

DRAFT



BOARD OF GOVERNORS
Thursday, April 28, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 2:00 p.m.

AGENDA

TIME	ITEM	PRESENTER	ACTION
12:00	1. IN-CAMERA DISCUSSION (Board Members Only)		
12:30	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
	END OF IN-CAMERA SESSION		
12:50	3. INTRODUCTION		
	3.1 Chair's Remarks	Janice Fukakusa	Information
	3.2 Approval of the April 28, 2016 Agenda	Janice Fukakusa	Approval
12:55	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
1:05	5. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Christopher Evans	Information
1:10	6. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	
	6.1 2016-17 University Budget	Mohamed Lachemi Chris Evans Paul Stenton Joanne McKee	Approvals
1:40	7. REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer	
	7.1 Proposed Assumption Changes for 2016, Plan Valuation & Funded Status Projections	Christina Sass-Kortsak	Information
	8. CONSENT AGENDA		

8.1	Approval of the March 31, 2016 Minutes	Janice Fukakusa	Approval
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9.	FOR INFORMATION		
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9.1	Ryerson Communication Report		Information
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2:00	10.	TERMINATION	Janice Fukakusa
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NEXT MEETING OF THE BOARD – June 23, 2016

A note of thanks – Sincere thanks to the members of the Board of Governors for the experience of becoming Ryerson's new president. The outpouring of support for our wonderful university, and engaged confidence in our future, has come from colleagues and communities near and far, and I am excited and proud to move forward with you on our ambitious agenda.

Ryerson Benefactors – Thanks and appreciation are extended to supporters and partners who continue to help the university advance the quality of our student experience, teamwork and community building with their generosity and vision. Recent gifts and valued gestures include:

- Sarabjit (Sabi) Marwah was honoured by friends with a campaign to dedicate the top floor of the Student Learning Centre in his name that raised over \$1,000,000 from forty donors;
- The Raymond Chang Foundation (Donette Chin-Loy Chang, Brigitte Chang-Addorisio, Andrew Chang) has created two awards: \$100,000 for The G. Raymond Chang Award in Continuing Education; and \$150,000 for The G. Raymond Chang–Sheldon Levy Partnership Award for Zone Learning.
- The Liu Family (Salad King) is celebrating 25 years in business and a longstanding relationship with Ryerson by doubling the value of five international student awards, creating the Ernest and Linda Liu Ontario Graduate Scholarship, and expanding food and gift-card sponsorships, for a total gift to Ryerson of over \$150,000 in value.
- The Hispanic/Latino Student Awards Program has raised more than \$100,000 from the community to improve access to postsecondary education and provide mentorship, career guidance, and entrepreneurial opportunities to students in financial need.
- Ram's Hockey Hall-of-Famer Don DesJardine (Business Administration '63) has made a gift of \$100,000 to create a student-athlete award, support the "Adopt-a-Team" initiative, and name seats at the Mattamy Athletic Centre for himself and his 1963 teammates.
- Vivian Risi of Royal LePage made a \$100,000 gift to support student-athletes with financial need, community outreach to youth in priority neighbourhoods, and to help create exceptional development experiences for players on the Rams men's soccer team.
- Following the visionary 2004 donation that built the green roof on the George and Helen Vari Engineering Building, Valerie and Andy Pringle are helping raise operating funds for Rye HomeGrown with events featuring a conversation about urban agriculture, dinner prepared by Ryerson's executive chef, and a gift bag containing Rye HomeGrown produce in season.

CUE 5th anniversary – The Ryerson Centre for Urban Energy held an open house on April 5th to celebrate five years of fulfilling its mission as a place where academics, innovators and industry come together to build a clean energy future. In the 2015 Annual Report entitled *Energy meets*

sustainability, CUE academic director Bala Venkatesh recognizes founding partners Hydro One, the Ontario Power Authority (now part of the Independent Electricity System Operator), Toronto Hydro and Ryerson University, supporters and collaborators, and the 68 current researchers, staff, students, interns and volunteers – and summarizes a record of over \$24 million in funding, 27 major research projects completed with another 18 currently in progress, as well as academic offerings including a Master’s Diploma in Energy and Innovation and a Postgraduate Certificate in Energy Management and Innovation. Recent highlights include the official opening of the \$1 million Schneider Electric Smart Grid Laboratory in March 2015 by Energy Minister Bob Chiarelli; the pole-top battery built and tested in the lab in partnership with Toronto Hydro and eCAMION, unveiled by Environment and Climate Change Minister Glen Murray; the CUE large battery project in partnership with Toronto Hydro and Electrovaya to improve reliability in Toronto’s downtown core; and \$5 million for the NSERC Energy Storage Technology Network (NEST) announced by Minister of Science Kirsty Duncan, with Bala Venkatesh leading a team of 27 researchers from 15 universities to advance clean energy.

TVOntario – On April 14th *The Agenda with Steve Paikin* brought together the four Toronto university presidents in a panel discussion entitled “Cities Within the City.” I was very pleased to engage with colleagues Sara Diamond (OCAD University), Meric Gertler (University of Toronto) and Mamdouh Shoukri (York University) on issues such as the student experience, transportation and commuting distance, tuition and part-time jobs, as well as collaboration in research and humanitarian initiatives such as Lifeline Syria. It was wonderfully evident that the four presidents operate within a framework of collegiality and respect to advance city-building and, as the program’s introduction said so well, “work together to improve the educational experiences of the more than 200,000 students, faculty, and staff they serve and employ.”

Congratulations –

- Wendy Cukier, vice-president, research and innovation, founder of the Diversity Institute, has won the 2016 Harry Jerome Award for Diversity presented by the Black Business and Professional Association (BBPA), for sustained ground-breaking research, leadership and advocacy focusing not just on barriers, but on success stories and pathways to greatness.
- Dr. Ann Cavoukian, Executive Director, Ryerson Privacy and Big Data Institute, is the recipient of the 2016 IdentityNorth Founders Award in honour of her pioneering contribution to the public discourse around privacy, her leadership in Privacy by Design, and contributions foundational to the creation, growth and security of our digital economy.
- Madeleine Lefebvre, Ryerson Chief Librarian, was elected by the Global Council of the Online Computer Library Centre (OCLC) as a member of the organization’s Board of Trustees. OCLC is a global library cooperative with members in more than 100 countries providing shared technology services, research and community programs.
- General Counsel and Secretary of the Board of Governors Julia Shin Doi is the recipient of the 2016 Robert V.A. Jones Award from the Canadian Corporate Counsel Association (CCCA). The award is given to a member of the CCCA who exemplifies the highest standards of service, conduct and professionalism for corporate counsel.

SLC Award – The Ryerson Student Learning Centre designed by Snøhetta with Zeidler Partnership Architects was among seven recipients of the 2016 American Institute of Architects (AIA) and American Library Association (ALA) Building Awards, recognizing excellence in the architectural design of libraries as the traditional role of libraries evolves. The citation called the SLC “a new campus landmark... inspired by the historical gathering spaces of the Stoas and Agoras in ancient Greece where learning was inherently social...with eight uniquely-designed floors offering natural conditions for students to interact while also offering areas for controlled and introspective study. Most importantly, it encourages students to make the space their own.”

from the Calendar

March 18, 2016: I met with Mehrdad Hariri, CEO and president of the Canadian Science Policy Conference, to discuss priorities and government relations in national science policy.

March 21, 2016: Tony Staffieri, CFO Rogers Communications, joined me for a tour of the Student Learning Centre and a visit to Ryerson.

March 21, 2016: The Legal Innovation Zone hosted an event showcasing SAGE Canada as the recipient of support from the National Bank’s “One For Youth” program in promoting entrepreneurial spirit and projects among high school students.

March 22, 2016: I was very proud to host a community event celebrating Ryerson as a Top GTA Employer and Top Diversity Employer, two distinctions that recognize the teamwork and inclusive culture of our university.

March 22, 2016: The Ryerson Black Faculty and Staff Community Network presented “Learning Through the Lens: Representations of Race in the Black Star Collection” in conjunction with the Ryerson Image Centre; the presentation moved to the Student Learning Centre on March 23rd and the Mattamy Athletic Centre on March 24th, an exceptional show.

March 23, 2016: The President’s Reception for Athletics celebrated the outstanding year of achievement by our student-athletes and the many members of the supporting team.

March 24, 2016: At the invitation of the Canadian Muslim Awards for Excellence (MAX), I was a guest speaker at the annual gala recognizing contributions to society by Muslims in Canada.

March 28, 2016: I welcomed Maureen Mancuso, former Provost and Vice-President (Academic) at the University of Guelph for a lunch meeting discussing university and system priorities.

March 29, 2016: I met with Roger Martin, former dean of the Rotman School of Management at the University of Toronto, and Academic Director of the Martin Prosperity Institute, to discuss strategies and ideas on innovation and competitiveness.

April 3, 2016: I attended the 11th annual Citizen Foundation Gala on the theme of ‘Empower Women – Strengthen a Nation’ featuring speaker Farah Mohamed, social innovator and CEO of (G)irls 20, building next generation leaders through education and entrepreneurship.

April 4, 2016: At its first Leadership and Excellence Awards dinner, the Canadian Arab Institute honoured our extraordinary past president Sheldon Levy and former president and CEO of SickKids Mary Jo Haddad (Doctor of Laws *honoris causa* ’14).

April 4, 2016: I attended the Ontario Chamber of Commerce panel on immigration including the Hon. John McCallum, federal minister of immigration, refugees and citizenship and the Hon. Michael Chan, Ontario minister of citizenship, immigration and international trade.

April 5, 2016: I was pleased to welcome Erdeniz Şen, Consul General of the Republic of Turkey in Toronto, for a meeting and campus visit to discuss opportunities for collaboration.

April 6/7, 2016: Ryerson hosted executive colleagues from all Ontario universities at a 2-day meeting of the Council of Ontario Universities, including presentations and roundtable discussions on shared issues and priorities.

April 7, 2016: I attended the 29th annual Public Policy Forum testimonial dinner and awards event recognizing leadership and contributions to good governance; recipients included Peter Mansbridge (Doctor of Journalism *honoris causa* '05).

April 8, 2016: The Hon. Bill Morneau, federal Minister of Finance, was on campus for a town hall meeting with Ryerson students and the community, following a joint Canadian Club of Toronto and Empire Club breakfast – with both events focused on the Liberal government's first budget under Prime Minister Justin Trudeau.

April 8, 2016: I met with Anatol von Hahn, former group head of Canadian banking at Scotiabank, and a new member of the advisory board for GlobeOne, an entrepreneurial organization focused on delivering socially-conscious opportunities for the financially disenfranchised and financially underserved – to discuss ideas in social innovation.

April 11/13/14, 2016: I am dedicated to finding time in my calendar to meet with graduate students, and discussed thesis projects on a range of topics across disciplines.

April 11, 2016: I attended the event hosted by the Centre for Labour Management Relations celebrating the launch of *Negotiating so Everyone Wins*, the new book by the Honourable David Dingwall, distinguished visiting professor at the Ted Rogers School of Management.

April 12, 2016: Ryerson welcomed Bonnie Crombie, Mayor of Mississauga, on a visit to campus and a tour of the DMZ.

April 12, 2016: It was an honour to be seated at the head table for the 2016 Canadian Helen Keller Centre Awards lunch, held in conjunction with the Canadian Foundation for Physically Disabled Persons, this year recognizing York University for contributions to disability studies and the creation of a barrier free campus.

April 14, 2016: I was pleased to meet with Dr. Hind Al-Abadleh, associate professor of chemistry at Wilfrid Laurier University, on a visit to campus, and to discuss her research in engineered nanomaterials and her leadership in diversity-related advocacy aimed at increasing the representation of women and visible minorities in the sciences.

April 14, 2016: As provost I worked with a team to establish the Provost's Academic Leadership program that was conducted by Ken Jones, former dean of the Ted Rogers School of Management. It was a pleasure to attend the end-of-program recognition reception.

April 15, 2016: Following on the success of the Welcome Back winter event, I invited Ryerson students and members of the community to join me for an academic year-end breakfast and president's meet-and-greet at the Student Learning Centre.

April 15, 2016: I was pleased to attend an event with Prime Minister Justin Trudeau hosted by University of Toronto faculty members Dr. Ruby Alvi, Family and Community Medicine, and Dr. Ike Ahmed, Ophthalmology and Vision Sciences.

Best Journalism School – A student ranking by survey group universityhub.ca places the Ryerson School of Journalism at #1 in Canada with an overall score of 9/10 based on input across 55 criteria. Ryerson ranks 9/10 on undergraduate degree quality for a program that provides practical preparation for the profession and valuable skills across media platforms; 9/10 in graduate degree quality for an intensive, hands-on curriculum with high student standards; 8/10 for a campus integrated with the downtown core; and 10/10 for a reputation that counts the country's top journalists and industry leaders among its alumni.

Congratulations –

- Khaled Sennah, Civil Engineering, has been elected a Fellow of the Engineering Institute of Canada (EIC), one of the highest honours for Canadian engineers, for pioneering research in bridge infrastructure, more than 230 publications, supervising over 70 graduate students, advancing experiential learning for students, and extensive service to the profession.
- Jason Nolan, early childhood studies, and Lorella Di Cintio, interior design, were interviewed by CBC's Matt Galloway for the new 'Disrupting Design' series about the leadership of the Responsive Ecologies Lab (RE/Lab) in rapid prototyping and adaptive design for special needs children.
- At the 3rd Annual Canadian Arts and Fashion Awards held on April 15th, Hamish Thwaites (Fashion '15) won the fashion design student award, and Wayne Clark, longtime Canadian designer and distinguished designer in residence in the School of Fashion, was honoured with the outstanding achievement award.
- Catherine Joell MacKinnon (Image Arts '05) and a festival director of the biennial Toronto International Deaf Film and Arts Festival, was named 2016 ACTRA Woman of the Year recognizing her achievements as a performer, filmmaker and producer, and activism in promoting equal work opportunities in the Canadian entertainment industry.
- Michael Moore, PhD candidate in Biomedical Physics, won 2nd Place at the Ontario Three Minute Thesis (3MT®) competition hosted by Wilfrid Laurier University. His presentation video [<http://www.ryerson.ca/graduate/currentstudents/3MT.html>] entitled "Listening to the seeds of cancer" is one of 11 across Canada going on to the national championship.
- The RyeTAGA team from Graphic Communications Management won the Helmut Kipphan Cup for the third consecutive year at the Technical Association of the Graphic Arts (TAGA) conference in Tennessee, for the best student journal judged on technical content, print quality, and design – and also won the Attendee's Choice Award. Fourth-year student Diondra Filicetti, co-president of the RyeTAGA team, won the Harvey Levenson Student

Paper Award for *Methods to Calculate the Number of Reproducible Spot Colours for Different Printing Processes*. The team's faculty advisor was GCM instructor Scott Millward.

- Congratulations to all of the students honoured at the inaugural Student Experience Awards on March 29th, for exceptional contributions and leadership in a range of projects and environments, both on campus and in the community - where dedication, creative ingenuity, teamwork, and kindness help build confidence and a brighter future. Thanks and appreciation extend to everyone involved in nominations and award selection, and all of our generous and supportive donors, with special respect and acknowledgement for named awards honouring – and in memory of – loved ones for their inspiring example.

Ryerson Rams Year in Review – The 68th Annual Athletic Awards on April 4th celebrated the most successful season in history, and recognized student-athletes, coaches and staff for their contributions to Ryerson distinction. Five of eight teams were nationally ranked in 2015-16, two Rams were named CIS first-team All-Canadians, with two chosen second-team All-Canadians; thirteen Rams made the OUA first-team all-stars, with three second-team all-stars, and two chosen for the OUA all-rookie team. The first individual Ryerson OUA gold medal was won in fencing, with figure skating capturing four individual OUA medals: one gold, one silver and two bronze. This was a year of expansion, with new Ryerson teams joining the OUA in baseball (the team made the postseason in its first year of competition), cross-country, curling, golf (a return for a Ryerson sport that last competed in 2012-13), track and field, and wrestling.

Team medals

Gold medal – OUA women's basketball Critelli Cup winners (first OUA championship)

Gold medal – OUA men's basketball Wilson Cup winners (first OUA championship)

(two OUA championship banners will be raised at the Mattamy Athletic Centre)

Silver medal – OUA women's volleyball (second ever medal for the program)

Silver medal – OUA men's volleyball, advance to CIS championship for the first time

(second ever medal for the program)

Silver medal – CIS women's basketball (first silver medal at a CIS championship)

Bronze medal – CIS men's basketball (second straight CIS bronze medal)

Canadian Interuniversity Sport (CIS) Major Awards

Player of the Year – Keneca Pingue-Giles, women's basketball

Coach of the Year – Patrick Tatham, men's basketball

Ontario University Athletics (OUA) Major Awards

Player of the Year – Keneca Pingue-Giles, women's basketball

Defensive Player of the Year – Keneca Pingue-Giles, women's basketball

Most Valuable Player – Raheem Rose, men's soccer

Coach of the Year – Filip Prostran, men's soccer

Coach of the Year – Patrick Tatham, men's basketball

Special thanks, congratulations and a standing ovation are extended to Ivan Joseph, Director of Athletics, and the entire Athletics team – for this amazing year, and for the extraordinary development of a program that invests not only sports and recreation, but all of our activities, with pride and dedication, aiming high, working together, and community engagement.

Visions of Science – On April 30th a year-end event will celebrate a special partnership bringing science to Toronto students. The Ryerson Office of Science Outreach and Enrichment (OSOE) joined in an initiative this year with Visions of Science Network for Learning, an organization dedicated to offering marginalized and under-represented youth opportunities to explore science, technology, engineering and mathematics (STEM) activities. Tanya Aziz, 3rd year biomedical science, helped co-ordinate Ryerson science students to volunteer at Nelson Mandela Park public school from December to April. Mentors worked with eight students on science fair projects, including bringing them to campus on projects ranging from an in-lab experiment to see if bacteria could survive UV rays, to using 3-D printing to try and create a prosthetic hand. The Ryerson Office of Science Outreach and Enrichment engages youth across the GTA in programs such as *Eureka!* summer camp, the Student Spaceflights Experiments Program, the Days of Science symposium for grade 10-12 students, Science Rendezvous, high school visits, and activities including robotics and the C.S.Rye forensics Mascot Murder Mystery.

“Start Something” – A pilot project at the Rexdale Community Health Centre is taking the initiative to bring entrepreneurial education to high school students who might not otherwise have the opportunity. The collaboration partners the DMZ and Pathways to Education, a program that helps youth in low-income communities graduate high school and transition to postsecondary and the workplace. The six-week program gives fifteen students aged 14 and 15 a crash course in entrepreneurialism, offering them a chance to create and develop a business idea. In March, the first two workshops focused on ideation and logo design; in May, workshops will cover Wordpress, marketing, the art of the pitch, videography, and financial literacy. Each workshop is designed to build on the last, to provide a cumulative set of practical skills. The program joins a number of collaborations between Ryerson and Pathways to Education, including programs and scholarships through The Chang School and Spanning the Gaps.

Finance workshop for Syrian refugees – On April 11th Enactus Ryerson, the entrepreneurial group based in the Ted Rogers School of Management, hosted its first financial literacy workshop for more than 70 Syrian refugees at the Student Campus Centre. The workshop, offered in both Arabic and English, introduced participants to Canadian currency, and facts and insight on the average cost of living in Toronto (including rent, utilities and transportation). Moving forward, the workshops will help newcomers with budgeting, credit, taxes, school fees, and banking (including information on newcomer banking packages). The event, organized by Business Management student Samad Nasim, provided opportunities for new Canadians to ask a wide range of questions, with housing as the most immediate concern and managing finances as an important priority. The Ryerson Lifeline Syria Challenge was formed to raise funds, attract private sponsors and help resettle new Syrian Canadians. To date the network of Toronto universities (Ryerson, University of Toronto, OCAD University and York University) has raised more than \$4 million and formed 90 teams to resettle more than 300 Syrian refugees.

Policy Innovation Platform: Challenge Question 2 – On April 7-9th the Brookfield Institute for Innovation + Entrepreneurship and the Ministry of Environment and Climate Change hosted a 48-hour *Climate Hack-to-Action* on addressing the question: “What challenges do people face in making low carbon choices, and how might we empower people to instinctively reduce their carbon footprint?” Over 80 participants in teams comprised of students, businesses, members of the community, entrepreneurs and policymakers shared ideas on changes to daily habits that

can have a big collective impact. The event culminated in a pitch competition where teams presented solutions to panel of judges, with winners receiving \$9,000 in total prizes and the chance to have a networking lunch with Paul Evans, Deputy Minister, Environment and Climate Change. *Climate Hack-to-Action* follows *Hack-cessibility* held last fall on Challenge Question 1: “How can we accelerate the dialogue on accessibility with the goal of helping to shift attitudes and change behavior?” as part of Ryerson’s Policy Innovation Platform – a pilot initiative sponsored by the Brookfield Institute for Innovation and Entrepreneurship and the Ontario Government to develop a new model of collaboration engaging the academic, government, non-profit, industry, community and entrepreneurship sectors in addressing policy challenges. *Climate Hack-To-Action* was sponsored by TD Bank, The City of Toronto and TransformTO.

Ryerson Super Course Showcase – On April 14th, fourteen student teams from the Media Production, New Media, Computer Science, Masters of Media Production, and Masters of Digital Media programs presented their final projects to industry representatives at the Super Course Showcase. A unique annual program that challenges students to develop their commercial digital ideas into market-researched functional prototypes, the Ryerson Super Course was initiated by the RTA School of Media and is led by Professors Hossein Rahnema and Richard Lachman, with support from the Digital Media Zone, the Office of the Provost, the Ryerson Centre for Cloud and Context Aware Computing (RC4), and the Transmedia Zone.

Mass Exodus 2016 – On April 10th the School of Fashion hosted Canada’s premier student-run fashion event for the first time in the iconic Student Learning Centre, showcasing the final projects of graduating Fashion Design students on the runway, and Fashion Communication students with an open exhibit on display in the SLC Launch Zone. Ryerson welcomed back London-based acclaimed fashion designer Todd Lynn (Fashion ’91) as guest curator, whose role included reviewing the design students’ collections to select the final fifteen for the show. For twenty-eight years since its introduction in 1988, Mass Exodus has provided a signature view of student creativity through the lens of fashion, music and production; a preview of extraordinary upcoming talent in the international fashion industry; and academic leadership in the School of Fashion’s principles of innovation, diversity and heritage.

Ryerson @ New York – A group of ten final-year undergraduate retail management students went behind-the-scenes during this year’s annual conference of the National Retail Federation in New York, guided by TRSM associate dean Elizabeth Evans and professor Mark Lee, whose industry connections helped facilitate the experiential learning opportunity. Students toured Japanese retailer Uniqlo’s Fifth Avenue flagship store and discovered cutting-edge retail trends not yet in the Canadian market, and were taken on a Ryerson-exclusive SoHo tour led by marketing and brand consultant Joanne Balles of Jackman Reinvents, a leading retail brand consultancy firm. Ryerson students also participated in a networking event featuring members of the Retail Council of Canada and, as the only students at the event, had the opportunity to speak with industry leaders and services for the retail sector, such as startups and IT providers. The annual trip is a highlight of the retail management program, giving students insight into trends, innovation, and current and emerging challenges such as brick-and-mortar vs. online retailing, and outreach to international markets, as they prepare to take Ryerson into the industry in Canada and globally, with leadership and innovation.



**BOARD OF GOVERNORS MEETING
APRIL 28, 2016**

AGENDA ITEM: 2016-17 University Budget

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: The recommended University Budget for 2016-17 is a balanced budget. It promotes the University's four 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.

BACKGROUND:

The 2016-17 Budget continues the momentum on the University's strategic priorities. To balance the budget, while supporting these strategic priorities and covering inflationary costs and salary costs, it is recommended that: overall average tuition fees increase by 3% in 2016-17, there be a 1.5% across-the-board base budget reduction, of which 1% or \$3.9 million is reallocated as base strategic budget allocations, and there be \$36.4 million in OTO strategic allocation expenditures.

COMMUNICATIONS STRATEGY:

N/A

PREPARED BY:

Name: Paul Stenton, Deputy Provost and Vice Provost, University Planning
Joanne McKee, Chief Financial Officer
Date: April 11, 2016

APPROVED BY:

Name: Chris Evans, Interim Provost and Vice President Academic
Janice Winton, Vice President Administration and Finance
Date: April 12, 2016



2016-17 Budget Priorities and Expenditures

Finance Committee, Board of Governors

**Ryerson University
April 21, 2016**

Overview

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I. Budget Development Process

Budget Development Process

- **December:** Academic and administrative units asked to prepare budget submission.
- **January:** Academic and Administrative units submit:
 1. Outline of how strategic allocations from previous budget cycle were spent
 2. Outline of how unit will implement required base budget reduction (initially estimated at 3%)
 3. Request for strategic reallocation funding where needed
- **February/March:** Multiple discussions of budget submissions with Macro Planning Committee. Community budget consultations.
- **March/April:** Preparation of University budget based on budget consultation process for approval by President and Board of Governors.

2016-17 Budget Briefings and Consultations

- Consultations and briefings held through Town Halls and meetings with Vice Presidents, Deans, academic Chairs and Directors, union leadership, students.
- Special information/consultation meetings with the Ryerson Students Union, Board students members
- Key discussion points in consultations:
 - Financial situation facing Ontario universities
 - Parameters for operating revenue and expenditures
 - Strategic approaches to promoting University's priorities



II. 2015-16 Progress Report on 2015-16

Overview of Enrolments for 2015-16

ENROLMENT (Undergraduate FTEs; Fall Graduate FTEs)			
Budgeted	Estimated Actual	Difference	Comments
Undergraduate 31,760	32,000	+1,140 or 3.6%	Increase in intake beyond target levels, higher zone enrolment and higher retention, resulting in additional fully-funded enrolment growth
Graduate 2,200	2,200	unchanged	On target for funded enrolment

Year-end Status of Expenditures and Revenues for 2015-16

OPERATING EXPENDITURES

Expenditures within Budget.

OPERATING REVENUES

\$9.3M April 2015 OTO year-end funds

\$10.2M April 2016 OTO year-end funds

= \$0.9M MORE AVAILABLE TO ALLOCATE IN 2016-17 THAN 2015-16

Strategic Priorities Implementation 2015-16

Greater student engagement and success

- Launch of three Professional Master's Diplomas (Dietetics, Energy & Innovation, Enterprise Info Security)
- 294 Ryerson courses on e-Campus Ontario portal
- Launch of Ryerson's ServiceHub, a "one stop shop" for students for services related to admissions, fees, course enrolment, etc; Student Learning Centre fully launched

Increase SRC excellence, intensity and impact

- Named one of Canada's Research Universities of the Year by Research Infosource for the highest year-over-year growth rate in research funding
- Significant multi-partner grants, e.g., \$2.5M SSHRC Partnership Grant, \$5M NSERC Network Grant, \$7.4M Ontario Centre for Workforce Innovation
- I-INC, funded by Canadian Accelerator and Incubator Program (CAIP) with SFU and UOIT exceeded goals; new CFI awards supported new research space and infrastructure

Foster an innovation ecosystem

- Launch of Brookfield Institute for Innovation & Entrepreneurship
- Launch of iBEST (Institute for Biomedical Engineering and Science Technology) and the Biomedical Zone, in partnership with St. Michael's Hospital
- DMZ ranked top university incubator in North America and third in world by UBI Global

Expand community engagement and city building

- Hosted Pan Am and ParaPan Am Games basketball events
- Joined *World Cities World Class Universities Network* (WC2), a group of universities working to address cultural, environmental and political issues of interest to world cities
- Ryerson University Lifeline Syria Challenge raised \$4.3M and engaged over 1,000 volunteers across 4 universities to sponsor 75+ refugee families
- Ongoing expansion by the OVPS of VolunteerLink, an online portal that matches students to community service/engagement opportunities

2015-16 Core Performance Measures

Indicator	Short-term Objective	Current level (Results)	March 2015 level	Short-term Target	Time-frame	Long-term Objective
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	76.2% (2014)	76.2% (2014)	75% - 80%	2017-18	↔
GPSS: Overall rating of the quality of graduate programs* (triennial)	●	83.1% (2013)	83.1% (2013)	81% - 86%	2016-17	↔
FTE enrolment as share of target	●	103% (2015)	103% (2014)	100%	2015-16	↔
Undergraduate	●	102% (2015)	100% (2014)	100%	2015-16	↔
Graduate						
Percentage of students retained from Year 1 after 1 Year	●	88.8% (2015)	88.4% (2014)	84% - 88%	2015-16	↑
CSRDE 6-year graduation rate~	○	69.4% (2015)	69.0% (2014)	70% - 73%	2016-17	↑
Master's completion rates within 3 years	○	88.6% (2015)	87.6% (2014)	90%	2015-16	↔
Increase SRC Excellence, Intensity and Impact						
Value and number of peer-adjudicated research grants per eligible faculty member	●	\$15,506 (2014)	\$15,153 (2013)	\$15,200	2015-16	↑
	○	0.42 (2014)	0.44 (2013)	0.5	2015-16	↑
Total External Research Funding	●	\$44.8M (2014)	\$40.7M (2013)	\$32M - \$34M	2015-16	↑
Foster an Innovation Ecosystem						
Zone Learning Enrolment (Fall Headcount)	○	536 (2015)	470 (2014)	550 - 660	2018-19	↑
Expand Community Engagement and City Building						
Mean entering average from secondary school	●	83.9% (2014)	83.4% (2014)	82% - 84%	2016-17	↑
Mean entering average in Master's programs	●	B+ (2015)	B+ (2014)	B+	2015-16	↔
Positive print and online references to Ryerson	●	6,501 (2015)	6,652 (2014)	6,200	2016-17	↔

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

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

*Percentage of students reporting good or excellent

~This short-term decline reflects a temporary Senate policy change on academic standings that affected only the 2008 cohort.



III. 2016-17 Budget

2016-17 Operating Budget Context

2016-17 Budget Principles

- A. Reinforce Ryerson's mission and four strategic priorities in Academic Plan
- B. Guided by four principles:
 - 1. Fairness and Transparency
 - 2. Priority on Students
 - 3. Forward Looking
 - 4. Wide consultations
- C. Balanced operating budget
 - Departmental base-budget reductions of 1.5%:
 - 0.5% for balanced budget requirements
 - 1.0% for base strategic reallocations

Key Drivers of Operating Budget for Ryerson

Enrolment:

- Strong demand: Ryerson continues to have highest applications-to-registrant ratio in the province, and second largest absolute number of applications in the province.

Government Grants:

- Undergraduate growth funds available for 2016-17 (primarily OTO).
- Graduate allocation of 22 FTE master's spaces and 5 FTE doctoral spaces for Ryerson in 2016-17 (out of 891 spaces system-wide).
- Continued international student recovery (\$750) and elimination of grant in lieu of municipal taxes (\$75) for international undergraduate and master's students.

Fees and Student Assistance Government Policies:

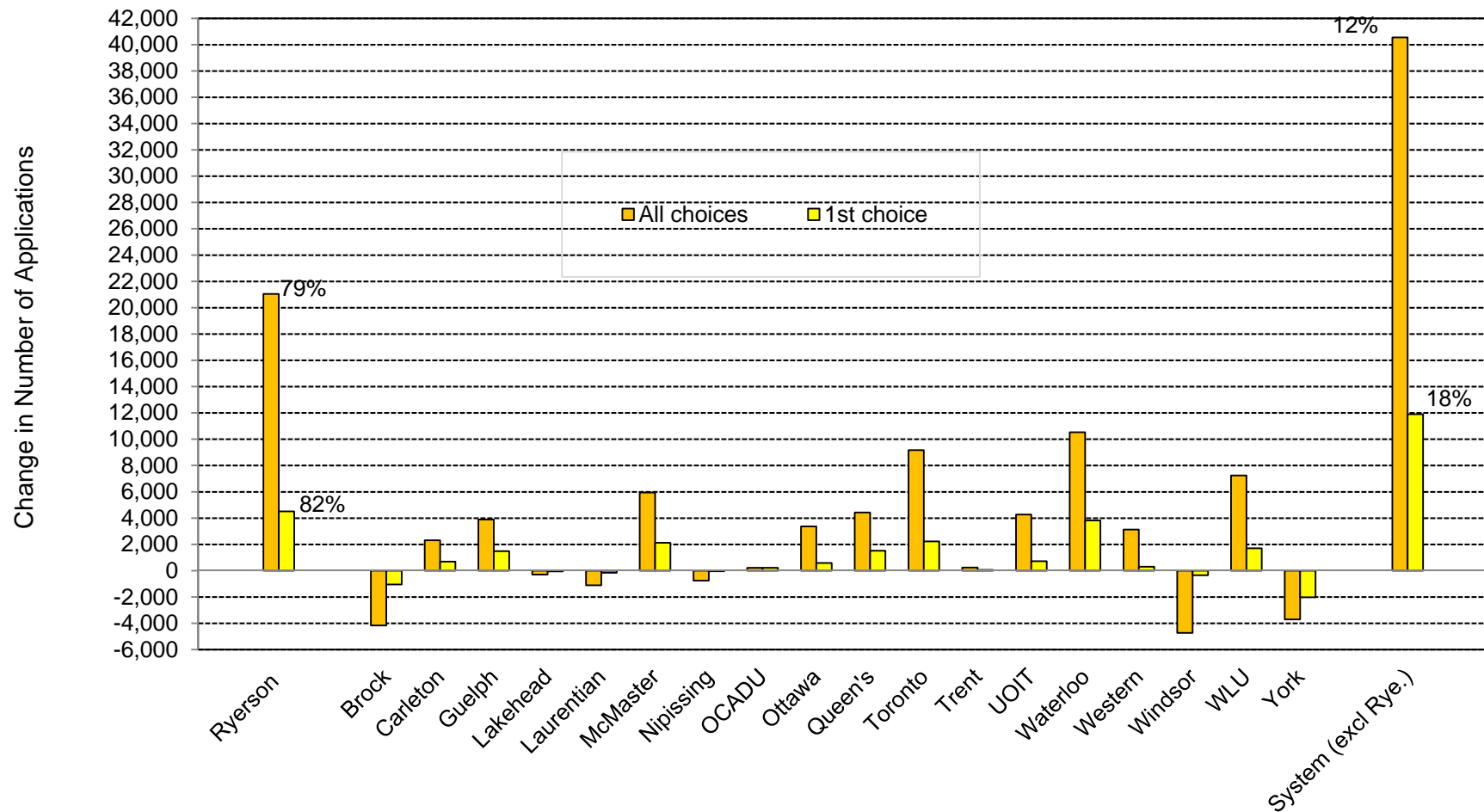
- Provincial policy caps overall increase at 3% for 2016-17.
- Ontario Tuition Grants and OSAP/SAG provisions continue to provide student financial assistance, with significant changes to OSAP program to come in 2017-18.

Compensation:

- Salary and benefits inflationary costs per collective agreements and Government legislation.
-

Enrolment: Sustained Increase in Demand

Change in Undergraduate Secondary School Applications, 2016 vs. 2004



Enrolment: Ryerson University

Enrolment Plan

Undergraduate: slight reduction in intake with strong flow-through from growth in 2013-14 through 2015-16, results in projected 0.5% increase overall for 2016-17.

Graduate: enrolment to match funded levels.

	Undergraduate				Graduate			
	Year 1 in FT Undergraduate Programs Headcount	Year over Year Change	Total Undergraduate FTEs*	Year over Year Change	Graduate FT and PT Headcount^	Year over Year Change	Graduate Fall FTEs ^	Year over Year Change
06-07	5,494	-2.9%	22,754	2.3%	1,085	40.5%	862	37.5%
07-08	5,572	1.4%	23,121	1.6%	1,639	51.1%	1,373	59.3%
08-09	6,202	11.3%	24,189	4.6%	1,968	20.1%	1,657	20.7%
09-10	6,267	1.0%	24,780	2.4%	2,120	7.7%	1,790	8.0%
10-11	6,521	4.1%	25,542	3.1%	2,246	5.9%	1,995	11.5%
11-12	6,766	3.8%	26,266	2.8%	2,322	3.4%	2,068	3.7%
12-13	7,265	7.4%	27,548	4.9%	2,349	1.2%	2,103	1.7%
13-14	8,007	10.2%	29,485	7.0%	2,358	0.4%	2,104	0.0%
14-15	8,198	2.4%	31,221	5.9%	2,420	2.6%	2,164	2.9%
15-16 Est.	8,485	3.5%	32,900	5.4%	2,460	1.7%	2,213	2.3%
16-17 Proj.	8,440	-0.5%	33,050	0.5%	2,521	2.5%	2,296	3.8%
17-18 Proj.	8,335	-1.2%	33,400	1.1%	2,534	0.5%	2,314	0.8%
18-19 Proj.	8,335	0.0%	33,400	0.0%	2,570	1.4%	2,345	1.3%

* Includes CE enrolments and Nursing Collaborative program.

^ For 2017-18 and beyond no new graduate programs have been included.

Government Grants

Base Grants

Basic Operating grants: No change in base grants for 2016-17.

International Student Recovery: Charging universities \$750 per new undergraduate and masters international student.

Elimination of Grant in Lieu of Municipal Taxes: Loss of \$75 grant to cover property taxes eliminated for international undergraduate and masters students.

Funding Formula Review: MTCU developing revised operating grants mechanism for implementation in 2017-18. Outcome of review currently unknown.

OTO (one-time-only) Grants

Expect full funding for undergraduate growth. Budget assumes an increase in undergraduate grants and expenses as OTO.

Note: See details on Budget Schedules 1 and 2 (pp. 35 and 37).

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

- Overall fee rate increase capped at 3% average within institution
- 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%~

* Architectural Science, Computer Science, Engineering, TRSM

~ Students enrolled before 2013-14 are grandparented at 4% for future years, as students who first enrolled in 2013-14 or later continue into upper years, the maximum becomes 5%.

Tuition Fees: Recommended Ryerson Domestic Tuition Fees for 2016-17

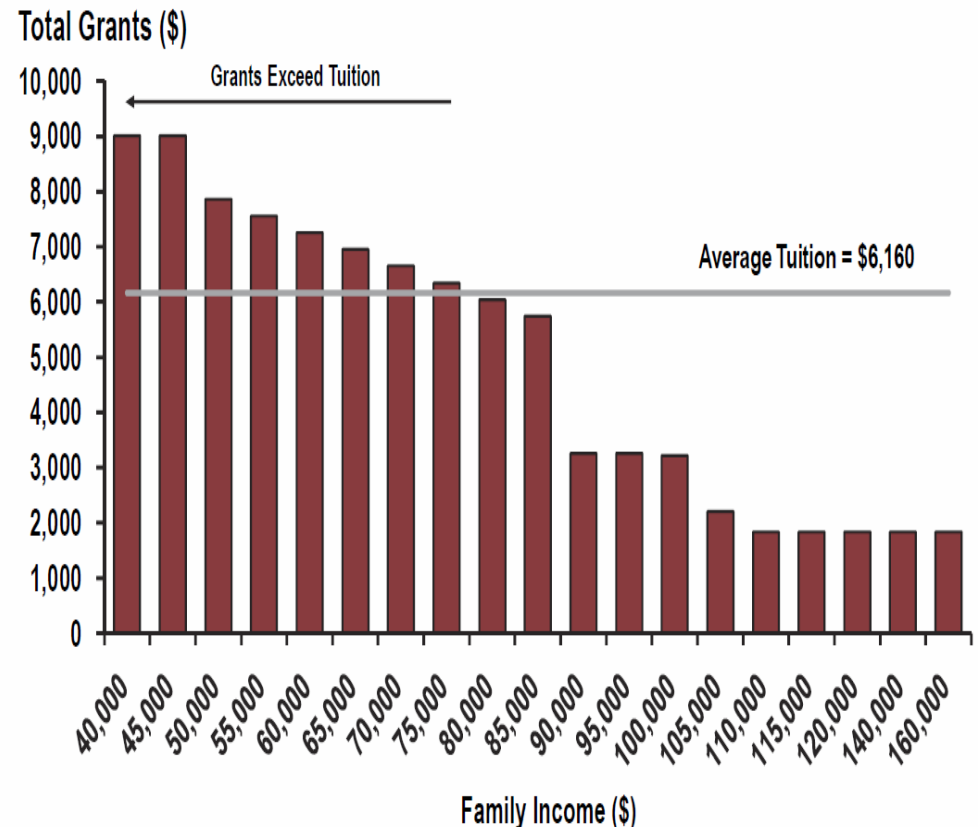
- **Institutional average fee increase = 3%**
- **Undergraduate programs**
 - a) **Most undergraduate programs:** Year 1 student fee increase is 3.0%; Continuing student fee increase is 2.6%
 - b) **Selected undergraduate professional* programs:** Year 1 student fee increase is 5.0%; Continuing student fee increase is 2.6%
- **Graduate programs**
 - a) **Master's programs**
 - **Most master's programs:** Year 1 and upper years fee increase is 2.0%
 - **MBA and Computer Networks:** Year 1 increase is 5.0%; Continuing student fee increase is 2.0%
 - b) **Doctoral Programs**
 - All fees are frozen

* Architectural Science, Computer Science, Engineering, TRSM

OSAP Transformation 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.



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.

International Student Fees Parameters

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



2016-17 Operating Budget: Incremental Revenues

2016-17 Incremental Revenues over 2015-16 Budget (\$millions)

OPERATING FUND	BASE	OTO	TOTAL
SOURCES OF FUNDS			
Grants *			
<i>Operating grants</i>			
<i>Access and other grants</i>	7.0	1.2	8.2
Student fees			
<i>3% rate increase</i>	6.5		6.5
<i>Enrolment growth and mix changes 2015/16</i>	10.6		10.6
<i>Enrolment growth and mix changes 2016/17</i>	5.7		5.7
<i>Chang School</i>	1.2		1.2
Other revenue	(1.3)		(1.3)
Sub Total	29.7	1.2	30.9
Change in year end OTO **		0.9	0.9
TOTAL SOURCES OF FUNDS 2016/17	\$ 29.7	\$ 2.1	\$ 31.8

* Refer to Grant Schedule 2 (pg. 37)

** See slide 8: The year-end carry-forwards available in 2016/17 are \$10.2 m compared to \$9.3 m in 2015/16

Consequently the OTO carry forwards available in 2016/17 are \$.9 million more than in 2015/16.

Note: For details, refer to Budget Schedule 1 (pg 35)

2016-17 Operating Budget: Incremental Expenditures

2016-17 **Incremental** Expenditures over 2015-16 Budget (\$millions)

OPERATING FUND	BASE	OTO	TOTAL
EXPENSES			
Inflation, compensation and other costs *	17.0		17.0
Growth costs	12.6		12.6
Student financial assistance	2.0		2.0
Strategic allocations (1.0% of department budgets)	3.9		3.9
Base reductions (1.5% of department budgets)	(5.8)		(5.8)
Change in base expenditures	29.7	-	29.7
Change in OTO expenditures			
Growth related		0.9	0.9
Strategic allocations		1.2	1.2
TOTAL EXPENSES	\$ 29.7	\$ 2.1	\$ 31.8

* Salaries \$9.2 m; benefits \$2.7 m; utilities and other non salary expenses \$5.1 m

Note: For details, refer to Budget Schedule 1 (pg 35)



2016-17 Operating Budget: Incremental Revenues and Expenditures

2016-17 **Incremental** Revenues and Expenditures over 2015-16 Budget (\$millions)

OPERATING FUND	BASE	OTO	TOTAL
SOURCES OF FUNDS			
Grants			
<i>Operating grants</i>	-	-	-
<i>Access and other grants</i>	7.0	1.2	8.2
Student fees			
<i>3% rate increase</i>	6.5	-	6.5
<i>Enrolment growth and mix changes 2015/16</i>	10.6	-	10.6
<i>Enrolment growth and mix changes 2016/17</i>	5.7	-	5.7
<i>Chang School</i>	1.2	-	1.2
Other revenue	(1.3)	-	(1.3)
Sub Total	29.7	1.2	30.9
Change in year end OTO		0.9	0.9
TOTAL SOURCES OF FUNDS	29.7	2.1	31.8
EXPENSES			
Inflation, compensation and other costs	17.0		17.0
Growth costs	12.6		12.6
Student financial assistance	2.0		2.0
Strategic allocations (1.0% of department budgets)	3.9		3.9
Base reductions (1.5% of department budgets)	(5.8)		(5.8)
Sub Total	29.7	-	29.7
Change in OTO expenditures			
Growth related		0.9	0.9
Strategic allocations		1.2	1.2
TOTAL EXPENSES	29.7	2.1	31.8
NET	\$ -	\$ -	\$ -

Note: For details, refer to Budget Schedule 1 (pg 35)



2016-17 Operating Budget: **Strategic Priorities**

Strategic Initiatives in 2016-17

Greater student engagement and success	<ul style="list-style-type: none"> • New graduate programs in Biomedical Engineering, Child & Youth Care, Data Science & Analytics, Engineering Innovation & Entrepreneurship, Mathematics • Launch of BA in Language and Intercultural Relations • Expansion of e-learning and implementation of university-wide e-learning strategy • Launch of new professional masters diplomas (Canadian Business, Financial Analysis, Finance & Social Innovation)
Increase SRC excellence, intensity and impact	<ul style="list-style-type: none"> • Completion of search for new Vice-President, Research & Innovation • Completion of new Faculty of Science research space at MaRS • Strengthening of performance metrics and accountability frameworks
Foster an innovation ecosystem	<ul style="list-style-type: none"> • Implementation of Zone Startups Calgary (partnership between Ryerson Futures and GE) • Launch of Science Innovation Zone • Expansion of Transmedia Zone with the addition of the Music Den
Expand community engagement and city building	<ul style="list-style-type: none"> • Expanded experiential learning opportunities for students • Continued phase-in of co-op education options for all programs in TRSM • Expansion of Science Communication, Outreach and Public Engagement (SCOPE) initiatives in Faculty of Science

Strategic Budget Allocations (\$million)

	Base	OTO	Total
1. Academic Initiatives and Student Engagement Student engagement and success initiatives; Teaching resources; SRC support services; Library enhancements; Athletics and recreation opportunities for students	2.8	14.2	17.0
2. Infrastructure Faculty of Communication and Design research and innovation facilities; Information technology; Facilities maintenance and renovations	0.0	14.8	14.8
3. People First Mental health supports; Staff enhancements in areas of pressure; Streamlining HR job evaluation process	0.9	1.8	2.7
4. Innovation, Community Engagement and Other Digital communications enhancements; Expansion of innovation initiatives including zone learning; International initiatives; Enhanced partnerships and community engagement; Follow-up to Make Your Mark campaign	0.2	5.6	5.8
Total	3.9*	36.4*	40.3

Shares of Strategic Budget Allocations	
Academic: 77%	Non-Academic: 23%

Note: * See page 35.

Ryerson Student Union's Suggestions: Initiatives to be implemented

- **Mental well-being:** Funding two new counsellor positions, online counselling modules and case management services in Counselling Centre.
- **All gender washrooms:** Working group for Universal Access to Washrooms established, washroom signage updates targeted for completion in Fall 2016 for over 40 single washrooms.
- **Physical accessibility:** Draft report of accessibility audit to be completed by Fall 2016 with plan to follow
- **Student group space:** Proposal for government funding of additional space for student groups is under development.

Highlights for Students

- **Initiatives to support high quality education**
 - Support for teaching and learning
 - Expansion of high quality e-learning options for students
 - Investment in Library resources
 - Refresh of lab and studio equipment
 - Refresh of classrooms
- **Affordability and competitiveness**
 - 14.1% increase to student assistance in operating budget
 - PhD tuition fees are frozen
 - Limit tuition fee increase for continuing domestic students to 2.6% or less

Setting 2016-17 Core Performance Measures Targets

Indicator	Short-term Objective	Current level (Results)	March 2015 level	Short-term Target	Time-frame	Long-term Objective
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	76.2% (2014)	76.2% (2014)	75% - 80%	2017-18	↔
GPSS: Overall rating of the quality of graduate programs* (triennial)	●	83.1% (2013)	83.1% (2013)	81% - 86%	2016-17	↔
FTE enrolment as share of target	●	103% (2015)	103% (2014)	100%	2016-17	↔
Undergraduate	●	102% (2015)	100% (2014)	100%	2016-17	↔
Graduate						
Percentage of students retained from Year 1 after 1 Year	●	88.8% (2015)	88.4% (2014)	85% - 90%	2018-19	↑
CSRDE 6-year graduation rate~	○	69.4% (2015)	69.0% (2014)	70% - 72%	2016-17	↑
Master's completion rates within 3 years	○	88.6% (2015)	87.6% (2014)	90%	2016-17	↔
Increase SRC Excellence, Intensity and Impact						
Value and number of peer-adjudicated research grants per eligible faculty member	●	\$15,506 (2014) 0.42 (2014)	\$15,153 (2013) 0.44 (2013)	\$15,200 0.5	2016-17 2016-17	↑ ↑
Total External Research Funding	●	\$44.8M (2014)	\$40.7M (2013)	\$32M - \$34M	2016-17	↑
Foster an Innovation Ecosystem						
Zone Learning Enrolment (Fall Headcount)	○	536 (2015)	470 (2014)	550 - 660	2018-19	↑
Expand Community Engagement and City Building						
Mean entering average from secondary school	●	83.9% (2014)	83.4% (2014)	82% - 84%	2016-17	↑
Mean entering average in Master's programs	●	B+ (2015)	B+ (2014)	B+	2016-17	↔
Positive print and online references to Ryerson	●	6,501 (2015)	6,652 (2014)	6,200	2016-17	↔

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

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

*Percentage of students reporting good or excellent

~This short-term decline reflects a temporary Senate policy change on academic standings that affected only the 2008 cohort.

2016-17 Budget Summary

- Operating budget is balanced
- Enrolment demand is strong
- University's strategic priorities and academic plan are promoted
- Departmental base-budget reductions:
 - 0.5% for balanced budget requirements
 - 1.0% for base strategic reallocations
- 3% increase in average domestic tuition fees
- Allocations to promote strategic priorities and support growth:
 - \$3.9M in base and \$36.4M in OTO strategic allocations

2016-17 Budget

Schedule 1	OPERATING BUDGET
Schedule 2	GRANTS SCHEDULE
Schedule 3	CONSOLIDATED BUDGET
Schedule 4	PROJECTED BALANCE SHEET APRIL 30, 2017
Schedule 5	PROJECTED CASH FLOW STATEMENT

Schedule 1 – 2016-17 Operating Budget

\$000	2015-16 APPROVED BUDGET	2016-17 PROPOSED BUDGET	2016-17 \$ Increase (Decrease) over 2015-16	2016-17 % Increase (Decrease) over 2015-16
BASE:				
REVENUES:				
Operating Grants	\$ 208,560	\$ 215,529	\$ 6,969	3.3%
Tuition Fees -	217,884	240,763		
<i>Rate increase</i>			6,537	3.0%
<i>Enrolment changes - 15-16</i>			10,605	4.9%
<i>Enrolment changes - 16-17</i>			5,738	2.6%
Chang School	40,745	41,967	1,222	3.0%
Other Revenue	9,644	8,345	(1,299)	-13.5%
TOTAL REVENUES	476,832	506,604	29,771	6.2%
EXPENSES:				
Departmental Budgets	390,052	415,614	25,562	6.6%
Chang School - Direct Costs	30,744	31,666	922	3.0%
Student Financial Assistance	14,200	16,200	2,000	14.1%
Utilities and other non salary provisions	26,345	27,615	1,270	4.8%
Interest on debt - Capital Expansion	8,109	8,109	-	0.0%
Infrastructure Maintenance	3,500	3,500	-	0.0%
Strategic allocations - added to departments' base in following year	3,882	3,899	17	0.4%
TOTAL EXPENSES	476,832	506,604	29,771	6.2%
BASE BUDGET REVENUES LESS EXPENSES, before OTO allocations	0	0	0	
ONE TIME ONLY (OTO) ALLOCATIONS:				
ADD:				
Additional grant revenues & expenses savings (prior year)	9,319	10,197	878	9.4%
Operating grants (current year)	35,200	36,423	1,223	3.5%
LESS:				
Growth related expenses	(9,319)	(10,197)	(878)	9.4%
Strategic budget allocations	(35,200)	(36,423)	(1,223)	3.5%
NET OTO ALLOCATIONS	(0)	(0)	0	
TOTAL REVENUES LESS EXPENSES AND ALLOCATIONS	\$ -	\$ -	\$ 0	

Schedule 1A – 2014-15 Operating Results

\$000	2014-15 APPROVED BUDGET	2014-15 ACTUAL YEAR END RESULTS
BASE:		
REVENUES:		
Operating Grants	\$ 207,755	\$ 208,234
Tuition Fees	197,794	205,649
Chang School	40,202	40,027
Other Revenue	9,344	11,062
TOTAL REVENUES	455,095	464,972
EXPENSES: *		
Departmental Budgets	371,697	383,996
Chang School - Direct Costs	29,848	29,855
Student Financial Assistance	12,443	11,850
Utilities and other non salary provisions	25,798	26,142
Interest on debt - Capital Expansion	8,109	8,802
Infrastructure Maintenance	3,500	5,835
Strategic allocations - added to departments' base in following year	3,700	
TOTAL EXPENSES	455,095	466,480
ONE TIME ONLY (OTO) ALLOCATIONS:		
ADD:		
Additional grant revenues & expenses savings (prior year)	11,900	
Operating grants (current year)	21,900	32,638
LESS:		
Growth related expenses	(11,900)	
Strategic budget allocations	(21,900)	
Transfers to Carryforward department budgets		(29,876)
NET OTO ALLOCATIONS	-	2,762
TOTAL REVENUES LESS EXPENSES AND ALLOCATIONS	\$ -	\$ 1,254

* 2014-15 Actual Expenses will include spending from both Base and OTO approved

Schedule 2 - Grants

\$000	2015/16 APPROVED BUDGET	2015/16 PROJECTED	2016/17 ESTIMATE	2016/17 over 2015/16 budget
BASIC OPERATING GRANTS	\$ 167,789	\$ 167,815	\$ 167,815	\$ 26
Accessibility (growth) grants - UG base	3,800	3,800	9,877	6,077
Accessibility (growth) grants - Grad base	11,198	11,188	11,595	397
OTHER OPERATING GRANTS:				
Quality Improvement	8,496	8,529	8,500	4
Collaborative Nursing grants	5,054	5,000	5,000	(54)
Performance Funding	900	1,104	1,000	100
Research Overheads	339	378	378	39
TARGETED GRANTS:				
Municipal Tax Grant	1,960	1,927	2,080	120
Graduate Capital Incremental funding	4,249	4,249	4,249	-
Accessibility grants for students with disabilities	724	724	724	-
Other Targeted Grants	1,427	1,427	1,427	-
GRANT CLAWBACKS:				
International Student Recovery (ISR)	(600)	(707)	(880)	(280)
Municipal Tax Grant	(64)	(64)	(76)	(12)
TOTAL BASE PROVINCIAL GRANTS	205,272	205,370	211,689	6,417
FEDERAL GRANTS:				
Federal research overhead grant	3,288	3,840	3,840	552
TOTAL BASE GRANTS:	208,560	209,210	215,529	6,969
ONE TIME GRANTS:				
ACCESSIBILITY GRANTS - ONE TIME				
Undergraduate Accessibility	35,200	43,864	36,423	1,223
Graduate Accessibility				
TOTAL ONE TIME GRANTS:	35,200	43,864	36,423	1,223
TOTAL BASE AND ONE TIME GRANTS	\$ 243,760	\$ 253,074	\$ 251,952	\$ 8,192

NOTE: total Provincial Grants, Base and OTO \$ 240,472 \$ 249,234 \$ 248,112 \$ 7,640

Schedule 3 – Consolidated Budget

\$000	Operating Fund	Student Funded Special Activities (1)	Ancillary Fund (2)	Research Fund (3)	Trust and Endowment Funds (3)	Capital Fund (3) & NFP Adjustments (4)	2016-17 Budget
Revenue Summary:							
Government grants (Provincial & Federal)	\$ 215,529		\$ 44			\$ 1,580	\$ 217,153
Research and other grants and contracts				45,077			45,077
Tuition fees	282,730	17,847					300,577
Student Levy - Athletic and Recreation Centre			4,368				4,368
Sales and services			37,267				37,267
Donations recognized					6,871		6,871
Amortization of deferred capital contributions						8,221	8,221
Investment and other income	8,345						8,345
Total Revenue	506,604	17,847	41,680	45,077	6,871	9,801	627,880
Expense Summary:							
Salaries and wages	269,323	11,154	8,128	28,173	2,809		319,587
Employee Benefits	53,868	2,231	1,626	5,635	562		63,921
Salaries, Wages and Benefits	323,191	13,385	9,753	33,808	3,371		383,508
Materials, supplies, repairs and maintenance (4)	142,903	4,462	20,655	11,269		(25,850)	153,439
Bursaries and scholarships	32,400				3,500		35,900
Interest on debt - Capital Expansion	8,109		3,205				11,314
Student levy - Ath & Rec - Interest on debt, + RAC & MAC operations			4,368				4,368
Amortization of capital assets						26,151	26,151
Total Expenses	506,604	17,847	37,981	45,077	6,871	301	614,679
Revenues less Expenses, before One Time Grants and Expenses	0	-	3,699	-	-	9,501	13,200
PLUS: Current year one time grants	36,423						36,423
MINUS: One Time Only (OTO) expenses	(46,620)						(46,620)
Revenues less Expenses, before amounts carried forward from prior year	(10,197)	-	3,699	-	-	9,501	3,003
PLUS: Additional grants and one time savings from prior year	10,197						10,197
Revenue less Expenses after carry forward provision	\$ -	\$ -	\$ 3,699	\$ -	\$ -	\$ 9,501	\$ 13,200

(1) Includes Athletics, Student Services, Ancillary/Lab fees

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

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

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

Schedule 4 – Projected Balance Sheet

\$000	April 30, 2016 Projected	Operating	Financing & Investing	April 30, 2017 Estimate	Comments
ASSETS					
Cash and cash equivalents & short term investments	\$ 155,616	\$ 20,932	\$ (28,737)	\$ 147,811	
Other current assets	37,948			37,948	
Total current assets	193,564	20,932	(28,737)	185,759	
Investments	198,249		(34,820)	163,429	Capital Plan
Long - term note receivable	5,428			5,428	
Employee future benefits - pension	128,053			128,053	Calculated by actuaries at year end
Capital assets, net	1,021,218	(26,151)	76,630	1,071,697	Capital Plan
	1,546,512	(5,218)	13,073	1,554,367	
LIABILITIES AND NET ASSETS					
Total current liabilities	102,243	-	-	102,243	
Employee future benefits - other	21,155	-		21,155	Calculated by actuaries at year end
Long-term debt	167,992		(5,887)	162,105	Capital Plan financing net of BMO & TD loan Principal repayments
Fair Value of Interest Rate Swap	45,368			45,368	CPA Standards
Deferred revenue contributions	60,000			60,000	Estimate
Deferred capital contributions	194,733	(8,221)	15,960	202,472	Estimate - Capital Plan
Net assets					
Invested in capital assets	652,239		13,808	666,047	Capital assets minus deferred capital contributions and long term debt
Internally restricted - employee future benefits	106,898			106,898	Assumes no significant net change in 2016/17
Internally restricted - other ("Carry forwards")	279,172			279,172	Includes year end grants carried into the following year
Unrestricted surplus/deficit	(200,771)	3,003	(13,808)	(211,576)	Net impact of consolidated and capital budgets
	1,429,029	(5,218)	10,073	1,433,884	
Endowments	117,483		3,000	120,483	Estimate
	\$ 1,546,512	\$ (5,218)	\$ 13,073	\$ 1,554,367	

Schedule 5 – Projected Cash Flow Statement

\$000	April 30, 2016 Projected	April 30, 2017 Projected	Comments
OPERATING ACTIVITIES			
Revenue less expenses	\$ 19,005	\$ 3,003	As per consolidated budget
Add (deduct) non- cash items			
amortization of capital assets	26,151	26,151	As per consolidated budget
amortization of deferred capital contributions	(8,221)	(8,221)	As per consolidated budget
Unrealized loss (gain) on interest rate swap	5,764		Assumes no significant net change in 2016/17
Unrealized gain on investments	1,581		Assumes no significant net change in 2016/17
Net change in deferred revenue contributions	1,146	-	Assumes no significant net change in 2016/17
Net change in non-cash working capital balances	(1,694)	-	Assumes no significant net change in 2016/17
Cash provided by operating activities	43,732	20,932	
FINANCING AND INVESTING ACTIVITIES			
Contributions received for capital purposes	5,164	15,960	Capital Plan
Endowment contributions	500	3,000	Estimate
Acquisition of capital assets	(49,448)	(76,630)	Capital Plan
Increase in Notes Receivable	235		
Long term debt principal repayments	(5,847)	(5,887)	
Decrease/(Increase) in investments, & other adjustments	30,819	34,820	Estimated
Cash used in financing and investing activities	(18,577)	(28,737)	
Net increase (decrease) in cash during the year	25,155	(7,805)	
Cash and cash equivalent, beginning of period	130,461	155,616	
Cash and cash equivalents, end of period	\$ 155,616	\$ 147,811	

IV. 2016-17 Fees

2016-17 Fee Schedules

1. Fee Change Highlights
2. Summary of Recommended Tuition Increases Compared to Government Policy
3. 2016-17 Fee Schedules
 - A. Tuition Fees
 - Domestic fees
 - International fees
 - Continuing Education and Special Fees
 - B. Non Tuition-related Fees
 - C. Department Lab/Ancillary Fees
 - D. Service Fees
 - E. Student Residence Fees and Food Plans

2016-17 Fee Schedules- Highlights

Tuition Fees - Domestic Students (consistent with government policy)	<p>Arts and Science and other non professional undergraduate programs:</p> <ul style="list-style-type: none"> First year fees to increase by 3% and upper years by 2.6%. <p>Professional Undergraduate Programs and Graduate Programs:</p> <ul style="list-style-type: none"> First year fees to increase by 0% to 5% and upper years by 0% to 2.6%. <p>Includes new programs: Language and Intercultural Relations BA, Child & Youth Care MA, Biomedical Engineering MAsc/MEng/PhD, Data Science & Analytics MSc, Master of Engineering Innovation and Entrepreneurship MEIE, Mathematical Modelling & Methods PhD; and three Professional Master's Diplomas (Canadian Business PMDip; Financial Analysis PMDip; Finance and Social Innovation PMDip).</p>
Tuition Fees - International Students	<p>Tuition increases from 0% to 5%, in line with the minimum to middle range of Ontario universities fees.</p> <p>There are no government restrictions on international tuition fees.</p>
Compulsory Non Tuition Related Fees	<p>As a result of previous referenda, 14 non-tuition related fees increase automatically by Toronto CPI (1.5% in 2015). The new \$60 Ryerson Arts Society Fee is effective for the Fall 2016. Access copyright fee was eliminated during 15-16.</p>
Dept Lab/Ancillary Fees	<p>Co-op fees increasing over 3 years to \$3,500. Second installment in 16-17 = \$2,959. Effective in 16-17, the annual % fee increase for all Engineering Industrial Internship Programs (IIP) will be phased in over 3 years and closely align with the annual % fee increases for co-op fees. The IIP \$650 fee for 15-16 will increase to \$850 in 16-17, growing to \$1,250 by 2018-19. The internship fee in International Economics is also increasing in line with the Engineering programs.</p> <p>Some fees have experienced cost escalation increases to offset the impact of inflation and foreign exchange as well as direct costs from new training requirements by Government regulations.</p>
Service Fees	<p>No changes are proposed for 2016-17 as the 2015-16 Service Fees had already incorporated the new MTCU policies as noted below:</p> <p><i>MTCU rules limit the maximum for tuition deposits to not exceed the greater of \$500 or 10% of the fee effective not later than 2015-16. For graduate students, the fee will be \$500 for all students except for the MBA Program and the Computer Networks Program, where the fees will both be \$1,000. The proposed fees for these programs are below the 10% maximum permitted by MTCU policy.</i></p>
Residence Fees	<p>Increase of 3% for Pitman and ILLC rooms. The proposed O'Keefe rental increase of 5% reflects the higher operating cost for this residence. The new "communications fee" is a combined network and telephone fee reflecting the cost of ongoing maintenance and the cost of the internet bandwidth for the planned upgrade in wireless networks for the residences. Pitman Hall will be upgraded in 2016, followed by ILLC in 2017. The decrease of 4.6% for the Pitman 11 month residence fee reflects a reduction of rents for the summer months, when fewer resources and programs are available for students.</p>
Food Plan	<p>Increase of 3% to cover the increase in food and labour costs.</p>

2016-17 Fee Schedules-

Summary of Recommended Tuition Increases

Domestic Students *	Year 1		Upper Years	
	Government Policy Maximum	Ryerson Recommended	Government Policy Maximum	Ryerson Recommended
Category 1	3.0%	3.0%	3.0%	2.6%
Category 2	5.0%	0% to 5.0%	4% to 5%	0% to 2.6%

* Overall average institutional fee rate increase is limited to 3% for government funded programs.

International Students (Category 3)**	Year 1	Upper Years
Undergraduate	5%	5%
Master's	0% to 5%	0% to 5%

** Includes increases to offset the government international student recovery. There are no government restrictions on rate increases for international students.

2016-17 Fees Schedule -

A. Domestic Tuition fees

	2015-16 Tuition Fee				2016-17 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
	\$	\$	\$	\$	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.
Category 1 - Arts and Science programs for which fee rates may increase up to 3% in the first year and in the upper years.												
Arts & Science Undergraduate Programs*												
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Env & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	6,213.17	6,189.05	6,159.01	6,129.12	6,399.56	3.0%	6,374.71	2.6%	6,349.96	2.6%	6,319.14	2.6%
Post Degree 2 Year Occupational/Public Health	6,809.30	6,782.87			7,013.57	3.0%	6,986.34	2.6%				
All other undergraduate programs	6,327.81	6,303.24	6,272.65	6,242.20	6,517.64	3.0%	6,492.33	2.6%	6,467.12	2.6%	6,435.73	2.6%
Category 2 - Professional Undergraduate Programs, and Graduate programs that may be increased up to 5% in the first year, 4% to 5% in upper years												
Professional Undergraduate Programs												
Engineering	9,779.99	9,556.45	9,328.93	9,106.81	10,268.99	5.0%	10,034.27	2.6%	9,804.91	2.6%	9,571.48	2.6%
Business Technology Management	8,065.02	7,880.69	7,693.05	7,509.88	8,468.27	5.0%	8,274.71	2.6%	8,085.58	2.6%	7,893.06	2.6%
Computer Science	8,218.73	8,030.88	7,839.67	7,653.01	8,629.66	5.0%	8,432.41	2.6%	8,239.68	2.6%	8,043.50	2.6%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt, Real Estate)	8,065.02	7,880.69	7,693.05	7,509.88	8,468.27	5.0%	8,274.71	2.6%	8,085.58	2.6%	7,893.06	2.6%
Architectural Science	9,167.66	8,958.12	8,744.83	8,536.63	9,626.04	5.0%	9,406.01	2.6%	9,191.03	2.6%	8,972.19	2.6%
Graduate Programs												
Master's in Engineering	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
Master's in Environmental Applied Science & Mgt	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
Master's in Architecture	9,929.52	9,929.52			10,128.11	2.0%	10,128.11	2.0%				
MBA Programs	19,288.22				20,252.63	5.0%						
MMSc Management Technology and Innovation	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
MA Fashion	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
MPC Professional Communications	15,340.05				15,646.85	2.0%						
Master's in Photographic Preservation	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
Master's in Nursing	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
Master's in Engineering - Computer Networks	19,288.22				20,252.63	5.0%						
Master's in Psychology	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
Master's in Communication and Culture	4,785.03	4,785.03			4,785.03	0.0%	4,785.03	0.0%				
Master's in Digital Media (MDM)	17,043.35				17,384.21	2.0%						
Master of Engineering Innovation and Entrepreneurship (MEIE)					20,000.00							
Professional Master's Diploma in Aerospace Design Management	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Dietetics	1,500.00				1,500.00	0.0%						
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	5,500.00				5,500.00	0.0%						
Professional Master's Diploma in Energy and Innovation	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Canadian Business					9,205.72							
Professional Master's Diploma in Financial Analysis					9,205.72							
Professional Master's Diploma in Finance and Social Innovation					6,500.00							
All Other Master's Programs ** (1 or 2 year programs)	9,653.71	9,653.71			9,846.78	2.0%	9,846.78	2.0%				
PhD in Communication & Culture***	4,785.03	4,785.03	4,785.03	4,785.03	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%
All other PHD Programs ****	9,194.00	9,194.00	9,149.37	9,104.96	9,194.00	0.0%			9,194.00	0.0%	9,149.37	0.0%

For undergraduate degree programs, the tuition fees indicated reflect the normal duration of programs, as taken by FT students. Part time UG fees are determined as a % of their Full Time equivalent fee, based on course load.

FT graduate masters programs can be for one or two years, with their PT equivalent taking up to 2 or 4 years. The part time graduate masters program fees are 50% of the Full Time fee.

Professional Master's Diplomas (PMDips) and the Master of Engineering Innovation and Entrepreneurship (MEIE) are cost-recovery programs and are not subject to the Ministry of Training, Colleges and Universities Tuition Fee Framework.

* Includes new program: Language & Intercultural Relations.

** Includes new programs: Child & Youth Care MA, Biomedical Eng MSc/MEng, Data Science & Analytics MSc

*** Tied to partner institution.

**** Includes new programs: Biomedical Engineering PhD, Mathematical Modelling & Methods, PhD. Clinical psychology students on internship, who have completed their dissertation research, to pay part time fees while on placement.

2016-17 Fees Schedule –

A. International Fees

Category 3- International Undergraduate and Graduate Fees	2015-16 Tuition Fee				2016-17 Proposed Tuition Fee*							
Undergraduate Tuition Fees	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
	\$	\$	\$	\$	\$	% Incr.**	\$	% Incr.**	\$	% Incr.**	\$	% Incr.**
Engineering	23,907.33	23,907.33	23,907.33	21,946.07	25,102.70	5.0%	25,102.70	5.0%	25,102.70	5.0%	25,102.70	5.0%
Business	22,403.47	22,403.47	22,403.47	20,707.19	23,523.64	5.0%	23,523.64	5.0%	23,523.64	5.0%	23,523.64	5.0%
Architecture	22,403.47	22,403.47	22,403.47	20,707.19	23,523.64	5.0%	23,523.64	5.0%	23,523.64	5.0%	23,523.64	5.0%
All Others	21,123.89	21,123.89	21,123.89	20,707.19	22,180.08	5.0%	22,180.08	5.0%	22,180.08	5.0%	22,180.08	5.0%
Graduate Tuition Fees	Year 1	Continuing Students			Year 1		Continuing Students					
	\$	\$			\$	% Incr.**	\$	% Incr.**				
Master's in Communication and Culture	19,177.00	19,177.00			19,711.41	2.8%	19,711.41	2.8%				
Master's in Environmental Applied Science and Management	19,711.41	19,711.41			19,711.41		19,711.41					
Master's in Engineering - Computer Networks	29,771.06	29,771.06			29,771.06		29,771.06					
Master's in Immigration and Settlement Studies	19,177.00	19,177.00			19,711.41	2.8%	19,711.41	2.8%				
Master's in Photographic Preservation	25,635.91	25,635.91			25,635.91		25,635.91					
MBA in Business and MBA in Mgmt. of Techn. & Innovation	30,941.68	30,941.68			32,488.76	5.0%	32,488.76	5.0%				
MMSc Management Technology and Innovation	20,282.16	20,282.16			20,282.16		20,282.16					
Master's in Fashion	22,617.01	22,617.01			22,617.01		22,617.01					
MEng, MASc, Architecture and Building Science	21,355.71	21,355.71			21,355.71		21,355.71					
Master of Engineering Innovation and Entrepreneurship (MEIE)					30,000.00							
All other current and new Masters programs	19,711.41	19,711.41			19,711.41		19,711.41					
PhD in Communication and Culture (for all years)	18,352.00	18,352.00			18,886.41	2.9%	18,886.41	2.9%				
All other current and new PhD programs (for all years)	18,886.41	18,886.41			18,886.41		18,886.41					
Professional Master's Diploma in Canadian Business					14,767.62							
Professional Master's Diploma in Financial Analysis					14,767.62							

* Tuition fees for undergraduate students in Year 1 to 3 and all Master's students include International Student Recovery government of \$750.

** Target minimum fee to middle range of Ontario universities' fees.

2016-17 Fees Schedule –

A. Continuing Education and Special Fees

Continuing Education Tuition Fees (course fees)

Domestic students enrolled in degree credit courses: consistent with government policy, the overall average annual fee increase will not exceed 3%.

International students enrolled in degree credit courses: 2.5 times domestic fee per course.

International students, not resident in Canada, on line degree credit courses - pilot project: 1.0 to 2.0 times domestic fee per course.

Domestic and International Students enrolled in non-credit courses: in most cases, the average annual fee increase will be 4% to 5%.

	2015-16 Tuition Fee \$	2016-17 Proposed Tuition Fee \$	% Increase
English as a Second Language (ESL)	26,000.00	26,750.00	2.9%

Tuition Fees for Students Not Registered in a Program

	2015-16 Tuition Fee \$	2016-17 Proposed Tuition Fee \$	% Increase
Undergraduate Tuition Fees			
Special Students, domestic - professional programs (per hour) *	341.75	355.42	4.0%
Special Students, domestic - all other programs (per hour)	271.88	280.03	3.0%
Special Students, Visa - Engineering, Architecture (per hour)	1,090.61	1,145.14	5.0%
Special Students, Visa - other programs (per hour)	890.50	935.02	5.0%
Audit Students - professional programs (per hour) *	131.70	136.96	4.0%
Audit Students - all other programs (per hour)	127.94	131.77	3.0%
Graduate Tuition Fees			
Special Students - domestic (per course) **	1,800.30	1,872.31	4.0%
Special Students - international (per course) ***	2,931.98	3,078.58	5.0%

* Engineering, Architectural Science, Computer Science, Business Mgt, Hospitality & Tourism Mgt, Retail Mgt, Accounting & Finance, Business Technology Management

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

*** Includes international students in Professional Master's Diploma programs, except PMDip Canadian Business and PMDip Financial Analysis.

2016-17 Fees Schedule – B. Non Tuition-related Fees

	2015-16 Tuition Fee \$	2016-17 Proposed Tuition Fee \$	% Increase*
Undergraduate/Graduate Day Students (approval not required)			
Fees Collected on Behalf of Student Groups/Third Parties			
Canadian Nursing Students' Association - Full time	10.00	10.00	
Canadian Nursing Students' Association - Part time	6.00	6.00	
Ryerson Commerce Society*	67.01	68.01	1.5%
Ryerson Engineering Students' Society*	66.62	67.61	1.5%
Ryerson Communication and Design Society*	61.50	62.42	1.5%
Ryerson Arts Society*		60.00	New Fee*
Oakham House Support	4.00	4.00	
Ryerson Students' Union (RSU)*	123.72	125.57	1.5%
RSU Health & Dental Plan	295.00	295.00	
UHIP (compulsory, if not covered by OHIP)	612.00	612.00	
University Fees ***			
Ryerson Athletic Centre*	70.29	71.34	1.5%
Mattamy Athletic Centre (MAC)*	132.65	134.63	1.5%
Student Campus Centre	60.00	60.00	
Special Activities Reserve	20.20	20.20	
World University Service of Canada (WUSC) Student Refugee Program*	4.33	4.39	1.5%
Student Services*	73.00	74.09	1.5%
Special Incidental Reserve	4.00	4.00	
TRSM Activity Fees			
Business - Specific Career Development Services (per term rate) **	52.63	53.41	1.5%
MBA Student Activity Fee - Full Time Students	210.56	213.71	1.5%
MBA Student Activity Fee - Part Time Students	105.27	106.84	1.5%
Continuing Education Students (applies to courses over 30 hours)			
Fees Collected on Behalf of Student Groups/Third Parties			
Oakham House Support	1.00	1.00	
CESAR Fee*	12.52	12.70	1.5%
CESAR Health & Dental Plan	157.51	157.51	
CFS*	2.46	2.49	1.5%
Student Campus Centre Development Fund	0.50	0.50	
University Fees***			
Ryerson Athletic Centre	0.50	0.50	
Student Campus Centre	2.50	2.50	
Student Services Fee*	6.54	6.63	1.5%

* Per previous referenda, increased by Toronto 2015 CPI (1.5%). The Ryerson Arts Society Fee is effective for the Fall 2016, to be adjusted annually by the CPI.

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

*** Access copyright fee was eliminated in 15-16

2016-17 Fees Schedule –

C. Department Lab/Ancillary Fees

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

A Category of Fee

- 1 Field trip fees.
- 2 Fees-learning materials/clothing retained by student.
- 3 Fees-materials used in production of items which become property of student.
- 4 Fees-material/ services when the University acts as broker with vendor for student.
- 5 Co-operative program fee (total co-op fee - up to 5 work terms - = \$2,959). The co-op fee indicated is for the entire degree program. Co-op students pay this in multiple installments. An increase in co-op fees from \$1,875 (2014-15) to \$3,500 (2017-18) continues to be phased-in. The revised fee of \$2,959 applies only to students first admitted to co-op in 2016-17. Students first admitted to co-op in 2015-16 continue to pay a \$2,417 co-op fee, and those first admitted to co-op in 2014-15 or earlier continue to pay a \$1,875 co-op fee.
- 6 Internship. Effective in 16-17, the annual % fee increase for all Engineering Industrial Internship Programs (IIP) is to closely align with the % fee increases for co-op fees, as approved in the 15-16 budget process. The \$650 fee for 15-16 will increase to \$1,250 by 18-19. The internship fee in International Economics is also increasing in line with the Engineering programs.

B Refund Policy

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

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Aerospace Engineering AE001						
Internship WKT89A	850.00 (650.00)			6	4	Industrial Internship fees to be increased over 3 years to \$1,250
Architectural Science AS001 - Undergrad						
Full Time (all students)	37.50	37.50		2/3/4	2	
ASC101-Communications Studio-First Year	50.00			1/2/3/4	2	
ASC201-Design Studio-First Year		50.00		1/2/3/4	2	
ASC205-Collaborative Exercise-First Year		25.00		1/2/3/4	2	
ASC301-Studio-Second Year	50.00			1/2/3/4	2	
ASC401-Studio-Second Year		50.00		1/2/3/4	2	
ASC405-Collaborative Exercise-Second Year		25.00		1/2/3/4	2	
ASC520-Studio - Third Year	50.00			1/2/3/4	2	
ASC620- Studio - Third Year		50.00		1/2/3/4	2	

2016-17 Fees Schedule – C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Architectural Science Graduate Program AR001						
Graduate Program-Full Time (all students) Fall, Winter	37.50	37.50		2/3/4	2	
MA1S Studio in Critical Practice / AR8101	200.00			1/2/3/4	2	
MA2S Studio in Collaborative Practice / AR8103		200.00		1/2/3/4	2	
MA3S Intensive Research Studio / AR8105			200.00	1/2/3/4	2	
Architecture co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Biomedical Engineering BE001						
Internship WKT88A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Business Management BM001 - FT & BM002 - PT						
Full-time program undergraduate: all students	4.50	4.50		2	4	
Part-time program undergraduate: all students	1.80	1.80		2	4	
Accounting & Finance co-operative education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Business Management (MBA) MB001/MB002						
Full-time program graduate student placement fee	2,000.00			6	4	
Part-time program graduate student placement fee	1,000.00			6	4	
Chemistry and Biology CB001/BI001/BE001						
Chemistry co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Biomedical Science co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Biology co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Computer Science CS001						
Laser Printing Service (1st year only)	30.00	30.00		2	3	
Computer Science co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Continuing Education						
All Business course students (per course)	2.00	2.00	2.00	2	4	
All Business Technology course students (per course)	0.40	0.40	0.40	2	4	
Other CE (accounts 5144 & 5145 for credit & non credit respectively)						
Arts - Digital Geography Certificate courses CODG -101, 102, 123, 124, 125, 126, 127, 132,133,135,136,210,211,212,220, and 221	25.00	25.00	25.00	4	4	
Communications and Design - Graphic Communication Courses CGRA - 102, 103, 104, 202, 203, and 204.	40.00	40.00	40.00	3	4	
Communications and Design - CDMP 118 Film and Sound Editing I	35.00	35.00	35.00	3	4	
Communications and Design - CDMP 223 Film Technology II	35.00	35.00	35.00	3	4	
Communications and Design - CDTH 431 Make-Up Artistry; Film Video TV	35.00	35.00	35.00	2	4	
Communications and Design - CDTH 448 Make-UP Tech:Theatre/Film	25.00	25.00	25.00	2	4	
Communications and Design - Techniques of Photography CDFP 320	65.00	65.00	65.00	3	4	
Communications and Design - Approaches to Docu Photography CDFP 392	75.00	75.00	75.00	3	4	

2016-17 Fees Schedule – C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Chemical Engineering CH001						
Chemical Engineering co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Child and Youth Care						
CYC302	40.00			1	5	
Civil Engineering CV001						
Internship WKT90A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Computer Engineering CE001						
Internships WKT99A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Creative Industries CR001						
Internship- all students in BA program	140.00			6	3	
Contemporary Science - Co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Early Childhood Education EC001						
CLD111	6.00			2	4	
CLD212	6.00			2	4	
CLD161	-	15.00		2	4	
CLD363 (for George Brown & Direct Entry Students only)		15.00		2	4	
CLD215	10.00			2	4	
CLD315	10.00			2	4	
<i>CLD 364 & 419 are no longer offered</i>						
Electrical Engineering EE001						
Internship WKT99A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Fashion FA001/FA002						
All students	140.00			1/2/3/6	1	

2016-17 Fees Schedule – C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Geographic Analysis GE001						
GEO773 (optional field trip)	1,400.00			1	3	
GEO714	25.00	25.00		2/3	1	
GEO719	25.00	25.00		2/3	1	
GEO419	25.00	25.00		2/3	1	
GEO 643 - (compulsory field trip - **Fall or Winter based on enrollment)	150.00	**		1	3	
GEO724	25.00	25.00		2/3	4	
GEO301	25.00	25.00		2/3	1	
GEO 302	25.00	25.00		2/3	1	
GEO001/BA001 Plan - BAGEOANLYS - 1st year printing only	25.00	-		2/3	3	
GEO 131	50.00	50.00		1	3	
GEO 141	50.00 (0)	50.00 (0)		1	3	Field trip switched from GEO 151 to 141.
GEO 151	0 (50.00)	0 (50.00)		1	3	Field trip switched from GEO 151 to 141.
GEO001/BA001 Plan - BAGEOANLYS - 2nd year	50.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 3rd year	35.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 4th year	25.00			2/3	3	
Graphic Communications Management GC001						
All students	250.00			1/2/3/4/6	3	
Hospitality and Tourism Management HT001						
All students	28.00	28.00		2/3	4	
Hospitality and Tourism Management co-operative education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Image Arts IM001/IM002/IM003/PM001						
All undergraduate students	160.00	-		1/2/3/4/6	4	
Master of Fine Arts	230.00			1/2/3/4/6	4	
All grad students in Photographic Preservation & Collections Management	230.00			1/2/3/4/6	4	
Industrial Engineering IE001						
Internship WKT88A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Business Technology Management IT001- IT016						
Full-time program - all students	1.00	1.00		2	4	
Part Time program - all students	0.40	0.40		2	4	
ITM co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Interior Design ID001						
ID001 - 1st year	403.00			1/2/3/6	4	
ID001 - 2nd year	579.00			1/2/3/6	4	
ID001 - 3rd year	310.00			2/3/6	4	
ID001 - 4th year	285.00			2/3/6	4	

2016-17 Fees Schedule – C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
International Economics and Finance IC001						
Internship WKT77A & ECN 900	850.00 (650.00)			6	3	Fee aligned with the Industrial Internship fee
Journalism JO001/JN001						
All graduate & undergraduate students						
- Grad account codes	150.00	150.00		2/3/4/6	3	
- UG account codes	150.00	150.00		2/3/4/6	3	
Undergraduate students taking summer magazine option	150.00		150.00	2/3/4/6	3	
Mechanical Engineering ME001						
Internship WKT88A	850.00 (650.00)			6	3	Industrial Internship fees to be increased over 3 years to \$1,250
Medical Physics - co-operative education PH001	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Midwifery MW001/MW002						
MWF250		30.00		4	2	
Nursing NU001 - NU009						
NU001	11.00	11.00		2	3	
NU004	11.00	11.00		2	3	
NU005	11.00	11.00		2	3	
NU006	11.00	11.00		2	3	
NU008	7.75	7.75		4	3	
Nutrition FN001						
FND100		40.00		2/3	4	
FNS200	40.00			2/3	4	
FND401		15.00		2/3		
FN001 years 1 and 2	10.00	20.00		2/3	4	
FN001 years 3 and 4	15.00	15.00		2/3	4	
PM Diploma Dietetics (Graduate program)	800.00	1,100.00	1,100.00	6	4	
PROGRAM NC001						
MHSc in Nutrition Communications NC8301/NC8302						
Practicum placement option (charged in 3rd and 4th semester of study)	1,550.00		1,550.00	6	4	
Occupational and Public Health OC001/OC002/OC003						
ENH733	42.75			2	4	
OHS823		200.00		1	4	
ENH324	15.00			1	4	
EHN424		15.00		1	4	
Public Health and Safety co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500
Occupational Health and Safety co-operative Education	2,959.00(2,417.00)			5	3	2016-17 is the second year of a 3 year phase in to bring fee to \$3,500

2016-17 Fees Schedule – C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2016-17 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Radio and Television RT001/RT002						
RT001 and RT002 - all years	125.00			2/3/4/6	4	
BDC904 - Room & Board - RTA in LA program			1,500.00			
RTA School of Media RT003						
Undergraduate students - Media Students now included in the RTA School of Media are charged the RTA School of Media fee of \$160	160.00			1/2/3/6	4	
Graduate Studies - Media Production MD001						
Media Production (M.A.)	25.00			4	4	
Retail Management RL001						
Field Trips - all years	10.00	10.00		1	4	
Social Work SW001						
SWP132 (was SWP 130)	10.00			2/6	4	
SWP335	10.00			2/6	4	
SWP31A	10.00			2/6	4	
SWP50A	10.00			2/6	4	
Sports Media Program RT004						
All undergraduate students	160.00			1/2/3/6	4	
Theatre School TH001/TH002/TH003						
Material fee (all students)	24.00			2	4	
THP 101 Production 1	185.00 (75.00)			2/3/4	4	More extensive external "fall arrest" training now required per new standards from Ministry of Labour
THP 201 Production 2	50.00			2/3/4	4	
THP 315 Corsetry		100.00		2/3	3	
THP 325 Ward 3		50.00		2/3	3	
THP 328 Carps 3		50.00		2/3	3	
THP 333 Accessories		20.00		2/3	3	
THP 422 Paint	50.00			2/3	3	
THP 538 Props	50.00(25.00)			2/3	3	Additional materials required, now being purchased by students, will be more economically bulk purchased by the department
THP 612 Dye		50.00		2/3	3	
THP 648 Welding		75.00		2/3	3	
Urban and Regional Planning UP001/UP002/UP003						
PLG531,532,533 (Field Research Project I, II, III.)	700.00 (600.00)			1	5	Fund escalating costs including drop in the CDN \$ for US field trips
PLG734,735,736 (Advanced Field Research IV,V,VI.)	700.00 (600.00)			1	5	Fund escalating costs including drop in the CDN \$ for US field trips
PLG731,732,733 (Advanced Field Research Project I, II, III.)	700.00 (600.00)			1	5	Fund escalating costs including drop in the CDN \$ for US field trips

2016-17 Fees Schedule – D. Service Fees

	2015-16 Rate	2016-17 Proposed Rate
Test of English Proficiency (RTEP)	\$ 125	\$ 125
Challenge Credits	\$ 175	\$ 175
Letter of Permission	\$ 40	\$ 40
Late Fees (per month)	1.25%	1.25%
Max Tuition Deposit undergraduate	\$ 600	\$ 600
Max Tuition Deposit graduate*	\$500/\$1000	\$500/\$1000
Tuition deposit - non refundable portion (cancellation fee) - undergraduate **	\$ 400	\$ 400
Tuition deposit - non refundable portion (cancellation fee) - graduate*	\$ 500	\$ 500
Transcript	\$ 15	\$ 15
Replacement / management of Graduation Document	\$ 70	\$ 70
ID Card - initial issuance for CE	\$ 20	\$ 20
ID Card Replacement	\$ 35	\$ 35
NSF Cheque/Credit Card Rejections	\$ 50	\$ 50
Unreturned convocation gowns/hoods	\$ 200	\$ 200
Addition to Registration Record	\$ 100	\$ 100
Late Request for Graduation Audit	\$ 30	\$ 30
Redeemable Failure Examination (supplemental exam)	\$ 50	\$ 50
Grad Studies Application Fee	\$ 110	\$ 110
Grad Studies Application Fee - MBA	\$ 150	\$ 150
Convocation Cost Recovery	\$ 50	\$ 50
Late Application to Graduate	\$ 50	\$ 50
Late Application for Transfer Credit	\$ 50	\$ 50
FCAD Portfolio Assessment Fee	\$ 50	\$ 50
Architectural Science Portfolio Assessment Fee	\$ 50	\$ 50
Evaluation/Application Fee: (domestic and international)	\$ 85	\$ 85
Ryerson Application Fee (current students changing programs)	\$ 85	\$ 85
Other Special Letters (to employers, etc.) ***	Various	Various
<p>* The graduate deposit fee is \$500 for all students except the MBA program (\$1,000) & Computer Networks (\$1,000). Deposit fee for PT graduate students is \$250. MTCU policy allows the greater of \$500, or 10% of the fee and the non refundable portion for graduate students is \$500.</p> <p>** Ministry approved maximum non-refundable deposit for new and returning undergraduate students is \$500</p> <p>*** Cost recovery for other special letters (except graduation eligibility letters for which recoveries were eliminated by MTCU policies).</p>		

2016-17 Fees Schedule –

E. Student Residence Fees and Food Plans

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

Pitman Hall, International Living Learning Centre (ILLC) and O'Keefe House

8 Month Term													
Room Type	Program		Residence Student Governance*		Laundry	ResNet**	Rent		Food Plan (choice of)		Food Admin	Total 2016-17	
	Fee \$	% Increase over 15-16	Fee \$	% Increase over 15-16	Fee \$	Fee \$	Fee \$	% Increase (Decrease) over 15-16	Fee \$	% Increase over 15-16	Fee \$	Fee \$	
Pitman Hall Single	\$45.42	3%	\$59.64	3%	\$50.00	\$416.00	\$7,670.00	3.0%	\$3,504.27	3.0%	\$30.00	\$11,775.33	
									\$3,816.21	3.0%	\$30.00	\$12,087.27	
									\$4,225.80	3.0%	\$30.00	\$12,496.86	
Semi-private	\$45.42	3%	\$59.64	3%	\$50.00	\$416.00	\$8,129.00	3.0%	\$3,504.27	3.0%	\$30.00	\$12,234.33	
									\$3,816.21	3.0%	\$30.00	\$12,546.27	
									\$4,225.80	3.0%	\$30.00	\$12,955.86	
Double	\$45.42	3%	\$59.64	3%	\$50.00	\$416.00	\$6,135.00	3.0%	\$3,504.27	3.0%	\$30.00	\$10,240.33	
									\$3,816.21	3.0%	\$30.00	\$10,552.27	
									\$4,225.80	3.0%	\$30.00	\$10,961.86	
Suite	\$45.42	3%	\$59.64	3%	\$50.00	\$416.00	\$8,500.00	3.0%	\$2,684.67	3.0%	\$30.00	\$11,785.73	
ILLC Single	\$45.42	3%	\$59.64	3%	\$50.00	\$316.00	\$9,437.00	3.0%	\$3,504.27	3.0%	\$30.00	\$13,442.33	
									\$3,816.21	3.0%	\$30.00	\$13,754.27	
									\$4,225.80	3.0%	\$30.00	\$14,163.86	
ILLC Double	\$45.42	3%	\$59.64	3%	\$50.00	\$316.00	\$6,953.00	3.0%	\$3,504.27	3.0%	\$30.00	\$10,958.33	
									\$3,816.21	3.0%	\$30.00	\$11,270.27	
									\$4,225.80	3.0%	\$30.00	\$11,679.86	
O'Keefe House Single	\$45.42	3%	\$59.64	3%	\$50.00	\$316.00	\$6,277.00	5.0%				\$6,748.06	
												\$5,818.06	
												\$5,617.06	

Pitman Hall ***

11 Month Term													
Pitman Hall Single	\$45.42	3%	\$59.64	3%	\$50.00	\$572.00	\$9,770.00	-4.6%	\$ 3,504.27	3.0%	\$ 30.00	\$14,031.33	
									\$ 3,816.21	3.0%	\$ 30.00	\$14,343.27	
									\$ 4,225.80	3.0%	\$ 30.00	\$14,752.86	

* Governance fee is allocated to the Residence Council.

** Combined network and telephone fee reflecting the upgrade in high - speed wireless internet access in each room. To be implemented in Pitman Hall for 16-17, followed by ILLC in 17-18.

*** Pitman Single Rent with 12 additional weeks. Reduced fee reflects a reduction of rents for the summer months, when fewer resources and programs are available for students.

DRAFT RESOLUTION

RE: 2016-17 Student Fees

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2016-17 Tuition Fees (Domestic, International and Continuing Education); Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Food Plans be approved as presented.

April 28, 2016

DRAFT RESOLUTION

RE: 2016-17 Budget

BE IT AND IT IS HEREBY RESOLVED:

THAT, the 2016-17 Budget be approved as presented.

April 28, 2016



BOARD OF GOVERNORS MEETING

April 28, 2016

AGENDA ITEM: Funded projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) January 1, 2016

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information

SUMMARY: Willis Towers Watson (WTW) conducts a valuation of the plan each year with preliminary results presented at the June ERPC meeting. In order to conduct the valuation, the underlying assumptions must be reviewed and modified where necessary.

For the January 1, 2016 valuation, WTW is recommending that the inflation assumption be decreased from 2.25% to 2% and also a change to the commuted value basis (both the discount rate and the mortality table). Changing the inflation assumption will also result in changes to the nominal discount rate, salary increase rate, escalation of Income Tax Act maximums, the YMPE increase and pre-post-retirement increase assumptions because they all have an inflation component. The net impact of these assumption changes is a \$6.3m increase to liabilities.

Based on the preliminary analyses, with the recommended changes in assumptions, the Ryerson Retirement Pension Plan will be in a small surplus position of \$8m as at January 1, 2016. This preliminary funded status does not yet reflect adjustments for membership data.

The preliminary valuation results, including adjustments for membership data, will be available at the June ERPC meeting. If the results are positive, the recommendation will be made to file the valuation report with the regulatory authorities at that time, in which case the next required report filing would be January 1, 2019.

The actuary also projects the funded status of the plan over the next three years. Page 16 of the attached presentation illustrates the funded status of the plan from 2017 to 2019. On a

“Best Estimate” basis, all indications are that the Plan will be in a surplus position in each of these years.

There may, however, be increased pressure over this 3 year period to reduce the discount rate based on changes in the market outlook, primarily long bond rates. If the discount rate were reduced by .25% the projected results can be seen on page 18. With a lower discount rate, the plan would be in a deficit on a Best Estimate basis.

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for approval in September. The primary purpose of the valuation is to determine whether the assets of the plan are sufficient to satisfy the liabilities on both a going concern basis (i.e. the plan continues indefinitely) and on a solvency basis (i.e. the plan is discontinued as of the valuation date).

The second part of the presentation deals with the projected funded status of the plan over a 3 year period. If the funded ratio were to fall below 100%, the plan would be in a deficit. If the plan shows a deficit in a year when the valuation report must be filed, changes must be made to restore the funded ratio to 100%. It should also be noted that if a registered pension plan were to have assets in excess of 125% of its liabilities, it would be deemed to have excess surplus. In that case, the Income Tax Act would not allow the University to make contributions to the plan.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Christina Sass-Kortsak, Assistant Vice President, Human Resources

Date: April 21, 2016

APPROVED BY:

Name: Janice Winton, Vice President, Administration & Finance

Date: April 21, 2016



Proposed Assumption Changes and Funded Status Projections

Ryerson Retirement Pension Plan

Meeting of the Employee Relations and Pension Committee
April 21, 2016
Karen Burnett

Agenda

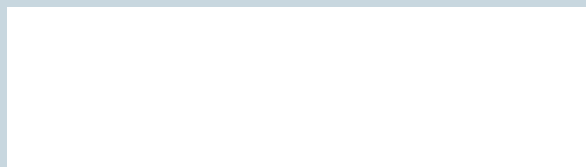
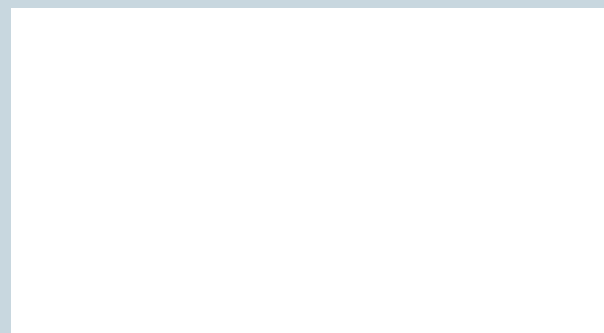
- ERPC Decision Timeline
- Actuarial Assumptions and Methods
- Projection of the Funded Position
- ORPP & Legislative Update

Please note that all figures disclosed herein are estimates only based on January 1, 2015 data and preliminary asset information as at January 1, 2016.

ERPC Decision Timeline

ERPC Meeting	Actions	Decisions and Considerations
April	<ul style="list-style-type: none"> Review recommended assumptions and estimated funded position based on prior year valuation updated for assets and assumptions 	<ul style="list-style-type: none"> Confirm assumptions to be used for purposes of preliminary valuation results
June	<ul style="list-style-type: none"> Review preliminary valuation results including gain and loss analysis Review projections of funded status based on preliminary results and alternative scenarios, if any 	<ul style="list-style-type: none"> Approve assumptions for final valuation Discussions regarding whether to file the valuation
September	<ul style="list-style-type: none"> Review final valuation results and projections 	<ul style="list-style-type: none"> Final decision regarding filing the valuation

Actuarial Assumptions and Methods



Actuarial Assumptions and Methods

- Actuarial assumptions and methods are reviewed annually
- Proposed changes in assumptions for the January 1, 2016 valuation are as follows:
 - update to inflation assumption
 - update to commuted value basis (both discount rates and mortality table)
- All other assumptions and methods remain unchanged from 2015

Inflation rate assumption

- An explicit assumption of 2.25% inflation was used in prior valuation and has been used for a number of years
- Due to changes in market outlook, we recommend an inflation assumption of 2.0% for the January 1, 2016 valuation
- Inflation rate is implicitly reflected in the nominal discount rate, salary increase, escalation of Income Tax Act maximums, YMPE increase and pre/post-retirement increase assumptions
 - Results in a drop of 25 basis points in the above mentioned assumptions

Real Discount Rate

- The nominal discount rate represents the blended expectation of the returns on the asset classes of the long term asset mix
- The real discount rate is the nominal discount rate net of inflation
- WTW has always included a margin for adverse deviation in the real discount rate
 - Margins address uncertainty and help buffer the effect of future losses
 - The distribution of 20 year real returns was obtained from OMERS using OMERS-specific analysis
 - Distribution obtained shows higher expected long term returns as compared to December 2014
 - Ryerson's margin for conservatism has historically been set with reference to a 35th to 40th percentile targeted range
 - Currently at 32nd percentile for the January 1, 2016 valuation

Real Discount Rate (cont'd)

	Distributions of 20-year Real Rates of Return	
Percentiles	2015	2014
25 th	3.74%	3.20%
32 nd	4.25%	3.69%
34 th	4.43%	3.81%
36 th	4.56%	3.95%
38 th	4.72%	4.07%
40 th	4.87%	4.18%
42 nd	4.97%	4.25%
44 th	5.09%	4.40%
46 th	5.22%	4.52%
48 th	5.33%	4.65%
50th (median)	5.45%	4.74%
75 th	7.15%	6.29%

Real Discount Rate (cont'd)

- Willis Towers Watson can professionally sign off on a range of acceptable discount rates
- Keeping the real return discount rate at 4.25% is based on:
 - Recognizing that the margin is more conservative than the targeted percentile range for 2016
 - OMERS maintaining a 4.25% real rate of return assumption for their 2016 pension valuation
- Preliminary recommendation for the January 1, 2016 valuation:

Real discount rate	4.25% p.a.
Price inflation	<u>+ 2.00% p.a.</u>
Nominal discount rate	6.25% p.a.

Commuted Value Assumptions

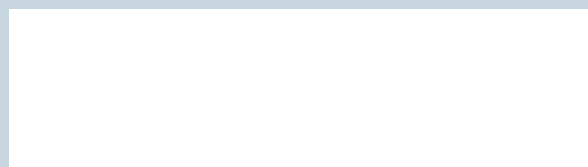
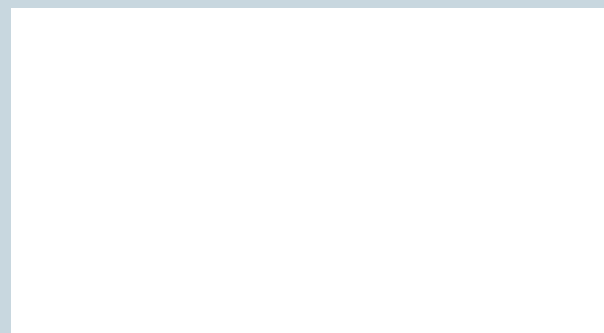
- Consistent with prior years the commuted value basis has been updated to the current CIA basis for determining commuted values
- Latest CIA basis reflects updated mortality assumption of CPM2014 combined mortality table, projected generationally using Scale B

Estimated Impact of Proposed Assumption Changes

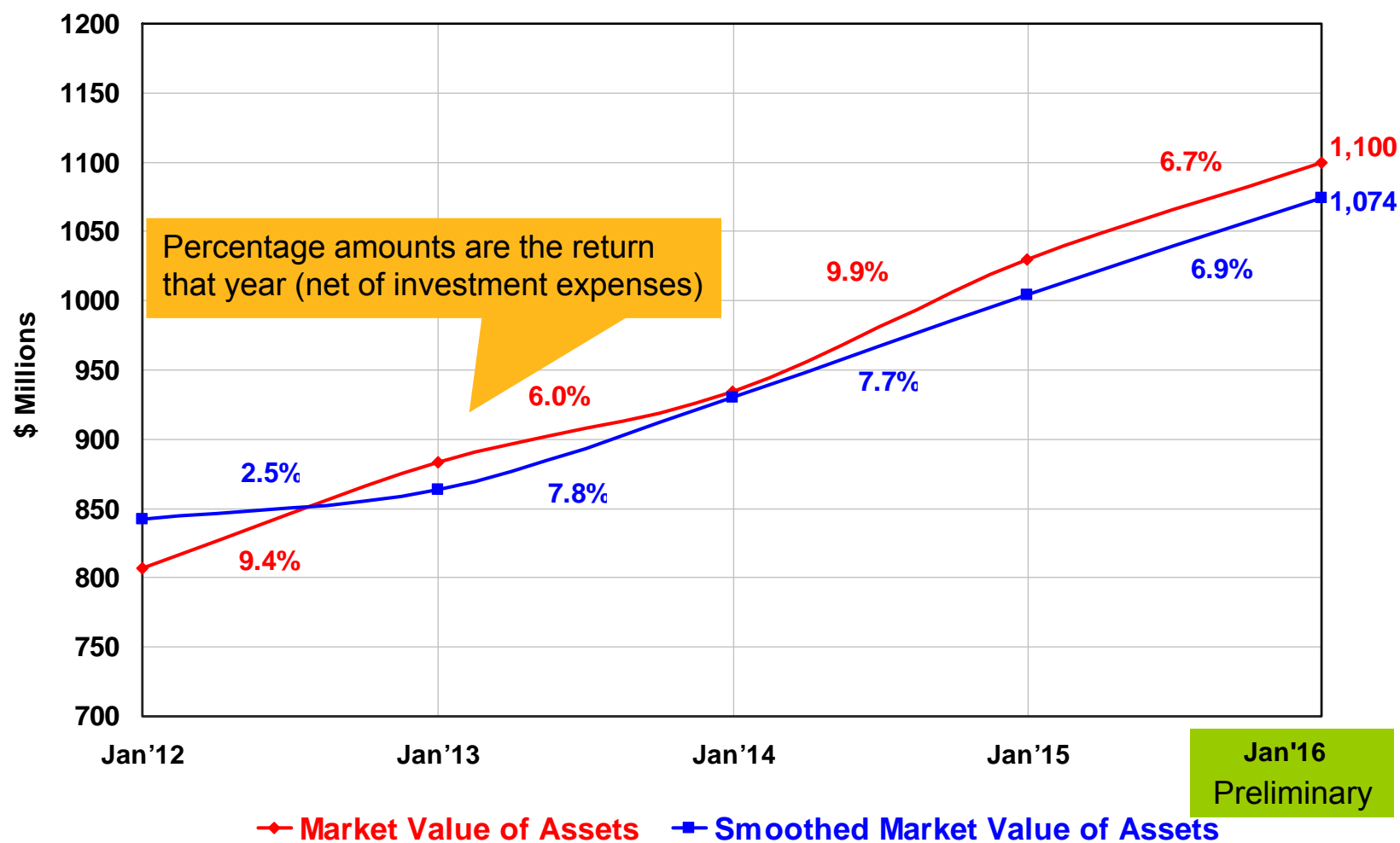
Proposed Assumption	Estimated change in liability
Updated inflation assumption	+\$3.9 million (0.36% of liabilities)
Updated commuted value basis	+\$2.4 million (0.23% of liabilities)
Total estimated impact	+\$6.3 million (0.59% of liabilities)

- Total estimated impact does not include gains and losses due to investment or other demographic experience
- See Appendix for a summary of all proposed assumptions for the January 1, 2016 valuation

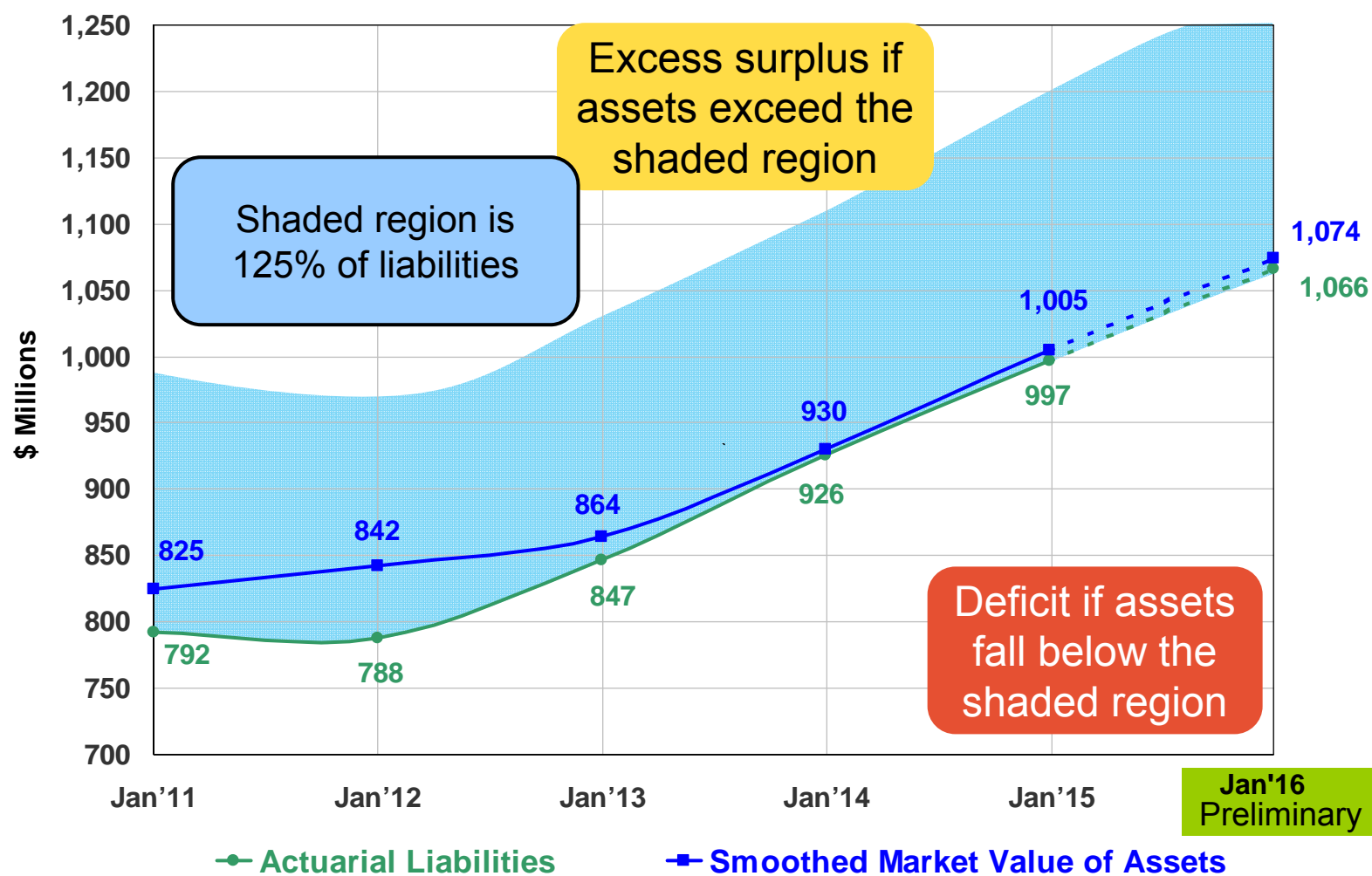
Projection of the Funded Position



Plan Assets - Preliminary



Going Concern Liabilities* and Assets - Preliminary



*includes proposed assumption changes

Projections of the Funded Position

- **Projections from January 2015 member data and January 2016 unaudited asset data**

- Assumptions for projections

Projection experience

- No other experience gains or losses on liabilities (including earnings)
- 2.5% active member population growth every year
- Assets (at market value) achieve gross investment returns as follows

	Gross annual return for the period 2016 to 2019
'Optimistic' estimate*	11%
'Best' estimate*	7%
'Pessimistic' estimate*	3%

* These are 75th, 50th and 25th percentiles of gross nominal returns based on WTW modeling of the OMERS long term asset mix

Projections of the Funded Position (*cont'd*)

- Assumptions for projections (*cont'd*)

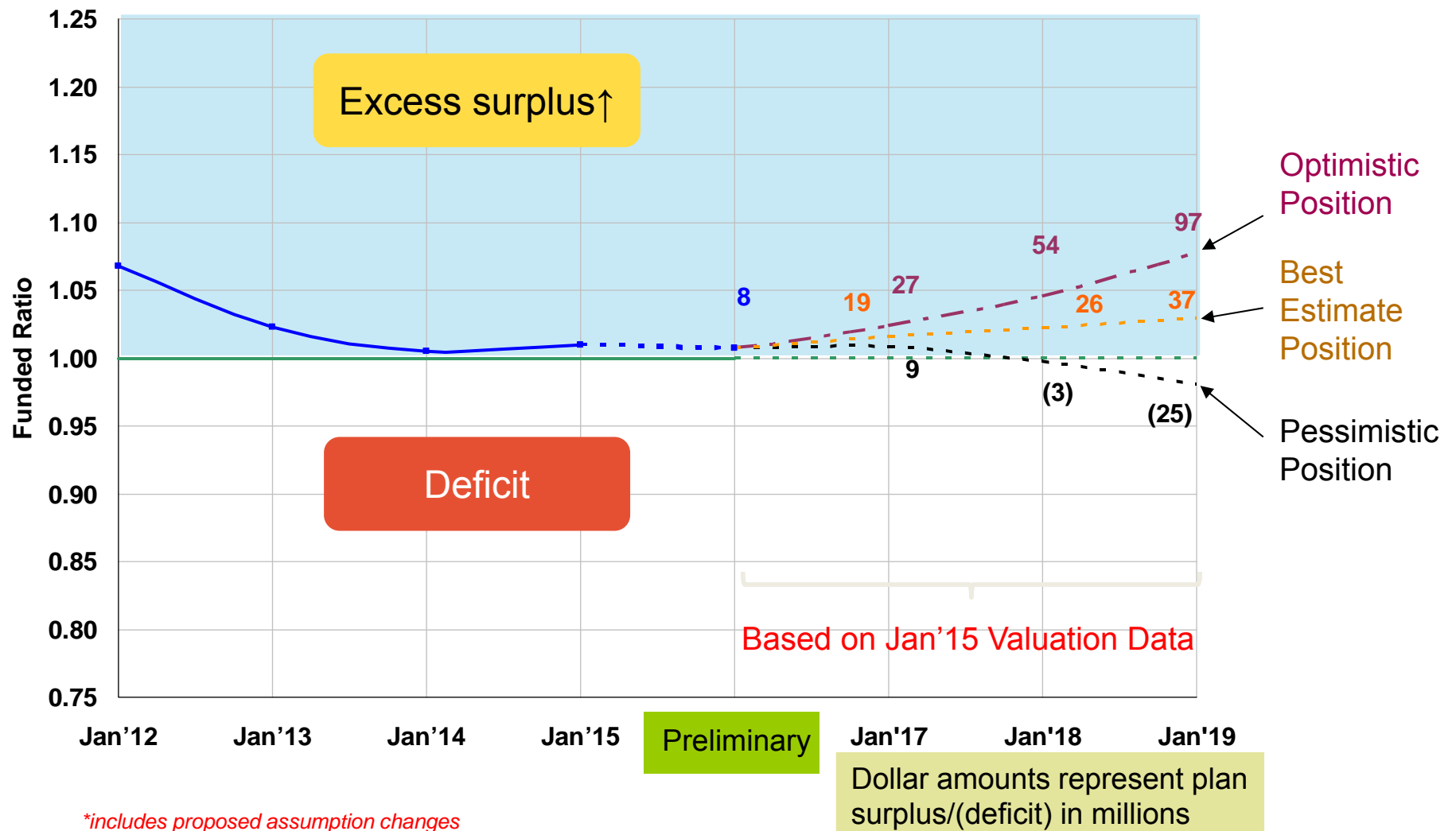
- Valuation assumptions for current and future valuations*

- All assumptions for the January 1, 2016 valuation are as given in this presentation

- Plan assumptions*

- No other changes in plan provisions

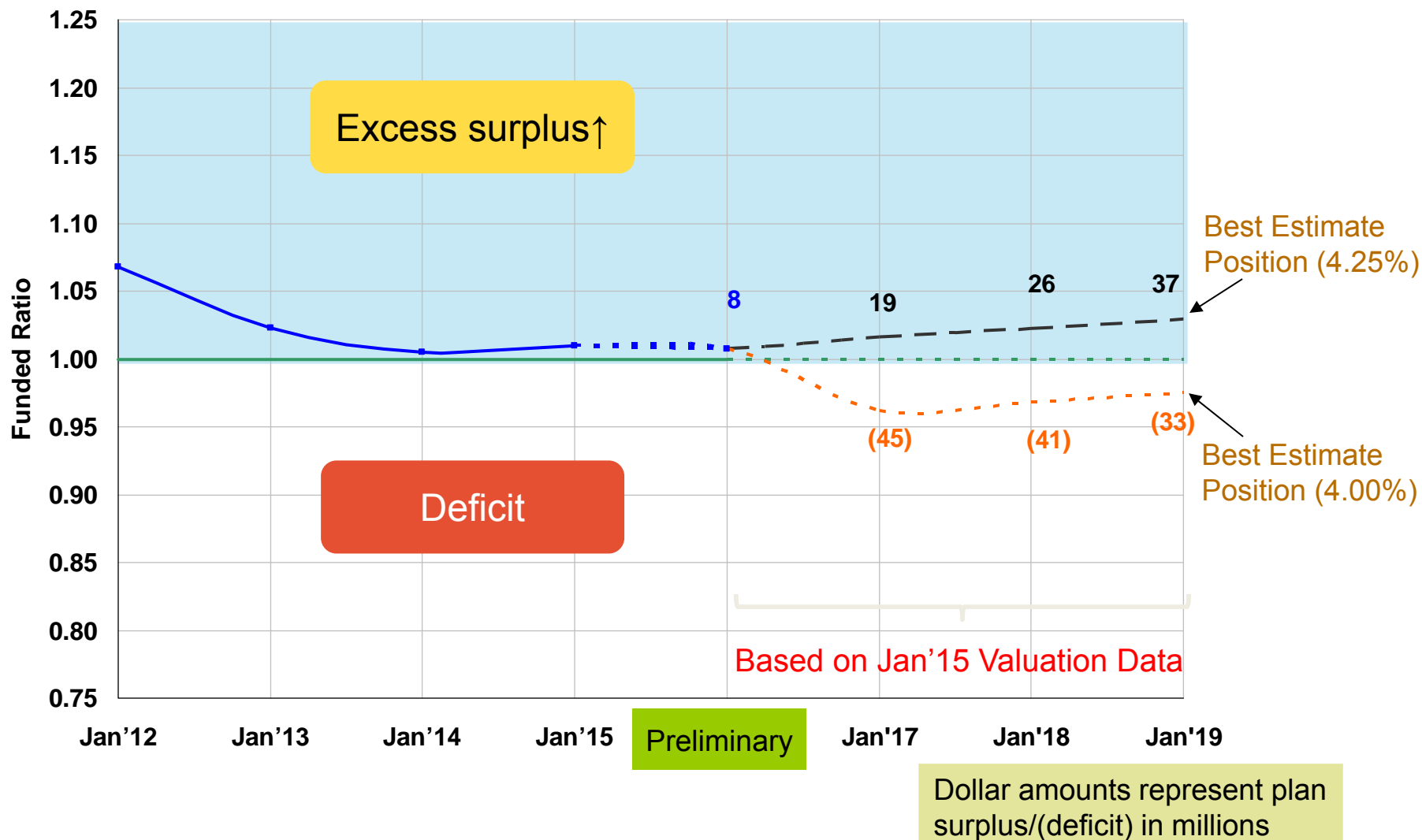
Going Concern Liabilities and Assets – where we're headed



Going Concern Valuation Projections Observations

- RRPP funded position is expected to be in a small surplus at January 2016 despite the change in assumptions
 - The preliminary estimated surplus at January 1, 2016 is small; the actual funded position will only be known after taking demographic and salary experience into account
- Projected funded position expected to remain in a surplus over the near term on both a best case and optimistic scenario assuming **no changes in the actuarial assumptions**
- The impact of a 25 bps reduction in the discount rate is shown in the following updated projection (best estimate scenario only)

Going Concern Liabilities and Assets – Discount Rate Sensitivity Projection

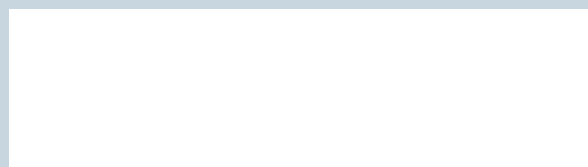
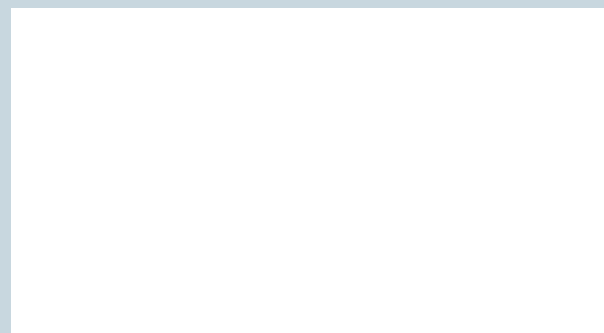


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Going Concern Valuation Projections Observations

- Other possible events with potential impacts:
 - Gains or losses if future salary increases are less or more than assumed
 - Future changes to assumptions to reduce/increase the margins
 - Other changes to plan provisions
- Based on the funded status of the plan as at January 1, 2015, a valuation is not required to be filed until January 1, 2018
 - If the plan is in a surplus on both a going concern and solvency basis as at January 1, 2016, filing the valuation will extend the next filing deadline to January 1, 2019
 - When a report is filed showing a going concern deficit, special funding payments over 15 years would be required

ORPP & Legislative Update



The ORPP

Background

- A mandatory pension plan for Ontarians
 - Intended to address low rates of pension participation and retirement savings
- Every employee not in a “comparable plan” must participate
 - Ryerson Retirement Pension Plan considered “comparable”, however
 - Large groups of Ryerson employees, such as part-time and sessional instructors, continuing education instructors and temporary student workers who do not participate in the plan will be required to join the ORPP
- Phased implementation in ORPP starting January 1, 2018
 - Employees not in Ryerson plan required to participate in ORPP starting January 1, 2020 (final phase of implementation)
- Employees and employers each contribute 1.9% of earnings in excess of \$3,500 (not-indexed) to a maximum of \$90,000 (indexed)
- Targeted to provide an indexed pension replacing 15% of earnings up to \$90,000 (over a 40 year career)
 - Includes survivor and pre-retirement death benefits
- Mirrors many features of the CPP but registered as a Multi-Employer Pension Plan for tax purposes

The ORPP

Where we are today

- With the change in Federal government, there was speculation that the ORPP would be:
 - Replaced with an expanded CPP; or
 - Delayed while talks continued, to achieve national consensus
- Factors affecting likelihood of an expanded CPP replacing ORPP:
 - Provincial agreement is required
 - Timing constraints
 - Level of CPP expansion
- January 2016, the Ontario has finalized the proposed design elements of the Ontario Retirement Pension Plan (ORPP) and released details including:
 - **Employer Opt-in:** Employers with existing comparable pension plans can elect to join the ORPP starting in 2020
 - **Waiting Periods:** If a pension plan has a waiting period before an employee can join the plan, ORPP participation will be required during the waiting period
 - **Covered Periods of employment:** Plans with service caps will be assessed on a case-by-case basis
- February 2016, the Ontario and federal governments announced an agreement to develop options for CPP enhancements by the end of May 2016 for the June finance ministers meeting

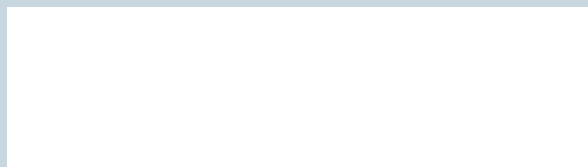
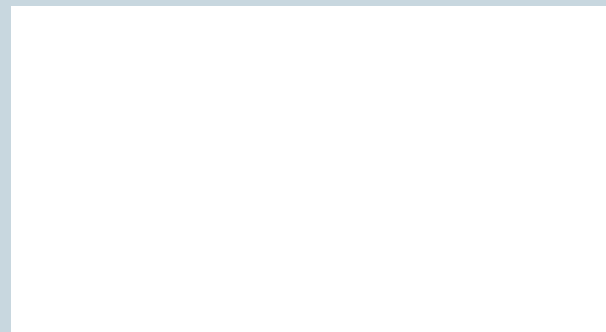
Legislative Update

Budget: Solvency Funding

Ontario 2016 Budget (February 25, 2016) Announcements

- Review of the solvency funding regime, first announced in the 2015 Fall Economic Update, will proceed
- Extension of temporary solvency funding relief measures for sponsors of single employer DB plans in the private sector
- Solvency funding reform will focus on plan sustainability, affordability and benefit security
- Stakeholder reference group being established
- Consultation paper will be released in the spring
- Ontario has signaled its commitment to maintain the PBGF

Appendix



Summary of Key Assumptions

Long Term Economic Assumptions

	January 1, 2015 (Filed)	Consider for January 1, 2016
A) Inflation rate	2.25%	2.00%
B) Real discount rate for actuarial liabilities	4.25%	4.25%
C) Nominal discount rate for actuarial liabilities (A+B)	6.50%	6.25%
D) YMPE/ITA increases	Inflation + 0.75%	Inflation + 0.75%
E) Salary increases	Inflation + 1.5%	Inflation + 1.5%
F) Pre/post-retirement indexation	2.25%	2.00%

Summary of Key Assumptions (cont'd)

Long Term Demographic Assumptions

	January 1, 2015 (Filed)	Consider for January 1, 2016
G) Future commuted value basis	Current CIA basis for calculating CVs Disc rate: 1.3% 1st 10 yrs then 1.6% Mortality: UP94@2014G	Same methodology Disc rate: 1.2% 1st 10 yrs then 1.7% Mortality: CPM2014@2015G
H) Retirement for active members	5% at each age before earliest unreduced retirement age (EURA), 20% at EURA, 10% at each age after EURA, 100% at age 65	Same
I) Mortality	CPM2014 Public Table with generational mortality improvement and pension size adjustment	Same
J) Withdrawal (termination)	Age- and gender-specific rates	Same

WTW considers all of the above assumptions to be best estimates

Summary of Actuarial Methods

Methods

	January 1, 2015 (Filed)	Consider for January 1, 2016
K) Actuarial cost method	Modified aggregate method	Same
L) Asset valuation method	Average market value method (5-point average)	Same
M) Marriage Percentage at Retirement	75%	Same
N) Non-investment expense	3% of future contributions	Same



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

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Thursday, March 31, 2016 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Lachemi, L. Amleh, J. Austin, C-A Bissonnette, M. Frazer, C. Hilkenne, J. Machado, C. McGee, A. Saloojee, A. Snobar, P. Sugiman, R. Traill (by teleconference), H. Van Dyk

Others in Attendance: J. Cockwell, Honorary Board Member

Regrets: M. Al Zaibak, L. Bloomberg, M. Maheux (Vice Chair), D. Sookram

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
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
I. Joseph, Executive Director, Athletics
A. Stuart, Knightsbridge

S. Sykes, Knightsbridge

P. Tatham, Men's Basketball Head Coach

C. Clarke, Women's Basketball Head Coach

K. Pinque-Gilles, athlete and student

1. IN-CAMERA DISCUSSION (Board Members Only)

1.1. Executive Appointment

It was duly moved, seconded and carried;

BE IT AND IT IS HEREBY RESOLVED:

THAT Mohamed Lachemi be appointed President of Ryerson University effective April 4, 2016; and

THAT the Chair and Vice-Chair of the Board in consultation with the Audit Committee are hereby authorized to negotiate and to conclude a contract with Dr. Lachemi for a term of five years.

2. IN-CAMERA DISCUSSION (Executive Group Invited)

3. END OF IN-CAMERA SESSION

4. INTRODUCTION

4.1. Chair's Remarks

J. Fukakusa welcomed members of the Ryerson community to the March Board meeting and particularly Honorary Board member Jack Cockwell and past Board member and member of the Presidential Search Committee Phyllis Yaffe.

The Chair reported that the June Board Meeting had been rescheduled from Thursday, June 30 to Thursday, March 23, 2016.

4.2. Approval of the Agenda

Agenda was approved as presented

5. REPORT FROM THE PRESIDENT

The President reported that faculty member Ratna Omidvar and Honorary Doctorate recipients Frances Lankin and Justice Murray Sinclair were appointed to the Senate of Canada.

The President spoke of the new Federal budget which has provided funding for post-secondary institutions. The University is now working on its submissions for funding.

The President spoke of the upcoming May 25 Honorary doctorate gala dinner

The President asked I. Joseph to introduce members of the Ryerson Rams Mens' and Womens' basketball teams and their success in the Canadian Interuniversity Sports (CIS) championships. I. Joseph spoke of the power and importance of student engagement and C. McGee spoke to the support of the President and the Provost's office in providing thirty students the opportunity to travel and support the Rams. I. Joseph introduced and recognized the leadership of basketball coaching staff; Patrick Tatham, CIS Coach of the Year, and Womens' Basketball head coach Carly Clarke. He also introduced CIS player of the year Kenica Pinque-Gilles to the Board.

6. REPORT FROM THE SECRETARY

6.1. Board 2016 Election Report

J. Shin Doi reported that Board elections had been held from February 29 to March 3, 2016. New student Board members Victoria Morton, Cassandra Myers, and Mariam Nouser; faculty member Chris McDonald and staff member, Gowry Sivapathasundaram would all begin their terms on September 1, 2016. J. Shin Doi noted that alumni Catherin Paisley and Jesse Kertes will be running in the alumni elections scheduled for June 13 to June 24, 2016. Julia acknowledged the presence of Victoria Morton in the audience.

J. Shin Doi reported that a referendum was conducted from March 14 to 17 to approve the creation of a fee to fund the operation of the Ryerson Architectural Science Society. The Arc.Soc referendum passed with a 24% participation rate.

J. Shi Doi thanked the members of the Board Secretariat for their work on the elections and the referendum.

7. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

8. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

8.1. Budget 2016-17 Part Two Fees Context

M. Frazer reported that the Finance Committee met on Thursday, March 24, 2016 and at that meeting the President and the Deputy Provost and Vice Provost University Planning provided contextual information for the budget decision that will be made in April; specifically government regulations and their impact on tuition fees. At the same meeting Fiera Capital presented an overview of Ryerson's endowment fund investments. J. Winton and B. Raymond, a partner at DTAH, presented information on the Public Realm Plan and the Finance Committee

recommended the approval of the Public Realm Plan and the funding for projects “B and C” of Phase One of the plan.

8.2. Campus Public Realm Plan

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.

9. CONSENT AGENDA

9.1. Approval of the January 26, 2016 Minutes

The minutes were approved as presented.

9.2. Fiera Capital Report December 31, 2015

10. FOR INFORMATION

11. TERMINATION

RYERSON ACHIEVEMENT REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the April 2016 meeting of the Ryerson Board of Governors.

In the media

Academica.ca reported on the appointment of **Mohamed Lachemi** as President and Vice Chancellor of Ryerson. Similar items appeared in the National Post bit.ly/1PQoHVF, Vancouver Sun, Torontoist, Globe Advisor, Canadian Business Journal bit.ly/1VpBnJX, Global Newsweek bit.ly/1M9vCi2, Toronto Star, Metro News, Ottawa Citizen, and Globe and Mail.

Inside Higher Ed reported on the appointment of **Wendy Cukier** as President and Vice Chancellor of Brock University bit.ly/1YVf4fF.

The appointment of **Ratna Omidvar**, executive director of the Global Diversity Exchange, to the Canadian Senate, was covered by CBC Radio One's Metro Morning bit.ly/1UKK55g, CBC News bit.ly/1pDK5sl, the Globe and Mail bit.ly/1pQaDXB, Metro News, CTV News Channel, CTV National News, CTV's Power Play, Global National News, CBC News Network, CBC Radio's Here & Now, CP24 News, Huffington Post, MSN News, CBC.ca, and TVO.org.

The National Post mentioned that **Julia Shin Doi**, general counsel and secretary of the Board of Governors, won the Canadian Corporate Counsel Association's R.V.A. Jones Award bit.ly/1oBCOYS.

CBC News quoted **Avner Levin**, director, Privacy and Cyber Crime Institute, in a piece on privacy concerns bit.ly/1WbZaOh.

George Kapelos, Architectural Science, spoke to the Atlantic about the design competition for Toronto's City Hall in 1958, which received 500 submissions from around the globe bit.ly/1SslXT0.

EurekAlert! featured research by **Lesley Campbell**, Chemistry and Biology, on the topic of detecting the escape of crop genomes into the wild bit.ly/25KIAAt9. The item was also picked up by SeedQuest and PhysOrg.

The Globe and Mail featured a mentoring initiative that saw a fourth-year Ryerson student spending a workday with the president of IKEA Canada bit.ly/23gGm2o.

The National Post reported on DMZ-incubated startup #Paid bit.ly/23b91JB.

Radio Canada International spoke with **Stefanie Hixson**, Chemistry and Biology, about her research on the impact on land-based insects of consuming canola genetically modified to produce DHA and EPA bit.ly/25KHE84.

The Globe and Mail published a piece by the three-member TRSM team that won the Real Vision Investment Case Competition bit.ly/1RLduYF.

Mark Bulgutch, Journalism, contributed a piece to the Toronto Star on the difference between following the rules and being good on.thestar.com/1oy7ni7.

Richard Wade, Hospitality and Tourism Management, spoke to CBC.ca about restaurant chain conglomerates and the flat market bit.ly/1qqEuWC. The item also appeared in Yahoo! News.

Myer Siemiatycki, Politics, spoke to CBC.ca about Toronto and Waterloo positioning themselves as the next tech hub bit.ly/1SwqlbL. The item was also picked up by the Huffington Post and MSN News. He was quoted in a Canadian Press article about a possible political heir to Rob Ford, an item carried by the Toronto Sun bit.ly/1RF78Jv, CTV News, and Maclean's. Dr. Siemiatycki and **Daniel Rubenson**, Politics, bit.ly/1WTo3MM spoke to the Globe and Mail about Rob Ford having inspired first-time voters.

Tang Choy, career counsellor, spoke to 24 Hours about LinkedIn bit.ly/1baAVV5.

PrintCAN reported that Ryerson students won the Helmut Kipphan Cup for the third consecutive year bit.ly/1qrDDoI. A similar item appeared in Print Action.

NOW featured the annual Chang School Photography Exhibition bit.ly/1USKKUh.

The Toronto Star featured doctoral student **Rachel Bar**'s research on Parkinson's disease on.thestar.com/1Xa23O1.

Paul Knox, Journalism, appeared on 880AM comparing journalism now and in the past bit.ly/1UFDL0t. The item also aired on AM630.

Lisa Taylor, Journalism, spoke to the Toronto Star in reaction to a police shooting on.thestar.com/23axUSc.

The Toronto Star quoted **Grace-Edward Galabuzi** and **Winnie Ng** on the Black Lives Matter movement on.thestar.com/1RX70eU.

The Toronto Star reported on transit research by **Murtaza Haider**, TRSM, on.thestar.com/1RR2EpD. He also discussed his research on transit infrastructure financing on CBC Radio's Metro Morning <http://bit.ly/1ZNK9IV>.

Cathy Crowe, distinguished visiting practitioner, spoke to the Toronto Star about tracking all deaths of homeless people on.thestar.com/236cp58.

ChartAttack reported on the return of Ryerson radio CJRU bit.ly/1ZQaShw.

Toronto Life featured the Al Rassoul family sponsored by the **Ryerson University Lifeline Syria Challenge** bit.ly/1PHrd0g.

Sean Wise, TRSM, spoke to the Globe and Mail about filmmakers finding creative ways to raise money in a tough funding climate bit.ly/1RPwTNC.

Entrepreneur referenced sleep research by **Colleen Carney** entm.ag/1SwYa4o.

Global News spoke to **Gabor Forgacs**, Hospitality and Tourism Management, in a segment about Uber and City Hall bit.ly/1RqpTEQ.

MagWorld spoke to **Anatoliy Gruzd**, TRSM, about his data visualization tool Netlytic bit.ly/1MB0nwh.

Inside Toronto featured three Ryerson students who were awarded Student Experience Awards for helping improve the lives of others bit.ly/1pK9XIZ.

CBC News reported on the candlelight vigil organized by Ryerson to respect those killed in Lahore, Pakistan.

Global's The Morning Show Story reported on a Ryerson panel discussion on women and discrimination moderated by Councillor Kristen Wong-Tam.

Broadcaster Magazine spoke to **Charles Falzon**, Dean, Communication & Design, about the Allan Slaight Radio Institute bit.ly/1URUHk9.

Chris Bentley, executive director of Ryerson's Law Practice Program, contributed a piece to LEXPERT Magazine about book smarts bit.ly/1Tgd0hR.

Marie Bountrogianni, dean of the Chang School, contributed a piece to Metro Online about continuing education bridging skills gaps bit.ly/1MxfAhZ.

Chris MacDonald, TRSM, spoke to Canadian Business, about Valeant and its board of directors bit.ly/1pKmWop. The item was also carried by MSN News and Advisor.ca.

Farrah Khan, coordinator of sexual violence education and support, spoke to FLARE Magazine about the verdict in the Jian Ghomeshi trial bit.ly/1UygrSH. Related items included BBC Magazine, Global News, CTV News, CityTV News, the Guardian, Toronto Star, and Torontoist. She also appeared on CBC Radio discussing the impact of the verdict.

Graphic Arts Magazine reported on Ryerson's annual Graphic Communications Management job fair bit.ly/1pGBipp.

Distinguished visiting professor **Diane Francis** contributed a piece to the National Post about Apple putting itself above the law bit.ly/1RwsmKw. She also published a blog in the Guardian on the topic of the need to mend fences between Canada and the U.S. bit.ly/1UhvJco.

Jonathan Farrar, TRSM, spoke to CBC News about tax software bit.ly/1VPS41V.

A CTV W5 piece titled 'Hani's Journey' featured the story of Hani, a legally blind Syrian refugee and photographer who has documented his family's flight to Canada. The segment mentioned that he has been accepted to Ryerson with a scholarship, bit.ly/1pF7md6.

Usha George, Dean, Community Services, was quoted in a Charlatan piece on the possible reform of the permanent residency process for students bit.ly/1q3PpW4.

CP24 reported on a student-created new web series exploring the journey of two friends afraid of coming out in school.

Electrical Industry Canada reported on federal funding for a team led by **Bala Venkatesh**, Centre for Urban Energy bit.ly/1UMp7D0.

Ron Vogel, Politics, spoke to Maclean's about Rob Ford's success bit.ly/1WHTeLa.

Medical News Today featured research by **Martin Antony**, Psychology, on blending therapies to treat severe anxieties bit.ly/1q1VCBW. Similar items appeared in EurekAlert!, UMass News, MedicalXpress, and Health Medicine Network.

Mark Patterson, executive director of Magnet, spoke to Ming Pao Daily about helping new immigrants secure jobs bit.ly/22EZnv3.

Financial Post reported on the DMZ session on the sharing economy and startup Rover bit.ly/1VDT60L.

Tech Vibes reported on the startup built through SAGE Canada, an organization led by Ryerson students, to build water wells bit.ly/1U8kfJG.

Murray Pomerance, Sociology, spoke to CityNews regarding media coverage of Rob Ford.

Le Telejournal Ontario spoke with **Patrice Dutil**, Politics, about Rob Ford's legacy.

The Toronto Star featured alumnus **Maayan Ziv** and the DMZ-incubated AccessNow on.thestar.com/1UxoVbW.

The Toronto Star reported on 3D printing and robotics at Ryerson on.thestar.com/1RdLkoZ.

CBC.ca featured the "In the Air Tonight" installation to raise awareness of homelessness bit.ly/1LAPRoN. Similar coverage appeared on CTV News.

Ramona Pringle, RTA, spoke to CBC's Ottawa Morning about Apple and data protection.

Metro News reported on a march organized by Ryerson's Office of Sexual Violence Support and Education, quoting **Farrah Khan**, coordinator bit.ly/1LuDwCx. The item was also picked up by MSN News.

Hayden King spoke to VICE about the Prime Minister backing pipelines or Aboriginal rights bit.ly/1R1I3MP.

CBC News spoke with **Pamela Palmater** about First Nation students in universities bit.ly/22oGOhX.

The Canadian Press reported on Ryerson's **Keneca Pingue-Giles** being named CIS women's basketball player of the year: "the first Ryerson female athlete to be selected as CIS MVP." The item was carried in the Toronto Star on.thestar.com/1SVmqYy, Metro News, and SportsNet.

CP24 reported on a Ryerson symposium on public-private partnerships bit.ly/1S60wXK.

The Huffington Post mentioned Ryerson's bridging programs in an article about newcomers entering the workforce huff.to/1R5sYX6.

Yonge Street Media reported on the award-winning TIFF digiPlaySpace and Ryerson's role in the initiative bit.ly/1Lsv7PV.

The Globe and Mail reported on energy-efficiency building techniques developed by Ryerson bit.ly/1pNyHdB.

Finextra Research reported on the launch of the Ryerson Tangerine Thinkubator bit.ly/1ptFPvG. Similar coverage appeared in Business Insider and IBS Intelligence.

TechVibes reported on the DMZ's Panel from the Margins to celebrate International Women's Day bit.ly/1nLJFhS.

CBC Radio's Metro Morning spoke with **Tim Rose** of Ryerson's Magnet about matching job-seekers with disabilities to employers bit.ly/1UyPsEz. He also appeared on CBC News bit.ly/22jSAKw and CTV News bit.ly/1VPRHo0. He was quoted, with **Mark Patterson**, in a piece by Toronto Star columnist Carol Goar on the topic of disability and prejudice.

Radio Canada International featured research by postdoctoral fellow **Xi Huo** and a mathematical model to help in disease outbreaks bit.ly/1RiL91c.

Business Matters UK reported on the Next Big Idea Contest, quoting **Abdullah Snobar**, executive director, DMZ bit.ly/1V90ktz. Similar coverage appeared in Tech Vibes, Birmingham Press, and Business Desk. He was also quoted in a Toronto Sun piece featuring the DMZ bit.ly/1S6X4cU.

Harald Bauder was quoted in a Sputnik International piece on the refugee policy in Germany <http://sptnkne.ws/aQDH>.

Metro News quoted **David Amborski**, director of the Centre for Urban Research and Land Development, in an article on new affordable housing law in Ontario bit.ly/251KpS8.

Cherise Burda, executive director, City Building Institute, spoke to the Toronto Star about Mayor John Tory's take on the Scarborough subway on.thestar.com/1UvllaA. The item also appeared in Metro and MSN News.

National Magazine reported that Ryerson's Legal Innovation Zone published a final report on their family law dispute resolution community collaboration project bit.ly/1QUhGHB.

The Globe and Mail profiled interim men's basketball head coach **Patrick Tatham** bit.ly/1pLa29y. He spoke to the Toronto Star about the Rams' focus on winning their first national men's championship on.thestar.com/1VbXSCC.

The Ottawa Citizen reported on the OUA basketball final and the victorious Rams women's basketball team, quoting coach **Carly Clarke** bit.ly/1P7xT7R. Similar coverage appeared in the Ottawa Sun and Star Phoenix.

CP24 Dayside reported on the Ryerson Rams men's and women's basketball victories at the OUA championships. The Toronto Sun reported on Ryerson capturing its historic first title, the Wilson Cup bit.ly/1pFP77G.

The Canadian Press reported on the Rams men's basketball team and the CIS championship tournament, an item picked up by the Calgary Herald bit.ly/1P80KZy, Winnipeg Free Press, Yahoo! Sports, Sportsnet and CFJC Today.

Chris MacDonald and **Hasko von Kriegstein** contributed a piece to Canadian Business on the topic of ethics and corporate boards bit.ly/1XpTHl3.

Prepared by Marketing and Communications