

DRAFT



BOARD OF GOVERNORS
Thursday, March 31, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 1:00 p.m.

AGENDA

TIME	ITEM	PRESENTER	ACTION
12:00	1. IN-CAMERA DISCUSSION (Board Members Only)		
	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
12:30	END OF IN-CAMERA SESSION		
	4. INTRODUCTION		
	4.1 Chair's Remarks	Janice Fukakusa	Information
	4.2 Approval of the Agenda	Janice Fukakusa	Approval
	5. REPORT FROM THE INTERIM PRESIDENT	Mohamed Lachemi	Information
	6. REPORT FROM THE SECRETARY		
	6.1 Board 2016 Election Report	Julia Shin Doi	Information
	7. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Christopher Evans	Information
	8. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	Information
	8.1 Budget 2015-16: Part Two - Fees Context	Mohamed Lachemi Chris Evans Paul Stenton Joanne McKee	Information
	8.2 Campus Public Realm Plan	Mohamed Lachemi Janice Winton	Approval

9. CONSENT AGENDA

9.1 Approval of the January 26, 2016 Minutes

9.2 Fiera Capital Report December 31, 2015

Joanne McKee

[Information](#)

10. FOR INFORMATION

10.1 Ryerson Performance Indicators

[Information](#)

10.2 Ryerson Communication Report

[Information](#)

10.3 Ryerson Architectural Science Society Referendum
2016 Results

[Information](#)

1:00

11. TERMINATION

Janice Fukakusa

12. Board Committee Meeting 1:00 p.m. to 1:30 p.m.

NEXT MEETING OF THE BOARD – April 28, 2016

Senate of Canada – On March 18th the Prime Minister announced a list of seven distinguished Canadians for appointment to the Senate, including three with a close connection to Ryerson:

- Ratna Omidvar, Executive Director, Global Diversity Exchange, Chair of Lifeline Syria, and recipient of the CivicAction Lifetime Achievement Award for work on inclusion and diversity
- Frances Lankin (Doctor of Laws *honoris causa* '10), former CEO of United Way Toronto
- The Hon. Justice Murray Sinclair (Doctor of Laws *honoris causa* '13), former Chair of the Truth and Reconciliation Commission

Board of Governors Elections – The results of the Board elections held to date were announced March 6th. Congratulations to new Board members representing their constituencies: Chris MacDonald, Ted Rogers School of Management (teaching faculty); Gowry Sivapathasundaram (administrative staff); and students Victoria Morton (Media Production), Cassandra Myers (Child and Youth Care), and Mariam Nouser (Mechanical Engineering). Voting for the Alumni Board member takes place from June 15-26th.

Ryerson Benefactors – Naming events were held recently for leaders contributing inspiring example and generous support for the innovative and award-winning Student Learning Centre:

- the official opening of the Allan Slaight Radio Institute at the RTA School of Media was celebrated February 3rd, recognizing the generous \$3 million gift from The Slaight Family Foundation honouring an industry legend and supporting the next generation of innovators;
- the unveiling of the Isaac Olowolafe Jr. Digital Media Experience Lab on February 25th recognizing innovative entrepreneurial support from the founder of Dream Maker Realty;
- the Sarabjit S. Marwah Learning Exchange was celebrated on March 3rd recognizing a role model in business, diversity, entrepreneurship, innovation, and charitable community work.

National Institute on Aging – On February 22nd Ryerson launched a new National Institute on Aging (NIA) in partnership with the City of Toronto, Sinai Health System, Ontario Gerontology Association and the International Federation on Aging. Mitch Frazer, founder and co-chair of the NIA, member of the Board of Governors, and partner and chair of the Torgers LLP Pensions and Employment Practice, led the initiative of vital importance to all Canadians. Housed within the Ted Rogers School of Management, the NIA is Canada's first academic-based institute to study the financial and health aspects of successful aging at a national level. The NIA co-chair will be Dr. Samir Sinha, director of geriatrics at Mount Sinai and University Health Network hospitals, leader of the National Senior Strategy that will serve as the framework for the NIA. Former Premier Bill Davis will serve as honorary chair. The World Health Organization will announce that the City of Toronto will be the latest global city awarded the status of a WHO designated Age-Friendly City with the simultaneous Canadian launch of the WHO's World Report on Aging and Health. The International Federation on Aging (IFA) is making its global headquarters in Toronto in collaboration with the Ryerson NIA as its key academic partner.

Ryerson Rams – Congratulations to women's and men's basketball teams for making history:

- both teams are OUA champions, winning the Wilson Cup (men) and Critelli Cup (women)
- the women's team won the silver medal at the CIS championships
- the men's team won the CIS bronze medal for the second year in a row
- Patrick Tatham won both OUA Coach of the Year and CIS coach of the Year
- Keneca Pingue-Giles won the Nan Copp Award as CIS women's basketball player of the year

Thanks to city councillor Norm Kelly, the Toronto sign at city hall was lit up in blue and gold to celebrate the Ryerson Rams OUA championships and to support them in their CIS quest. A full round-up of the Rams season and individual awards will be provided in the next update.

Spring Convocation 2016 Honorary Doctorates – I am pleased to share the honorary doctorate recipients for Spring 2016. Special thanks to everyone involved in preparing the nominations, and the Awards and Ceremonials Committee for its work. It has been a pleasure to connect with the nominees, who have responded with enthusiasm and pride in accepting the honour.

Faculty of Arts:

Patricia Edney, Occupational Therapist, and Dennis Edney, Defence Lawyer; Doctor of Laws

Faculty of Communication & Design

Lisa de Wilde – Chief Executive Officer, TV Ontario (TVO); Doctor of Laws

Faculty of Community Services

Nick Saul – President and CEO, Community Food Centres Canada; Doctor of Laws

Faculty of Engineering & Architectural Science

Siamak Hariri – Doctor of Architecture

Faculty of Science

John Smol, CRC in Environmental Change, Queen's University; Doctor of Science

Ted Rogers School of Management

Catharina and William Birchall, business leaders and philanthropists; Doctor of Laws

India Mission 2016 – Ryerson was invited to join Premier Kathleen Wynne's business mission to India from January 29th to February 6th. The trip both achieved our objectives and identified new opportunities holding promise for significant partnerships and initiatives – and we are following up on the range of possibilities with a near-term work plan in progress. Ryerson's profile, already strong in India, was raised with signed agreements, support for collaborative research, contacts with leaders interested in partnering with Ryerson on innovative education and student support, and further development of international fellowships. Highlights include:

- Three new agreements were signed representing important research partnership opportunities for the Centre for Urban Energy – with Tata Power and Smart Grid Canada; Tech Mahindra; and Ryerson and Anna University with industry partners eCAMION, L&T Technology Services and the Tamil Nadu Generation and Distribution Corporation.
- Ryerson hosted an event at Zone Startups India announcing the expansion of the incubator space and the launch of a new soft landing program (agreed with the BSE during this trip).
- at a closed roundtable between Indian business leaders and the Premier, our partners enthusiastically advocated Ryerson's presence in India and support for the partnership;
- leveraging opportunities arising from the agreements include contracted services and funding support through government programs in both India and Canada;

- we made initial connections on potential educational links with international leaders such as Dhirubhai Ambani International School (DAIS), India's highest ranked IB school; the Aga Khan network of Academies; and the Chandra group of media academies;
- events were organized in Delhi and Mumbai to advance Ryerson goals in international student recruitment, followed by an immediate spike in Ryerson social media hits!

Canada Research Chairs – Ryerson has three new Canada Research Chairs among the national scholars announced by the Hon. Kirsty Duncan, Minister of Science, on February 9th:

- Ebrahim Bagheri, Electrical and Computer Engineering, was named CRC in Software and Semantics Computing, for the development of data analytics, software methodologies and platforms to analyze user-generated data and advance this growing industry.
- Anton De Ruiter, Aerospace Engineering, was named CRC in Spacecraft Dynamics and Control, for research needed for future space missions, the development of a Deep Space Habitat in the lunar vicinity, the exploration of asteroids or a human mission to Mars.
- Anatoliy Gruz, Business Management, director of the Ryerson Social Media Lab, was named CRC in Social Media Data Stewardship, for work exploring practices and attitudes toward the collection, storage, analysis, publishing and preservation of social media data by social media users, academic and industry researchers and organizations.

Akua Benjamin Inaugural Public Lecture – On February 18th Ryerson honoured the leadership and legacy of Akua Benjamin as an academic developer, director of the School of Social Work, and guide in shaping the anti-oppressive, social justice, and social transformation orientation of the School, parallel to her decades-long activism in the women's movement and the Black community. The program offered reflections and the opportunity to share questions and views, and commemorated 50 years of Black activism and resistance in Toronto. We were pleased to welcome the Hon. Michael Coteau, Minister Responsible for Anti-Racism, Minister Responsible for the 2015 Pan and Parapan American Games, and Minister Responsible for Tourism, Culture and Sport – bringing greetings from Premier Wynne – and to welcome back former Ryerson president Sheldon Levy, Deputy Minister of Training, Colleges and Universities.

Viola Desmond Awards – The 8th annual ceremony was held on March 7th, named for the catalyzing efforts made by Ms. Viola Desmond in achieving human rights and desegregating public spaces for Black people in Canada during and following her arrest for being Black in New Glasgow, Nova Scotia in November, 1946. The awards celebrate the achievements of Black women from the Ryerson community, honouring the lives of women of African descent in Canada, past and present. The recipients, selected by a committee of Ryerson students, staff and faculty, each received an award named for a prominent Black Canadian leader:

- Viola Desmond High School Student Award & Bursary: Priscila da Silva, Central Technical School
- Dr. Juanita Westmoreland-Traoré Faculty Award: Jennifer Clarke, School of Social Work
- Ms. Chloe Cooley Staff Award: Mandissa Arlain, Ryerson Library
- Dr. Pamela Appelt Student Award and Bursary: Pascale Diverlus, 4th year Journalism

The Viola Desmond Bursary was awarded to Susanne Nyaga, 3rd year Social Work. Ryerson welcomed special guests Lianne Hannaway, VP External for the Canadian Association of Urban Financial Planners, a longtime supporter of the Viola Desmond Day Awards, and Dr. Pamela

Appelt, the first African-Canadian woman Judge of the Court of Canadian Citizenship. Thanks and appreciation are extended to the members of the Black History Awareness Committee for their continuing leadership in organizing an event of great significance in the Ryerson calendar.

International Women's Day – On March 8th the DMZ celebrated International Women's Day by championing women working in technology and entrepreneurship along with TechGirls Canada, SheEO and friends in the startup community – for a day of discussion, networking and a showcase of built-buy-women innovations. The three sold-out sessions were:

A Panel from the Margins: 2016 and Still Missing at the Table – discussing “the ethics of diversity, the challenges of being outliers, and ensuring equity in our efforts toward equality.”

SheEO Insight Session: The importance of having a mentor (and how to find one) – practical and effective ways to find and work with a mentor complementing your goals and ambitions.

Female Founder Showcase – successful female founders from the DMZ and exhibits from community partners that support women in technology, entrepreneurship and business.

Ryerson Awards Night – On March 17th the annual event recognizing a range of contributions to the university's development and distinction honoured excellence in teaching, research, administration, service and leadership. The 2016 event celebrated the achievements of 118 staff and faculty members – 60 individuals and six teams – and the support of nominators and community members in working together to highlight inspiring dedication and Ryerson values. Congratulations and thanks to all our award winners, the recognition and awards team, and everyone involved in organizing and presenting this special evening.

Top Employer Awards – Ryerson has been recognized with a 2016 Canada's Best Diversity Employers award for the second year in a row. The annual survey evaluates employers on initiatives for five major groups: women, persons with disabilities, visible minorities, Aboriginal Peoples, and LGBTQ peoples. Ryerson is one of 65 employers honoured from across Canada. The recognition comes just a few weeks after Ryerson was also named a top GTA employer. A university-wide community event to celebrate the two honours is taking place on March 22nd.

The Next Big Idea – Following up the signing of a Memorandum of Understanding between Innovation Birmingham and Ryerson University in 2015, on March 10th the partners announced the winners of The Next Big Idea Contest. Sponsored by NatWest and Gowling WLG, the winning entrepreneurs will spend two weeks on exchange incubating their companies and gaining international experience. The Birmingham winners are Hopper HQ (automated scheduling tool for Instagram) and Breaking Free Group (a healthcare platform addressing addictive behaviours). The Ontario winners are Sampler (online platform for distributing product samples) and Komodo OpenLab (inclusive technologies for people with disabilities). The Next Big Idea Contest provides opportunities for the winners to collaborate, sell into new markets and gain valuable insight into the global economy.

iBEST and Biomedical Zone – On January 26th, St. Michael's Hospital and Ryerson University launched a 20-year partnership to develop innovative health-care solutions and to support start-up biomedical companies seeking to improve patient care. The Institute for Biomedical Engineering and Science Technology (iBest) is focusing its research in four areas: advanced

systems of delivering medications to maximize their effectiveness and minimize side effects; creating new biomaterials and cell-based therapies to restore damaged tissues and organs; biomedical imaging aimed at rapid diagnosis, real-time feedback during surgery and targeted therapies for specific diseases; and tools to handle health-care data. The Biomedical Zone is an incubator for early stage health-care specializing in biomechanical products and technologies, focusing on software, wearables, sensors and medical devices. Both iBEST and the Biomedical Zone are open-concept adjacent workspaces to facilitate multidisciplinary collaboration.

P3 Partnerships – On March 16th Mayor John Tory delivered the symposium keynote address at “Working Together in the Public Interest: Private-Public Partnerships and City-Building,” a conference organized by the Jim Pattison Ethical Leadership Program at the Ted Rogers School of Management and moderated by Civic Action CEO Sevaun Palvetzian. In his remarks, the mayor took aim at what he regarded as “closed minds and outdated notions” at city hall, and called for the city to seek private sector funding to help pay for the city’s \$17 billion in approved infrastructure development. The Mayor added “it’s not selling out – it’s teaming up,” saying would like to see more public-private partnerships that would allow the city to deliver services at a reduced cost. The conference also featured two panels of industry experts discussing issues and opportunities in city-building.

Government – A series of recent announcements demonstrates the importance of Ryerson leadership in areas that have a direct impact on the well-being of our communities:

- *Ontario Centre for Workforce Innovation (OCWI)* – On February 22nd the Hon. Reza Moridi, Minister of Training, Colleges and Universities announced a new Ryerson-led initiative funded by a \$7.5 million grant over two years from the Ontario Ministry of Training, Colleges and Universities. The OCWI will conduct research to better align employer demands and needs, bridge supply and demand perspectives, and reflect diverse interests. Partners in the initiative include: the Ontario Chamber of Commerce; the Workforce Planning Ontario Network; Humber College, Collège Boréal, Ontario Disability Employment Network, Social Capital Partners, George Brown College, Coalition for Adult Training in Ontario, Ryerson University, Lakehead University and Brock University. The OCWI Working Group is chaired by Wendy Cukier, Vice President, Research and Innovation.
- *IBM Innovation Incubator (I³)* – On February 24th Premier Kathleen Wynne was at the DMZ to announce that Ontario will invest up to \$22.75 million through the Jobs and Prosperity Fund in the IBM Innovation Incubator (I³) Project. The partnership with IBM Canada and Ontario Centres of Excellence (OCE) will help small and medium-sized enterprises (SMEs) create jobs, embrace next-generation technologies and compete in the global marketplace. IBM will contribute \$24.75 million towards the project, expected to leverage over \$410 million in private-sector investment and create up to 2,600 jobs. The OCE will oversee the operations of the I³ Project and coordinate partnerships with industry.
- *NSERC Energy Storage Technology Network (NEST)* – On March 1st the Hon. Kirsty Duncan, Minister of Science, was at Ryerson to announce a \$5 million federal investment in greener technologies for energy storage. Bala Venkatesh, academic director of the Centre for Urban Energy (CUE) will lead a team of 27 professors from 15 universities and eight provinces to create a cleaner, more reliable, environmentally responsible and efficient power system.

Student Learning Centre – Even one year after its opening, the SLC continues to inspire study and distinction here at home and farther afield. Recent achievements include:

- The Society of Façade Engineering (FSFE) awarded Flynn Group the 2015 Façade of the Year (New Build) for the SLC among entries from all over the world. The judges noted that the SLC “is a true example of a building completed using entirely new technologies.”
- Snøhetta with Ziedler Partnership Architects received a 2016 honor award from the American Institute of Architects New York (AIANY) Design Awards Program, recognizing outstanding architectural design by New York City architects anywhere around the globe.
- CBC’s Matt Galloway profiled the Student Learning Centre in the new series ‘Disrupting Design’ with Season 1 Episode 1 on March 6th featuring the SLC as the lead story, described as “a student centre that puts the students’ needs first” – and architect Vaidila Banelis of Ziedler Partnership saying “I don’t think we’ve ever had that kind of reaction, students saying we love to be in your building, it’s opened up my life, my friends and I live there.”

NBA All-Star Weekend – Ryerson was a featured participant in the events that brought the NBA to Toronto on the February 12-14th weekend, including leadership in the following activities:

- The Ontario University Athletics (OUA) Showcase featured a “hometown showdown” that saw the Ryerson Rams men's basketball team defeat the Toronto Varsity Blues 94-79;
- NBA executives took part in an event held in conjunction with Ryerson Futures and the DMZ to showcase their new sports media accelerator, Zone Startups Sports|Media, the first of its kind in the world designed to connect sports technology startups with mentors, leagues and media outlets who will use their products – the NBA is an early stage partner;
- Ryerson hosted the second annual Basketball Without Borders event, an NBA initiative inviting the best high school players from around the world to a 3-day camp during All-Star Weekend, this year welcoming scouts and general managers from every NBA team, and players from Europe, South America, Australia, Egypt, Japan among other countries.

“The Takeover” – On January 29th a crew of 23 female students from the RTA School of Media broke new ground by filling every position – from host to producer to director to camera operator to replay and more – for a Ryerson women’s hockey game broadcast live for the Rams Network and Rogers TV. In an industry still dominated by men, crew lead and 4th year media production student Leandra Vermeulen wanted to showcase the female talent being fostered and grown at Ryerson, by raising the stakes and offering a broadcast people will remember. *TSN* commented: “It's incredible to see initiatives like this. This past year we saw remarkable evolution in women's hockey and there is no reason why the sports broadcasting industry can't grow and evolve in the same way. We hope that this broadcast is just the beginning.”

from the Interim President’s Calendar

January 17-18, 2016: I attended a meeting hosted by Universities Canada for new colleagues from institutions across the country serving their communities in the presidential role.

January 19, 2016: The opening of three new exhibitions at the Ryerson Image Centre featuring Wendy Snyder MacNeil, Spring Hurlbut and Izabella Pruska-Oldenhof, as well as a display of work by Elaine Ling, welcomed the community to an art experience featuring photography, video installation and experimental film. The exhibitions run until April 10th, 2016.

January 19, 2016: The generous support of the Esch Foundation encouraging student inventions and entrepreneurial initiative was recognized with the Esch Day of Celebration.

January 20, 2016: To launch the winter term, I extended an open invitation to a “Meet & Greet” at the Student Learning Centre, and welcomed over 700 students who joined us for lunch.

January 20, 2016: Led by Hossein Rahnama, DMZ Research and Innovation Director, Ryerson hosted corporate Canada executives from a range of industries on a tour and visit.

January 26, 2016: We welcomed the new US Consul General Juan Alsace for an introductory visit to the Ryerson campus and a DMZ tour.

January 28, 2016: I met with His Eminence Thomas Cardinal Collins, Archbishop of Toronto, along with Randy Boyagoda, Ryerson director of zone learning, to discuss working together in the service of our community.

February 8, 2016: Ryerson hosted the Hon. Glen Murray, Minister of the Environment and Climate Change and our MPP, for the launch of Phase Two of the Toronto for Sustainable, Unified Neighbourhoods (TorSUN) project, working toward a greener, healthier community.

February 8: Ryerson hosted the annual Natural Sciences and Engineering Research Council (NSERC) of Canada and the Royal Canadian Institute (RCI) for the Advancement of Science Foundation Lecture at the Li Ka Shing Knowledge Institute, St. Michael’s Hospital.

February 9, 2016: Recognizing the exceptional competitive success of MBA student teams, I was delighted to host a reception celebrating the continuing development of academic strength and student engagement addressing challenges with strategic expertise and collaboration.

February 10, 2016: #DMZ Session: The Sharing Economy featured a panel discussion at the DMZ with MPP Tim Hudak speaking about his private member's bill “Opportunity in the Sharing Economy Act” introduced in October 2015; Chris Schafer, the policy lead for Uber Canada; Brian Kobus, the director of OMERS Ventures; and Grant Brigden, the founder of parking app Rover, discussing the evolution of regulation, trust, and the climate for investment.

February 17, 2016: I was pleased to welcome members of the Canadian University Council of Chief Information Officers for an event at the Mattamy Athletic Centre.

February 20, 2016: An exhibit organized by the Aga Khan Council in collaboration with the University of Toronto hosted by the Ismaili Centre brought together community leaders on the topic of diversity, with Oman as the featured nation.

February 22, 2016: I had the opportunity to have a conversation with a student interviewer about the future of Ryerson, to be aired on RUTV.

February 22, 2016: The DMZ was very pleased to host a visit from Deputy Minister Training, Colleges and Universities Sheldon Levy and a group of ministry officials.

February 23, 2016: A one-day government relations visit to Ottawa included meetings with: Matthew King, Deputy Minister Fisheries and Oceans and Ryerson DM Champion; Rob Rosenfeld, Chief of Staff, and John Burnett, director of policy, Office of the Hon. Kirsty Duncan, Minister of Science; Mary Ng, director of appointments, Prime Minister’s Office; Dr. Mario Pinto, President of NSERC; Paul Davidson, President of Universities Canada; and Omar Alghabra (Mechanical Engineering ’94), Parliamentary Secretary to the Minister of Foreign Affairs (Consular Affairs); concluding with a very successful alumni reception.

March 4, 2016: As a follow-up on the mission to India, I met with Mohamed Dhanani, Ryerson alumnus and Executive Officer, Ismaili Council for Canada, on potential opportunities with the Aga Khan Foundation.

March 8, 2016: I delivered remarks welcoming an Indian mining delegation being hosted for a meeting at Ryerson.

March 8, 2016: AVP Communications, Government and Community Relations Erin McGinn and I met with city councillor Kristyn Wong-Tam to discuss opportunities for collaboration.

March 10, 2016: I met with Mohamad Fakih, President & CEO of Paramount Fine Foods, to discuss opportunities for advancement and university support.

March 11, 2016: Ryerson welcomed a delegation from the University of Cape Coast, Ghana on a visit to explore areas of academic collaboration and partnership.

March 11, 2016: Iqra Khalid (MP Mississauga-Erin Mills), representative of my home riding, joined us on campus for a tour of the DMZ.

March 11, 2016: I met with Tom Corr, president of the Ontario Centres of Excellence, to discuss advancement and initiatives in research and innovation.

March 11, 2016: It was an honour to host the annual Multifaith Shabbat dinner, as always an excellent event inspiring for the faith and inclusion of our campus and broader community.

March 14, 2016: I attended the Toronto Region Board of Trade launch of the Pearson Centre's Economy for Tomorrow series featuring the Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development.

March 16, 2016: Ryerson hosted David Lindsay, president of the Council of Ontario Universities (COU) on a visit to campus.

March 17, 2016: I was pleased to offer welcoming remarks on the occasion of the launch of the Faculty of Arts Middle East and North Africa Studies Centre (MENA).



Date March 4, 2016

To: Shoaib Ahmed
Secretary, Ryerson Election Procedures Committee

From: Irene Kim
Returning Officer

Re: **Board of Governors Elections 2016 Results Report**

In accordance with the requirements of the Ryerson University Election Procedures Committee, 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

Andrea Bartlett,
President, Ryerson Students' Union

Denise Hammond,
President, Continuing Education Students' Association of Ryerson

Peter Danziger,
President, Ryerson Faculty Association

Janice Winton,
Vice President, Administration and Finance

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

TABULATION OF VOTES

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

STUDENT MEMBER ELECTION	
Candidates (11) in alphabetical order of surname	Vote Count
Cassandra BOURQUE	611
Madalyn FEWSTER	505
Jamie GALLOWAY	147
Omulbanin (Banin) HASSAN	418
Navnidh MARWAH	584
Victoria MORTON	1303
Cassandra MYERS	1329
Sundus NAGRIAL	84
Mariam NOUSER	1207
Angelo ROBB	273
Zeki SHARIF	276

RESULTS SUMMARY	
Eligible voters	39094
Ballots submitted	2808
Votes cast	6737
Declined to vote	59
Participation rate	7.2%

NOTES

There is no paper ballot voting in the student member election.

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

ADMINISTRATIVE STAFF MEMBER ELECTION	
Candidates (5) in alphabetical order of surname	Vote Count
Arzan BHARUCHA	125
Osman HAMID	36
Dan KENNEDY	41
Gowry SIVAPATHASUNDARAM	262
Ryan WALTERS	130

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	1674	79	1753
Ballots submitted	590	10	600
Votes cast	584	10	594
Declined to vote	6	0	6
Participation rate	35.2%	12.7%	34.2%

NOTES

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

TEACHING FACULTY MEMBER ELECTION	
Candidates (3) in alphabetical order of surname	Vote Count
Lamya AMLEH	113
Alexander FERWORN	94
Chris MacDONALD	128

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	799	18	817
Ballots submitted	332	4	336
Votes cast	331	4	335
Declined to vote	1	0	1
Participation rate	41.6%	22.2%	41.1%

NOTES

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS STUDENT MEMBERS (3)	
Candidate Name	Vote Count
Cassandra MYERS	1329
Victoria MORTON	1303
Mariam NOUSER	1207
BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
Gowry SIVAPATHASUNDARAM	262
BOARD OF GOVERNORS TEACHING FACULTY MEMBER (1)	
Candidate Name	Vote Count
Chris MacDONALD	128

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

RESULTS IN ORDER OF STANDING

STUDENT MEMBER ELECTION	
Candidates (11) in order of standing	Vote Count
Cassandra MYERS	1329
Victoria MORTON	1303
Mariam NOUSER	1207
Cassandra BOURQUE	611
Navnidh MARWAH	584
Madalyn FEWSTER	505
Omulbanin (Banin) HASSAN	418
Zeki SHARIF	276
Angelo ROBB	273
Jamie GALLOWAY	147
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ADMINISTRATIVE STAFF MEMBER ELECTION	
Candidates (5) in order of standing	Vote Count
Gowry SIVAPATHASUNDARAM	262
Ryan WALTERS	130
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BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

TEACHING FACULTY MEMBER ELECTION	
Candidates (3) in order of standing	Vote Count
Chris MacDONALD	128
Lamya AMLEH	113
Alexander FERWORN	94

BOARD OF GOVERNORS ELECTIONS 2016 RESULTS

VOTING PERCENTAGES

STUDENT MEMBER ELECTION	
Total number of eligible voters	39094
Total number of voters who participated	2808
Percentage of voters who participated	7.2%
ADMINISTRATIVE STAFF MEMBER ELECTION	
Total number of eligible voters	1753
Total number of voters who participated	600
Percentage of voters who participated	34.2%
TEACHING FACULTY MEMBER ELECTION	
Total number of eligible voters	817
Total number of voters who participated	336
Percentage of voters who participated	41.1%

APPOINTMENTS

- Alan Cross, award-winning broadcaster and program director has been appointed Allan Slaight broadcaster in residence in conjunction with the opening of the Allan Slaight Radio Institute on February 3rd. The nationally recognized rock musicologist and entrepreneur will bring his experience and insight to the Allan Slaight Radio Institute as a guest lecturer and project mentor, helping students find opportunities in the radio and broadcasting industry.
- Barry Avrich, filmmaker and marketing executive, has been appointed distinguished visiting professor in the Faculty of Communication & Design. Known for films such as *Unauthorized: The Harvey Weinstein Project*, *Showstopper: The Theatrical Life of Garth Drabinsky*, and *The Last Mogul*, and author of two books on marketing, he will help students take action on their entrepreneurial ideas through investor pitches, marketing plans and brand identity.
- Nick Reid, former executive director of strategic partnerships at the Ontario Clean Water Agency (OCWA), has been appointed executive director of Ryerson Urban Water (RUW), a multi-disciplinary collective promoting innovation in water education, applied research and policy development. Previously on the RUW Advisory Board, Reid has extensive experience in government and international relations on sustainable water and energy management.

Social xChange – More than 150 students participated in the 2016 Social xChange hosted on the January 30-31 weekend by the Faculty of Arts, the Social Ventures Zone (SVZ) and the Office of the Vice-President Research and Innovation. The event engaged community members and students from five universities, and international students from India and Southampton, U.K. in the consideration of design ideas on the theme of “City Building and Community Engagement.” Participants could “Dip” if they wanted to learn more about social innovation; or “Dive” to take the leap and devise an idea for submission to the judges. The winning team called “Farmium” uses technology to optimize the yield in urban and rooftop gardening and won the top prize of \$1,500, entry into the SVZ and participation in the Ashoka Exchange conference in New Orleans. The event concluded with the announcement of the Social Enterprise Demonstration Fund, a three-year acceleration and funding program for social entrepreneurs in the GTA.

Changemaker University – Twenty-five members of the Ryerson community attended the 2016 Ashoka U Exchange at Tulane University in New Orleans from February 25-27th, including students from the Social Ventures Zone and RU a Changemaker. Among the attendees were students Sarah Brigel and Jennifer Fischer for The Microbe Hub (a compost farm to reroute organic materials from landfill waste); Stefany Nieto for Growing North (a greenhouse program in Nunavut); Barbara Lukasz for Be The Change (a streamlined online platform for corporate sponsorships); and Alif Ruhul and Lediona Canellari for Farmium (a company dedicated to building smart, intuitive urban green roofs). Recent Urban and Regional Planning graduates

Kathryn Trnavsky and Jeffery Hersovits presented (Re)Imagining Our Community to promote the inclusion of indigenous and youth voices in decision-making processes, based on their experience with the Eabametoong First Nation through a project during their senior undergraduate year. Ryerson became the first Ashoka University in Canada in 2014.

Yabu Pushelberg Award for Innovation in Interior Design – Renowned design collective Yabu Pushelberg (George Yabu and Glenn Pushelberg, Interior Design '76, Doctor of Laws honoris causa '03, Alumni Achievement Award '13) is partnering with the Design Fabrication Zone to create the Yabu Pushelberg Award for Innovation in Interior Design, providing \$6,000 each year for 10 years to help a third- or fourth-year student take a project from idea to prototype with a focus on innovation and entrepreneurship in interior design practice.

Top 8 design schools in the world – AZURE magazine, a prestigious industry publication with a global reputation for multidisciplinary coverage putting architecture, interiors, landscapes and urbanism together in a real-world scenario, has chosen the Ryerson School of Interior Design for its list of top eight schools in the world. AZURE commends a program that “encourages students to get their hands dirty” with a very strong studio component, and cites an impressive list of alumni, a well-rounded curriculum, and options for study abroad and an independent thesis in the final year. The ‘Top 8’ list also includes the Royal College of Art, London; Université de Montréal; Parsons School of Design, New York; Savannah College of Art and Design; Domus Academy, Milan, Italy; University of Manitoba; and New York School of Interior Design.

Congratulations –

- Michael Kolios, Physics, is the recipient of the 2016 Joseph H. Holmes Pioneer Award, presented by the American Institute of Ultrasound in Medicine (AIUM) to honour significant contributions to the growth and development of diagnostic ultrasound.
- Geoffrey James, award-winning photographer and author, formerly associated with the School of Image Arts, has been selected Toronto's Photo Laureate, the first position of its kind in Canada. The three-year appointment runs from March 31, 2016 to March 31, 2019.
- Edward Burtynsky (Image Arts '82, Doctor of Fine Arts *honoris causa* '07) is the recipient of a 2016 Governor General's Award in Visual and Media Arts, for compelling industrial vistas that are the subject of acclaimed documentaries *Manufactured Landscapes* and *Watermark*.
- Eduardo Lima (Documentary Media '11), is the winner of the Tom Hanson Photojournalism Award, presented by The Canadian Journalism Foundation (CJF) and The Canadian Press, presented to a photojournalist in the early stages of a professional career.
- MBA students Jesse Berger, Krysten Connely and Saad Rahman won first place and the People's Choice Award in the 2nd annual Real Vision Investment Case Competition hosted by The Economist's “Which MBA?” division - a first for a Canadian university, going up against 31 MBA teams competing from across U.S., the UK and Brazil.
- Ben Canning, owner of green roof business Farmium, was named one of two Regional Champions at the 2016 Enactus Canada competition for student entrepreneurs who are balancing a full-time course load and a full-time business, following his earlier success being named 2016 Student Entrepreneur Provincial Champion for Ontario.

- At the 2016 Enactus Central Canada regional competition held on March 10-11th, Enactus Ryerson won three of four categories entered: the Capital One Financial Education Challenge, Scotiabank Eco-Living Green Challenge and the Scotiabank Youth Empowerment Challenge, and will go on to compete in the Enactus national championship in May.
- Ramage Zaki, fourth-year Graphics Communications Management, is this year's recipient of the Delvinia Digital Innovation and Entrepreneurship Award providing support for students pursuing an entrepreneurial path in the digital sector. The award recipient is also invited to participate in a mentorship opportunity with Delvinia.
- Ekaterina Kuzheleva, 3rd year fashion design, won first place in the 2016 Danier Design Challenge, a partnership between Ryerson University and Danier which helps promote young designers and offers an unparalleled opportunity for industry mentoring and support.
- The Ryerson chapter of the Industrial Institute of Engineering (IIE) won the 'Golden I' trophy at the 36th annual Canadian Student IIE conference hosted by the University of Waterloo – with first place finishes in the technical paper, case study and innovation competitions, and third place in the simulation competition.
- Aerospace engineering graduate students Min Prasad Adhikari, Mohammad Moeid Elahi and Graeme Klim won the Subsystem Innovation Award at the first-ever Hyperloop design contest hosted in January by SpaceX, Tesla and Elon Musk at Texas A&M University, to engage students in ideas to levitate cars for a Hyperloop rapid-transit test track. More than 115 student engineering teams from 20 countries participated in the event.

Reimagining O'Keefe Lane – The “Multiplied Ground” team from the School of Urban and Regional Planning (Paolo Brindley-Pantalone, Adam Harrison, Arash Oturkar, Michael Uttley) has won the competition to design the transformation of O'Keefe Lane. A joint initiative by Ryerson, Covenant House and the Yonge-Dundas Business Improvement Association, the goal of the contest was to re-envision an underused public thoroughfare as an urban space that is safe to walk through, pleasant to linger in and beautiful to look at, while retaining its service role in the neighbourhood. The winning submission focuses on four thematic principles: layers, character, inclusion and connection, and includes features such as lighting embedded in the pavement, murals, benches and a floating courtyard connected to the Student Learning Centre that would be a stage for concerts and performances. The winning team earned a prize of \$2,000 and the option of attending planning and project meetings on the improvements.

Bug Push – On March 10-11th the Ryerson Engineering Student Society (RESS) raised \$3700 in the annual event by pushing a new 1973 Volkswagen Beetle around the Quad for 24 hours. The car is painted bright purple to match the Ryerson engineering colours. It also sports the license plate “BUG 2.0” and the classic RyEng sticker on the back. There's no engine and no transmission — all the car contains is a steering wheel, functioning windshield wipers, seats and a stereo with an auxiliary plugin, which is well-used for the 24 hours. Proceeds this year benefit the Canadian Cancer Society, with a total of \$30,500 raised since inception in 2005. The bug push is organized by the Ryerson Engineering Student Society (RESS) and happens every March in honour of National Engineering Month. Congratulations and thanks to everyone involved in the teamwork and compassion inspiring this great tradition.

Medieval Times @ MAC – Forty-one high school teams (est. 800 students) from Ontario and Quebec converged on the Mattamy Athletic Centre for the second annual Greater Toronto Regional FIRST Robotics competition hosted by Ryerson. The mission of FIRST (For Inspiration and Recognition of Science and Technology) is to inspire young people to be innovative leaders in science, technology, engineering and mathematics (STEM), and to foster well-rounded life capabilities including self-confidence, communication, leadership and teamwork. This year's game, "Stronghold," challenged robot teams to take down the enemy's castle. The contest was won by "Waldo 12" built by the team from Trafalgar Castle (all-girls) School in Whitby.

Ryerson Radio – The Scope at Ryerson (CJRU 1280AM), up to now an internet station, will officially hit the AM dial on March 31st. Programming is being developed in collaboration with students and faculty, Ryerson's digital radio station Spirit Live and the Allan Slaight Radio Institute, as well as involvement from community partners. The launch is the result of a successful letter-writing campaign to the Canadian Radio-Television and Telecommunications Commission including endorsements from former Toronto mayor David Crombie and city councillors Kristyn Wong-Tam and Mike Layton. On March 31, 1280AM will celebrate its launch with an open house at the Student Campus Centre where the station is located.

Looking ahead to Congress 2017 – In 2015 Ryerson announced that the university would host the 86th annual Congress of the Federation for the Humanities and Social Sciences. The 7-day event is a forum providing an opportunity for more than 9,000 distinguished academics, policy makers, researchers and practitioners from across the country to exchange ideas and discover our campus and Ryerson's scholarly work. Marco Fiola, chair of the Department of Languages, Literatures and Cultures in the Faculty of Arts, has been appointed academic convener; and city councillor Kristyn Wong-Tam (Toronto Centre-Rosedale) has been named the inaugural city convener. The Ryerson Congress Leadership Committee is made up of 10 diverse representatives from across campus, including members from the Faculty of Arts, the Faculty of Communication and Design, the Yeates School of Graduate Studies, The G. Raymond Chang School of Continuing Education, Administration and Finance, and Communications, Government and Community Engagement. Congress will take place from May 27 to June 2, 2017.



BOARD OF GOVERNORS MEETING

Date: March 31, 2016

AGENDA ITEM: 2016-17 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 Student Access Guarantee (SAG); student financial assistance expenditures and programs, including the changes announced in the 2016 Ontario Budget; the debt mitigation and income-contingent repayment aspects of student financial assistance in Ontario; 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, 2016

The Fees Context

Board Finance Committee ♦ March 24, 2016

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

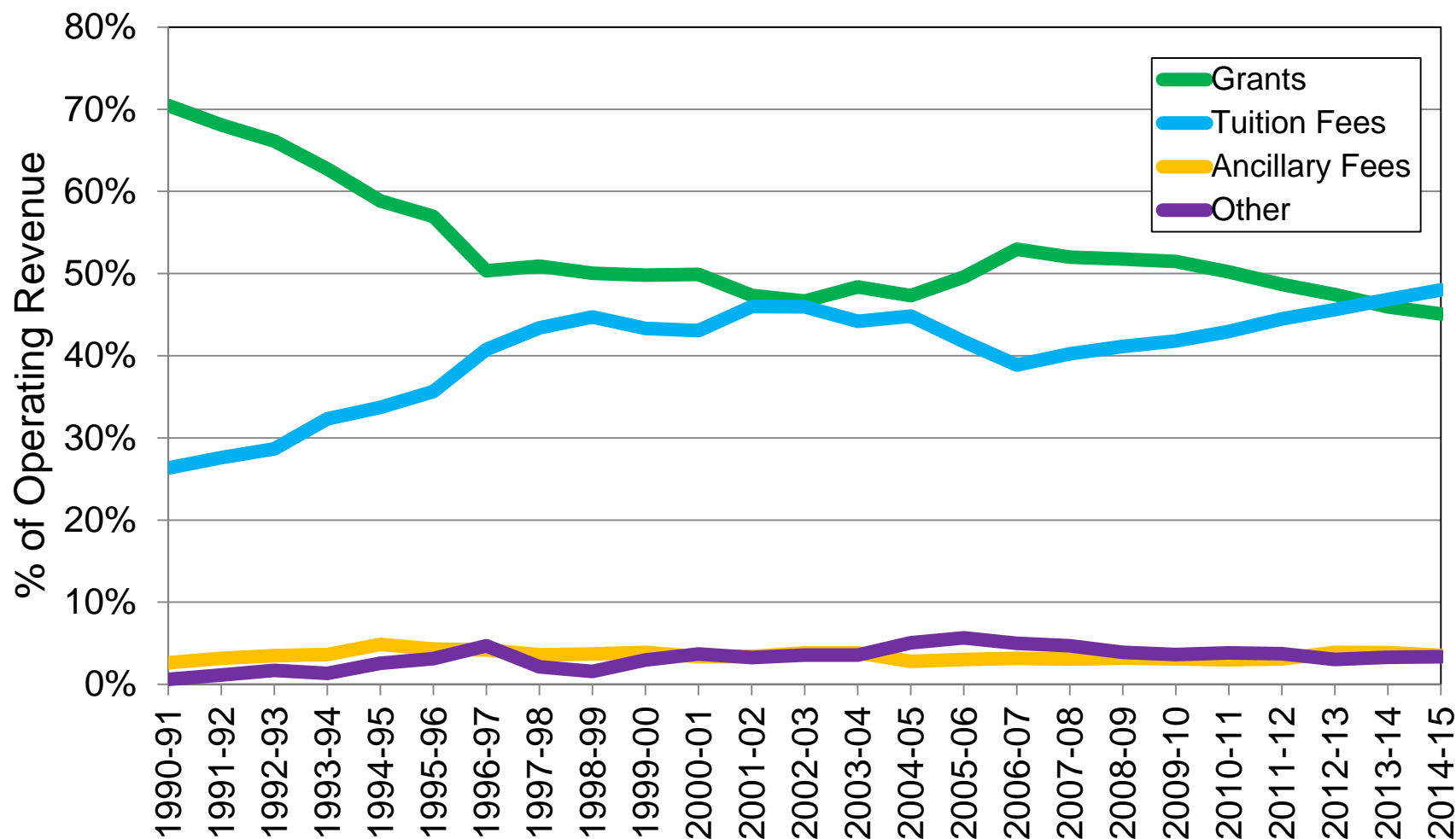
- **Tuition fees** cover a portion of operating costs and comprise two parts:
 - The **Formula Fee** or Government Standard Fee is the portion of tuition set by Government for use in the Basic grants calculation.
 - The **Discretionary Fee** is the portion set by the Board of Governors up to a Government 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

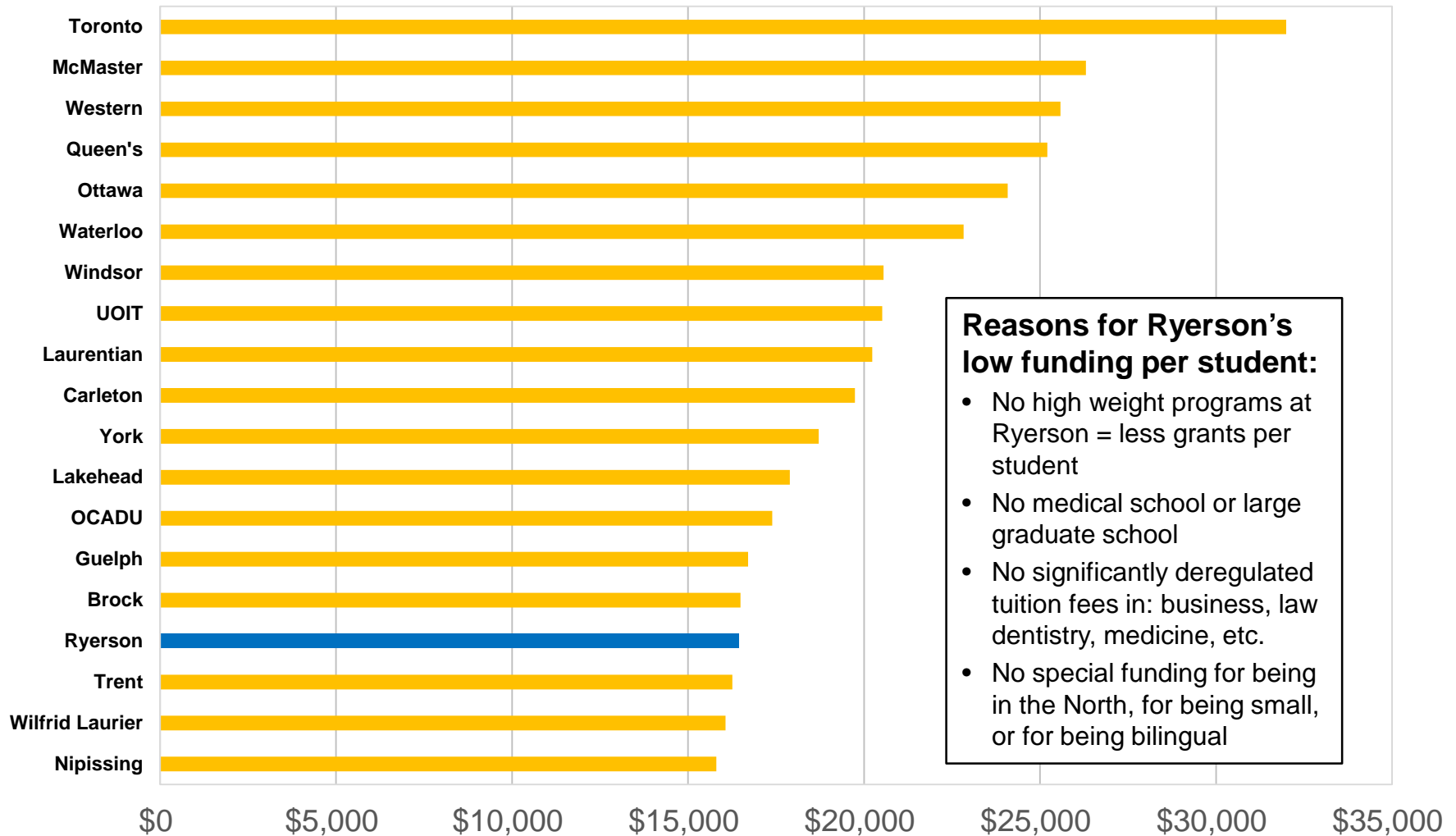
- Cap on overall average institutional fee rate increase is limited to 3% for four years ending in 2016-17.
- Government allows most undergraduate programs a maximum annual fee rate increase of 3% for first-year students; 3% increase for continuing students.
- Government allows selected undergraduate 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 2014-15



2014-15 Operating Revenue per Eligible FTE Student (Undergraduate and Graduate)



How do Ryerson Fees Compare within Ontario?

Ryerson Fees Compared with Arts and Science Programs at Other Universities, 2015-16

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees ²
		Collected by and Retained by University ²	Collected on Behalf of Student Government		
UOIT ³	6,203	1,503	739	7,706	8,446
Trent	6,221	673	802	6,894	7,697
Western	6,154	450	923	6,604	7,527
Toronto	6,220	850	449	7,070	7,519
Guelph	6,199	507	656	6,706	7,363
York	6,221	615	503	6,836	7,339
Queen's	6,204	192	905	6,396	7,301
Ottawa	6,191	317	757	6,508	7,265
McMaster	6,145	487	611	6,632	7,244
Wilfrid Laurier	6,161	364	682	6,525	7,207
Carleton	6,171	353	666	6,524	7,190
Waterloo	6,234	324	574	6,558	7,132
Brock	6,192	256	649	6,448	7,096
Lakehead	6,085	330	634	6,415	7,049
Nipissing	5,878	584	568	6,462	7,030
Ryerson	6,213	258	555	6,471	7,026
Laurentian	6,102	224	575	6,326	6,901
Windsor	6,014	424	436	6,438	6,873

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee (TELE) of \$698. Figures may not sum to totals due to rounding.

Source: COU Fee Survey, October 2015

Ryerson International Fees Compared with Arts and Science Programs at Other Universities, 2015-16

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees ²
		Collected by and Retained by University ²	Collected on Behalf of Student Government		
Toronto	38,460	850	449	39,310	39,759
Queen's	30,428	192	905	30,620	31,525
Ottawa	23,882	317	757	24,199	24,956
Western	22,817	450	923	23,267	24,190
McMaster	22,628	487	611	23,115	23,726
Waterloo	22,780	324	574	23,104	23,678
Carleton	21,612	353	666	21,965	22,631
Wilfrid Laurier	21,434	364	682	21,798	22,480
Brock	21,042	256	649	21,298	21,947
Ryerson	21,124	258	555	21,382	21,937
York	20,538	615	503	21,153	21,656
UOIT ³	18,608	1,503	739	20,111	20,850
Windsor ⁵	19,950	431	436	20,381	20,817
Guelph	19,309	507	656	19,816	20,472
Lakehead	19,313	330	634	19,643	20,277
Laurentian	19,407	224	575	19,631	20,206
Trent ⁴	18,283	908	802	19,191	19,993
Nipissing	18,325	584	568	18,909	19,477

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op and UHIP fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee (TELE) of \$698.

⁴ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Windsor includes a \$7 international student society fee.

⁵ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Trent includes a \$215 mandatory fee for International Student Camp, an orientation program for new international undergraduate students.

Figures may not sum to totals due to rounding.

Source: COU Fee Survey, October 2015

What financial support is available?

Summary of Ryerson's Student Financial Assistance

	2014-15	2015-16 Estimate
OSAP~	16,307 students \$165.5 million	16,271 students \$155.7 million* (as of Feb 5, 2016)
Student Access Guarantee (SAG)	3,925 students \$7.19 million	3,477 students \$5.2 million^
Ryerson Total Student Financial Assistance	\$34.9 million	\$29.3 million** (as of Jan 31, 2016)

~Excludes Aiming for the Top scholarships.

* Includes Ontario Student Loans (OSL), Canada Students Loans (CSL), and Grants as at February 5, 2016.

^ Amount shown covers 2015-16 award year including forthcoming payments.

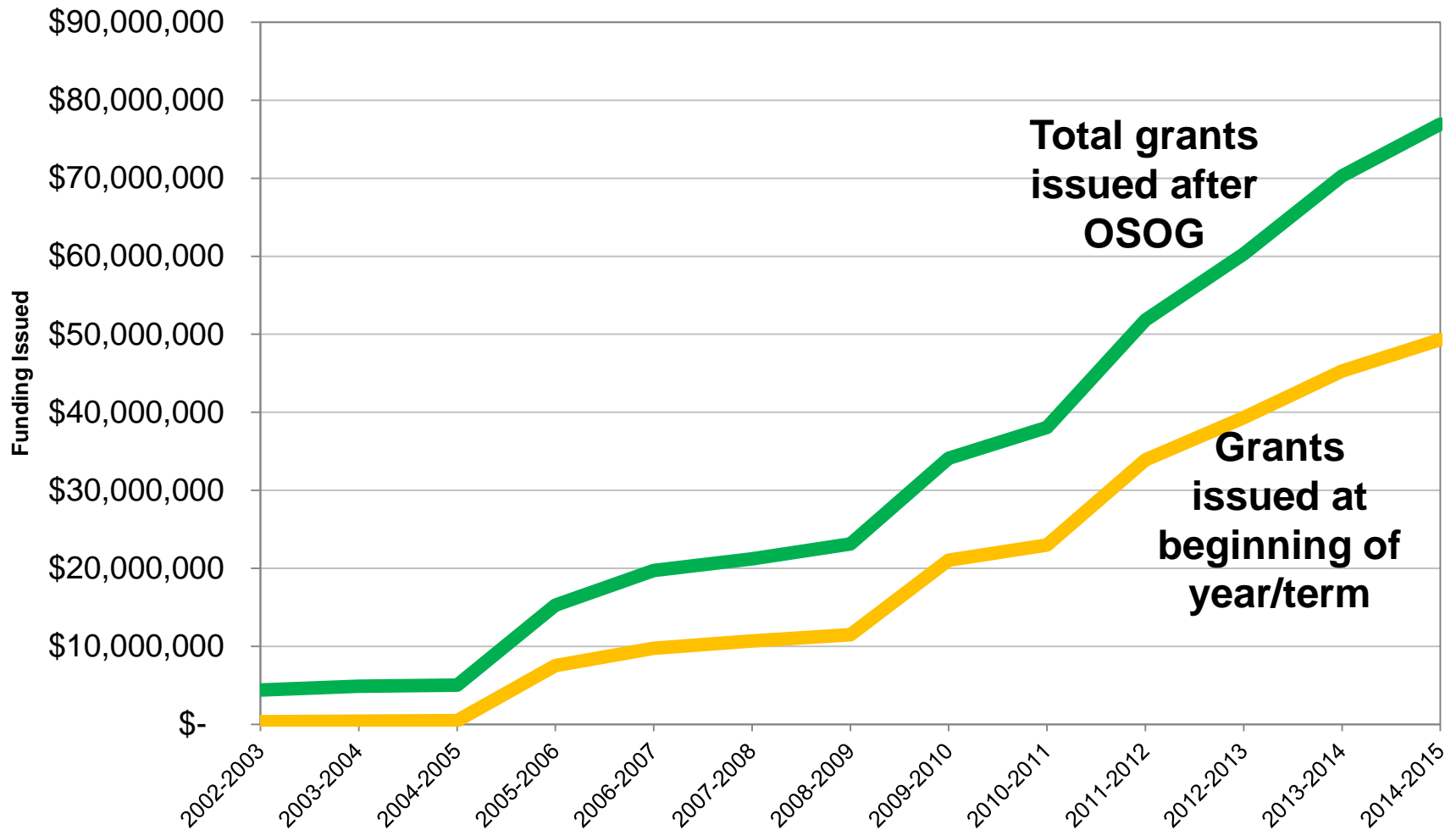
** Estimated year-end expenditures including: Scholarships, Bursaries, Awards, University Work Study Program, Ontario Work Study Program, Research Assistants. Sources: University Funded, Student Access Guarantee, Government Programs and Industry Match Program, Privately Funded (Donated) – Trust Funds. On a year-to-date basis, as of January 31, 2016 over \$29 million has already been expended.

Ryerson OSAP Statistics

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	% increase over 2008-09
Applications	9,575	10,855	11,721	12,863	14,886	16,651	17,698	84.8%
Awards	8,843	9,436	10,282	11,401	13,613	15,602	16,307	84.4%
Grants								
Initial grants	\$11,489,706	\$21,063,174	\$22,991,143	\$33,892,529	\$39,313,973	\$45,274,752	\$49,335,862	329.4%
+ Loan "forgiveness" (OSOG)	\$11,639,636	\$13,051,726	\$15,082,897	\$17,924,838	\$20,969,573	\$25,014,499	\$27,612,005	137.2%
= Final grants (after OSOG)	\$23,129,342	\$34,114,900	\$38,074,040	\$51,817,367	\$60,283,546	\$70,289,251	\$76,947,867	232.7%
Loans								
Initial loans	\$64,029,096	\$65,141,169	\$73,480,263	\$82,467,385	\$95,310,951	\$111,523,147	\$116,176,047	81.4%
- Loan "forgiveness" (OSOG)	-\$11,639,636	-\$13,051,726	-\$15,082,897	-\$17,924,838	-\$20,969,573	-\$25,014,499	-\$27,612,005	137.2%
= Final loans (after OSOG)	\$52,389,460	\$52,089,443	\$58,397,366	\$64,542,547	\$74,341,378	\$86,508,648	\$88,564,042	69.0%
Total	\$75,518,802	\$86,204,343	\$96,471,406	\$116,359,914	\$134,624,924	\$156,797,899	\$165,511,909	119.2%

Note: A portion of loans issued to students at the beginning of a year/term are forgiven the following summer through the Ontario Student Opportunity Grant (OSOG).

Grants Issued to Ryerson Students, Before and After Ontario Student Opportunity Grant (OSOG) 2002-03 to 2014-15

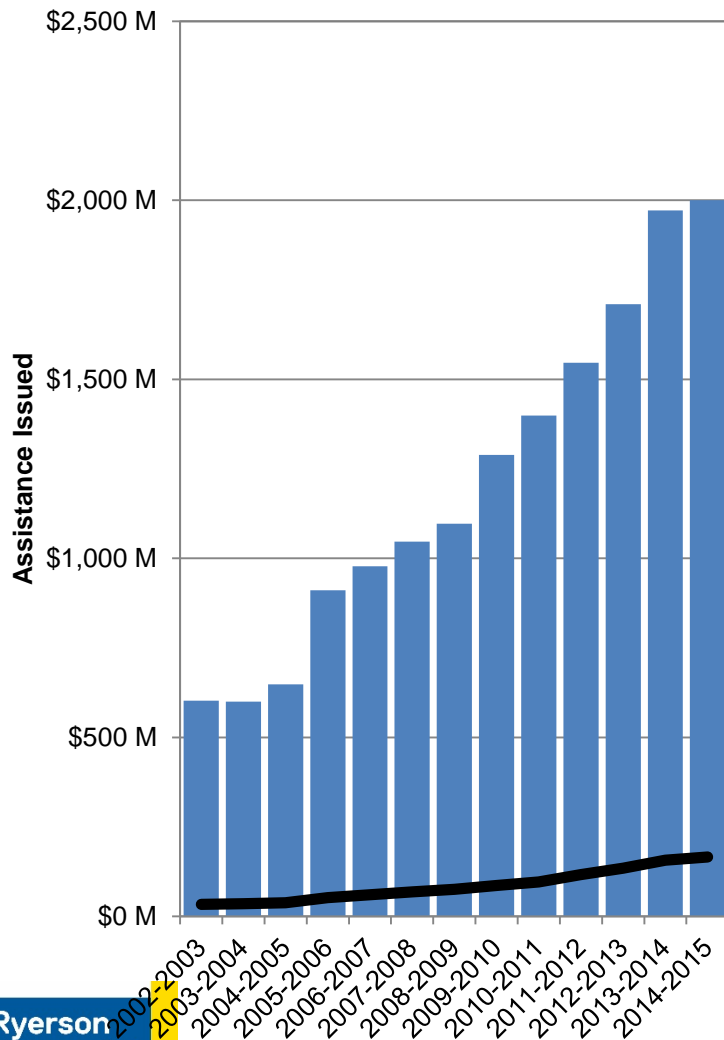


Note: A portion of loans issued to students at the beginning of a year/term are forgiven the following summer through the Ontario Student Opportunity Grant (OSOG).

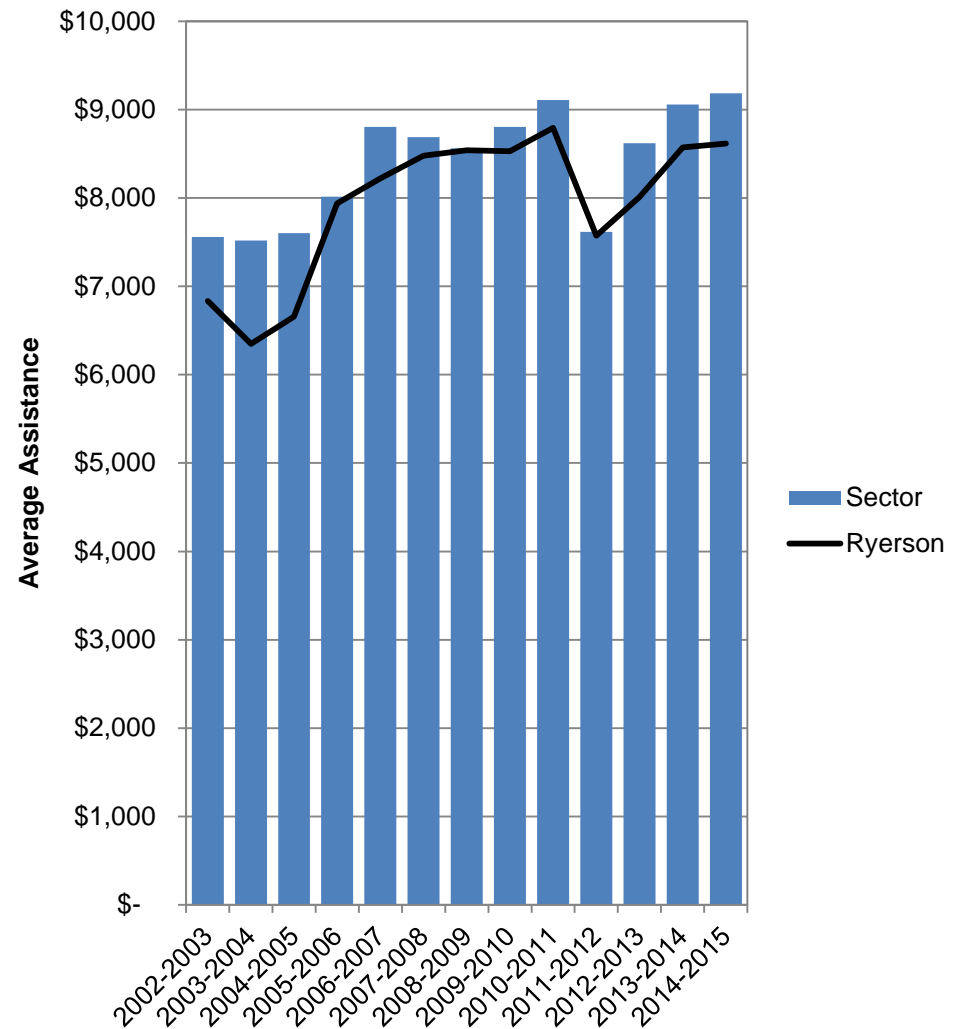
Source: MTCU

OSAP Assistance Issued to Students, 2002-03 to 2014-15

Total OSAP Assistance



Average OSAP Assistance



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 \$5,860/year (or above \$6,932/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.

What changes to financial support were announced in the 2016 Ontario Budget?

2016 Provincial Budget Changes to Student Financial Assistance in 2017-18

➤ Budget Speech:

“All students would be as well as, or better off than, they are under the current Ontario Tuition Grant.

More than 50 per cent of students from families with incomes of \$83,000 or less will receive grants that are greater than the cost of average tuition.

For college and university students who come from families with incomes of less than \$50,000, average tuition will be free.

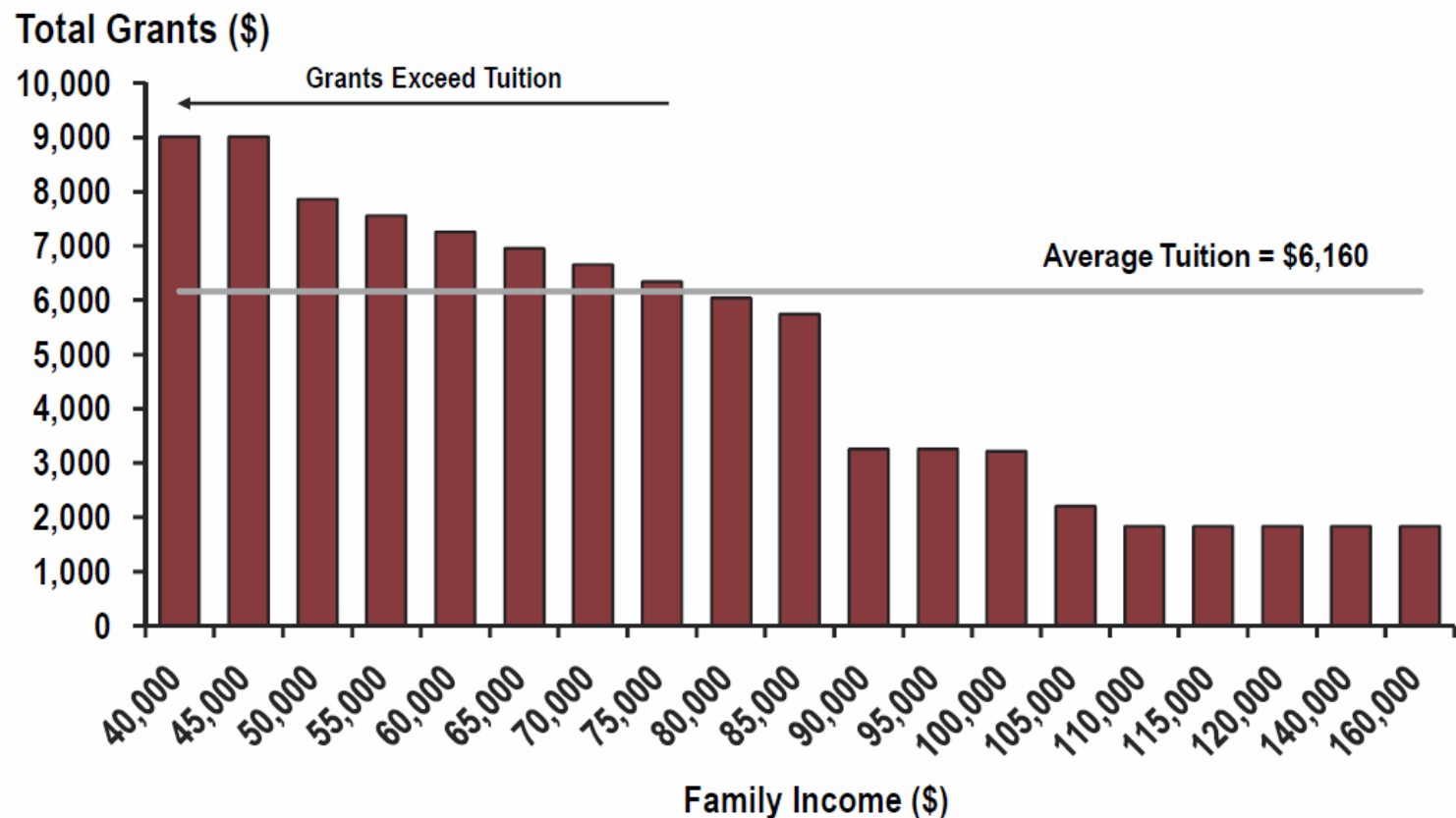
Mr. Speaker, it gives us great pleasure to announce that these students will have no provincial student debt.”

2016 Provincial Budget Changes to Student Financial Assistance in 2017-18

➤ Ontario Student Grant (OSG)

- ***Single upfront grant*** – replaces Ontario Tuition Grant, Ontario Student Opportunity Grant, Ontario Access Grant. Eliminate tuition and education tax credit.
- ***Net billing*** – Students billed net tuition after taking into account student assistance (2018-19).
- ***Raise Ontario weekly assistance levels*** – maximum for individuals (from \$155 to \$180); married and sole-support parents (from \$355 to \$450).
- ***OTG-equivalent element of OSG*** – no longer tied to years out of high school.

Illustrative Scenario After OSAP Transformation: OSAP Grants for Dependent Arts and Science University Students Living Away from Home

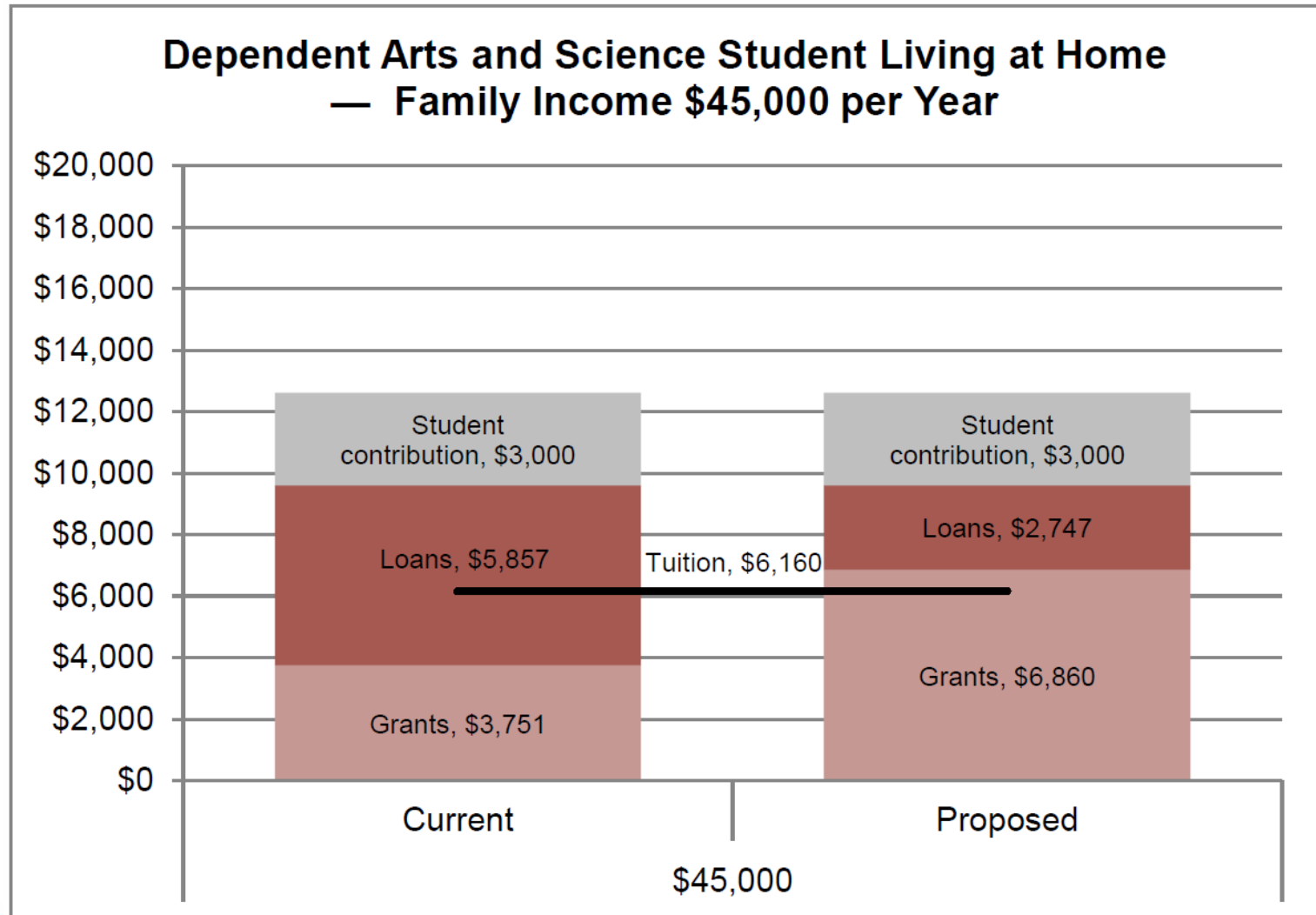


Notes: Total costs: \$18,000; average Arts and Science tuition: \$6,160. Assumes student is from a family of four with no scholarships or assets. Amount of funding assumes full rollout of OSAP transformation and fulfilment of Liberal Party of Canada platform commitments for Canada Student Grants.

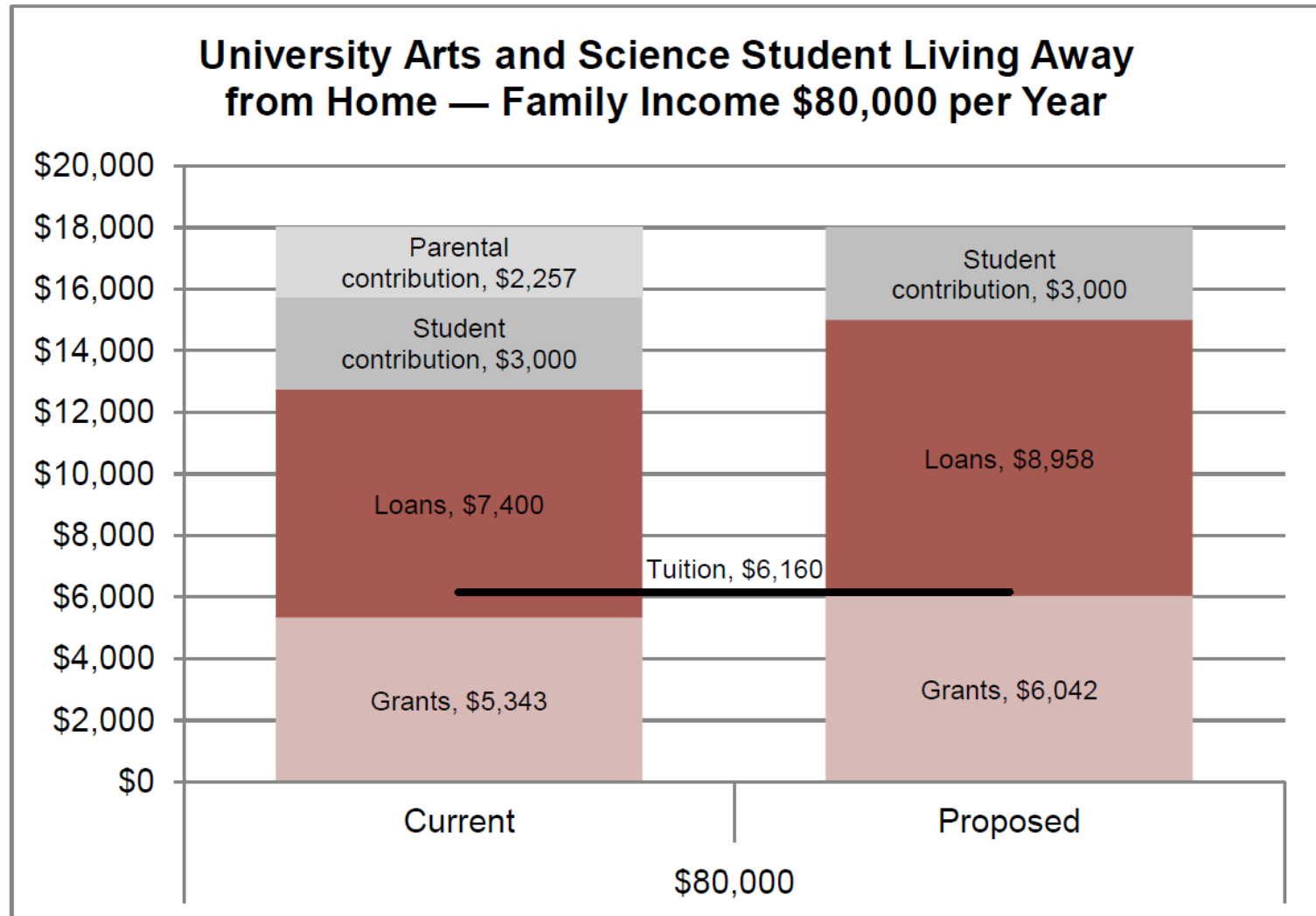
Source: Ontario Ministry of Training, Colleges and Universities.

Source: 2016 Ontario Budget: Budget Papers.

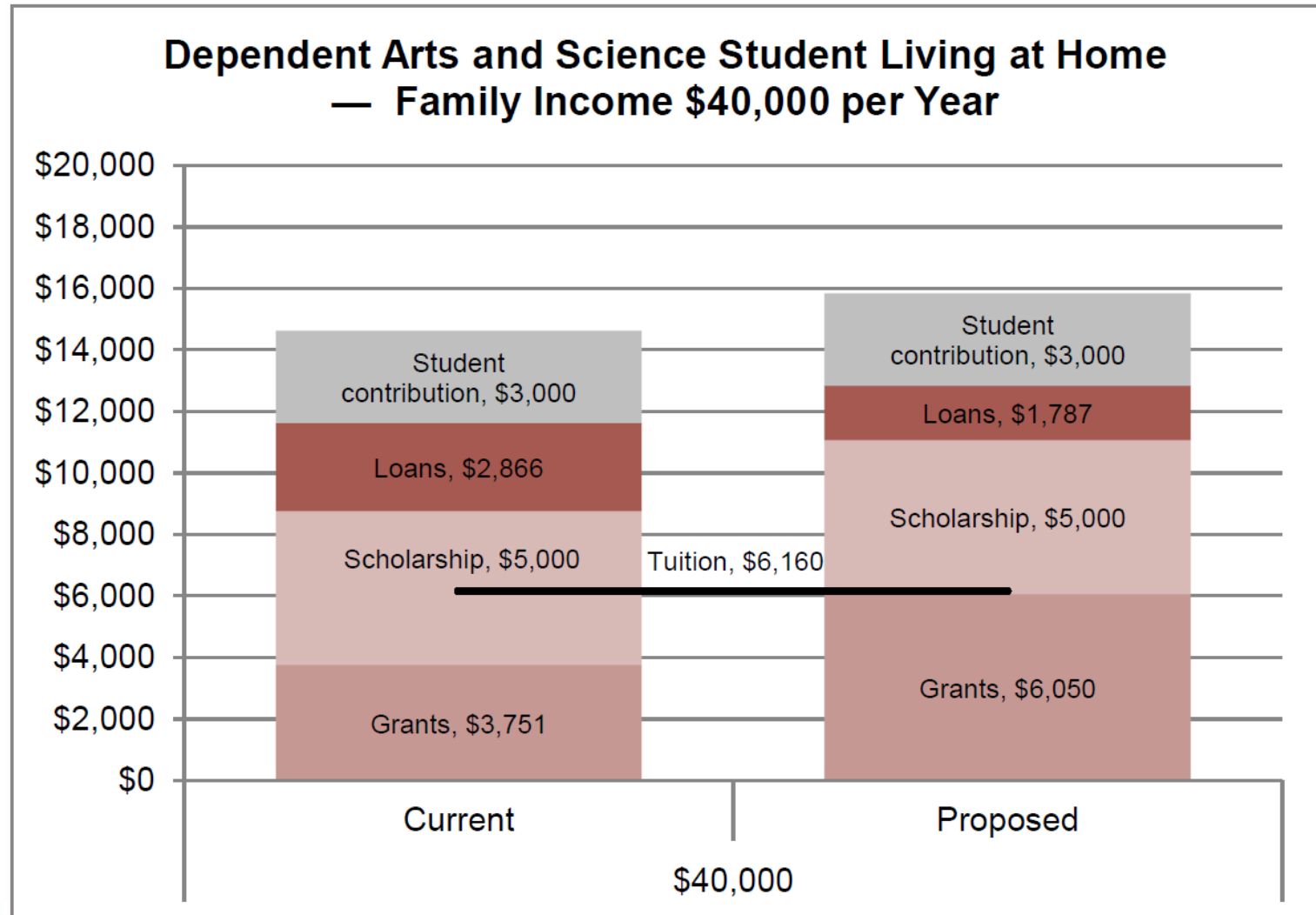
Before and After OSAP Transformation: Illustrative Example #1



Before and After OSAP Transformation: Illustrative Example #2



Before and After OSAP Transformation: Illustrative Example #3



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

Current Policy:

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	\$6,213
Ontario Tuition Grant	\$0
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,686</u>
Net Tuition Fee	\$4,527

Middle Income Family

Family Income ≤ \$160,000; Non-OSAP Recipient	
Sticker Tuition Fee	\$6,213
Ontario Tuition Grant	-\$1,830
Education, Tuition and Textbook Credit (assuming 70% used for tuition fees)	<u>-\$1,686</u>
Net Tuition Fee	\$2,697

Lower Income Family

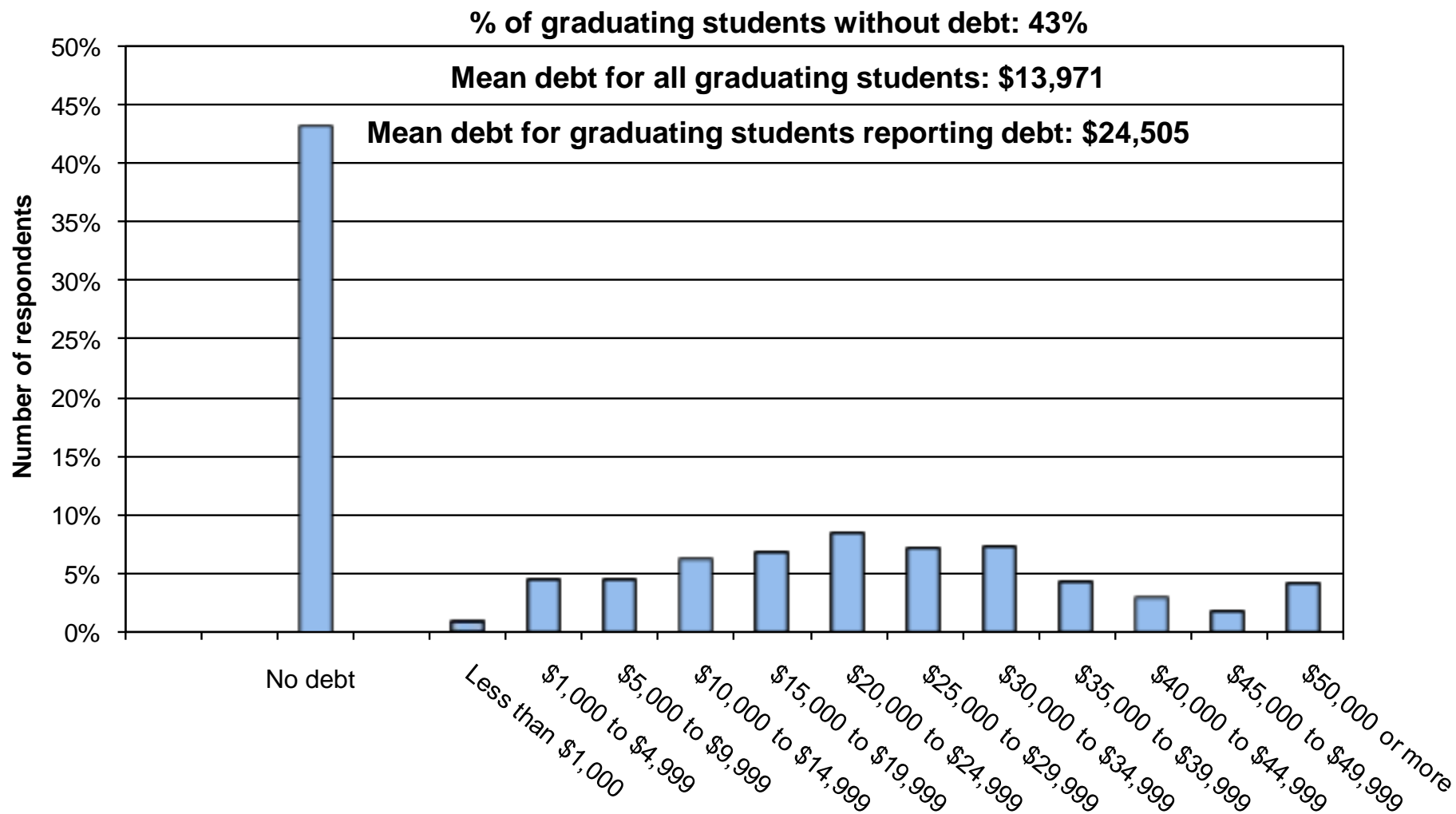
Family Income ≤ \$160,000; OSAP recipient	
Net Tuition Fee	\$0? < \$2,697
Additional funding for tuition fee costs is available from OSAP and/or SAG funds. The level of support provided will be dependent on financial need based on student and family financial circumstances.	

Current Policy: Examples of Net Fees for Ontario Students

Non-repayable Student Assistance	Sticker Fees			Net Fees			Ontario in Provincial Rankings	Profile
ADELE	\$5,000	\$0	\$2,163	\$6,957	\$1,957	\$206	10 TH 4 TH 2 ND	<ul style="list-style-type: none"> • Parental income \$40K • Live at home • One younger sibling • Political Science Yr. 1
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	
BEN	\$3,780	\$0	\$2,163	\$6,957	\$3,177	\$1,014	10 TH 4 TH 4 TH	<ul style="list-style-type: none"> • Parental income \$40K • Live at home • One younger sibling • Intl. Relations Yr. 3
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	
CAITLYN	\$3,357	\$0	\$3,005	\$11,157	\$7,800	\$4,795	10 TH 10 TH 10 TH	<ul style="list-style-type: none"> • Parental income \$80K • Live at home • One younger sibling • Chemical Eng. Yr. 1
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	
DAMIAN	\$1,780	\$0	\$2,163	\$6,957	\$5,177	\$3,014	10 TH 4 TH 4 TH	<ul style="list-style-type: none"> • Parental income \$120K • Live away from home • One younger sibling • Anthropology Yr. 3
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	
EDYTA	\$2,000	\$3,869	\$2,163	\$6,957	\$4,957	-\$1,076	10 TH 10 TH 3 RD	<ul style="list-style-type: none"> • Independent • Sociology Yr. 3
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	
FARID	\$800	\$0	\$2,163	\$6,957	\$6,157	\$3,994	10 TH 9 TH 9 TH	<ul style="list-style-type: none"> • Spousal income \$40K • Peace and Conflict Studies Yr. 3
	Grants	Remission	Tax Credits	Sticker Price	Up-Front	All Inclusive	Sticker Price Up-Front All Inclusive	

When students graduate
what is their debt level?

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

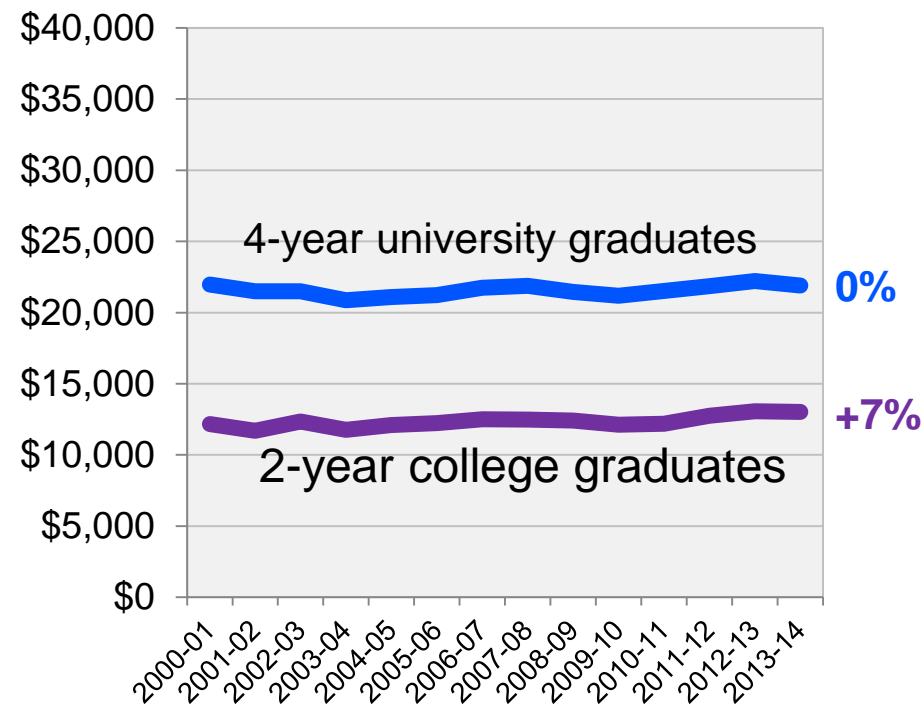


Note: Includes all debt including OSAP, credit cards, parents etc. Debt levels are self-reported by students.

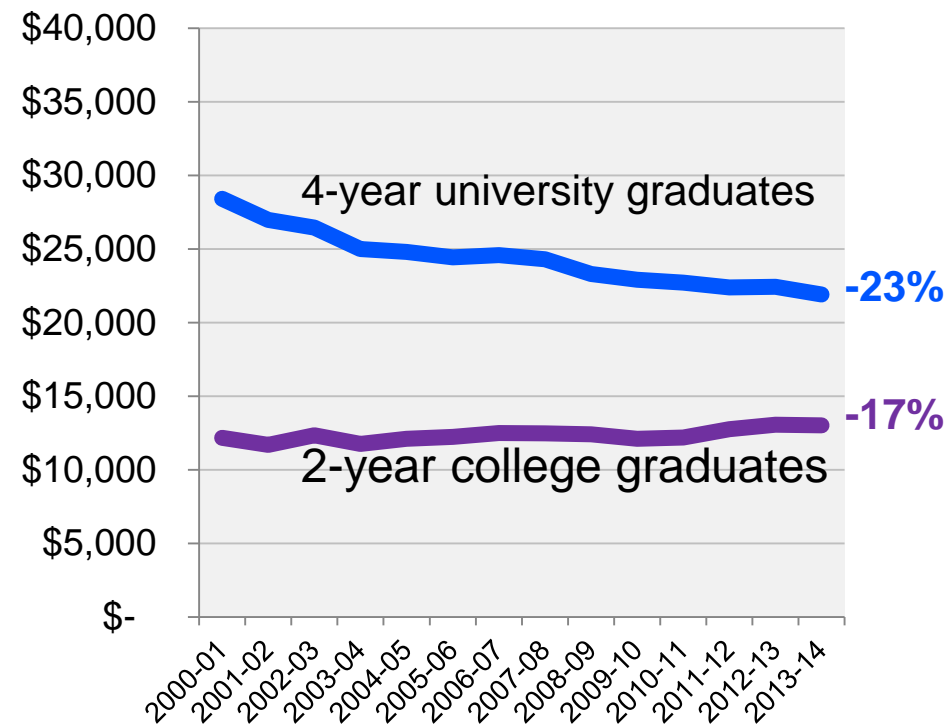
Source: Ryerson University, Graduating Student Survey 2015 (n=1,647)

Change in Average Repayable OSAP Debt 2000-01 to 2013-14

Nominal Dollars

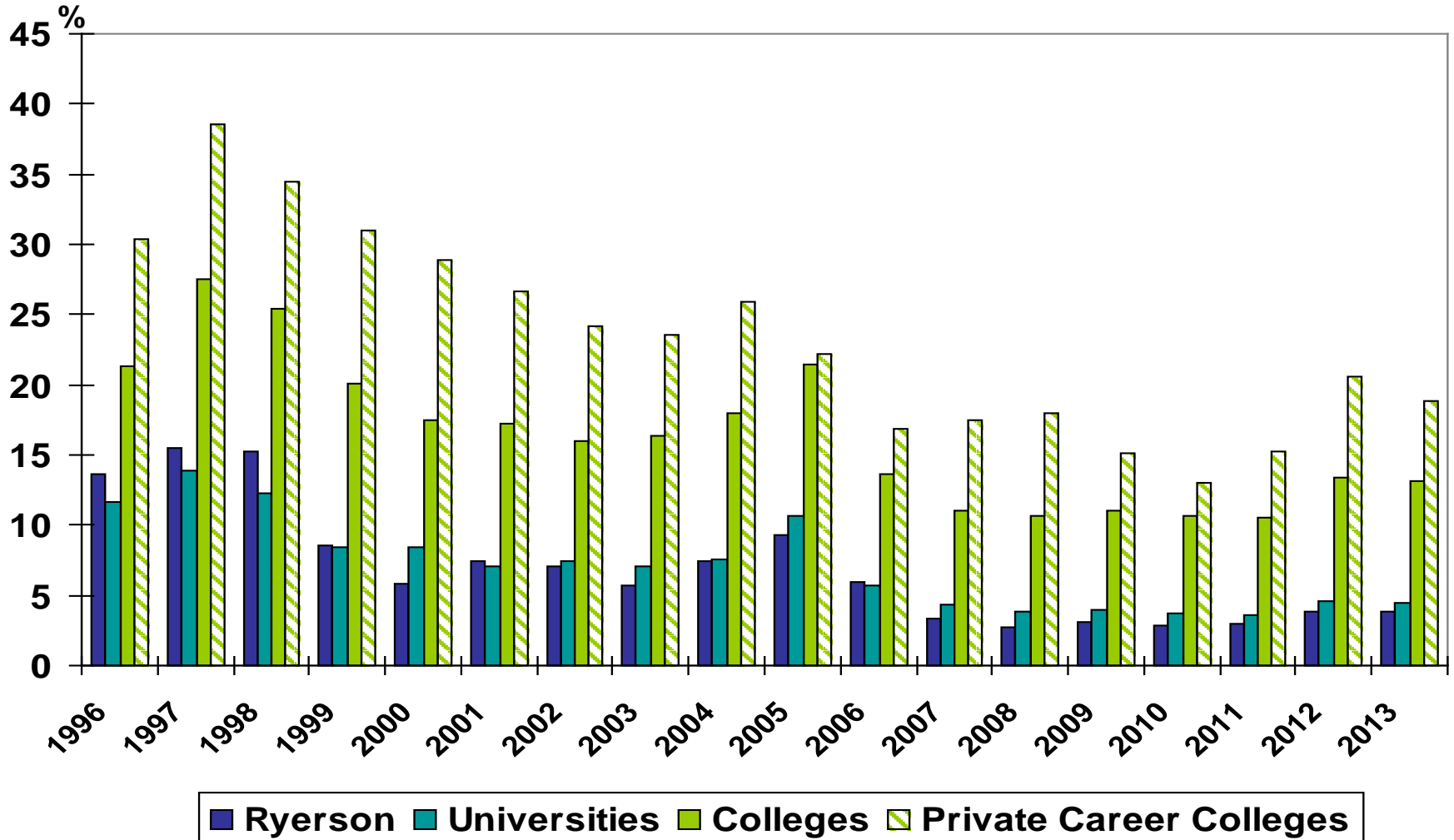


**Adjusted for Inflation:
Constant Dollars (\$2013)**



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

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:
 - \$7,400 per 2-term academic year
 - \$11,100 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



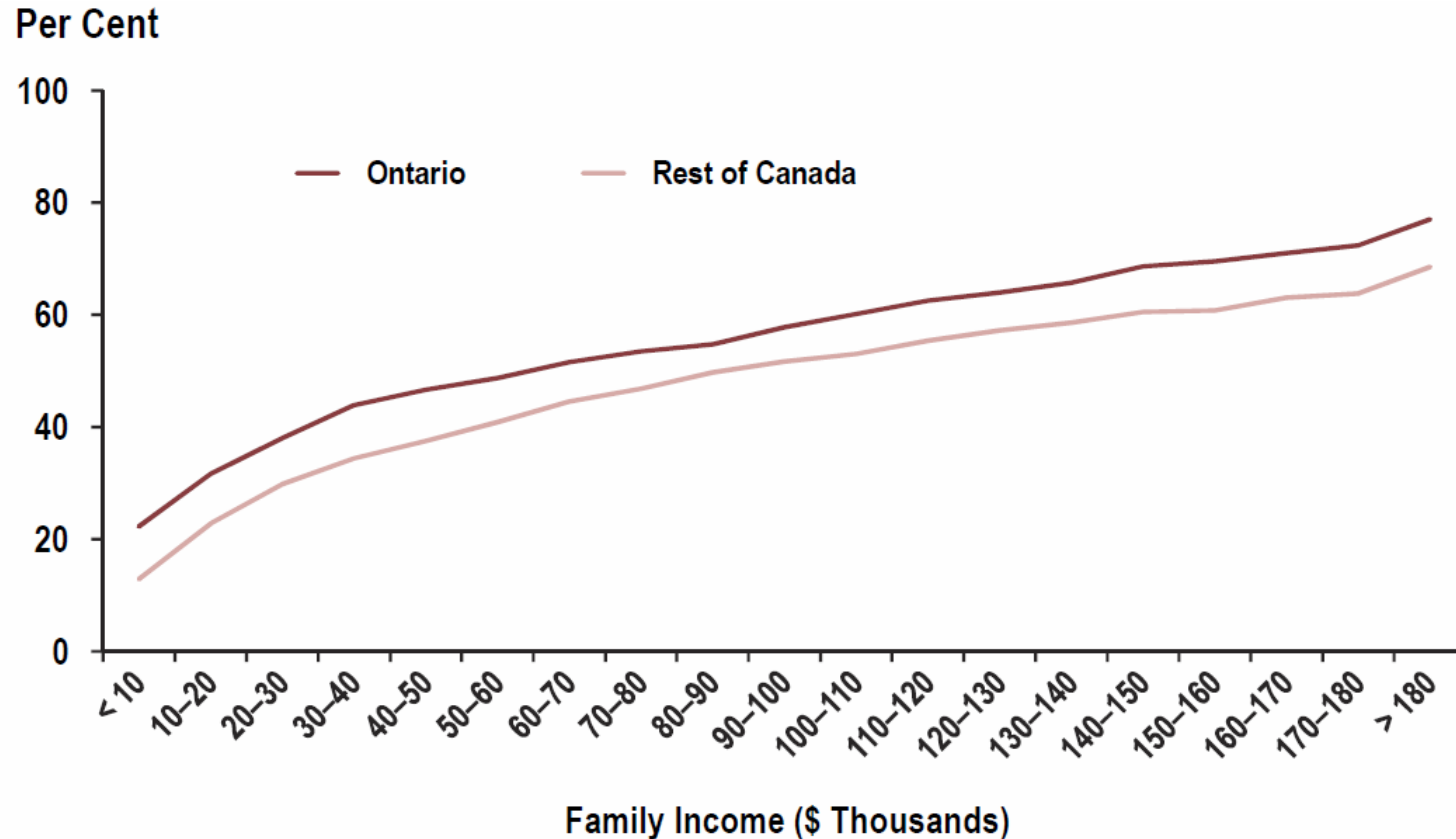
- Revision of Terms (ROT) program lowers monthly payments by extending repayment period to 14.5 years
- Interest-only payments for up to 12 months
- All remaining debt forgiven after 15 years

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?

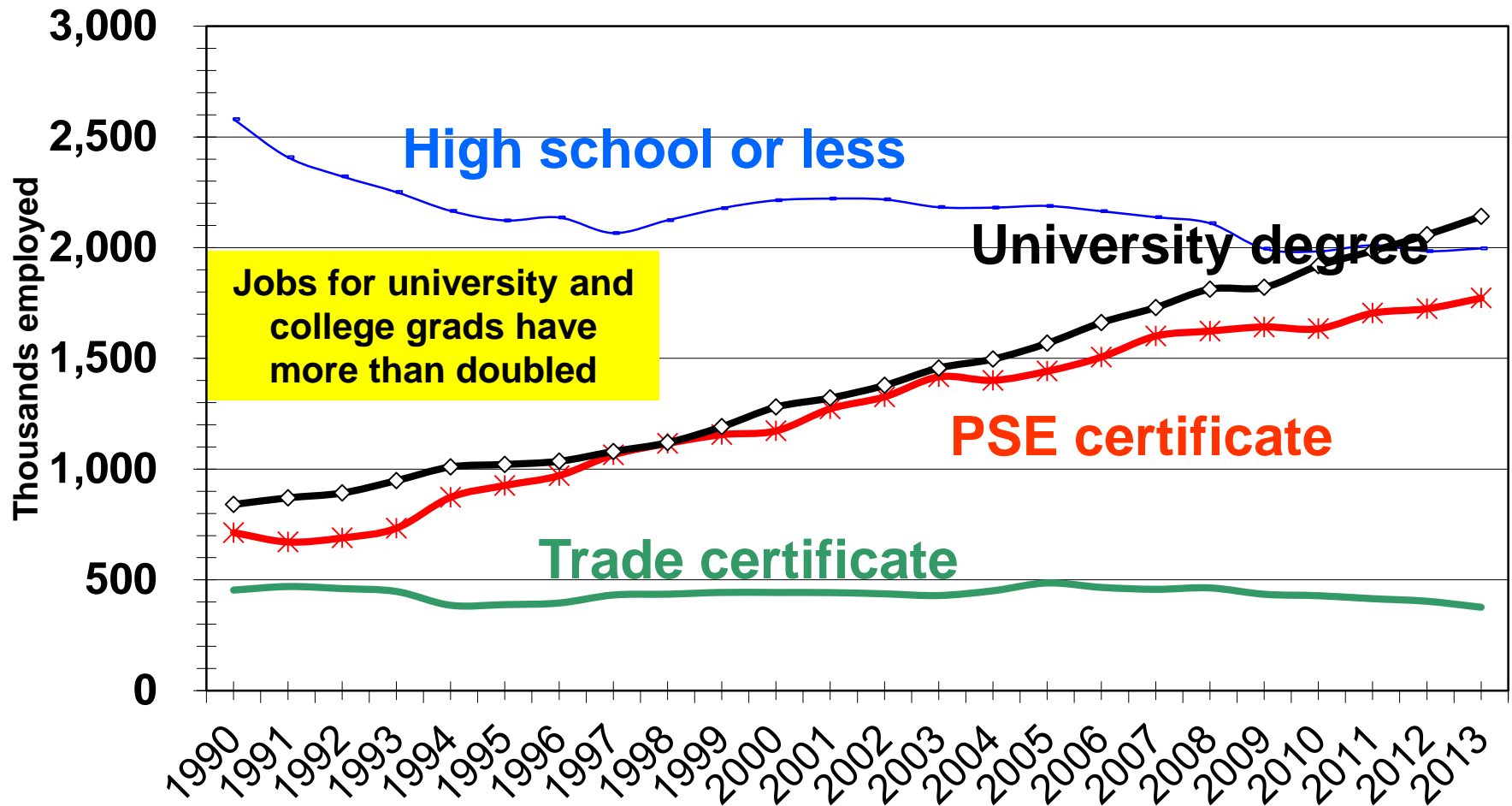
Postsecondary Participation Rates of 18- to 21-Year-Olds Living at Home, by Parental Income, 2013



Note: Percentage of families with at least one child in full-time postsecondary education, of couple and lone-parent families with one or more children aged 18 to 21 residing at home.

Source: Statistics Canada — custom data prepared using tax data, 2013.

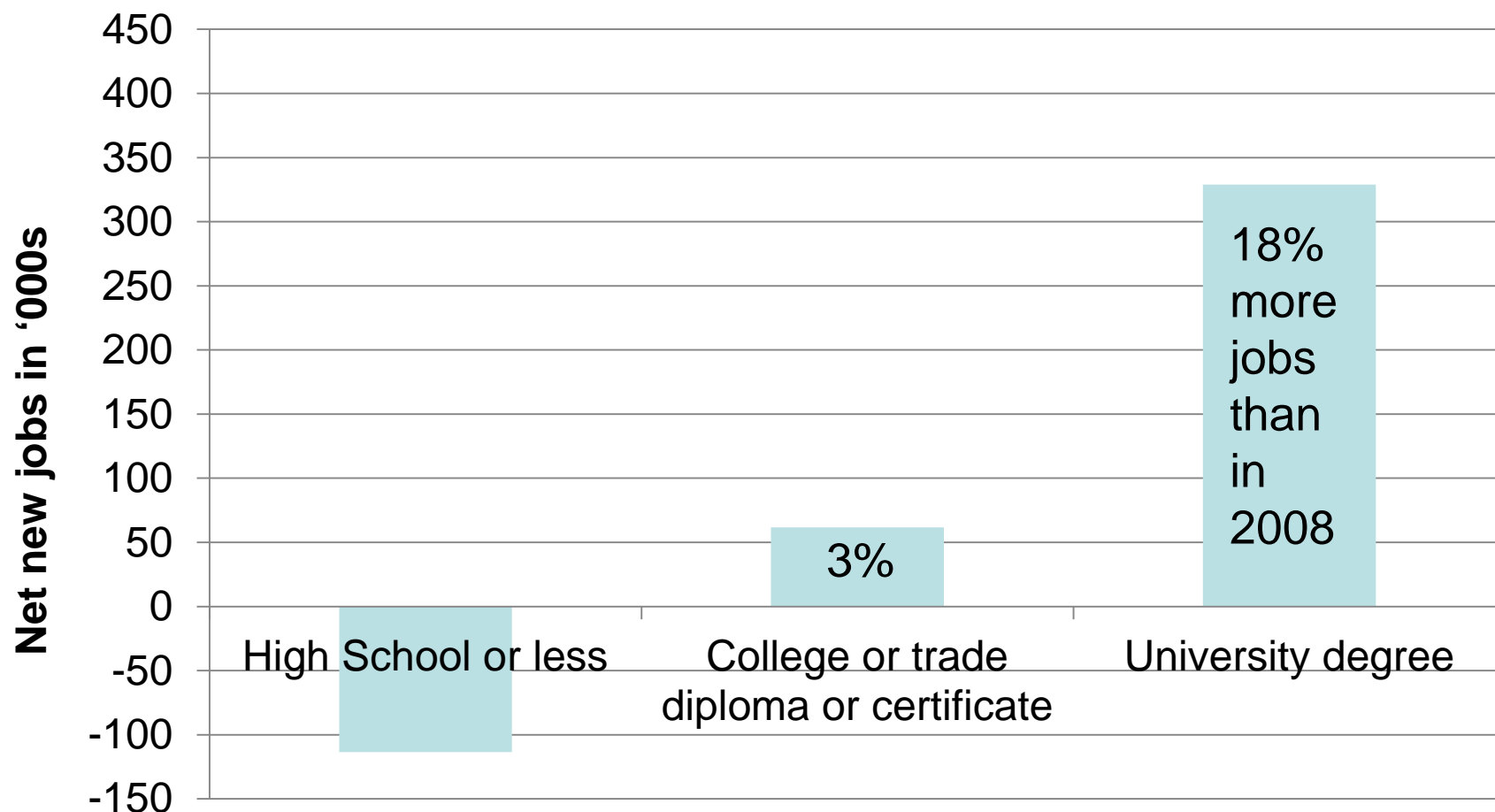
Labour Market Demand: Ontario, 1990 to 2013



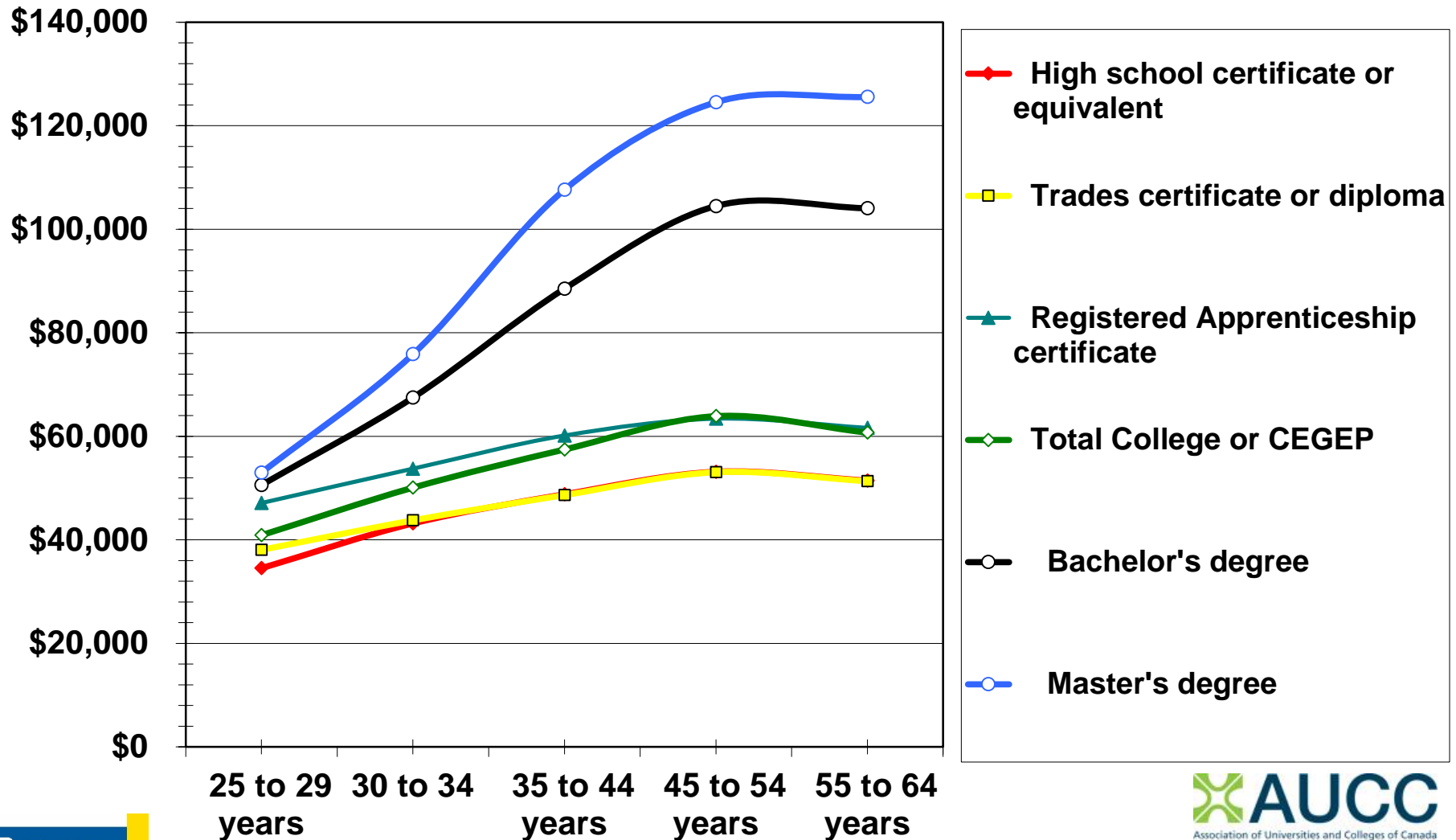
Source: AUCC; Statistics Canada, Labour Force Survey

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



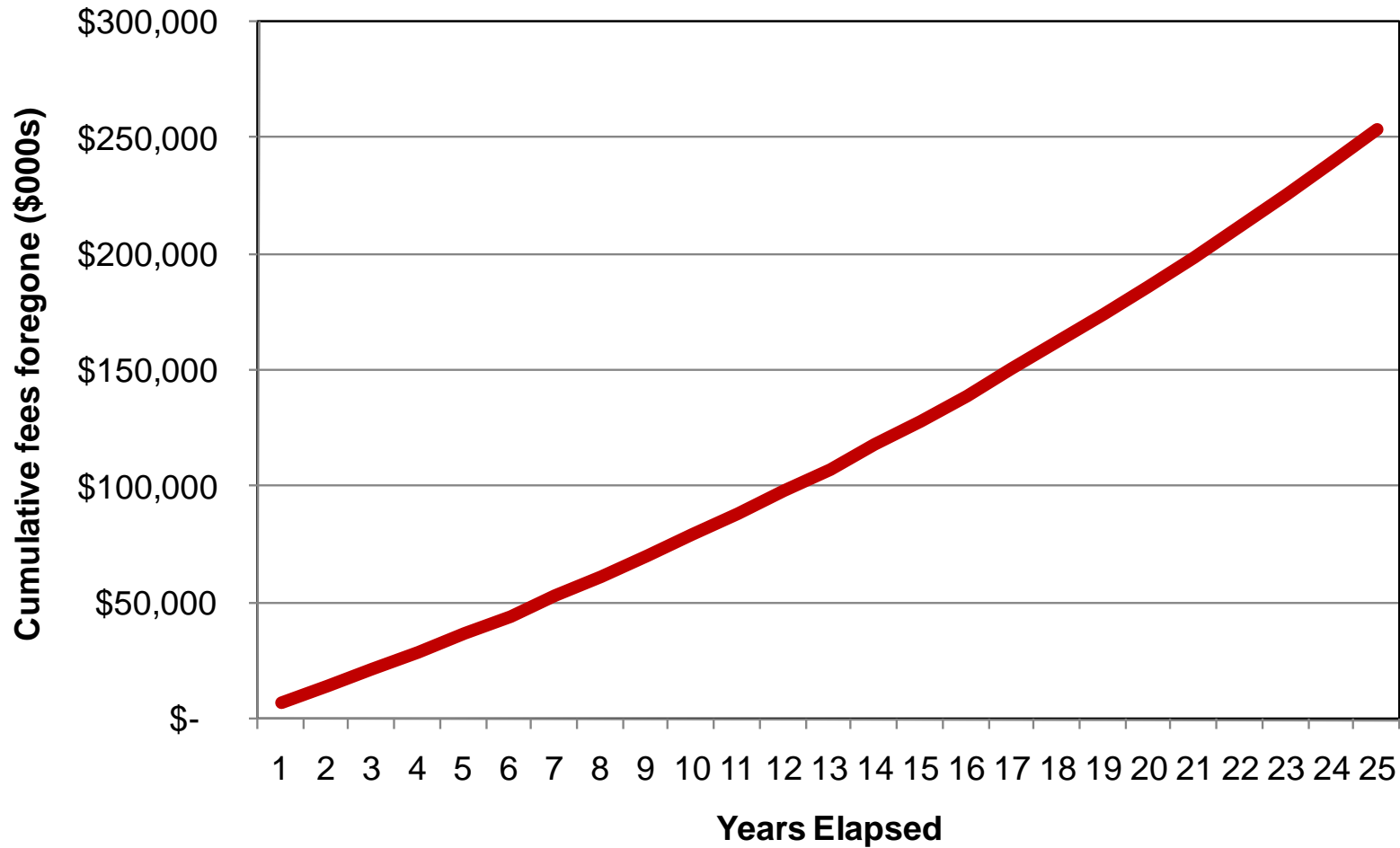
Annual Earnings Premium, Ontario: By Education Credential and Age of Worker



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 2016-17 followed by 3.0% tuition fee increases in subsequent years vs. a 3.0% tuition fee increase in 2016-17 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 over a number of years.
 - 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).
- 2017-18 OSAP transformation will simplify and enhance financial assistance available to students.
- The result is that the Net Tuition Fee paid by students is considerably lower than the Sticker Fee.
- The earnings premium of university education over a lifetime makes this education one of the best possible investments.

BOARD OF GOVERNORS MEETING
March 31, 2016

AGENDA ITEM: Campus Public Realm Plan Presentation

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: The goal of the Campus Public Realm Plan is to create a distinctive public realm which defines the Ryerson precinct within its urban context; enhances the vitality of all green open spaces, streets and sidewalks; promotes a collegial pedestrian environment; and enhances accessibility and safety in and around the campus.

The Campus Public Realm Plan was previously presented to the Finance Committee in November 2015 and has been brought back to the Finance Committee after stakeholders have reviewed the design and provided feedback.

A top priority of the plan is improving Gould Street between O’Keefe Lane and Church Street and the creation of Gould Plaza. These projects are represented as “A, B and C” within Phase One.

Recently Councillor Wong-Tam pledged Two Million Dollars (\$2,000,000) to support these projects and has proposed an additional One Million Three Hundred Thousand dollars (\$1,300,000) towards the Yonge to O’Keefe section of Gould Street.

The Finance Committee is being asked to consider and recommend the approval of the Public Realm Plan and the funding for projects “B and C” of Phase One. In order to complete the remaining three Phase-One projects staff will return to the Board for additional funding approvals.

BACKGROUND: In March of 2014 the Finance Committee recognized the importance of supporting the Master Plan Goal of “People First: Pedestrianization of the Urban Environment” and recommended funding be provided for the development and first-phase implementation of the Public Realm plan. However at the March 31, 2014 Board meeting the Plan’s implementation was postponed until the University had more time to consider the project in its

entirety.

Since the March 31, 2014 Board meeting the University has engaged the services of DTAH to lead the design and consultation process. At the November 18, 2015 Finance Committee draft plans were presented, and then shared publicly, generating significant support. Key stakeholders, including Councillor Wong-Tam, the BIA, and City staff were also consulted and keen to proceed.

PREPARED BY:

Name Elisabeth Stroback, Executive Lead, Capital Projects & Real Estate

Date March 9, 2016

APPROVED BY:

Name Janice Winton, Vice President, Administration & Finance

Date March 15, 2016

Ryerson University Campus Public Realm Plan

Finance Committee Presentation
March 24, 2016

dtah

Ryerson
University

Presentation Outline

Purpose

Planning Context

Draft Demonstration

Plan Public Realm Framework

Phasing + Implementation

Project Purpose

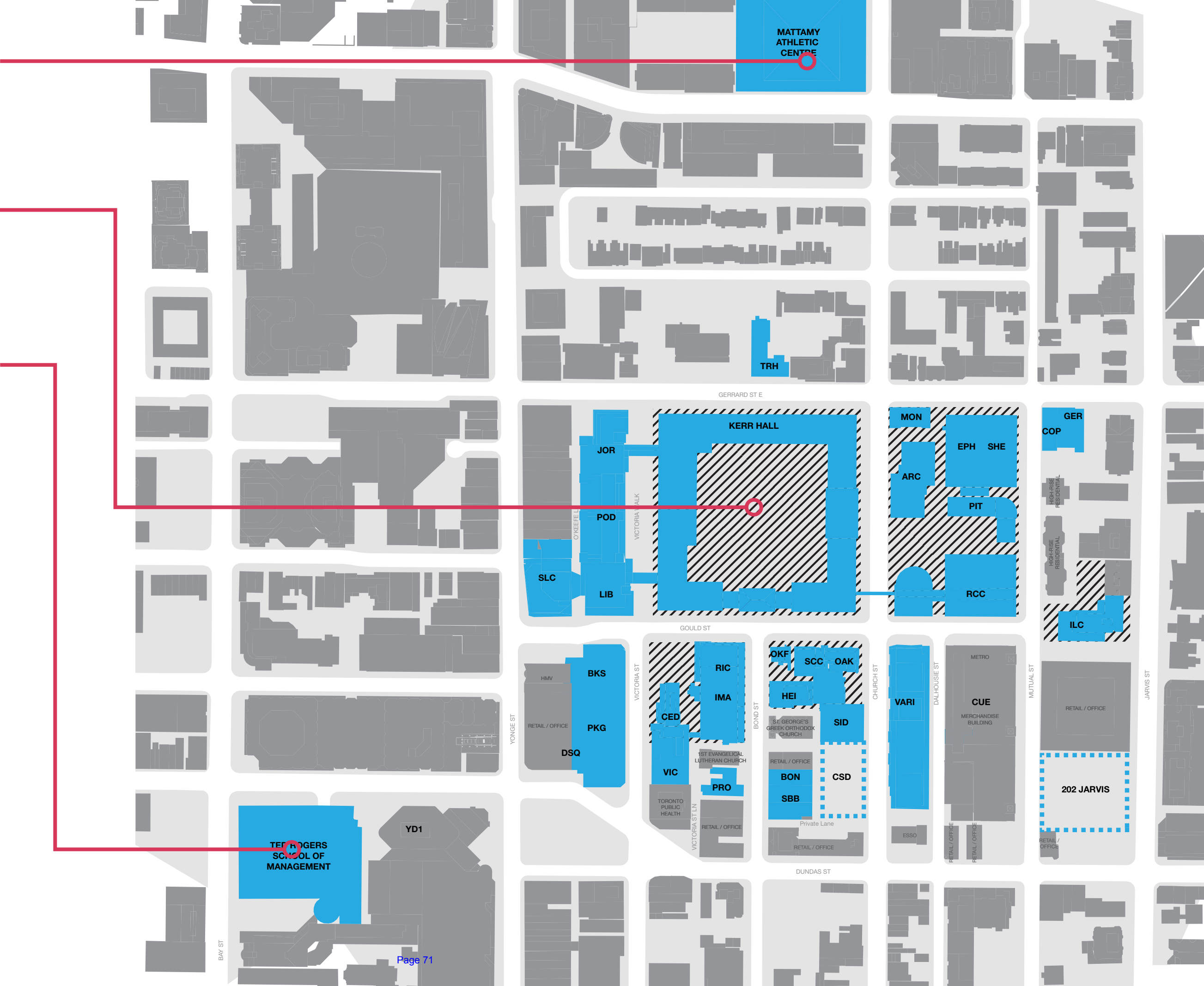
- **Improve safety, accessibility, and quality of place**
- **Develop a planning and design framework to direct public realm projects for Ryerson over the next 10 plus years**
- **Prepare a phasing and implementation plan with cost estimates so that Ryerson can strategically invest in public realm improvements**
- **Provide a tool so that Ryerson can coordinate with other partners to create a high quality environment that supports public life on an urban campus**

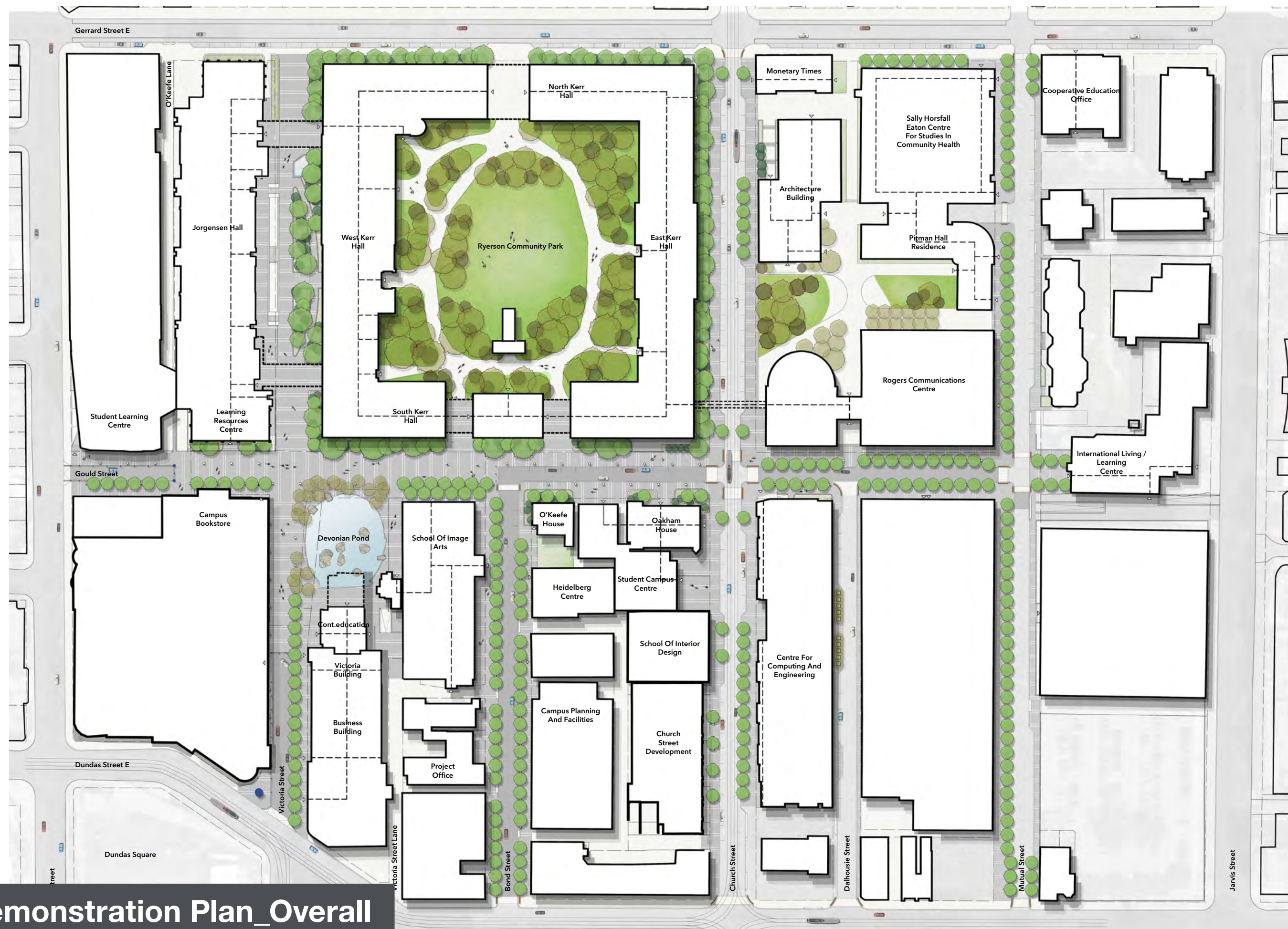
**Mattamy
Athletics Centre**
Church and Carlton

Core Campus
Gerrard to Dundas
Yonge to Jarvis

**Ted Rogers School
of Management**
Dundas and Bay

Ryerson University









Gould Plaza





Gould Plaza at Bond





Gould / Yonge Threshold

Phasing and Implementation

3 Time Frames

- Immediate/
Short-Term
(0-5 yrs)
- Mid-Term
(6-10 yrs)
- Long-Term
(11+ yrs)






22 Projects

- Gould Plaza
- Streets and Lanes
- Park Upgrades
- Upgraded Planting

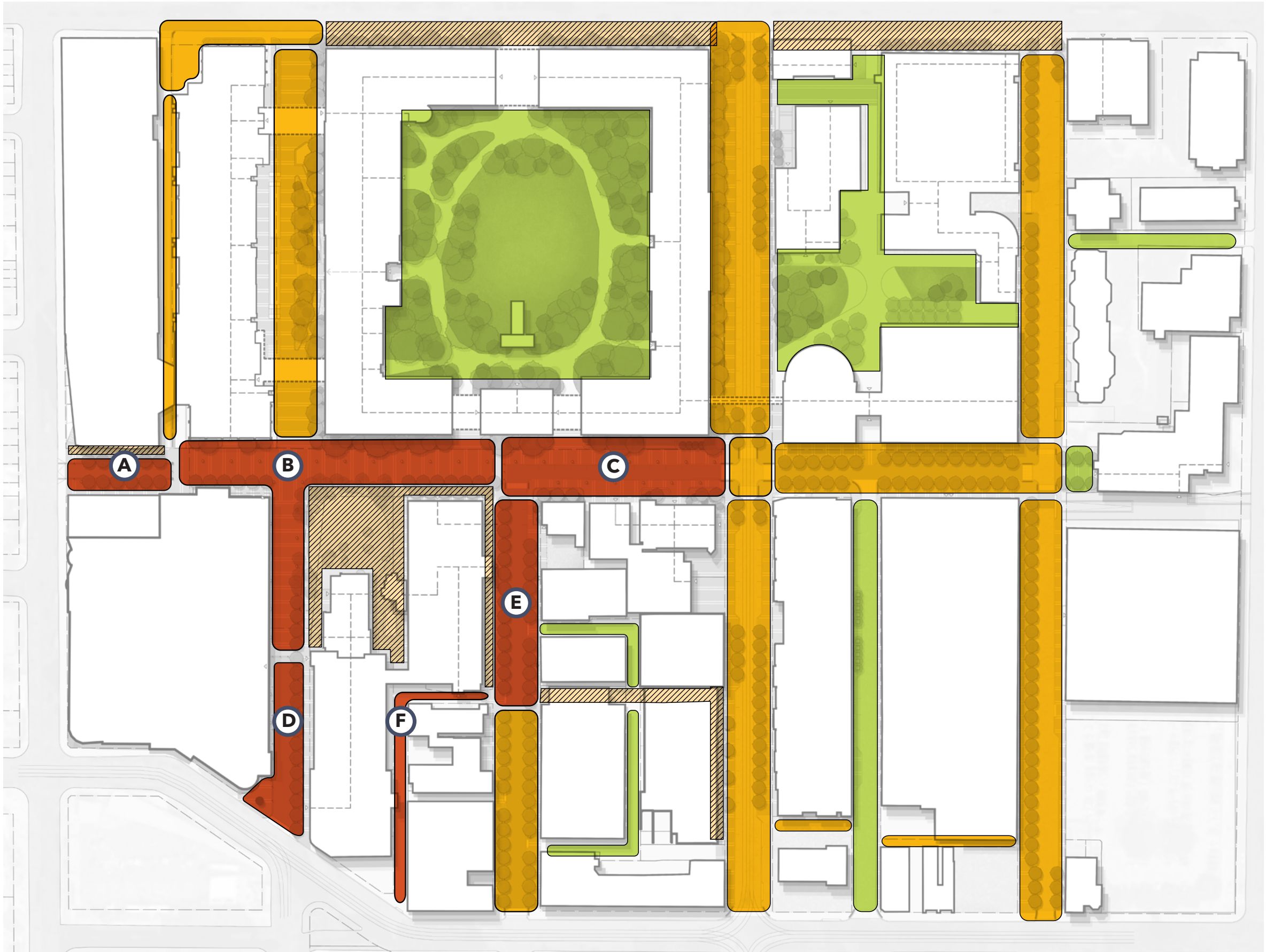
Strategies and Actions

- Cycling
- Lighting
- Public Art
- Identity and
Wayfinding
- Future Actions






Phasing and Implementation

-  Projects Completed / Already Underway
-  Short-Term Projects (0 to 5 years)
-  Medium Term Projects (6 to 10 years)
-  Long-Term Projects (10+ years)
-  Project Identification

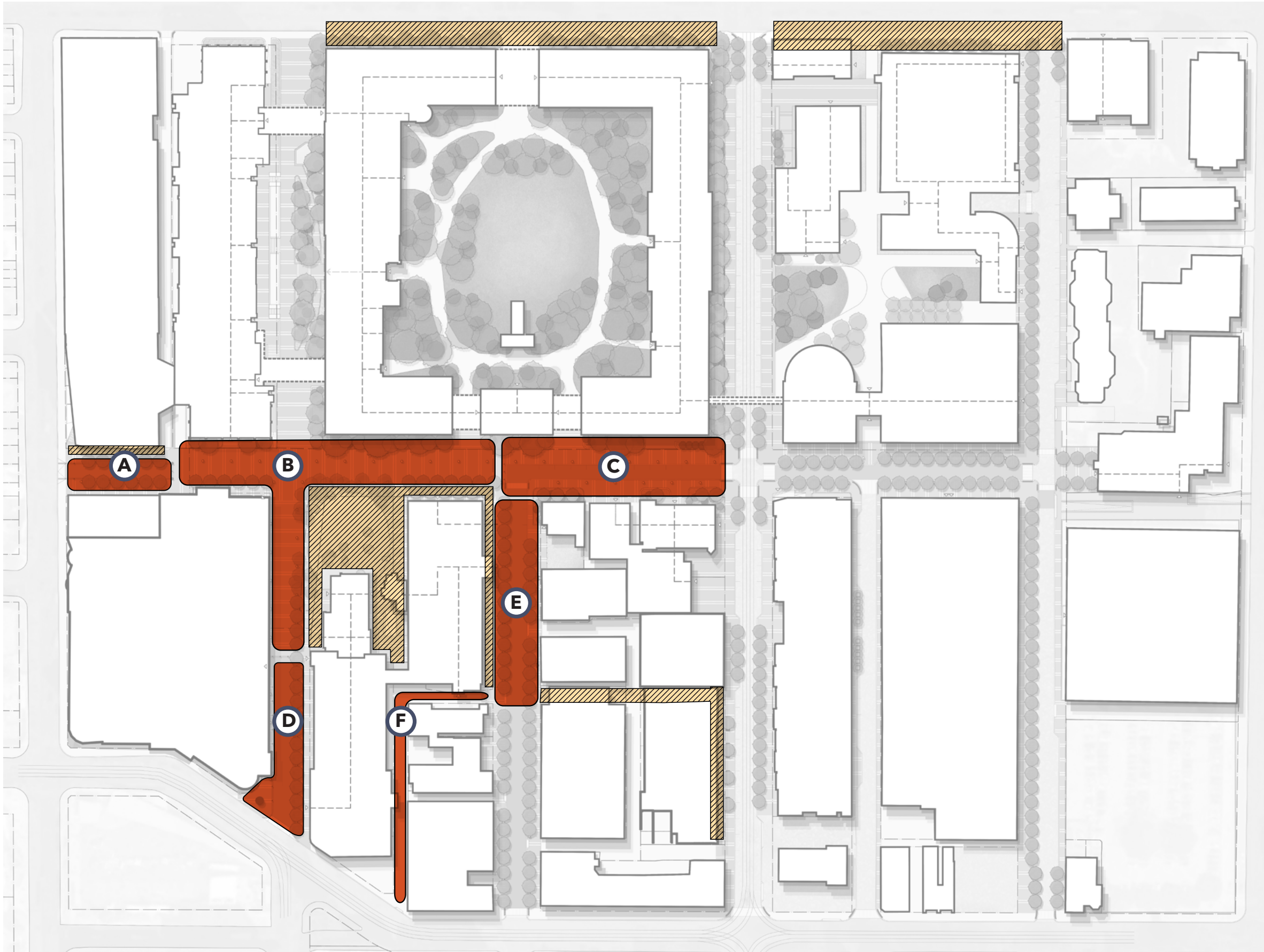
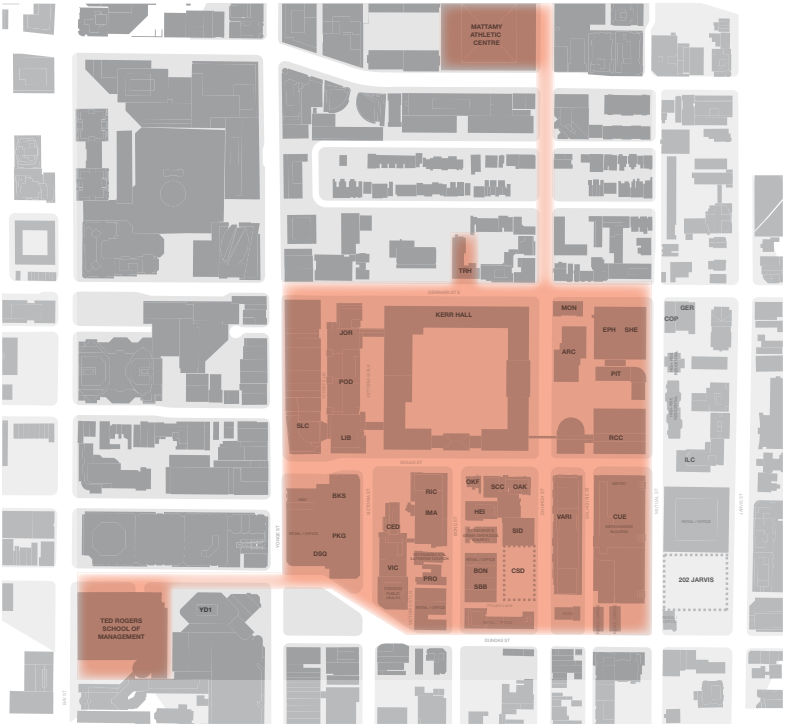
Key Plan



Phasing and Implementation

-  Projects Completed / Already Underway
-  Short-Term Projects (0 to 5 years)
-  Medium Term Projects (6 to 10 years)
-  Long-Term Projects (10+ years)
-  Project Identification

Key Plan



Recommended Phase 1 Projects

Phasing and Implementation



Projects Completed / Already Underway



Short-Term Projects (0 to 5 years)



Medium Term Projects (6 to 10 years)

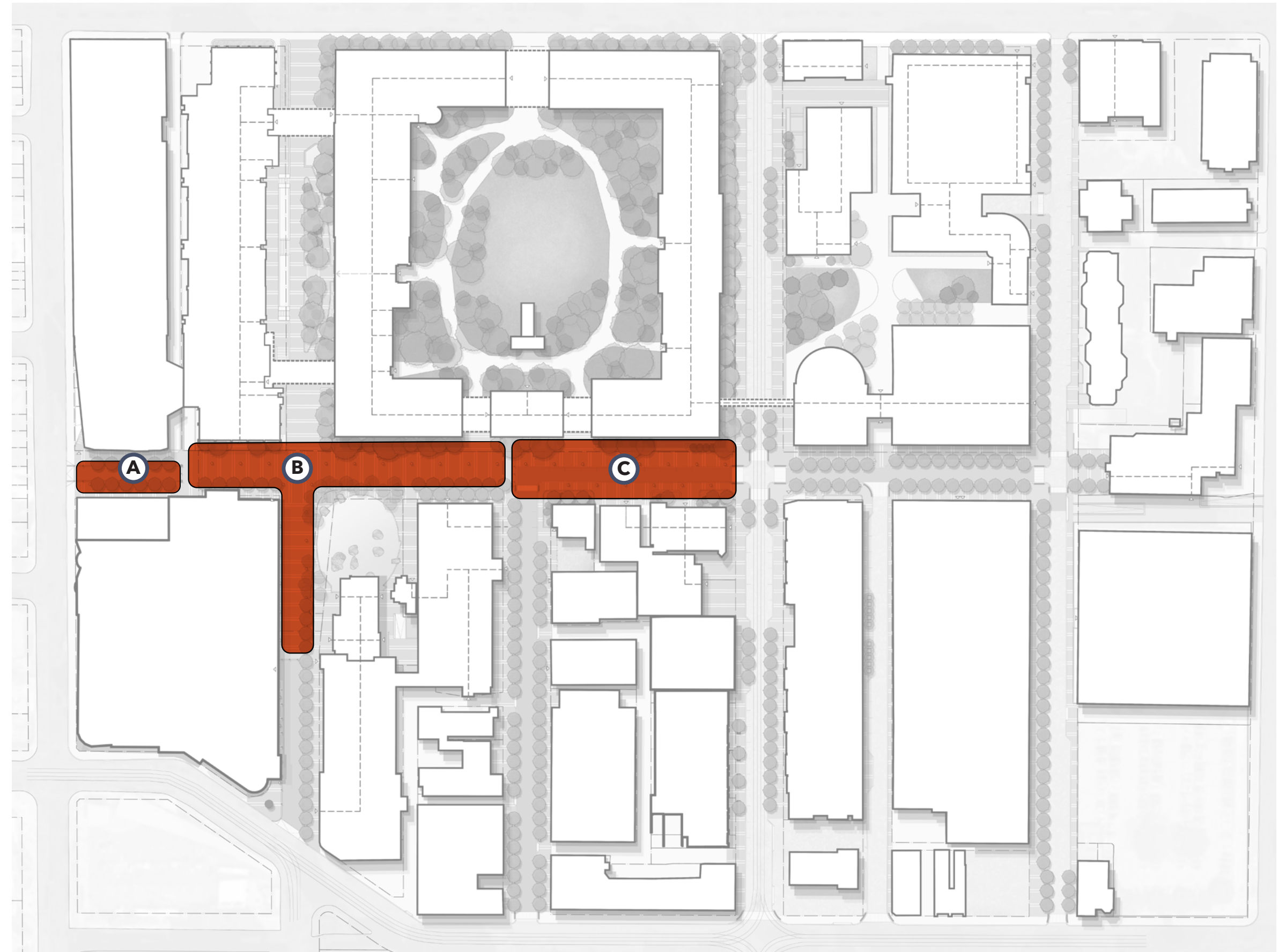


Long-Term Projects (10+ years)



Project Identification

Key Plan



First Projects Costing Analysis

Project A – Yonge / Gould revitalization	<i>City Initiative</i>
Project B – Gould Plaza	\$3.5 M
Project C – Gould Street (Bond to Church)	\$1.6 M
<hr/>	
Subtotal	\$5.1 M
Expected City Contribution	\$2.0 M
<hr/>	
Cost to Ryerson	\$3.1 M

Next Steps

- **Conclude agreement with City**
- **Announce plan and projects as approved by Board**
- **Projects B + C to begin in 2016**



Thank You

RESOLUTION

RE: Public Realm Plan Approval

BE IT AND IT IS HEREBY RESOLVED:

THAT in order to create a distinctive public realm which defines the Ryerson Precinct within its urban context, enhances the vitality of all green open spaces, streets, and sidewalks, promotes a collegial pedestrian environment and enhances accessibility, the Campus Public Realm Plan be approved as presented.

March 31, 2016

RESOLUTION

RE: Campus Public Realm Plan – Approval of Phase One Projects B and C

BE IT AND IT IS HEREBY RESOLVED:

THAT the scope of work to complete projects “B” and “C” of Phase One of the Campus Public Realm Plan not to exceed Five Million, One Hundred Thousand Dollars (\$5,100,000) and;

THAT the University's contribution to these projects not exceed Three Million, One Hundred Thousand Dollars (\$3,100,000).

March 31, 2016



BOARD OF GOVERNORS
Tuesday, January 26, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 1:15 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Tuesday, January 26, 2016 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Maheux (Vice Chair), M. Lachemi, L. Bloomberg, L. Amleh, J. Austin, C-A Bissonnette, M. Frazer, C. Hilkené, J. Machado, C. McGee, N. Mohamed, H. Rosen, A. Saloojee, D. Sookram, A. Snobar, P. Sugiman, H. Van Dyk

Regrets: M. Al Zaibak, R. Richards, R. Traill

Board Secretariat:

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

Others Attending

C. Evans, Interim Provost and Vice President Academic
J. Winton, Vice President, Administration & Finance
R. Frankle, Interim Vice President University Advancement
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
P. Stenton, Deputy Provost and Vice Provost University Planning
A. Casey, Interim Executive Director, Office of the President
W. Cukier, Vice President Research and Innovation
J. McKee, Chief Financial Officer
S. Zolfaghari, Vice Provost Faculty Affairs
H. Lane Vetere, Vice Provost Students
C. Sass-Kortsak, Assistant Vice President, Human Resources
E. Stroback, Executive Lead Capital Projects and Real Estate
M. McEachrane, Interim Executive Director, Office of the Provost and Vice President Academic
N. Khan, Ryerson Architectural Science Steering Committee
S. Kumar, Ryerson Architectural Science Steering Committee

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1. Chair's Remarks

The Board Chair welcomed Board members back from the winter break and noted that the Board business is midway through its meeting calendar. The Board meetings have been shortened to accommodate the Presidential Search Committee meeting which meets directly after the Board.

The Chair reported that Rhiannon Traill gave birth to baby Bennett Traill on December 7, 2015 and also congratulated Phyllis Yaffe on recently becoming a grandmother.

The Chair offered condolences to Darius Sookram on behalf of Board on the death of his grandmother, Roopdaye Sookram.

The Chair noted that it was Harry Rosen, Nadir Mohamed and Bob Richard's last official Board meeting. All three had been on the Board for nine years. A gift was presented to Nadir and Harry and to Bob, in absentia, to honour the occasion and thank all three for their support of the University.

The Chair reported that Jack Cockwell and Helen Vari had recently received an Order of Canada.

Approval of the Agenda

Agenda was approved as presented

4. REPORT FROM THE INTERIM PRESIDENT

Mohamed Lachemi congratulated Wendy Cukier on her appointment as President of Brock and her many accomplishments at Ryerson University specific to research funding, social justice and innovation issues.

The Interim President also congratulated Phyllis Yaffe on becoming a Fellow of the Institute of Corporate Directors.

The Interim President congratulated Ryerson's School of Interior Design for being ranked 8th in the world by Azure Magazine, with a particular thank you to the Dean Charles Falzon and Chair

The Interim President concluded his report by mentioning the continued strength of Ryerson's applications; the end of Ryerson's men's basketball losing streak to Carleton and the Institute for Biomedical Engineering, Science & Technology a partnership between at St. Michael's Hospital and Ryerson University.

The Interim President welcomed Chris Evans, Interim Provost and Vice President Academic to his first Board meeting in his new role.

5. REPORT FROM THE SECRETARY

University Governance Reports

The Secretary spoke three university governance reports recently released that concerned presidential compensation, academic freedom and the possible implications and next steps for governance at Ryerson. The Secretary referred Board members to the memo in the materials for further details.

Board Elections

The Secretary spoke of the upcoming Board elections February 29 to March 3, 2016 which has vacancies for one faculty, one administrative staff and three student members. Alumni elections are in early summer from June 13 to June 24, 2016.

6. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

6.1. Introduction to the 2016-17 Budget Process

On January 21, 2016 the Finance Committee met and began discussing the 2016-17 Budget Process.

President Lachemi summarized the elements of introductory budget discussion and reported that Board Students will present information on student priorities.

Paul Stenton spoke to the specifics of the budget consultation process which will take place from February through to March 2016. An annual environmental scan in February 2016 will emphasize enrolment factors and the changes in public policy regarding funding formula and strategic mandate agreements. The month of March, 2016 will be used to discuss setting fees and to ensure that there is clarity around how the process works. The objective in April will be to deliver a balanced forward looking budget that will emphasize the University's key priorities.

6.2. Student Priorities

Cormac McGee, Jessica Machado and Hannah Van Dyk spoke of the Ryerson Student Union initiative to survey students about the budgeting process. Student priorities were broken down into three areas of need: The first priority is campus accessibility which encompasses gender neutral washrooms, working elevators and improved entrances to aid mobility. The second priority is improving Mental Health Services and the third priority was providing space to accommodate student groups.

Cormac McGee also spoke of the issue of student fees which is seen as a sector problem and not entirely the responsibility of the University. However the students would like to see some joint advocacy initiatives between President Lachemi and the students regarding educational accessibility.

Abe Snobar asked what the sampling was for the student survey and whether it will be continued through the process. Cormac McGee responded that they had surveyed around 800 students and plan to continue to do so through the budget process.

7. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

Chris Evans said he would be happy to answer any questions on his report.

7.1. Architecture Society Referendum

Heather Lane Vetere reported that the request by the Ryerson Architectural Science Society to hold a referendum is part of a continuum of faculties whose students are interested in building student societies specific to their discipline.

Shiva Kumar, a Ryerson Architectural Science Steering Committee representative spoke of the work that had been done by the steering committee for the last year and a half developing the vision, organizational structure, constitution, and financial plans for a new student society which will link students within the program to students across the university, expand extracurricular project opportunities, and develop networks to broaden exposure of students to the profession and industry. With the Board's approval, they plan to hold a referendum in the Fall 2016 term to create a levy that will provide sustainable funding for the society.

The Board members asked questions regarding student support for the initiative and the possibility of other faculties or schools coming forward. Ms. Lane Vetere reported that the Faculty Community Services would probably be coming forward soon.

Cormac McGee congratulated Ms. Kumar and said it had his full support.

Mohamed Lachemi added that it was a good move in the right direction for the Architectural students who share a faculty with the engineering students but who have completely different requirements.

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 Department of Architectural Science students enrolled in full-time undergraduate programs, to seek approval for the creation of a fee of \$50.00 per semester, starting in September 2017, to be paid by all undergraduate students enrolled in a full-time Department of Architectural Science program, to fund the operation of the Ryerson Architectural Science Society.

THAT the compulsory fee be adjusted for inflation annually 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.

8. REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION

Wendy Cukier presented her last presentation to the Board as Vice President Research and Innovation. Wendy Cukier spoke of Ryerson's present research agenda and the direction in which it is going. Ryerson has been once again named Research University of the year by Research Infosource with the highest growth in research funding across Canada from 2012/13 - 2013/14. In 2014/15 research funding exceeded \$44m largely because of growth in collaborative and institutional grants with much of the funding going to support undergraduate and graduate students as well as postdoctoral fellows. Wendy Cukier spoke of the types of research funding; the nature of interdisciplinary innovation and collaboration; awards and recognition given to Ryerson faculty and the fact that research is the driver of economic and social development citing many examples of concrete impact. She also noted that Ryerson's achievements in this area are driven not just by outstanding faculty and students and partners but also staff and thanked CFO Joanne McKee and Interim VPUA Rivi Frankle for their responsiveness and help.

Janice Fukakusa congratulated Wendy Cukier for her presentation and annual report. Ms. Fukakusa thanked Wendy Cukier on behalf of the Board and said that the University was proud of the progress on Scholarly Research and Creativity (SRC) at Ryerson and the advancement of its reputation.

The Chair thanked Jessica Machado, Cormac McGee and Hannah Van Dyk for their thoughtful presentation on student priorities for the 2016-17 budget.

9. CONSENT AGENDA

9.1. Approval of the November 26, 2015 Minutes

The minutes were approved as presented.

10. TERMINATION

BOARD OF GOVERNORS MEETING
March 31, 2016

AGENDA ITEM: Fiera Capital Report – December 31, 2015

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Ryerson's Endowment Funds have been managed by Fiera Capital since 1997 with an initial investment of about \$1m. The attached report from Fiera Capital's provides further details and commentaries. As well, David Pennycook, Vice Chairman and Executive Vice President, Fiera Capital Corporation will be attending the March 24, 2016 meeting to provide an update to the Finance Committee.

BACKGROUND:

Market Value:

Ryerson's Endowment funds for the year ending December 31, 2015 had a market value of \$120.9 million which was up from the \$113.2 million on December 31, 2014. However, with the market volatility in this first 2016 quarter, the market value dropped to \$116.9 million as at February 29, 2016

Returns:

December annual returns for the fund were 6.82%, compared to the benchmark of 4.70%. Again with recent market conditions, year-to-date earnings on the fund were -3.5% versus a benchmark of -2.8%.

Fees:

Ryerson pays annual fees at a flat fee charge of 25 basis points. On an endowment fund of \$120 million, that equates to \$300,000. Fiera Capital makes an annual donation equal to 10% of the fee.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Joanne McKee, Chief Financial Officer
March 8, 2016

APPROVED BY:

Janice Winton, Vice President, Administration and Finance
March 8, 2016

RYERSON UNIVERSITY

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

March 24, 2016



FIERACAPITAL

The Power of Thinking. Optimal performance. Intelligent innovation.

Portfolio Asset Mix



	Dec. 31 2014	Dec. 31 2015	Feb. 29 2016	Benchmark
Short-Term	7.8%	11.5%	5.3%	5%
Bonds	30.1%	28.2%	29.8%	35%
Total Equities	62.1%	60.3%	64.9%	60%
Canadian	29.2%	28.6%	33.2%	30%
Foreign	32.9%	31.7%	31.7%	30%
Total Fund	100.0%	100.0%	100.0%	100%
Market Value	\$113.2 Mill	\$120.9 Mill	\$116.9 Mill	

Net Cash Flow Jan. 1 – Dec. 31 2015: (\$58,253)

Net Cash Flow Jan. 1 – Feb. 29 2016: \$204,853

Portfolio Performance

EFT Pooled Fund



Annual Returns % – December 31

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
EFT Fund	6.82	12.27	14.46	8.51	2.45	8.91	14.82	-15.66	2.74	10.24
Benchmark	4.70	10.52	12.42	7.36	1.02	9.25	14.29	-14.53	2.04	11.22
Added Value	2.12	1.75	2.04	1.15	1.43	-0.33	0.53	-1.13	0.70	-0.98

Annualized Returns % – December 31

	1yr	2yrs	3yrs	4yrs	5yrs	6yrs	7yrs	8yrs	9yrs	10yrs
EFT Fund	6.82	9.51	11.13	10.47	8.82	8.84	9.67	6.13	5.75	6.19
Benchmark	4.70	7.57	9.17	8.71	7.13	7.48	8.43	5.25	4.89	5.51
Added Value	2.12	1.94	1.96	1.76	1.69	1.36	1.24	0.88	0.86	0.68

Investment Management Fee: 25 bps

Portfolio Performance

YTD Feb. 29 2016



YTD - Feb. 29 2016	
Total Fund	-3.5%
Benchmark*	-2.8%
Bonds	0.5%
FTSE Universe	0.6%
Canadian Equities	-5.3%
S&P/TSX	-0.7%
U.S. Equities	-5.1%
S&P 500 Total Return CDN\$	-7.5%
International Equities	-8.8%
MSCI EAFE Net \$CDN	-11.2%

*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

Asset Allocation

Scenario Analysis



FIERACAPITAL

MAIN SCENARIO SUSTAINED GLOBAL EXPANSION

PROBABILITY 40%



Global growth improves slightly amid ongoing divergences between oil-importing economies and oil exporting economies, with the fallout in emerging markets and energy prices amplifying these regional disparities. The US economy experiences a modest ascension, with the improving domestic backdrop coming up against persistent weakness in manufacturing, while the increasingly thrifty consumer saves more of the windfall from improving wages and cheap gasoline prices. In Canada, the growth outlook improves modestly, but remains plagued by the environment of persistently low oil prices. Meanwhile, international economies continue to benefit in the environment of low interest rates, weak currencies, and cheap gasoline prices, but remain vulnerable to emerging market trade linkages, increasing the likelihood for additional policy action from central banks abroad. Finally, the economic adjustment process in China proves painful, as investor pessimism and exchange rate depreciation contrast with evidence of stabilization in the economy.

SCENARIO 2 SYNCHRONIZED GLOBAL GROWTH

PROBABILITY 25%



Developed market economies recalibrate and make a stronger than expected contribution to global growth while emerging market economies stabilize and improve, making way for a synchronous global expansion. In the US, the impressive consumer backdrop persists, while manufacturing finds a bottom as the drag from the stronger USD recedes. In Canada, the adjustment to the low oil price environment comes to fruition, as growth drivers successfully rotate to the externally-oriented sectors of the economy. Meanwhile, the economic fortunes in Europe and Japan remain underappreciated and prove resilient to the emerging market headwinds at bay. Finally, Chinese policymakers successfully engineer a soft economic landing and China endures its transition to a more sustainable, consumption-based economy.

SCENARIO 3 EMERGING MARKET INSTABILITY

PROBABILITY 25%



Emerging market economies are most vulnerable to rising US interest rates and a strengthening US dollar. The sharp decline in foreign direct investment, repayment of US-denominated debt and potential capital outflows could result in major contagion and a corresponding flight to quality trade, further exacerbating the strength of the US dollar. The general economic weakness would result in countries competing for export demand, risking currency wars where exporters attempt to devalue their currencies.

SCENARIO 4 CURRENCY WAR

PROBABILITY 10%

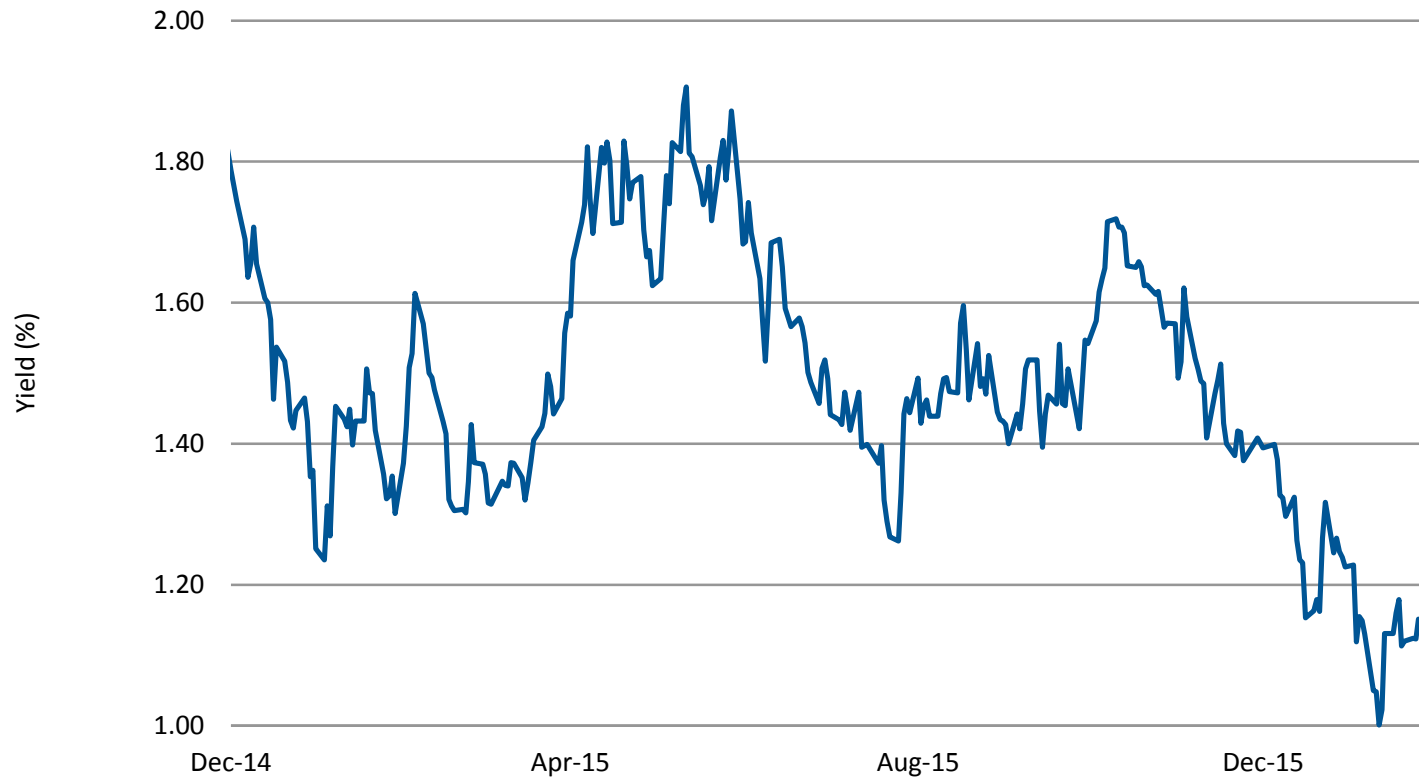


In the currency war scenario, governments aim to boost their ailing economies by devaluing their currencies in order to gain a competitive advantage in global trade. This unprecedented currency manipulation could feed into a self-fulfilling prophecy whereby even stronger nations (such as the US) retaliate in response, creating heightened risks for cross-border trade and investment worldwide. The financial market implications would be detrimental, including increased uncertainty pertaining to government policies, massive currency volatility, and further strains on global growth.



Bonds

Canada 10 Year Bond Yield



Bond Analysis

FIERACAPITAL

	Portfolio Weights	FTSE Universe Bond Index
Sector Commitments	Dec. 31, 2015	Dec. 31, 2015
Government of Canada	23.3%	36.3%
Provincial/Municipal	36.9%	35.5%
Corporate	39.8%	28.2%
Quality & Characteristics		
AAA	25.0%	42.9%
AA	40.8%	24.6%
A	26.3%	22.5%
BBB	7.9%	10.0%
Duration (Yrs)	6.8	7.4
Yield To Maturity	2.1%	2.0%

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



Canadian Equity

Sector Allocation and Contribution

Dec. 31 2015



Sector	Performance, 1 Year (%)		Weight Dec 31 (%)		Contribution to Value Added, 1 Year (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	-27.2	-22.9	14.2	18.5	0.26	-0.86
Materials	-3.5	-21.0	9.6	9.5	-0.05	2.14
Industrials	-3.2	-11.1	10.2	8.3	-0.10	0.85
Consumer Discretionary	11.2	-1.5	14.0	6.9	0.45	1.61
Consumer Staples	-4.1	12.4	0.7	4.5	-0.68	-0.12
Health Care	-21.9	-15.6	2.3	3.2	0.26	-0.53
Financials	3.2	-1.7	38.6	38.3	0.11	1.71
Information Technology	14.9	15.6	5.8	3.2	0.56	-0.08
Telecommunication Services	-5.1	3.6	2.7	5.4	-0.30	-0.26
Utilities	13.2	-3.5	1.9	2.3	0.03	0.26
Total	-3.5	-8.3	100.0	100.0	0.55	4.70

*S&P/TSX Composite

Performance attribution is calculated based on gross pooled fund returns (excluding cash and money market), which may be slightly different than the net performance presented elsewhere in this report.

Top 3 Stocks By Sector

Dec. 31 2015



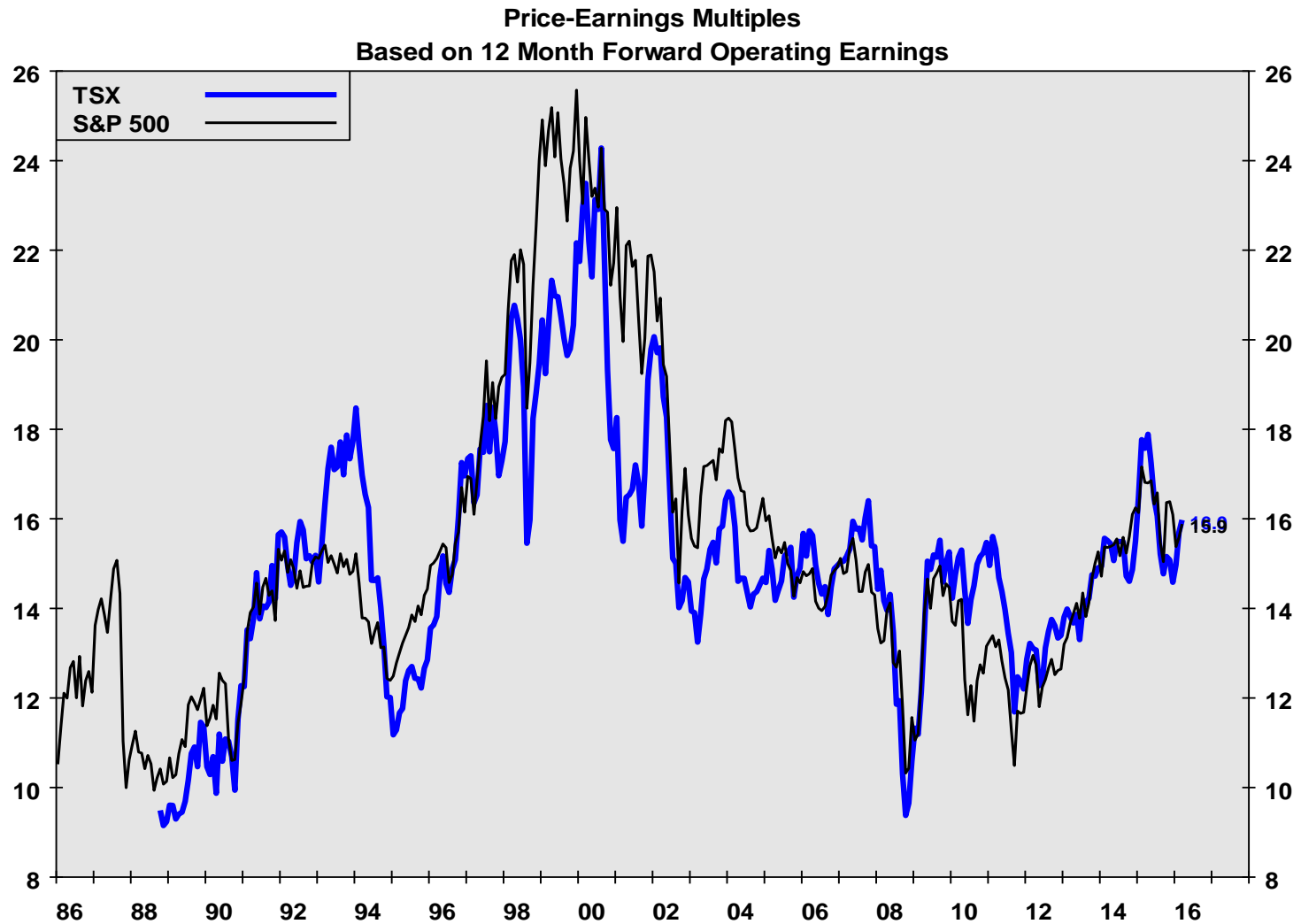
	Portfolio (%)	Index* (%)
1. Energy	14.20	18.45
Keyera Corp	2.86	0.42
Suncor Energy Inc	2.81	3.16
Cdn Natural Res	2.49	2.02
2. Materials	9.62	9.50
West Fraser Timber	2.25	0.22
Franco Nevada Corp	1.97	0.61
Agrium Inc	1.83	1.04
3. Industrials	10.16	8.27
Cdn Natl Railway	3.95	3.75
Cdn Pacific Railway	2.32	1.50
Transforce Inc	1.40	0.12
4. Consumer Discretionary	14.02	6.91
Gildan Activewear	4.48	0.56
Dollarama	4.06	0.56
Magna Intl Inc	2.34	1.32
5. Consumer Staples	0.68	4.49
Agt Food And Ingrid	0.28	0.00
Clearwater Seafoods	0.22	0.00
High Liner Foods	0.10	0.00

	Portfolio (%)	Index* (%)
6. Health Care	2.33	3.17
Concordia Healthcare	2.16	0.13
Knight Therapeutics	0.16	0.00
7. Financials	38.55	38.28
Toronto Dominion BK	8.08	6.15
Royal Bank of Canada	6.91	6.73
Manulife Fincl Corp	5.05	2.50
8. Information Technology	5.78	3.21
CGI Group Inc	2.65	0.93
Open Text Corp	1.95	0.49
Descartes Systems	0.41	0.13
9. Telecommunication Services	2.73	5.42
Telus Corp.	2.73	1.40
10. Utilities	1.94	2.30
Brookfield Infr Ptrr	1.59	0.00
Boralex Inc	0.28	0.00
Crius Energy	0.07	0.00

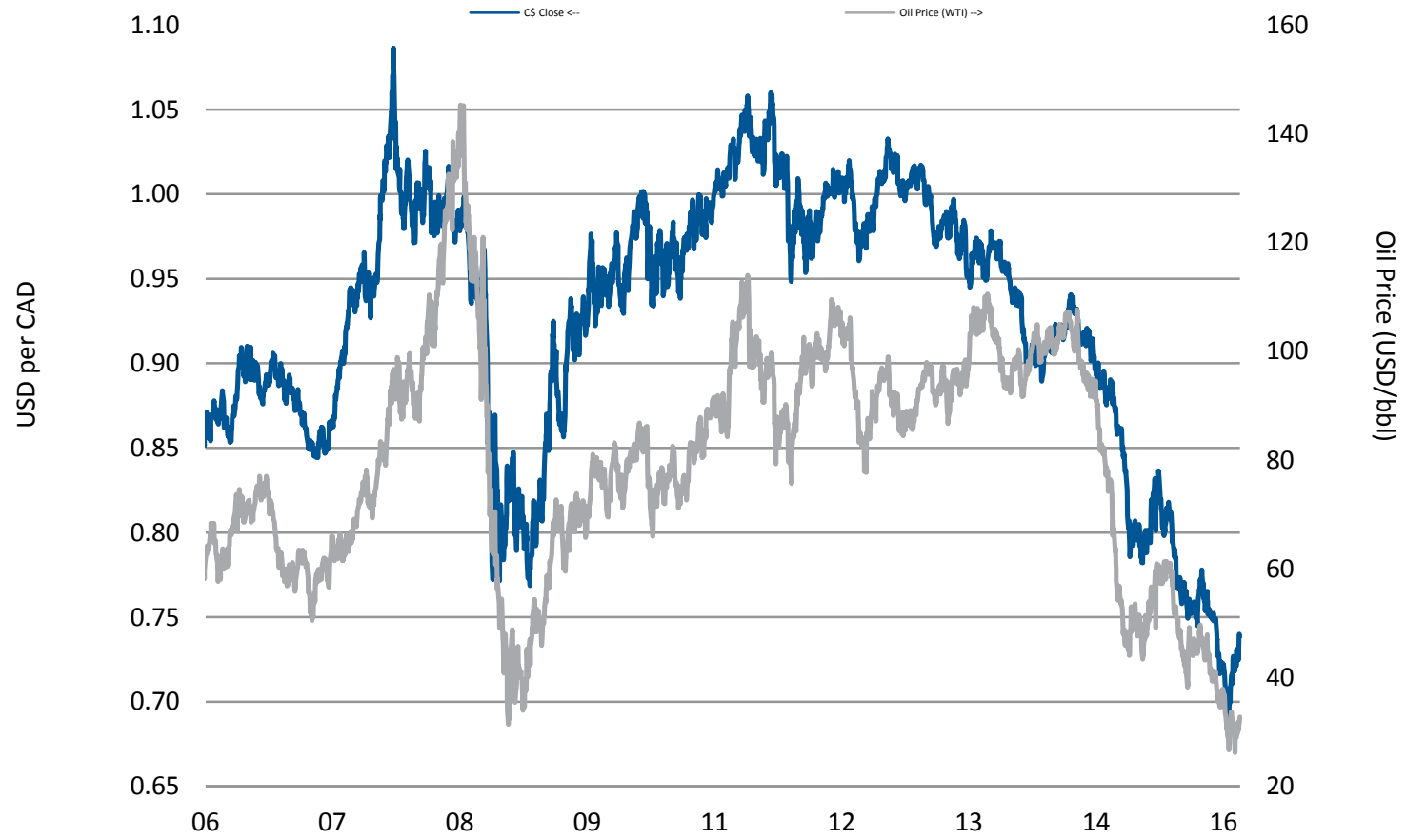
■ Securities which are part of the top ten holdings. Top ten holdings represent 46% of the portfolio.

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.

Equity Valuation



Canadian Dollar Vs. Oil Price



Source: Bloomberg (as of February 29, 2016)



Foreign Equity

Foreign Equity Composition By Region

Dec. 31 2015



United States	14.9%
International Equities	16.8%

Region	Portfolio	Index**
United Kingdom	16.0	19.4
Europe ex-UK*	54.2	45.8
Japan	14.3	23.4
Asian Pacific ex-Japan	5.7	11.3
Emerging Countries	9.5	0.0
Cash	0.4	0.0
Total	100	100

* Switzerland 24.6% (Nestle, Novartis, Roche)

**MSCI EAFE Net \$Cdn

US Equity ESG Fund - Top 3 Stocks By Sector

Dec. 31, 2015



FIERACAPITAL

	Portfolio (%)	Index* (%)
1. Energy	0.00	6.50
2. Materials	8.26	2.76
Sherwin Williams Co	3.20	0.11
Praxair Inc	2.70	0.16
Ecolab Inc	2.36	0.17
3. Industrials	15.15	10.05
3M Company	4.97	0.52
Graco Inc	3.09	0.00
IHS Inc	2.56	0.00
4. Consumer Discretionary	19.96	12.89
TJX Companies Inc	4.05	0.27
Autozone Inc	3.78	0.13
Nike Inc	3.65	0.47
5. Consumer Staples	7.21	10.06
Pepsico Inc	3.64	0.81
Colgate Palmolive Co	3.57	0.33

	Portfolio (%)	Index* (%)
6. Health Care	20.55	15.16
Johnson & Johnson	6.23	1.59
Becton Dickinson	5.00	0.18
Unitedhealth Grp Inc	3.51	0.63
7. Financials	19.47	16.47
Moodys Corp	6.63	0.10
Wells Fargo & Co	5.24	1.41
US Bancorp Del	4.40	0.39
8. Information Technology	9.40	20.69
Mastercard Inc	3.65	0.54
Oracle Corp	2.98	0.65
Linear Technology	2.76	0.06
9. Telecommunication Services	0.00	2.43
10. Utilities	0.00	2.99

■ Securities which are part of the top ten holdings. Top ten holdings represent 7.6% 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

Dec. 31, 2015



FIERACAPITAL

	Portfolio (%)	Index* (%)
1. Energy	0.00	4.53
2. Materials	5.67	6.36
Air Liquide(I')	3.32	0.31
Fuchs Petrolub Se	2.35	0.03
3. Industrials	20.12	12.63
Schindler Holding AG	3.81	0.06
Intertek Group	3.36	0.05
Fanuc Corp	3.26	0.28
4. Consumer Discretionary	14.15	13.20
Intercontl Hotels	4.41	0.07
Shimano Inc	3.16	0.10
Howden Joinery Gr	2.68	0.00
5. Consumer Staples	19.49	11.89
Nestle Sa	5.28	1.92
Unilever Nv Cva	5.22	0.58
L'Oreal	3.84	0.34

	Portfolio (%)	Index* (%)
6. Health Care	14.84	11.90
Novartis AG	4.65	1.60
Roche Hldgs AG	4.35	1.57
Novo-Nordisk As	3.20	0.92
7. Financials	13.11	25.61
Svenska Handelsbkn	4.04	0.16
Aust & NZ Bank Grp	3.69	0.47
Housing Devel Fin	3.32	0.00
8. Information Technology	12.62	5.22
Keyence Corp	6.05	0.21
Sap Se	3.62	0.63
Taiwan Semiconductor	2.95	0.00
9. Telecommunication Services	0.00	4.92
10. Utilities	0.00	3.75

■ 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.

*MSCI EAFE NET \$Cdn



Appendix

Compliance

Dec. 31 2015



The undersigned confirms that, throughout the 3-month period ending December 31st, 2015:

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

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

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

Dated January 8th, 2016

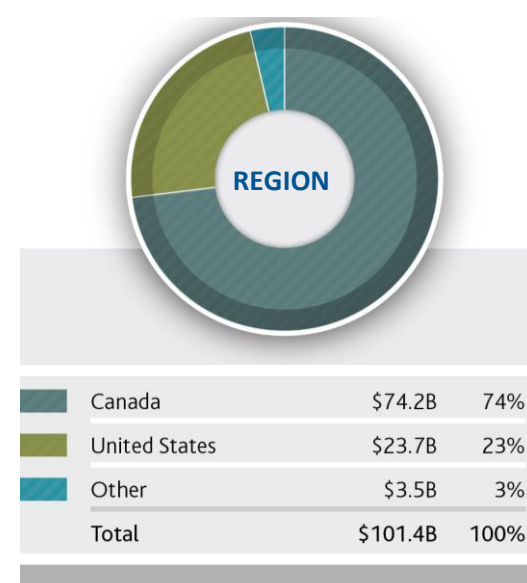
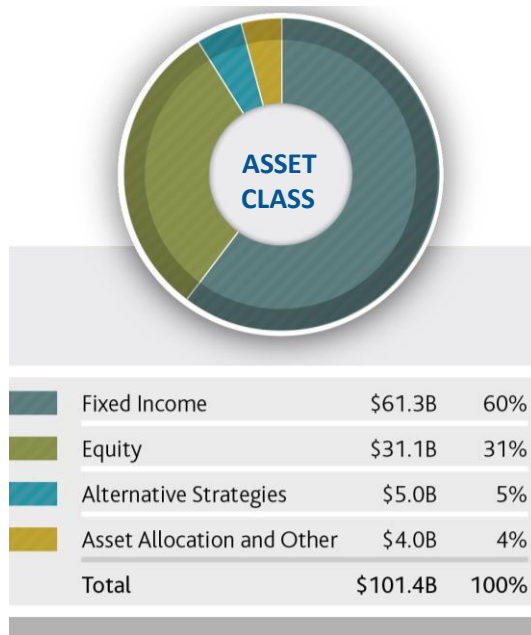
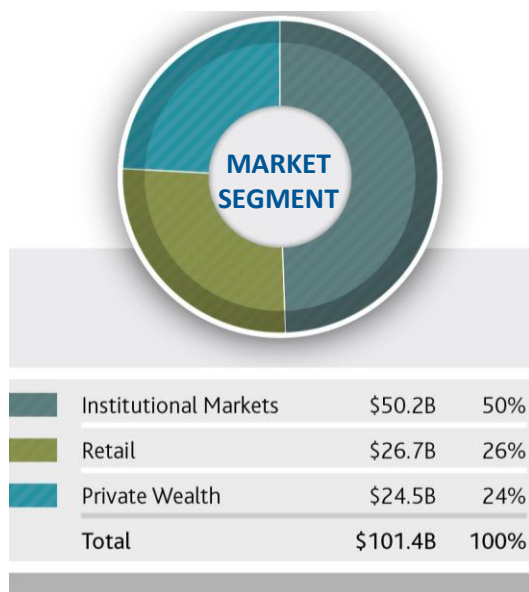
Violaine Des Roches

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

Firm Overview



- Publicly-traded, independent Canadian investment management firm
- Assets under management: \$101.4B as at December 31, 2015



- 460 employees including more than 150 investment professionals
- Offices across Canada and in the United States



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New York, New York 10022
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BOARD OF GOVERNORS MEETING

Date: March 31, 2016

AGENDA ITEM:

Ryerson Performance Indicators — March 2016 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 2014-15 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 2016 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, 2016



Ryerson Performance Indicators

March 2016

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 2014-15 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 2015 participants were: Brock University, Carleton University, Concordia University, Concordia University College of Alberta, Dalhousie University, Lakehead University, MacEwan University, McGill University, Memorial University of Newfoundland, Mount Royal University, Nipissing University, Redeemer University College, Ryerson University, Saint Mary's University, Simon Fraser University, St. Francis Xavier University, St. Thomas University, The King's University College, Thompson Rivers University, Trinity Western University, Université de Moncton, Université de Sherbrooke, University of Lethbridge, University of Manitoba, University of New Brunswick, University of Ontario Institute of Technology, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, University of Victoria, University of Waterloo, University of Winnipeg, Vancouver Island University, Wilfrid Laurier 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 I 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

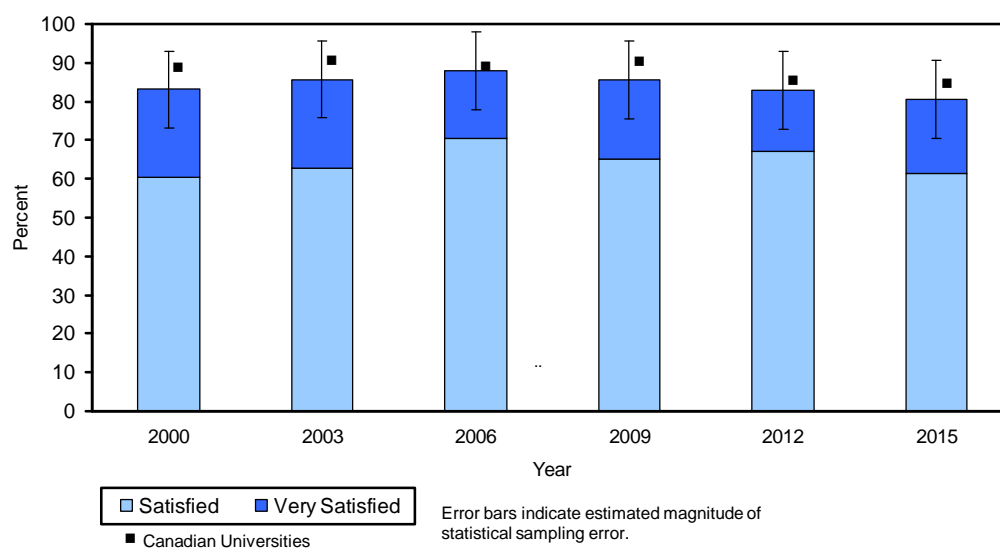
Table B: Ryerson Performance Indicators and Strategic Priorities

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

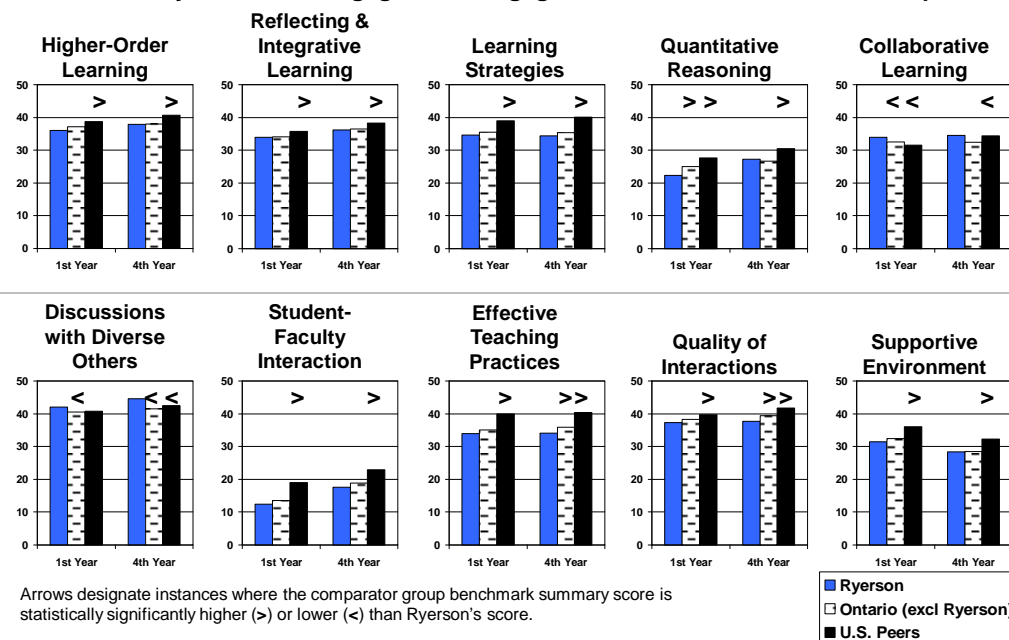
Satisfaction with Overall Quality of Education Received at Ryerson



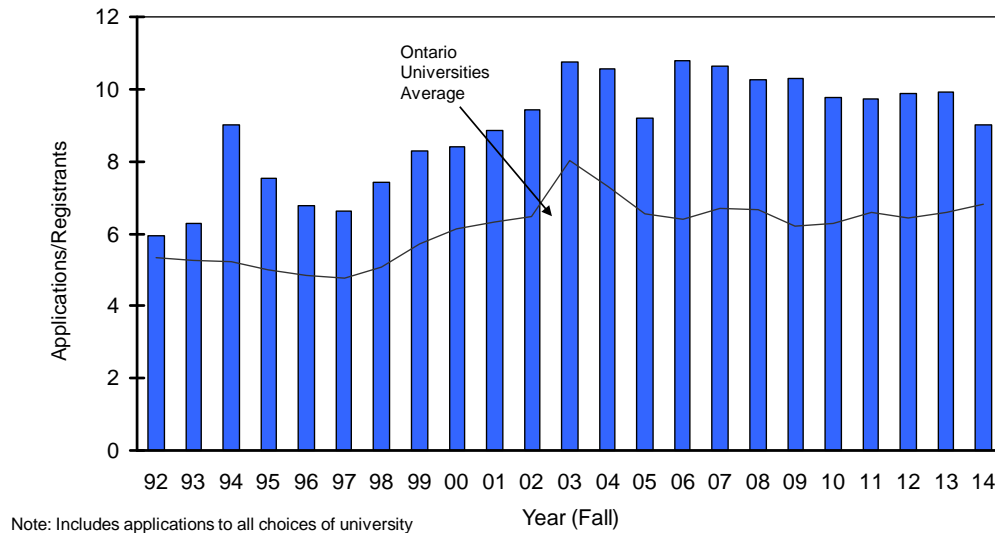
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

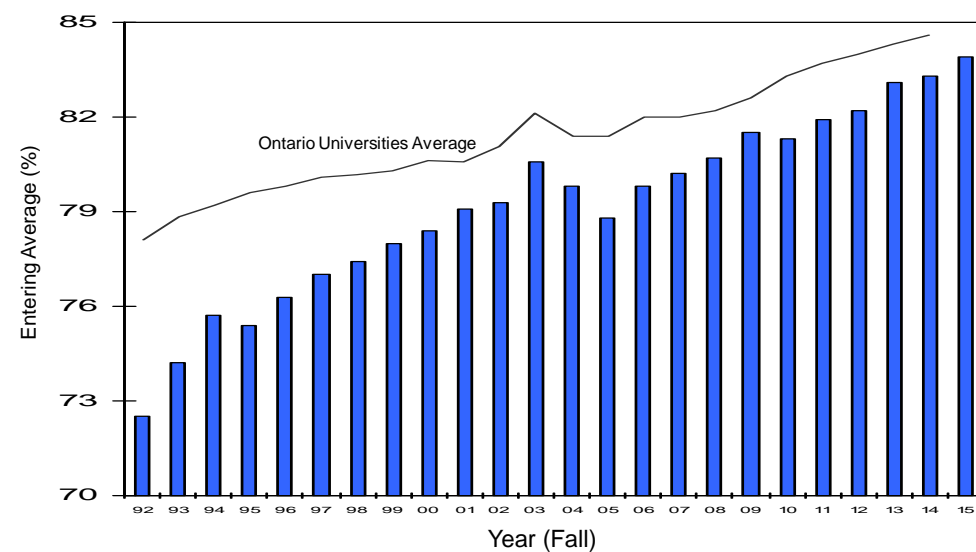
National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



Source: National Survey of Student Engagement 2014 (triennial)

Figure 1.3
Applications : Registrants Ratio


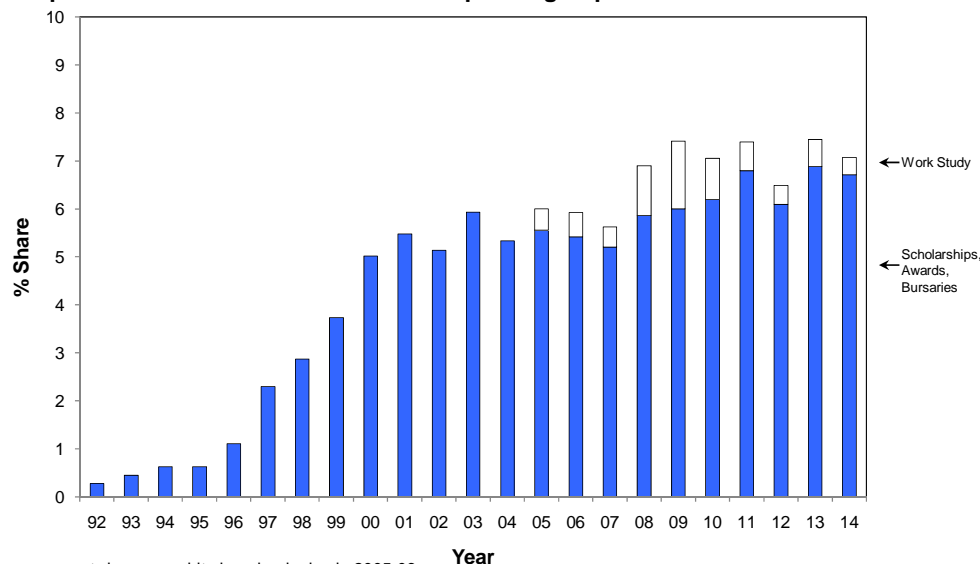
Source: Ontario Universities' Application Centre

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

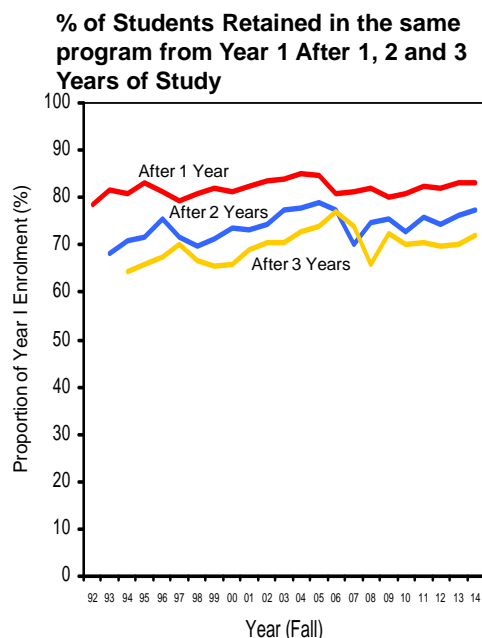


Work Study component shown as white bars beginning in 2005-06.

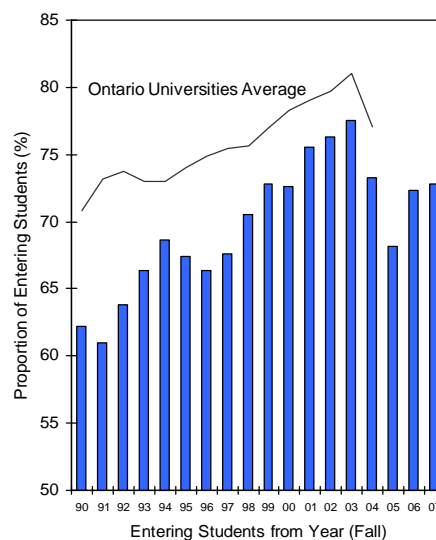
Note: Fiscal year beginning in year shown.

Sources: Ryerson Financial Services data

Figure 1.6

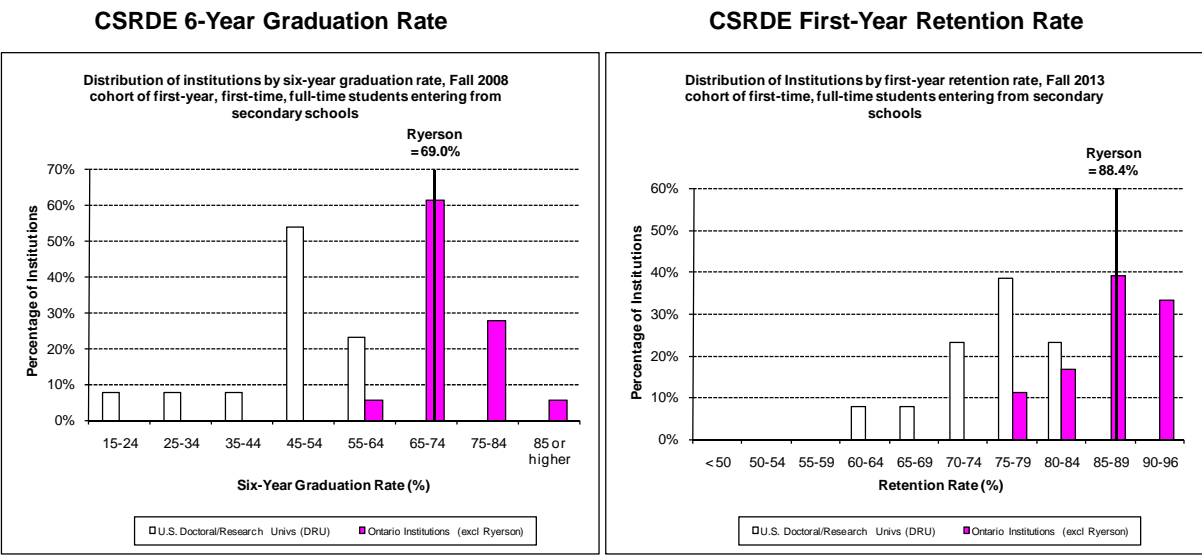


MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years



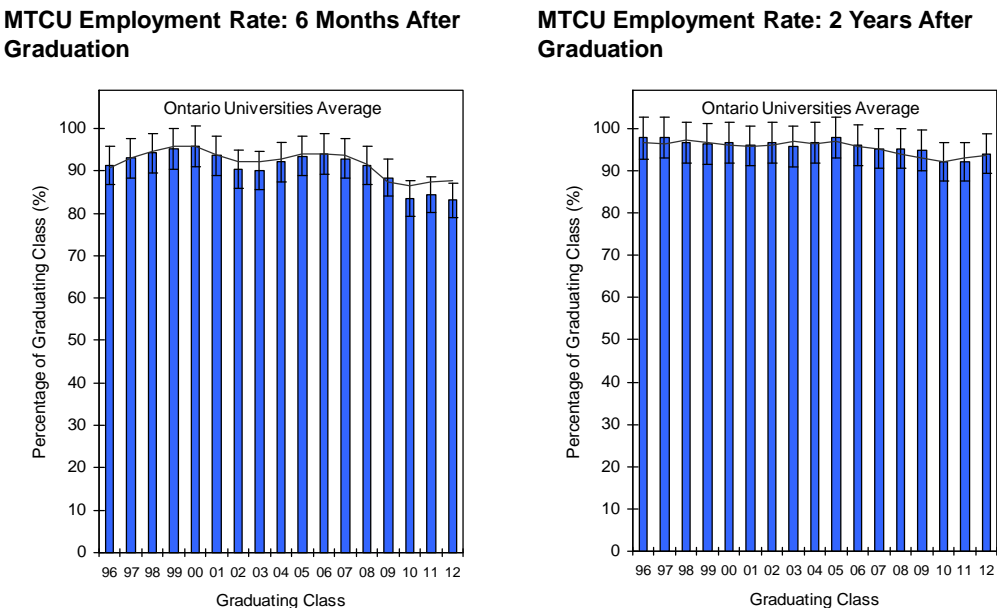
Sources: Ryerson Student Information System; Ministry of Training, Colleges and Universities

Figure 1.7



Source: Consortium for Student Retention Data Exchange (CSRDE)

Figure 1.8

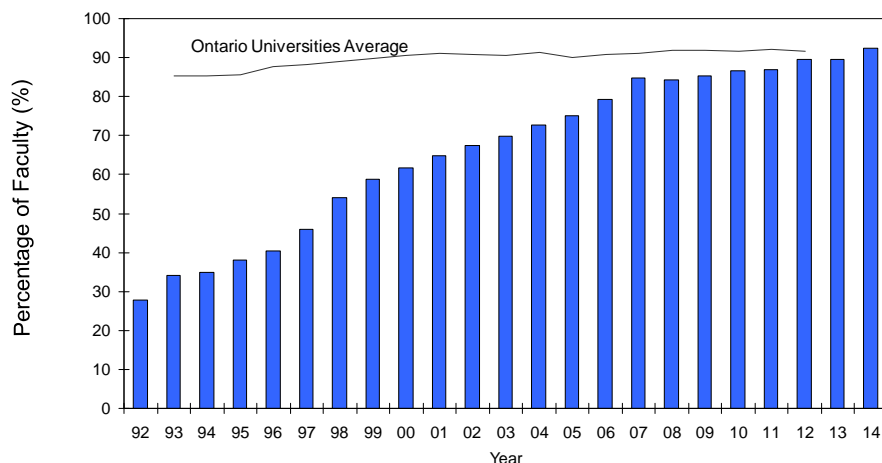


Source: Ministry of Training, Colleges and Universities

Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

Percentage of Faculty with Doctoral Degrees

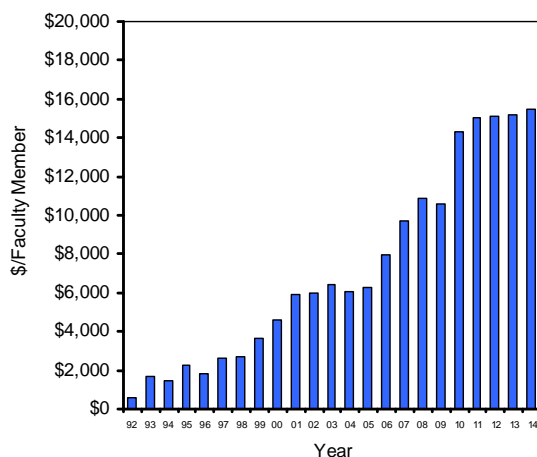


Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture,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

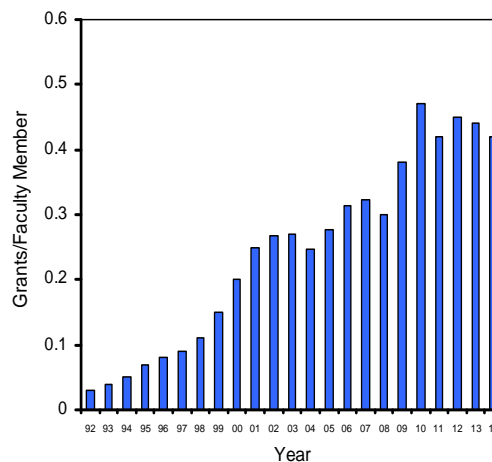
Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

Value of Peer-Adjudicated Research Grants per Eligible Faculty Member

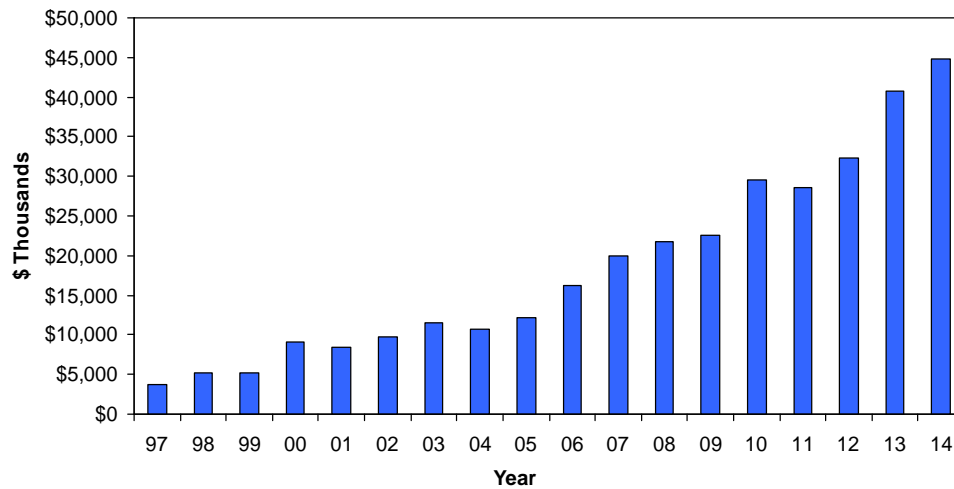


Number of Peer-Adjudicated Research Grants per Eligible Faculty Member



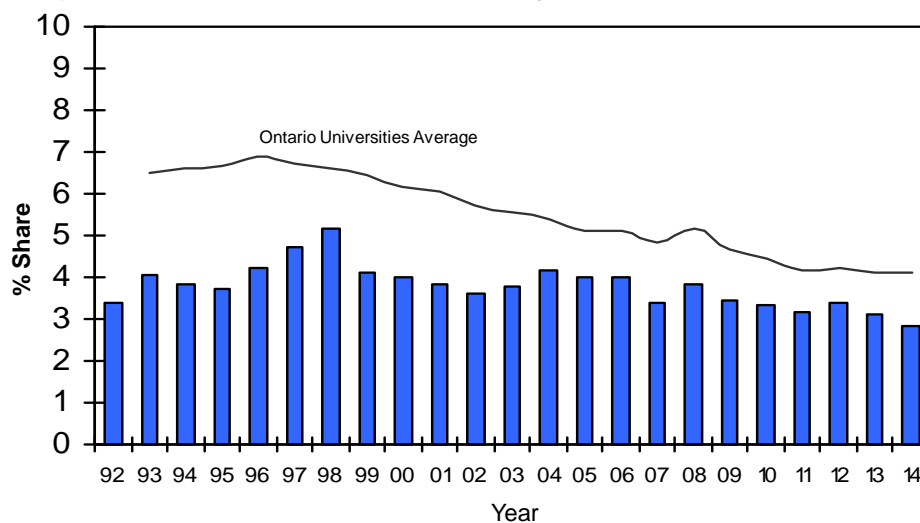
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

Source: Ryerson Office of Research Services data

Figure 1.11
Total External Research Funding


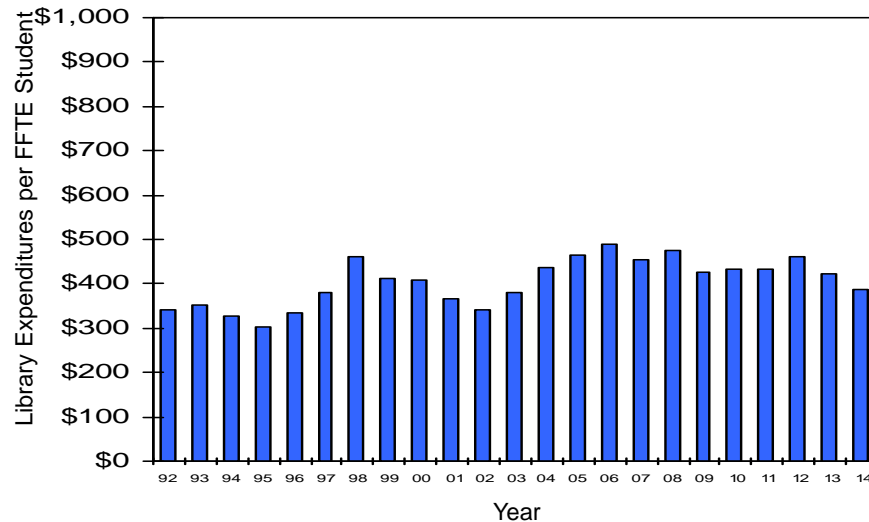
Note: Fiscal year beginning in year shown

Source: Ryerson Office of Research Services

Figure 1.12
Library Expenditures as Share of Total Operating Expenditures


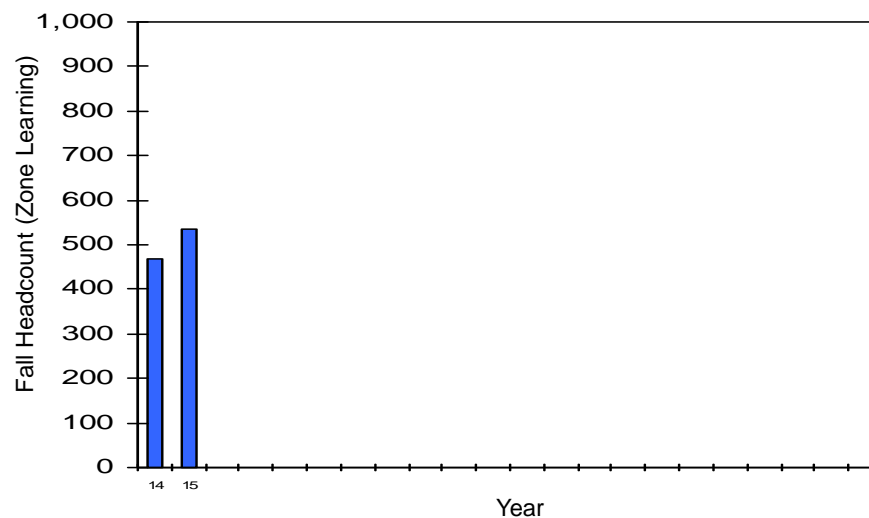
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

Figure 1.13**Library Expenditures per FTE 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)**

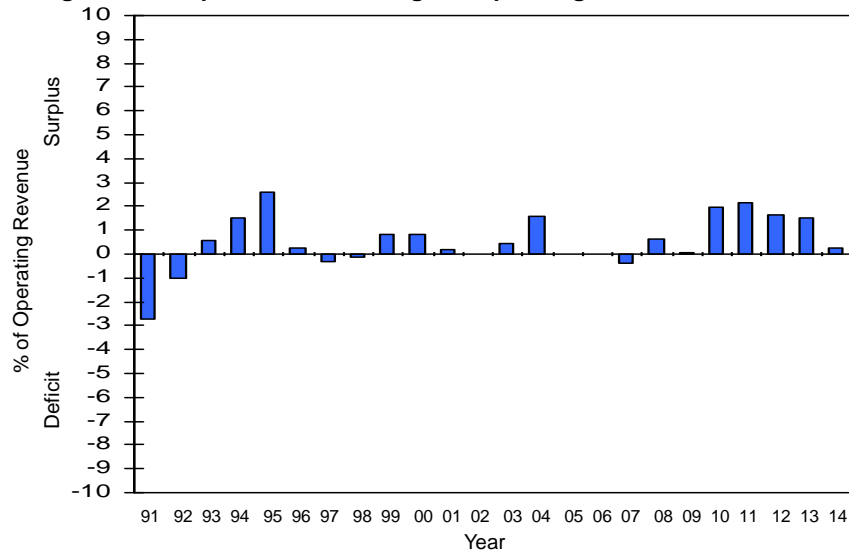
Note: Zone Learning registrant headcount as of November 1 in Fall term of each year shown. Includes Zone registrants in Digital Media Zone (DMZ) and other Zones, including those being operated on a pilot basis.

Source: Ryerson Student Information System

Financial Capacity Indicators

Figure 2.1

Operating Deficit/Surplus as a Percentage of Operating Revenue

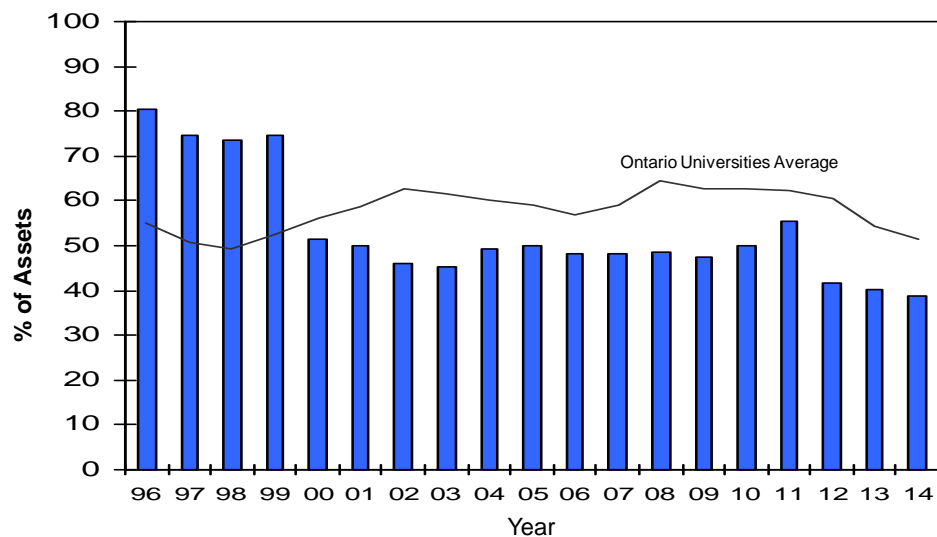


Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements

Figure 2.2

Total Liabilities as Share of Total Assets

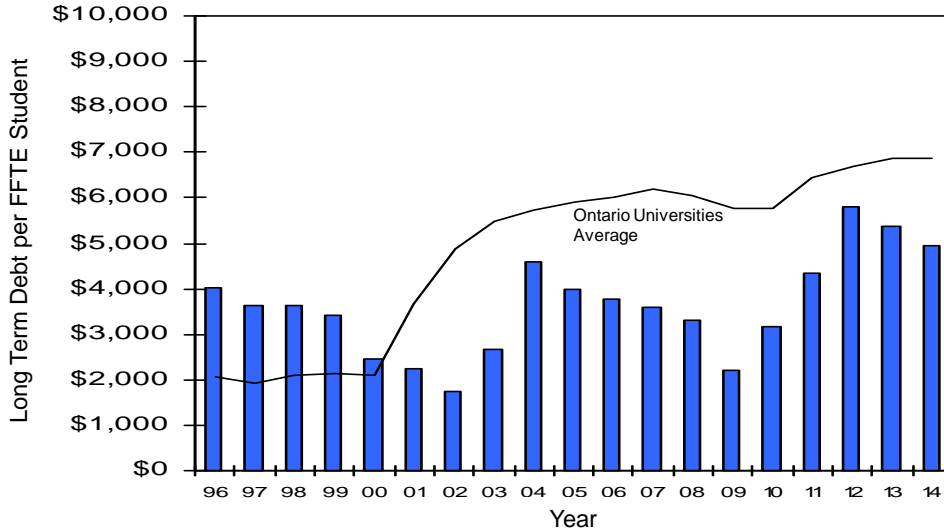


Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

Long Term Debt per FTE Student

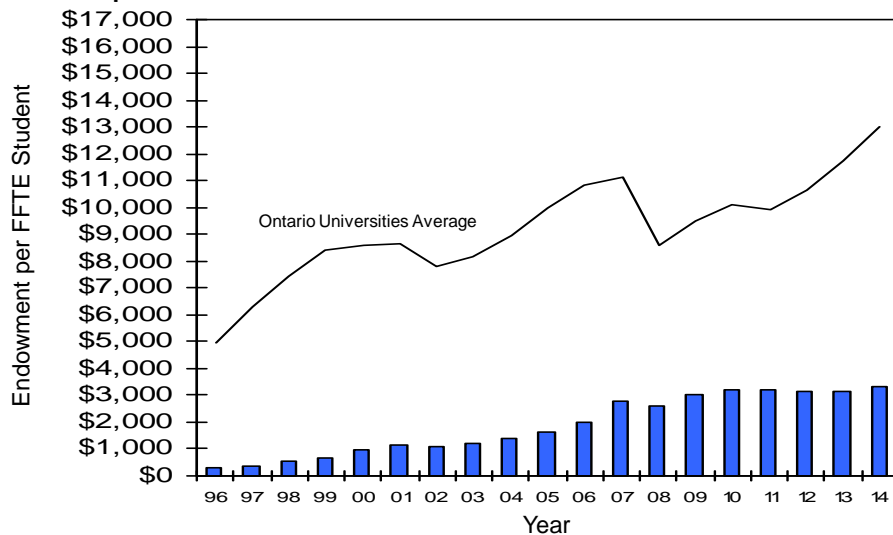


Note: Comparators exclude data for UOIT; FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.4

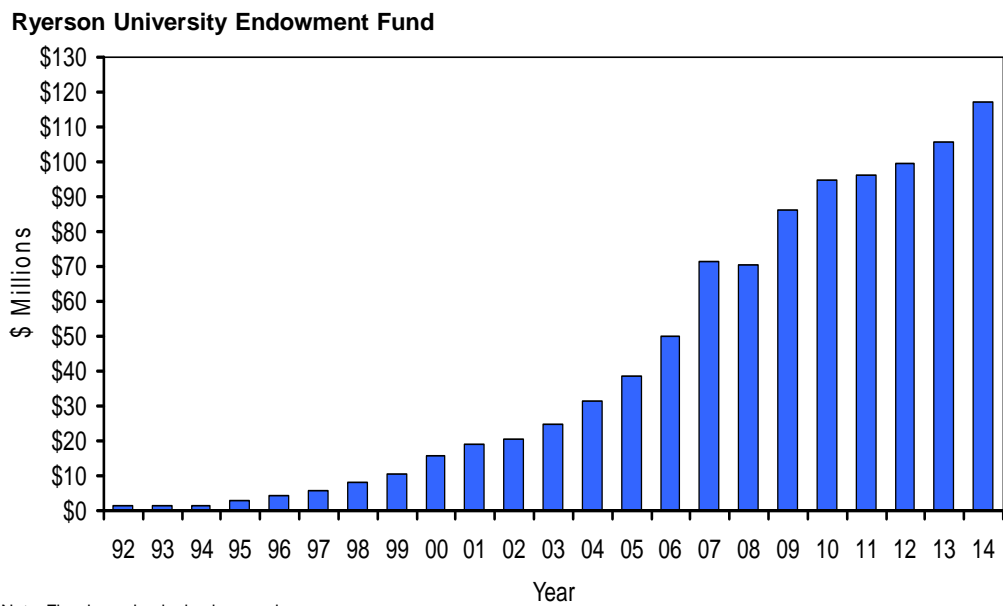
Endowment per FTE Student



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

Sources: Audited Financial Statements; Council of Ontario Universities

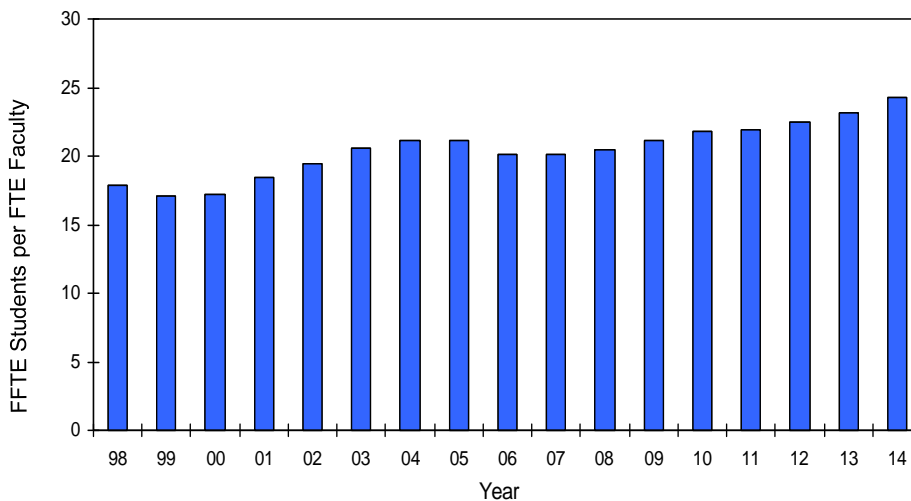
Figure 2.5



Effective Management Indicators

Figure 3.1

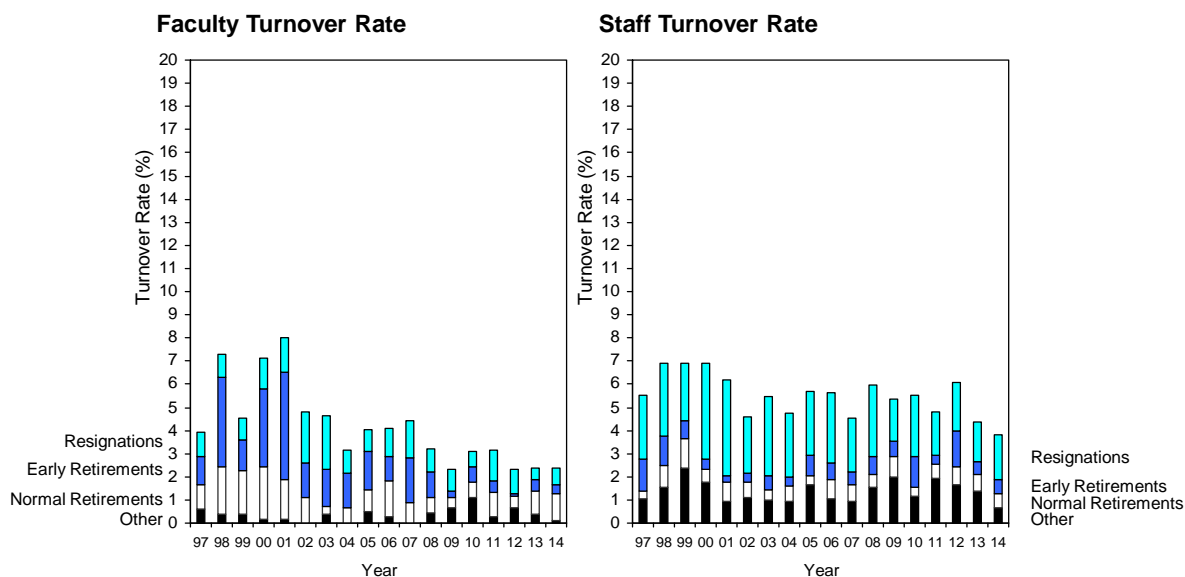
Student : Faculty Ratio



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

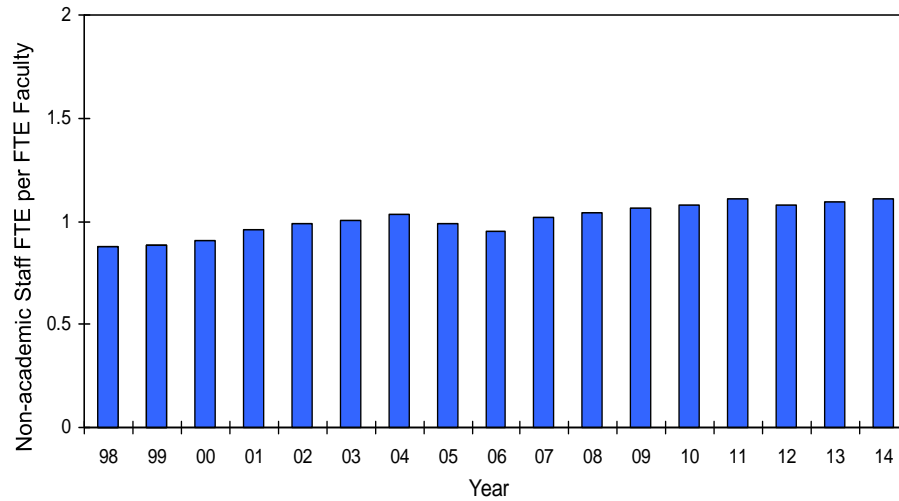
Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2



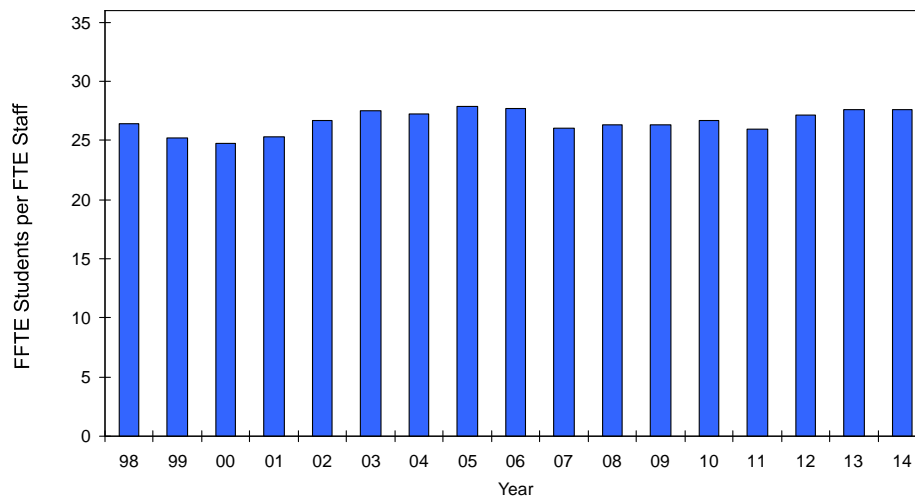
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

Figure 3.3**Staff : Faculty Ratio**

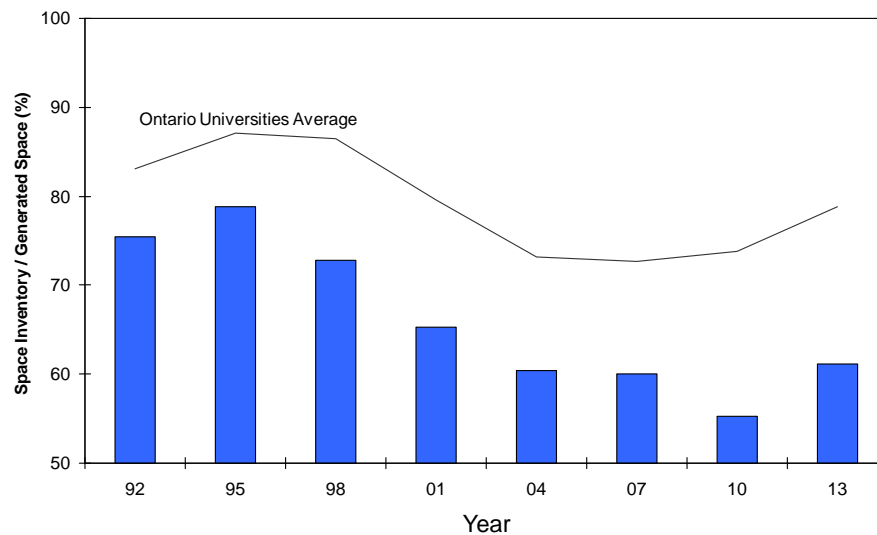
Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not

Source: Ryerson Human Resources data

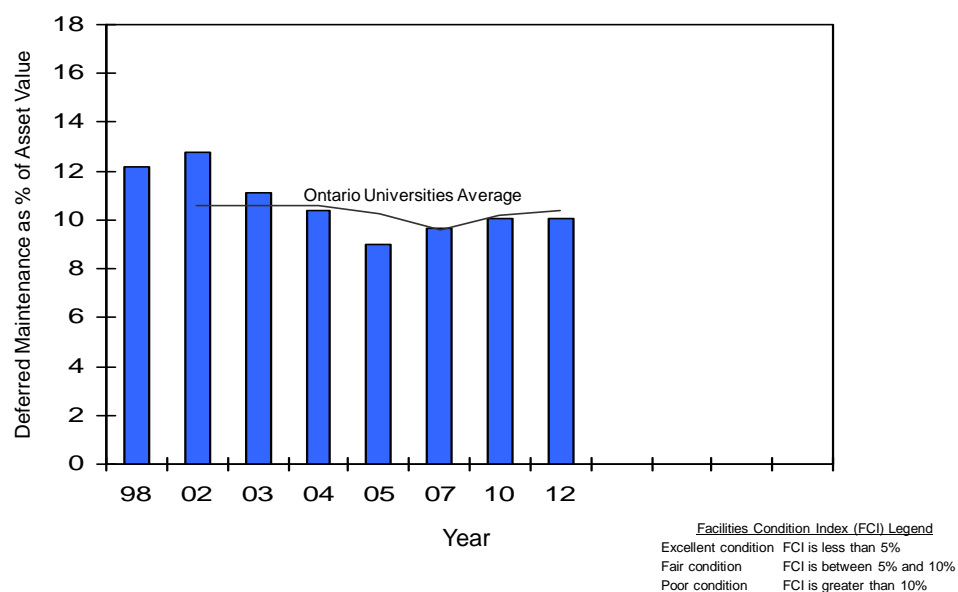
Figure 3.4**Student : Staff Ratio**

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; 2013 is the latest year for which data are currently available.
 Source: Council of Ontario Universities (triennial)

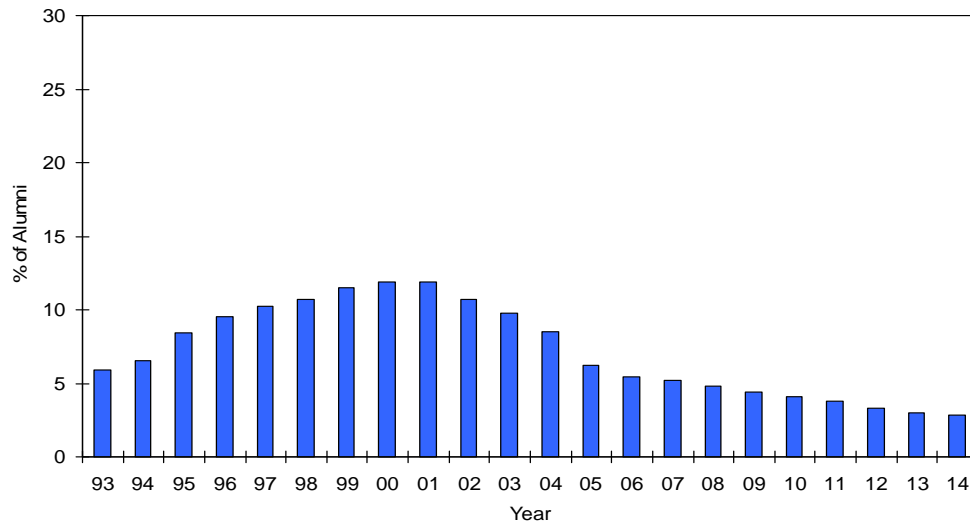
Figure 3.6**Facilities Condition Index (Deferred Maintenance / Current Asset Value)**

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

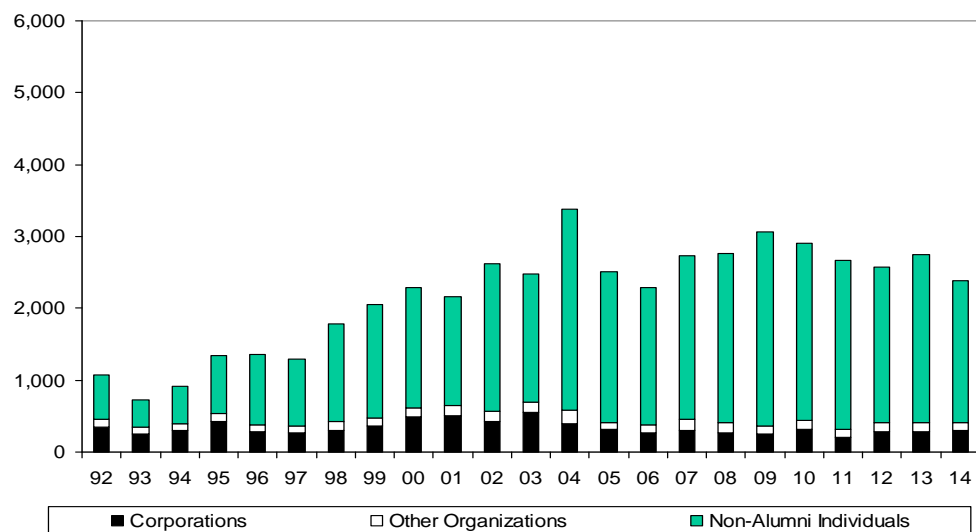


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

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

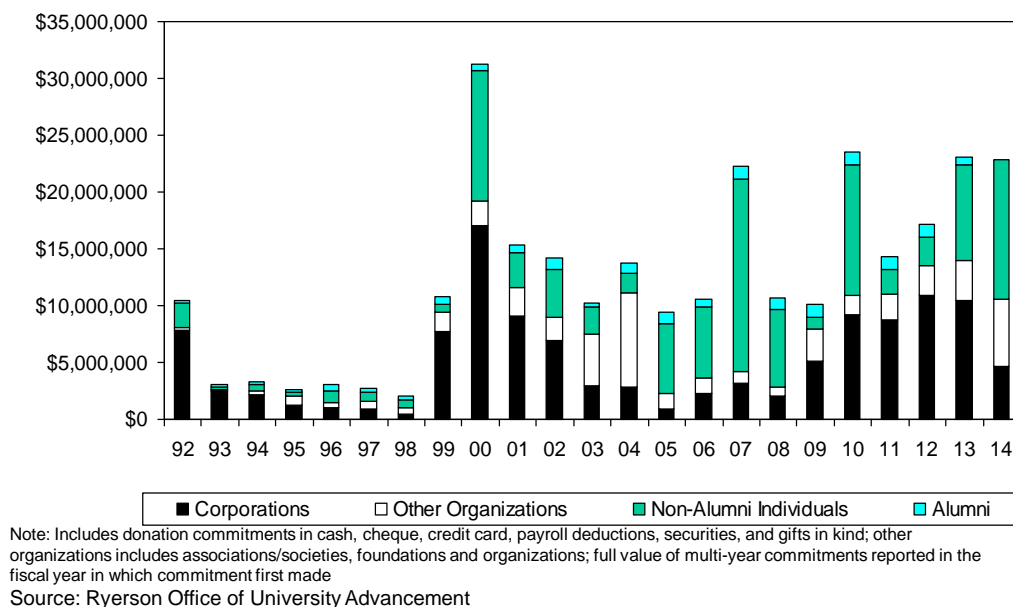
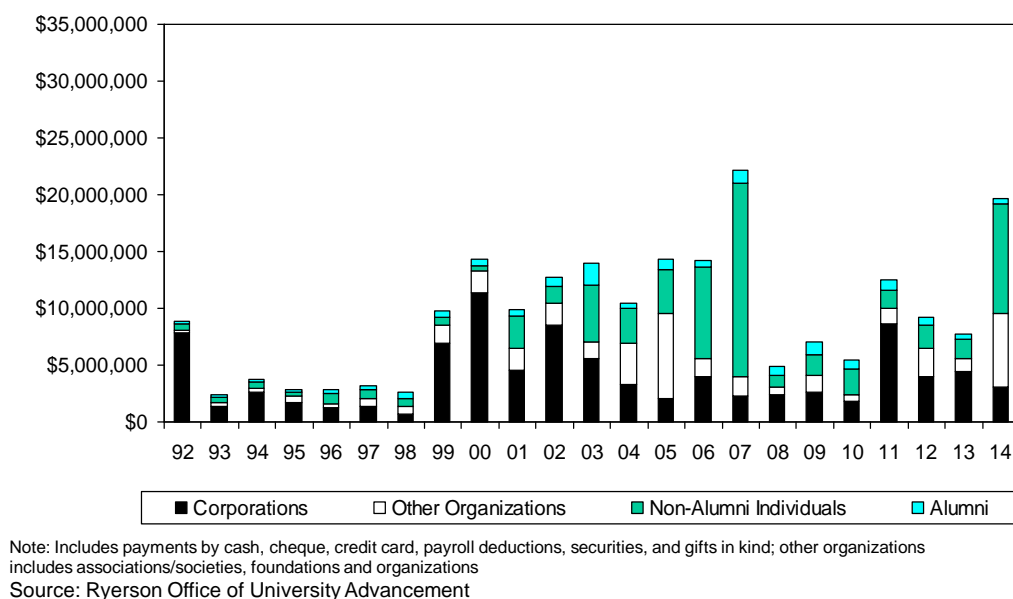
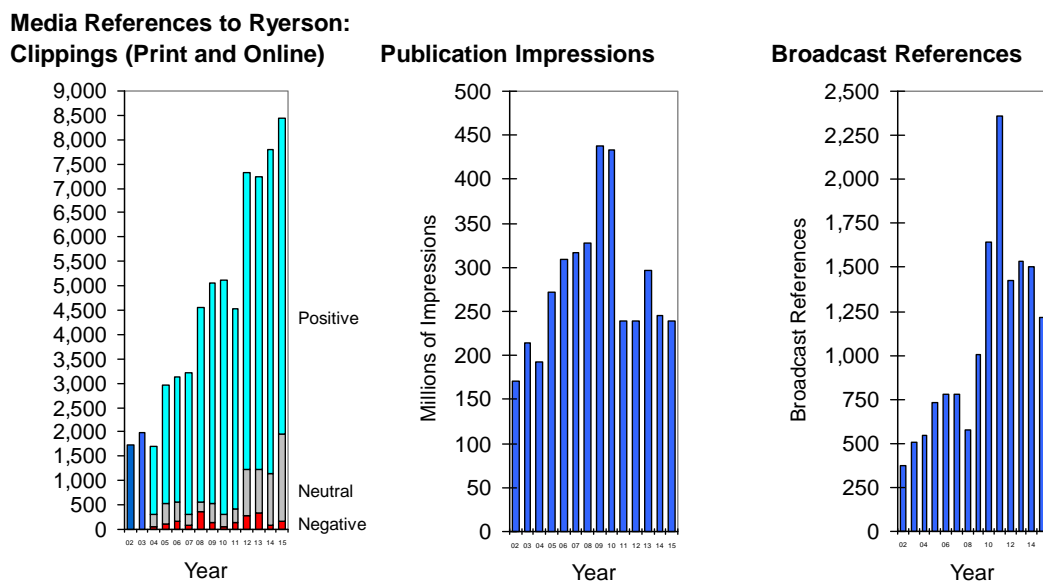
Figure 4.3**Annual Level of Donation Commitments****Figure 4.4****Annual Level of Donations Received**

Figure 4.5


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 notable events on campus and appearances in the media by members of the Ryerson community for the March 2016 meeting of the Ryerson Board of Governors/Senate.

Events

CityTV's Breakfast Television reported on Ontario Premier Kathleen Wynne's visit to Ryerson to announce a new partnership with the DMZ to help small enterprises compete in the global marketplace. The segment featured **Interim President Mohamed Lachemi**. CTV News Toronto also reported on the Premier's announcement at Ryerson.

In the media

The Globe and Mail quoted **Interim President Mohamed Lachemi** in an article on a new 20-year partnership between St. Michael's Hospital and Ryerson to improve health care bit.ly/1S8t6dU. A similar item appeared in Yonge Street bit.ly/23WG0zh.

University Affairs reported that Ryerson vice president of research and innovation **Wendy Cukier** will serve as the next president of Brock University bit.ly/1RsJwMQ. A similar item appeared in the the Chronicle of Higher Education bit.ly/1ZM6HSt.

The Canadian Press profiled Fashion alumnus **Lucian Matis**, whose designs Sophie Gregoire-Trudeau wore during the Prime Minister's visit to Washington. The item appeared in the Toronto Star on.thestar.com/1SFv44K, Montreal Gazette, Brandon Sun, and Guelph Mercury.

The Canadian Press quoted **Ben Barry**, Fashion, in an article on the use of social media during fashion shows; the item appeared in Global News bit.ly/1RbcTVc, Yahoo News, and the Brandon Sun.

Gabor Forgacs, Hospitality and Tourism Management, spoke to CTV.ca about American interest in Canada due to anti-Trump sentiment, and a possible surge in tourism bit.ly/1UkT1ye. He also discussed the topic on CBC News bit.ly/1R98dzo.

Ann Cavoukian, executive director of the Privacy and Big Data Institute, spoke to Fast Company about Apple's feud with the American government bit.ly/20UQdrD, an issue she also discussed with Fox Business, American Statesman, CBC News, AM640, ABCNews, and HuffPost Tech. The NATO Association of Canada featured an interview with Dr. Cavoukian bit.ly/1UwfEQy. She contributed a piece to the Globe and Mail on the role of encryption in protecting our rights bit.ly/21aG2kR. She was also quoted in a Canadian Press piece on search engines letting users browse unsecured webcam feeds; the item was carried by CTV News, Metro, Ming Pao Canada, the Toronto Star, Huffington Post, and CBC.ca.

CTV reported on Ryerson engineering students' 24-hour Volkswagen Beetle Push for charity and CP24 reported on the seventh annual Ted Rogers conference.

Wendy Cukier, vice-president of research and innovation, spoke to Novae Res Urbis about diversity and innovation bit.ly/1LekrV2. She was quoted in a Government of Ontario News piece about the launch of the Centre for Workforce Innovation at Ryerson, bit.ly/1TvnGYY, an item also carried by Metro News. She spoke to Yonge Street Media about the Lifeline Syria project exceeding expectations bit.ly/21frZ0E.

Irene Berkowitz, TRSM, spoke to CBC News about the TV industry and cable packages bit.ly/1pi6ZWt.

Yonge Street Media reported that **Ratna Omidvar**, executive director of the Global Diversity Exchange at Ryerson, received a Lifetime Achievement Award from CivicAction bit.ly/1Sz5Gxv. She contributed a piece to the Globe and Mail on Europe's crisis of confidence bit.ly/1RGtUUj.

A CBC.ca piece on women making a difference with their art featured **Alison Duke** and mentioned the Ryerson Akua Benjamin Inaugural Lecture bit.ly/24QsJsA.

Construction Canada featured Ryerson's Student Learning Centre bit.ly/1p7zXHS.

The Globe and Mail featured **Farrah Khan**, sexual-violence support and education coordinator, in an article on the struggle for gender parity bit.ly/1Sqn734.

The Toronto Star referenced research by **Seung Hwan (Mark) Lee** on the topic of frugal people and restaurant bills bit.ly/21Z2P3k.

Reader's Digest quoted **Colleen Carney**, director of the Sleep and Depression Lab, in an article on bad habits and insomnia bit.ly/1QDZK4V. She appeared on Global News discussing foods to eat for a good night's sleep bit.ly/23dyRdA and on a separate occasion on the topic of Daylight Savings Time bit.ly/1ngt7gj. Dr. Carney and **Taryn Moss** were quoted in the Independent regarding fear of the dark ind.pn/1Qtxj5j.

Canadian Lawyer mentioned **Julia Shin Doi**, General Counsel and Secretary of the Board of Governors, in an article on in-house counsel bit.ly/1Lbglg8.

Frank Clayton, Centre for Urban Research and Land Development, spoke to the Globe and Mail about the housing market and bidding wars bit.ly/21Z6Pkk.

Ramona Pringle, RTA, spoke to CBC Radio's Metro Morning about retailers using facial recognition software. She spoke to CBC's The Morning Show about the U.S. military looking for hackers to find breaches in the Pentagon website.

The Toronto Star reported on the FIRST Robotics event at the Mattamy Athletic Centre.

Other coverage included CTV News bit.ly/1R50WQR, CBC News, CBC Radio. OMNI News, and AM640 News.

PRIDE Magazine reported on Ryerson's celebration of Black Canadian Women bit.ly/1ROIWr3.

Brent Barr, TRSM, spoke to CityNews about troubling statistics on LCBO carding of minors bit.ly/21Sfb0y.

The premiere episode of CBC's Disrupting Design featured the Student Learning Centre bit.ly/1LLG52U.

BBC News featured the Jasem family, sponsored by Ryerson's Lifeline Syria Challenge, in a piece that quoted **Wendy Cukier**, executive director of the program bbc.in/1LCSRAH. Fusion.net reported that Ryerson raised more than \$1 million for Syrian refugees, quoting Dr. Cukier, fus.in/1PupRLh.

The Globe and Mail quoted **Steven Murphy**, dean, TRSM, about the value of an MBA bit.ly/1Y9ZxYL.

Carlo Fanelli, Politics, spoke to the Globe and Mail about Toronto's tentative deal with the inside-workers union.

Hayden King, Politics, appeared on CBC's The National regarding the First Ministers meeting bit.ly/1TvbNnQ.

CityNews Tonight reported on the Ryerson TIFF event at the Toronto Region Board of Trade.

The Globe and Mail quoted **Murtaza Haider**, TRSM, on the topic of Toronto's transportation system bit.ly/219snsr.

Spacing Toronto quoted **Cherise Burda**, executive director of Ryerson's City Building Institute, on the topic of the Portlands as transit hubs bit.ly/1RsdOuD

Pamela Palmater, Politics, spoke to The Hill Times quoted about Prime Minister Trudeau discussing climate change action with indigenous leaders bit.ly/1LB6kcc.

Distinguished visiting practitioner **Cathy Crowe** contributed a piece to NOW Toronto on the city's emergency shelter shortfall bit.ly/1Qu36Ee. She was also quoted in a Toronto Star piece on a light installation at Ryerson serving as a beacon for the homeless on.thestar.com/24AS1KX.

CityTV Toronto spoke with **Avner Levin**, TRSM, on the topic of exposed mail and identity thefts.

NSERC reported on the federal government's investment of more than \$48 Million for

strategic partnerships in science and engineering; **Bala Venkatesh**, academic director of Ryerson's Centre for Urban Energy, will lead the NSERC Energy Storage Network. Similar coverage appeared in Lab Product News bit.ly/1pnDEcQ and Nation Talk bit.ly/1T7G8bK.

The Toronto Star quoted **Paulette Kelly**, Fashion, in an article about Democrats living in Canada voting in the Super Tuesday primaries on.thestar.com/1QrAsqH.

Strategy Magazine reported that Tangerine has teamed up with Ryerson to support financial tech startups, Thinkubators bit.ly/1pmzTnU. Similar coverage appeared in Betakit and IT Business.

Women's Wear Daily featured the Joe Fresh Innovation Centre, quoting executive director **Robert Ott**, chair, School of Fashion, bit.ly/1QpLGvJ. He also spoke to Fashion Magazine about Todd Lynn being named curator of Mass Exodus 2016 bit.ly/1LtoZqp.

Ryerson student **Maria Poonawala** spoke to CBC's The Exchange about her experience job shadowing for IKEA Canada's CEO.

The Toronto Star profiled alumnus and perfume magnate **Ben Gorham** on.thestar.com/1TgQ82B.

Ivor Shapiro, chair, Journalism, spoke to Yahoo! News about the future of journalism programs bit.ly/1nbe0pQ.

The Toronto Star covered a report co-authored by **Kim Snow**, Child and Youth Care, on the topic of restraints used on children in care centres on.thestar.com/1QKhRs0. The item was also picked up by the Guelph Mercury and Yahoo! News.

Paul Moore, Sociology, spoke with 680 News regarding the diversity issue at the 2016 Oscars.

Lloyd Alter was quoted in a Globe and Mail article on architecture for the ages bit.ly/1OAaUSL.

The Globe and Mail featured **Ratna Omidvar** and mentor **Wendy Cukier** in an article about eight people who inspired Canadian leaders bit.ly/21qPUa3.

Lori Beckstead, director of the Allan Slaight Radio Institute, spoke to the Toronto Star about the new institute on.thestar.com/1TGK42V. A similar item appeared in Broadcaster bit.ly/1P8G7A6.

The Toronto Star featured the Ted Rogers School of Management on.thestar.com/1LHw3ua in an article titled "Taking education into the real world". A separate Star article on entrepreneurs featured the Zone Network at Ryerson on.thestar.com/1mZgFfx.

CityTV's Breakfast Television reported on entrepreneurship and innovation priorities at Ryerson.

Jason Nolan, Early Childhood Studies, spoke to the Ottawa Citizen about technology in the classroom bit.ly/1p3FDTx.

Mary Sharpe, Midwifery, was quoted in a Today's Parent article on labour pain management bit.ly/1zq93uK.

New Canadian Media quoted **John Shields**, Politics, in an article on immigration policies bit.ly/1TFnZSo.

Winnie Ng, UNIFOR Gindin Chair in Social Justice and Democracy, spoke to Sing Tao Daily about employment for scholars bit.ly/1TFwMnw.

660 News (Calgary) and 570 News reported on the launch of the National Institute on Aging at Ryerson.

Sports Management UK featured the launch of the SPIN sports incubator Ryerson, quoting **Cheri Bradish**, TRSM, bit.ly/21cfR0o. Prof. Bradish spoke to the Toronto Star about Ryerson and the Raptors teaming up to offer a Business of Basketball course on.thestar.com/1QEDm7D.

Daniel Rubenson, Politics, spoke to Metro News about the surge in voter turnout among youth and new Canadian in the 2015 federal election bit.ly/1TCMSya.

Kamal Al-Solaylee, Journalism, spoke to CBC Radio about Syrian refugees and Canadian generosity bit.ly/21kJkC9. The segment was carried across all of the CBC News Network.

The Globe and Mail featured the Wendy Snyder Macneil exhibit at the Ryerson Image Centre bit.ly/1RhYIKE. Similar coverage appeared in the Toronto Star and American Photo bit.ly/1WAZkSI.

Reporting on the 10th anniversary of TVO's The Agenda, Canadian Jewish News mentioned **Steve Paikin** is a visiting professor at Ryerson bit.ly/1oXbjcY.

The Toronto Star reported on The Takeover, the all-female broadcast crew at Ryerson on.thestar.com/1oXbSDJ.

The Globe and Mail featured the DMZ among Toronto's biggest startup incubators and accelerators bit.ly/1U2Xaa6.

Canadian Press quoted **Emily van der Meulen**, Criminology, in an article about prison-based needle and syringe programs. The item was picked up by the Toronto Star on.thestar.com/215EuID and Ottawa Sun.

The Globe and Mail quoted **Gary Gould**, Journalism, in an article about Desmond Smith bit.ly/20Xe92N.

The Toronto Star featured **Manavi Handa**, Midwifery, and the need for midwifery services at a Toronto refugee hotel on.thestar.com/1QbQNV0.

TechVibes reported on an event at the 2016 NBA All-Star Weekend held in conjunction with Ryerson Futures and the DMZ, showcasing emerging technology in sports bit.ly/1oiKKhR. Sports Illustrated reported on the Basketball without Borders event at the Mattamy Athletic Centre on.si.com/1Od4usu.

CBC Radio's Metro Morning spoke with student **Debra D'Cunha** about her trip to India with the Global Innovation Challenge student teams bit.ly/1VhM13C.

The Toronto Sun featured **Sean Wise**, TRSM, host of the Naked Entrepreneur, bit.ly/1oqKHkM.

Myer Siemiatycki, Politics, contributed a piece to the Toronto Star on fairer property taxes on.thestar.com/1PpdcoN. He spoke with Global TV about the possible taxi driver strike during the NBA All-Star Weekend and was quoted in Metro Toronto about city leaders being hopeful in regards to the Ontario budget bit.ly/1TsdrWO.

The Architectural League (NY) featured Ryerson's Student Learning Centre bit.ly/1RQp3Sp.

Metro Toronto featured student **Ben Canning** and his green roof farming company bit.ly/1mLPjA8.

Imogen Coe, Dean, Faculty of Science, contributed a piece to HuffPost Business about teaching scientists to be story-tellers huff.to/1U7zeCn.

The Toronto Star quoted **Elizabeth Trott**, Philosophy, and **Paul Moore**, Sociology, on the popularity of the word 'glow' on.thestar.com/1PFgmHQ.

Oren Amitay, Psychology, spoke to Global News about happens to your brain when you fall in love bit.ly/1QfBhoq.

Chris MacDonald, TRSM, spoke to CBC Radio about anonymous chat apps used in cyber-bullying.

Frank Russo, Psychology, spoke to Global Toronto about the sound level at Yonge-Dundas.

TechVibes reported on a sharing economy panel at Ryerson's DMZ; mentioning an introduction from **Interim President Mohamed Lachemi** and Tim Hudak bit.ly/20Ov1sH. Similar coverage appeared in Betakit and IT Business Canada.

Sporting News quoted **Roy Rana**, Rams men's basketball coach, in an article about how Canada became basketball's next great power bit.ly/1o65MjJ.

The Beacon Herald reported on a film project by media students to raise awareness about multiple sclerosis bit.ly/1PG8eob.

Global News Hour spoke with **Michael Manjuris**, TRSM, about low gas prices.

University Affairs quoted **Valerie Bruce**, coordinator for housing and residence life, in an article about Ryerson offering crash pads for commuting students bit.ly/1Q8lgu1.

April Lindgren, Journalism, spoke to CBC.ca about the impact of news poverty on democracy and communities bit.ly/1VLR2RU. A similar item was picked up by Editor & Publisher bit.ly/1nRCzJQ.

Masthead reported on the Ryerson Review of Journalism, quoting instructor **Tim Falconer** bit.ly/1ocnSB5.

Diane Francis, distinguished visiting professor, contributed a piece to Newsweek on the topic of Russian President Putin bit.ly/1QUFPgQ

CBC News quoted **Avner Levin**, TRSM, on the topic of privacy concerns regarding insurance companies offering discounts for healthy activities bit.ly/1Lewmwv. **Ann Cavoukian**, executive director of the Privacy and Big Data Institute, spoke to the Toronto Star about the same issue on.thestar.com/1V2DpO4.

Construction Canada featured Ryerson's annual architectural symposium bit.ly/20orcox.

Ontario News reported on the province's trade mission to India, mentioning the partnership with Ryerson's Centre for Urban Energy bit.ly/1TapY0V. Similar coverage included Canadian Manufacturing, Morning Post Exchange, and Asian Connections. The Toronto Star reported on eCAMION's partnership with Ryerson and Ontario's trade mission to India on.thestar.com/1PYLqFE.

Business Wire India reported on a partnership for a unique community energy storage project, quoting **Interim President Mohamed Lachemi** bit.ly/1Q4ZQEo. Similar coverage appeared in India Education Diary bit.ly/1QSN3BU and the Financial Post bit.ly/1K9x435.

Law Times quoted **Chris Bentley**, executive director of LIZ and the Law Practice Program, on the role of legal incubators bit.ly/1SEyMMS

Breakfast Television aired live from Ryerson's Student Learning Centre; segments featured Chief Librarian **Madeleine Lefebvre** providing an overview, the digital media experience, student learning services, interviews with the students, and the men's basketball team <http://www.bttoronto.ca/videos/4744250345001/>.

blogTO mentioned Ryerson and the Daphne Cockwell Health Sciences Complex in a piece on the transformation of Church Street [bit.ly/1TJkb1w](https://www.blogto.com/stories/2016/01/16101-ryerson-daphne-cockwell-health-sciences-complex.html).

The Torontoist quoted **Carl Benn**, History, regarding why Old City Hall would be the perfect grounds for a civic museum [bit.ly/1KpNHaw](https://www.torontoist.com/2016/01/old-city-hall-civic-museum/).

24 Hours featured the DMZ, quoting executive director **Abdullah Snobar** [bit.ly/1baAVV5](https://www.24hoursmag.com/story/2016-01-16/abdullah-snobar-dmz/).

Inside Halton reported on the ZerotoStartup initiative launched by Ryerson [bit.ly/1SBnFCx](https://www.insidehalton.com/2016/01/16/zerotostartup/). Student **Amira Zubairi** contributed a piece to the Canadian Business Journal on the inaugural ZerotoStartup initiative [bit.ly/1o26y1r](https://www.canadianbusiness.com/2016/01/16/amira-zubairi-zerotostartup/).

April Lindgren, Journalism, spoke to the Toronto Star about the state of local journalism on.thestar.com/1QyYSNo.

Cory Searcy, Mechanical and Industrial Engineering, contributed a piece to Sustainable Brands on the topic of corporate sustainability [bit.ly/1Khr5sJ](https://www.sustainablebrands.com/newsroom/detail/cory-searcy-on-corporate-sustainability).

Brampton Guardian profiled Ryerson men's basketball interim coach **Patrick Tatham** [bit.ly/1Sx2Qbp](https://www.bramptonguardian.com/2016/01/16/patrick-tatham/).

Terminal Magazine Israel features Ryerson's Student Learning Centre.

The Toronto Star quoted **Caroline Konrad**, director, Career Centre, on the topic of online profiles for young job seekers on.thestar.com/1UuaQJo.

Bala Venkatesh and Mohamed Awadallah, Centre for Urban Energy, contributed a piece to Electrical Energy Online on the topic of electricity storage [bit.ly/1PEEUh8](https://www.electricalenergyonline.com/2016/01/16/bala-venkatesh-mohamed-awadallah/).

ITAC reported on Ryerson's new professional master's diploma program on data protection and security [bit.ly/1nCEmIS](https://www.itac.ca/2016/01/16/ryersons-new-professional-masters-diploma-program-on-data-protection-and-security/).

The National Post quoted **James Turks** in an article on donations to the war museum [bit.ly/1OZO8oA](https://www.nationalpost.com/2016/01/16/james-turks-war-museum/). The item was picked up by the Ottawa Sun.

Lecturer **Danielle Landry** spoke to the Torontoist about the corporatization of mental health [bit.ly/1JEZamB](https://www.torontoist.com/2016/01/danielle-landry/).

New Hampshire Public Radio spoke with **Alison Matthews David**, Fashion, about her new book Fashion Victims [bit.ly/1JEyfaq](https://www.nhpr.org/2016-01-16/alison-matthews-david/).

Popular Science Magazine featured master's candidate **Adam Harley** and his neural network visualizer (3D visualization) [bit.ly/1VnxYJv](https://www.popsci.com/2016/01/16/adam-harley/).

CBC.ca featured an image of **Maayan Ziv**, AccessNow founder, taken during the launch of Uber's wheelchair-accessible ride service bit.ly/1RSPPdQ.

Thomas Hart, Psychology, spoke to the Toronto Star about the late Bob Hunter on.thestar.com/1WlksBl. Similar items appeared in Hamilton News bit.ly/1UIWdl0 and Global Toronto bit.ly/1KdXpwt.

Canadian Architect featured a lecture by **Miljana Horvat**, Graduate Studies, bit.ly/1SexZA5.

Mark Bulgutch, Journalism, contributed a piece to the Toronto Star on the topic of airport screening on.thestar.com/1Qpe8OK. The item was also picked up by Our Windsor. He also contributed a piece to the Toronto Star on the topic of skinny cable packages on.thestar.com/1X6tdoz.

The Canadian Press quoted **Paul Knox**, Journalism, in an article about the state of the newspaper industry. The item appeared in the Winnipeg Free Press bit.ly/1Qo2mUG, CP24 and iPolitics

Pamela Sugiman, Sociology, spoke to the Torontoist about the increasing number of female cab drivers bit.ly/1T8gout.

Notable featured young entrepreneur **Brennan McEachran** mentioning former **President Sheldon Levy** and DMZ bit.ly/1Szg2h9.

Kernaghan Webb, TRSM, spoke to CBC News about Canadian chocolate companies being pressed to use ethically sourced cocoa bit.ly/1b1UzcC.

The Toronto Star featured Ryerson's Synaesthetic Media Lab, quoting **Ali Mazalek** on.thestar.com/1Pp5qul.

Laurie Petrou, RTA, spoke to CBC Toronto about the lack of diversity at radio stations.

CP24 reported on Minister John McCallum speaking at the Ted Rogers School of Management.

Henry Giroux, distinguished visiting professor, contributed a piece to the Hamilton Spectator on the topic of gun violence in America bit.ly/1RxGaZr.

Alok Mukherjee, distinguished visiting professor, spoke to the Telegram about civilian police oversight bit.ly/1JW9Blo.

CBC News reported on a crowdfunding effort to raise money for the medical treatment needed by dance student **Napu Boychuk**, who was paralyzed after an accident in Cuba <http://bit.ly/1ntlZ2s>. **Peggy Shannon**, chair, Theatre school, spoke to CTV News about the initiative bit.ly/1U9f355.

AZURE Magazine profiled Ryerson among top interior design schools bit.ly/1UUieNZ.

The Toronto Star profiled the Morad Family as they settle in Toronto, crediting Lifeline Syria and Ryerson on.thestar.com/1PvLgzD.

Chris Gibbs, TRSM, spoke to CTV News about the plummeting Canadian dollar and the impact on the price of sports tickets bit.ly/1mXZGkK.

Metro Toronto reported on a walking tour featuring Sir John A. Macdonald, created by **Patrice Dutil** and RTA students bit.ly/1RGFn8Z.

Canadian Architect reported on the Winter Stations Design Competition, featuring Ryerson's Lithoform, a team headed by **Vincent Hui**, Architectural Science, bit.ly/1JKiajh. Similar coverage appeared in Architect, Slate Magazine and Condo Life Magazine. Interior Design Magazine featured "Flow" by students **Calvin Fung and Victor Huynh** bit.ly/1ZPV78E.

The Globe and Mail quoted commerce student and Master Corporal **Ovais Ahmed** in an article on corporations moving to hire more veterans bit.ly/1JKkgje.

The National Post quoted **Janice Neil**, Journalism, in an article about Sean Penn's sit-down with drug-lord El Chapo bit.ly/1PYGclr. The item also appeared in the Vancouver Sun and Windsor Star.

Akua Benjamin, Social Work, was quoted in a Toronto Sun article on the inequality of carding bit.ly/1PQtQAm.

Neil Thomlinson, Politics, contributed a piece to the Toronto Star on the privatization of Canada Post on.thestar.com/1N20Ass.

iTech TV Egypt spoke with **Sherif El-Tawil**, operations manager at the DMZ, about the economic impact and international presence of the DMZ, <http://bit.ly/1PxOEwa>.

Rena Mendelson, Nutrition, spoke to Global News about a Canadian study that found 400 new reasons to avoid alcohol during pregnancy bit.ly/1O8EqCc.

Yahoo! Sports named **Cheri Bradish**, TRSM, to its list of the top "movers and shakers" of 2015 <http://yhoo.it/1SCH4mW>.

Martin Antony, Psychology, spoke with CBC Radio's Metro Morning on how to deal with stress in everyday urban life.

Marie Bountrogianni, dean, the Chang School, spoke to Global's The Morning Show, on New Year's resolution and life-long learning, bit.ly/1mHMJvT. She appeared on CTV's Canada AM discussing kick-starting your career and the ChangSchoolTalks, bit.ly/1Q4kOmP. She contributed a piece to the Huffington Post on the topic of

experiential learning taking education to new levels, quoting **Steven Gedeon** huff.to/1nCv34R.

The Toronto Star featured Ryerson's rooftop farm on.thestar.com/1RkOMTI.

Frederic Dimanche, director, Ted Rogers School of Hospitality and Tourism Management, spoke to the Toronto Star about Ontarians' love of travel, sometimes despite danger on.thestar.com/1OOCgLr.

George Kapelos, Architectural Science, contributed a piece to Canadian Architect about the design and legacy of Toronto's New City Hall bit.ly/22MKLuM.

Prepared by Marketing and Communications



Date March 17, 2016

To: Ryerson University Election Procedures Committee

Julia Shin Doi, Chair
Shoaib Ahmed, Secretary
Mary Anthony, Staff Representative
Andrea Bartlett, RSU Representative
David Naranjit, RFA Representative
Catherine Redmond, Governance Officer
Janet Rodriguez, CESAR Representative

From: Irene Kim, Returning Officer

Re: **Ryerson Architectural Science Society Referendum 2016, Request for arc.soc Levy ("ARC.SOC Referendum 2016")**

**ARC.SOC Referendum 2016 passed.
YES votes met the 50% +1 threshold to determine the outcome of the referendum.**

SUMMARY

On January 26, 2016 the Board of Governors of Ryerson University approved the holding of a referendum among undergraduate Architectural Science students to seek approval for the creation of a fee to fund the operation of the Ryerson Architectural Science Society.

Voting for the **ARC.SOC Referendum 2016** was conducted over four days, March 14 to 17, 2016. Of the 468 eligible voters 115 cast a ballot: 82 were marked YES and 31 were marked NO (2 voters declined to indicate a preference).

Ryerson Architectural Science Society Referendum 2016, Request for arc.soc Levy has determined that sufficient number of students enrolled in full-time undergraduate Architectural Science program are agreeable to the creation of a fee of \$50 per semester, applicable in Fall and Winter semesters, to be paid by all students enrolled in the full-time undergraduate Architectural Science program, beginning in September 2017 and increased annually for inflation reference to the Toronto Consumer Price Index, to support the operation of the Ryerson Architectural Science Society.

TABULATION OF VOTES

VOTING RESULTS	
Eligible voters	468
Ballots submitted	115
YES votes	82
NO votes	31
Votes cast	113
Declined to vote	2
Participation rate	24.6%

INFORMATION PUBLISHED IN THE ARC.SOC REFERNDUM 2016

BACKGROUND

Student leaders from the Department of Architectural Science have been working together for the last year and a half developing the vision, organizational structure, constitution, and financial plans for arc.soc. This student society will link students within the program to students across the university, expand extracurricular project opportunities, and develop networks to broaden exposure of students to the profession and industry. This is a student-led organization similar in structure and purpose to the student societies in engineering, commerce, arts, science, and communication and design.

PROPOSAL

The Ryerson Election Procedures Committee will hold a referendum amongst Architectural Science program students to seek approval for the creation of a fee of \$50.00 per semester, applicable in the fall and winter semesters, for a total fee of \$100.00 per academic year, starting in September 2017. This fee is to be paid by all students enrolled in the full-time undergraduate Architectural Science program to fund the creation and operation of the Ryerson Architectural Science Society. The compulsory fee is to be adjusted for inflation annually, referenced to the Toronto Consumer Price Index.

QUESTION

Do you agree to the creation of a fee of \$50.00 per semester, applicable in Fall and Winter semesters, to be paid by all students enrolled in the full-time undergraduate Architectural Science program, starting in September 2017 and increased annually for inflation referenced to the Toronto Consumer Price Index to fund the operation of the Ryerson Architectural Science Society?