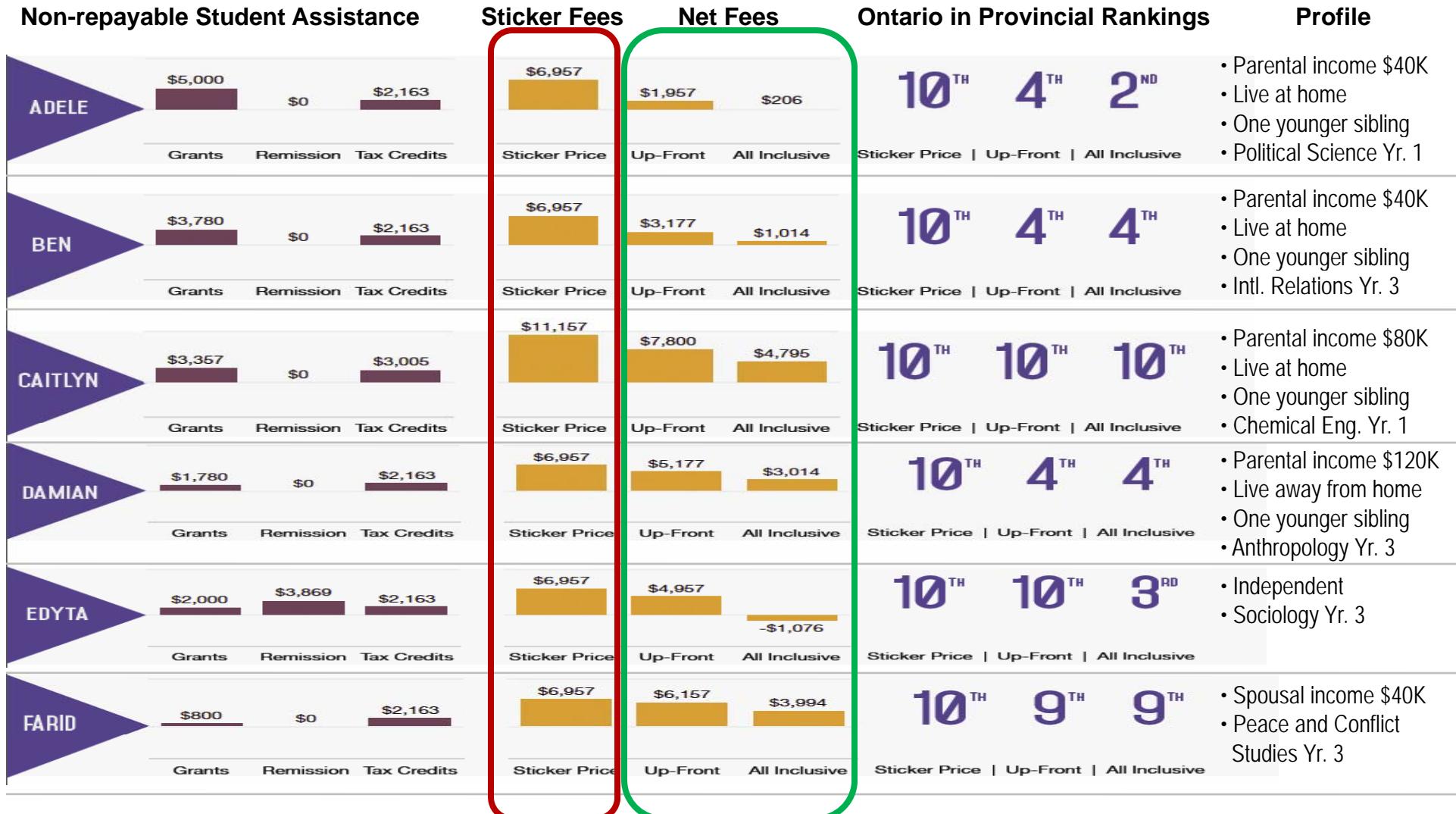
Family Income ≤ \$160,000; Non-OSAP Recipient	
Sticker Tuition Fee	\$6,032
Ontario Tuition Grant	-\$1,780
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,648</u>
Net Tuition Fee	\$2,604

Lower Income Family

Family Income ≤ \$160,000; OSAP recipient	
Net Tuition Fee	\$0? < \$2,604
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.	

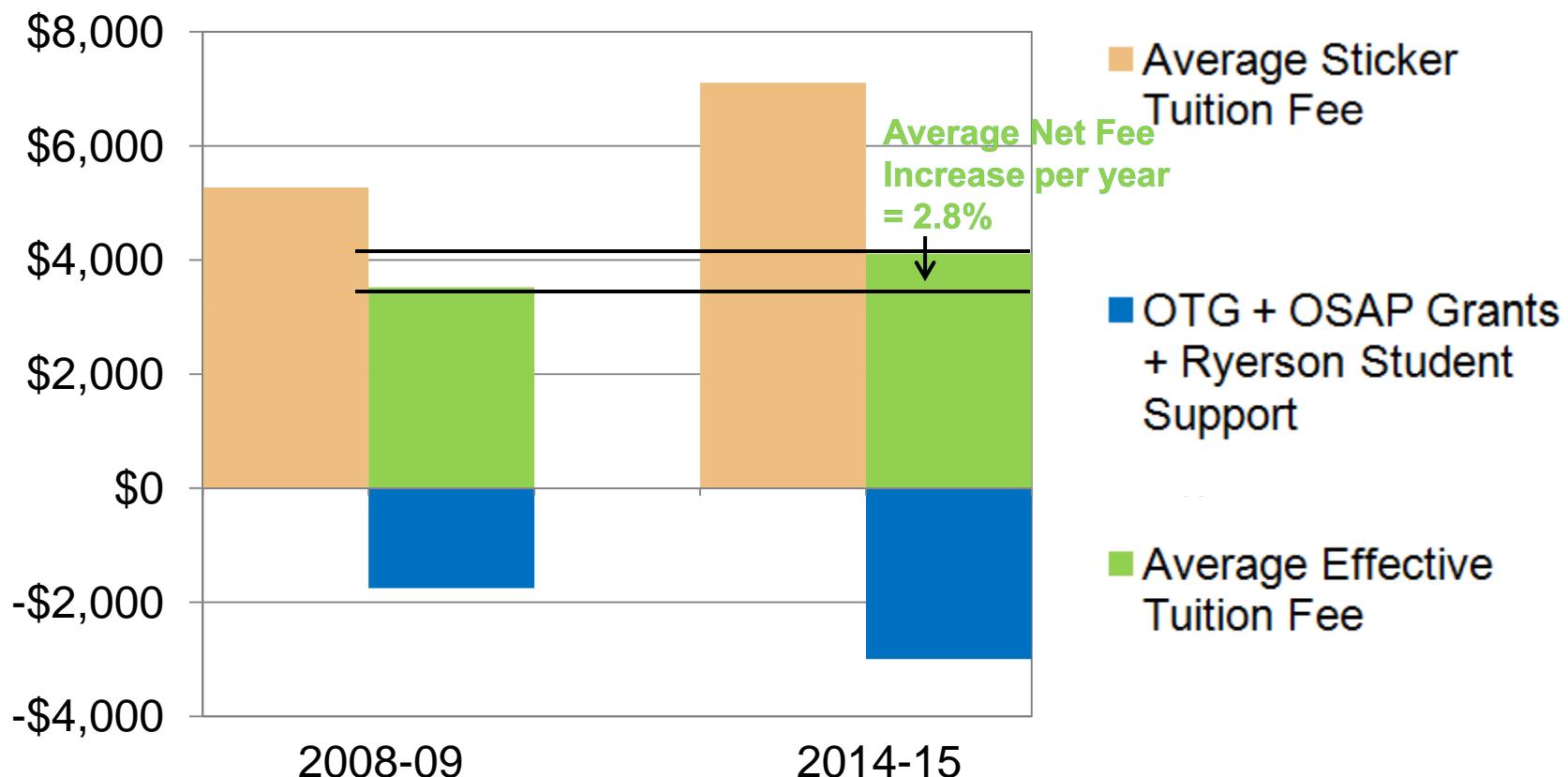
Note: Ontario Tuition Grant (OTG) applicable for Ontario students in first-entry programs from families earning \$160,000 or less per year, where students are within four years of having graduated from secondary school.

Examples of Net Fees for Ontario Students



Source: Higher Education Strategy Associates, *The Many Prices of Knowledge: How Tuition and Subsidies Interact in Canadian Higher Education*, 2014

Average Net Tuition Rate Excluding Tax Credits (combined undergraduate and graduate): 2008-09 and 2014-15



Notes:

1. Average tuition fee for all undergraduate and graduate programs.
2. Ryerson Student Support includes scholarships, bursaries and work study.
3. 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.
4. During this period, the maximum average annual increase allowed was 5% for four years and 3% for two years.



When students graduate
what is their debt level?

Canadian University Average Student Debt Upon Graduation

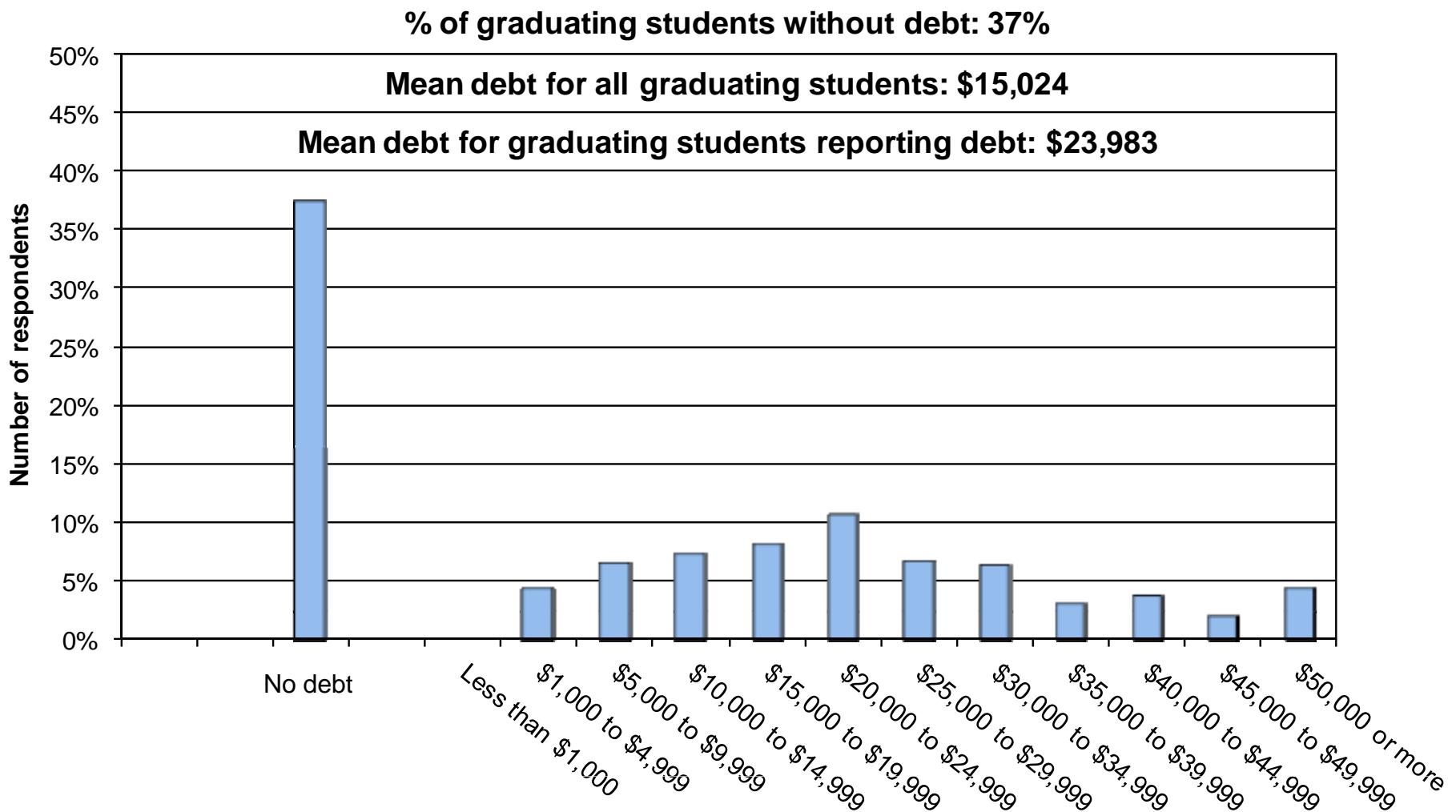
	2000	2003	2005	2006	2009	2012
Percent of graduates with no debt	44%	41%	46%	41%	42%	41%
Average amount of debt in 2012 dollars for students with debt *	\$25,857	\$23,745	\$25,911	\$26,802	\$28,359	\$24,579

*In 2012 one-third of those with debt owe less than \$12,000.

Sources: Canadian University Survey Consortium (CUSC), Graduating Students Survey; Statistics Canada, National Graduate Survey (NGS).



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



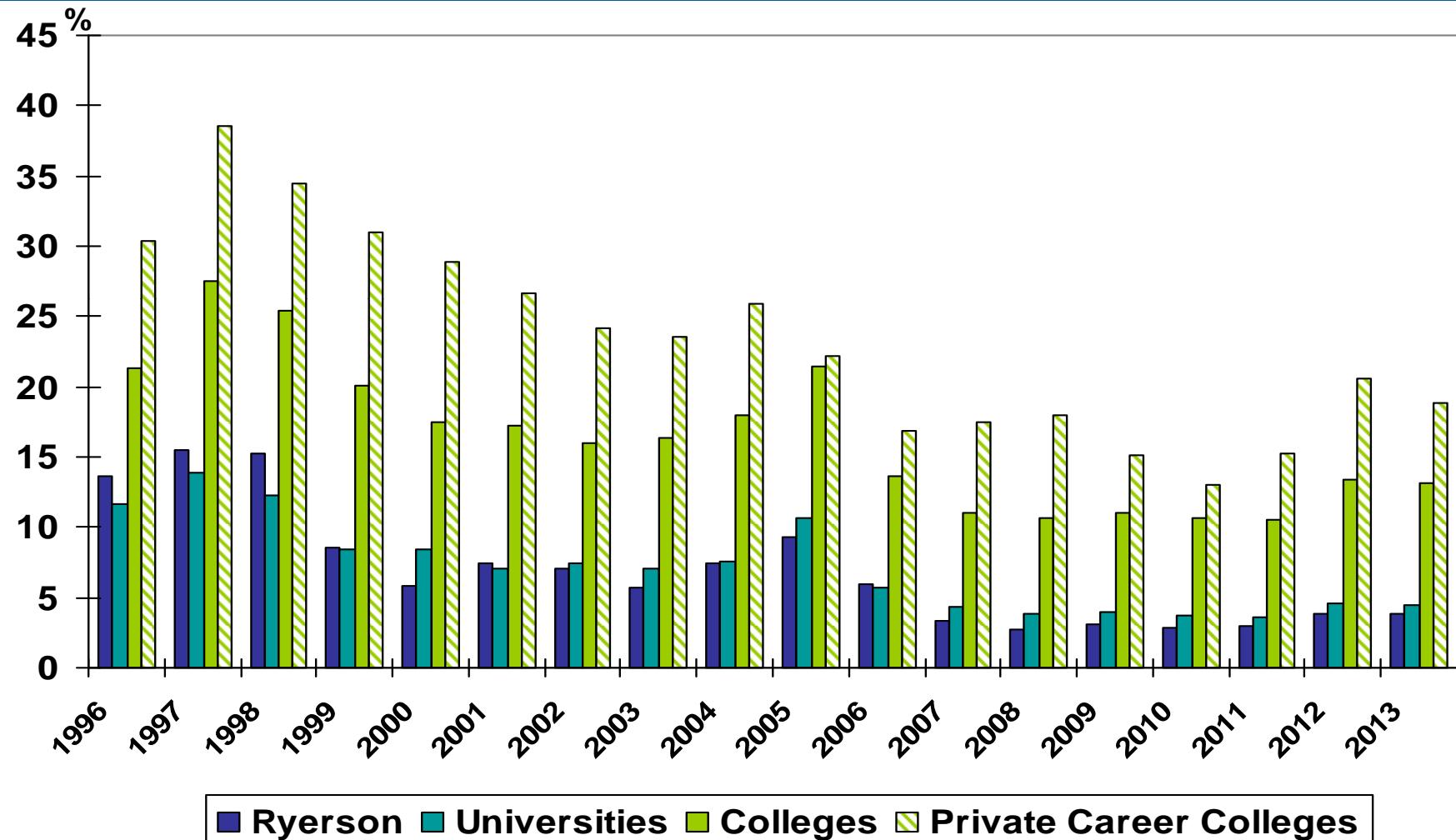
Note: Includes all debt including OSAP, credit cards, parents etc. Debt levels are self-reported by students.

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



Are students able to repay
their loans?

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



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

Source: MTCU

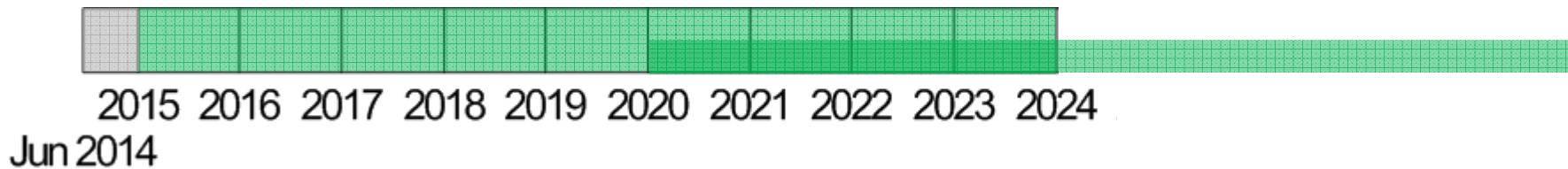
25

Debt Mitigation Before Graduation: Ontario Student Opportunity Grant (OSOG)

- Ontario limits the loan amount to be repaid after graduation by capping debt for full-time students, irrespective of amount borrowed, at:
 - \$7,300 per 2-term academic year
 - \$10,950 per 3-term academic year
- This debt relief is automatically assessed through OSAP provided:
 - Academic year is completed
 - Student's income tax return is filed
 - Others who reported income on OSAP application also file income tax returns

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

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



- 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

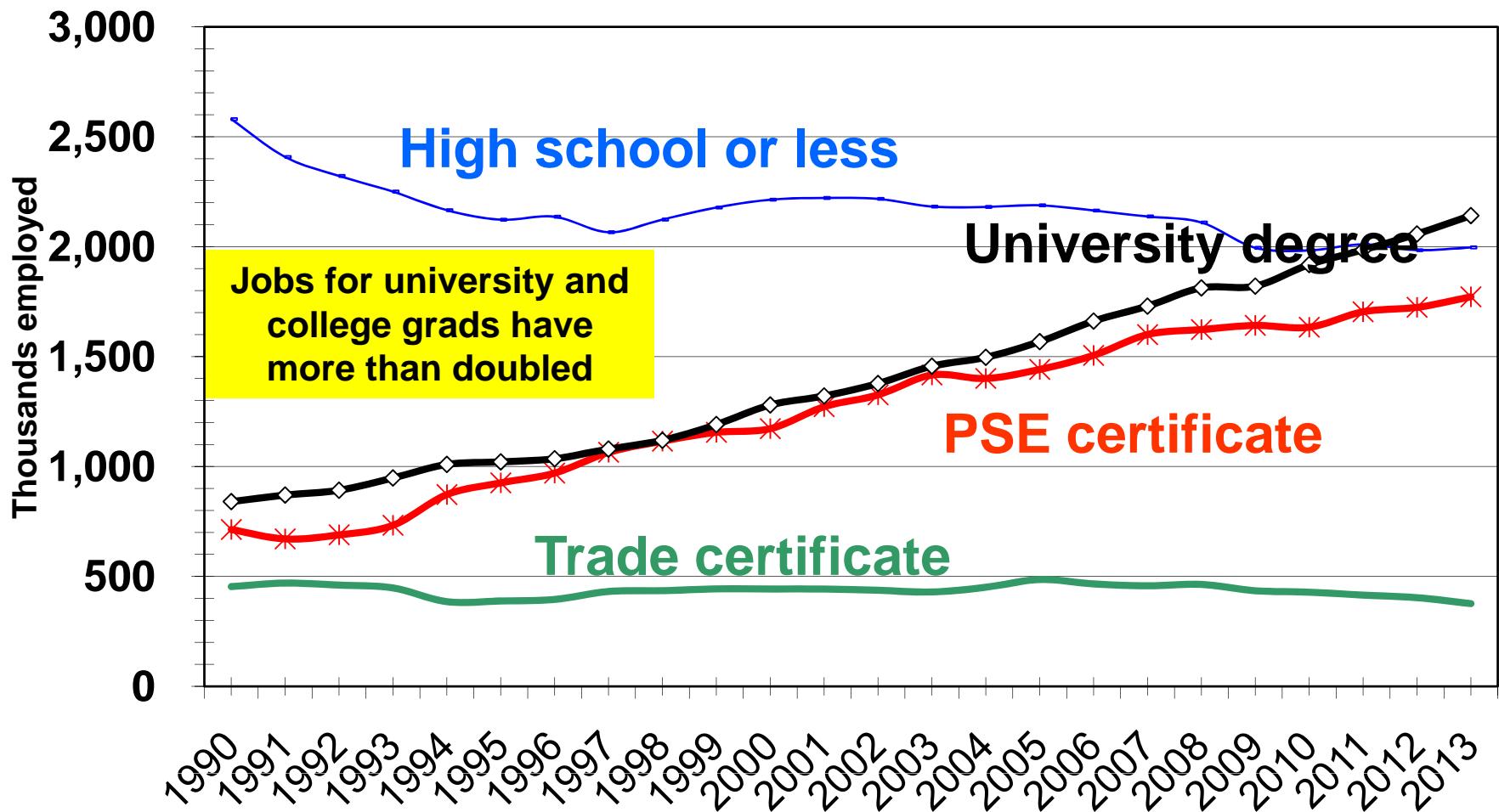
Income Contingent Repayment After Graduation: Repayment Assistance Plan (RAP)

- 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



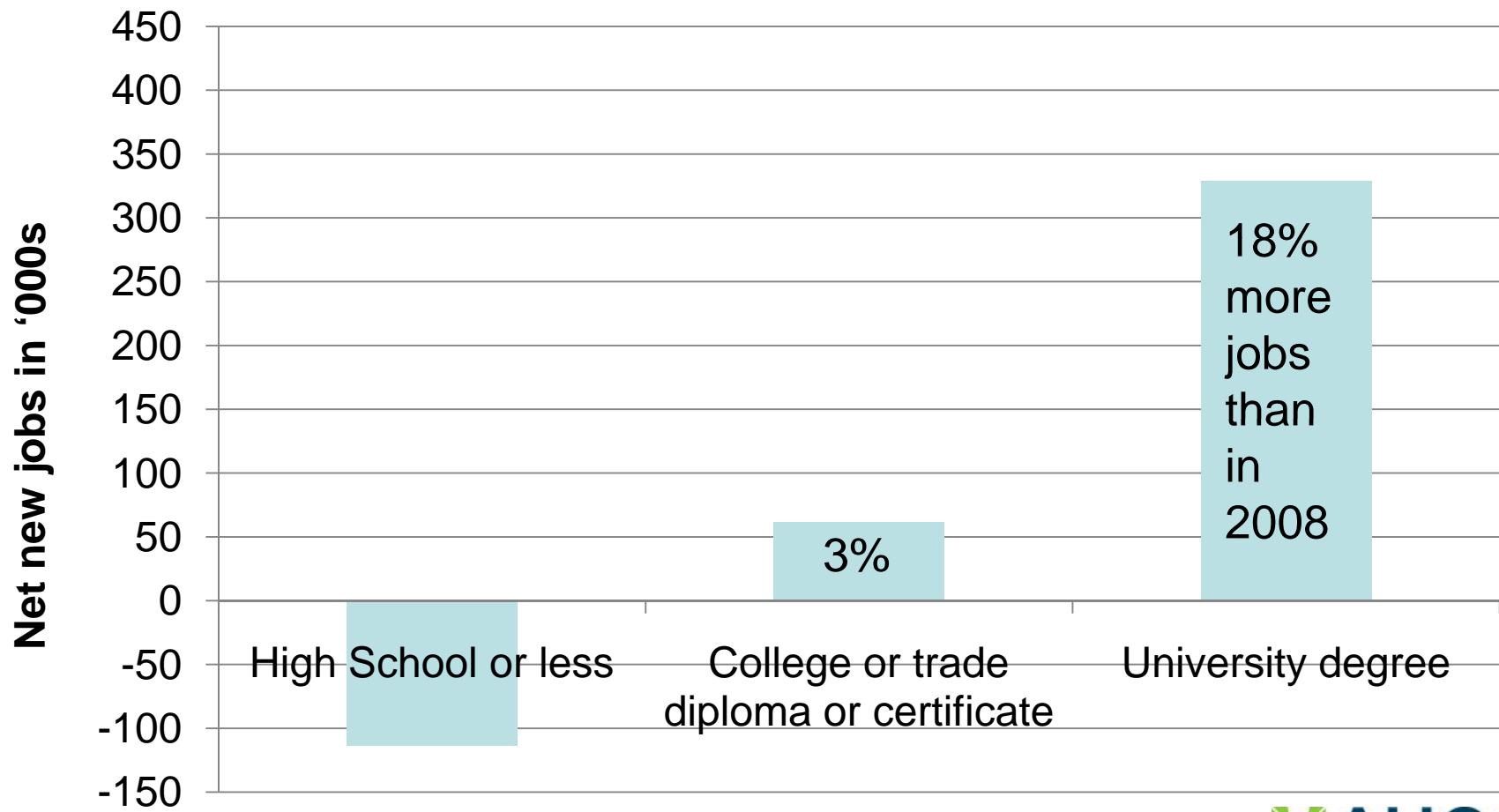
What is the earnings premium
from a degree for students?

Labour Market Demand: Ontario, 1990 to 2013



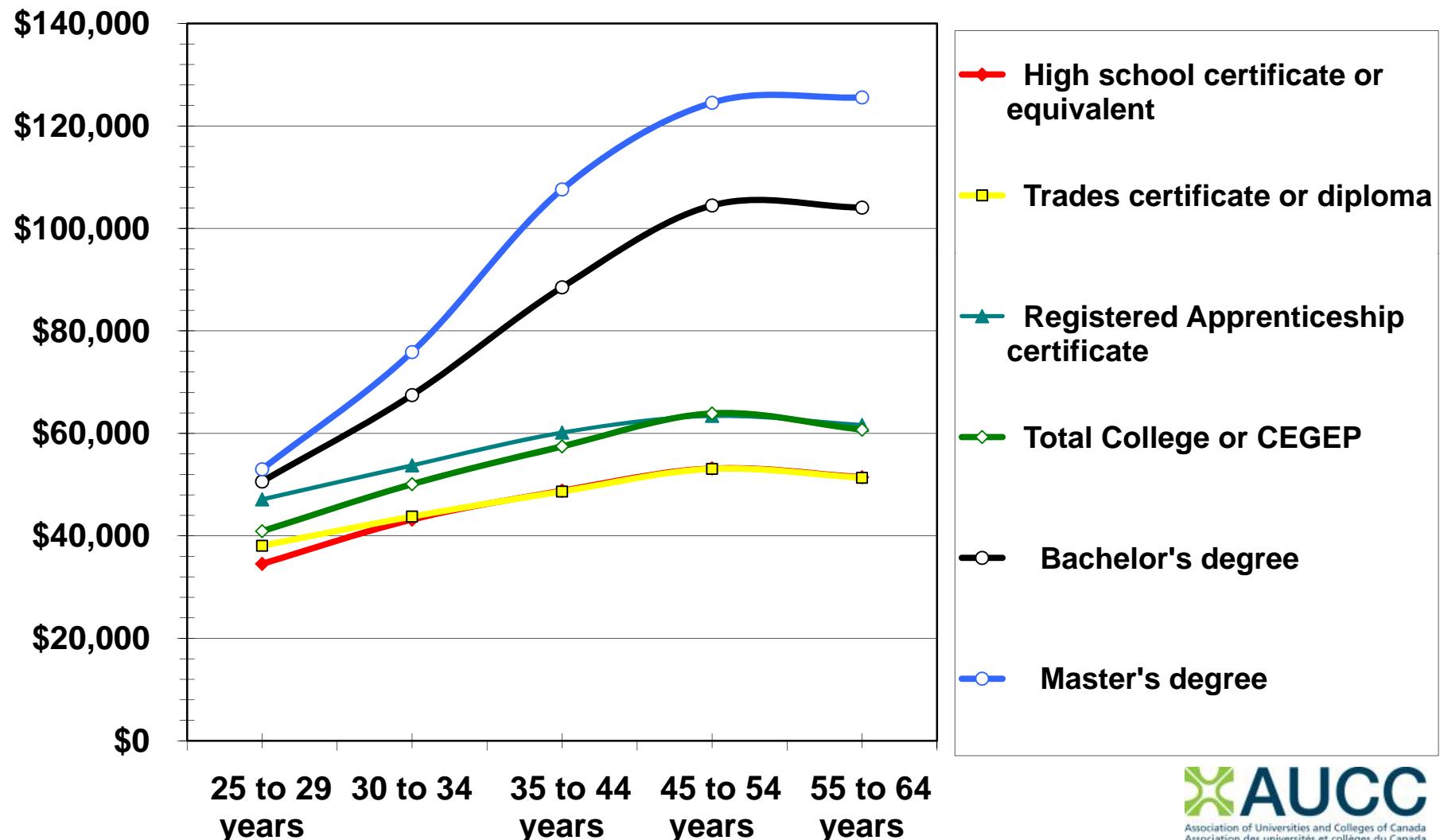
Source: AUCC; Statistics Canada, Labour Force Survey

Net Change in Jobs By Level of Education: Ontario, 2013 vs. 2008



Source: Statistics Canada, Labour Force Survey 2008 to 2013

Annual Earnings Premium, Ontario: By Education Credential and Age of Worker

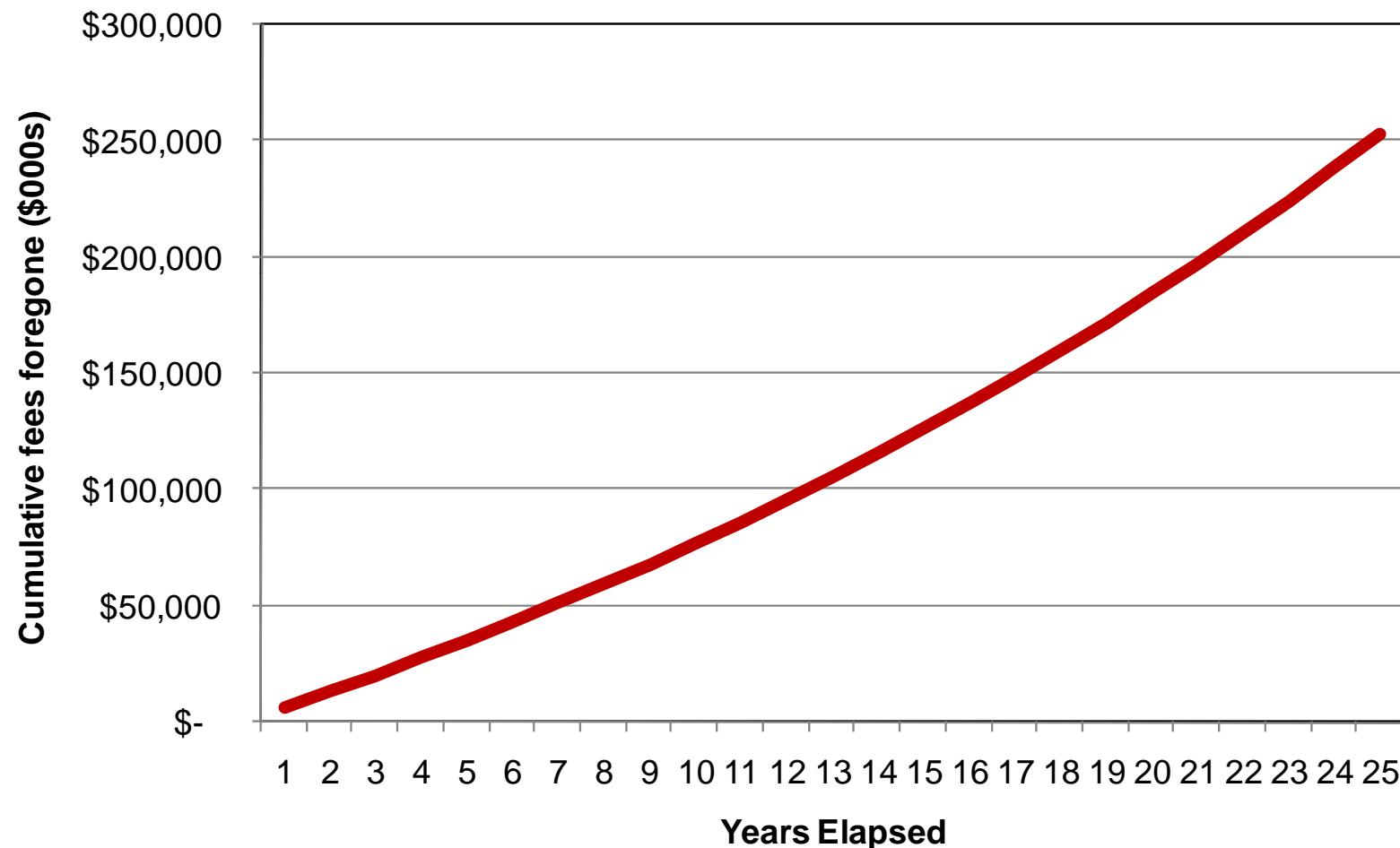


Source: AUCC, *Trends in Higher Education*, 2011 based on Statistics Canada, 2006 Census



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

Tuition Revenue Foregone Forever from a One-Year Tuition Freeze



Note:

Uses Ryerson tuition fee model to compare a 0% tuition fee increase in 2015/16 followed by 3.0% tuition fee increases in subsequent years vs. a 3.0% tuition fee increase in 2015/16 and subsequent years.

Summary

- We aspire to provide students with the highest quality education, but to do so requires sufficient funds.
- Ryerson's average operating revenue per student is at the low-end, while it wishes to compete at the high-end of Ontario universities.
- Ryerson's fees in Arts and Science are similar to other Ontario universities but we do not charge large differential fees in professional programs.
- Financial support for students in need has increased in recent years.
 - OSAP has become more generous 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.



BOARD OF GOVERNORS

Monday, January 26, 2015

Jorgenson Hall – JOR 1410

380 Victoria Street

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

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, January 26, 2015 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Maheux (Vice Chair), M. Al Zaibak, L. Amleh, C.A. Bissonnette, J. Cockwell, M. Dionne, M. Frazer, N. Geist, B. Halilovic, C. Hilkene, S. Levy, N. Mohamed, H. Rosen, D. Sookram, K. Varma, J. Vukovic, T. Webb, P. Yaffe

Regrets: L. Bloomberg, B. Richards, A. Snobar, R. Traill

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. Winton, Vice President Administration & Finance and Chief Financial Officer
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
P. Stenton, Deputy Provost & Vice Provost University Planning
M. Ng, Executive Director, Office of the President
S. Zolfaghari, Vice Provost, Faculty Affairs
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
C. Evans, Vice Provost Academic
H. Lane Vetere, Vice Provost, Students
C. Sass-Kortsak, Assistant Vice President, Human Resources

1. IN-CAMERA DISCUSSION (Board Members Only)

END OF IN-CAMERA SESSION

4. INTRODUCTION

4.1 Chair's Remarks

The Chair welcomed Board members back from the winter break and noted that the Board was midway through the calendar with meetings in March, April and June. The Chair reported that a shortened version of the Board meeting would be held to accommodate the Presidential Search Committee meeting.

The Chair reported on the upcoming Board elections to be held from March 2 to March 5, 2015. Ms. Fukakusa encouraged staff, faculty and students to run in the Board Elections and to contact the Board Secretariat for information and deadlines. As is usual the Alumni Elections will be held in the summer.

The Chair asked Board members to join her in congratulating Julia Shin Doi who was recently named one of Canada's Top 100 Women by the Women's Executive Network in the public sector category.

The Chair thanked John Corallo, Director of University Business Services and his team for supplying the Board with a 2015 Ryerson University Calendar.

The Chair noted both Darius Sookram and Sheldon Levy were celebrating their birthdays.

4.2 Approval of the January 26, 2015 Agenda

The agenda was approved as presented.

5. REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE

Michele Maheux reported that the Executive Committee recently recommended the re-appointment of Mitch Frazer as a Lieutenant-Governor-in-Council appointee to the Board of Governors.

After Board approval a recommendation for re-appointment will be sent to the Minister of Training, Colleges and Universities and to the Public Appointments Secretariat. The appointment is then approved by Cabinet and signed by the Lieutenant Governor.

Mitch Frazer was appointed to the Board on March 22, 2012 and will complete his first term on March 21, 2015. Mr. Frazer has agreed to seek a second three-year term on the Board.

BE IT AND IT IS HEREBY RESOLVED:

THAT Mitch Frazer be recommended to the Minister of Training Colleges and Universities for consideration as a Lieutenant-Governor-in-Council appointee to Ryerson University's Board of Governors for a second term commencing March 22, 2015.

6. PRESIDENT'S REPORT

The President spoke briefly of his recent meetings with the GTA University Presidents and the Mayor Tory and their discussions on city building.

The President reported on the several important milestones at Ryerson: the radio license granted by the CRTC and being named one of the top employers in the GTA.

The President asked Erin McGinn to update Board members on the recent stabbings near the Mattamy Athletic Centre.

The President updated Board members on the 2015-16 budget process and timelines. The President reported that it would be a balanced budget, forward looking and continue to build on the University's momentum. The big unknown is the level of government grants and whether growth will continue to be funded.

The Provost would continue to hold town halls and meet regularly with the Ryerson Students' Union.

Tyler Webb said that he would be attending all Ryerson Students' Union meetings regarding the budget to ensure that the Board student members were involved and responsive to the issues.

The President commended Provost Group for their hard work and their continued engagement with the Student Union.

7. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost reported that his presentation was included in the material and if there were any questions he would be happy to answer them.

8. CONSENT AGENDA

9. Approval of the November 24, 2014 Minutes

The minutes were approved as presented.

10. OTHER BUSINESS

Tyler Webb reported that the Ryerson Communication and Design Society is planning its first faculty wide conference and the closing gala on March 7, 2015. Invitations will be sent to Board members closer to the date.

11. TERMINATION



SPECIAL MEETING OF THE BOARD OF GOVERNORS
Thursday, March 5, 2015
Jorgenson Hall – JOR 1410
380 Victoria Street
6:00 p.m. to 7:00 p.m.

Minutes of a Special Meeting of the Board of Governors of Ryerson University held on Thursday, March 5, 2015 at 6:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Maheux (Vice Chair), M. Al Zaibak, L. Amleh (by teleconference), C.A. Bissonnette, L. Bloomberg, M. Dionne, N. Geist, B. Halilovic, C. Hilkene, S. Levy, N. Mohamed, D. Sookram, (by teleconference) K. Varma, J. Vukovic, T. Webb, P. Yaffe (by teleconference)

Regrets: B. Richards, J. Cockwell, M. Frazer, H. Rosen, A. Snobar, R. Traill

Board Secretariat: J. Shin Doi, General Counsel and Secretary of the Board of Governors

Others Attending:

Erin McGinn, Assistant Vice-President, Communications, Government and Community Engagement

1. IN-CAMERA DISCUSSION (Board Members Only)

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of the Governors extends the term of the President and Vice-Chancellor, Sheldon Levy, for a period of up to two (2) years, commencing on July 31, 2015 and continuing until a successor is appointed and commences his/her term.

THAT the Chair of the Board of Governors in consultation with the Audit Committee be hereby authorized to negotiate and conclude a contract with President Levy for the extension of the term.

2. TERMINATION

BOARD OF GOVERNORS MEETING
March 30, 2015**AGENDA ITEM:** Third Quarter Financial Statements**STRATEGIC OBJECTIVES:**

Academic
 Student Engagement and Success
 Space Enhancement
 Reputation Enhancement
 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 2014/15 approved budget except for the items listed below:

\$m	9 Mon Budget	9 Mon Actual
Revenue less expenses	-5.3	23.9
LESS::		
Unrealized loss on SWAPs (note 1)		20.1
Adjusted Revenue less expenses	-5.3	3.8

1. An unrealized loss of \$20.1 million on the two interest rate swaps (TD & BMO) due to a decrease 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 \$106.7 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, Vice President, Administration and Finance & CFO
Date February 9, 2015

Financial Statements
January 31, 2015
(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS
[amounts in thousands]

	9 Months Ended January 31, 2015 (Unaudited)	Year Ended April 30, 2014 (Actual)	2014-15 Projected	Comments
	\$	\$		
ASSETS				
Current				
Cash, cash equivalent & short term investments	188,499	166,489	194,712	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Accounts receivable	37,702	23,357	25,000	Seasonal pattern consistent with prior years
Prepaid expenses	1,987	3,749	3,800	Seasonal pattern consistent with prior years
Inventories	5,019	1,279	1,300	Seasonal pattern consistent with prior years
Current portion of long-term note receivable	231	353	234	Student Campus Centre
Total current assets	233,438	195,227	225,046	
Investments (for capital purposes)	214,270	206,872	159,565	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Employee future benefits - pension	99,758	99,758	99,758	Analysis done by actuaries at year end
Long-term note receivable	5,735	6,215	5,677	Student Campus Centre
Capital assets, net	988,580	956,075	994,849	Capital Plan
Total Assets	1,541,781	1,464,147	1,484,895	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	53,090	66,799	65,000	Seasonal pattern consistent with prior years
Deferred revenue	87,819	14,047	14,500	YTD includes unearned 4th quarter for fees billed and variations in the timing of government grants
Current portion of long-term debt	6,162	13,244	5,847	Includes repayment of \$8.25M Loblaw promisory note July 2014.
Current portion of fair value of interest rate swap	10,772	6,840	10,772	Reflects current portion of SWAP at fair value per CPA standards
Total current liabilities	157,843	100,930	96,119	
Employee future benefits - other	23,329	23,329	23,329	Analysis done by actuaries at year end
Long-term debt	175,416	180,016	174,246	Reflects BMO & TD loan.
Fair value of interest rate SWAP	45,003	28,808	45,003	Reflects SWAP at fair value per CPA standards
Deferred revenue contributions	64,502	57,037	60,000	Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions	196,630	199,519	194,398	Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	662,723	589,639	593,095	
Net assets				
Endowments	106,757	105,915	107,079	Donations and matching grants
Other	772,301	768,593	784,721	See statement of Net Assets attached
Total net assets	879,058	874,508	891,800	
Total Liabilities and Net assets	1,541,781	1,464,147	1,484,895	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS
[amounts in thousands]

	9 Months Ending January 31, 2015 (Budget) Q3 \$	9 Months Ending January 31, 2015 (Actual) Q3 \$	Variance (Actual - Budget) \$	2014/2015 Projected \$	Comments
REVENUE					
Operating grants	199,273	210,949	11,676	284,685	Reflects growth funding; research grants reflect the timing of
Student Fees	187,613	194,944	7,331	264,227	Reflects increased enrollment
Sales and services	25,240	25,499	259	33,999	Consistent with budget
Donations recognized	3,600	2,450	(1,150)	4,500	Reflects timing recognition of revenues to match expenses incurred
Amortization of deferred capital contributions	6,000	6,217	217	8,289	Amortization of contributions for capital projects over life of assets
Investment, and Other Income	2,451	8,706	6,255	9,900	Includes various items - conference income, affinity income etc.
	424,177	448,766	24,589	605,600	
EXPENSES					
Salaries and benefits	294,034	288,025	6,009	384,033	In line with budgets
Materials, supplies, repairs and maintenance	86,713	83,571	3,142	116,428	In line with budgets
Bursaries and scholarships	20,849	28,922	(8,073)	35,000	Includes impact of increased enrollment
Interest	8,396	6,524	1,872	10,062	Excludes SLC component of interest expense which is capitalized
Amortization of capital assets	19,500	17,807	1,693	23,743	Amortization of Capital Assets over the life of the assets
	429,492	424,849	4,643	569,266	
Revenue less expenses before unrealized loss on SWAP	(5,315)	23,917	29,232	36,334	
Unrealized (loss) gain on SWAP		(20,127)	(20,127)	(20,127)	Includes TD & BMO SWAP's - reflects change in market conditions
Revenue less expenses	(5,315)	3,790	9,105	16,207	

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended January 31, 2015

(with comparative figures at April 30, 2014)

	Unrestricted **	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	January 2015 Total	April 2014 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(104,608)	568,052	76,429	228,720	768,593	105,915	874,508	823,058
Revenue less expenses	15,380	(11,590)	-		3,790		3,790	42,957
Capitalization of investment income in endowments	-				-	102	102	5,352
Internally Restricted endowments	(82)				(82)	82	-	-
Endowment contributions					-		658	658
Employee Future Benefits Remeasurements			-		-		-	932 2,209
Net Change in net assets invested in Capital Assets	(57,902)	57,902						
Net Assets	(147,212)	614,364	76,429	228,720	772,301	106,757	879,058	874,508

** Unrestricted deficit of \$147.2 m includes 2 SWAPS of \$55.8m; SLC YTD of \$37.9m, 222 Jarvis \$34m; 105 Bond St \$14.8m and a portion of the Sam's properties.

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS
[amounts in thousands]

	Period Ended January 31, 2015 (Actual) \$	Year Ended April 30, 2014 (Actual) \$	2014-2015 (Projected) \$	Comments
OPERATING ACTIVITIES				
Revenue less expenses	3,790	42,957	16,207	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	17,807	26,763	23,743	
Amortization of deferred capital contributions	(6,217)	(8,642)	(8,289)	Per CPA standards; reflects change in market conditions
Change in fair value of interest rate swap	20,127	(14,890)	20,127	
Unrealized loss (gain) on investments	(8,954)	(435)	(8,954)	Capitalized in endowments
Employee future benefits contributions	-	(18,502)		Analysis done by actuaries at year end
Employee future benefits expense	-	17,574		Analysis done by actuaries at year end
Net change in deferred revenue contributions	7,465	12,194	2,963	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	43,840	8,278	4,559	
Cash provided by operating activities	77,858	65,297	50,356	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	602	(229)	657	Capital plan
Acquisition of capital assets	(50,312)	(46,320)	(62,517)	Reflects variations in the timing of Capital Plan expenditures vs. the cash inflow of the various funding sources
Decrease (Increase) in investments	1,556	(5,292)	47,307	
Cash used in investing activities	(48,154)	(51,841)	(14,553)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	3,328	6,614	4,500	Capital plan including SLC
Endowment contributions	658	932	1,000	
Capitalization of investment income (loss) in endowments	102	5,352	164	
Increase in Debt Financing	-	11,200		
Repayment of long-term debt principal	(11,782)	(1,976)	(13,244)	Includes repayment of \$8.25M Loblaw promissory note July 2014
Cash used in financing activities	(7,694)	22,122	(7,580)	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	22,010	35,578	28,223	
Cash - cash equivalents, & short term beginning of year	166,489	130,911	166,489	
Cash, cash equivalents, & short term end of year	188,499	166,489	194,712	

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 30, 2015

BOARD OF GOVERNORS MEETING

Date: March 30, 2015

AGENDA ITEM:

Review of revenue and expenditures for new programs:

- a) Bachelor of Arts in Language and Intercultural Relations
- b) Professional Masters Diploma in Energy and Innovation

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval regarding financial viability of: (a) undergraduate program leading to Bachelor of Arts (B.A.) in Language and Intercultural Relations, (b) graduate program leading to Professional Masters Diploma (PMDip) in Energy and Innovation

SUMMARY:

The attached documents are:

1. A Program Summary for each program including analysis of projected revenue and expenditures
2. A Board Resolution for each 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 Senate. The B.A. in Language and Intercultural Relations will be submitted to the Ontario Universities Council on Quality Assurance (the Quality Council) in late March 2015, with a response expected in April. The PMDip in Energy and Innovation was approved by the Quality Council in a November 2014 memorandum. The Quality Council is responsible for approval of new undergraduate and graduate programs and audits university quality assurance processes on an eight-year cycle.

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.

BACKGROUND:

Bachelor of Arts in Language and Intercultural Relations

Almost seven years ago, Ryerson began planning for long-term enrolment growth following the Board's decision that, given adequate resources, the University should accommodate a share of projected student growth in the GTA. Plans for enrolment growth involve the introduction of new programs so that Ryerson can take advantage of the opportunity to evolve additional high demand areas of study while funding is available. The proposed undergraduate program is the eleventh in a series presented to the Board. It follows one undergraduate program approved by the Board in 2013 (Sport Media), five programs approved in 2012 (Biomedical Science, Creative Industries, Financial Mathematics, Professional Communication, Real Estate Management), and four approved in 2011 (English, History, Environment and Urban Sustainability, Philosophy).

Professional Masters Diploma in Energy and Innovation

Ryerson added Professional Masters Diplomas (PMDips) to its suite of credentials in 2014/15. They are 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.

PMDips are different from Masters degrees and 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. They are intended to respond quickly to marketplace needs for professional education beyond the undergraduate level. As marketplace needs change, existing graduate diplomas can be discontinued.

At Ryerson, the PMDips have been designed as cost-recovery continuing education programs. 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.

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 March 4, 2015

APPROVED BY:

Name Mohamed Lachemi
Date March 4, 2015

Ryerson University
New Program Approval Summary for Board of Governors

Name of Program: Language and Intercultural Relations	Degree: Bachelor of Arts
Proposed starting date: September 2016	Proposed Tuition Fee (2014-15): \$6,032.22 (2 terms maximum)
Brief program description:	
<ul style="list-style-type: none"> The proposed program allows students to undertake studies in French or Spanish combined with the ability to operate effectively in intercultural contexts. Students will acquire a combination of language skills and practical skills that increases their employability. Along with language and culture courses, students will undertake a core set of courses to prepare them for roles in intercultural relations, as well as a series of courses concentrating on one of three fields: Organizational Behaviour, Language and Cognition, or Translation Studies. Experiential learning is an integral part of the proposed program, which includes a community-engaged learning course where students undertake a project aimed at facilitating access to information for two parties who would otherwise be separated by a language and cultural barrier. This may involve translating, interpreting, developing strategies and processes in order to solve problems and generate positive intercultural exchanges. Students will be provided with a flexible curriculum that allows them to take a series of courses concentrating on one of three fields: Initial intake for the proposed program is 45 students, with a planned steady-state enrolment of 132 FFTE. 	

Evidence of societal need and student demand:
<ul style="list-style-type: none"> From the period 2005-06 to 2013-14, enrolment in translation and interpretation programs across Ontario has increased very significantly, by 54%. For programs in languages and literatures, including French, enrolment has increased by 9%. Over the same period, enrolment in other humanities programs has been flat or slightly declining overall. The growth in translation enrolment points to the attractiveness of programs with a more practical orientation than traditional language and literature programs. Ryerson's Department of Languages, Literatures and Cultures has consulted with secondary school guidance counselors, who have indicated that a languages program with a strong career-relevant component will be very attractive to prospective students. Graduates of the program will possess a valuable combination of expertise in their target language along with practical skills required to operate in a global marketplace, where it is critical to understand all aspects of communication, including activities such as persuasive writing, negotiating and mediating across a diverse range of settings and cultures. Graduates will also be in demand in both for-profit and not-for-profit sectors to act as cultural brokers between cultures of one single language. Human resources, translation, or community services liaison positions are just a few examples of career paths that graduates could undertake. Graduates will also be successful in both traditional and new media, cultural industries, and other creative ventures as they will have expertise in tailoring content and communication for various groups of audiences or consumers.
Fit with Ryerson mission, Strategic Mandate Agreement and resources:
<ul style="list-style-type: none"> The program builds on courses currently offered within the Department of Languages, Literatures and Cultures. Core courses in intercultural relations will be added to the Department's offerings as part of the program, and other courses will be drawn from existing offerings. Students will be provided with a relatively high degree of flexibility in terms of the courses they can select to satisfy degree requirements. The Department is ready to deliver the new program in a cost-effective manner with minimal change to administrative structure. An emphasis on experiential learning is embedded throughout the curriculum, and a capstone course will allow students to apply their learning in a community-focused project. The program is consistent with Ryerson's Strategic Mandate Agreement (SMA), and was specifically mentioned as a program area for growth in the University's SMA submission to Government.
Program Costing

Summary of enrolment, revenue and expenditures at steady-state (details on next page)

	Year A	Year B	Year C	Year D
Enrolment (FFTE)	41	73	103	132
Total Revenue	\$343,642	\$706,717	\$1,047,099	\$1,364,789
Direct Costs including OTO	\$264,692	\$442,232	\$598,536	\$743,599
Total Expenditures	\$337,421	\$587,576	\$811,955	\$1,020,557
Annual funds to be allocated for institutional costs including student support/(deficit)	\$6,222	\$119,141	\$235,144	\$344,232

Table 1: Estimated Enrolment, Revenue and Expenditures - Bachelor of Arts (Language and Intercultural Relations)

	Year A 2016/17	Year B 2017/18	Year C 2018/19	Year D 2019/20
a) Enrolment				
Estimated FFTEs	40.5	72.9	103.3	131.6
b) Revenue				
Tuition fees	\$ 219,874	\$ 395,774	\$ 560,680	\$ 714,592
Grants	\$ 123,768	\$ 310,943	\$ 486,419	\$ 650,197
TOTAL Revenue (at 100% funding level)	\$ 343,642	\$ 706,717	\$ 1,047,099	\$ 1,364,789
c) Expenditures				
Instructional and research related salaries	\$ 142,612	\$ 275,275	\$ 389,847	\$ 498,059
Administration and co-ordination support salaries	\$ 30,000	\$ 45,000	\$ 45,000	\$ 45,000
Non-salary operating	\$ 41,163	\$ 54,245	\$ 76,415	\$ 92,440
Benefits and pensions related to direct salaries	\$ 33,200	\$ 61,816	\$ 83,979	\$ 104,921
<i>Subtotal Direct Costs</i>	<i>\$ 246,975</i>	<i>\$ 436,336</i>	<i>\$ 595,241</i>	<i>\$ 740,420</i>
Library	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
New buildings financing (10% of incremental revenue)	\$ 34,364	\$ 70,672	\$ 104,710	\$ 136,479
New buildings operating (10% of incremental revenue)	\$ 34,364	\$ 70,672	\$ 104,710	\$ 136,479
<i>Subtotal Indirect Costs</i>	<i>\$ 72,728</i>	<i>\$ 145,343</i>	<i>\$ 213,420</i>	<i>\$ 276,958</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 319,704</i>	<i>\$ 581,680</i>	<i>\$ 808,660</i>	<i>\$ 1,017,378</i>
One-time costs/investments	\$ 17,717	\$ 5,896	\$ 3,295	\$ 3,179
TOTAL Expenditures	\$ 337,421	\$ 587,576	\$ 811,955	\$ 1,020,557
Annual funds to be allocated for institutional costs / (deficit) including OTO expenditures	\$ 6,222	\$ 119,141	\$ 235,144	\$ 344,232

Ryerson University
New Program Approval Summary for Board of Governors

Name of Program: Professional Masters Diploma in Energy and Innovation

Proposed starting date: September 2015

Proposed Tuition Fee (2015-16): \$6,500

Brief program description:

- The proposed Professional Masters Diploma in Energy and Innovation is intended to provide participants with the knowledge and skills required to innovate in technical, management and administrative roles within the rapidly evolving field of energy, including aspects such as technology, distribution, demand management and conservation, and the associated broader economic, legal, and social policy perspectives.
- The program is intended to meet the needs of both recent graduates and experienced industry professionals from science, engineering and environment-related disciplines and includes energy fundamentals coupled with examination of the latest developments such as smart grids, demand response, and energy storage.
- The proposed Professional Masters Diploma in Energy and Innovation is designed to be completed typically in one year. Planned intake is 25 students each Fall term (corresponding to 16.0 annualized FTE in the first year where there are no registrations yet in the Spring/Summer term, and 23.7 FTE in steady-state).

Evidence of societal need and student demand:

- There is a need for skilled professionals who can innovatively improve the uptake of technological advances in the field of energy (e.g., through understanding and analysis of energy markets, techno-economic analysis of conservation programs, design of demand management programs, assessment of smart grid solutions.)
- More than ninety per cent of the energy used today comes from fossil fuel and nuclear sources. With the growing concern about global warming, there is an ongoing demand for clean energy, renewable resources and sustainability.
- Energy supply and delivery has changed markedly in the last twenty years. New tools and solutions have emerged which require skilled professionals who can refine and apply rapid developments in energy storage, renewables, conservation and demand management programs. This need spans government, the broader public and the private sectors. Standards (such as ASTM, formerly American Society for Testing and Materials) and certifications (such as LEED, Leadership in Energy and Environmental Design) are driving that products and buildings incorporate energy efficiency.

Fit with Ryerson mission and resources:

- The Professional Masters Diploma in Energy and Innovation closely fits Ryerson's mission and academic plan. 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 builds on existing strengths including the Centre for Urban Energy (CUE) and its Schneider Electric Smart Grid Laboratory which is a collaborative facility for research, development and testing of smart grid algorithms and distribution system automation that offers students hands-on experience, facilitating the training of highly qualified personnel in smart grid technology.
- 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 expenditures at steady-state (details on next page)

	Year A	Year B	Year C
Enrolment (Annualized FTE)	16.0	23.7	23.7
Total Revenue	\$115,375	\$152,750	\$152,750
Direct Costs	\$58,148	\$69,864	\$69,864
Total Expenditures	\$89,299	\$111,107	\$111,107
Annual funds to be allocated for institutional costs including graduate student support	\$26,076	\$41,644	\$41,644

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

	Year A 2015/16	Year B 2016/17	Year C 2017/18
a) Enrolment			
Estimated FTEs	16.0	23.7	23.7
b) Revenue			
Tuition fees	\$ 115,375	\$ 152,750	\$ 152,750
Grants	\$ -	\$ -	\$ -
TOTAL Revenue (at 100% funding level)	\$ 115,375	\$ 152,750	\$ 152,750
c) Expenditures			
Instructional and research related salaries	\$ 19,200	\$ 25,600	\$ 25,600
Administration and co-ordination support salaries	\$ 12,103	\$ 12,103	\$ 12,103
Non-salary operating	\$ 8,150	\$ 8,150	\$ 8,150
Benefits and pensions related to direct salaries	\$ 7,158	\$ 8,737	\$ 8,737
Student financial assistance	\$ 11,538	\$ 15,275	\$ 15,275
<i>Subtotal Direct Costs</i>	<i>\$ 58,148</i>	<i>\$ 69,864</i>	<i>\$ 69,864</i>
<i>Subtotal Indirect Costs</i>	<i>\$ 31,151</i>	<i>\$ 41,243</i>	<i>\$ 41,243</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 89,299</i>	<i>\$ 111,107</i>	<i>\$ 111,107</i>
One-time costs/investments	\$ -	\$ -	\$ -
TOTAL Expenditures	\$ 89,299	\$ 111,107	\$ 111,107
Annual funds to be allocated for institutional costs / (deficit) including OTO expenditures	\$ 26,076	\$ 41,644	\$ 41,644

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for new Bachelor of Arts in Language and Intercultural Relations

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 revenue and expenditures presented, the new Bachelor of Arts (B.A.) in Language and Intercultural Relations is deemed financially viable, and approved to be offered September 2016 at the discretion of the Provost and Vice President Academic.

March 30, 2015

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for new Professional Masters Diploma (PMDip) in Energy and Innovation

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 revenue and expenditures presented, the new Professional Masters Diploma (PMDip) in Energy and Innovation is deemed financially viable and approved to be offered September 2015 at the discretion of the Provost and Vice President Academic.

March 30, 2015

BOARD OF GOVERNORS MEETING
March 30, 2015

AGENDA ITEM: Fiera Capital Report December 31, 2014

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

On December 31, 2014 Ryerson's endowment funds, which are managed by Fiera Capital, had a market value of \$113.2 million, up from \$108.1 million on December 31, 2013.

Year to date earnings on the fund were 7.4 %, compared to the benchmark of 6.7%. 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 \$113.2 million the net cost would be about \$268,200 or 24 basis points (bps).

Attached is Fiera's Quarterly Report and Commentary.

PREPARED BY:

Janice Winton, Vice President, Administration & Finance and Chief Financial Officer
March 12, 2015

RYERSON UNIVERSITY

► **David Pennycook**
Vice Chairman and Executive Vice President

March 24, 2015



Firm Overview



- Publicly-traded, independent Canadian investment management firm
- US acquisition announced February 11, 2015 of Samson Capital with \$7.6B (US) assets under management, primarily fixed income for private wealth clients
- Total Fiera Capital AUM \$86.6 Billion as of December 31, 2014 (\$96B with acquisition on February 11, 2015)
- 429 employees including more than 150 investment professionals



Portfolio Asset Mix



	Dec. 31 2013	Dec. 31 2014	Feb. 28 2014	Benchmark
Short-Term	7.5%	7.8%	6.9%	5%
Bonds	31.3%	30.1%	29.1%	35%
Total Equities	61.2%	62.1%	64.0%	60%
Canadian	30.5%	29.2%	29.0%	30%
Foreign	30.7%	32.9%	35.0%	30%
Total Fund	100.0%	100.0%	100.0%	100%
Market Value	\$108.1 Mill	\$113.2 Mill	\$121.2 Mill	
Unit Value	430.5	483.5	518.7	

Cash Flow 2014: (\$7,677,963)

Current Economic Scenario

March 2015



FIERACAPITAL

Main Scenario

Stronger Growth

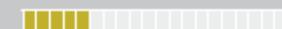
Probability **40%**

The US economy leads the global growth acceleration as economic growth is now self-sustaining, which has positive implications for the rest of the global growth trajectory. In addition to the stimulative monetary policies already in place, European leaders embark on fiscal and monetary stimulus measures to ignite the economy, Japan experiences a stronger-than-expected recovery amid new monetary and fiscal strategies, and Chinese policymakers fine-tune their policies to ensure that their stated growth targets are met. Meanwhile, oil prices remain low for the majority of 2015, acting as an additional stimulus for major global economies, exactly at the opportune time when the Federal Reserve is reigning in its ultra-accommodative monetary policies and the rest of the world struggles to bounce back from subpar growth levels.

Scenario 2

Expansion

Probability **25%**



The global economy continues to recalibrate, with North America leading the charge. The moderate but stable growth environment and the lack of significant inflationary pressures allows global central banks to remain flexible with existing monetary policies, helping to prop up the global economy and asset prices. However, policymakers refrain from implementing fiscal stimulus in the Eurozone and additional quantitative measures in Japan fail to reignite growth, while oil prices increase on the back of a supply response from OPEC, removing the additional stimulative impact on the majority of the advanced world.

Scenario 3

Emerging Market and Commodity Stagnation

Probability **25%**



Emerging market economies are most vulnerable to higher interest rates in the US and a strengthening USD. The recent decline in commodity prices could have negative consequences for the terms of trade in these commodity-intensive regions, which has the ability to diminish the growth outlook for emerging market economies in general. Meanwhile, the sharp decline in foreign direct investment and the massive capital outflows stemming from USD strength could result in major contagion and a corresponding flight to quality trade, further exacerbating USD strength and creating a self-fulfilling global deflationary spiral emanating from the emerging markets.

Scenario 4

Geopolitical Turmoil

Probability **10%**



Increasingly intense conflicts in the Middle East, Russia, and Ukraine lead to major unrest, restraining consumer and business confidence and spending. Specifically, turmoil in Russia poses a significant threat to the economic viability of the Eurozone (Germany), where the recovery is already frail. Meanwhile, supply-side constraints would drive energy prices higher, providing a tailwind for Canada's commodity-intensive economy.

Portfolio Performance



FIERACAPITAL

YTD - Feb. 28	
Total Fund	7.4%
Benchmark*	6.7%
Bonds	4.2%
FTSE Universe	4.5%
Canadian Equities	5.9%
S&P/TSX	4.6%
U.S. Equities	10.8%
S&P 500 Total Return CDN\$	10.6%
International Equities	15.8%
MSCI EAFE Net \$CDN	14.8%

*Benchmark: 5% FTSE TMX Treasury Bills (91 days), 35% FTSE TMX Universe, 30% S&P/TSX Composite, 15% S&P 500 \$CDN, 15% MSCI EAFE Net \$CDN

Portfolio Performance

EFT Pooled Fund



FIERACAPITAL

Annual Returns – December 31

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
EFT Fund	12.27	14.46	8.51	2.45	8.91	14.82	-15.66	2.74	10.24	12.93
Benchmark	10.52	12.42	7.36	1.02	9.25	14.29	-14.53	2.04	11.22	10.37
Added Value	1.75	2.04	1.15	1.43	-0.33	0.53	-1.13	0.70	-0.98	2.57

Annualized Returns – December 31

	1yr	2yrs	3yrs	4yrs	5yrs	6yrs	7yrs	8yrs	9yrs	10yrs
EFT Fund	12.27	13.41	11.77	9.37	9.32	10.25	6.08	5.65	6.17	6.82
Benchmark	10.52	11.47	10.08	7.74	8.04	9.06	5.33	4.91	5.59	6.06
Added Value	1.75	1.94	1.69	1.63	1.28	1.19	0.75	0.74	0.58	0.76

Investment Management Fee: 26 bps



FIERACAPITAL

Bonds

Canada 10 Year Bond Yield



FIERA CAPITAL

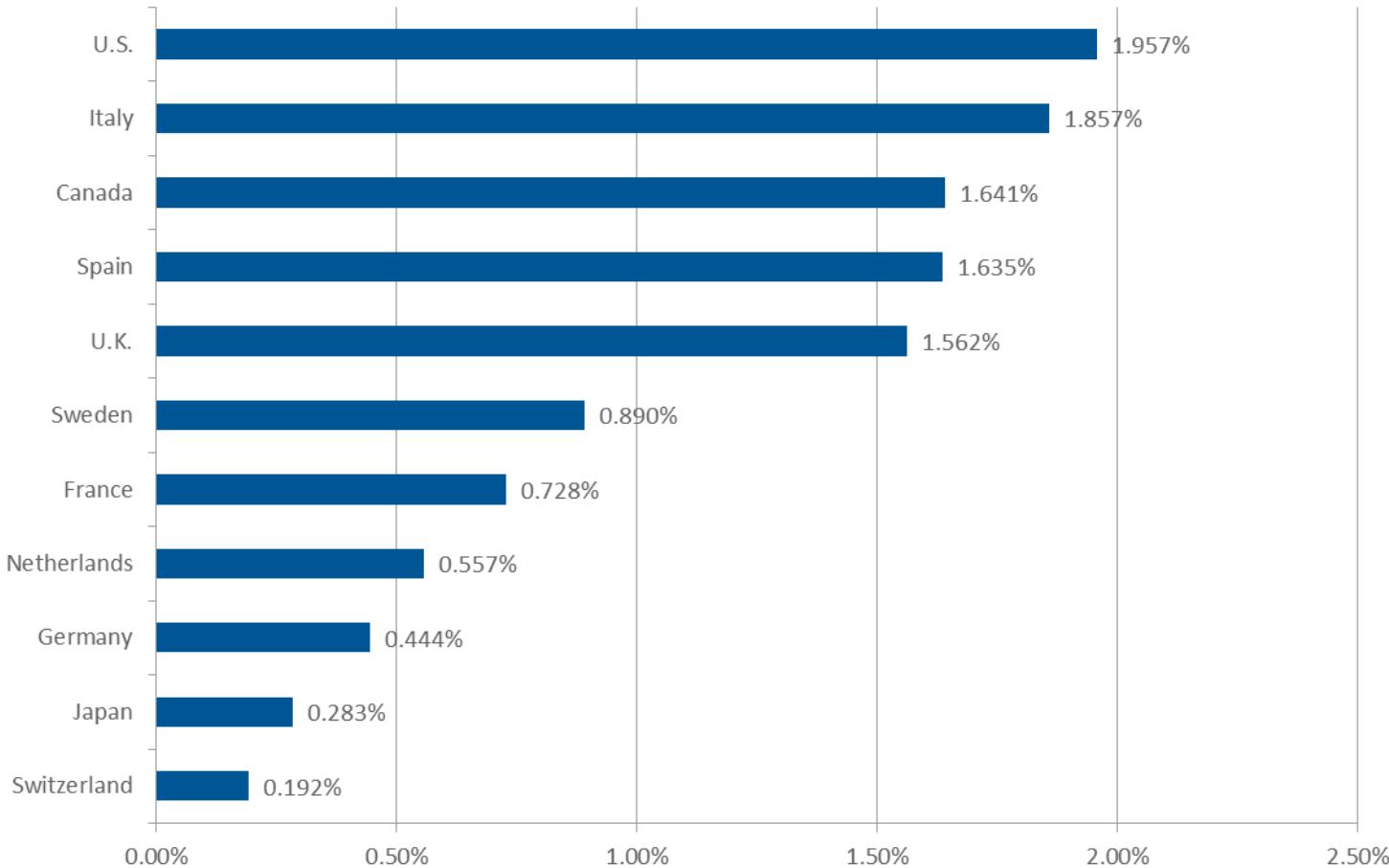


Source: Bloomberg (As of March 6, 2015)

10-Year Government Bond Yields for Major Developed Countries



FIERA CAPITAL



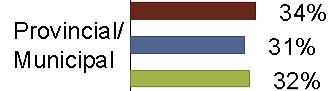
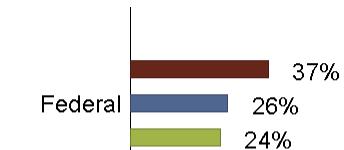
Source: Bloomberg News
As at January 6th, 2015

Bond Analysis



FIERA CAPITAL

Sector Allocation



Yield Curve Positioning



Yield to Maturity

Fund	2.31%
Index	2.23%

Duration

Fund	6.83
Index	7.37

Corporate Bonds¹

Total Bonds¹

	AAA (%)	AA (%)	A (%)	BBB (%)	AAA (%)	AA (%)	A (%)	BBB (%)
FTSE TMX Universe	3	27	39	31	44	24	23	9
Portfolio as of December 31, 2014	2	43	39	16	30	42	21	7
Portfolio as of September 30, 2014	2	39	41	15	28	41	23	7

1. Totals may not sum to 100% due to non-rated securities and money market securities.

Foreign securities, U.S. pay securities issued by Canadian governments or corporations, and Maple bonds, if permitted by the Investment Policy, are excluded from the totals.



FIERACAPITAL

Canadian Equity

Value Added/Dettracted

YTD – February 28, 2015



FIERA CAPITAL

Security	Sector	Average Weight - 1 Year (%)			Performance (%) 1 Year
		Portfolio	Index*	1 Year	
1. Brookfield Asset Mgt	Financials	4.5	2.1		17%
2. Gildan	Consumer Discretionary	3.5	0.5		14%
3. Element Financial	Financials	2.4	0.2		15%

Security	Sector	Average Weight - 1 Year (%)			Performance (%) 1 Year
		Portfolio	Index*	1 Year	
1. Valeant Pharmaceutic	Health Care	0.0	3.0		47%
2. Shawcor	Energy	0.8	0.2		-18%

*S&P/TSX Composite

Top 3 Stocks By Sector

December 31, 2014



FIERACAPITAL

	Portfolio (%)	Index* (%)
1. Energy	17.77	21.96
Suncor Energy Inc	3.01	2.93
Cdn Natural Res	2.30	2.15
Inter Pipeline Ltd	1.90	0.64
2. Materials	11.37	10.61
West Fraser Timber	2.83	0.25
Franco Nevada Corp	2.68	0.49
Agrium Inc	1.67	0.87
3. Industrials	9.94	8.70
Cdn Natl Railway	5.71	3.57
Transforce Inc	2.36	0.14
Boyd Group Incm Fund	0.39	0.00
4. Consumer Discretionary	12.57	6.40
Gildan Activewear	3.33	0.41
Dollarama	3.21	0.39
Magna Intl Inc	2.61	1.43
5. Consumer Staples	0.68	3.69
Sunopta Inc	0.21	0.00
High Liner Foods	0.18	0.00
Clearwater Seafoods	0.15	0.00

	Portfolio (%)	Index* (%)
6. Health Care	2.51	3.54
Catamaran Corp	1.88	0.68
Concordia Healthcare	0.36	0.00
Knight Therapeutics	0.17	0.00
7. Financials	35.66	35.74
Royal Bank of Canada	7.36	6.34
Toronto Dominion BK	6.86	5.61
Bank of Nova Scotia	5.20	4.42
8. Information Technology	5.10	2.31
Open Text Corp	2.07	0.45
CGI Group Inc	1.85	0.67
Mitel Networks	0.56	0.00
9. Telecommunication Services	2.74	4.87
Telus Corp.	2.74	1.40
10. Utilities	1.65	2.18
Brookfield Infr Prtr	1.48	0.00
Boralex Inc	0.17	0.00

■ Securities which are part of the top ten holdings. Top ten holdings represent 46.4% of the portfolio.

This page displays the top three holdings of each sector in the portfolio. When less than three securities are held within a sector, these securities represent 100% of the sector.

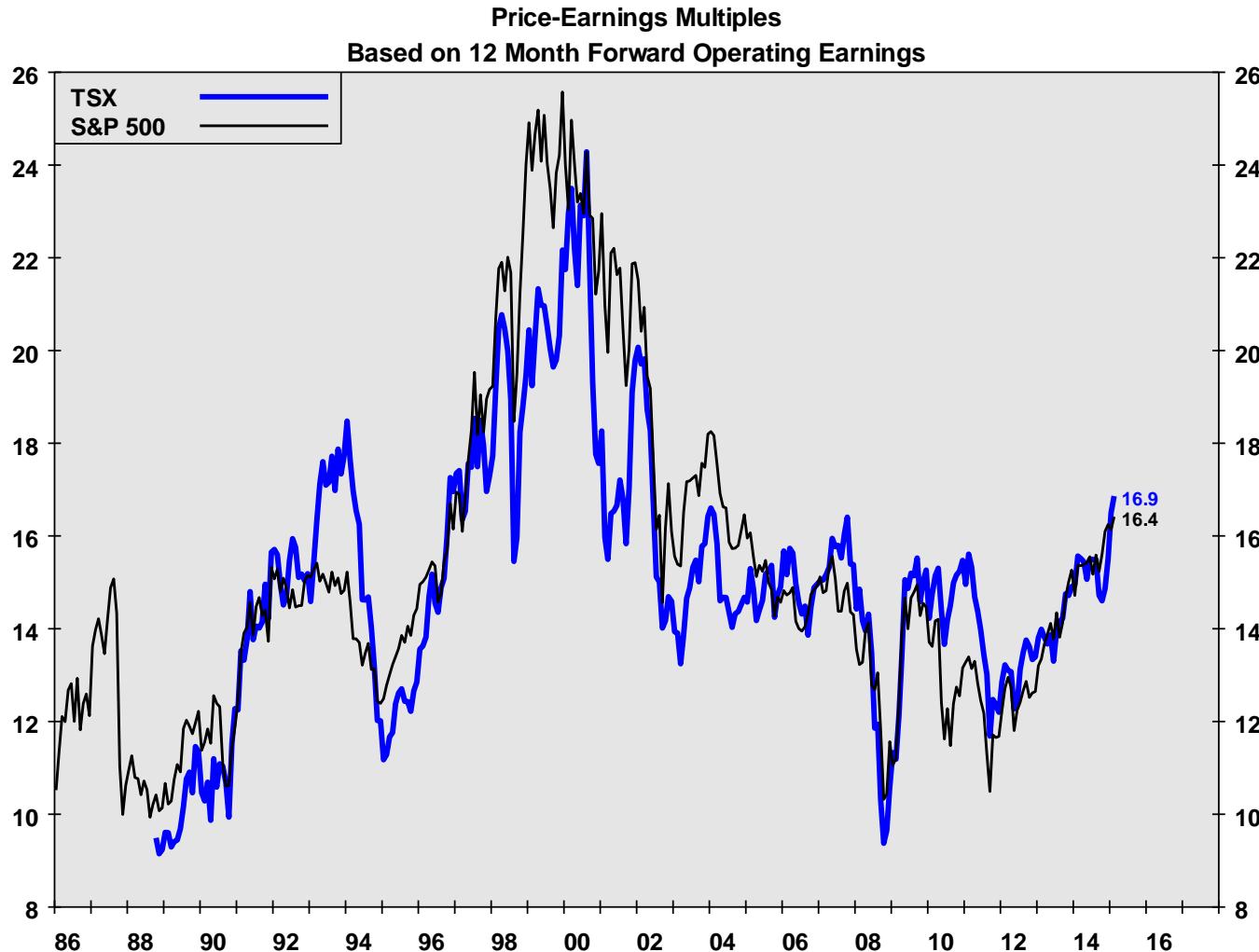
Cash and money market positions are excluded from security weights calculations.

*S&P/TSX Composite

Equity Valuation



FIERA CAPITAL





FIERA CAPITAL

Foreign Equity

U.S. ESG Fund - Top 3 Stocks By Sector

December 31, 2014



FIERA CAPITAL

	Portfolio (%)	Index* (%)
1. Energy	0.00	8.44
2. Materials	7.81	3.17
Praxair Inc	3.05	0.21
Sherwin Williams Co	2.93	0.12
Ecolab Inc	1.83	0.15
3. Industrials	12.49	10.41
3M Company	4.39	0.58
Graco Inc	3.02	0.00
Middleby Corp	2.58	0.00
4. Consumer Discretionary	20.13	12.13
TJX Companies Inc	4.05	0.26
Nike Inc	3.67	0.37
Autozone Inc	3.41	0.11
5. Consumer Staples	9.39	9.80
Colgate Palmolive Co	3.53	0.32
Sysco Corp	3.12	0.13
Pepsico Inc	2.74	0.78

	Portfolio (%)	Index* (%)
6. Health Care	18.90	14.21
Johnson & Johnson	5.56	1.60
Becton Dickinson	4.55	0.15
Unitedhealth Grp Inc	3.58	0.53
7. Financials	21.46	16.65
Moody's Corp	6.16	0.10
Wells Fargo & Co	5.06	1.42
US Bancorp Del	4.80	0.44
8. Information Technology	9.81	19.66
Mastercard Inc	3.47	0.46
Oracle Corp	3.01	0.80
Linear Technology	2.79	0.06
9. Telecommunication Services	0.00	2.28
10. Utilities	0.00	3.24

■ Securities which are part of the top ten holdings. Top ten holdings represent 45.3% of the portfolio.

This page displays the top three holdings of each sector in the portfolio. When less than three securities are held within a sector, these securities represent 100% of the sector.

Cash and money market positions are excluded from security weights calculations.

*S&P 500 Total Return - Cdn\$

International ESG Fund - Top 3 Stocks By Sector

December 31, 2014



FIERACAPITAL

	Portfolio (%)	Index* (%)
1. Energy	0.00	5.69
2. Materials	6.32	7.57
Air Liquide(l')	4.01	0.34
Fuchs Petrolub Se	2.31	0.02
3. Industrials	21.95	12.58
Schindler Holding AG	3.83	0.05
Fanuc Corp	3.14	0.26
Intertek Group	2.88	0.05
4. Consumer Discretionary	13.81	12.43
Intercontl Hotels	3.59	0.08
Richemont(cie Fin)	2.71	0.37
Howden Joinery Gr	2.22	0.00
5. Consumer Staples	19.71	11.10
Nestle Sa	4.80	1.90
Unilever Nv Cva	4.63	0.52
L'Oreal	3.63	0.34

	Portfolio (%)	Index* (%)
6. Health Care	12.63	11.01
Novartis AG	4.12	1.72
Roche Hldgs AG	3.91	1.53
Novo-Nordisk As	2.39	0.68
7. Financials	14.54	25.93
Aust & NZ Bank Grp	4.82	0.58
Svenska Handelsbkn	3.65	0.19
BNP Paribas	3.15	0.51
8. Information Technology	11.04	4.81
Keyence Corp	4.95	0.16
Sap Se	3.12	0.52
Taiwan Semiconductor	2.98	0.00
9. Telecommunication Services	0.00	5.01
10. Utilities	0.00	3.88

■ Securities which are part of the top ten holdings. Top ten holdings represent 42.3% of the portfolio.

This page displays the top three holdings of each sector in the portfolio. When less than three securities are held within a sector, these securities represent 100% of the sector.

Cash and money market positions are excluded from security weights calculations.

*MSCI EAFE NET \$Cdn



FIERACAPITAL

Appendix

Compliance

December 31, 2014



FIERACAPITAL

The undersigned confirms that, throughout the 3-month period ending December 31st, 2014:

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 13th, 2015

Violaine Des Roches

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



FIERA CAPITAL

FIERA CAPITAL CORPORATION

1501 McGill College Avenue, Suite 800
Montreal, Quebec H3A 3M8
T 514 954-3300 / 1 800 361-3499

607 8th Avenue SW, Suite 300
Calgary, Alberta T2P 0A7
T: 403 699-9000

5657 Spring Garden Road, Box 117, Suite 505
Halifax, Nova Scotia B3J 3R4
T: 902 421-1066

1 Adelaide Street East, Suite 600
Toronto, Ontario M5C 2V9
T: 416 364-3711 / 1 800 994-9002

1040 West Georgia Street, Suite 520
Vancouver, British Columbia V6E 4H1
T: 604 688-7234 / 1 877 737-4433

FIERA ASSET MANAGEMENT USA
499 Park Avenue, 7th Floor
New York, New York 10022
T: 646 449-9058

www.fieracapital.com

Board of Governors Meeting
March 30, 2015 - Page 211

BEL AIR INVESTMENT ADVISORS
1999 Avenue of the Stars, Suite 2800
Los Angeles, California 90067
T: 310 229-1500 / 1 877 229-1500

WILKINSON O'GRADY & CO., INC.
499 Park Avenue, 7th Floor
New York, New York 10022
T: 212 644-5252

BOARD OF GOVERNORS MEETING

Date: March 30, 2015

AGENDA ITEM:

Ryerson Performance Indicators — March 2015 Report

STRATEGIC OBJECTIVES

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

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 2013-14 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 2015 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 March 2, 2015

Ryerson Performance Indicators

March 2015

Table of Contents

Introduction	i
Table A: Ryerson Performance Indicators Classification	iii
Table B: Ryerson Performance Indicators and Strategic Priorities	iv
1. Strategic Direction Indicators	
Figure 1.1: Satisfaction with Overall Quality of Education Received at Ryerson.....	1
Figure 1.2: National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1
Figure 1.3: Applications : Registrants Ratio.....	2
Figure 1.4: Mean Entering Average from Secondary School	2
Figure 1.5: Scholarships and Bursaries as Share of Total Operating Expenditures.....	3
Figure 1.6: % of Students Retained from Year 1 after 1, 2 and 3 Years of Study and MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years	3
Figure 1.7: CSRDE 6-Year Graduation Rate and First-Year Retention Rate.....	4
Figure 1.8: MTCU Employment Rate: 6 Months after Graduation and 2 Years after Graduation	4
Figure 1.9: Percentage of Faculty with Doctoral Degrees	5
Figure 1.10: Value of Peer-Adjudicated Research Grants per Eligible Faculty Member and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member.....	5
Figure 1.11: Total External Research Funding	6
Figure 1.12: Library Expenditures as Share of Total Operating Expenditures.....	6
Figure 1.13: Library Expenditures per FFTE Student	7
Figure 1.14: Zone Learning Enrolment (Fall Headcount)	7

Table of Contents (Continued)

2. Financial Capacity Indicators

Figure 2.1: Operating Deficit/Surplus as a Percentage of Operating Revenue.....	8
Figure 2.2: Total Liabilities as Share of Total Assets.....	8
Figure 2.3: Long Term Debt per FFTE Student.....	9
Figure 2.4: Endowment per FFTE Student.....	9
Figure 2.5: Ryerson University Endowment Fund	10

3. Effective Management Indicators

Figure 3.1: Student : Faculty Ratio	11
Figure 3.2: Faculty Turnover Rate and Staff Turnover Rate.....	11
Figure 3.3: Staff : Faculty Ratio	12
Figure 3.4: Student : Staff Ratio.....	12
Figure 3.5: Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	13
Figure 3.6: Facilities Condition Index (Deferred Maintenance / Current Asset Value)	13

4. University Profile Indicators

Figure 4.1: Percentage of Alumni Who Made a Donation to University	14
Figure 4.2: Annual Number of Non-Alumni Donors	14
Figure 4.3: Annual Level of Donation Commitments	15
Figure 4.4: Annual Level of Donations Received.....	15
Figure 4.5: Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References.....	16

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 2013-14 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: Enable Greater Student Engagement and Success through Exceptional Experiences; Increase SRC Excellence, Intensity and Impact; Foster an Innovation Ecosystem; Expand Community Engagement and City Building.

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 (OCADU), 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 2014, 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 State Polytechnic University-Pomona (Pomona, CA), California State University-Chico (Chico, CA), Eastern Michigan University (Ypsilanti, MI), Kennesaw State University (Kennesaw, GA), Middle Tennessee State University (Murfreesboro, TN), San Jose State University (San Jose, CA), Southeastern Louisiana University (Hammond, LA), The University of Texas at San Antonio (San Antonio, TX), The University of Texas-Pan American (Edinburg, TX), University of Nebraska at Omaha (Omaha, NE), University of South Alabama (Mobile, AL).

Table A: Ryerson Performance Indicators Classification

Performance Indicators by Primary Category	Figure Number	Update Schedule	Indicator May Provide Useful Information For Assessing:			
			Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial (Fall)	X		X	X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Biennial (Fall)	X		X	
Applications : Registrants Ratio	1.3	Annual (Fall)	X		X	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			X
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	X	X	
Percentage of Students Retained from Year 1 After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	X		X	
MTCU Graduation Rate	1.6	Annual (Fall)	X		X	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	X		X	
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	X			X
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	X		X	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	X			
Total External Research Funding	1.11	Annual (Fall)	X			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	X	X	X	
Library Expenditures per FFTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (Fall Headcount)	1.14	Annual (Fall)	X			X
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		X	X	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		X	X	
Long Term Debt per FFTE Student	2.3	Annual (Summer)		X	X	
Endowment per FFTE Student	2.4	Annual (Summer)	X	X	X	X
Ryerson University Endowment Fund	2.5	Annual (Summer)		X		X
EFFECTIVE MANAGEMENT						
Student : Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff : Faculty Ratio	3.3	Annual (Summer)			X	
Student : Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to University	4.1	Annual (Summer)		X		X
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		X		X
Annual Level of Donation Commitments	4.3	Annual (Summer)		X		X
Annual Level of Donations Received	4.4	Annual (Summer)		X		X
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5	Annual (Summer)	X			X

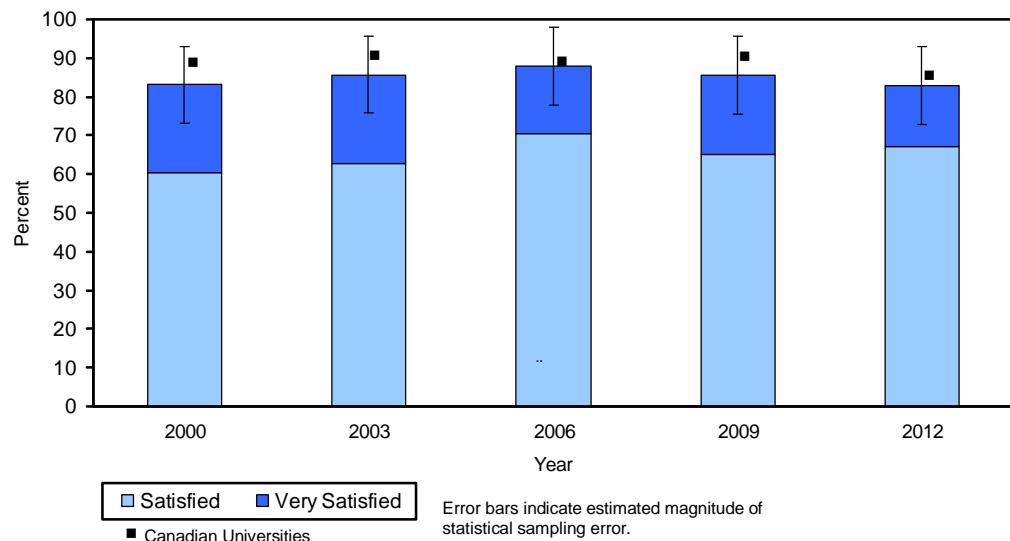
Table B: Ryerson Performance Indicators and Strategic Priorities

Performance Indicators by Primary Category	Figure Number	Indicator May Provide Useful Information For Assessing Progress on the University's Strategic Priorities (2014-2019)			
		Enable Greater Student Engagement & Success Through Exceptional Experiences	Increase SRC Excellence, Intensity & Impact	Foster an Innovation Ecosystem	Expand Community Engagement & City Building
STRATEGIC DIRECTION					
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	X			X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	X			X
Applications : Registrants Ratio	1.3	X			X
Mean Entering Average from Secondary School	1.4	X			
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	X			
Percentage of Students Retained from Year I After 1, 2, and 3 Years of Study	1.6	X			
MTCU Graduation Rate	1.6	X			X
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	X			X
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	X			X
Percentage of Faculty with Doctoral Degrees	1.9	X			
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10		X		
Total External Research Funding	1.11		X		
Library Expenditures as Share of Total Operating Expenditures	1.12	X			
Library Expenditures per FFTE Student	1.13	X			
Zone Learning Enrolment (Fall Headcount)	1.14	X		X	X
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				X
Ryerson University Endowment Fund	2.5				X
EFFECTIVE MANAGEMENT					
Student : Faculty Ratio	3.1	X			
Faculty Turnover Rate	3.2	X	X		
Staff Turnover Rate	3.2	X			
Staff : Faculty Ratio	3.3		X		
Student : Staff Ratio	3.4	X			
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5				
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6				
UNIVERSITY PROFILE					
Percentage of Alumni Who Made a Donation to University	4.1				X
Annual Number of Non-Alumni Donors	4.2				X
Annual Level of Donation Commitments	4.3				X
Annual Level of Donations Received	4.4				X
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5				X

Strategic Direction Indicators

Figure 1.1

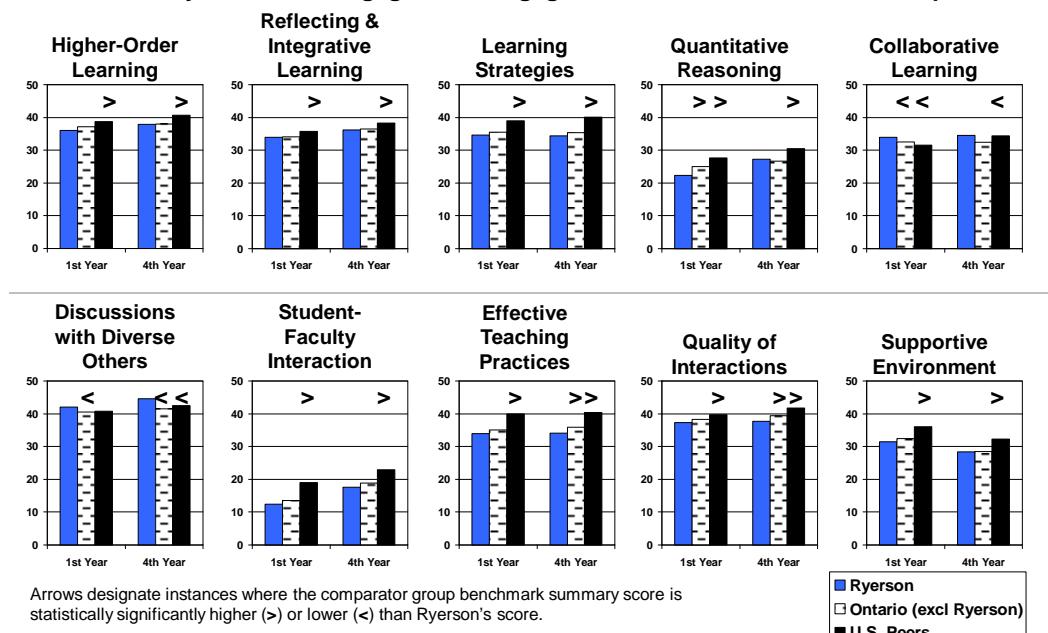
Satisfaction with Overall Quality of Education Received at Ryerson



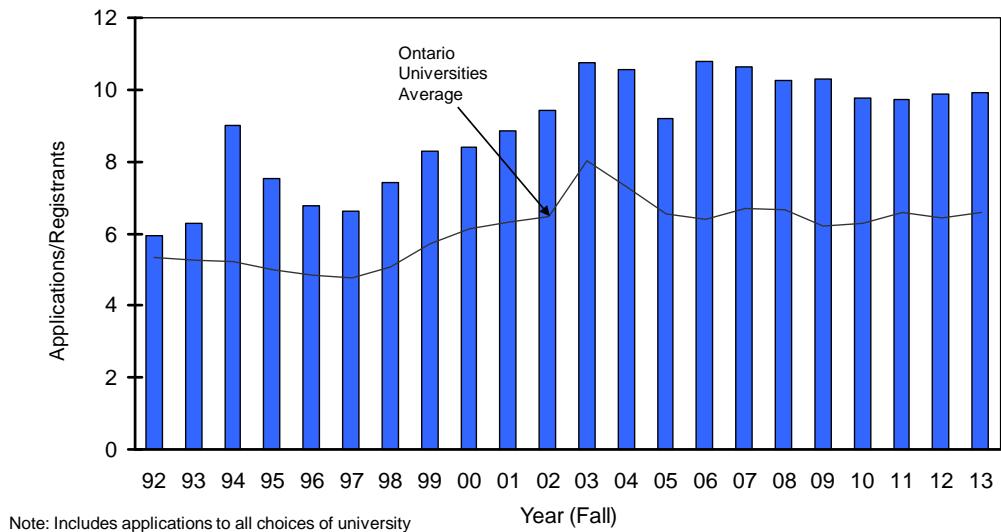
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

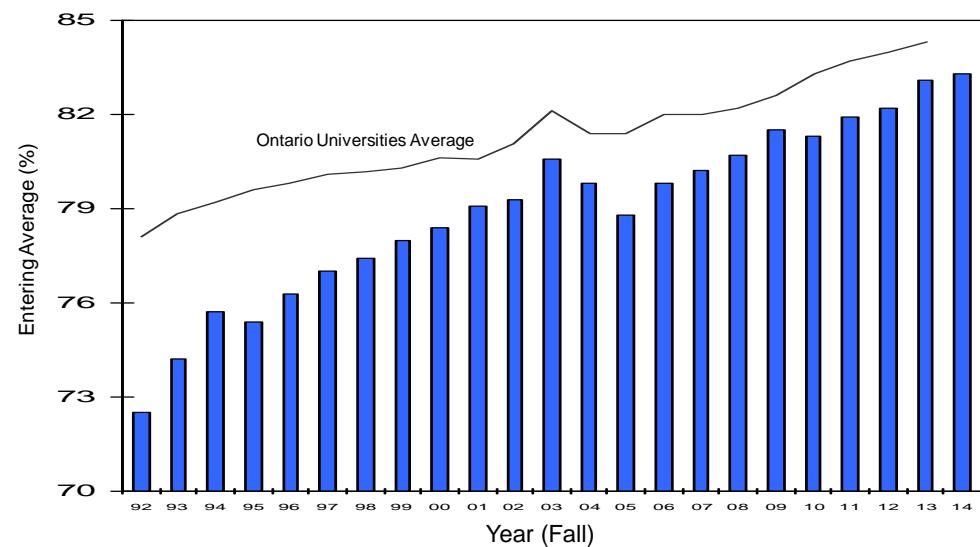
National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



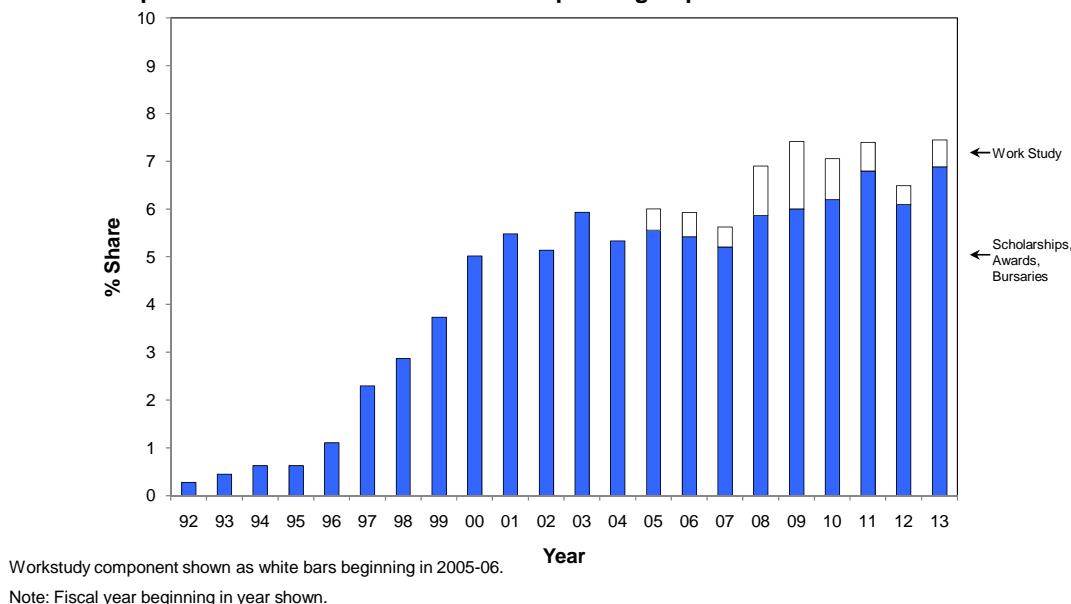
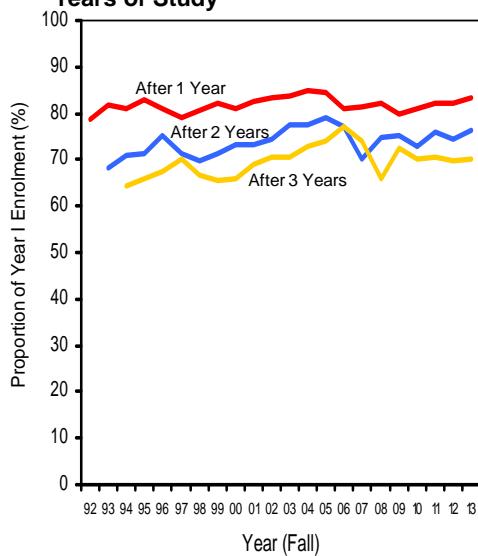
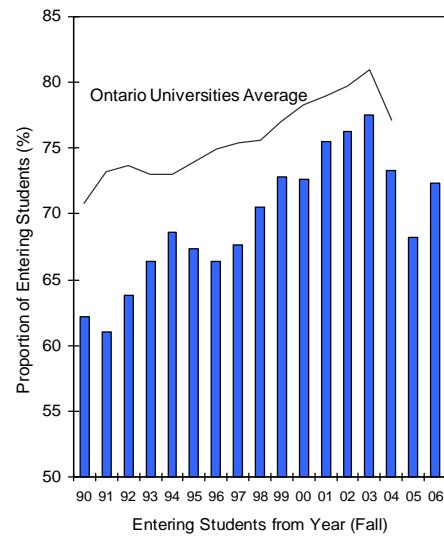
Source: National Survey of Student Engagement 2014 (triennial)

Figure 1.3**Applications : Registrants Ratio**

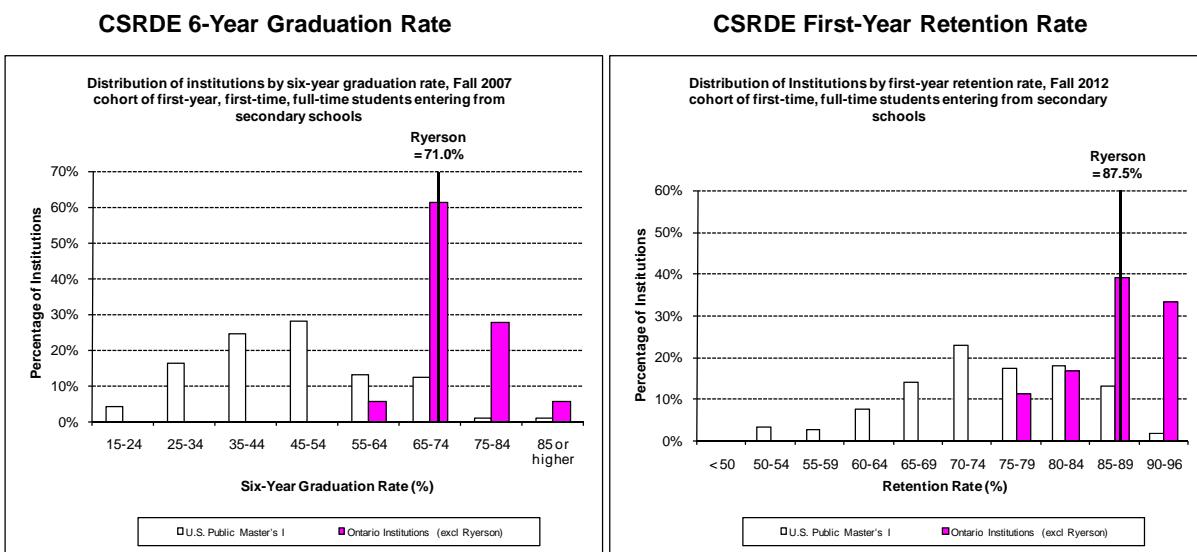
Source: Ontario Universities' Application Centre

Figure 1.4**Mean Entering Average from Secondary School**

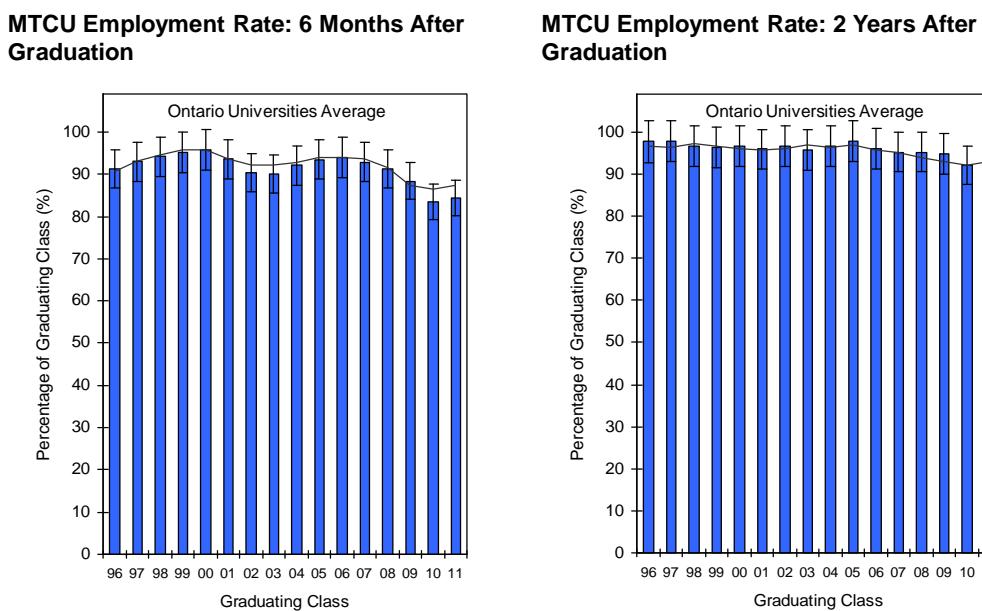
Source: Ontario Universities' Application Centre; Ryerson Student Information System

Figure 1.5**Scholarships and Bursaries as Share of Total Operating Expenditures****Figure 1.6****% of Students Retained in the same program from Year 1 After 1, 2 and 3 Years of Study****MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years**

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

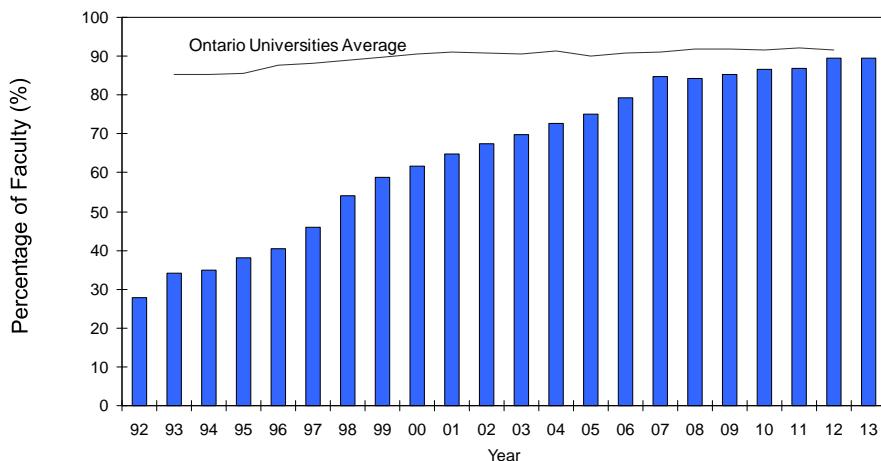
Figure 1.7

Source: Consortium for Student Retention Data Exchange (CSRDE)

Figure 1.8

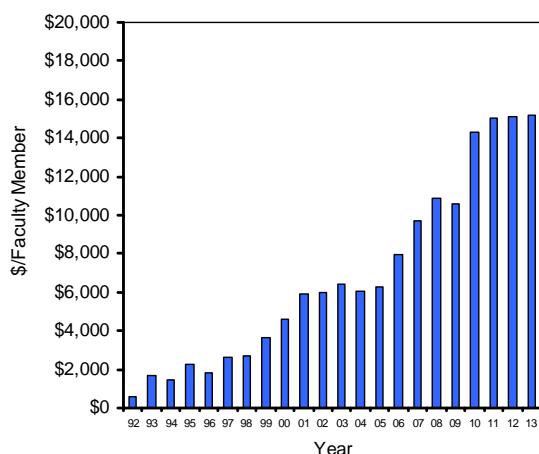
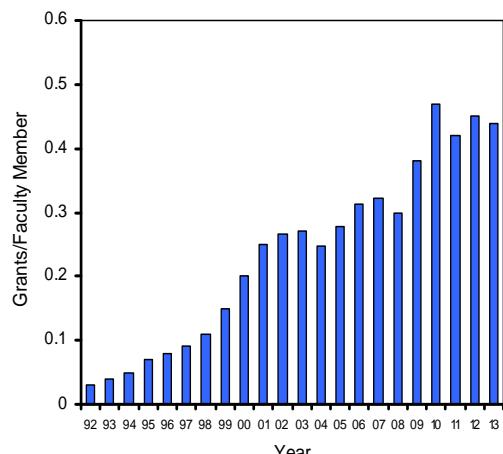
Source: Ministry of Training, Colleges and Universities

Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9**Percentage of Faculty with Doctoral Degrees**

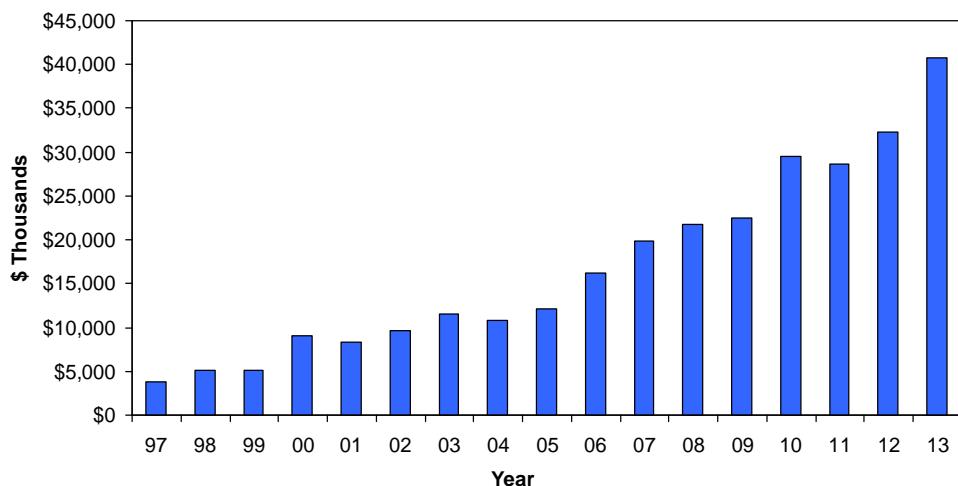
Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, 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**Value of Peer-Adjudicated Research Grants per Eligible Faculty Member****Number of Peer-Adjudicated Research Grants per Eligible Faculty Member**

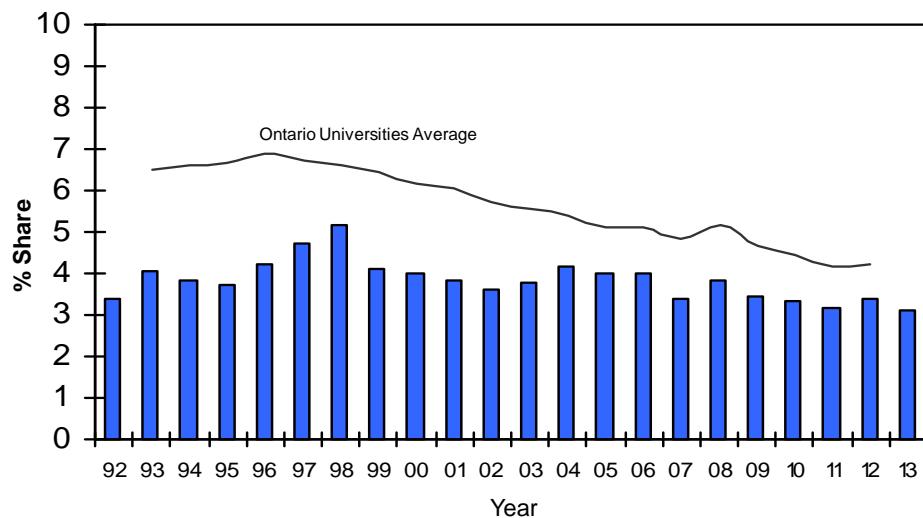
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

Source: Ryerson Office of Research Services data

Figure 1.11**Total External Research Funding**

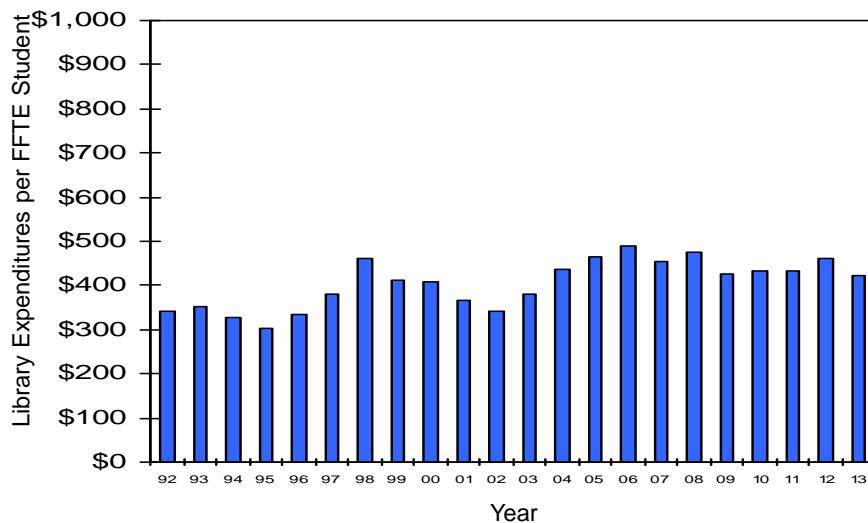
Note: Fiscal year beginning in year shown

Source: Ryerson Office of Research Services

Figure 1.12**Library Expenditures as Share of Total Operating Expenditures**

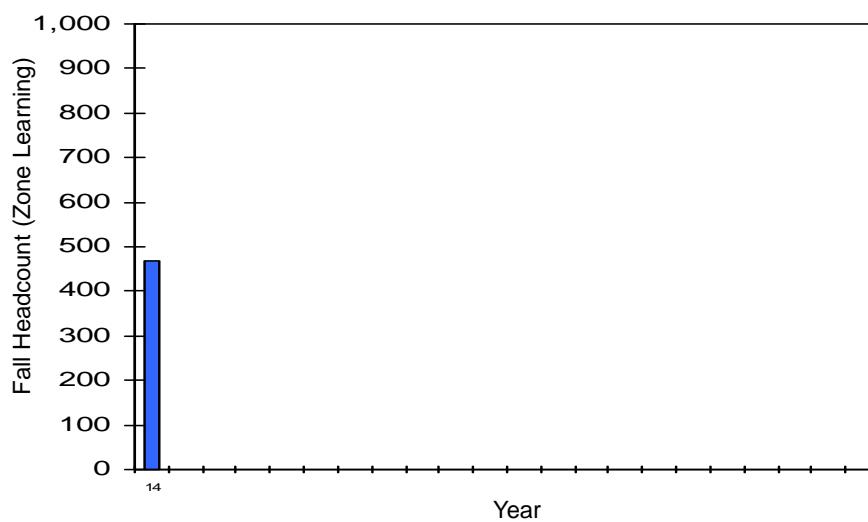
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

Figure 1.13**Library Expenditures per FFTE Student**

Note: Fiscal year beginning in year shown

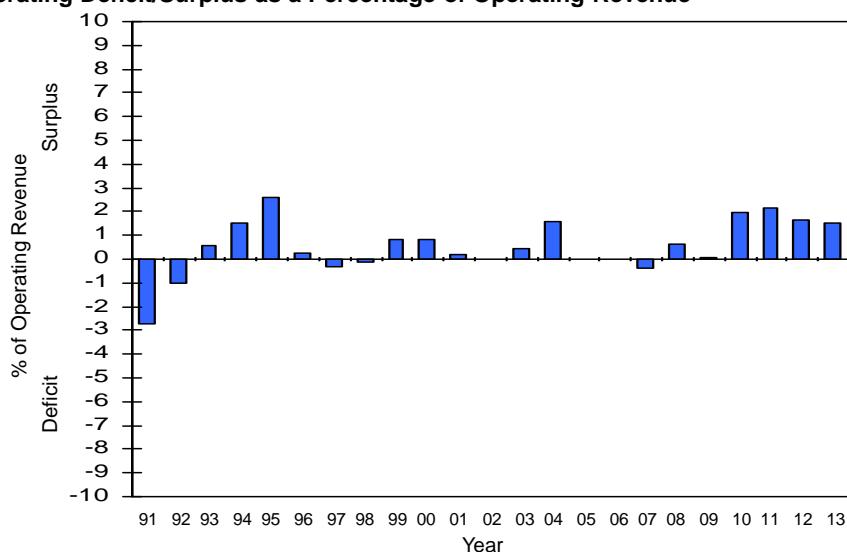
Sources: Ryerson Financial Services data; Ryerson Student Information System

Figure 1.14**Zone Learning Enrolment (Fall Headcount)**

Note: Zone Learning registrant headcount as of November 1 in Fall term of each year shown. Includes Zone registrants in Digital Media Zone (DMZ) and other Zones, including those being operated on a pilot basis.

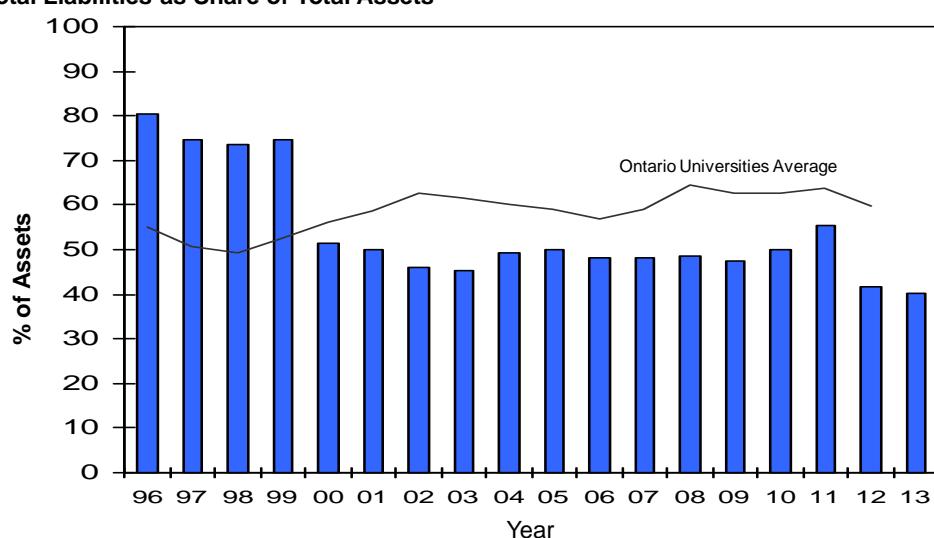
Source: Ryerson Student Information System

Financial Capacity Indicators

Figure 2.1**Operating Deficit/Surplus as a Percentage of Operating Revenue**

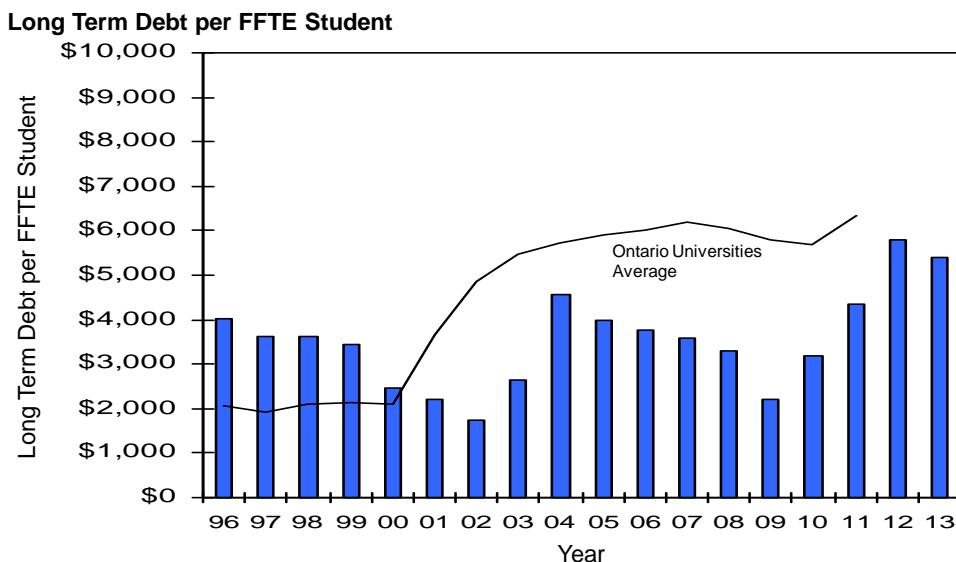
Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown.
In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements

Figure 2.2**Total Liabilities as Share of Total Assets**

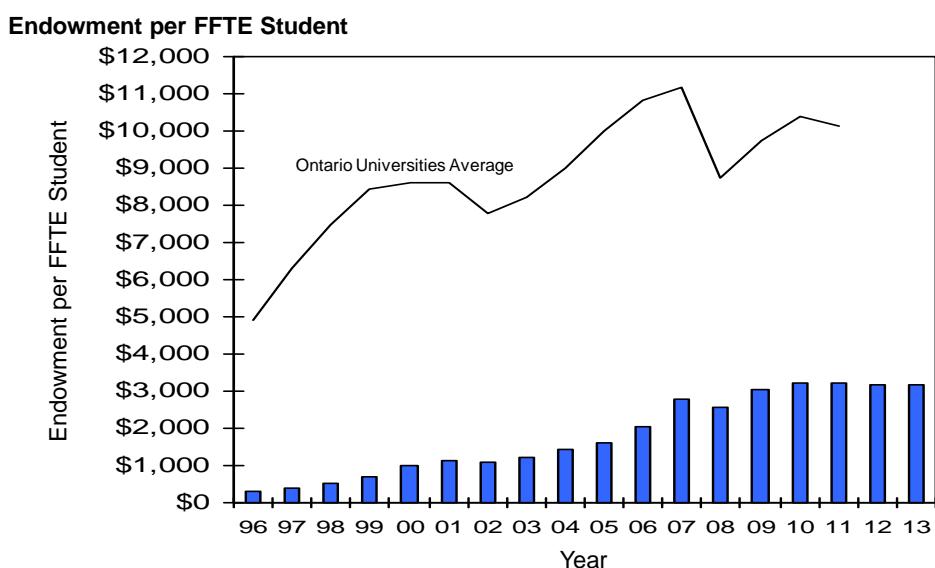
Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

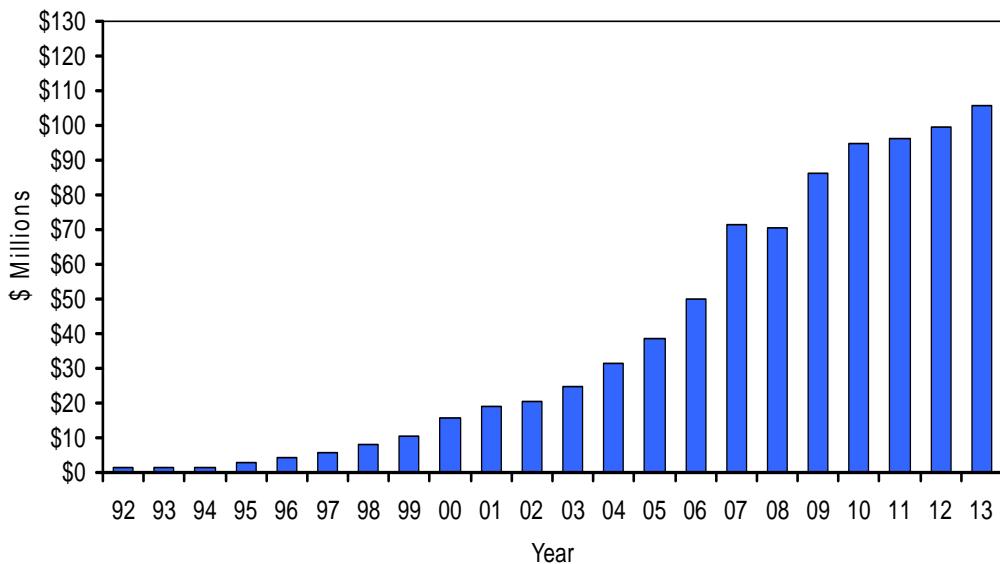
Note: Comparators exclude data for UOIT; FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

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**Ryerson University Endowment Fund**

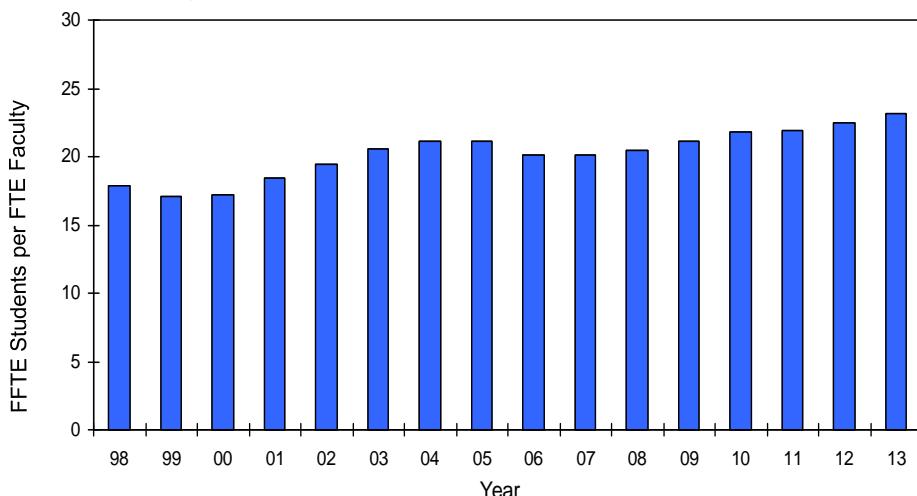
Note: Fiscal year beginning in year shown

Source: Audited Financial Statements

Effective Management Indicators

Figure 3.1

Student : Faculty Ratio

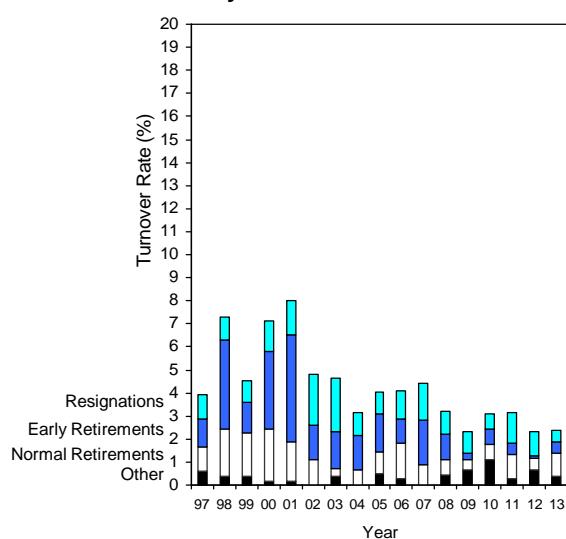


Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours)
CUPE positions; excludes students and faculty in Continuing Education Division

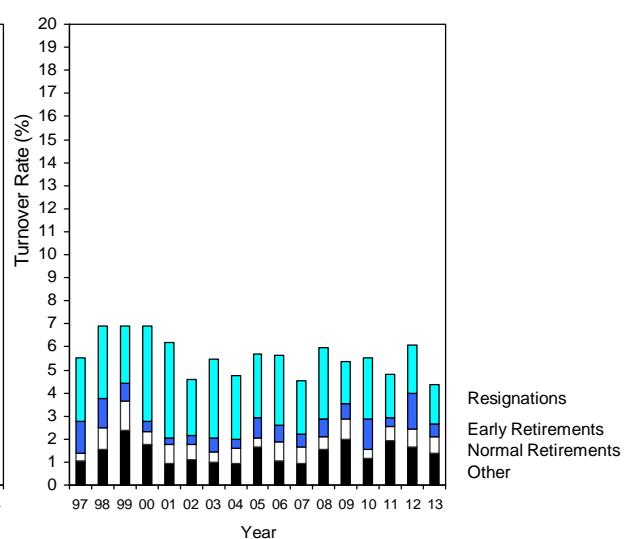
Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

Faculty Turnover Rate

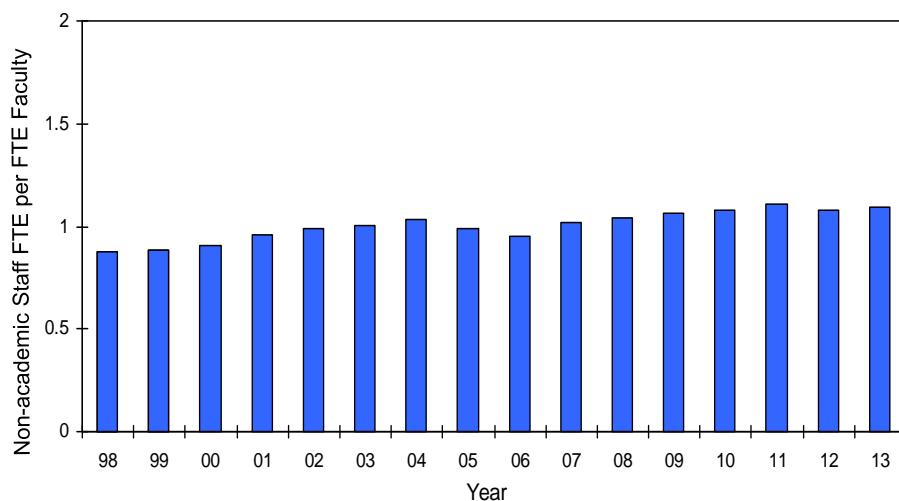


Staff Turnover Rate



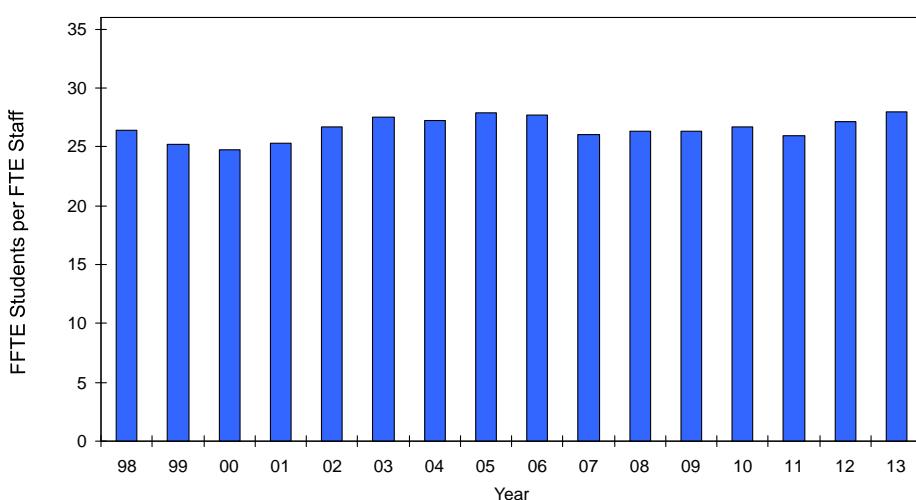
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

Figure 3.3**Staff : Faculty Ratio**

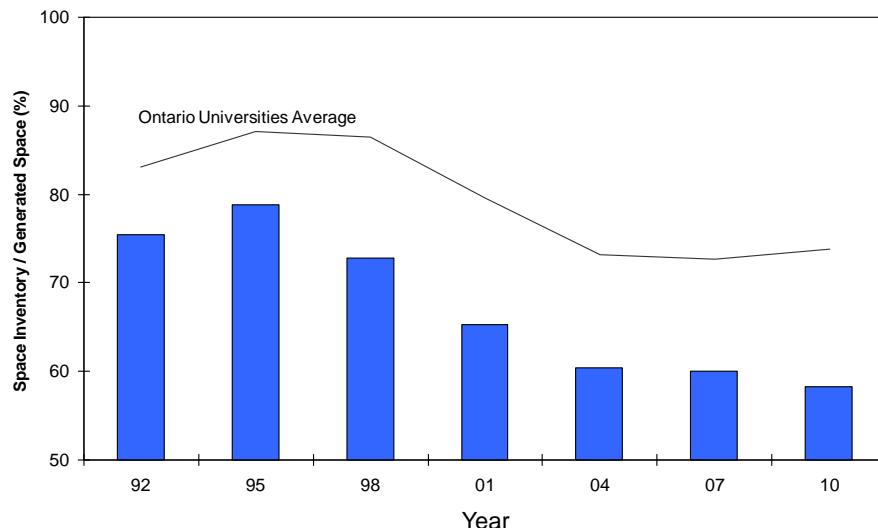
Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not

Source: Ryerson Human Resources data

Figure 3.4**Student : Staff Ratio**

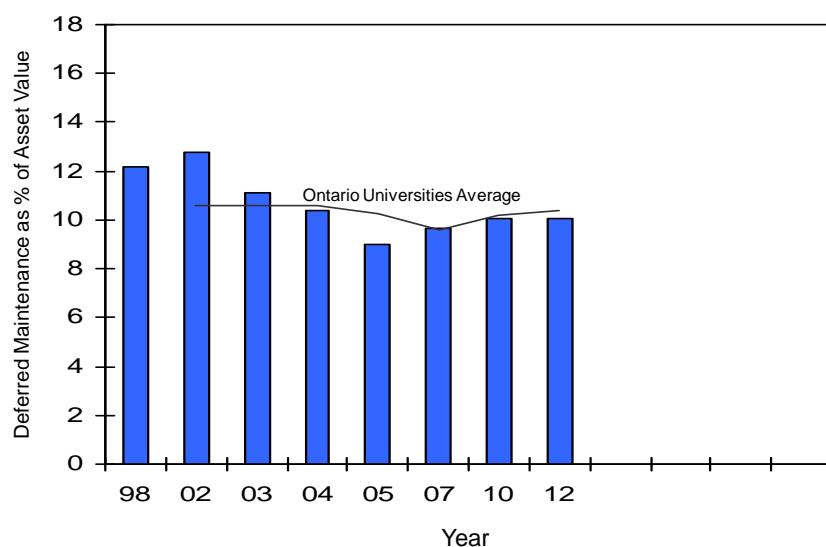
Note: Staff FTE and FFTE Students both include Continuing Education Division

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.

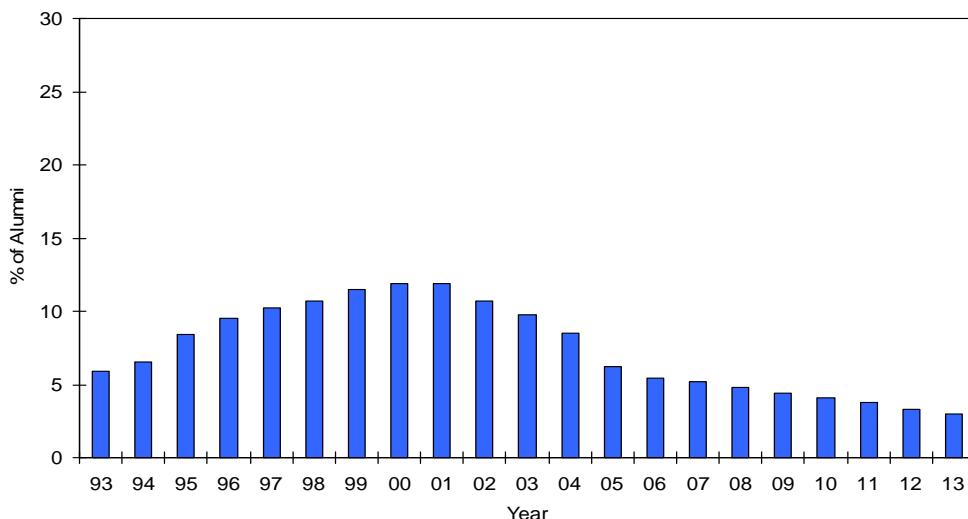
Source: Council of Ontario Universities (triennial)

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

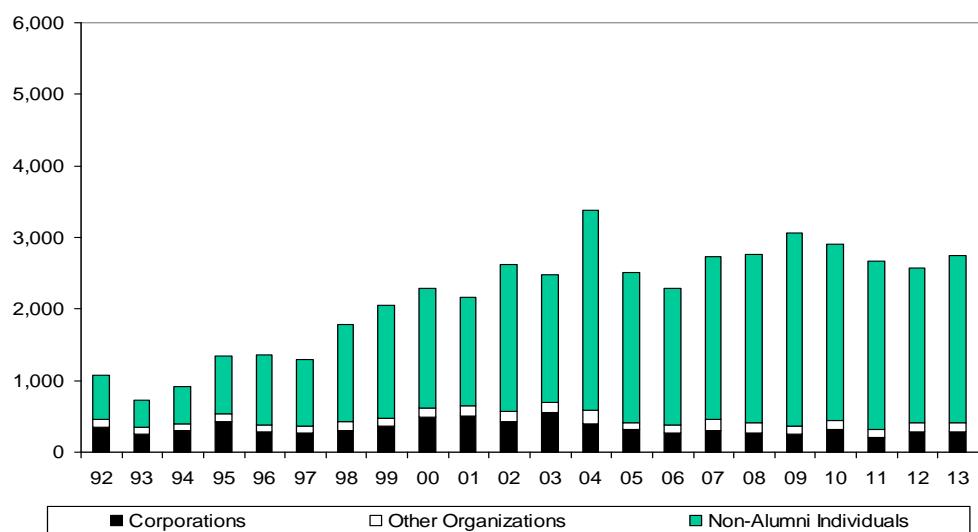
Source: Council of Ontario Universities; Ryerson Campus Planning and Facilities (for 1998)

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

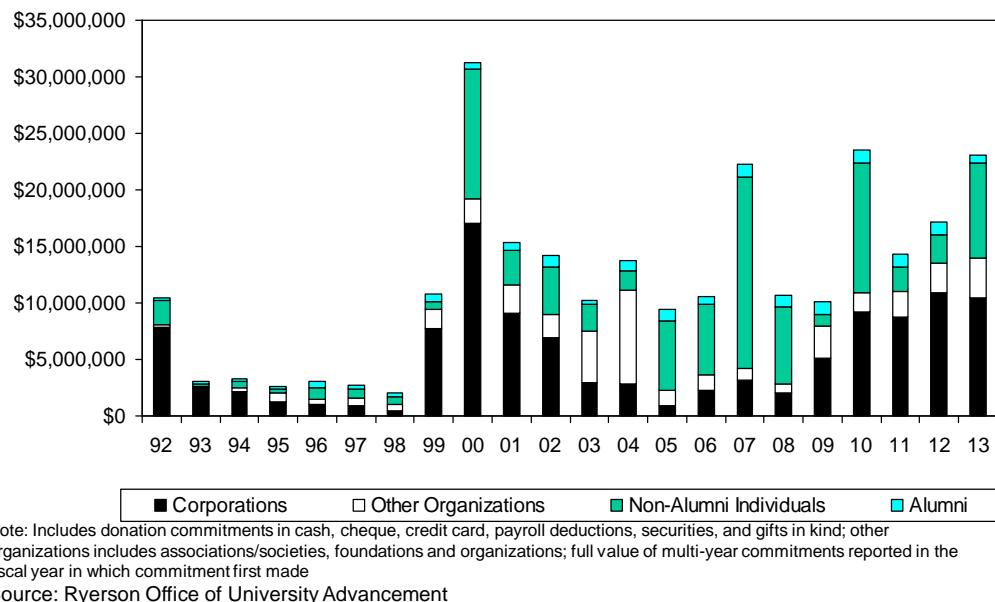
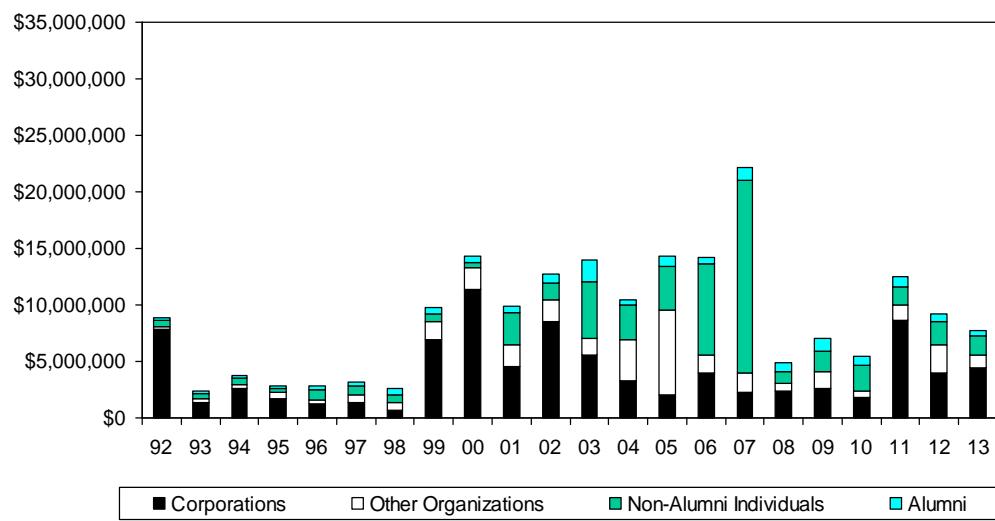
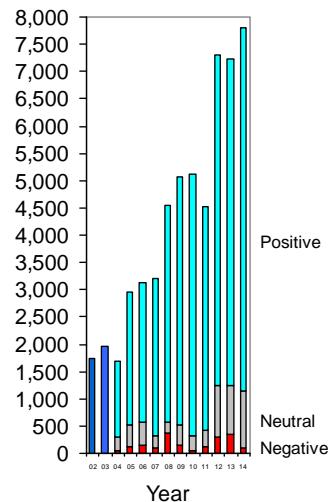
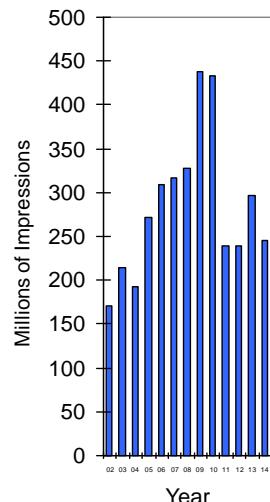
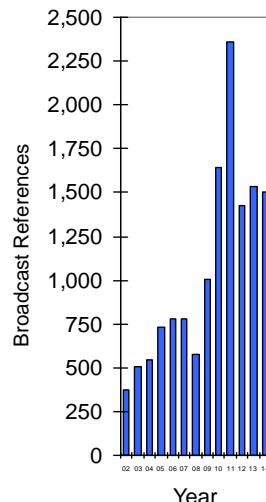
Figure 4.3**Annual Level of Donation Commitments****Figure 4.4****Annual Level of Donations Received**

Figure 4.5**Media References to Ryerson:
Clippings (Print and Online)****Publication Impressions****Broadcast References**

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

Source: Ryerson Office of University Advancement

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the March 2015 meeting of the Ryerson Board of Governors.

President Sheldon Levy spoke to Smart Grid News about Canada's first university-based smart grid lab at Ryerson's Centre for Urban Energy <http://bit.ly/1wZZnF2>. The item, pitched by Public Affairs, was also picked up by Smart Grid Today, Electrical Business, Plugin Europe, Plant Engineering & Maintenance, Power Pulse, Electrical Line Magazine, Alternative Energy Magazine and Wind Power Engineering.

The Toronto Star and Metro News profiled Ryerson's president in an article titled "**Sheldon Levy** leaving Ryerson, and Toronto, a changed place" <http://on.thestar.com/1AUBbKZ>.

President Levy was quoted in an Economic Times article stating that the Ryerson-Bombay Stock Exchange Institute start-up incubator plans to raise \$5 million next fiscal <http://bit.ly/1CPpDJ8>. The item also ran in the Hindu Business Times, Business Standard and Jagran Post. He also spoke to the South Asian Observer about Ryerson's partnership with the BSEI <http://bit.ly/1DrTbaX>. He spoke to the Globe and Mail about the Ryerson-BSEI investment fund for start-ups <http://bit.ly/1a46W8B>.

President Levy was quoted in City Buzz about Ryerson's partnership with South Africa's Wits University to boost startup growth <http://bit.ly/1E5k5th>. Similar items quoting President Levy appeared in North Eastern Tribune, Venture Burn, IT Web, Disrupt Africa, 4-traders and Engineering News.

Toronto Star columnist Christopher Hume profiled "Ryerson's spectacular new Student Learning Centre," quoting chief librarian **Madeleine Lefebvre** <http://on.thestar.com/1vFFTko>. Metro News reported on five things to know about the new Student Learning Centre, an item pitched by Public Affairs <http://bit.ly/1Dp4DGY>. Urban Toronto profiled the Centre <http://bit.ly/1FCdlzy> as did blogTO <http://bit.ly/1MF2cFl>. Design Boom reported on the Student Learning Centre ahead of its opening <http://bit.ly/1CGOeOI>. CTV News Toronto, blogTO and Canada.com all featured a time-lapse video of the centre's construction <http://bit.ly/1zH2how>.

Canadian Press reported that **Olivia Chow** was appointed a distinguished visiting professor. The item, pitched by Public Affairs, was picked up by the National Post <http://bit.ly/1Be6ikW>, CTV News <http://bit.ly/1BJpTJv>, Toronto Star <http://on.thestar.com/1BFwNzp>, CBC.ca, Global News <http://bit.ly/1DMh8Pv>, Macleans.ca <http://bit.ly/18gDiwe>, CP24 <http://bit.ly/1LxizAs> Huffington Post, Globe and Mail <http://bit.ly/1w4FdZZ>, Metro News, China News <http://bit.ly/1zeKyy5>, Ottawa Citizen, China Daily <http://bit.ly/1BsWiq> and Morning Post. **Olivia Chow and Jean Paul Boudreau**, dean, Faculty of Arts, discussed the appointment on OMNI News.

Metro News reported on the "In the Air Tonight" installation at the Ryerson Image Centre, quoting student and creator **Dave Colangelo** <http://bit.ly/1ElzyAQ>. Similar coverage appeared in Canadian Architect <http://bit.ly/1DBG6gB>, Canadian Interiors <http://bit.ly/1zjhG3>, CP24, and Global News Hour.

The Globe and Mail reported that the Ryerson Image Centre acquired the archives of artist Berenice Abbott <http://bit.ly/1M9kBqU>. The item, pitched by Public Affairs, was also picked up by Canadian Interiors, the Toronto Star, Artdaily.org, Glove Advisor, Business.com, Zee News, Morning News, Arnprior Today, and Canadian Art.

Martin Antony, Psychology, spoke to The New York Times about helping perfectionist children worry less <http://nyti.ms/1yTwLBs>. He also spoke to Yahoo New Zealand about a boy being diagnosed with the fear of growing up <http://yhoo.it/1AkVkGM>.

Property Biz Canada featured research by **Craig Brown**, a PhD candidate in environmental applied science and management, on green condos and ventilation systems <http://bit.ly/1FhOjHU>.

Canadian Art featured the “Burn with Desire: Photography and Glamour” exhibition at the Ryerson Image Centre, quoting Ryerson Image Centre curator **Gaelle Morel** <http://bit.ly/1vsjroe>. Similar coverage appeared in the Toronto Star, Metro News, Where Canadian Rockies, Artdaily.org, blogTO, Photo Life, National Post, CP24, Toronto Life <http://bit.ly/1yiUw0E>, Fashion Magazine <http://bit.ly/1C3T3Tt>, CBC Radio’s Metro Morning, and the Globe and Mail.

Lisa Taylor, Journalism, contributed a piece to the Toronto Star on the topic of ending the secrecy of names of people killed by police <http://on.thestar.com/1w6Jx05>.

Reuters reported on the live video appearance by Edward Snowden organized by Canadian Journalists for Free Expression, Ryerson and CBC <http://reut.rs/1Km5OgS>. The item was also picked up by Indian Express <http://bit.ly/1zOvSWG>, the Moscow Times <http://bit.ly/1G1b7Mh>, CBC.ca, Today Online, Toronto Sun, Toronto Star, Russia Times <http://bit.ly/1BailMV> and New Europe <http://bit.ly/1wXIIHC>.

TechVibes reported on a collaboration between MasterCard and Ryerson in launching a Women in Entrepreneurship program <http://bit.ly/1BSOxbm>.

Harald Bauder, Geography and Environmental Studies, spoke to Deutsche Welle TV about Canada's immigration law <http://bit.ly/1DNYhhW>. He was also quoted in a National Post article on the topic of police, illegal immigrants and sanctuary <http://bit.ly/1wwp7hu0>. The item was also picked up by the Vancouver Sun, Ottawa Citizen, Montreal Gazette, Calgary Herald, and Edmonton Journal.

Avner Levin, TRSM, spoke to CBC Radio about a tech support scam, listen: <http://bit.ly/1CyLx3F>. The item was carried by stations in Ottawa, Cape Breton, Thunder Bay, Gander, Yellowknife, Regina, and Victoria. He also spoke to CBC Radio's The Current about fighting voyeurism. He was quoted in IT World Canada about record breaches in Canada in 2014 <http://bit.ly/1Lea7rx> and spoke to CBC News about thwarting identity theft and fraud. He spoke to Global News about policing with body cameras and to CBC about the Samsung smart TV and privacy issues.

Canadian Press reported on Ryerson research by **Raktim Mitra** on the benefits of unsupervised outdoor play for children <http://bit.ly/1GuHN5m>. Similar coverage appeared in CTV News <http://bit.ly/1EyxPLH>, Global News <http://goo.gl/k3Jdl4>, Today's Parent <http://bit.ly/1wqC7yp>, CBC News, CTV.ca, CBC.ca, AM980, the Globe and Mail, Waterloo Region Record, Radio Canada International, National Post, Regina Leader-Post, Hamilton Spectator and CBC Radio's Metro Morning. The item was pitched by Public Affairs.

Ben Barry, Fashion, spoke to the Toronto Star about gender-neutral clothing going mainstream <http://on.thestar.com/1F8Odm3>. A similar item appeared in Christian Science Monitor <http://bit.ly/1CP5hP3>. He was quoted in the Canadian Press on the topic of the mystique of mature models like Joan Didion and Joni Mitchell; the item was carried by the Vancouver Sun, CTV News, Global News <http://bit.ly/1C6nPHy>, Brandon Sun, Ottawa Citizen, Canada.com and Windsor Star.

Chris MacDonald, TRSM, contributes regularly to Canadian Business magazine <http://bit.ly/1w2ydlB>.

Joanne McNeish, TRSM, spoke to Global News in reaction to the Sports Illustrated Swimsuit Issue cover <http://bit.ly/1F4tklz>.

Brent Barr, spoke to the Toronto Star about Japanese retailers' approach to business in Canada in light of Target closing its Canadian operations, as an expert pitched by Public Affairs <http://on.thestar.com/1JzENT>. The item was also picked up by Northumberland News and Inside Halton.

CTV News reported that Ryerson's endowment is valued at \$100 million <http://bit.ly/1EJ4kIP>.

Ramona Pringle, RTA, spoke to CBC Radio's Metro Morning about women leaving the tech industry, listen: <http://bit.ly/1CoCpOU>. She also spoke to Global Toronto about the Hinge app <http://bit.ly/1L1vpMg>.

Paul Bali, Philosophy, spoke to CTV News about animal rights.

An Alternatives Journal feature on bold visionaries profiled **Pam Palmater**, Politics, <http://bit.ly/1FNpjYZ>. She spoke to CBC News and CTV News about the inquiry on missing aboriginal women. She was quoted in the National Post about anti-terror legislation <http://bit.ly/1CMskpV>, an item also picked up by the Ottawa Citizen. She also spoke to the National Post about Aboriginal Canadians planning a cross-country shutdown, an item carried by the Star Phoenix and Regina Leader-Post.

Business Vancouver profiled graduate **J.J. Wilson** and his new clothing line, mentioning Ryerson's School of Fashion and commerce degree in entrepreneurship <http://bit.ly/1vPM0vU>. A related story appeared in Fashionista <http://bit.ly/1LSlg1H>.

Ratna Omidvar, executive director of the Global Diversity Exchange, spoke to Radio Canada International about DiverseCity, listen: <http://bit.ly/1At76vi>. Similar coverage appeared in the Globe and Mail <http://bit.ly/1wtggxc> and the Toronto Star <http://on.thestar.com/1Aazke8>. She also contributed a piece to the Globe and Mail on the topic of changing immigration rules <http://bit.ly/1B6ivHH>.

The Toronto Star reported on Ryerson's partnership with St. Michael's Hospital to offer the unique Professional Master's Diploma in Dietetics, quoting **Judy Paisley** <http://on.thestar.com/1EU4c7o>.

Canadian Art featured **Robert Burley**'s "The Disappearance of Darkness" among its must-sees for the week <http://bit.ly/1AAcCRI>.

Archinect profiled an exhibition co-founded by Architecture chair **Colin Ripley** <http://bit.ly/1zMybdS>.

The Caribbean Camera reported on the Viola Desmond Day Awards ceremony at Ryerson, an item pitched by Public Affairs <http://bit.ly/1MbV851>.

Margaret Yap, TRSM, spoke to Global Toronto about the Oscars shining a light on gender wage gaps <http://bit.ly/1AvjJLa>.

Cheri Bradish, TRSM, spoke to Yonge Street Media about Ryerson and Rogers launching a sports-tech startup competition <http://bit.ly/1DTn5Kx>. Other coverage included Sportscaster <http://bit.ly/1EMiXJe>, Betakit, Sportsnet Central, CityNews, 680 News, The Fan 590 and Broadcaster magazine. The item was pitched by Public Affairs.

Electrical Business featured research on efficient wind harnessing by **Bhanu Opathella** and **Bala Venkatesh** of Ryerson's Centre for Urban Energy <http://bit.ly/1LGIAQU>.

Heather Willis, accessibility coordinator, spoke to the Toronto Star about fitness being important to both the disabled and able-bodied <http://on.thestar.com/1EMhiU3>

Dave Valliere, founding director of the Entrepreneurship Research Institute, was quoted in Canadian Business about so-called born entrepreneurs <http://bit.ly/1w2kfLI>.

Sean Wise of TRSM spoke to Global News Toronto about opening a small business <http://bit.ly/1FCYtpQ>.

DMZ-based entrepreneur **Ben Fox** spoke to the Toronto Star about government funding for innovation <http://on.thestar.com/1vXW7cA>

Marie Bountrogianni, dean, The Chang School, spoke to Canada AM about choosing the right career path regardless of age. She also spoke to 24 Hours about workplace trends in 2015 <http://bit.ly/180qOsm> and appeared on Newstalk 1010 discussing the ChangSchoolTalks and the school's online learning offerings.

Colleen Carney, Psychology, contributed an article to Psychology Today on the topic of fatigue <http://bit.ly/15vpGeE>. She spoke to Global News about consuming alcohol before bedtime disrupting sleep <http://bit.ly/1yIXrF1> and to the Link about the importance of a sleep schedule <http://bit.ly/14V6wP7>. NewsOk, Imperial Valley Press and Las Vegas Review Journal all reported on her research.

The Toronto Star reported on social enterprise funding for Ryerson <http://on.thestar.com/1EsQnwz>. Similar items appeared in CP24, Global News, Waterloo Region Record, Huffington Post, CTV.ca and Canadian Manufacturing.

Canadian Press profiled men's basketball coach **Roy Rana**, in an article picked up by the Winnipeg Free Press <http://bit.ly/1Ed4Ej0>. The item was carried by the Edmonton Journal, Lethbridge Herald, Langley Times, and Mission Record. He was quoted in The New York Times about Toronto becoming a hub of basketball talent <http://nyti.ms/1E338hj>. The item also appeared in Vancouver Basketball.

The Hamilton Spectator quoted **Akua Benjamin**, Social Work, in an article about the need for a children's aid organization for black families <http://bit.ly/1F2iRx8>.

The Globe and Mail reported that MBA teams from Ryerson's TRSM swept the podium at the annual Rotman CSR case competition <http://bit.ly/1AcmocA>.

Jeremy Friedberg of Spongelab Interactive spoke to CBC Radio's Metro Morning about the inaugural ChangSchoolTalks <http://bit.ly/1DGIUwv>.

Bryan Evans, Politics, spoke to Newstalk 1010 about new employment standards in Ontario <http://bit.ly/1zQAz1Y>.

CityNews Toronto reported on philanthropist **Isaac Olowolafe**'s gift to the Student Learning Centre, video: <http://bit.ly/1CMqoxC>.

Russ Viire spoke to CBC Radio's Here and Now on glycerine in hand cream triggering false positives in explosive tests. The item, pitched by Public Affairs, also aired in Quebec and Ottawa.

Anatoliy Gruzd, director of the Social Media Lab, spoke to Canadian Press about disturbing online behaviours, an item picked up by CTV News <http://bit.ly/17I7eG7>, Winnipeg Free Press, Metro News, Prince George Citizen, News 1130 and Energetic City.

Daniel Day, Psychology, was quoted in an Associated Press article about a murder case in the U.S. The item was carried by ABC News, Newsday <http://nwsdy.li/1vaN5xM> and USA Today and Fox News.

Jaigris Hodson and **Ann Cavoukian**, Privacy and Big Data Institute, spoke to CBC News about smart devices and privacy defaults <http://bit.ly/1MpUrmz>.

Jason Nolan, Early Childhood Studies, spoke to Parents Canada about the lost art of cursive writing <http://bit.ly/1gcaepl>.

Myer Siemiatycki, Politics, spoke to CBC News about Jon Stewart's legacy of taking media to task <http://bit.ly/17oGbL9>. He was quoted in the Calgary Herald on the topic of Calgary Mayor Naheed Nenshi being crowned World Mayor 2014 <http://bit.ly/1BXj8Rz>, an item also carried by the Muslim Times <http://bit.ly/1CawKcc>.

MedicalXpress.com reported on research by **Julia Spaniol**, Psychology, on the topic of cognitive decline as we age, an item pitched by Public Affairs <http://bit.ly/17ldail>.

Ann Cavoukian, executive director, Privacy and Big Data Institute, spoke to the Toronto Star in reaction to the Ontario Government coming under fire over inaction on health privacy law <http://on.thestar.com/1DYLX0Q>. Similar items appeared in Metro News, Newstalk 1010 and Mississauga News. She spoke to Global News about the mysterious tunnel in Toronto <http://bit.ly/1zUADz2>. She also spoke to Global News about the anti-terror bill, to CBC's Power and Politics about more power for CSIS and to CBC News Toronto as well as CTV News about the Samsung smart TV and privacy issues. She commented in the National Post on the use of big data and privacy expertise in creating an anonymous index of sexual assaults <http://bit.ly/1G10n4Z>, an item carried by the Vancouver Sun, Edmonton Journal, Calgary Herald, Montreal Gazette, and Ottawa Citizen.

NOW Toronto profiled the newly launched Toronto Sound Zone created by RTA student **Adam De Dominicis**, quoting **Lori Beckstead** <http://bit.ly/1JmH8V6>.

The Good News South Africa reported on Ryerson's partnership with Wits University <http://bit.ly/1F5nVnI>. Similar coverage appeared in IT-Online South Africa, Skills Portal and TechCabal. The item was pitched by Public Affairs.

The Associated Press quoted **Camille Hernandez-Ramdwar**, Sociology, on the gender gap in the Caribbean workforce <http://bit.ly/1yoTC34>. The item was also picked up by Star Tribune Minnesota, US News, Rutland Herald, Capital Bay, New Orleans City Business, Metro News, and 660 News.

Deb Fels, ITM, spoke to CBC Radio's Metro Morning about her Intimate Interfaces research project.

MSN.com features video interviews with immigrant entrepreneurs at Ryerson's DMZ, an item pitched by Public Affairs <http://on-msn.com/1E408kr>.

James Nadler, RTA, spoke to CBC about Jon Stewart leaving the Daily Show. The item aired on stations in Victoria, Edmonton, Yellowknife, Charlottetown, Toronto, and Vancouver.

Sam Seo of the DMZ's Physicalytics spoke to CityNews Toronto about auto-hacking <http://bit.ly/1IVp2Jz>.

Hayden King, Politics, contributed a piece on the First Nations land settlement <http://bit.ly/1Fy9uG6>. He was quoted in a Canadian Press article about a movement asking the Vatican to rescind papal bulls, an item picked up by the Toronto Star <http://on.thestar.com/1AbxJeQ>, Metro News, CTV News, News Talk 650, Maclean's <http://bit.ly/1IKGqR8>, National Post and Times Colonist.

CNN.com reported on DMZ alumnus company Figure 1 <http://cnn.it/1AftLjy>.

Winnie Ng, CAW-Sam Gindin Chair in Social Justice and Democracy, co-authored an op-ed for the Globe and Mail on the topic of intolerance <http://bit.ly/16JUXv0>

Tanzeel Merchant, director of the Ryerson City Building Institute, spoke to CBC Radio's Metro Morning about the importance of the long-form census to city planning <http://bit.ly/1CamhgS>.

Sportsnet: Fan590 spoke with former MLSE president **Tom Anselmi** upon his appointment as distinguished visiting professor <http://bit.ly/1ECSKzO>. He also spoke to TSN bit.ly/1Cq24X2 and the Toronto Star <http://on.thestar.com/1CROgmT>. The item was pitched by Public Affairs.

Inside Toronto reported on a study on Riverdale produced by Urban and Regional Planning students <http://bit.ly/1AvtNVA>.

Mark Gorgolewski, Architecture, was quoted in a Metro News article about ways to recycle old TTC vehicles <http://bit.ly/18N5qY1>. The item was also picked up by MSN.com.

Global News spoke with DMZ-based entrepreneur **Justin Hein** of Fr8nex about his employees and telecommuting, an item pitched by Public Affairs.

Gregory Taylor, ITM, spoke to the Toronto Star about the CRTC's decision on over-the-air TV <http://on.thestar.com/16rDfNj>.

The Toronto Star profiled a sleeping bag project to help the homeless led by students **Katharine Heng and Jane Mathias**. The article quoted **Cathy Crowe**, distinguished visiting practitioner <http://on.thestar.com/1BP6u4H>.

Novae Res Urbis reported on a panel on water infrastructure organized by Ryerson's Centre for Urban Research and Land Development.

Tonya Davidson, Sociology, spoke to the Waterloo Region Record about the iconic Gumby turning 60 <http://bit.ly/1txnq1C>

Gabor Forgacs, TRSM, spoke to the Toronto Star about Marriott buying the Delta hotel brand <http://on.thestar.com/1BnS5fo>. The item was picked up by Inside Halton and the Cambridge Times.

Breakfast Television reported on HitchBOT, featuring an interview with co-creator **Frauke Zeller**, an item pitched by Public Affairs, video: <http://bit.ly/1Dgum3j>. The Toronto Star reported on the robot's European trip, <http://on.thestar.com/1A8Xevj>, an item also picked up by Our Windsor. Another Star article <http://on.thestar.com/15qJjVW> was picked up by CBC.ca, Metro News, and Canadian Journal.

Rachel Dodds, Hospitality, spoke to the Weather Network about the sustainable traveler <http://bit.ly/1JBeU3y>.

Wendy Cukier, vice-president, research and innovation, spoke to the Globe and Mail about start-up funding for innovation <http://bit.ly/1CYon32>.

Jordan Tustin was quoted in Travelers Today on the topic of the Ebola epidemic <http://bit.ly/1CYvXuv>. A similar item appeared in the Toronto Star <http://on.thestar.com/1JdTf1I>.

Post City profiled winning entries in the Ryerson Danier's Design Challenge <http://bit.ly/1JsBueK>.

Arne Kislenko, History, was quoted in CBC News about Japan's options in resolving the ISIS hostage crisis <http://bit.ly/15v6yh0>. The item was also picked up by International Business Times. He was also quoted in the Montreal Gazette on authorities dealing with the new face of terrorism <http://bit.ly/1AiEB9s>.

The Globe and Mail reported on the new partnership between Communitech, the DMZ and OneEleven, an item pitched by Public Affairs <http://bit.ly/1zwitYR>.

Broadcaster reported on **Marci Ien**'s appointment as a distinguished visiting professor at the RTA School of Media, an item pitched by Public Affairs <http://bit.ly/1sVEwpF>.

Steve Tissenbaum, TRSM, spoke to Global News about Sears hiring Target employees <http://bit.ly/1iSKDzf>. He also spoke to CHCH about Target closing its Canadian stores. He appeared on CBC News: Marketplace discussing extended warranty programs.

CanadExport reported on research by **Sui Sui and Horatio Morgan**, TRSM, on the topic of immigrants being critical to export success, an item pitched by Public Affairs <http://bit.ly/1KUXIJR>.

Phys.Org reported on research by **Carolyn Johns**, Politics, on restoring the Great Lakes, an item pitched by Public Affairs <http://bit.ly/1Cs2fgY>.

Ken Kwong-Kay Wong, Retail Management, spoke to AM 1540 and OMNI News about the closure of Target's Canadian stores, as an expert pitched by Public Affairs.

Ivor Shapiro, Journalism, spoke to Global News about the shooting in Paris overshadowing a massacre in Nigeria <http://bit.ly/1BaPxX5>. He spoke to CHCH about journalism ethics <http://bit.ly/1ybl4HO>, and appeared on Canada AM discussing free speech ow.ly/HiHb9

Chris Bentley, executive director of the Law Practice Program, was quoted in a Financial Post article about two legal innovations <http://bit.ly/151nbAy>.

The Toronto Star profiled a design by Ryerson engineering and architectural science students to create warming huts out of lifeguard stations <http://on.thestar.com/1xoFzK2>. The item was also picked up by Metro News, Canadian Architect, Torontoist and Building Design+Construction.

Randy Boyagoda, English, contributed an op-ed to The New York Times on the topic of elections in Sri Lanka <http://nyti.ms/14VdinQ>. It was picked up by Waterloo Region Record <http://bit.ly/1u3WU0s>.

Science Daily reported on Ryerson/U of T research on the lack of nutritional benefits in vitamin waters and energy drinks <http://bit.ly/1su69G2>. Similar items appeared in Medical Xpress <http://bit.ly/1su6rwC>, Eureka Alert! <http://bit.ly/1AIXEY4>, Business Standard <http://bit.ly/1u2DVO0>, Science Blog <http://bit.ly/1u1MzBZ>, The Times of India <http://bit.ly/1BWWaLc> and Zee News <http://bit.ly/1y9m5hK>.

Patrice Dutil, Politics, appeared on TVO's The Agenda discussing the 200th anniversary of Sir John A. Macdonald's birth, video: <http://bit.ly/1B0GYOg>. He contributed a piece to the National Post on the topic of respecting Macdonald as a founder <http://bit.ly/1y4vaKm>. The Hill Times reported on a new book on Macdonald co-edited by Dr. Dutil <http://bit.ly/1w9ACEF>.

Distinguished Visiting Professor **Tony Burman** spoke to Business News Network about the impact of the suspension of Global News anchor Leslie Roberts <http://bit.ly/1yaMmuB>. He contributes a regular column to the Toronto Star.

Cathy Crowe, distinguished visiting practitioner, was quoted in the Toronto Star regarding cold weather alerts <http://on.thestar.com/1sartAg>.

Chris Gibbs spoke to Canadian Press about using smartphones for directions while travelling. The item was carried by the Vancouver Sun <http://bit.ly/1scMVEM>, CTV News <http://bit.ly/1zZzBBm>, Global News <http://bit.ly/1xZIY70>, Brandon Sun, and Chronicle Herald.

The Hamilton Spectator profiled the Mattamy Athletic Centre <http://bit.ly/14p6E95>

Dr. Su-Ting Teo, director of Ryerson's Health Centre, spoke to CTV News Weekend about mental health issues on university campuses.

The Globe and Mail reported a TRSM team came second in the 2015 MBA Games <http://bit.ly/1BUj2cw>.

James Turk, distinguished visiting professor, spoke to Radio Canada about the Paris shooting and freedom of the press.

Prepared by Communications, Government and Community Engagement