



BOARD OF GOVERNORS
Thursday, March 30, 2017
 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)		
12:20	2.	IN-CAMERA DISCUSSION (Executive Group Invited)		
		END OF IN-CAMERA SESSION		
12:40	3.	INTRODUCTION		
	3.1	Chair's Remarks	Janice Fukakusa	Information
	3.2	Approval of the March 30, 2017 Agenda	Janice Fukakusa	Approval
12:45	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
12:55	5.	REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Chris Evans	Information
1:05	6.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	6.1	2017 Board Election Report	Julia Shin Doi	Information
	7.	DISCUSSION		
1:15	7.1	REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE	Mitch Frazer	Information
1:20	7.2	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	Information
	7.2.1	Budget 2017-18: Part Two - Fees Context	Mohamed Lachemi Chris Evans Paul Stenton	Information

Joanne McKee

1:30	8.	REPORT FROM THE INTERIM VICE PRESIDENT RESEARCH AND INNOVATION	Usha George	Information
	9.	CONSENT AGENDA		
	9.1	Approval of the January 31, 2017 Minutes		Approval
	9.2	Fiera Capital Report December 31, 2016	Joanne McKee	Information
	10.	FOR INFORMATION		
	10.1	Ryerson Performance Indicators	Paul Stenton	Information
	10.2	Ryerson Communication Report		
	11.	TERMINATION	Janice Fukakusa	
2:00		NEXT MEETING OF THE BOARD – April 27, 2017		

Ryerson University
President's Update to the Board of Governors
March 30, 2017



WELCOME – Michael Benarroch will join Ryerson as provost and vice-president, academic on July 1, 2017. Currently dean of the Asper School of Business at the University of Manitoba, he led the development of a five-year plan focused on excellence, experiential learning, access for aboriginal students, world-class graduate programs and research, international opportunities, and startup development. He brings to Ryerson a record of collaborative leadership, and award-winning teaching, research and community engagement. He earned his PhD in Economics from Carleton University, his master's in Economics from Western University and his BA in Economics from the University of Winnipeg. Michael will receive a tenured appointment in the Department of Economics, Faculty of Arts.

BOARD OF GOVERNORS elections – The results of the Board elections held to date were announced March 10th. Congratulations to Board members representing their constituencies: Catherine Ellis, history, and Lamya Amleh, civil engineering (teaching faculty); Shira Gellman, university advancement (administrative staff); and students Victoria Morton (Media Production, re-elected), Nav Marwah (Business Management), and Neal Muthreja (Business Technology Management). Voting for the alumni Board member takes place from June 19-30th.

RYERSON BENEFACTORS

The Barry Avrich Collection – Renowned film director and producer Barry Avrich has selected the Faculty of Communication and Design as the home for his documentary film archive. The Barry Avrich Collection includes the original masters of films and thousands of hours of interviews and footage, in addition to historical documents, magazines, newspaper clippings and other archival materials. Working with the Ryerson University Library & Archives, the archive will offer students in a range of programs, in particular the Master's program for Film and Photographic Preservation and Collections Management, the opportunity to learn cataloguing and curation, including preparing films for public showing.

The Jarislowsky Chair in Democracy – A generous \$2 million gift from The Jarislowsky Foundation is being matched by Ryerson to endow a Chair in the Faculty of Arts to bring thought leadership and public profile to issues around democracy through teaching, research and knowledge exchange, curriculum development and collaborative initiatives, addressing challenges to democratic structures and engaging diverse communities in the democratic process. The Jarislowsky Foundation, founded by businessman and philanthropist Stephen A. Jarislowsky in 1991, has established 31 chairs in Canada advancing fields including medicine, business, governance, and the arts and humanities.

CONGRATULATIONS

Janice Fukakusa, chair of the Ryerson Board of Governors, has been named a 2017 YWCA (Toronto) Woman of Distinction in the corporate leadership category. The citation recognizes her impact as the first female Chief Administrative Officer and Chief Financial Officer at Royal Bank Canada (RBC), her role mentoring women and championing diversity, and her contributions as a philanthropist and volunteer.

Cindy Blackstock, Executive Director, First Nations Child and Family Caring Society of Canada, and social work professor at McGill University, has received a Law Society of Upper Canada 2016 Human Rights Award, recognizing a career advocating for First Nations children and youth. A member of the Gitksan First Nation, Dr. Blackstock will be receiving a Ryerson honorary doctorate at Spring 2017 Convocation.

Claire Dion-Fletcher (Midwifery '13), has received the inaugural Lewirokwas Cape Award for Midwifery Heroes from the Toronto Birth Centre, a distinction established to recognize midwives both indigenous and non-indigenous who work for equity, justice and inclusion in the province's diverse rural and urban communities. Maintaining her Ryerson connection, she serves as the Midwifery Education Program's aboriginal student coordinator and mentor.

SPRING CONVOCATION 2017

Honorary Doctorates – I am pleased to share the list of honorary doctorate recipients for Spring 2017. Special thanks to everyone involved in preparing the nominations, and the Awards and Ceremonials Committee for its work. It has been a pleasure to connect with the nominees, who have responded with enthusiasm and pride in accepting the honour.

Faculty of Arts:

Cindy Blackstock – Executive Director, First Nations Child and Family Caring Society of Canada, professor of social work at McGill University, Doctor of Laws

Faculty of Communication & Design:

Phyllis Yaffe – Consul General of Canada in New York, Canadian film and television executive, former chair and longtime member of the Ryerson Board of Governors; Doctor of Laws

Faculty of Community Services:

Masai Ujiri – President of the Toronto Raptors, founder of the Giants of Africa Foundation and director of NBA Basketball Without Borders; Doctor of Laws

Faculty of Engineering & Architectural Science:

David McKay – President and CEO, Royal Bank of Canada, member of the SickKids Board of Trustees, Catalyst Canada Advisory Board, 2016 United Way campaign chair; Doctor of Laws

Faculty of Science:

Bonnie Schmidt – Founder and president, Let's Talk Science, supporting children and youth through learning and engagement in science, technology, engineering and mathematics (STEM); Doctor of Science

Ted Rogers School of Management:

Louis Vachon, OC – President and CEO, National Bank of Canada, recipient of the UN Canada Global Citizens Award for building a better world for future generations; Doctor of Laws

G. Raymond Chang School of Continuing Education:

Heather McGregor, Chief Executive Officer, YWCA Toronto, advancing support for women and girls and building strong diverse communities in the inner city; Doctor of Laws.

CITY-BUILDING

Sam the Record Man signs – On March 8th Ryerson announced that Sunset Neon has been selected to restore and re-install the Sam the Record Man signs atop 277 Victoria Street near Yonge-Dundas Square. The project is expected to start in the spring and be completed later in 2017. In preparing the site for the installation, the city and Ryerson had to undertake a number of engineering and feasibility studies to ensure the signs can be re-mounted safely, taking into account weight, wind shear and other factors. The signs will be refurbished before moving to their new location later this summer. A statement from the Sniderman family thanked supporters and reflected on the history and the legacy: "On behalf of every person who remembers purchasing their first record at or who ever worked in a Sam the Record Man store, Jason and Bobby Sniderman, the sons of Sam Sniderman, want to sincerely thank Ryerson University and the City of Toronto for having fulfilled their commitment to reinstall the iconic "Sam the Record Man" signs. The relocation to Yonge-Dundas square is the perfect "home" for them and it should be known that our first record store in downtown Toronto opened on the east side of Yonge Street just south of Dundas; so our signs will now be mounted above and shining down on the original location."

The Future of Yonge Street – On February 22nd a packed town hall at the Student Learning Centre shared ideas for the city’s best-known thoroughfare. Organized by the Ryerson City Building Institute in collaboration with the Downtown Yonge BIA, and moderated by Steve Paikin, host of TVO’s *The Agenda*, the discussion was inspired by a general consensus that the plan should be big, bold and beautiful. The project, led by Jennifer Keesmat, chief planner for the City of Toronto, and councillor Kristyn Wong-Tam (Toronto Centre-Rosedale) was initially sparked by a scheduled upgrade to a century-old water main that created a larger opportunity. The project is in keeping with TOcore, the city’s planning program, and the Downtown Yonge BIA’s Yonge Love community consultation. The goal is to make the area more people-friendly, with more walkable space for foot traffic, street-level shops, bike lane integration and a focus on making side streets and laneways more vibrant. The panel included John Archer, chief development officer at 360 Collective; Derek Lee, partner at PWL Landscape Architects in Vancouver; Gary Switzer, CEO of MOD Developments; and Anjali Mishra, project manager of Roads and Transport Services for Montreal. The project is in the discussion phase and requests for proposal (RFP) are being received by the city. Proposed changes will roll out in two phases: the first, from Queen Street to College/Carlton, is expected to be completed by the end of 2018; the next phase north to Davenport is expected to be finished by 2021. Ryerson is recognized as a major catalyst for Yonge Street renewal with the pedestrianization of Gould Street and the award-winning Student Learning Centre.

Brampton expansion – On March 14th, Minister for Advanced Education and Skills Development Deb Matthews announced that Ryerson University and Sheridan College will partner on the new university site in Brampton. In January the province launched a Request for Expressions of Interest (REOI) to expand access to postsecondary education in Brampton and Milton and will contribute \$180 million towards the two new university sites (Wilfrid Laurier University is partnering with Conestoga College in Milton). With a particular focus on science, technology, engineering, arts and mathematics (STEAM), the goal is to provide more access to postsecondary education closer to home, develop Ontario’s highly skilled workforce by increasing experiential learning opportunities and access to emerging technologies, to assist students in acquiring competencies for the knowledge economy, and to encourage partnerships in high-demand fields. Between the Brampton and Milton sites, it is expected that 1,000 new full-time student spaces will be available within two to five years of opening, supported by engagement with local communities, business, and other institutions. The next step is for Ryerson to prepare a more detailed proposal to be prepared for government review.

from the President’s Calendar

February 9, 2017: Ryerson met with Mayor John Tory to discuss city-building, in particular the potential offered by working together on the Moss Park initiative to benefit the community.

February 14, 2017: In sympathy and support, I attended the funeral in Montreal for Université Laval colleague Khaled Belkacemi and victims of the Quebec City mosque tragedy.

February 14, 2017: I was pleased to attend a Junior Fellows lunch hosted by TRSM professor Chris MacDonald, bringing together student participants in an MBA mentorship program.

February 14, 2017: Ryerson was invited by Cisco Canada to discuss current and future partnership and innovation, including a tour of the Cisco Innovation Centre led by Rick Huijbregts, Vice President, Industry and Business Transformation and General Manager, Smart+Connected Communities.

February 15, 2017: I was proud to meet with executive members of the Ted Rogers Students’ Society in an engaging discussion about working together to build opportunities and community spirit.

February 15, 2017: It was a privilege to offer welcoming remarks at the annual Jack Layton lecture, this year delivered by US political analyst, educator and advocate Danielle Moodie-Mills.

February 16, 2017: I joined Ralph Lean, Distinguished Counsel in Residence, in meeting Bruce Bowser, President and CEO of AMJ Campbell Van Lines and a transformational leader as president and CEO of both private and public companies, to discuss opportunities for collaboration.

February 16, 2017: Ryerson welcomed Richard Wex, Associate Deputy Minister Immigration, Refugees and Citizenship Canada – and the federal DM champion for Ryerson – on a visit to the DMZ.

February 17, 2017: I was pleased to meet with The Hon. Ken Dryden (Doctor of Laws *honoris causa* '13) to build upon his innovative learning leadership with further development of special opportunities.

February 21, 2017: Through city councillor Michael Thompson, I met with Peggy Nash, former MP Parkdale-High Park, and currently senior policy advisor, stakeholder relations for the Ontario NDP.

February 21, 2017: Toronto real estate developer Dan Casey, Cresford Developments, was on campus to meet with Ryerson about working together on capital projects.

February 22, 2017: Ryerson Women in Leadership students shared the program for their 2017 conference on the theme *Voice: how the power of your past becomes the force in building your future*; and I was very pleased to attend the March 3rd opening ceremonies.

February 22, 2017: Ryerson hosted Janet Menard, Deputy Minister Community & Social Services on a campus visit and tour of the DMZ.

February 23, 2017: As a venue for the Toronto 2017 Invictus Games, Ryerson participated in an event hosted by Michael Burns, Chief Executive Officer, to thank volunteers and supporters.

February 24, 2017: Ryerson welcomed Michael Levitt, MP York Centre, to campus for a visit and a tour of startups at the DMZ.

February 28, 2017: I was proud to meet with TRSM students from Enactus Ryerson to discuss their volunteer initiative assisting Syrian refugees with financial literacy skills for their new environment.

March 1, 2017: Ryerson hosted a campus visit with Professor Andrew Crouch, Deputy Vice Chancellor: Academic, University of the Witwatersrand, Johannesburg, on our international partnership.

March 1, 2017: I met with Harpreet Zingh, Brampton entrepreneur launching an incubator for regional startups to discuss collaboration.

March 2, 2017: Ryerson joined Incubate Innovate Network of Canada (I-INC) partners Simon Fraser University and University of Ontario Institute of Technology to connect with l'École Polytechnique de Montréal regarding partnership in engineering innovation.

March 2, 2017: Ken Whyte, Senior Vice-President of Public Policy for Rogers Communications joined me for lunch and a discussion about working together to advance the quality of the student experience.

March 2, 2017: Ryerson participated in a 'Giants of Africa' meeting with founder Masai Ujiri and public relations and marketing director Sue Kuruvilla, to discuss partnering in a program where basketball camp enriches the lives of African children and youths and encourages them to Dream Big.

March 6, 2017: Ryerson hosted a meeting on campus with representatives of the Royal Society of Canada – Chad Gaffield, president-elect, Darren Gilmour, Executive Director, and Chris Loreto, Board Director.

March 7, 2017: I gave welcoming remarks at the *Resisting Trump's Agenda against Women, Racialized & Indigenous Communities* event, organized by different committees of the Ryerson Faculty Association and including a panel with speakers Kike Roach, Unifor-Sam Gindin Chair of Social Justice and Democracy; Sandi Wemigwase, Indigenous activist and PhD student at the University of Toronto, and Haroon Siddiqui, distinguished visiting professor and former Toronto Star editor.

March 8, 2017: Ryerson met with consultants Kim Martin, senior project manager, and Adam Bergeson, project analyst, Brailsford & Dunlavy to share ideas on future residence development.

APPOINTMENTS

Kikélola Roach has been appointed the Unifor-Sam Gindin Chair in Social Justice and Democracy, bringing to the role a breadth of experience on issues of social justice and progressive change. An advocate and spokesperson for accountability and reform, she has represented grassroots organizations and individuals in high-profile cases at all levels of court, is a recognized media commentator, and has been invited to address various audiences (academic, union, professional, and community) across Canada and the United States. A long-time activist and community organizer, she is co-author with inaugural Sam Gindin Chair holder Judy Rebick of *Politically Speaking* on feminism and Canadian politics, and has served as an Executive Member of the National Action Committee on the Status of Women, National Conference of Black Lawyers, Women's Coalition for Employment Equity, and Mpenzi: Black Women's International Film and Video Festival. She completed her undergraduate studies at McGill University and her Bachelor of Laws degree at Queen's University.

The Hon. Justice Gregory Regis (Journalism '77) has been appointed distinguished visiting professor, assisting the provost and vice-president academic on partnership initiatives and the law school project. He has worked as journalist and international correspondent in Saint Lucia and a CBC editor in Canada, attended Osgoode Hall Law School, and was appointed to the Ontario Court of Justice in 1999, the first non-white individual and the only Saint Lucian to become a judge in Canada. His engagement with community organizations celebrates his cultural ties and dedication to a strong collaborative future. He is a member of the Association of Ontario Judges, Canadian Association of Provincial Court Judges and the Osgoode Society for Canadian Legal History, and a founding member of the Canadian Centre on Minority Affairs, consulting on race relations with the Toronto Police Services Board and Toronto Board of Education. He has received the Queen's Golden Jubilee Medal, Saint Lucia Governor General's Award, the Black Business and Professional Association Harry Jerome Lifetime Achievement Award, the Ontario Medal for Community Service, and the African Canadian Achievement Award for Law.

Karim Bardeesy, former deputy principal secretary to the Premier of Ontario, has been appointed distinguished visiting professor at Ryerson serving as special advisor to the provost and vice-president academic on areas related to education, health, economic development, innovation and community engagement; and as special advisor to the president with the primary goal of developing partnerships in support of a student-centred leadership initiative at Ryerson. Formerly an editorial writer at The Globe and Mail, and a DiverseCity fellow at CivicAction Toronto, he has been a leadership instructor at the University of Toronto's School of Public Policy and Governance since 2009. He earned his undergraduate arts degree at McGill University and his master's in public policy from the John F. Kennedy School of Government at Harvard University.

CONGRATULATIONS

The Ted Rogers School of Hospitality & Tourism Management is celebrating its 65th anniversary, a milestone achieved with the help of retiring Professor Richard Wade, an esteemed teacher at Ryerson for 48 extraordinary years. The Hospitality and Tourism students' society also hosted its inaugural student-organized conference this year, welcoming students from colleges and universities across North America

to a networking and learning event acknowledged with a message of support from the Minister of Small Business, the Hon. Bardish Chagger, remarks by president and CEO of the Tourism Industry Association of Ontario Beth Potter, and guest speakers from the industry.

BLACK HISTORY MONTH

Viola Desmond Awards – The 9th annual ceremony organized by the Ryerson Black History Awareness Committee was held on March 7th, paying tribute to the efforts of Ms. Viola Desmond in challenging segregation and advancing human rights. The awards each year are named after Black Canadian women “who have made it easier for the Black community to grow and have success stories for us to celebrate today.” The 2017 recipients are:

- *Senator Wanda Thomas Bernard Faculty Award*: Annette Bailey, Daphne Cockwell School of Nursing
- *Ms. Rosemary Sadlier Staff Award*: Donica Willis (GCM’14), Graphic & Web Specialist, Student Affairs
- *Ms. Paulette Senior Ryerson Student Award*: Devenae Bryce, Business Technology Management, TSRM
- *Viola Desmond High School Student Award*: Siifan Hassen, Central Technical School
- *Viola Desmond Bursary*: Sharon Folkes-Hall, 4th year School of Social Work

The event also celebrated the historic choice of Viola Desmond who will be featured on the Canadian \$10 bill in 2018; and the publication of *100 Accomplished Black Canadian Women*, co-authored by Jean Augustine, Dauna Jones-Simmonds and Denise O’Neil Green.

HERstory in Black – Emily Mills (Journalism ’05), a senior communications officer at the CBC and founder of How She Hustles, a network of more than 5,000 women from diverse backgrounds, spearheaded a sesquicentennial digital photo series celebrating the accomplishments of 150 black women from the GTA who excel in their fields, push for greater diversity and build vibrant communities. The photo shoot (including photographs by Ebtisama Nabag, Master’s in Documentary Media ’16), showcased the women’s range of professions, life experiences and perspectives, and the impact and leadership of their lives.

INTERNATIONAL WOMEN’S DAY

Daughters of the Vote – Four young Ryerson women, alumni Jessica Machado (BSc Biology ’16) and Jamie Lee Morin (BA English ’16) and students Mehma Kaur (Social Work) and Arezoo Najibzadeh (Public Administration & Governance) were selected to attend the Daughters of the Vote (DOV) conference on Parliament Hill on March 8th, marking the 100th anniversary of Canadian women achieving the right to vote. As delegates and representatives of their respective electoral districts, they were among 338 young women taking their seats in the House of Commons, meeting with members of parliament, and attending discussions with committees and interest groups. An initiative of Equal Voice, an organization dedicated to electing more women at all levels of government, the event recognized women’s contributions to Canadian politics, and encouraged delegates to take on leadership roles in political institutions in Canada.

Gender Diversity in STEM – Women comprise only 22 per cent of the science, technology, engineering and mathematics (STEM) workforce. What can we do to make STEM education a more welcoming environment for all genders? Imogen Coe, dean of the Faculty of Science, helped address this question by taking part in a Reddit AMA (Ask Me Anything), encouraging young women to have confidence in their ideas, build a supportive network, be brave not perfect, strive for balance, find an environment that supports equity, diversity and inclusion, and be inspired by great Canadian women in STEM.

Partnering for Justice – On March 16th Amnesty International UofT hosted its annual International Women’s Day event with “Women in Power” as this year’s theme. Ryerson alumna and emcee Hana Shafi (Journalism ’15) introduced a panel discussion, followed by a workshop facilitated by Olivia Chow, former MP and distinguished visiting professor at Ryerson, culminating in the Amnesty tradition of a brief letter writing session to advocate directly for victims of global human rights violations.

MIND AND ACTION SERIES

Working together to build solutions against Islamophobia – On February 27th Ryerson held an event hosted by the provost and vice-president academic, in collaboration with the office of equity, diversity and inclusion to discuss the impact of events such as the Quebec City mosque tragedy and US immigration regulations directed at Muslims from Middle East and North African nations – and the nature of our response. The panel moderated by Imam Yasin Dwyer, Muslim Chaplain, Ryerson University, included Haroon Siddiqui, Ryerson distinguished visiting professor, newspaper executive, editor and columnist; Shafique Virani, distinguished professor of Islamic Studies, University of Toronto and founding director of the Centre for South Asian Civilizations; Jasmin Zine, professor of sociology and the Muslim studies option, Wilfrid Laurier University; and Natasha Persaud, employment and human rights lawyer with Formative LLP and adjunct faculty, Osgoode Hall Law School, York University. Panelists discussed the political and human rights aspects of Islamophobia, the academic understanding of what is Islam and who are Muslims, and the importance of thought leadership and working together in support of our Muslim students, staff, faculty and the members of our broader community.

GOVERNMENT GRANTS

John R. Evans Leaders Fund – The Hon. Bill Morneau, Minister of Finance, on behalf of the Hon. Kirsty Duncan, Minister of Science, announced \$128,000 in Canada Foundation for Innovation (CFI) funding from the John R. Evans Leaders Fund for the Ryerson Aerospace Control Systems Research Group led by Professor Anton de Ruiter. The funding will support the creation of a new test facility that will explore the dynamics, guidance, navigation and control (DGNC) of aerospace vehicles. The Ryerson research program advances Canadian expertise to address important spacecraft challenges needed to enable future space exploration missions and enhance Canada's position in the international space community.

SSHRC Knowledge Synthesis Grants announced March 16th by the Hon. Kirsty Duncan, Minister of Science, for research on the experiences of Indigenous peoples included two Ryerson-led projects:

- *Building together: culturally appropriate housing for sustainable communities* (\$23,490) awarded to applicant Dr. Shelagh McCartney, School of Urban and Regional Planning and co-applicant Dr. Judy Finlay, School of Child and Youth Care.
- *Indigenous inclusive early childhood service system synthesis project: embedding Indigenous perspectives in early childhood education, care and intervention* (\$25,000) awarded to applicant Dr. Kathryn Underwood, School of Early Childhood Studies and co-applicant Arlene Hache, District of Temiskaming Native Women's Support Group.

ZONE LEARNING & DEVELOPMENT

LIZ grant – On February 21st the Law Foundation of Ontario announced a grant of \$50,000 to the Ryerson Legal Innovation Zone to help teach children and youth about the legal system and their legal rights. The *Improving Access to Justice for Young People* initiative will develop a series of collaborative workshops bringing together groups of young people in varying circumstances, experts in youth justice including the Ontario Justice Education Network, social entrepreneurs and new technology innovators to explore the legal needs of urban youth and partner on the development of tools to build strategies and solutions. The project will produce a white paper outlining methodology, key themes and outcomes that will be accessible to groups and organizations engaged in youth justice issues.

ICAD – On February 23rd the Faculty of Communication and Design announced the launch of the Indigenous Communication and Design Network (ICAD). Directed by Lila Pine, RTA School of Media, the network will support the creation of Indigenous art, storytelling and research, and mentor and educate students and researchers in Indigenous culture, communication and design. Working with Indigenous

artists and scholars in FCAD, the first ICAD art installation, *Survival to Sovereignty*, will be held during the Congress of the Humanities and Social Sciences hosted by Ryerson from May 27th to June 2nd. The network responds in part to the Truth and Reconciliation Commission (TRC) recommendations on postsecondary education, with further longer term development envisioning a traditional structure with ceremonial halls, performance space, art galleries, Elders' rooms, teaching areas, and workshop studios. The search for an ICAD artist-in-residence is underway.

Google Impact Challenge – Two startups incubated at Ryerson are among the 10 finalists announced on March 6th by the Google Impact Challenge, a competition for Canadian social innovators building a better world through technology. *Growing North*, launched by Enactus Ryerson, built a greenhouse in Nunavut to generate a sustainable food source in a remote area, locally managed with a student co-op program and a successful harvest already achieved. *Rumie*, a DMZ-based international startup, serves children in twenty-one nations around the world without access to basic education by means of free tablets loaded with educational materials crowd-sourced and vetted on Rumie's LearnCloud technology. Both startups are competing to be among the five winning teams who will receive \$750,000 each, plus technical support from Google and the LEAP Centre for Social Impact. Public online voting is taking place over the month of March, and on March 30th finalists pitch their projects to a judging panel including Google executives and high profile Canadians such as Dr. Samantha Nutt, founder of War Child Canada/War Child US, PK Subban, NHL defenceman and philanthropist, and Stephen Cornish, executive director, Médecins Sans Frontières. The judges' selection and the people's choice will determine the five winning non-profit organizations.

COMMUNITY CONSULTATION

Budget and SMA – Extensive consultation with the Ryerson community has been undertaken on two vital processes for the wellbeing and progress of the university: the development of the 2017-18 university budget, and the 2017-18 to 2019-20 strategic mandate agreement with government. In February, three budget town hall meetings were open to all members of the community, and additional meetings were held with union groups, student societies, and student members of the Board. The Deputy Provost and Vice Provost University Planning gave a presentation on the current context, opportunities and economic challenges in planning for the 2017-18 academic year, and facilitated the discussion encouraging students, faculty and staff to provide input and ideas. Several town hall meetings on the Strategic Management Agreement (SMA) were held, and consultation with Senate is ongoing. The engagement and response of members of the community is highly valued and greatly appreciated.

COMMUNITY OUTREACH

Pi Day – Toronto media were on campus at the Student Learning Centre on March 14th to interview Ryerson scientists and share the fun and facts about Pi Day with their listeners and viewers. This year's celebration coincided with March Break open house with Faculty of Science students, faculty and staff hosting science shows, hands-on activities, and displays to engage and inspire hundreds of high school students and their parents. As part of the event, professors were on hand to explain pi, its importance to mathematics and why young people should consider careers in STEM (science, technology, engineering and math). Pi (Greek letter " π ") is the symbol used in mathematics to represent a constant—the ratio of the circumference of a circle to its diameter—which is approximately 3.14159. Observed internationally on March 14th (3.14) each year, at promptly more than 2,400 slices of pie were served by the Faculty of Science in honour of the occasion. Special thanks to the Faculty of Science for leadership and spirit, and to everyone involved in a wonderful event showcasing Ryerson and sharing the joy of mathematics and science. As one reporter declared, "This is no ordinary Tuesday!"

Date March 10, 2017

To: Shoaib Ahmed
Secretary, Ryerson Election Procedures Committee

From: Catherine Redmond
Returning Officer

Re: **Board of Governors Elections 2017 Results Report**

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

Appendix A Tabulation of Votes
Appendix B Declaration of Returning Officer
Appendix C Results in Order of Standing
Appendix D Voting Percentages

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

Obaid Ullah,
President, Ryerson Students' Union

Rabbia Ashraf,
President, Continuing Education Students' Association of Ryerson

Peter Danziger,
President, Ryerson Faculty Association

Janice Winton,
Vice President, Administration and Finance

TABULATION OF VOTES

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

STUDENT ELECTION	
Candidates (11) in alphabetical order of surname	Vote Count
Siu Mee CHENG	143
Malek EL-KAWAS	244
Dylan FREEMAN-GRIST	200
Jason KING	244
Daniel LIS	214
Navnidh (Nav) MARWAH	662
Victoria MORTON	780
Neal MUTHREJA	638
Gajanan (Musa) RAVEENDRAN	393
Roya REZAEI	209
John-Charles VAUGHAN	151

RESULTS SUMMARY	
Eligible voters	40373
Ballots submitted	1762
Votes cast	3878
Declined to vote	95
Participation rate	4.4%

NOTES

There is no paper ballot voting in the student election.

ADMINISTRATIVE STAFF ELECTION	
Candidates (3) in alphabetical order of surname	Vote Count
Shira GELLMAN	249
Zohair KHAN	133
Stephan TANG	155

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	1767	64	1831
Ballots submitted	535	8	543
Votes cast	529	8	537
Declined to vote	6	0	6
Participation rate	30.3%	12.5%	29.7%

NOTES

TEACHING FACULTY ELECTION	
Candidates (4) in alphabetical order of surname	Vote Count
Lamya AMLEH	131
Catherine ELLIS	144
Alexander FERWORN	96
Sari GRABEN	107

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	805	20	825
Ballots submitted	294	3	297
Votes cast	472	6	478
Declined to vote	1	0	1
Participation rate	36.5%	15%	36%

NOTES

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS STUDENT MEMBERS (3)	
Candidate Name	Vote Count
Victoria MORTON	780
Navnidh (Nav) MARWAH	662
Neal MUTHREJA	638

BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
Shira GELLMAN	249

BOARD OF GOVERNORS TEACHING FACULTY MEMBERS (2)	
Candidate Name	Vote Count
Catherine ELLIS	144
Lamya AMLEH	131

RESULTS IN ORDER OF STANDING

STUDENT ELECTION	
Candidates (11) in order of standing	Vote Count
Victoria MORTON	780
Navnidh (Nav) MARWAH	662
Neal MUTHREJA	638
Gajanan (Musa) RAVEENDRAN	393
Malek EL-KAWAS	244
Jason KING	244
Daniel LIS	214
Roya REZAEI	209
Dylan FREEMAN-GRIST	200
John-Charles VAUGHAN	151
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Zohair KHAN	133

TEACHING FACULTY ELECTION	
Candidates (4) in order of standing	Vote Count
Catherine ELLIS	144
Lamya AMLEH	131
Sari GRABEN	107
Alexander FERWORN	96

VOTING PERCENTAGES

STUDENT ELECTION	
Total number of eligible voters	40373
Total number of voters who participated	1762
Percentage of voters who participated	4.4%
ADMINISTRATIVE STAFF ELECTION	
Total number of eligible voters	1831
Total number of voters who participated	543
Percentage of voters who participated	29.7%
TEACHING FACULTY ELECTION	
Total number of eligible voters	825
Total number of voters who participated	297
Percentage of voters who participated	36%



BOARD OF GOVERNORS MEETING
March 30, 2017

AGENDA ITEM: 2017-18 Budget: Part Two – The Fees Context

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information.

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

BACKGROUND: The presentation examines: government regulations and their impact; components of operating revenue; the Student Access Guarantee (SAG); student financial assistance expenditures and programs, including changes such as the New OSAP for 2017-18 and net billing for 2018-19; the debt mitigation and income-contingent repayment aspects of student financial assistance in Ontario; the concept of net tuition fees and net billing; and the earnings premium associated with university education.

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

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning
Date March 8, 2017

The Fees Context

Board Finance Committee ♦ March 23, 2017



What is the role of the Board of Governors?

Authority to Charge Fees

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

Tuition Fees and Compulsory Ancillary (Non-tuition) Fees

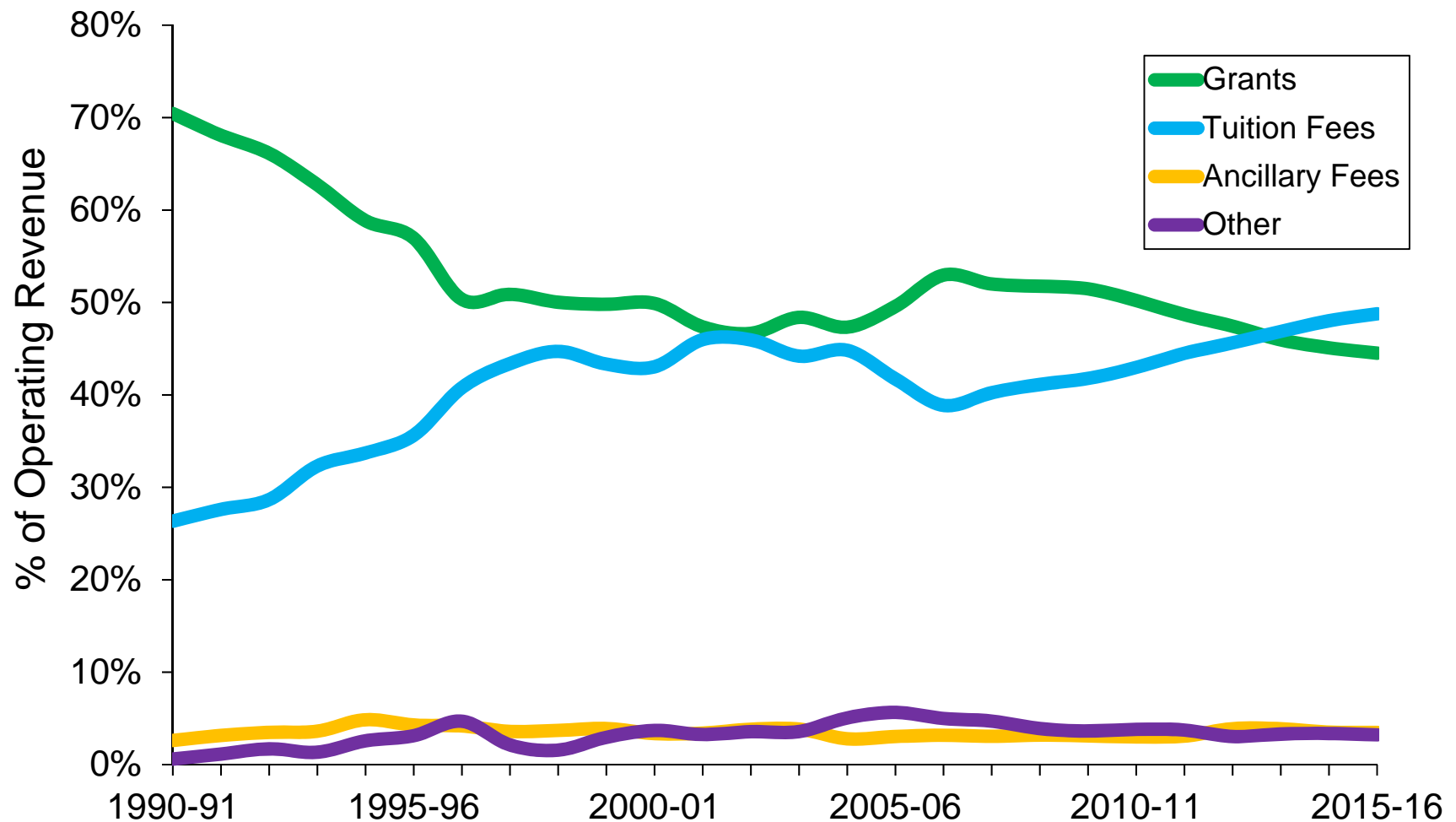
- **Tuition fees** cover a portion of operating costs and comprise two parts:
 - The **Formula Fee** or Government Standard Fee is the portion of tuition set by Government for use in the Basic grants calculation.
 - The **Discretionary Fee** is the portion set by the Board of Governors up to a Government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

Government Tuition Fee Policy: 2017-18 to 2018-19

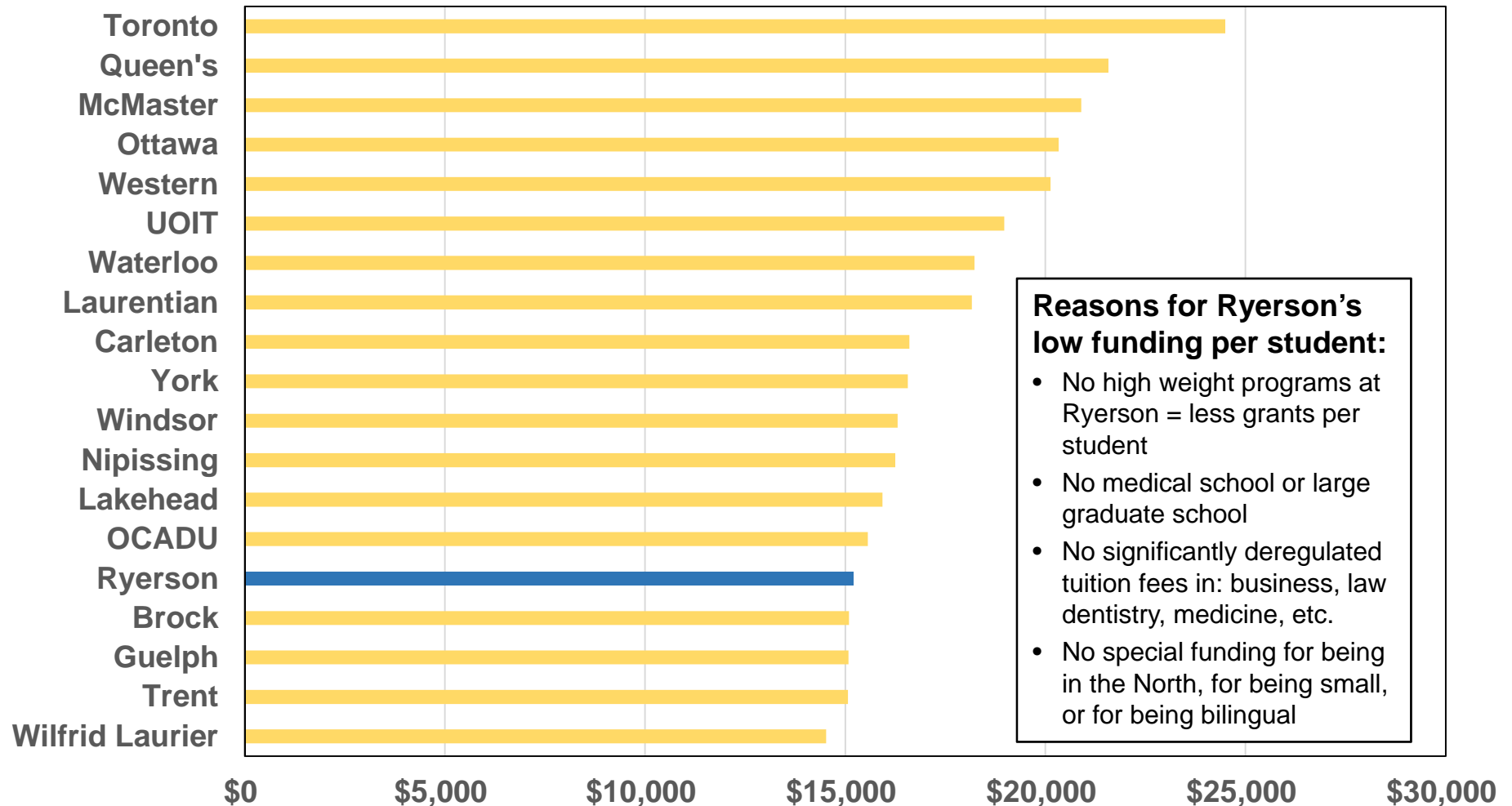
- Roll-over of existing tuition fee policy
 - 3% cap on overall average fee rate increase.
 - Most undergraduate programs maximum annual fee rate increase of 3%.
 - Selected undergraduate professional programs* and all graduate programs maximum annual fee rate increase of 5%.
- Net Tuition billing beginning in 2018-19

* Architectural Science, Computer Science, Engineering, TRSM

Components of Ryerson Operating Revenue, 1990-91 to 2015-16



2015-16 Operating Revenue per Total FTE Student (Undergraduate and Graduate)



How do Ryerson Fees Compare within Ontario?

Ryerson Fees Compared with Arts and Science Programs at Other Universities, 2016-17

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees
		Collected by and Retained by University ²	Collected on Behalf of Student Government ⁴		
UOIT ³	6,389	1,514	770	7,903	8,673
Trent	6,408	682	918	7,090	8,008
Toronto	6,400	882	492	7,282	7,774
Western	6,338	467	956	6,805	7,761
Guelph	6,379	525	699	6,904	7,604
York	6,408	629	530	7,037	7,567
Queen's	6,384	193	925	6,577	7,503
Ottawa	6,376	299	806	6,675	7,481
McMaster	6,329	493	628	6,822	7,451
Carleton	6,356	357	716	6,713	7,429
Wilfrid Laurier	6,346	390	674	6,736	7,410
Waterloo	6,420	344	586	6,764	7,350
Brock	6,378	231	657	6,609	7,265
Ryerson	6,400	234	619	6,634	7,253
Lakehead	6,268	315	661	6,583	7,244
Nipissing	6,055	591	587	6,646	7,232
Laurentian	6,285	216	654	6,501	7,155
Windsor	6,134	567	439	6,701	7,140

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee (TELE) of \$589. Figures may not sum to totals due to rounding. ⁴ Includes Ryerson Arts Society Fee (\$60) applicable in Faculty of Arts.

Source: COU Fee Survey, October 2016

Ryerson International Fees Compared with Arts and Science Programs at Other Universities, 2016-17

	Tuition Fees ¹	Compulsory Ancillary Fees		Total Retained by University	Total Tuition and Fees ²
		Collected by and Retained by University ²	Collected on Behalf of Student Government ⁶		
Toronto	41,920	882	492	42,802	43,294
Queen's	33,775	193	925	33,968	34,893
Ottawa	25,554	299	806	25,853	26,659
Western	24,643	467	956	25,110	26,066
Waterloo	24,830	344	586	25,174	25,760
McMaster	23,986	493	628	24,479	25,107
Carleton	23,340	357	716	23,697	24,413
York	22,417	629	530	23,046	23,576
Ryerson	22,180	234	619	22,414	23,033
Brock	22,094	231	657	22,325	22,982
Wilfrid Laurier	21,863	390	674	22,253	22,927
Windsor ⁵	21,500	574	439	22,074	22,513
Lakehead	20,500	315	661	20,815	21,476
Guelph	20,233	525	699	20,758	21,457
UOIT ³	19,167	1,514	770	20,681	21,451
Laurentian	20,378	216	654	20,594	21,248
Trent ⁴	18,832	917	918	19,749	20,667
Nipissing	19,325	591	587	19,916	20,503

¹ Full-time tuition fees charged to incoming students.

² Excludes co-op and UHIP fees.

³ The 'compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee (TELE) of \$589.

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

⁵ Under Compulsory Ancillary Fees Collected by and Retained by Institution, Trent includes a \$235 mandatory fee for International Student Camp, an orientation program for new international undergraduate students.

Figures may not sum to totals due to rounding. ⁶ Includes Ryerson Arts Society Fee (\$60) applicable in Faculty of Arts.

Source: COU Fee Survey, October 2016



What financial support is available?

Summary of Ryerson's Student Financial Assistance

	2015-16	2016-17 Estimate
OSAP~	17,329 students \$172.9 million	18,023 students \$182.3 million* <i>(as of Jan. 29, 2017)</i>
Student Access Guarantee (SAG)	3,477 students \$5.1 million	3,485 students \$6.2 million^
Ryerson Total Student Financial Assistance	\$36.1 million	\$31.3 million** <i>(as of Jan. 31, 2017)</i>

~Excludes Aiming for the Top scholarships.

* Includes Ontario Student Loans (OSL), Canada Students Loans (CSL), and Grants as at January 29, 2017.

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

** Estimated year-end expenditures including: Scholarships, Bursaries, Awards, University Work Study Program, Ontario Work Study Program, Research Assistants. Sources: University Funded, Student Access Guarantee, Government Programs and Industry Match Program, Privately Funded (Donated) – Trust Funds. On a year-to-date basis, as of January 31, 2017 over \$31 million has already been expended.

Ryerson OSAP Statistics

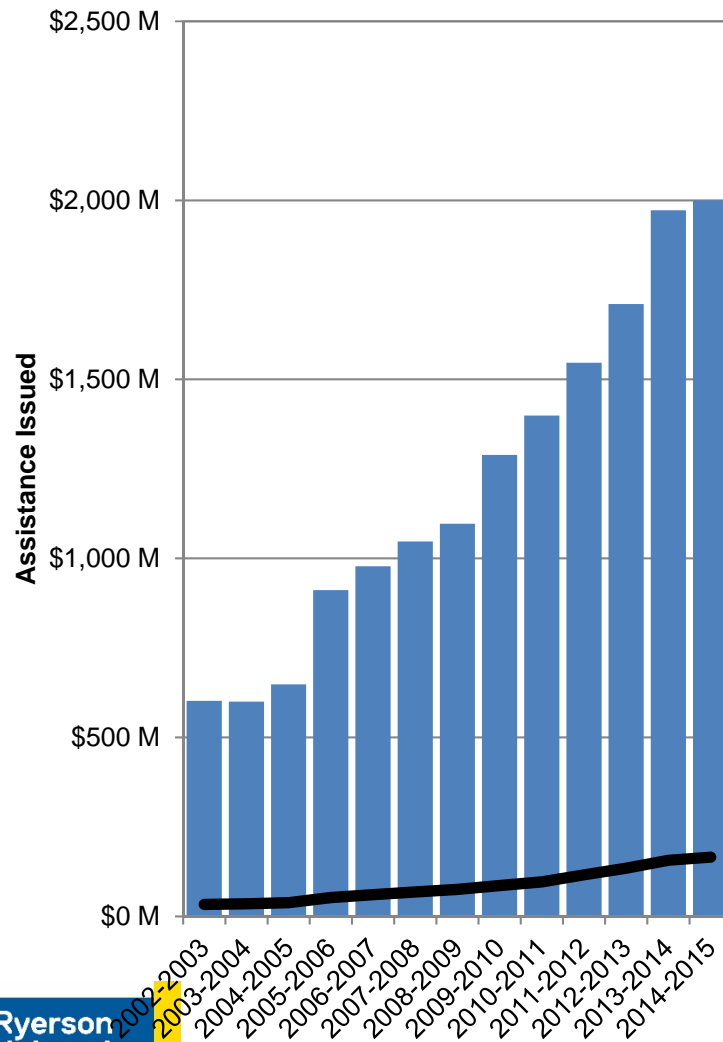
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 YTD as of Jan. 29, 2017	% increase over 2008-09
Applications Processed	10,111	11,339	12,416	13,919	15,670	16,280	18,671	19,712	20,061	98.4%
Total Awards	8,207	9,436	10,282	11,401	13,613	15,602	16,360	17,329	18,023	119.6%
Canada Student Loan (CSL)	\$42,425,929	\$41,748,153	\$43,365,033	\$52,004,358	\$61,638,911	\$71,827,748	\$76,441,968	\$82,218,547	\$78,266,496	84.5%
Ontario Student Loan (OSL)	\$21,355,227	\$23,468,566	\$28,227,209	\$29,650,730	\$31,856,287	\$36,049,881	\$36,209,126	\$42,359,813	\$44,143,195	106.7%
Total Loan Funding (CSL + OSL)	\$63,781,156	\$65,216,719	\$71,592,242	\$81,655,088	\$93,495,198	\$107,877,629	\$112,651,094	\$124,578,360	\$122,409,691	91.9%
Total Grant Funding	\$7,781,732	\$20,647,727	\$22,361,306	\$23,930,407	\$37,252,346	\$42,634,878	\$46,262,815	\$48,359,618	\$59,899,583	
Canadian Millennium Bursary	\$3,897,000									
Aiming for the Top Scholarship	\$781,378	\$753,013	\$781,718	\$920,232	\$318,360	\$147,825	\$98,575	\$7,000	\$0	
Subtotal	\$12,460,110	\$21,400,740	\$23,143,024	\$24,850,639	\$37,570,706	\$42,782,703	\$46,361,390	\$48,366,618	\$59,899,583	380.7%
Total	\$76,241,266	\$86,617,459	\$94,735,266	\$106,505,727	\$131,065,904	\$150,660,332	\$159,012,484	\$172,944,978	\$182,309,274	139.1%

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

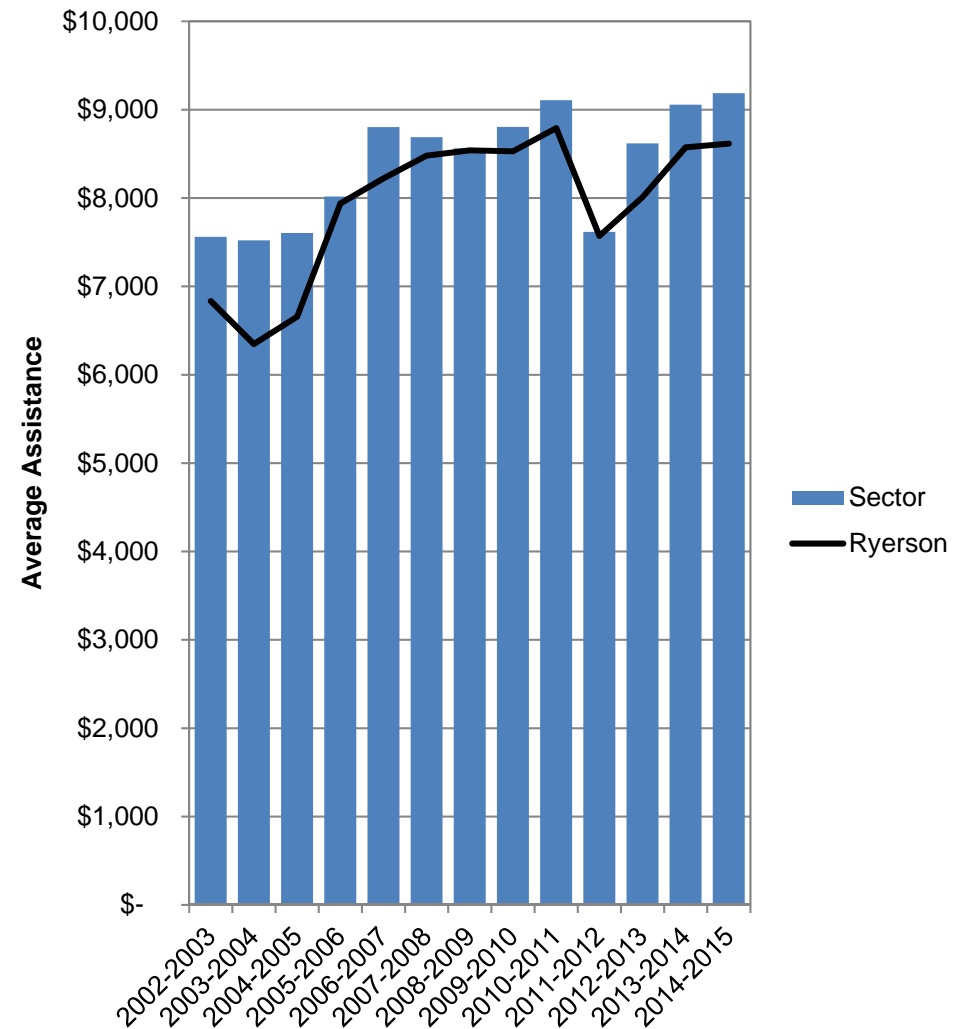
Source: Ryerson Student Financial Assistance Office data (year-to-date as of January 29, 2017).

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

Total OSAP Assistance



Average OSAP Assistance



Student Access Guarantee (SAG)

- The Student Access Guarantee requires universities to cover the direct costs that exceed the amount covered by OSAP (OSAP unmet need)
- The gap (tuition/book shortfall) is defined as a student's remaining need after OSAP that is due to:
 - tuition and compulsory ancillary fees above \$6,036/year (or above \$7,140/year for co-op programs)
 - book, equipment and supply costs above \$1,178/year
- SAG aid must be in the form of scholarships, bursaries or work-study employment during study term.
- Ministry estimates for Ryerson's Total SAG:
 - \$7.27 million (2016-17)

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

➤ Budget Speech:

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

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

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

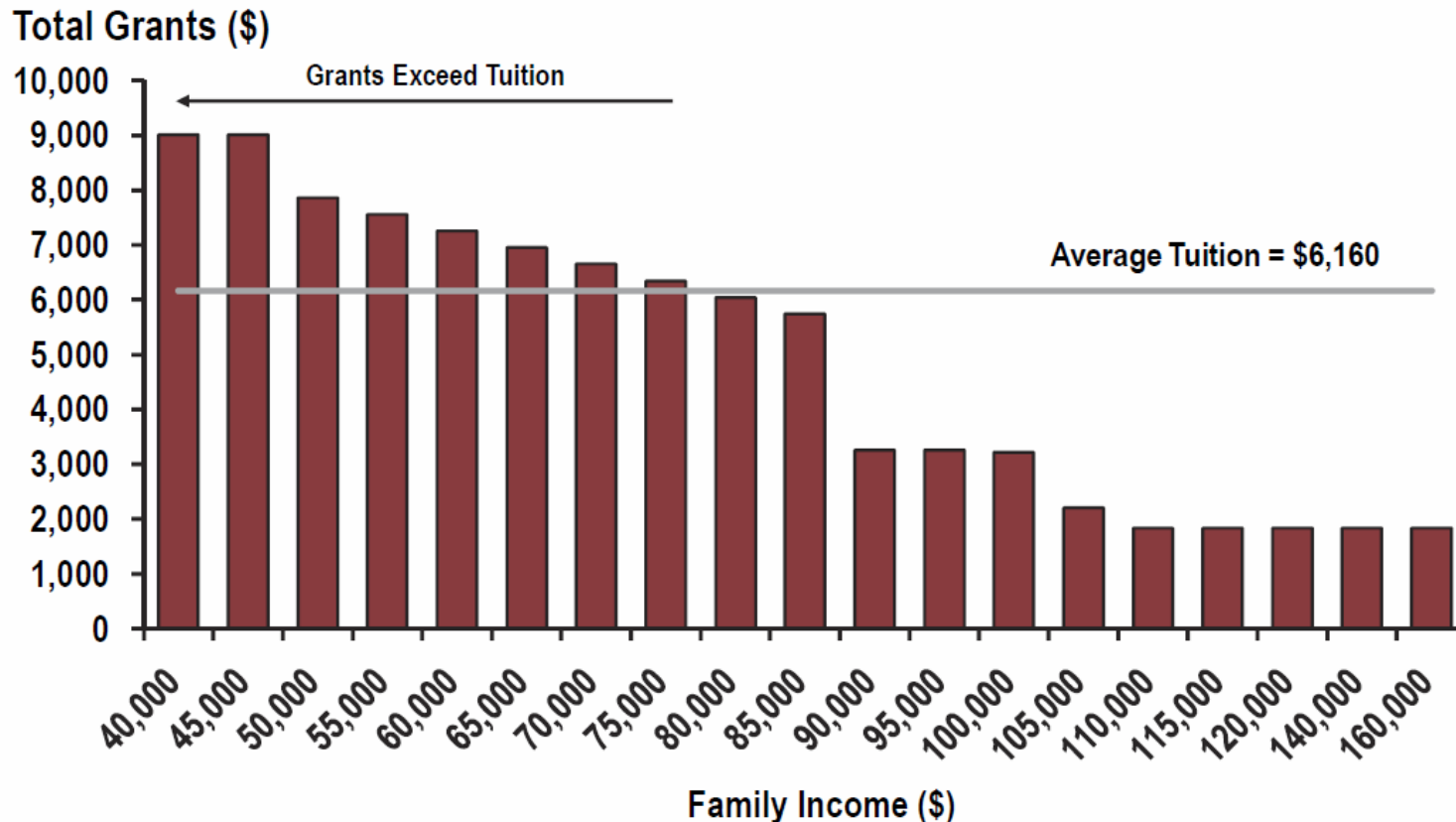
Mr. Speaker, it gives us great pleasure to announce that these students will have no provincial student debt.”

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

➤ Ontario Student Grant (OSG)

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

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



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

Source: Ontario Ministry of Training, Colleges and Universities.

New OSAP for 2017-18



The brochure cover features a green background with white and yellow circular accents. On the left, a photo shows three students studying at a table in a library. On the right, a photo shows a smiling young woman carrying a cardboard box. The text is arranged in a clean, modern layout with bold fonts for key messages.

Ontario Student Assistance Program (OSAP)

Free Tuition
for eligible students

2017-18

osap ✓
ontario.ca/osap
The new OSAP is here to help.

You don't have to pay for college or university all by yourself! The Ontario Student Assistance Program (OSAP) is here to help.

OSAP gives students the financial aid they need, when they need it.

How much can you get?
Find out at ontario.ca/osap

ONAdvancedEd
@ONAdvancedEd

ontario.ca/osap

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osap ✓ | Ontario

New OSAP for 2017-18

- The new OSAP will make average university tuition free for students with financial need from families with incomes of \$50,000 or less.
- Many dependent university students from families with incomes under \$50,000 will receive grants greater than their average tuition costs.
- OSAP grants can also be available for families with incomes greater than \$50,000.

New OSAP for 2017-18:

Illustrative Ontario University Examples

Note: Ministry examples are <u>not</u> using Ryerson tuition and fees.	Tuition and Fees	Student Financial Assistance
Example #1 •Living Away From Home •Economics 1 st Year •Parental Income = \$140,000	Tuition \$6,519 Fees \$1,000 Total \$7,519	Grant \$1,961 Loan \$5,295 Total \$7,256
Example #2 •Living Away From Home •Sociology 1 st Year •Parental Income = Just under \$80,000	Tuition \$6,613 Fees \$ 472 Total \$7,085	Grant \$4,999 Loan \$8,483 Total \$13,482
Example #3 •Living At Home •Engineering 1 st Year •Parental Income = \$50,000	Tuition \$12,764 Fees \$ 1,141 Total \$13,905	Grant \$6,528 Loan \$7,140 Total \$13,668 SAG* \$4,159 Total \$17,827

*Student Access Guarantee (SAG) is additional non-repayable aid from the university.

Note: Scenarios are for dependent students and assume the student has minimal savings/assets and per term study period income that is less than \$5,600, and no awards, scholarships or bursaries, RESPS, government funding/income supports.

2016 Federal Budget Changes to Student Financial Assistance

- **Canada Student Grants** – increase grant amounts by 50% (2016-17); expand eligibility with progressive thresholds (2017-18) enabling grant amounts to gradually decline based on income and family size.
- **Repayment Assistance Plan** – increase threshold so that no student will have to repay Canada Student Loan until earning at least \$25K per year.
- **Flat-rate student contribution** – replaces student income/assets assessment; students can work without worrying about reduced financial assistance (2017-18).
- **Education and Textbook Tax Credits** – eliminated; savings reinvested in student financial assistance.

Net Billing Implementation for 2018-19

- For the 2018-19 academic year Ministry will require universities to:
 - Provide estimated OSAP aid and estimated **net tuition on offers of admission** sent to first-year/first-entry students*
 - Provide all OSAP students with their **costs net of OSAP aid and institutional aid** (if applicable) on each institutional account
- Ministry will make mandatory the **direct payment of OSAP aid** (grants and loans) **to universities** up to a maximum allowable amount~
- Implementation is **in progress**
- To calculate net tuition in time for Fall 2018 offers of admission:
 - Need to identify both 2017-18 and 2018-19 tuition levels during current budget cycle.

*For students who have applied for OSAP in time to assess their conditional grants.

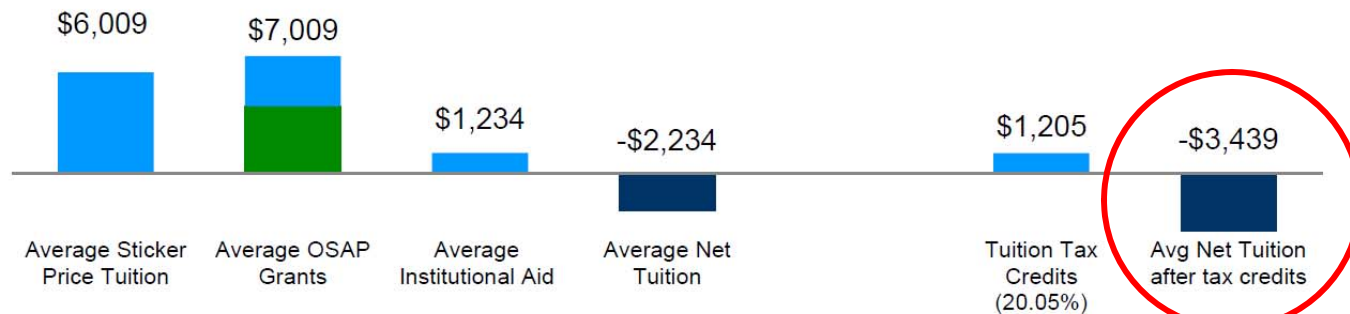
~Students in receipt of OSAP aid will not have the ability to opt-out of this process as is currently the case.

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

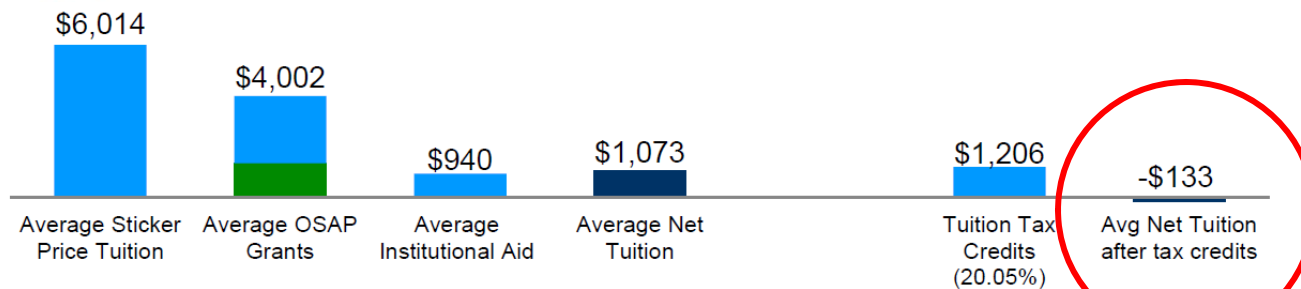
Current Policy: Examples of Net Fees for Ontario Students

1. Arts & Science and Select Professional Programs (Sticker Tuition: \leq \$6,999)

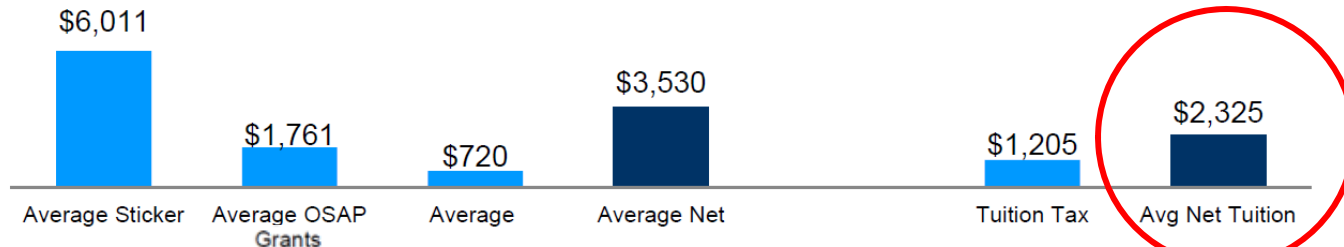
a) Students on maximum OSAP



b) Students on OSAP



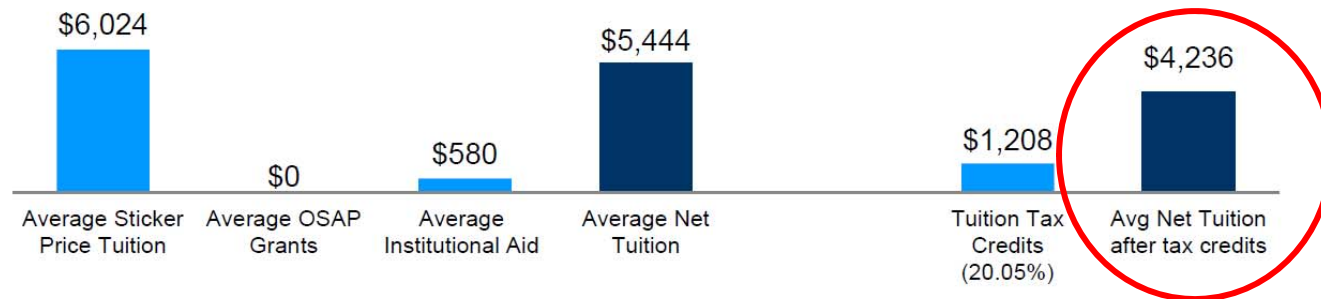
c) Students with only OTG



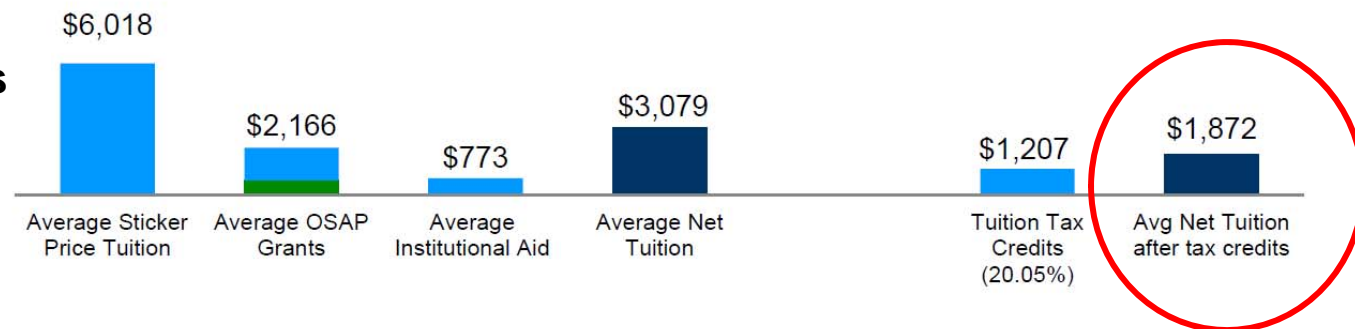
Current Policy: Examples of Net Fees for Ontario Students

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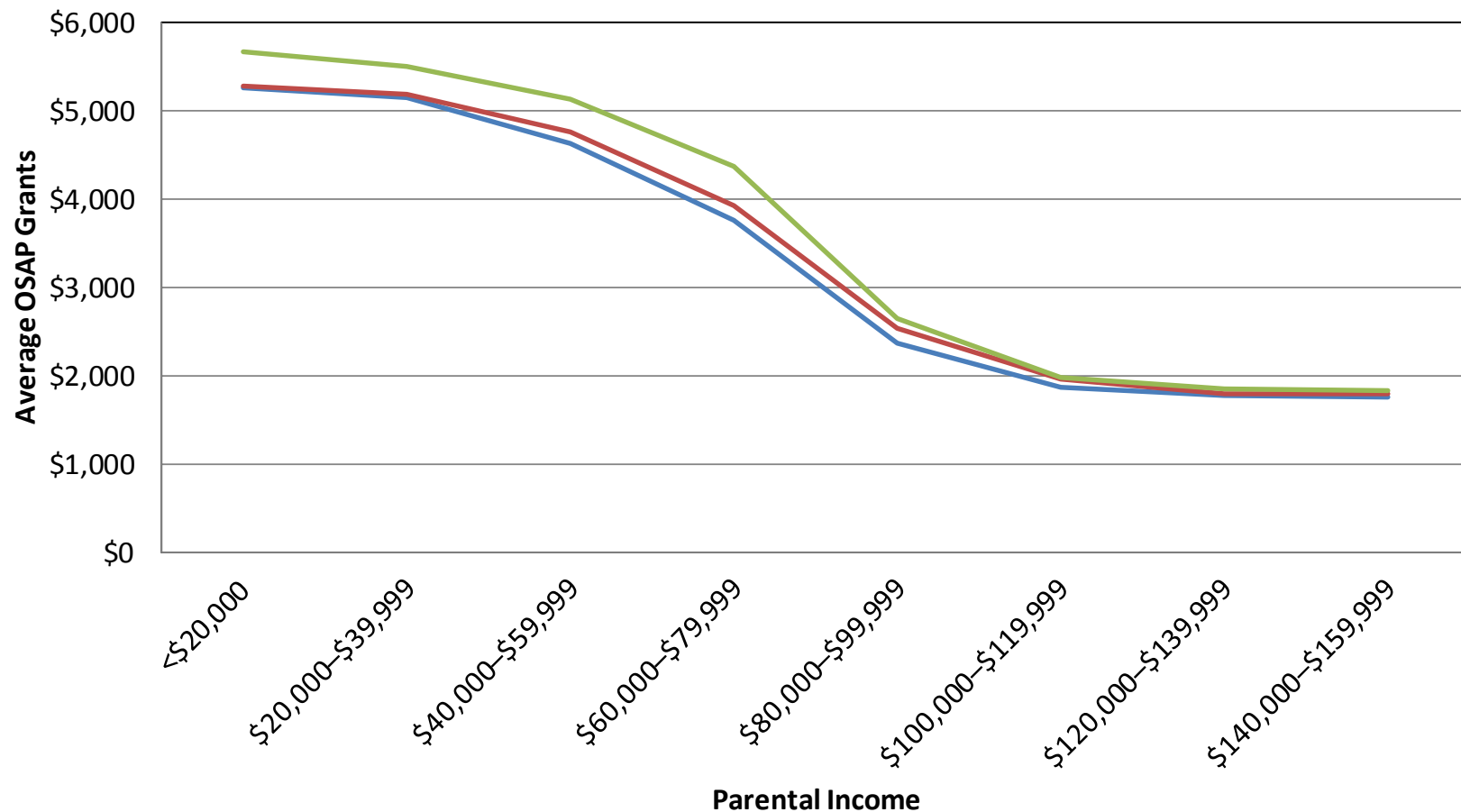
d) Students with no OSAP and no OTG



e) All Students



Average OSAP grants by parental income and tuition bands, dependent students, 2014-15

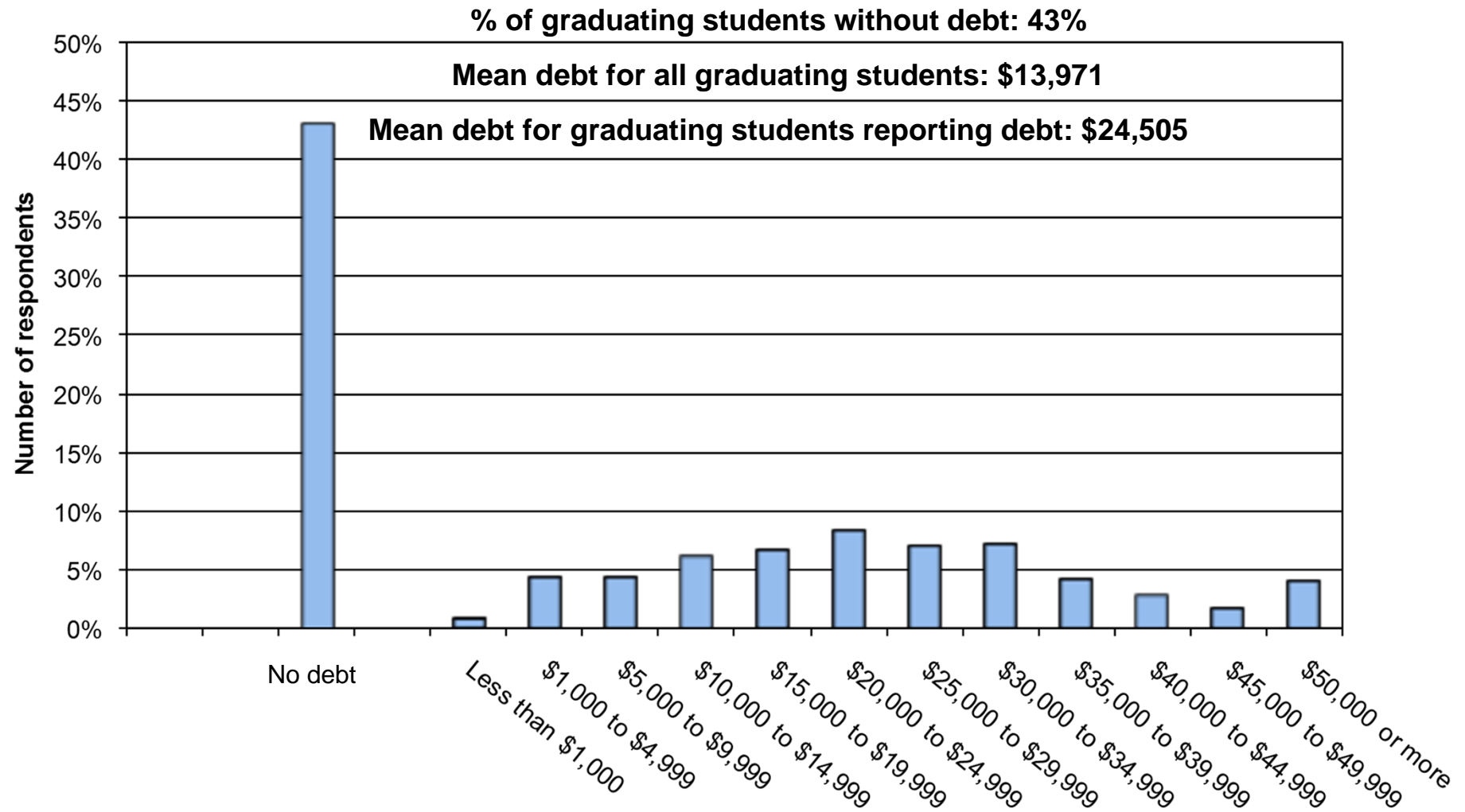


Tuition Fee Bands: — ≤ \$6,999 — \$7,000–\$8,999 — \$9,000–\$10,999



When students graduate
what is their debt level?

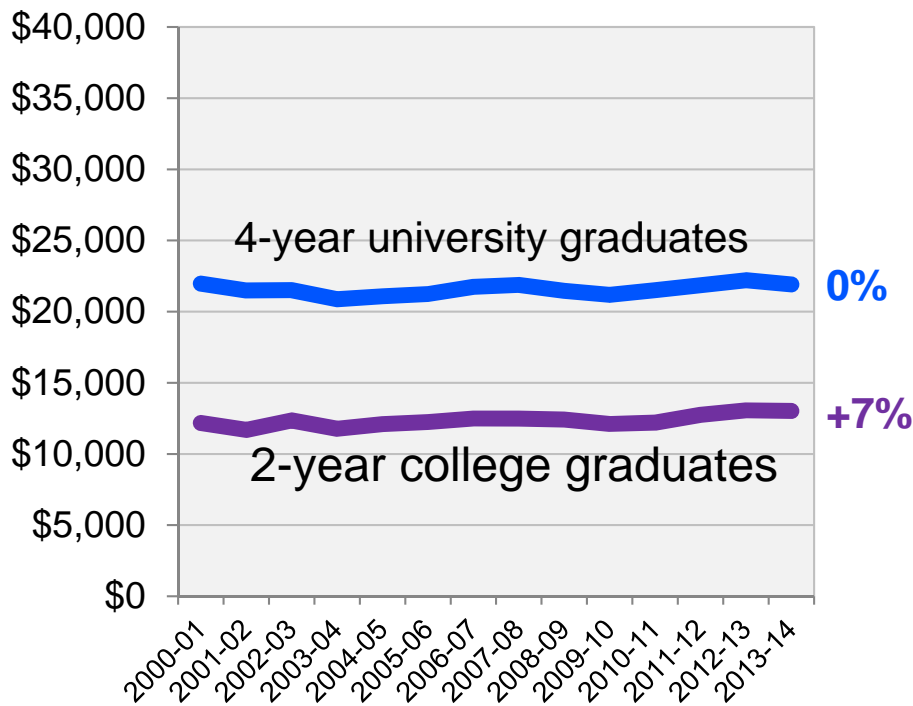
Level of Debt (Self-Reported from All Sources) for Graduating Ryerson Students (undergraduate degrees)



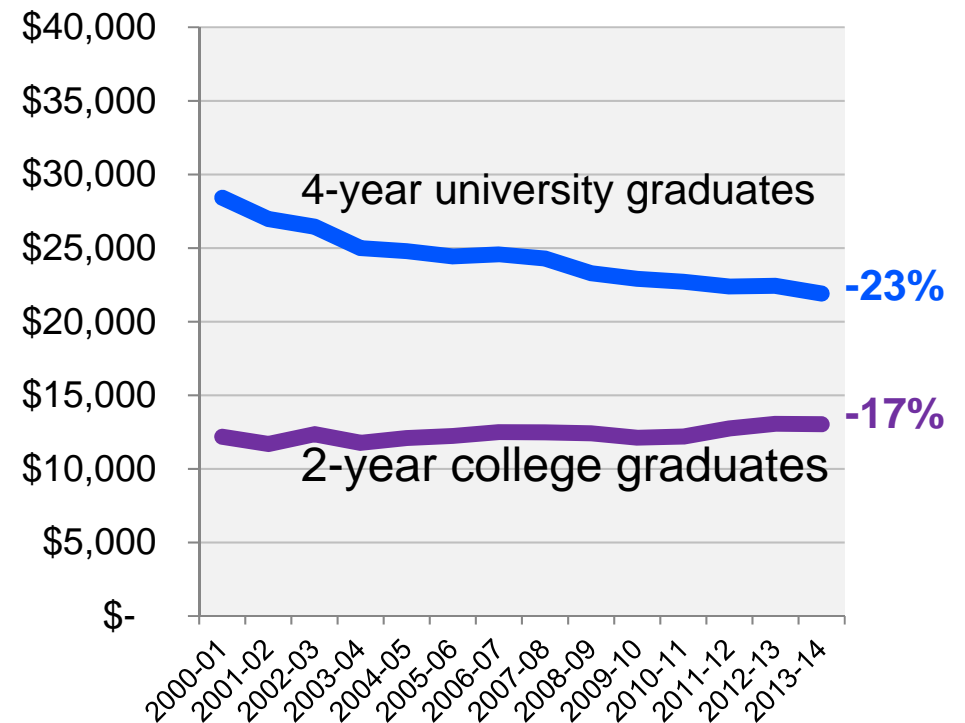
Note: Includes all debt including OSAP, credit cards, parents etc. Debt levels are self-reported by students.

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

Nominal Dollars



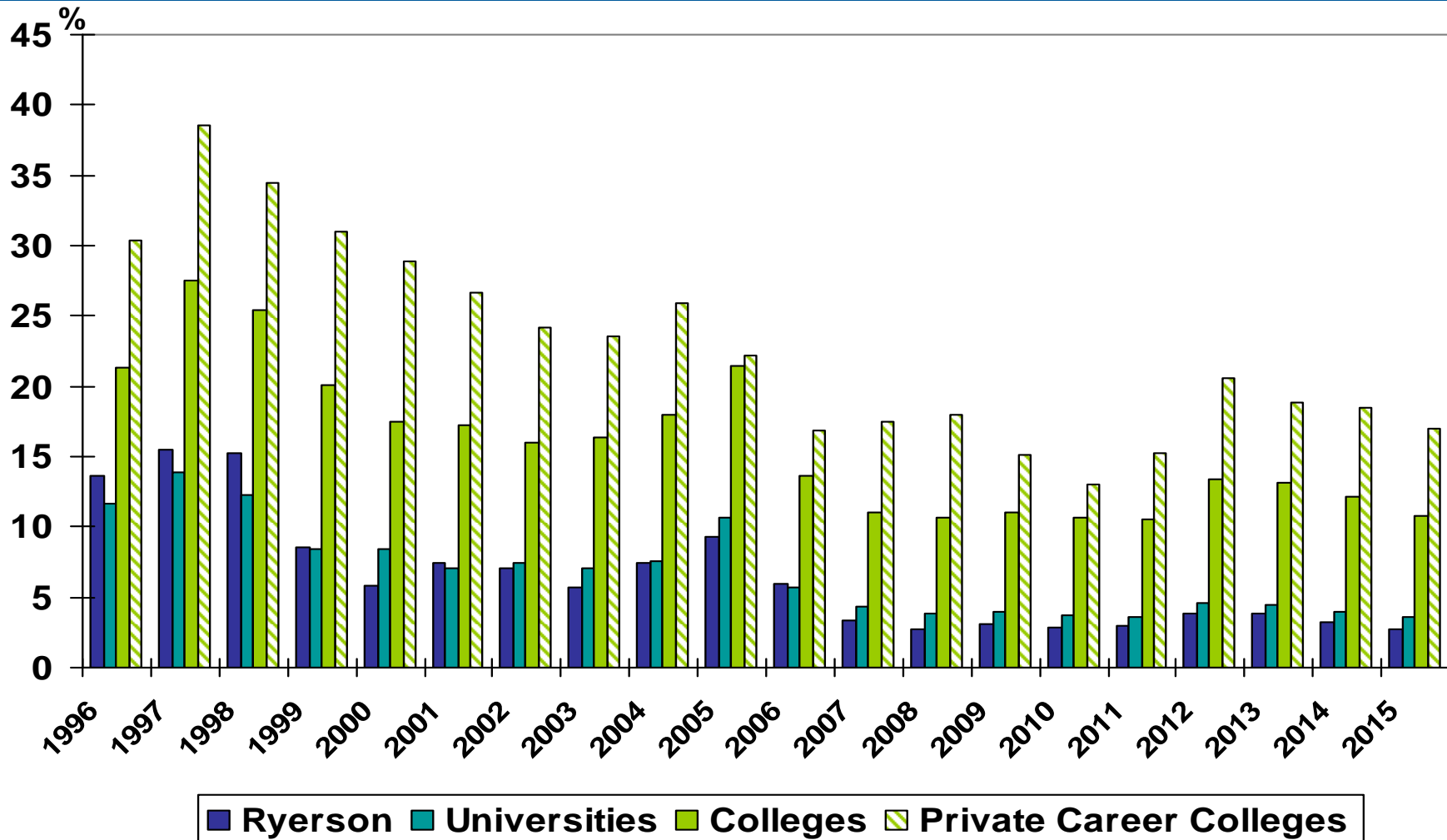
**Adjusted for Inflation:
Constant Dollars (\$2013)**





Are students able to repay
their loans?

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



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

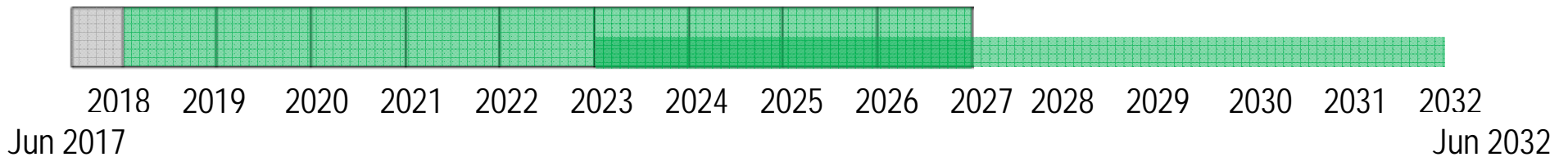
Source: MAESD

Loan Limits

- Ontario limits the loan amount to be repaid after graduation by capping debt for full-time students, irrespective of amount borrowed, at:
 - \$7,500 per 2-term academic year
 - \$11,250 per 3-term academic year
- Automatically assessed through OSAP, provided:
 - Academic year is completed
 - Student's income tax return is filed
 - Others who reported income on OSAP application also file income tax returns

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

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



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

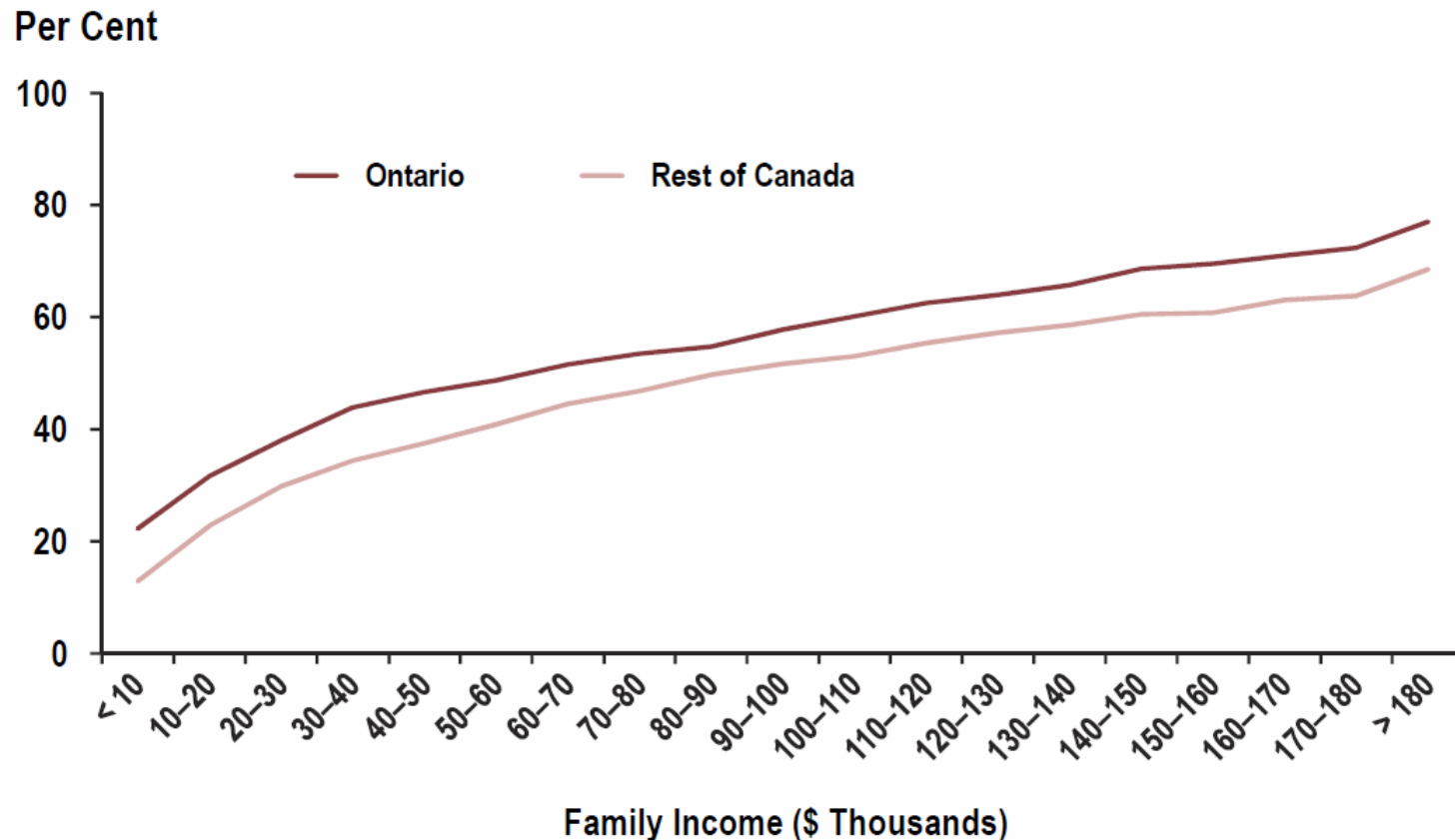
Income Contingent Repayment After Graduation: Repayment Assistance Plan (RAP)

- Monthly payments can be lowered based on:
 - Family income
 - Family size
 - Outstanding debt
- Very low income-earners do not need to make payments until income reaches a threshold. No student will have to repay Canada Student Loan until earning at least \$25K per year.
- Monthly payment is a function of income but is never higher than 20% of family income



What is the earnings premium from a degree for students?

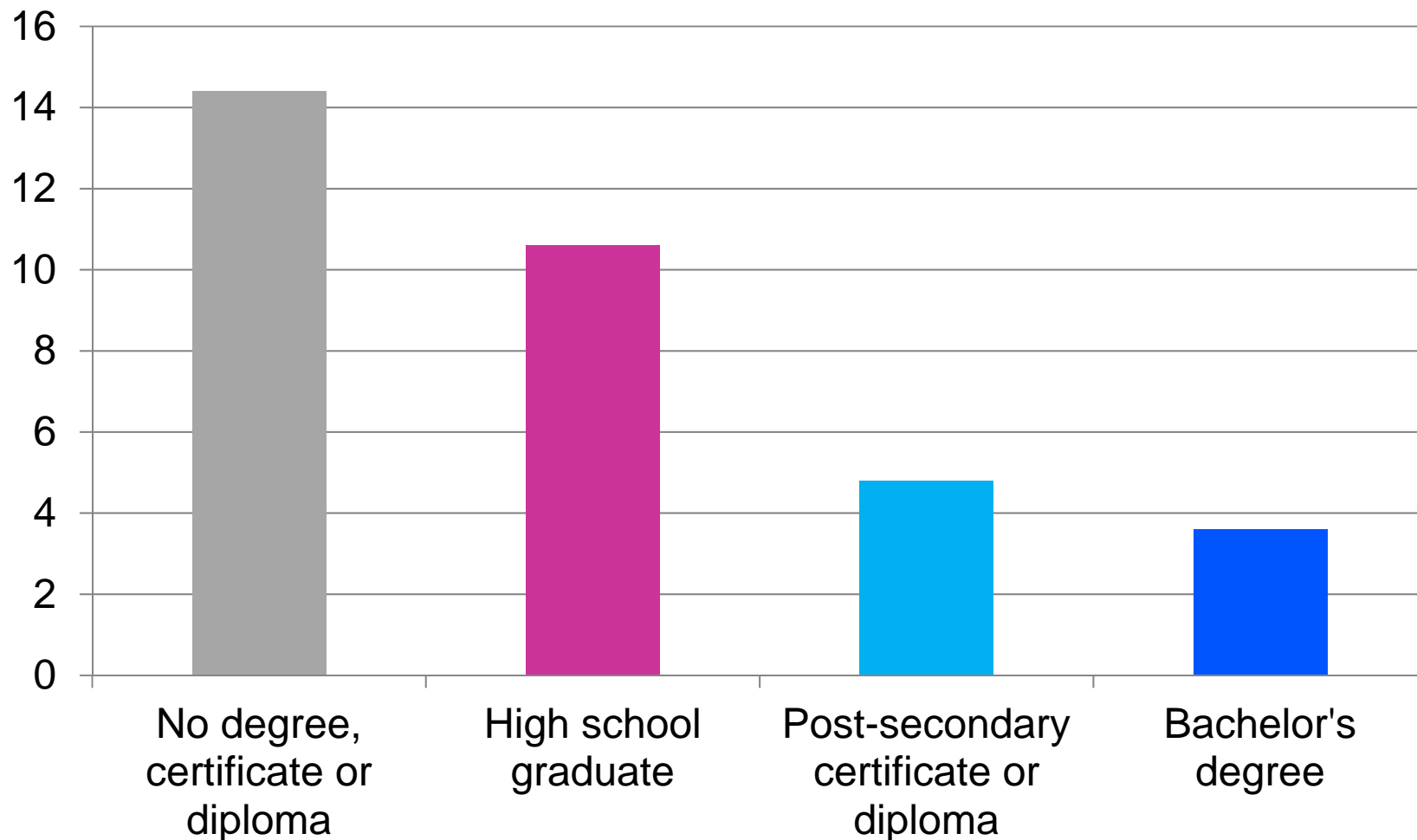
Postsecondary Participation Rates of 18- to 21-Year-Olds Living at Home, by Parental Income, 2013



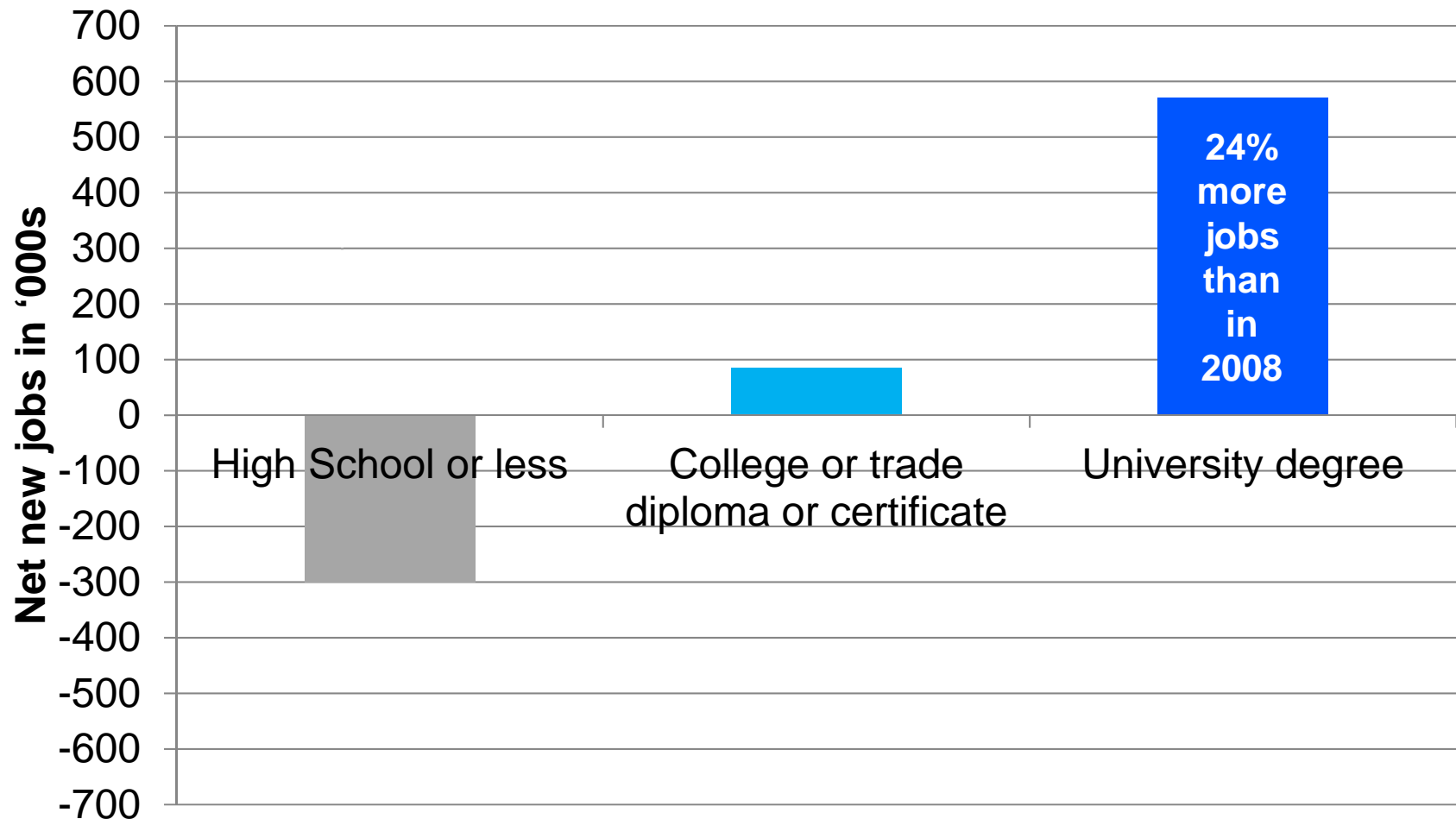
Note: Percentage of families with at least one child in full-time postsecondary education, of couple and lone-parent families with one or more children aged 18 to 21 residing at home.

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

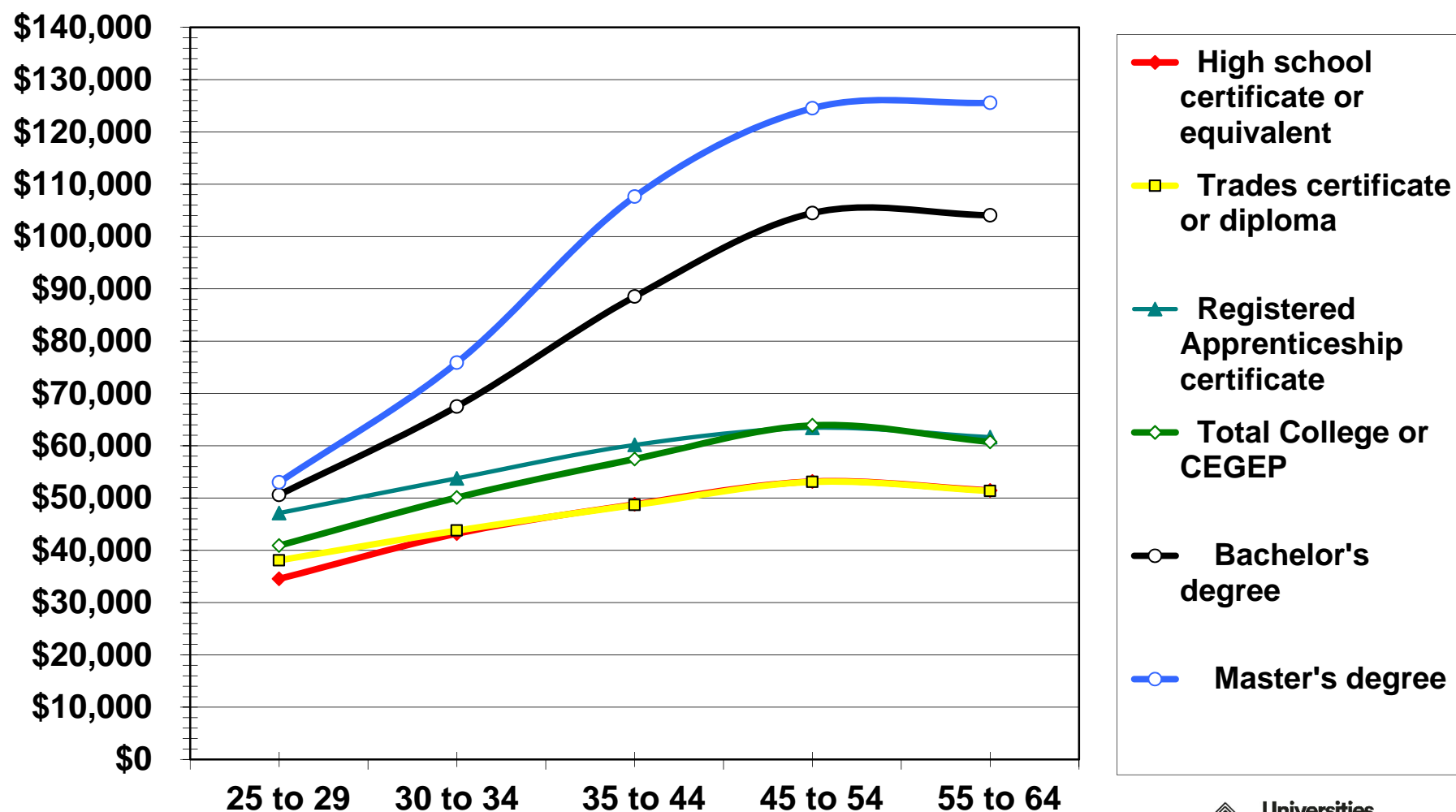
Unemployment Rate by Educational Background: Ontario, 2016



Net Change in Jobs By Level of Education: Ontario, 2016 vs. 2008



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



Summary

- We aspire to provide students with the highest quality education, but to do so requires sufficient funds.
- Ryerson's average operating revenue per student is at the low-end, while it wishes to compete at the high-end of Ontario universities.
- Ryerson's fees in Arts and Science are similar to other Ontario universities but we do not charge large differential fees in professional programs.
- Financial support for students in need has increased in recent years.
 - OSAP has become more generous over a number of years.
 - With the Repayment Assistance Plan and other supports, student loan repayment has effectively become contingent on each student's income and circumstances after graduation.
 - The Student Access Guarantee requires Ryerson to assume the burden of financial support for students with OSAP unmet need (direct costs).
- **New OSAP** begins in 2017-18. OSAP transformation will simplify and enhance financial assistance available to students.
- The result is that the Net Tuition Fee paid by most students is considerably lower than the Sticker Fee.
- The earnings premium of university education over a lifetime makes this education one of the best possible investments.



ADVANCING RESEARCH & INNOVATION AT RYERSON:

**Presentation to the Board of Governors
Usha George, Vice-President, Research and Innovation (Interim)**

March 30, 2017

Introduction



**DIGITAL MEDIA &
TECHNOLOGY**



**ENERGY &
SUSTAINABILITY**



**HEALTH &
WELL BEING**



**TECHNOLOGICAL &
INDUSTRIAL INNOVATION**



**CITY BUILDING &
SOCIAL JUSTICE**



**MANAGEMENT,
ENTREPRENEURSHIP
& COMPETITIVENESS**

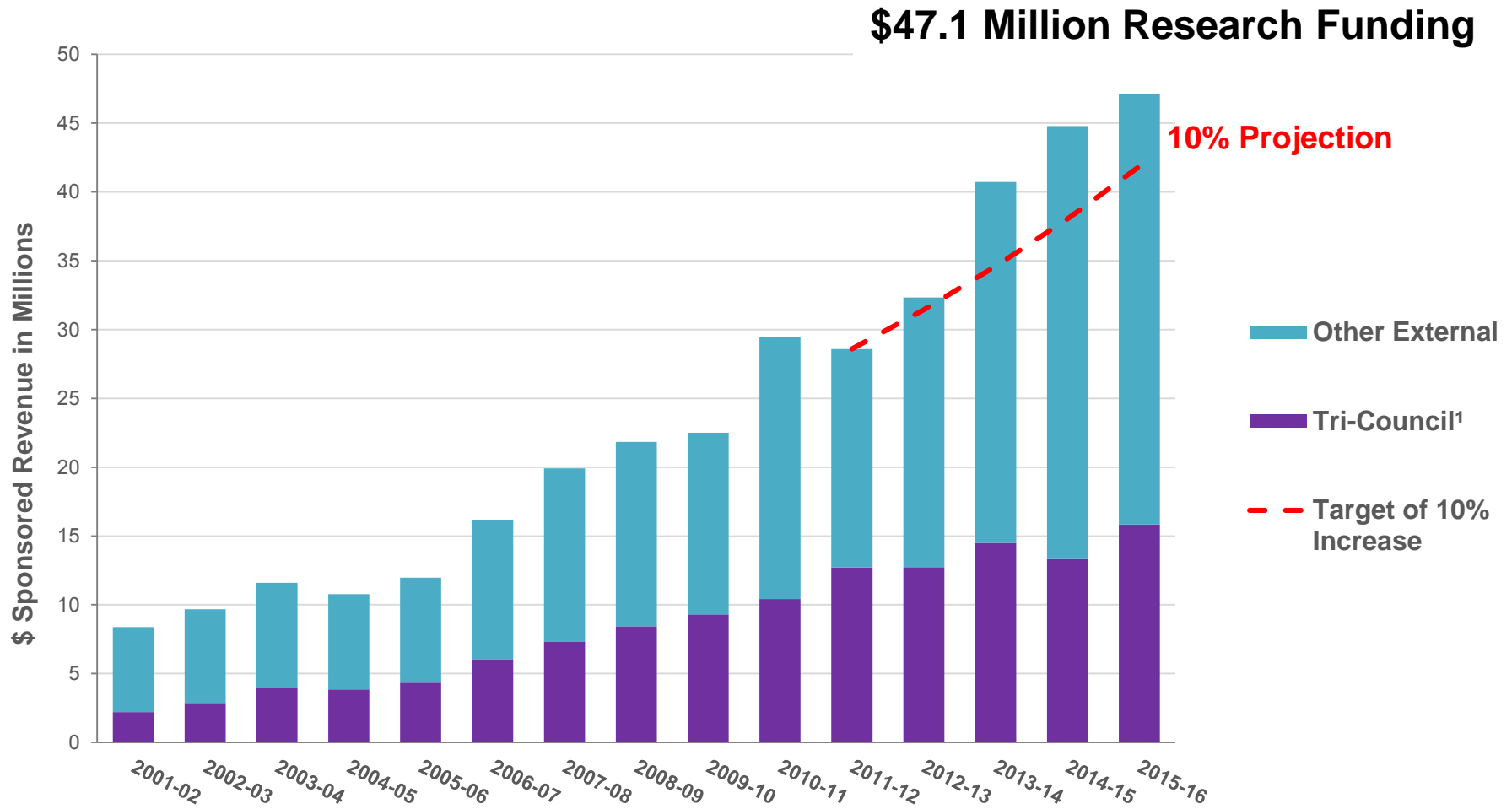


**DESIGN, CULTURE &
CREATIVE INDUSTRIES**



**TEACHING & LEARNING
FOR THE NEW ECONOMY**

Where are we?



Tri-Council Funding

In 2015-16

↑ 18.8%

Increase in funding
over 2014-15

\$15.8M Total
funding

\$2.9M
CIHR

\$8.8M
NSERC

\$4.1M
SSHRC

Tri-Council wins

2016-17

- 230% increase in **NSERC Collaborative Research & Development** grants awarded as of February 2017
- Ryerson 1st **CIHR Project Grant**, for the inaugural grant competition

2015-16

- 100% increase in market share of **SSHRC Insight Grants** with 7 grants awarded
- **3 SSHRC Partnership Development Grants**, the most funding received for this grant to date

The majority of competition results from the 2016-17 fiscal have not yet been announced

Diverse funding portfolio

2016-17

- **Law Foundation of Ontario Grant**
- Ryerson 1st **Best in Science Grant** from the Ministry of the Environment and Climate Change
(confidential until announced)
- **OCE / SOSCHIP: Smart Computing Challenge** with industry partner PBE Canada
- **OCE Aerospace R&D Challenge** with industry partners Aeryon Labs and Honeywell



RESEARCH INFOSOURCE 15-YEAR RETROSPECTIVE

Top undergraduate university in
Canada for total research income
over the last **15 years**.

10th among non-medical
Universities in Canada.

Nearly **400% increase** in
income growth since 2000.

Ryerson is now classified as a
comprehensive university.

Rank		University	Sponsored Research Income		
2015	2014		FY2015 \$000	FY2014 \$000	% Change 2014- 2015
1	1	University of Toronto* ++	\$998,519	\$1,041,374	-4.1
2	3	University of British Columbia*	\$541,553	\$547,027	-1.0
3	2	Université de Montréal* (a)	\$530,858	\$548,849	-3.3
4	4	McGill University*	\$473,107	\$477,843	-1.0
5	5	University of Alberta*	\$470,690	\$462,891	1.7
6	7	University of Calgary*	\$358,298	\$324,212	10.5
7	6	Université Laval*	\$331,792	\$324,803	2.2
8	8	McMaster University*	\$324,624	\$310,608	4.5
9	9	University of Ottawa*	\$294,215	\$275,266	6.9
10	10	Western University*	\$229,821	\$237,894	-3.4
11	14	Queen's University*	\$187,338	\$148,486	26.2
12	12	University of Waterloo	\$180,929	\$177,425	2.0
13	11	University of Saskatchewan*	\$168,947	\$195,264	-13.5
14	13	University of Manitoba*	\$162,948	\$154,280	5.6
15	15	University of Guelph	\$143,581	\$146,657	-2.1
16	16	Dalhousie University*	\$141,927	\$128,084	10.8
17	17	Université de Sherbrooke*	\$126,828	\$121,938	4.0
18	18	Simon Fraser University	\$117,404	\$103,130	13.8
19	20	Memorial University of Newfoundland*	\$104,395	\$87,782	18.9
20	19	University of Victoria	\$102,845	\$95,428	7.8
21	21	York University	\$70,358	\$78,719	-10.6
22	22	Université du Québec à Montréal	\$66,775	\$70,384	-5.1
23	24	Carleton University	\$55,335	\$59,144	-6.4
24	23	Institut national de la recherche scientifique*	\$53,352	\$61,903	-13.8
25	25	Concordia University	\$45,817	\$45,670	0.3
26	27	Ryerson University (b)	\$44,815	\$40,782	9.9
27	26	University of New Brunswick	\$41,039	\$42,505	-3.4
28	28	University of Windsor	\$29,695	\$30,486	-2.6
29	30	École de technologie supérieure*	\$27,871	\$26,614	4.7
30	29	Université du Québec à Chicoutimi	\$24,597	\$27,436	-10.3

Publications & Citations

13,329

Citations of Ryerson
Researchers by other scholars

1,237

Academic publications

↑ 29%

Increase in
citations

Source: Web of Science, Thompson Reuters

Notable Awards



Collaborative Health Research Project (CHRP)

Michael Kolios (FOS) \$832K

Mark Towler (FEAS) \$502K



eHealth Innovations Partnership Program (eHIPP)

Colleen Carney (ARTS)
\$354K



**CFI John R. Evans
Leaders Fund (JELF)**
Anton de Ruiter (FEAS)
\$128K

Awards and Recognition



**Community Partners
Award from the
Ontario Aids Network**
Josephine Wong (FCS)



**David C. Onley Award
for Leadership in
Accessibility in the
Role Model Award**
Kathryn Church (FCS)

**Fellow of the Canadian
Society for Civil
Engineering**
Medhat Shehata (FEAS)



Early Researcher Award

Costin Antonescu (FOS)
Becky Choma (ARTS)
Seth Dworkin (FEAS)
Margaret Moulson (ARTS)
Scott Tsai (FEAS)

CRC Allocation

20	19	17	15	12
2015	2014	2012	2010	2008

Royal Society of Canada

Fellow: Candice Monson (ARTS)
Member: Trevor Hart (ARTS)

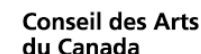
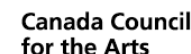
Centres & Institutes



Middle East and North Africa (MENA) Studies Centre



More than 200 Research Collaborations



Increasing Commercialization & Knowledge Translation

Invention Disclosures

50	34	30	24
2015-16	2014-15	2013-14	2012-13

**Commercialization
Specialists supporting
faculty members**

Patents Supported

7	9	13	9
2015-16	2014-15	2013-14	2012-13

**4 Active Spin-Off
Companies with**

over \$8 million in funding:
7D Surgical, Ametros Learning,
EidoSearch, Flybits

26 Active IP Licenses
as of March 2017

Regional Innovation Centres

Proposal support



Ongoing support



Ryerson Innovation



CAMPUS-LINKED ACCELERATOR PROGRAM

(\$1.2M)

Glossary

- Canada Accelerator and Incubator Program (CAIP)
- Canada Research Chairs (CRC)
- Canadian Institutes of Health Research (CIHR)
- Incubate Innovate Network of Canada (I-INC)
- Natural Sciences and Engineering Research Council of Canada (NSERC)
- Ontario Campus-Linked Accelerator (CLA)
- Ontario Centres of Excellence (OCE)
- Scholarly, Research & Creative (SRC) Activity
- Social Sciences and Humanities Research Council of Canada (SSHRC)

Thank You.



BOARD OF GOVERNORS
January 31, 2017
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 2:00 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Tuesday, January 31, 2017 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Frazer (Vice Chair), L. Amleh, J. Austin, J. Cockwell, C. Hilkene, M. Lachemi, C. MacDonald, V. Morton, C. Myers, M. Nouser, C. Paisley, S. Sinha, G. Sivapathasundaram, R. Traill

Regrets: M. Al Zaibak L. Bloomberg, J. Cockwell, M. Ien. A. Snobar T. Staffieri, P. Sugiman

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
J. McKee, Chief Financial Officer
P. Stenton, Deputy Provost and Vice Provost University Planning
A. Casey, Interim Executive Director, Office of the President
A. Saloojee, Assistant Vice President International
U. George, Interim Vice President Research and Innovation
J. Grass, Assistant Vice President, University Relations
H. Lane Vetere, Vice Provost Students
C. Sass-Kortsak, Assistant Vice President, Human Resources
M. McEachrane, Interim Executive Director, Office of the Provost and Vice President Academic
S. Zolfaghari, Vice Provost Faculty Affairs
S. Fazilat, Assistant Vice-President, Campus Facilities and Capital Projects
B. Lesser, Chief Information Officer
A. Snobar, Executive Director, DMZ
M. Saunders, President, Ryerson Futures Inc.

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

J. Fukakusa welcomed Board members back from the winter break and wished everyone a Happy New Year and added that the Board is now midway through the calendar with meetings in March, April and June.

3.2 Approval of the January 31, 2017 Agenda

The Agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi referred to updated admission statistics from the Registrar's office. High School Student numbers entering the University have stayed static; mature student numbers are up by 9.4% and international student numbers are up by 37%; US applications are also up by 62%.

The President spoke of the National Women's Volleyball Championships which will involve the top 8 teams in Canada and will take place March 17 to 19, 2017. Board members will be updated on the event.

The President spoke of the two statements that he had issued, one in response to the Executive Order on the US travel ban, and the other in response to the shooting in Quebec.

The President reported that the Assistant Vice President, International is keeping him updated on the effect of the travel ban on our international students

The President presented a video to the Board from Brandon Smith, Co-ordinator of Student Life illustrating how engaged and positive the Ryerson community is.

5. REPORT FROM THE SECRETARY

J. Shin Doi indicated that her report was attached and she would be happy to answer any questions if asked.

6. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

C. Evans indicated that his report was attached and he would be happy to answer any questions if asked.

7. DISCUSSION

7.1 REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE

M. Frazer reported that the Executive Committee, acting on behalf of the Board, met on December 12, 2016 and approved the amendments to the University's Sexual Violence Policy. M. Frazer thanked all those who made it

possible including H. Lane Vetere and Ryerson students who were strong contributors to the amended policy.

7.2 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that the Finance Committee met on January 24, 2017 and began its annual introduction to the budget process which will be finalized at the April Board meeting. M. Frazer reported that P. Stenton will present highlights of the process shortly. Also at the January 24th Finance Committee meeting the financial oversight of Ryerson's student societies was discussed. M. Frazer reported that C. Evans will speak to this item and the recommendations made by the Finance Committee.

7.2.2 Student Societies Update

C. Evans spoke of the financial oversight procedures and the role of the Deans in the constituting documents of student societies. Based on the recommendations of the Finance Committee C. Evans reported that the administration would develop an overarching set of principles, guidelines and practices that could be used to aid Deans in the oversight of the student societies. J. Shin Doi will assist in drafting these principles.

7.2.1 Introduction to the 2017-18 Budget Process

P. Stenton spoke of the 2017-18 budget consultation process which includes town halls, meetings with union groups, students, academic chairs and directors. P. Stenton mentioned a recent town hall with the Ryerson Students Union and thanked Victoria Morton for taking the lead on organizing it.

All Board members will be invited to the February Finance Committee meeting where P. Stenton will present an environmental scan of the key public policies, the new funding formula and the strategic mandate agreement, all factors that will impact the budget. The March Board meeting will discuss the context for setting the fees.

P. Stenton indicated that management will be bringing forward a balanced, forward-looking budget that continues the momentum on University key priorities.

P. Stenton spoke of key revenue parameters in setting the budget and the likelihood of a new funding formula for 2017-18. He also spoke about the tuition fee framework and the implementation of net fees in 2018-19.

The President spoke of student interest in the budget town hall meetings. He thanked the students on the Board for their leadership in the engagement process and added that these community budget meetings help identify student expectations and priorities.

7.3 PRESENTATIONS

7.3.1 Cyber Security

B. Lesser presented information on the challenges universities face defending themselves from cyber-attacks and how Ryerson is working to improve cybersecurity.

For the last three decades cyber-security threats have been increasing in sophistication, intensity, diversity and volume. B. Lesser reported that cyber-security is a long term process and requires

attention and nimbleness. The presentation covered evolving security practices at Ryerson and the possibility of sharing risk by purchasing cyber insurance.

Board Members asked questions about the protection of the on-line examination process; and what cyber insurance would cover if purchased.

Janice Fukakusa thanked B. Lesser for the presentation and said it was very helpful information.

At this point M. Nouser left the meeting.

7.3.2 DMZ

A. Snobar updated Board members on the DMZ a business incubator which helps high potential startups grow into global tech business. The aim of the DMZ is to enable made-in-Canada businesses to become global powerhouses. A. Snobar reported on the DMZ's recent and past successes, its organizational structure, the strength of its advisory council; its partnerships; where it will be in the next five years and its priorities. In six years, it has grown more than 266 companies that have raised \$280 million and created more than 2,500 jobs.

P. Stenton left the meeting.

7.3.3 Ryerson Futures Inc. Annual Update

M. Saunders updated the Board on Ryerson Futures Inc. and gave an overview of RFI's corporate structure, current activities and future plans. He spoke of the corporation's portfolio of equity, the establishment of its profile in India, its ability to attract talent and increase Ryerson's reputation and assist in replicating the zone model elsewhere.

7.3.4 Closing Remarks

M. Lachemi thanked J. Austin and his team for their work reflected in the student life video shown earlier.

M. Lachemi announced that the recipients of the President's Blue and Gold Award for Excellence. Mentioned that one of the recipients is Board member Lamya Amleh who assisted in creating excellent student experience in Engineering.

The President mentioned that J. Fukakusa had retired from her job at RBC today. He wished her the very best in the next phase in her life and added that now she had more time to spend on Ryerson University.

J. Fukakusa thanked the presenters and said she would see Board members at the next Board meeting March, 30, 2017.

8. CONSENT AGENDA

8.1 Approval of the November 24, 2016 Minutes

The minutes were approved by consent.

9. TERMINATION

BOARD OF GOVERNORS MEETING
March 23, 2017

AGENDA ITEM: Fiera Capital Report – December 31, 2016

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

On December 31, 2016 Ryerson's Endowment Funds, which are managed by Fiera Capital, had a market value of \$124.4 million compared to a book value of \$111.9 million. Year to date (fourth quarter) earnings on the fund were 6.97%, compared to the benchmark of 7.79%. The February 28 year to date results is 2.69% compared to the benchmark of 1.79%.

Ryerson pays annual fees to Fiera (effective October 1, 2015) on a flat basis of 0.25%. In addition, a donation equal to 10% of the fee is received from Fiera each year. On an endowment fund of \$124 million the net cost (after donation) would be about \$279,600 or 23 basis points (bps).

Mario Richard, Senior Vice-President from Fiera Capital Corporation will be in attendance to provide an update to the Finance Committee.

Attached: Fiera Capital December 31, 2016 Report and Commentaries

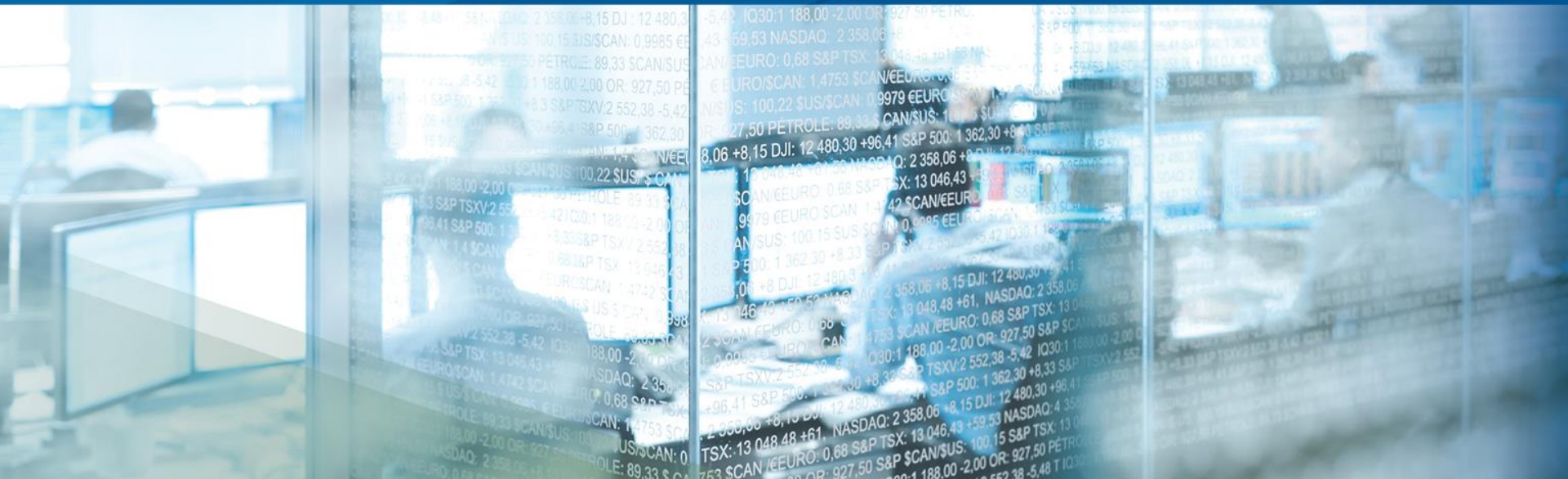
PREPARED BY:

Joanne McKee, Chief Financial Officer
March 2, 2017

APPROVED BY:

Janice Winton, Vice President, Administration and Finance
March 2, 2017

MARCH 23, 2017



Ryerson University

MARIO RICHARD
Senior Vice President

	Mar. 31 2016	Dec. 31 2016	Feb. 28 2017	Benchmark
Short-Term	4.9%	6.8%	4.9%	5%
Bonds	29.8%	28.1%	29.7%	35%
Total Equities	65.3%	65.1%	65.4%	60%
Canadian	32.9%	34.3%	34.5%	30%
Foreign	32.4%	30.8%	30.9%	30%
Total Fund	100%	100.0%	100.0%	100%
Market Value	\$120.9 Mill	\$124.4 Mill	\$127.8 Mill	

Net Cash Flow Fiscal Year April 1, 2016 – Feb. 28 2017: (\$5,095,948)

Annual Returns % – December 31

	YTD Feb. 28/17	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
EFT Fund	2.69	6.97	6.82	12.27	14.46	8.51	2.45	8.91	14.82	-15.66	2.74
Benchmark	1.79	7.79	4.70	10.52	12.42	7.36	1.02	9.25	14.29	-14.53	2.04
Added Value	0.90	-0.82	2.12	1.75	2.04	1.15	1.43	-0.34	0.53	-1.13	0.70

Annualized Returns % – December 31

	1yr	2yrs	3yrs	4yrs	5yrs	6yrs	7yrs	8yrs	9yrs	10yrs
EFT Fund	6.97	6.89	8.65	10.08	9.76	8.51	8.57	9.33	6.22	5.87
Benchmark	7.79	6.24	7.65	8.82	8.53	7.24	7.52	8.35	5.53	5.17
Added Value	-0.82	0.65	1.00	1.26	1.23	1.27	1.05	0.98	0.69	0.70

Performance fiscal year: April 1/16 to February 28/17: 10.1%

Investment Management Fee: 25 bps

Bonds



Canada 10 Year Bond Yield



As of February 28, 2016

	Portfolio Weights	FTSE Universe Bond Index
Sector Commitments	Dec. 31 2016	Dec. 31 2016
Government of Canada	24.7%	36.7%
Provincial/Municipal	35.8%	35.6%
Corporate	39.5%	27.6%
Quality & Characteristics		
AAA	27.4%	41.1%
AA	39.5%	27.2%
A	21.6%	21.3%
BBB	11.5%	10.4%
Duration (Yrs)	6.7	7.4
Yield To Maturity	2.2%	2.1%

Canadian Equities



Top 3 Stocks By Sector



	Portfolio (%)	Index* (%)
1. Energy	18.49	21.43
Cdn Natural Res	4.59	2.35
TransCanada Corp	2.51	2.60
Canadian Energy Srvc	2.10	0.09
2. Materials	10.64	11.81
Methanex Corp	3.08	0.26
West Fraser Timber	2.47	0.16
Agnico Eagle Mines	1.99	0.63
3. Industrials	11.91	8.88
Cdn Pacific Railway	3.25	1.39
Cdn Natl Railway	3.20	3.45
Waste Connections	2.25	0.92
4. Consumer Discretionary	10.02	5.03
Dollarama	4.02	0.52
Gildan Activewear	2.93	0.39
Cineplex Inc	2.28	0.16
5. Consumer Staples	0.45	3.84
6. Health Care	0.22	0.60

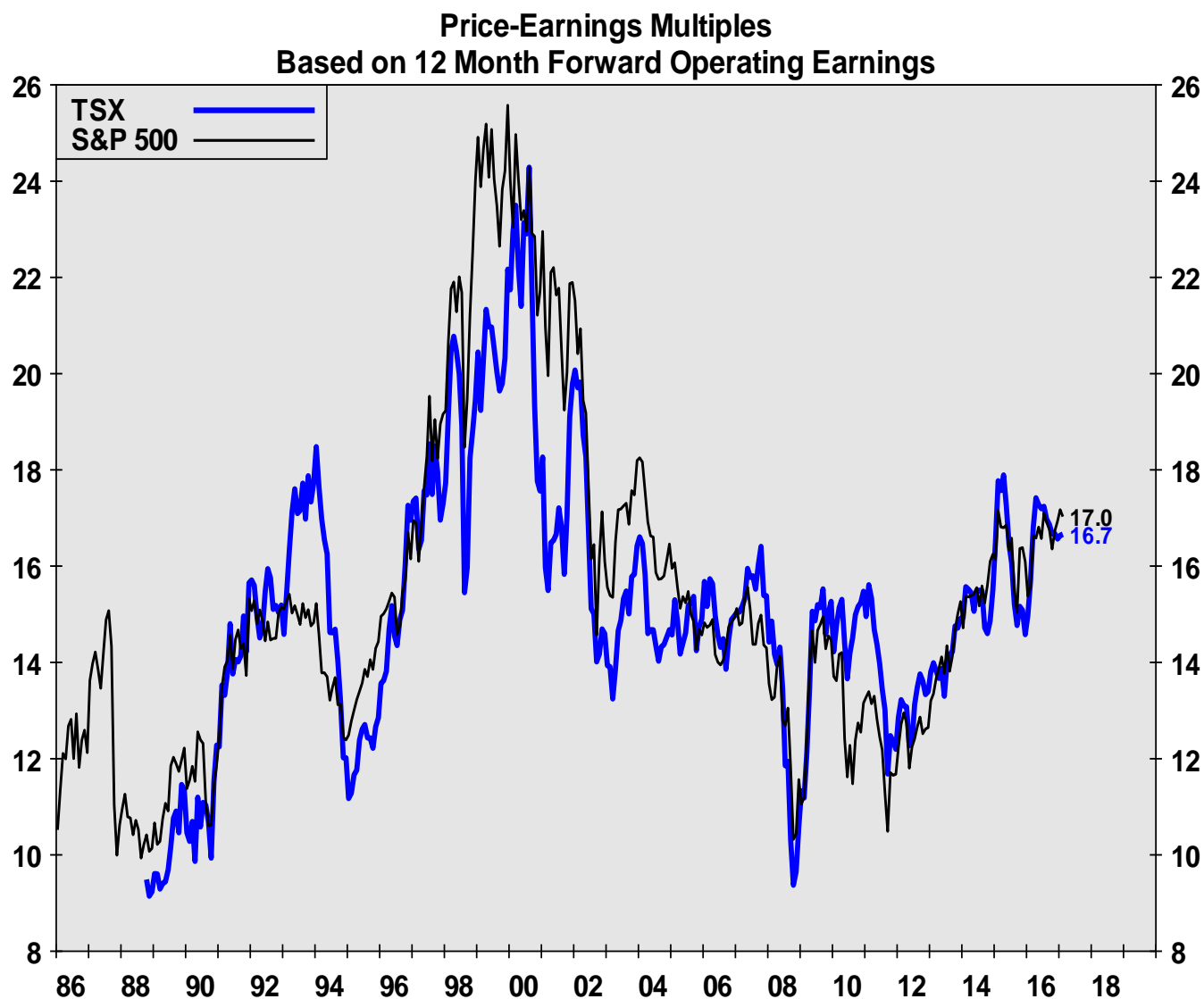
	Portfolio (%)	Index* (%)
7. Financials	31.59	34.99
Royal Bank of Canada	7.80	6.71
Toronto Dominion BK	6.98	6.12
Bank of Nova Scotia	4.47	4.49
8. Information Technology	6.13	2.74
CGI Group Inc	2.54	0.87
Open Text Corp	2.18	0.50
Kinaxis Inc	0.99	0.07
9. Telecommunication Services	2.01	4.83
Telus Corp.	2.01	1.26
10. Utilities	3.47	2.83
Brookfield Infr Prtr	2.06	0.00
Emera Inc	1.17	0.45
11. Real Estate	5.07	3.03
Brookfield Property	1.60	0.31
First Captl Realty	1.37	0.14
Colliers Intl	1.03	0.08

■ Securities which are part of the top ten holdings.
Top ten holdings represent 44.3% of the portfolio.

This page displays the top three holdings above 0.30% for each sector in the portfolio.

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

*S&P/TSX Composite



Foreign Equities



Weight (%) – Dec 31, 2016	
Region	Portfolio
United States	49.0
United Kingdom	10.6
Europe ex-UK*	26.5
Japan	7.1
Asian Pacific ex-Japan	2.4
Emerging Countries	4.0
Cash	0.4
Total	100

*14.3% Switzerland (Schindler, Nestle, Roche)

US Equity ESG

Top 3 Stocks By Sector



	Portfolio (%)	Index* (%)
1. Energy	0.00	7.56
2. Materials	8.30	2.84
Sherwin Williams Co	3.34	0.11
Praxair Inc	2.56	0.17
Ecolab Inc	2.40	0.16
3. Industrials	11.40	10.27
3M Company	5.53	0.56
Graco Inc	3.06	0.00
Middleby Corp	2.81	0.00
4. Consumer Discretionary	18.46	12.03
Autozone Inc	4.23	0.12
TJX Companies Inc	3.92	0.25
Nike Inc	2.98	0.35
5. Consumer Staples	7.84	9.37
Pepsico Inc	4.29	0.78
Colgate Palmolive Co	3.55	0.30
6. Health Care	21.53	13.63
Johnson & Johnson	6.37	1.63
Becton Dickinson	5.31	0.18
Unitedhealth Grp Inc	3.84	0.79

	Portfolio (%)	Index* (%)
7. Financials	22.04	14.81
Moodys Corp	5.93	0.08
US Bancorp Del	4.47	0.43
MSCI Inc	3.72	0.00
8. Information Technology	10.43	20.77
Mastercard Inc	4.74	0.51
Oracle Corp	3.02	0.60
Analog Devices Inc	2.67	0.12
9. Telecommunication Services	0.00	2.66
10. Utilities	0.00	3.17
11. Real Estate	0.00	2.89

■ Securities which are part of the top ten holdings.
Top ten holdings represent 48.6% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

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

*S&P 500 Total Return - Cdn\$

International Equity ESG

Top 3 Stocks By Sector



	Portfolio (%)	Index* (%)
1. Energy	0.00	5.47
2. Materials	5.32	7.90
Fuchs Petrolub Se	2.52	0.02
Chr.Hansen Hldgs A	1.71	0.04
Air Liquide(l')	1.09	0.35
3. Industrials	27.82	14.00
Intertek Group	4.32	0.06
Schindler Holding AG	3.92	0.06
Fanuc Corp	3.23	0.27
4. Consumer Discretionary	10.41	12.52
Intercontl Hotels	4.68	0.07
Shimano Inc	3.23	0.10
Richemont(cie Fin)	2.50	0.28
5. Consumer Staples	18.08	11.17
Unilever Nv Cva	5.29	0.55
Nestle Sa	5.19	1.83
L'Oreal	4.05	0.38
6. Health Care	13.64	10.66
Roche Hldgs AG	4.28	1.32
Novartis AG	4.22	1.33
Essilor Intl	2.75	0.19

	Portfolio (%)	Index* (%)
7. Financials	11.75	21.17
Svenska Handelsbkn	4.04	0.17
Housing Devel Fin	2.94	0.00
Cmnwlth BK of Aust	2.87	0.84
8. Information Technology	12.98	5.48
Keyence Corp	5.98	0.27
Sap Se	3.83	0.70
Taiwan Semiconductor	3.17	0.00
9. Telecommunication Services	0.00	4.51
10. Utilities	0.00	3.38
11. Real Estate	0.00	3.74

■ Securities which are part of the top ten holdings.
Top ten holdings represent 46% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

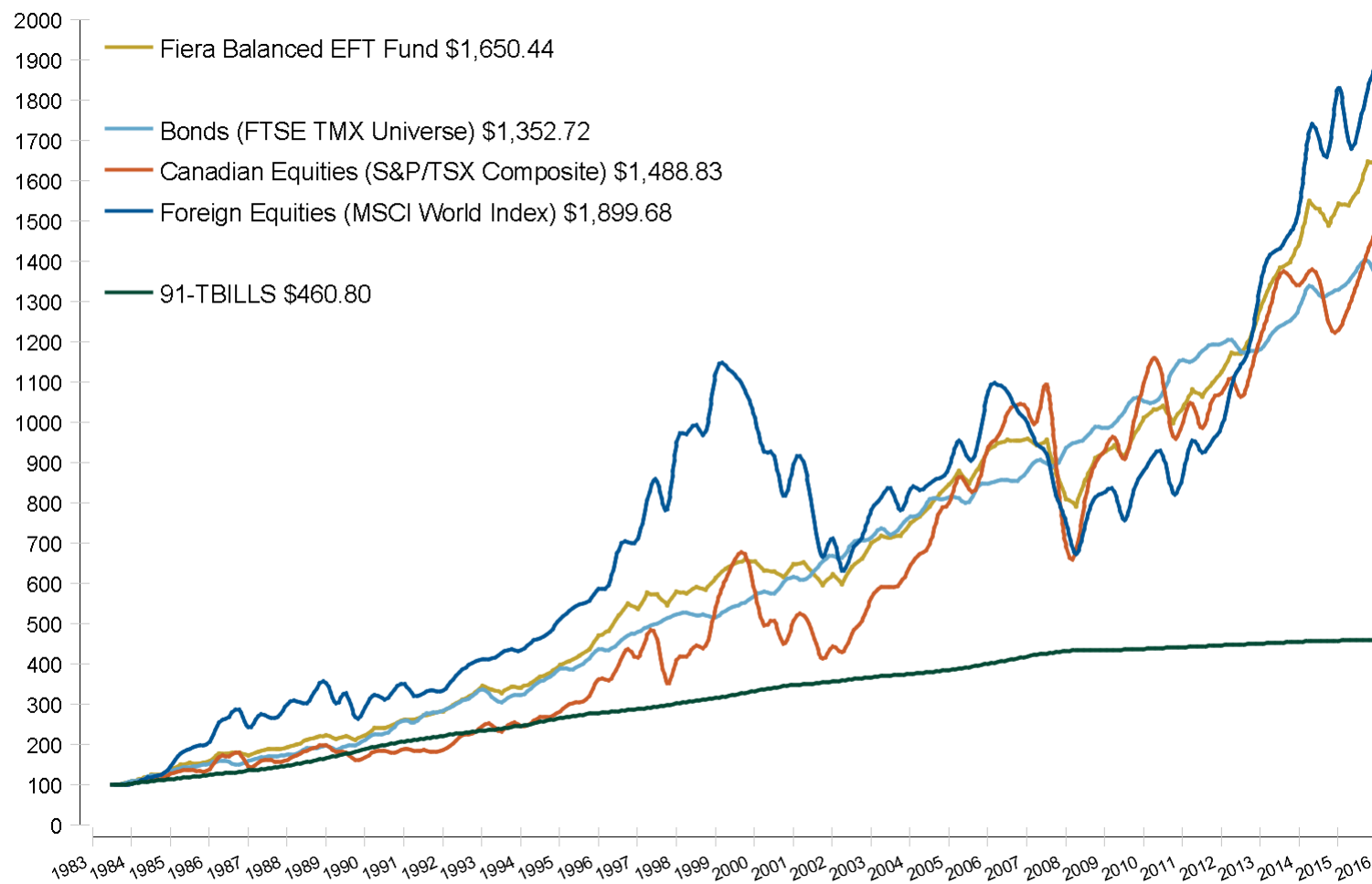
Cash and money market positions are excluded from security weights calculations.

*MSCI EAFE NET \$Cdn

Appendix



Growth Of A \$100



The undersigned confirms that, throughout the 3-month period ending December 31st, 2016:

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

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

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

Dated January 9th, 2017

A handwritten signature in purple ink that reads "Violaine Des Roches".

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

Performance

Fiscal YTD April 1, 2016 - Feb. 28, 2017



Total Fund	10.1%
Benchmark*	10.2%
Bonds	1.2%
FTSE Universe	1.1%
Canadian Equities	16.6%
S&P/TSX Composite	17.1%
U.S. Equities	17.5%
S&P 500 Total Return CDN\$	19.8%
International Equities	10.9%
MSCI EAFE Net \$CDN	11.3%

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

CURRENT ECONOMIC SCENARIOS

February 2017



MAIN SCENARIO SYNCHRONIZED GLOBAL EXPANSION

PROBABILITY 65%

The global economy stages a synchronized acceleration over the next 12 months, with all major regions contributing to the advance. The US economy surges ahead, thanks to an improving consumer backdrop and a manufacturing sector that's finding a floor – compounded further by President-elect Donald Trump's pledges to revitalize the economy through expansive fiscal policy. Meanwhile, the adjustment to low oil prices in Canada remains underway, as the economy thrives on the combination of resurgent US demand, a competitive Canadian dollar, and fiscal support. While policymakers in Europe and Japan ultimately prove successful in reflating growth, emerging market economies prosper in the environment of improving global demand, ample liquidity, and rising commodity prices. Taken together, the immediate focus on growth-enhancing policy initiatives in the US should have positive implications for the global economy in general and bolster inflation expectations across the world, aided further by a revival in commodity prices. This reflationary backdrop bodes well for equities and commodities (ex-gold) at the expense of fixed income and US dollar.

SCENARIO 2: POLITICAL INSTABILITY

PROBABILITY 15%

The volatile election cycles in both the United States and Europe and the corresponding tilt towards populism and protectionist policies could bring about tremendous political upheaval, disrupting the global economy and financial markets alike. Under this scenario, the surprise victory for Donald Trump in the US elections brings about heightened uncertainty due to his drastic and unconventional policy proposals, including protectionist policies with a profound aversion to trade agreements that would create massive headwinds for global trade. Meanwhile, a rise in euro-skepticism and anti-establishment movements risks throwing Europe into political disarray at the same inopportune time that the economy is struggling to gain momentum, particularly as Italy, France and Germany hold referendums and elections in the coming year, while the unknown consequences of Brexit negotiations linger on with UK PM May taking a harder line on the UK departure from the EU.

SCENARIO 3: EMERGING MARKET INSTABILITY

PROBABILITY 10%

Emerging market economies are most vulnerable to a faster pace of interest rate increases in the US and a corresponding resurgence in the US dollar. The sharp decline in foreign direct investment, repayment of US-denominated debt, and potential capital outflows could result in major contagion and a corresponding flight to quality trade, further exacerbating USD strength and a broad based tightening of financial market conditions. Furthermore, excessive and rising debt burdens in China leave the economy vulnerable at a time when growth is already slowing, rekindling fears of a hard landing in the world's second largest economy.

SCENARIO 4: GLOBAL ECONOMIC STAGNATION

PROBABILITY 10%

After eight years in recovery-mode, the global economy fails to regain momentum and runs out of steam, as secular forces such as an aging population, weaker labor force growth, and lower productivity temper growth prospects worldwide. Furthermore, the massive amounts of monetary stimulus already in place prove unsuccessful in bolstering growth as a broad-based deterioration in confidence offsets the environment of accommodative policy, leaving policymakers with little ammunition to shelter the economy from the storm.

- ▶ Publicly-traded, independent Canadian investment management firm
- ▶ Assets under management: \$116.9B as at December 31, 2016
- ▶ Announced September 30, 2016, Fiera Capital makes offer to acquire London-Based Charlemagne Capital and establish a European platform
- ▶ US acquisition announced February 29, 2016 of Apex Capital with \$7.1B (US) assets under management, specializing in US small/mid cap and growth strategies. Joint venture announced March 22, 2016 with Aquila Infrastructure
- ▶ 470 employees including more than 150 investment professionals



- ▶ Proxy Voting Policy in effect since 2002 – emphasis placed on governance
- ▶ Fiera has been a signatory of the United Nations Principles for Responsible Investment (UNPRI) since 2009
- ▶ Member of the Canadian Bond Investors Association (CBIA) since 2013
- ▶ Member of the Canadian Coalition for Good Governance (CCGG) since 2014
- ▶ Member of the Responsible Investment Association (RIA) since 2016



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BOARD OF GOVERNORS MEETING

Date: March 30, 2017

AGENDA ITEM:

Ryerson Performance Indicators — March 2017 Report

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

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

BACKGROUND:

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2015-16 data. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

COMMUNICATIONS STRATEGY:

The Ryerson Performance Indicators — March 2017 Report will be disseminated broadly within the Ryerson community and posted on the University's website.

PREPARED BY:

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning
Date March 23, 2017



Ryerson Performance Indicators

March 2017

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Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2015-16 data.

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

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

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

There are thirty-three Ryerson Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (6 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

Introduced in this edition, is an additional financial capacity indicator comprising five ratios:

- **Net Income / (Loss) Ratio:** Measures the percentage of revenues that contribute to net assets. The objective of this ratio is to track trends in the institution's net earnings.
- **Net Operating Revenues Ratio:** Operating cash flow as a proportion of revenues. This ratio provides an indication of the extent to which an institution is generating positive cash flows in the long run to be financially sustainable.
- **Primary Reserve Ratio:** Number of days an institution could function using only its resources that can be expended without restrictions. This ratio provides an indication of the university's financial strength and flexibility.
- **Interest Burden Ratio:** Proportion of total expenses supporting the annual cost of servicing debt. This is an indicator of debt affordability, as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt.
- **Viability Ratio:** Proportion of long-term debt that could be settled using only resources that can be expended without restrictions. This ratio provides an indication of the funds on hand to settle long-term obligations.

Table A summarizes the indicators included in the report and the update schedule for each indicator. Table B identifies which indicators may be suitable for assessing progress on the University's strategic priorities: Enable Greater Student Engagement and Success through Exceptional Experiences; Increase SRC Excellence, Intensity and Impact; Foster an Innovation Ecosystem; Expand Community Engagement and City Building.

Comparator Groups

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

Ontario Universities

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

Canadian University Survey Consortium, Graduating Student Survey: Canadian Universities

This comparator group is only used for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2015 participants were: Brock University, Carleton University, Concordia University, Concordia University College of Alberta, Dalhousie University, Lakehead University, MacEwan University, McGill University, Memorial University of Newfoundland, Mount Royal University, Nipissing University, Redeemer University College, Ryerson University, Saint Mary's University, Simon Fraser University, St. Francis Xavier University, St. Thomas University, The King's University College, Thompson Rivers University, Trinity Western University, Université de Moncton, Université de Sherbrooke, University of Lethbridge, University of Manitoba, University of New Brunswick, University of Ontario Institute of Technology, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, University of Victoria, University of Waterloo, University of Winnipeg, Vancouver Island University, Wilfrid Laurier University.

U.S. Peers

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2014, it includes participating public U.S. institutions that award at least 200 Master's degrees annually, have undergraduate enrolment of at least 10,000 full-time equivalent students, and are primarily non-residential (i.e., fewer than 25 percent of students live on campus): California State Polytechnic University-Pomona (Pomona, CA), California State University-Chico (Chico, CA), Eastern Michigan University (Ypsilanti, MI), Kennesaw State University (Kennesaw, GA), Middle Tennessee State University (Murfreesboro, TN), San Jose State University (San Jose, CA), Southeastern Louisiana University (Hammond, LA), The University of Texas at San Antonio (San Antonio, TX), The University of Texas-Pan American (Edinburg, TX), University of Nebraska at Omaha (Omaha, NE), University of South Alabama (Mobile, AL).

Table A: Ryerson Performance Indicators Classification

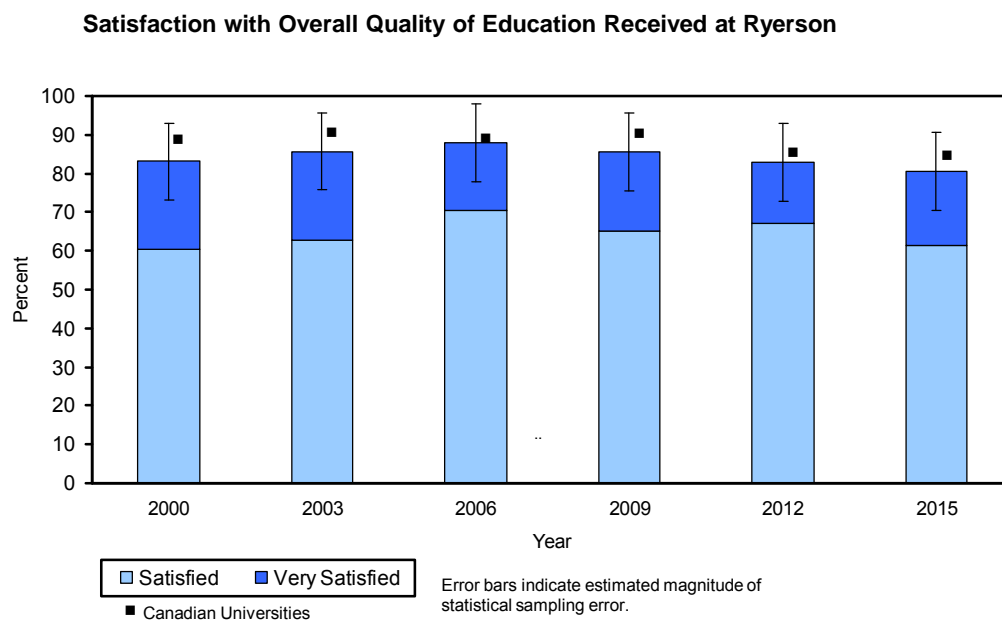
Performance Indicators by Primary Category	Figure Number	Update Schedule	Indicator May Provide Useful Information For Assessing:			
			Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial (Fall)	X		X	X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Triennial (Fall)	X		X	
Applications to Registrants Ratio	1.3	Annual (Fall)	X		X	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			X
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	X	X	
Percentage of Students Retained from Year 1 After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	X		X	
MAESD Graduation Rate	1.6	Annual (Fall)	X		X	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	X		X	
MAESD Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	X			X
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	X		X	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	X			
Total External Research Funding	1.11	Annual (Fall)	X			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	X	X	X	
Library Expenditures per FFTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (FFTE)	1.14	Annual (Fall)	X			X
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		X	X	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		X	X	
Long Term Debt per FFTE Student	2.3	Annual (Summer)		X	X	
Endowment per FFTE Student	2.4	Annual (Summer)	X	X	X	X
Ryerson University Endowment Fund	2.5	Annual (Summer)		X		X
Financial Capacity Ratios: Net Income / (Loss) Ratio; Net Operating Revenues Ratio; Primary Reserve Ratio; Interest Burden Ratio	2.6	Annual (Winter)		X	X	
EFFECTIVE MANAGEMENT						
Student to Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff to Faculty Ratio	3.3	Annual (Summer)			X	
Student to Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to the University	4.1	Annual (Summer)		X		X
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		X		X
Annual Level of Donation Commitments	4.3	Annual (Summer)		X		X
Annual Level of Donations Received	4.4	Annual (Summer)		X		X
Media References to Ryerson: Publication Clippings, Publication Impressions and Broadcast References	4.5	Annual (Summer)	X			X

Table B: Ryerson Performance Indicators and Strategic Priorities

Performance Indicators by Primary Category	Figure Number	Indicator May Provide Useful Information For Assessing Progress on the University's Strategic Priorities (2014-2019)			
		Enable Greater Student Engagement & Success Through Exceptional Experiences	Increase SRC Excellence, Intensity & Impact	Foster an Innovation Ecosystem	Expand Community Engagement & City Building
STRATEGIC DIRECTION					
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	X			X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	X			X
Applications to Registrants Ratio	1.3	X			X
Mean Entering Average from Secondary School	1.4	X			
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	X			
Percentage of Students Retained from Year 1 After 1, 2, and 3 Years of Study	1.6	X			
MAESD Graduation Rate	1.6	X			X
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	X			X
MAESD Employment Rate: 6 Months and 2 Years After Graduation	1.8	X			X
Percentage of Faculty with Doctoral Degrees	1.9	X			
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10		X		
Total External Research Funding	1.11		X		
Library Expenditures as Share of Total Operating Expenditures	1.12	X			
Library Expenditures per FTE Student	1.13	X			
Zone Learning Enrolment (FTE)	1.14	X		X	X
FINANCIAL CAPACITY					
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1				
Total Liabilities as Share of Total Assets	2.2				
Long Term Debt per FTE Student	2.3				
Endowment per FTE Student	2.4				X
Ryerson University Endowment Fund	2.5				X
Financial Capacity Ratios: Net Income / (Loss) Ratio; Net Operating Revenues Ratio; Primary Reserve Ratio; Interest Burden Ratio	2.6				
EFFECTIVE MANAGEMENT					
Student to Faculty Ratio	3.1	X			
Faculty Turnover Rate	3.2	X	X		
Staff Turnover Rate	3.2	X			
Staff to Faculty Ratio	3.3		X		
Student to Staff Ratio	3.4	X			
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5				
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6				
UNIVERSITY PROFILE					
Percentage of Alumni Who Made a Donation to the University	4.1				X
Annual Number of Non-Alumni Donors	4.2				X
Annual Level of Donation Commitments	4.3				X
Annual Level of Donations Received	4.4				X
Media References to Ryerson: Publication Clippings, Publication Impressions and Broadcast References	4.5				X

Strategic Direction Indicators

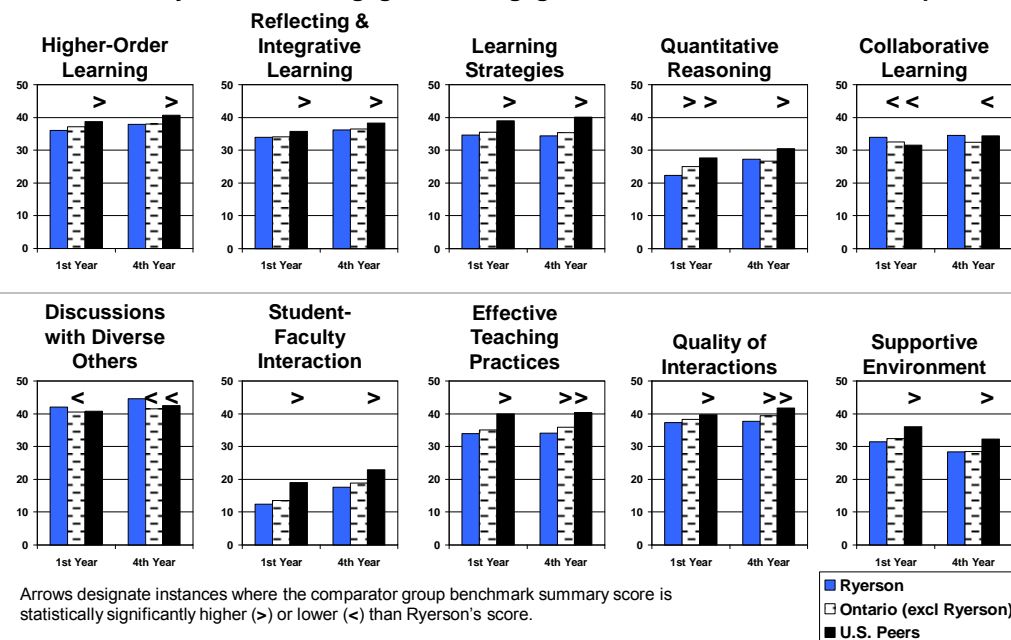
Figure 1.1



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

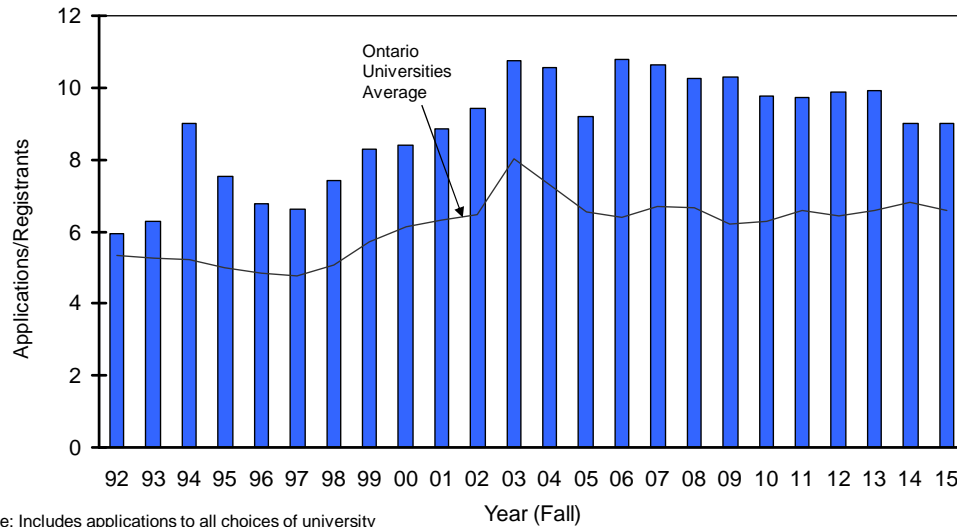
Figure 1.2

National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



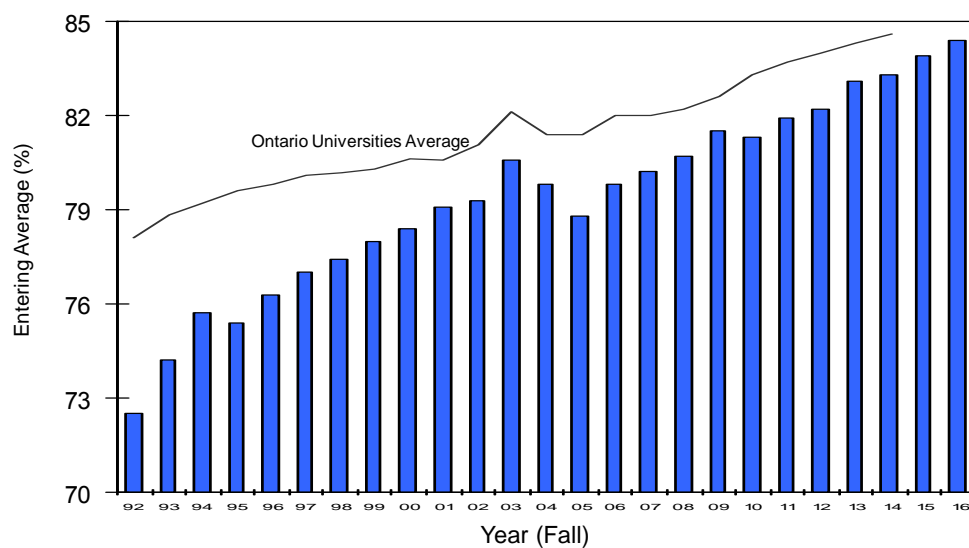
Source: National Survey of Student Engagement 2014 (triennial)

Figure 1.3

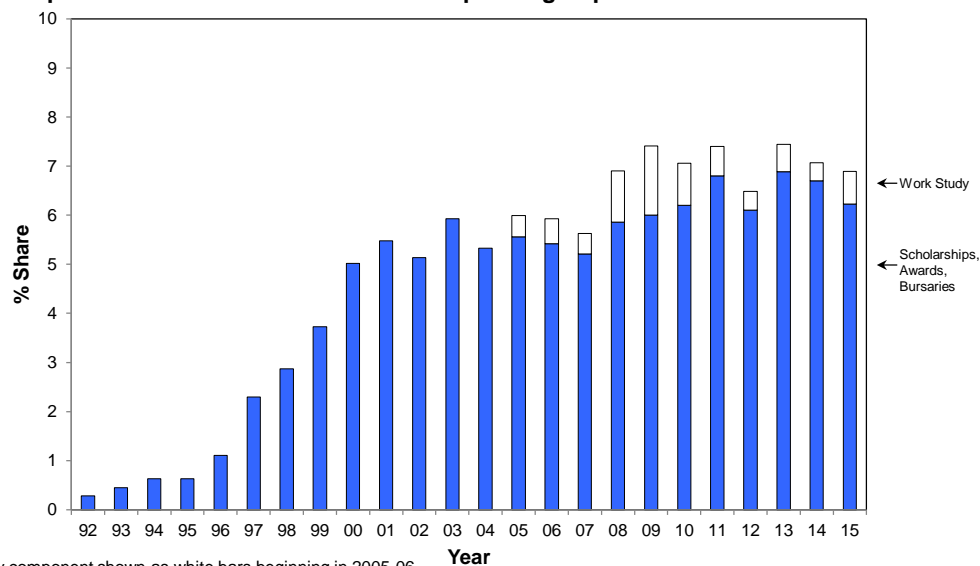
Applications to Registrants Ratio

Source: Ontario Universities' Application Centre

Figure 1.4

Mean Entering Average from Secondary School

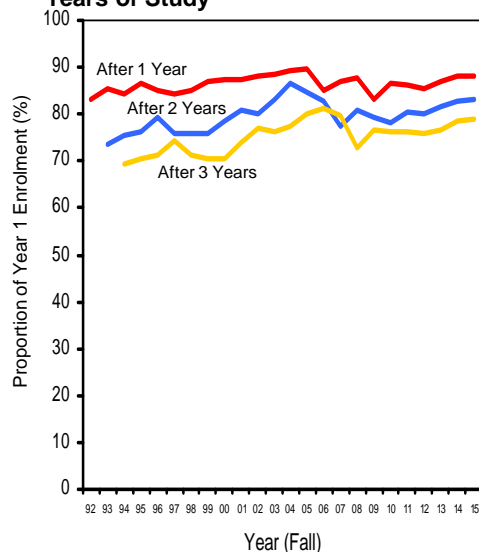
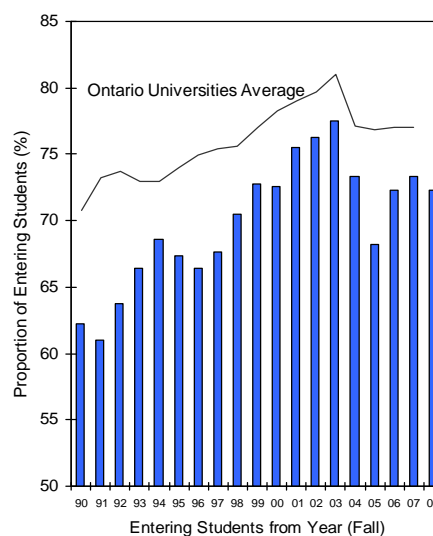
Source: Ontario Universities' Application Centre; Ryerson Student Information System

Figure 1.5
Scholarships and Bursaries as Share of Total Operating Expenditures


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

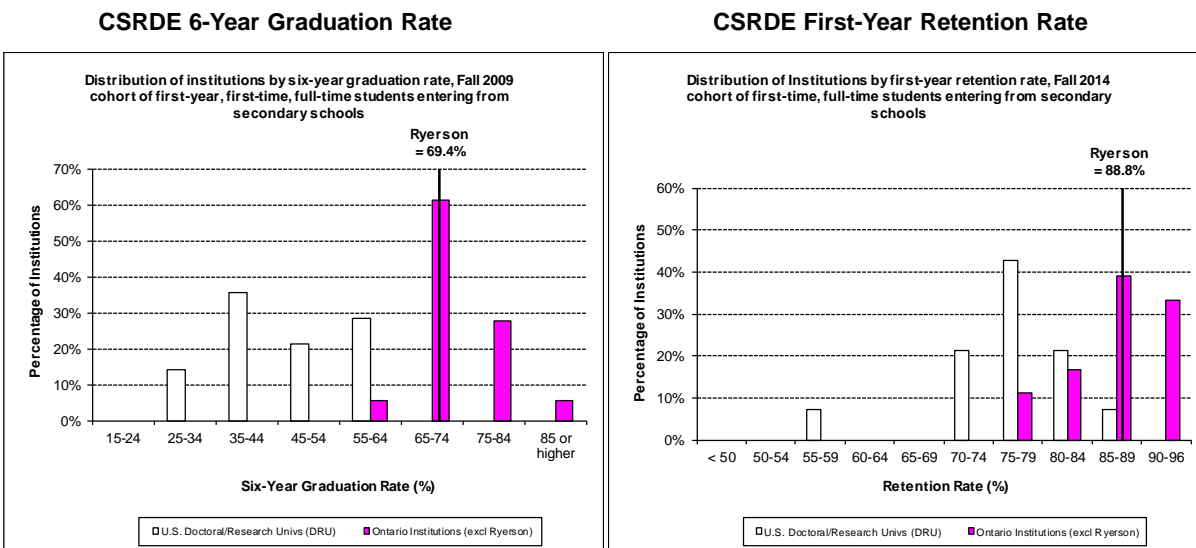
Note: Fiscal year beginning in year shown.

Source: Ryerson Financial Services

Figure 1.6
% of Students Retained in any program from Year 1 After 1, 2 and 3 Years of Study

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


Source: Ryerson Student Information System; Ministry of Advanced Education and Skills Development

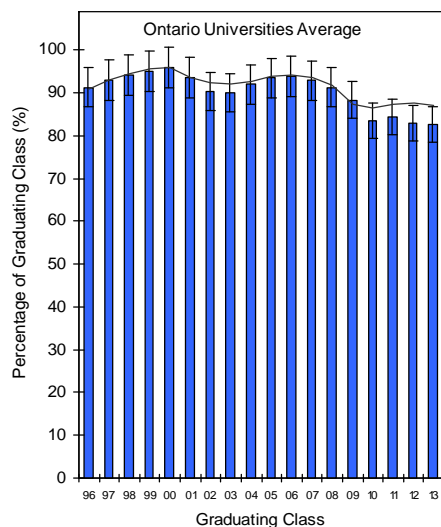
Figure 1.7



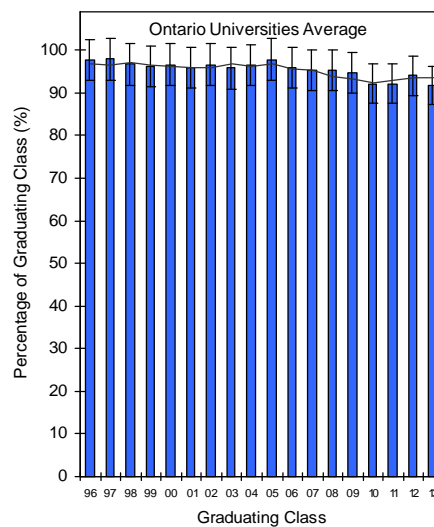
Source: Consortium for Student Retention Data Exchange (CSRDE)

Figure 1.8

MAESD Employment Rate: 6 Months After Graduation



MAESD Employment Rate: 2 Years After Graduation

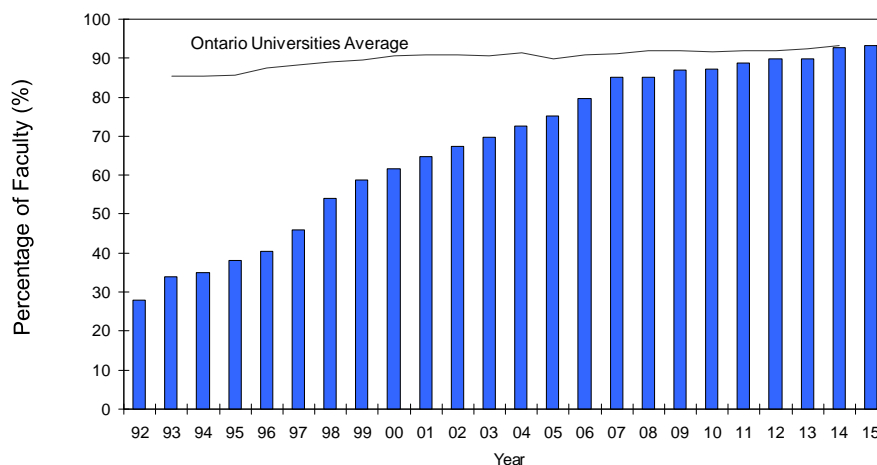


Source: Ministry of Advanced Education and Skills Development

Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

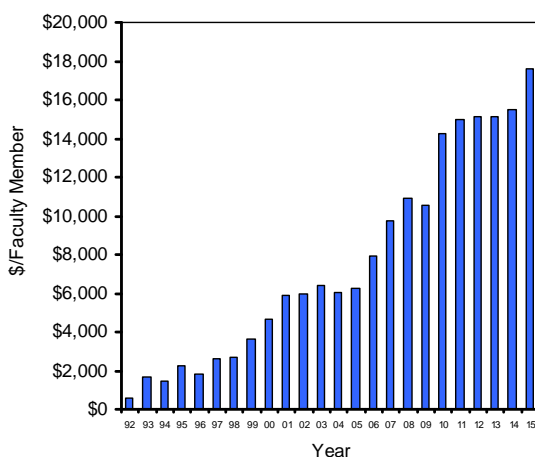
Percentage of Faculty with Doctoral Degrees



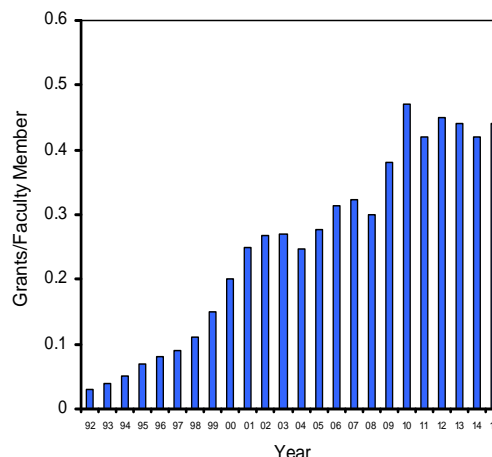
Note: To reflect traditional terminal degrees, beginning in 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, and Nursing; Hospitality and Tourism Management excluded beginning in 1998
Source: Maclean's Survey of Canadian Universities (prior to 2005-06); Common University Data Ontario; Ryerson Human Resources

Figure 1.10

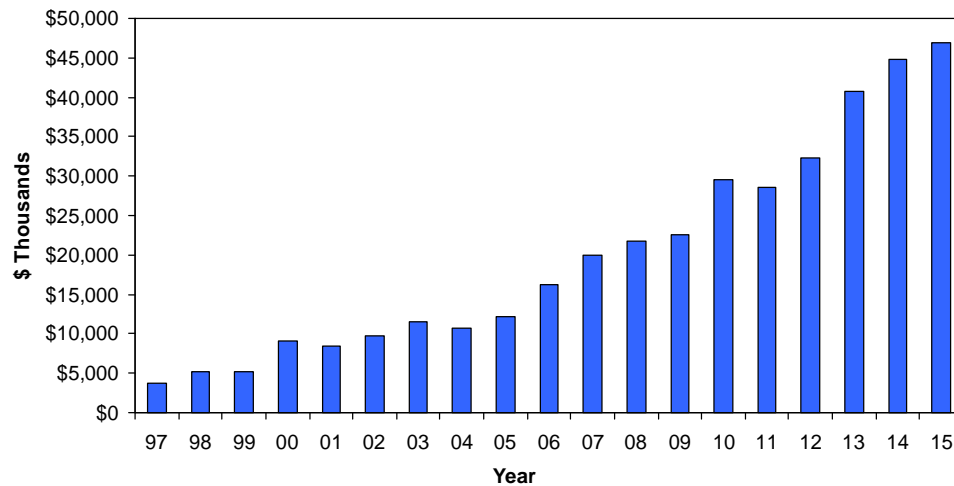
Value of Peer-Adjudicated Research Grants per Eligible Faculty Member



Number of Peer-Adjudicated Research Grants per Eligible Faculty Member

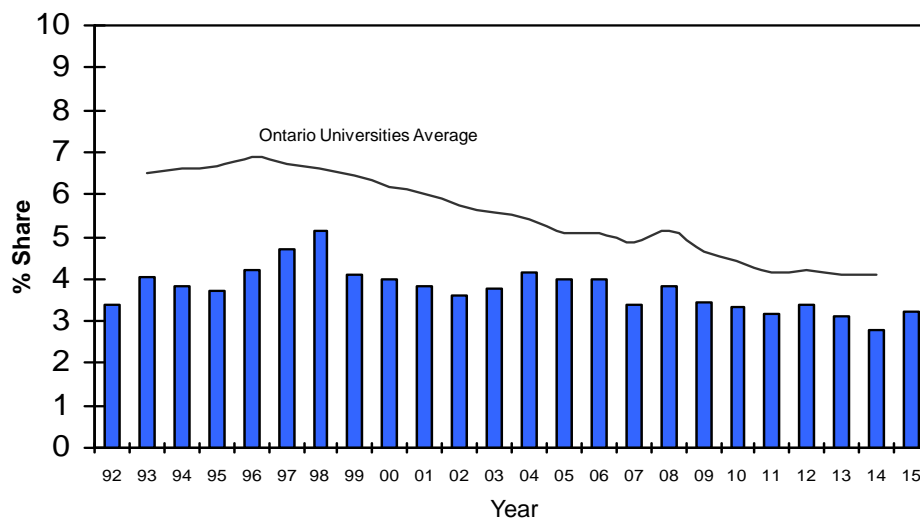


Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

Figure 1.11
Total External Research Funding


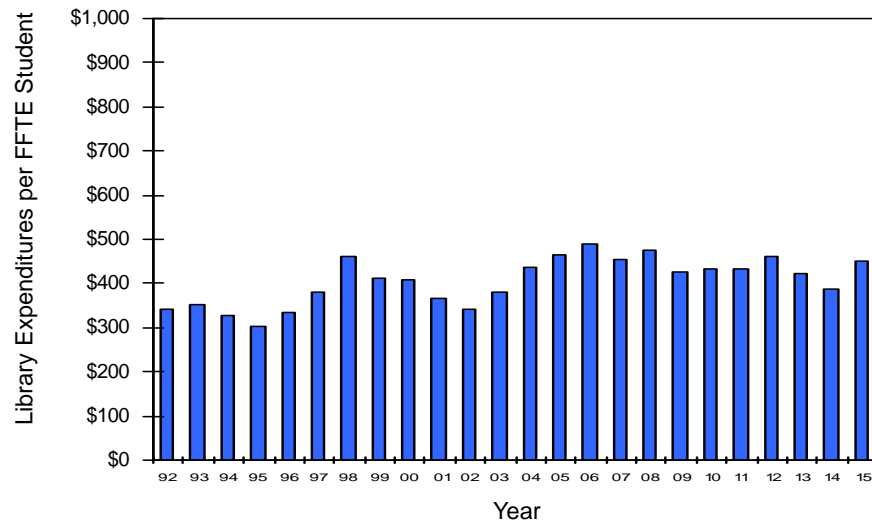
Note: Fiscal year beginning in year shown

Source: Ryerson Office of the Vice President, Research and Innovation

Figure 1.12
Library Expenditures as Share of Total Operating Expenditures


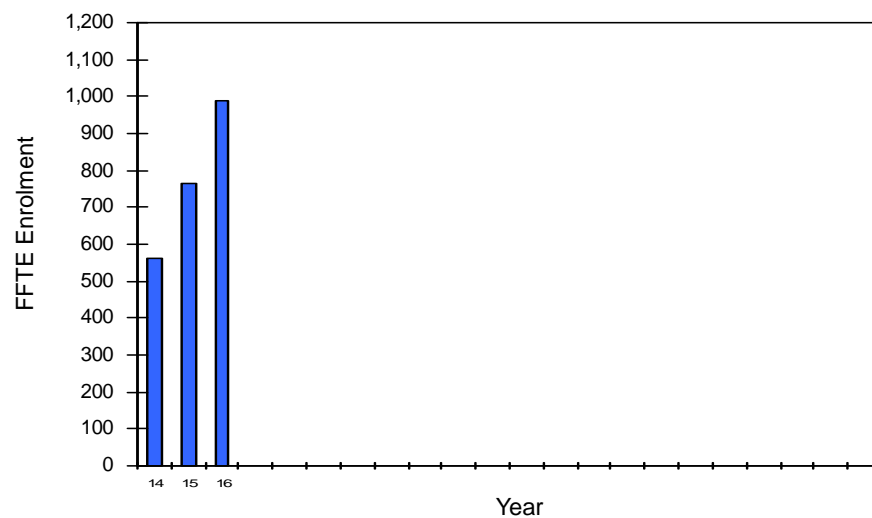
Note: Fiscal year beginning in year shown

Source: COFO-UO, Ryerson Financial Services

Figure 1.13
Library Expenditures per FFTE Student


Note: Fiscal year beginning in year shown

Source: Ryerson Financial Services; Ryerson Student Information System

Figure 1.14
Zone Learning Enrolment (FFTE)


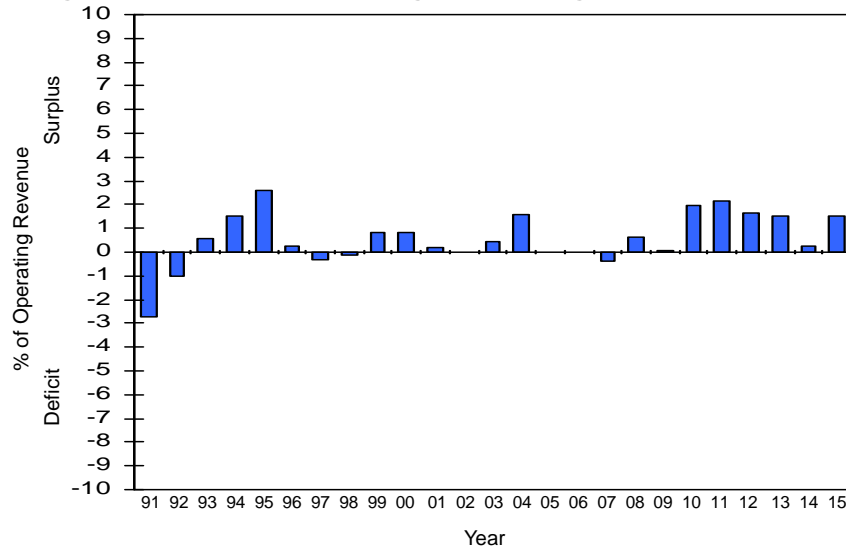
Note: Zone Learning registrant fiscal full-time equivalent enrolment (FFTE). Includes Zone registrants in Digital Media Zone (DMZ) and other Zones, including those being operated on a pilot basis.

Source: Ryerson Student Information System

Financial Capacity Indicators

Figure 2.1

Operating Deficit/Surplus as a Percentage of Operating Revenue

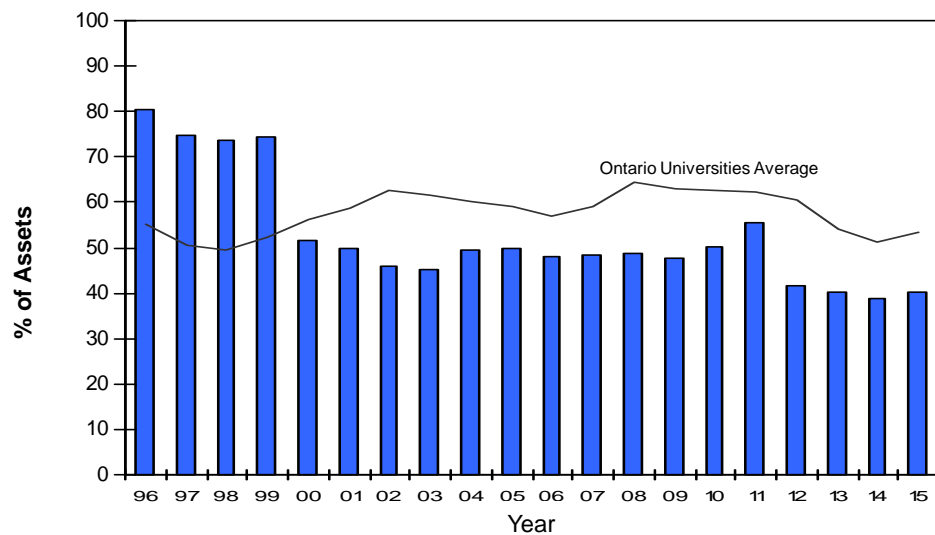


Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements

Figure 2.2

Total Liabilities as Share of Total Assets

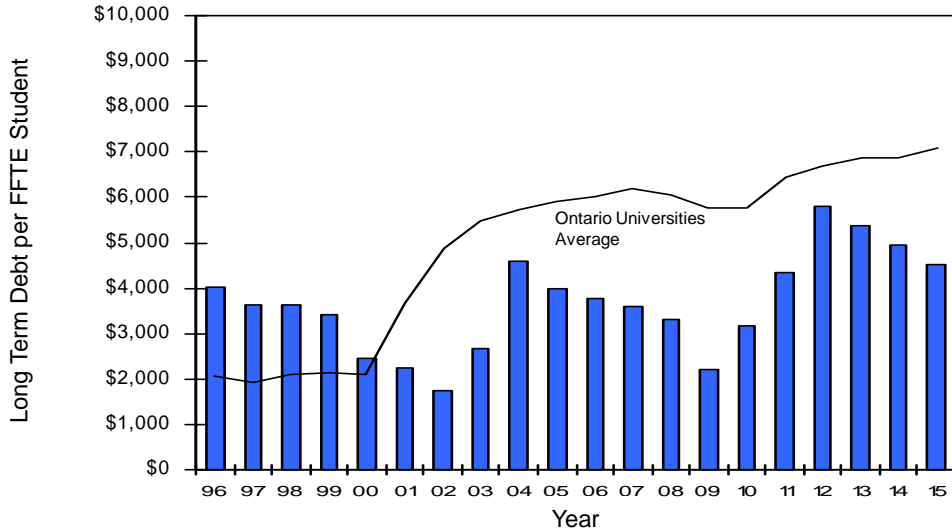


Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

Long Term Debt per FTE Student

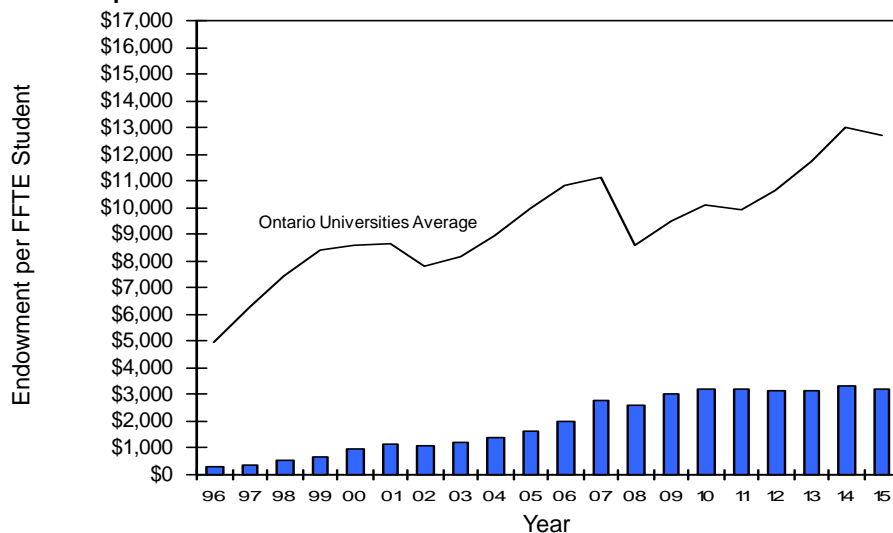


Note: Comparators exclude data for UOIT; FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Source: Audited Financial Statements; Council of Ontario Universities

Figure 2.4

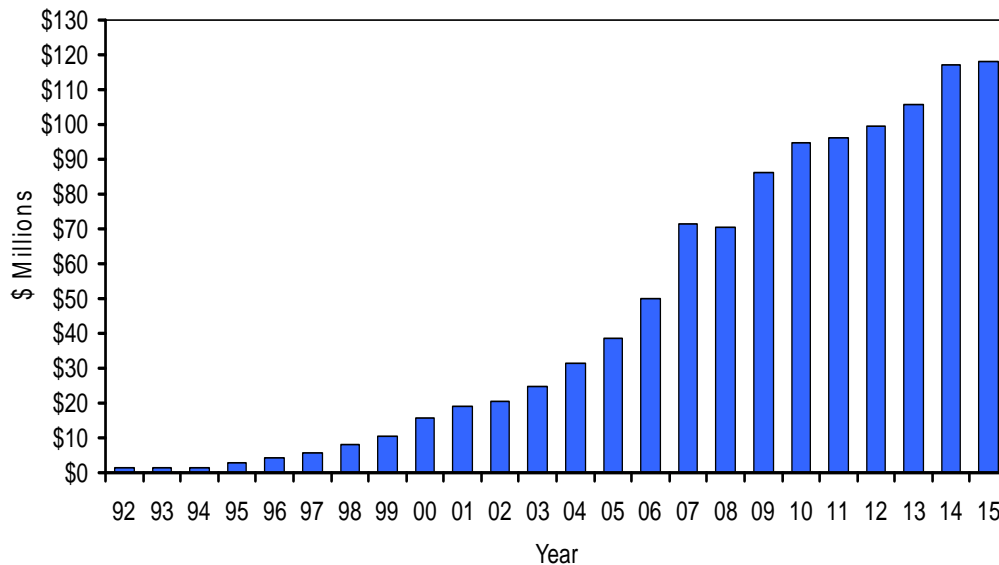
Endowment per FTE Student



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

Source: Audited Financial Statements; Council of Ontario Universities

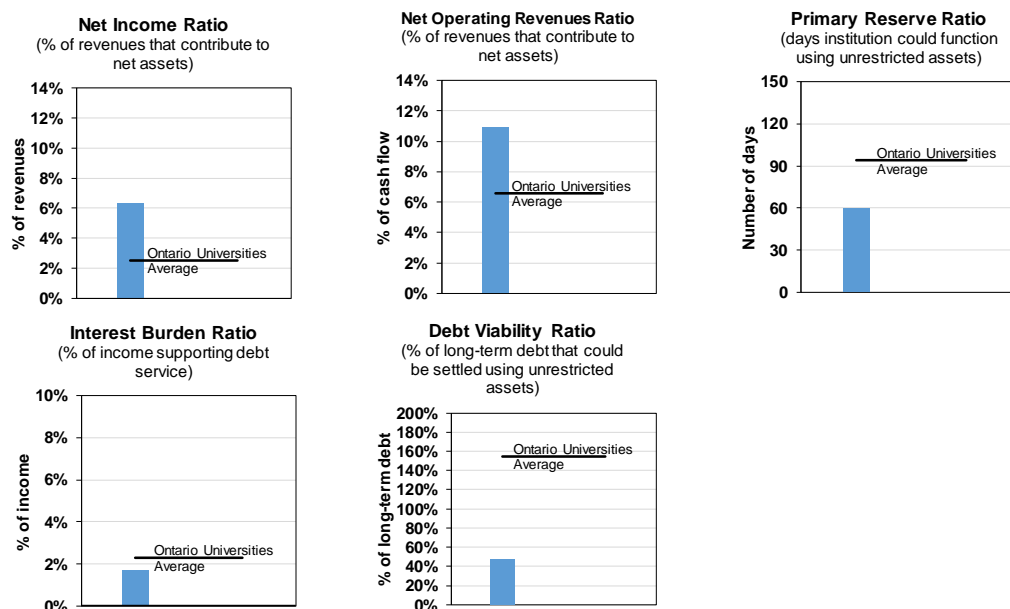
Figure 2.5

Ryerson University Endowment Fund

Note: Fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.6: Financial Capacity Ratios, 2015-16

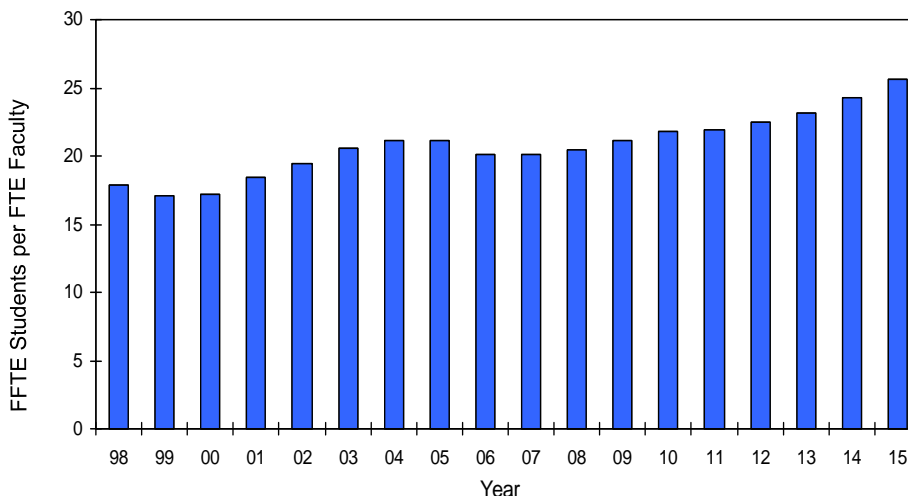


Source: Council of Ontario Universities

Effective Management Indicators

Figure 3.1

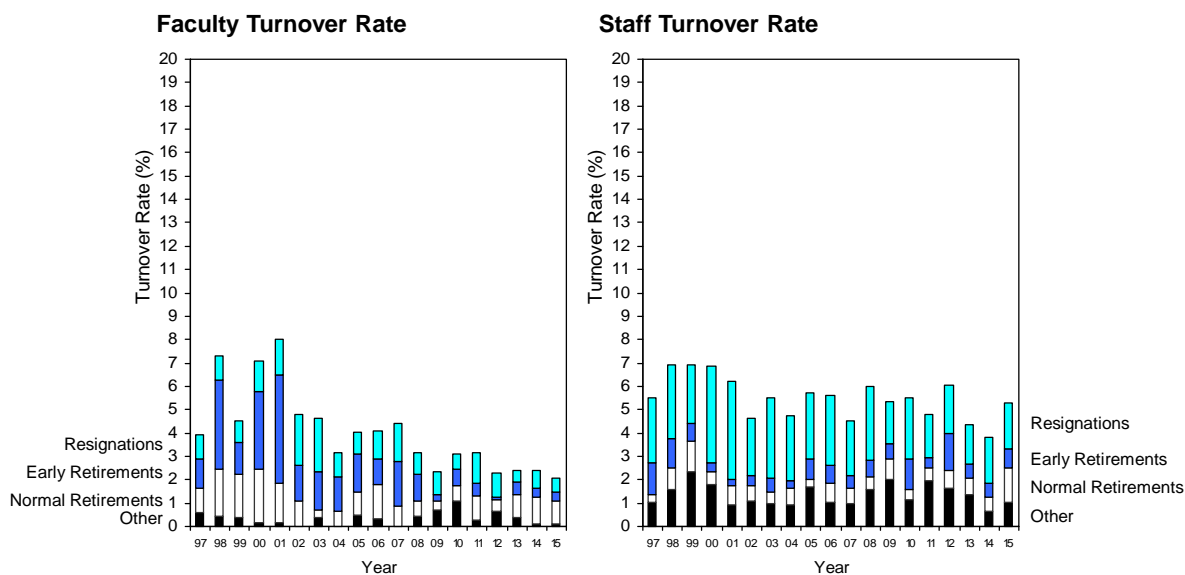
Student to Faculty Ratio



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

Source: Ryerson Student Information System; Ryerson Human Resources

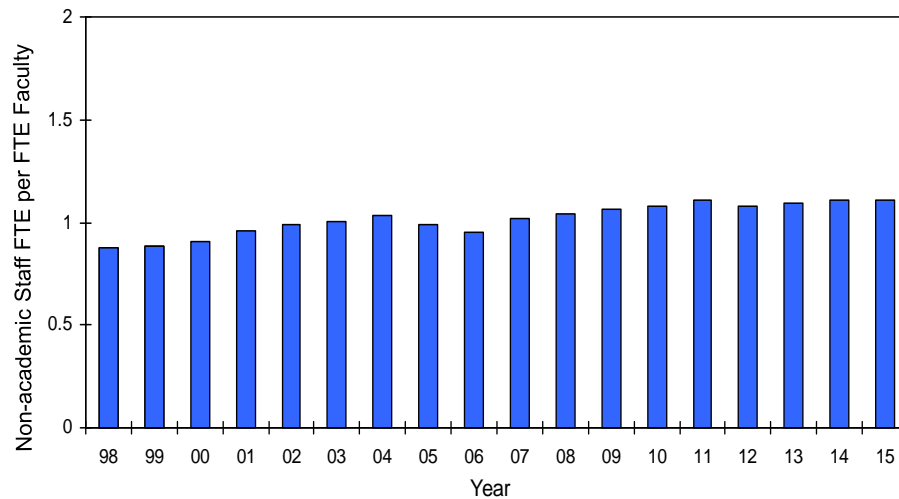
Figure 3.2



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

Source: Ryerson Human Resources

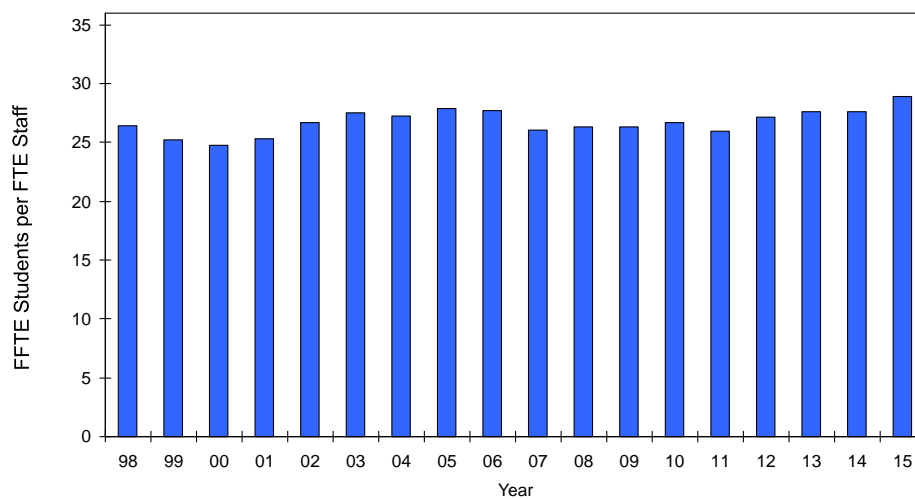
Figure 3.3

Staff to Faculty Ratio

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

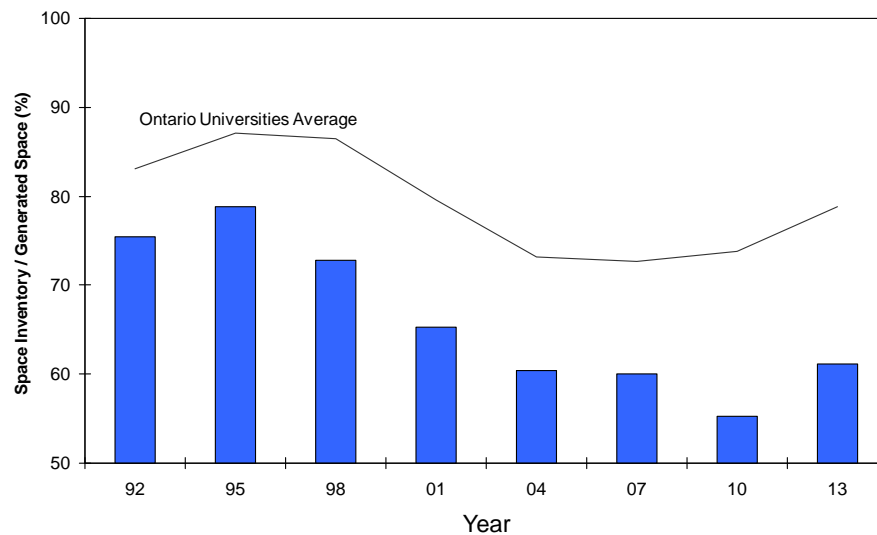
Source: Ryerson Human Resources

Figure 3.4

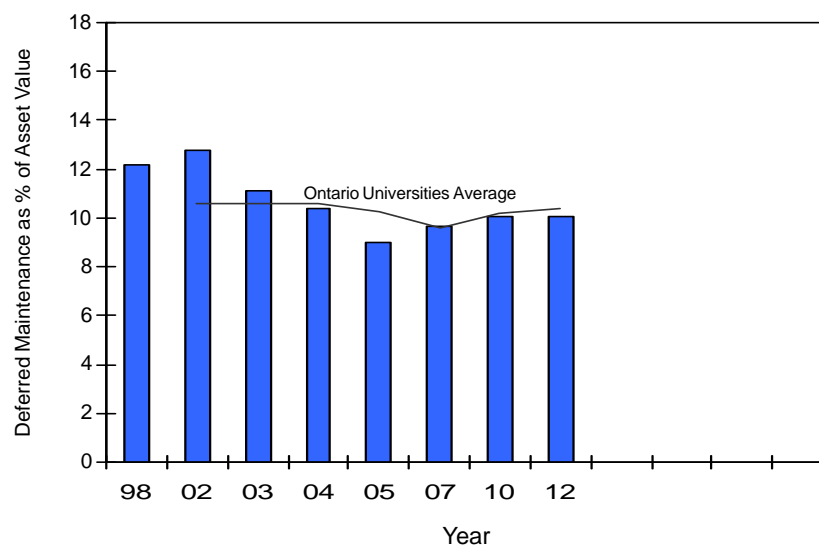
Student to Staff Ratio

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

Source: Ryerson Student Information System; Ryerson Human Resources

Figure 3.5**Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities**

Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method; 2013 is the latest year for which data are currently available.
 Source: Council of Ontario Universities (triennial)

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

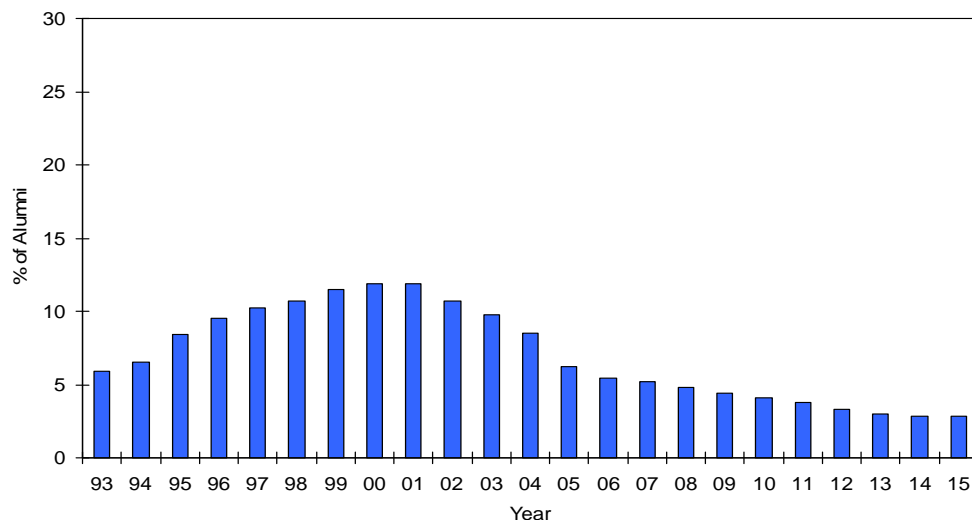
Facilities Condition Index (FCI) Legend
 Excellent condition FCI is less than 5%
 Fair condition FCI is between 5% and 10%
 Poor condition FCI is greater than 10%

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

University Profile Indicators

Figure 4.1

Percentage of Alumni Who Made a Donation to the University

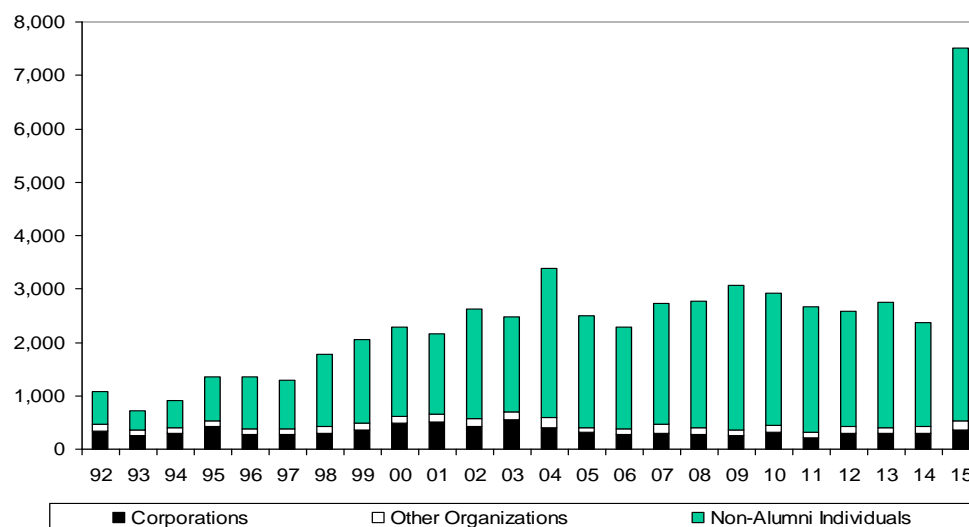


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: Ryerson Office of University Advancement

Figure 4.2

Annual Number of Non-Alumni Donors

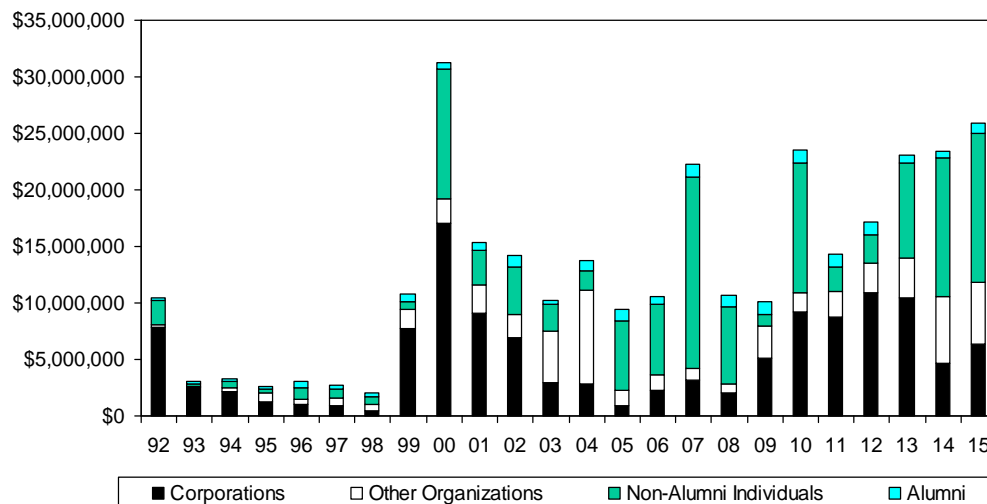


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounts for 4,946 non-alumni individual donors in 2015-16.

Source: Ryerson Office of University Advancement

Figure 4.3

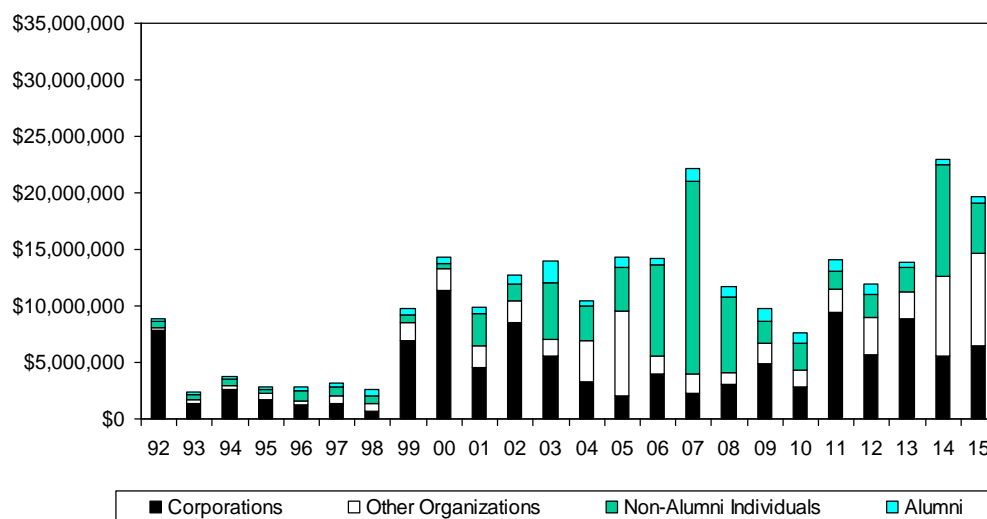
Annual Level of Donation Commitments



Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made. Lifeline Syria initiative accounts for \$3.57 million from non-alumni individuals in 2015-16.
Source: Ryerson Office of University Advancement

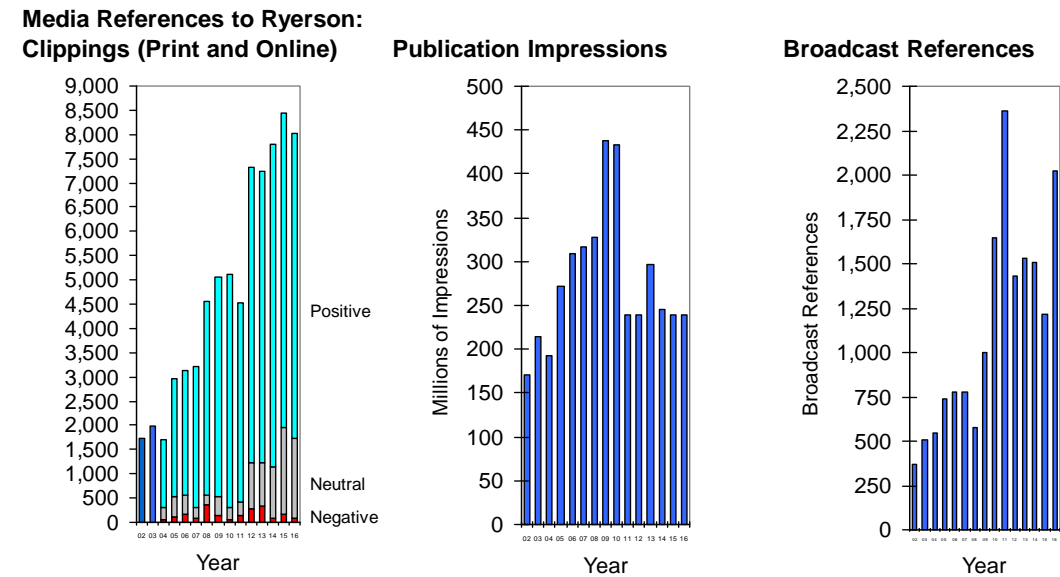
Figure 4.4

Annual Level of Donations Received



Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounts for \$3.01 million from non-alumni individuals in 2015-16.
Source: Ryerson Office of University Advancement

Figure 4.5



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

Source: Ryerson Office of University Advancement

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the March 2017 meeting of the Ryerson Board of Governors and April meeting of the Ryerson Senate.

President Lachemi spoke to the International Business Times in an article about the federal government celebrating cutting-edge infrastructure for researchers at Ryerson.

The Toronto Star and Niagara This Week reported on Ryerson's International Hyperloop Team, six aerospace engineering students who are competing to pioneer a fifth mode of transportation.

The Toronto Star quoted **Caroline Konrad**, director, Ryerson Career Centre, on customized education as the path of the future.

Winnipeg Free Press reported that **Michael Benarroch**, dean of the Asper School of Business at the University of Manitoba, has been appointed provost and academic vice-president at Ryerson.

Graham Hudson and Idil Atak, Criminology, contributed a piece to the Globe and Mail on the topic of sanctuary cities. Their research on sanctuary cities was also reported in the Toronto Star, Metro News, Hamilton Spectator, and Waterloo Region Record. Dr. Hudson spoke to CBC News, CBC Radio, and CTV News about their research, and Dr. Atak spoke to Radio Canada about Toronto as a sanctuary city.

Abdullah Snobar, DMZ, was quoted in IT Business on the need for Canada to seize the lead in tech innovation. He spoke to NOW Toronto about learning digital skills at the DMZ Sandbox.

Mark Campbell, Communication & Design, was quoted in a Toronto Star article about the changing face of black masculinity. He also appeared on TVO's The Agenda with Steve Paikin, discussing minority representation at the Oscars.

Akua Benjamin, Social Work, spoke to the Toronto Star in reaction to the Ontario government's three-year plan to battle racism.

Betakit reported that the 10 finalists in the first Canadian Impact Challenge included Project North at the TRSM and Rumie from the DMZ.

Anatoliy Gruz, TRSM, was quoted on CBS News and in a Health24 article about social media and isolation.

The Toronto Star featured **Farrah Khan**, sexual violence education and support coordinator, in an article on the future of feminism.

Marisa Modeski, assistant director, Undergraduate Student Recruitment, spoke to Omni Toronto about the rise in international applicants to Canadian universities.

Nicole Bennett, director, Midwifery Education Program, spoke to CBC Radio's Metro Morning and Metro News about the shortage of midwives.

CBC Toronto featured **Emily Agard**, director, Science Communications, Outreach and Public Engagement, as part of the HERstory in Black project, in celebration of Black History Month.

The Globe and Mail quoted **Myer Siemiatycki**, Politics, in an article on cuts to city services in Toronto.

Frederic Dimanche, director, Hospitality and Tourism Management, spoke to CP24 about the "Trump slump" in U.S. tourism and its impact on Canadian destinations. He also addressed the topic in the Toronto Star, CTV News, and Metro News.

Breakfast Television and Maclean's spoke with registrar **Charmaine Hack** about deadline trauma and why teens procrastinate big decisions.

Daily Commercial News reported on the MTO's Highway Infrastructure Innovation Funding Program, which has supported the research of **President Mohamed Lachemi** and **Medhat Shehata**, Civil Engineering.

Sean Wise, TRSM, spoke to the Hamilton Spectator about having what it takes to be a millennial entrepreneur.

Ryerson's DMZ was featured on the Business New Network's The Disruptors, including an interview **Abdullah Snobar**, executive director.

Metro News and more than 30 other new sites quoted **Cherise Burda**, executive director of the City Building Institute, on the topic of home ownership in Canada. She was quoted in a Metro News piece on the Yonge Love meetup organized by the Ryerson City Building Institute. She spoke to CBC News about the issue of high rent making Toronto a generational ghost town, and was quoted in a Toronto Star article about GTA builders warning of a looming housing shortage.

Sean Mullin, Brookfield Institute for Innovation + Entrepreneurship, spoke to CTV Thunder Bay about jobs at risk of being automated.

Steve Tissenbaum, TRSM, spoke to CTV about virtual reality and customer engagement.

Suanne Kelman, professor emerita, Journalism, appeared on TVOntario's The Agenda with Steve Paikin, discussing the resurgence of interest in classic dystopian literature.

Ann Cavoukian, director, Privacy and Big Data Institute, spoke to Global News about border officials searching cellphones and confiscating devices. She also appeared on CBC News Toronto discussing school consent forms for photos.

Marie Bountrogianni, Dean, Chang School, spoke to Radio New Zealand about disability laws.

Canadian Architect and Daily Commercial News reported that Ryerson revealed the Moriyama & Teshima design for the new Centre for Urban Innovation (CUI), a research, incubation and commercialization hub focused on solutions to urban infrastructure issues.

Urban Toronto's Photo of the Day featured the Ryerson Student Learning Centre, submitted by matthewsmithphoto, and labelled "A new institutional landmark on Yonge Street in Downtown Toronto."

Law Times reported that Ryerson's Legal Innovation Zone (LIZ) received \$50,000 for a project that will develop a number of workshops focused on the legal needs of urban youth.

GreenBiz featured the Environmental Applied Science and Management Program at Ryerson.

Canadian Consulting Engineer featured the Ryerson Student Learning Centre.

Steven Murphy, Dean, TRSM, appeared on CBC News discussing the day's leading stories.

Myer Siemiatycki, Politics, and **Cathy Crowe**, distinguished visiting practitioner, spoke to the Toronto Observer about the Toronto 2017 budget.

Aboriginal Peoples Television Network and CBC News reported on the "Shades of Our Sisters" exhibit.

Mark Bulgutch, Journalism, contributed a piece to the Toronto Star about the new Conservative leader's priorities.

Inside Toronto reported that Yulio Technologies Inc. partnered with the Department of Architecture Science to offer virtual reality technology for students to build VR models.

Hossein Rahnema spoke to Impact Lab and Quartz about his AI program, "augmented eternity," which would allow people to converse with the dead.

Fashion Magazine quoted **Ingrid Mida**, fashion research collection coordinator, in an article on the resurgence of the colour pink.

CTV News spoke with **Cathy Crowe**, distinguished visiting practitioner, about the demand for more shelter services. She also spoke to CBC News in reaction to the Toronto budget debate.

Jeremy Kinsman, distinguished visiting diplomat, spoke to CPAC about the Canada-EU trade deal.

Daniel Guttentag, Hospitality and Tourism Management, was quoted in a Metro News piece about Toronto's first short-term rental fine.

Mitchell Kosny, Urban and Regional Planning, spoke to CityTV News about the City of Toronto's budget.

The Academica Group reported that the Ted Rogers School of Management is launching a new Professional Master's Diploma in Accounting.

CBC News reported on the passing of **Stuart McLean**, Professor Emeritus, Journalism. **Angela Glover**, news media production specialist, spoke to CBC Toronto about the beloved radio host and professor. Former Chair of the School of Journalism **Vince Carlin** spoke to CTV News about McLean's time and legacy at Ryerson.

Kamal Al-Solaylee, Journalism, spoke to NOW Toronto about a plan to save arts journalism.

Trevor Hart, spoke with Metro about research on HIV trends in Canada's major urban centres.

Manavi Handa, Midwifery Education Program, spoke to the Hamilton Spectator about the Hamilton midwifery community seeing a shift in clients.

Canadian Architect reported on Ryerson's Masters of Architecture's Symposium 2017, inviting architects, academics, industry professionals, and students to attend an evening of discussion and debate.

Haroon Siddiqui, distinguished visiting professor, contributed a piece to the Toronto Star on the topic of combating "Trumpism" in Canada.

Murtaza Haider, TRSM, spoke to CTV Vancouver about the zipper merge.

The Globe and Mail quoted **Chris MacDonald**, TRSM, in an article about Shopify refusing to drop Breitbart.

Ramona Pringle, RTA, contributed a piece to CBC News on Internet access in small towns. She also spoke to CBC Radio Ottawa about the future of virtual reality.

Investment Executive quoted **Ali Miri**, research director at the Privacy and Big Data Institute, about protecting information online.

Jim Turk, director, Centre for Free Expression, spoke to CBC News about protecting whistleblowers.

Diane Francis, distinguished visiting professor, contributed a piece to the Huffington Post on the relationship between Trump and Putin.

Metro News spoke with **Anver Saloojee**, assistant vice-president, international, about the impact on universities of Trump's travel ban.

Pam Palmater, chair, Indigenous Governance, spoke to CBC Vancouver about the government monitoring protests and rallies.

David Hutton, Senior Fellow, Centre for Free Expression, spoke to CBC News about public service bullying.

Prepared by Marketing and Communications