

BOARD OF GOVERNORS
Thursday, April 27, 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)	Janice Fukakusa	Information
12:20	2.	IN-CAMERA DISCUSSION (Executive Group Invited)		
		END OF IN-CAMERA SESSION		
12:25	3.	INTRODUCTION		
	3.1	Chair's Remarks	Janice Fukakusa	Information
	3.2	Approval of the April 27, 2017 Agenda	Janice Fukakusa	Approval
12:30	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
12:40	5.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
12:45	6.	REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Christopher Evans	Information
	6.1	Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators ("AAA Policy")	Mohamed Lachemi Christopher Evans Saeed Zolfaghari	Approval
1:00	7.	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	Information
	7.1	2017-18 University Budget (a) Fees (b) Budget priorities and Expenditures operating Budget and Consolidated Budget	Mohamed Lachemi Chris Evans Paul Stenton Joanne McKee	Approvals
1:45	8.	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer	Information

8.1	Funded projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) January 1, 2017	Janice Winton	Information
8.2	Pension Plan Governance Structure Proposed Revisions	Janice Winton	Approval
8.3	Ryerson Total Earnings Supplemental Pension Plan Amendments	Janice Winton	Approval

9. CONSENT AGENDA

9.1	Approval of the March 30, 2017 Minutes	Janice Fukakusa	Approval
9.2	HEQCO Reports: <ul style="list-style-type: none"> Understanding the Sustainability of the Ontario Post-secondary system and its Institutions: A Framework University Sustainability: Signal Data 	Paul Stenton	Information

10. FOR INFORMATION

10.1	Ryerson Communication Report		Information
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2:00 11. TERMINATION

NEXT MEETING OF THE BOARD – June 29, 2017, 4:00 p.m. to 6:00 p.m.

CONGRATULATIONS – Janice Fukakusa, Ryerson Board of Governors, was honoured with the 2017 Lifetime Achievement Award at the 4th Annual Ascend Canada Leadership Awards on April 4th, recognizing a breadth of outstanding career achievement, leadership and contributions to diversity and community – through dedication, excellence and initiative, volunteering and philanthropy, mentorship, and championing meaningful change.

RYERSON BENEFACTORS

Chris Bratty, Toronto-area real estate entrepreneur, is donating nearly 25,000 press photographs purchased in 2008 from *The New York Times*, repatriating the images and engaging students in the history of Canada. The extraordinary gift, to be known as the Rudolph P. Bratty Family Collection, will advance Ryerson as a key international repository for significant archives of press photography, and a world-leading institution for the study and research of photographic history and culture. In conjunction with Canada 150, this fall an exhibition entitled *The Faraway Nearby* will introduce the new collection, supported by TD Bank Group and the Ontario Cultural Attractions Fund. Organized by Denise Birkhofer, RIC collections curator and research centre manager, with guest curator Gerald McMaster, Canada Research Chair in Indigenous Visual Culture and Curatorial Practice at OCAD University, the exhibition, will highlight iconic landscapes, portraits of notable Canadians, images of political events and conflicts, sports heroes, and the diversity of communities across the nation – complemented by *Spotlight Canada: Faces That Shaped a Nation*, a panorama of portraits on the glass vista of the RIC west side.

Joe Fresh – On April 5th the Joe Fresh Centre for Fashion Innovation, in partnership with Ryerson, celebrated the completion of the first 18-month program cycle by the inaugural cohort of innovators: *Klothed* (Barry Fogarty, Paul Nykamp, Bhupinder Randhawa), a shopping and analytics platform for omni-channel apparel retailers; *Wear Your Label* (Kayley Reed), a clothing brand that partners with mental health organizations across North America and donates 10% of profits to these initiatives; *Formen* (Andrew Grella), a line of professional male skincare and cosmetics; *StyleID* (Sarah Juma), a mobile app that helps consumers identify products seen on screen, turning television into interactive marketing; and *Blanc de Noir* (Gonzalo de Cárdenas), with shoes and accessories designed around cities, with collections designed so far in Toronto and in Lima, Peru; and a third collection in progress inspired by the Bedouin people of North Africa. The goal of The Joe Fresh Centre for Fashion Innovation is to foster a 360-degree approach to mentorship that positions emerging entrepreneurs for real world success. The program is funded by a \$1 million grant from The Joe Fresh Fund.

Best Diversity Employer – For the third straight year, Ryerson University has been named one of Canada's Best Diversity Employers. The annual competition recognizes Canadian employers that have exceptional workplace diversity and inclusiveness programs. The rankings, published in the March 28th edition of the Globe and Mail, feature diversity leaders by industry and region of Canada. Ryerson was cited for Access Ryerson, the campus-wide accessibility initiative that aims to identify and remove barriers to inclusion for persons with disabilities; its dedicated accessibility website, with resources including a "Smart Campus" app that provides real-time alerts about service disruptions on campus; and its participation in MindFest, an annual day of workshops and events on mental wellbeing in partnership with University of Toronto and OCAD. The university has also pioneered a Diversity Self-ID initiative as part of a commitment to transparency, the only report of its kind at a Canadian university.

MAKING AN IMPACT

Mary Ng, formerly in the Ryerson president's office, won Markham-Thornhill for the Liberals on April 3rd, one of five by-elections that did not change the seat counts in the House of Commons, but reflect a generational shift and send four more women to Parliament, bringing the total to 92, or 27 per cent.

Marci Ien (RTA '91, Alumni Award of Distinction '15), former host of "Canada AM," has officially been announced as a permanent co-host on "The Social" nominated for a 2017 Canadian Screen Award for engaging the community in frank and supportive conversations on news items, culture and lifestyle.

Bruce McCuaig (Urban and Regional Planning '84) is stepping down as President and CEO of Metrolinx after 6 1/2 highly successful and productive years advancing transportation solutions, to accept a new federal role in the Privy Council Office as Executive Adviser (Canada Infrastructure Bank).

GOVERNMENT

Ontario Cultural Attractions Fund (OCAF) – The Hon. Eleanor McMahon, Minister of Tourism, Culture and Sport, was at the Ryerson Image Centre on March 28th to announce that Ontario is providing over \$2.8 million to forty-five arts and culture organizations this spring and summer to market and promote events and bring visitors to communities across the province. On April 28th the RIC is launching the Scotiabank CONTACT Photography Festival and will host exhibits supported with an investment of \$180,000 from OCAF and \$235,000 from Ontario's Celebrate Program. In recognition of Canada 150, the Festival will offer a series of explorations that focus on the nation's shifting landscape and inhabitants, and challenging our perceptions of history and definitions of photography. *"Every year thousands of people come out to celebrate the launch of the Festival, and this year we are pleased to have it at Ryerson University. There will be many exhibitions to see, Lake Devo will be tented, and there will be a significant student presence and a night for all to celebrate photography and our great cultural community. Ryerson will also serve as a festival hub to help guide our audience of over 1 million visitors and our over 180,000 tourists from around the world."* [Darcy Killeen, Executive Director, CONTACT]

National Housing Fund – The Hon. Jean-Yves Duclos, Minister of Families, Children and Social Development, was on campus April 5th to announce a new \$5 billion National Housing Fund as part of the forthcoming National Housing Strategy. The focus will be supporting the most vulnerable Canadians, including people struggling with mental health, addictions and domestic abuse, seniors, persons with disabilities and veterans, with \$20 million to be allocated to the fund this year. The national strategy will include \$3 billion dedicated towards strengthening the relationship between provinces and territories, targeted funding for northern communities and Indigenous communities, and increased funding to prevent and reduce homelessness. Ontario Housing Minister Chris Ballard and Mayor John Tory also attended the announcement and reaffirmed the need for collaboration among all levels of government, referring to the waitlist for social housing in Toronto and the backlog in community housing repairs.

Ryerson Rams Year in Review – Our student-athletes continue to grow in competitive strength and blue-and-gold distinction, with another year of outstanding results. For the first time in Ryerson history, women's volleyball hosted the U Sports national championship at the Mattamy Athletic Centre. Four out of eight teams (men's and women's basketball, men's hockey and men's soccer) were ranked nationally in 2016-17, women's and men's volleyball teams made the OUA semi-finals, and women's basketball and men's hockey made the quarter-finals. Four Rams were named U Sports first-team All-Canadians, with two U Sports second-team All-Canadians; twenty Rams were named OUA first-team all-stars, with three OUA second-team all-stars, and eight chosen for OUA all-rookie teams. At the OUA championships in fencing, Ryerson won four individual medals: two gold and two bronze, and a bronze medal in men's team epee; in figure skating, one silver and one bronze medal in individual events, and a silver medal in team synchro; and a bronze medal was won in wrestling. Team and individual achievements included:

Team medals

Gold medal – OUA men’s basketball Wilson Cup (second year in a row)

Silver medal – U Sports men’s basketball (first national medal)

U Sports Major Awards

Rookie of the Year: Robert Boskovic (men’s soccer)

Dr. Randy Gregg Award (athletics, academics, community): Aaron Armstrong (men’s hockey)

Ontario University Athletics (OUA) Major Awards

Joy Bellinger Award (athletics, academics, community): Nicole DiDomenico (women’s basketball)

Randy Gregg Award of Merit (athletics, academics, community): Aaron Armstrong (men’s hockey)

Most Valuable Player (MVP): Raheem Rose (men’s soccer)

Rookie of the Year: Robert Boskovic (men’s soccer)

Coach of the Year: Filip Prostran (men’s soccer)

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

from the President’s Calendar

March 22-24, 2017: Ryerson was part of Mayor John Tory’s trade mission to India and Sri Lanka, where I delivered greetings at the 3rd anniversary celebration of Zone Startups India, and joined Mayor Tory in ringing the opening bell at the Bombay Stock Exchange.

March 27, 2017: I was pleased to have a meeting with students from Ryerson Women in Leadership about their goals and initiatives.

March 27, 2017: Ryerson met with Peter Gilgan (Doctor of Laws *honoris causa* ’16) and Brad Carr, Mattamy Corporation, to discuss future opportunities for partnership.

March 27, 2017: Our annual Ryerson Awards Night was a wonderful celebration honouring staff and faculty achievements in teaching, research, administration, service and leadership, and recognizing the teamwork and values that inspire continued university development and distinction.

March 28, 2017: Ryerson met with David McKay, president and CEO, Royal Bank of Canada to discuss common areas of interest.

March 28, 2017/April 11, 2017: We have met with Brampton Mayor Linda Jeffrey and colleagues on the preliminary planning following the Ministry’s announcement on major capital expansion.

March 29, 2017: I was very pleased to attend the Student Experience Awards Ceremony recognizing university-wide student achievement, including the annual Dennis Mock leadership awards.

March 29, 2017: I was very proud to host a lunch for Enactus Ryerson as part of their community outreach in the Enactus Haiti Auction, an initiative to help with Hurricane Matthew relief.

March 29, 2017: Ryerson met with the Ministry of Advanced Education and Skills Development regarding the initiatives on major capital expansion in Milton and Brampton.

March 29, 2017: I was pleased to welcome George Yabu and Glenn Pushelberg (Doctor of Laws *honoris causa* ’03) for a conversation with colleagues from the Ryerson School of Interior Design.

March 29, 2017: A highlight at the end of the academic year is the opportunity to thank our talented and engaged Rams at the president’s reception for graduating athletes, and to wish them well.

March 30, 2017: Ryerson colleagues gathered to thank Usha George for her leadership and service as interim vice-president research and innovation.

March 31, 2017: Ray Tanguay, automotive advisor to the governments of Canada and Ontario, was on campus with ministry colleagues for a DMZ tour and discussion of the Ryerson innovation ecosystem.

March 31, 2017: I met with members of the Ryerson Reproductive Justice Collective, and members of the Ryerson senior team, to continue an open and supportive discussion about their concerns.

March 31, 2017: It was a privilege to welcome students and members of the Ryerson community to our multi-faith dinner celebrating the diversity of our university and campus groups.

April 4, 2017: A session on leadership for inclusion: strengthening our intercultural competency engaged the executive group in building greater understanding and teamwork in serving our communities.

April 6, 2017: I met with Dr. Celia Ross, president of Algoma University, about the major capital expansion initiative in the initial stages of planning for Brampton.

April 7, 2017: Ryerson was pleased to welcome Dr. Karim Chelli, President, Canadian University Dubai, on a return visit to Ryerson and Canada to discuss international academic exchanges and collaboration.

April 7, 2017: A delegation from the Shanghai Second Polytechnic University was on campus to tour the DMZ and discuss Ryerson innovation using emerging technologies.

April 7, 2017: I was pleased to sit down for a lunch meeting with Grant Buchanan, distinguished visiting scholar for the RTA School of Media in FCAD and the TRSM Law and Business program – and, later in the day, with Diane Francis, distinguished visiting professor in the Ted Rogers School of Management.

April 10, 2017: I joined with the presidents of Simon Fraser University, and the University of Ontario Institute of Technology, and our vice-presidents of research and innovation and strategic planning colleagues, in a meeting with Iain Stewart, president of the National Research Council (NRC).

April 11, 2017: Ryerson held a meeting with Professor Stan Newman, chair of the World Cities World Class (WC2) University Network and vice-president (international) City University, London, to connect with our WC2 working group as Ryerson prepares to host the 2018 WC2 conference.

April 12, 2017: It was a privilege for Ryerson to welcome guests to campus for the Citizenship Ceremony taking place in the Sears Atrium – we are proud to serve on such a valued and special occasion.

April 13, 2017: I delivered welcome remarks at the National Institute on Ageing event held on campus for Canada's public pension plans.

April 13, 2017: Ryerson was invited to meet with government colleagues in the ministries of advanced education and skills development and community safety and correctional services, and the OPP to discuss creative innovation in designing an academic program and research in cyber security.

April 13, 2017: It was an amazing feeling to deliver congratulations on the occasion of the 7th anniversary of the DMZ, an evolution in learning and entrepreneurial innovation pioneered by Ryerson and given outstanding shape by student talent and ideas and the support of partners and mentors.

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
Catherine Redmond, Governance Officer
Leanne Stevens, Board Assistant

Subject: Report from the Secretary

Date: April 27, 2017

1. Governance Essentials Training – Communications and Advancement Strategies – May 4, 2017

On Thursday, May 4, 2017 Jennifer Grass, Assistant Vice President, University Relations and Rivi Frankle, Interim Vice President University Advancement will be leading a training session on communication and university advancement strategies for Board members.

The session will be held on Thursday, May 4, 2017 from 4:00 p.m. to 5:30 p.m. in JOR1410.

Please RSVP to boardsecretariat@ryerson.ca

2. Honorary Doctorate Gala – May 16, 2017

Lawrence S. Bloomberg, Chancellor and Mohamed Lachemi, President and Vice-Chancellor request the pleasure of your company at an Honorary Doctorates' Gala celebrating the recipients of Ryerson University's highest honour to be conferred during Spring 2017 Convocation Ceremonies.

2017 Spring Honorary Doctorates

June 6, 2017, 2:30 p.m. Cindy Blackstock: Executive Director of the First Nations Child and Family Caring Society of Canada

June 7, 2017, 2:30 p.m. David McKay: President and CEO of the Royal Bank of Canada

June 8, 2017, 2:30 a.m. Masai Ujiri: President of Toronto Raptors

June 12, 2017, 2:30 p.m. Phyllis Yaffe: Consul General of Canada in New York; Canadian film and television executive, past member of Ryerson Board of Governors

June 13, 2017, 6:00 p.m. Heather McGregor: CEO of YWCA Toronto

June 14, 2017, 9:30 a.m. Bonnie Schmidt: Founder and President of Let's Talk Science

June 16, 2017, 9:30 a.m. Louis Vachon: President and CEO of the National Bank of Canada

3. YWCA Women of Distinction Awards – May 18, 2017

We invite you to join us in celebrating Board Chair, Janice Fukakusa at the YWCA's 37th Annual Women of Distinction Awards on Thursday, May 18, 2017. Janice Fukakusa was named the YWCA

(Toronto) Woman of Distinction for 2017 in the corporate leadership category.

For more information about the event please visit the YWCA website:

<https://www.ywcatoronto.org/page.asp?pid=59> - Please RSVP to boardsecretariat@ryerson.ca

4. Convocation schedule – June 2017

The Spring 2017 Convocation calendar is available in the “Resources” section of the Board Portal. We encourage you to attend convocation where an Honorary Doctorate is being conferred. RSVP at:

<https://goo.gl/forms/sBIRw5joZY0cBUN73>

5. Board Succession

The Public Appointments Secretariat has informed the Board Secretariat that Nadir Mohamed and Michele Maheux should be rejoining the Board shortly as Lieutenant-Governor-in Council appointees.

6. Audit Committee Schedule

In order to continue to develop an Executive Compensation program as required by the Broader Public Sector Executive Compensation Act, 2016, the Audit Committee will meet twice in May 2017. Please contact the Board Secretariat if you have any questions.

APPOINTMENTS

Martin Regg Cohn, political columnist for the Toronto Star and former foreign correspondent, has been appointed distinguished visiting professor in the Faculty of Arts. For eleven years, as chief of the Toronto Star's Middle East and Asia bureaus, foreign editor and world affairs columnist, he reported from more than 40 countries, ranging from Afghanistan to Yemen. His column in the Toronto Star is widely read and he is a sought-after speaker and commentator. His professional distinctions include five Citations of Merit from the National Newspaper Awards, four for international reporting and one for business reporting. He was honoured by Amnesty International Canada in 1998 for his coverage of Sudan; and The Asia Pacific Foundation of Canada recognized his achievements with a Media Fellowship for Indonesia in 1988-89, and the Japan Program award in 1993.

Leanne Nicolle, idea generator and social innovator, has been named Executive in Residence, Inclusive Leadership at the Ted Rogers School of Management. Over an esteemed career in both the private and public sectors, she has developed a focus on the rights and issues of young girls and women, and the role of sport as an agent of social change. She brought a social lens to her experience as president and executive director of the Canadian Olympic Foundation, as director of corporate development and youth engagement for Plan Canada including the "Because I am a Girl" campaign, and as a board member for the Canadian Association for the Advancement of Women and Sport. At the Ted Rogers School of Management she will be collaborating with students and faculty on areas of diversity and inclusion, and assist students in developing their professional networks.

Leanne Betasamosake Simpson, renowned indigenous scholar, writer and artist, has been appointed distinguished visiting professor in the Faculty of Arts. A faculty member at the Dechinta Centre for Research and Learning in Denendeh, Northwest Territories, and a conjunct faculty member at Trent University for the PhD program in Indigenous Studies, she is an active researcher awarded grants from the Social Sciences and Humanities Research Council, the Canadian Institutes of Health Research, and the Sustain Development Innovation Fund, among others. In 2015, her paper *Land as Pedagogy: Nishnaabeg intelligence and rebellious transformation* was awarded Most Thought-Provoking Article in a Peer Review Journal by the Native American Indigenous Studies Association, and she was named the inaugural RBC Charles Taylor Emerging Writer in 2014. A gifted vocalist, she has released two albums, and performed at arts and literary festivals across Canada. She earned her PhD from the University of Manitoba in 1999.

The G. Raymond Chang School of Continuing Education – As an ongoing priority, The Chang School is a leader in the design of programs and initiatives anticipating and responding to the needs of a unique and varied learning community. New initiatives include:

- *The Chang School Film Hub* – part of the Experiential Learning Exchange (ELX), the hub will incubate new talent by showcasing the knowledge and skill sets developed through the Certificate in Film Studies. Students who are enrolled in, or have recently completed, the certificate have the opportunity to apply for funding, access to equipment, and one-on-one consultation for their projects by submitting a short film proposal for consideration.

- *The Ryerson International University Foundation Program (IUFP)* – created in partnership with the Faculty of Arts to help prepare international students for postsecondary education in Canada, over an eight-month foundational year students will have access to mentorship and career planning, and community and cultural extracurricular activities; and will be guaranteed admission into a specific undergraduate degree program at Ryerson upon completion.
- *Certificate in Advanced Accounting* – Launching in Fall 2017, this six-course certificate offered in partnership with the Ted Rogers School of Accounting and Finance will help support adult learners pursuing a Chartered Professional Accountant (CPA) designation.

e-Learning – Ryerson has received new funding from eCampusOntario totalling nearly \$438,000, to support the development of five initiatives that will expand the university's campus-wide e-learning strategy. The Office of E-Learning will manage the projects in collaboration with The Chang School and Ryerson University Library and Archives:

- an open, interactive textbook on creating compelling pop-up retail spaces, led by Hong Yu, director, Ted Rogers School of Retail Management, working with Ryerson's Department of Geography and Environmental Studies, Seneca College, George Brown College and the Downtown Yonge Business Improvement Area (BIA).
- an online guide and virtual gaming simulation designed to help nursing students effectively assess maternal and newborn health, led by Jennifer Lapum, Daphne Cockwell School of Nursing, in collaboration with Daria Romaniuk, Oona St-Amant and Digital Education Strategies, Ryerson University; Marg Verkuyl, Michelle Hughes and Behi Nikain, Centennial College; and Lorraine Betts and Paula Mastrilli, George Brown College.
- an online learning module, led by Nancy Purdy, Daphne Cockwell School of Nursing, that will teach nursing students patient safety and provide quality improvement (QI) methods and tools, in collaboration with Patrick Neumann, Department of Mechanical and Industrial Engineering, and Queen's University, Trent University, the Arthur Labatt School of Nursing at Western University, Centennial College School of Community Health Studies, and the Sally Horsfall Eaton School of Nursing at George Brown College.
- an interactive module, led by Kathryn Underwood, School of Early Childhood Studies, to support inclusion and consultation approaches for students in early childhood studies with a focus on supporting children and families with disabilities, in collaboration with the Faculty of Education, York University, and the College of Early Childhood Educators (Ontario).
- an open-source, interactive textbook based on the flipped classroom, designed to teach first year students how to write post-secondary argumentative essays, led by Paul Chafe and Aaron Tucker, Ryerson Department of English, with Stuart Murray, Department of English, Carleton University.

CONGRATULATIONS

Three Ryerson journalists are on the shortlist for the Shaughnessy Cohen Prize for Political Writing: **Kamal Al-Solaylee** for *Brown: What Being Brown in the World Today Means (To Everyone)*; **Christie Blatchford** (Journalism '73) for *Life Sentence: Stories from Four Decades of Court Reporting – Or, How I Fell Out of Love with the Canadian Justice System (Especially Judges)*; and **James McLeod** (Journalism '08) for *Turmoil, as Usual: Politics in Newfoundland and Labrador and the Road to the 2015 Election*. The \$25,000 literary award was established in 2000 in honour of the late Windsor, Ontario MP Shaughnessy Cohen, and the winner will be announced in Ottawa on May 10th at the *Politics and the Pen* Gala.

Ryerson School of Fashion alumni and Joe Fresh Centre innovators earned an unprecedented nine nominations for the 2017 Canadian Arts and Fashion Awards (CAFA); and four Ryerson/Joe Fresh designers were announced as winners at the Gala on April 7th:

- **Caitlin Cronenberg** (Fashion '06) won *The Image Maker Award*, presented to a Canadian fashion photographer or filmmaker who has made a significant impact within the Canadian fashion industry;
- **David Dixon** (Fashion '93) won *The Fashion Impact Award*, presented to a Canadian designer or brand that has made a significant social/philanthropic impact in the Canadian or international community;
- **Erdem** (Fashion '01) won *The International Canadian Designer of the Year Award*, presented to a designer whose international success has brought attention to Canadian talent on the world stage;
- **Daniel Christian Tang 3D** (Joe Fresh) won *The Swarovski Award for Emerging Talent (Accessories)*, presented to a designer emerging as a true creative force in Canadian fashion accessory design.

Robert Burley, Image Arts, is releasing *An Enduring Wilderness: Toronto's Natural Parklands* in early May, commissioned by the City of Toronto in time for Canada 150 and celebrated as part of the 2017 Scotiabank CONTACT Photography Festival. The photographs capture the Toronto shoreline, ravines, creeks, and forests, offering hope about the investment of urban dwellers in our natural landscape.

Christine Leu, architectural science and interior design, and co-founder with Alan Webb of the multidisciplinary arts and curation practice LeuWebb Projects, has been chosen the recipient of the Royal Architectural Institute of Canada's (RAIC) Allied Arts Medal for 2017.

Hoa Nguyen, English, author of *Violet Energy Ingots*, is among eight finalists – three for the prize recognizing the best books of poetry published in Canada, and five on the short-list for international works – for Canada's prestigious \$65,000 Griffin Poetry Prize. Winners will be announced June 8th.

Curtis Oland (Fashion '16) was featured in his first solo fashion show, *Visceral Architecture*, at Toronto Men's Fashion Week (TOM) on March 6 as the Emerging Menswear Designer (EMDA) and \$10,000 prize winner at the juried competition held at the TOM shows last fall.

Carter Grant (4th year Human Resources Management) was named the winner of the Great Canadian Sales Competition on March 9th at Google Canada headquarters in Toronto, earning the \$7,500 grand prize in the final round against four competitors (from an initial 2,000 applicants across Canada).

Jacqueline McKay (4th year Journalism) and **Avneet Dhillon** (masters of journalism) are among eight students across Canada joining the CBC for 16 weeks this Spring as recipients of 2017 Joan Donaldson CBC News Scholarships, named after journalist Joan Donaldson, who taught at Ryerson from 1975 to 1985.

Nehal Rao, 2nd-yr industrial engineering, led the team that won Best Overall and the \$3,000 grand prize at HackPrinceton Spring 2017 for *Tracktive*, a virtual environment allowing users to DJ in mid-air without touching any components. The event, held March 31st to April 2nd, included 500 students from universities such as Cornell, MIT, Princeton, Rutgers, Brown, Waterloo and the University of Toronto.

Business Technology Management (BTM) students won the inaugural IT World Canada and Information Technology Association of Canada (ITAC) National BTM Student Case Competition, earning the \$5,000 first prize for 'Ultralytics,' an innovation achieving measurable business outcomes. Ryerson also won the preparatory blog competition that took place last fall, earning a \$1,000 prize sponsored by FDM Group.

Enactus Ryerson are Central Canada regional champions, and will go on to the nationals in May, as winners in the Scotiabank Youth Empowerment Challenge, for Project Sacred Valley in Peru growing and distributing organic products in the community school garden; and the Scotiabank EcoLiving Green Challenge for Project Pura in Gujarat, India, working with local waterpreneurs to manufacture and sell ceramic water filters to increase water sanitation and launch a sustainable entrepreneurship program.

Rumie, the DMZ-based digital education startup, has been chosen one of five winners of the Google Impact Challenge, receiving \$750,000 in funding plus technical support, in a competition for Canadian non-profits that seek to build a better world through technology. *Growing North*, the sustainable greenhouse initiative launched by Enactus Ryerson, was among the 10 finalists and received \$250,000.

CANADA 150 – In conjunction with *We Are Canada*, a documentary series profiling millennial innovators for Canada's 150 birthday, students from the Faculty of Communication and Design, Masters in Digital Media and the Transmedia Zone are collaborating with the CBC and White Pine Pictures to highlight the next generation of Canadian change-makers, by completing a series of digital videos for the program's web content. Responses to an open call for young people doing innovative work in their communities came from across the country—Iqaluit to Victoria to Prince Edward Island—covering a broad spectrum of Canada's diversity. Working in groups of three, the students created 18 video profiles, conducting interviews via Skype and working with their subjects to collect additional material. Led by professor Ramona Pringle, RTA School of Media, students had the opportunity to gain learning and experience on the production side, the editorial side, video editing, communication skills, and professionalism – as well as the social dimension that recognizes the respect and sensitivity involved in working with others to help them tell their story. [*This is the first story in a Ryerson Today series about Canada 150.*]

Newcomers' stories on radio – On March 30th Ryerson's campus community radio station The Scope (CJRU 1280 AM) extended an invitation to a *Lunch and Listen* event called "Coming to Canada," featuring stories of Canadian immigrants, told by the immigrants themselves. Since last spring, CJRU has hosted radio workshops for Canadian newcomers, immigrants and refugees in partnership with CultureLink settlement services. The four-week courses cover the basics of radio production, from how to write and conduct interviews to how to record good sound. Participants also work in groups to produce radio documentaries, and collaborate on a live broadcast. Their show, *New Canadian Life*, airs Mondays and Wednesdays at 5pm. Project coordinators Jonathan Rodil (Business Management '16) and Jacqueline Tucci (Journalism '16) are engaged in providing a supportive opportunity for new voices to share their experiences and be more represented in community media, while acquiring the skills and Canadian experience to put on a resumé and show future employers.

Hire Immigrants – On March 22nd Starbucks announced plans to hire 10,000 refugees around the world, including 1,000 in Canada over five years. In reaffirming its values of diversity and inclusion as a vital part of economic well-being, the company credited the role played by Canada in accepting refugees and offering a first opportunity for a new life in Canada. Starbucks is working with Hire Immigrants, part of the Magnet network founded at Ryerson, to recruit and train refugee employees all across the country. The Hon. Ratna Omidvar, Senator for Ontario, will advise the initiative as Founder and Distinguished Visiting Professor at the Global Diversity Exchange (GDX), including helping develop an international community of employers supporting and advancing immigrant talent.

International Youth Seminar – I was pleased to join a professional panel as part of the program of the 6th Annual BAPS Charities Youth Seminar on March 25th held at the BAPS Swaminarayan Complex in north Toronto – along with Professor Jit Shalin, Centennial College; Ravi Jain, partner at Green and Spiegel LLP; and entrepreneur Yogesh Patel. Over 600 international students from colleges and universities across the GTA and beyond heard presentations from guest speakers on a wide range of topics that would help them be successful in their goals and their life in Canada, from career planning to finances, immigration, health and well-being and opportunities in education and advancing their own innovative entrepreneurial ideas. The students raised insightful and interesting issues in the Q&A, and it was great to extend the agenda with a networking event that enabled students to approach with individual questions and concerns, and also to meet and share information with each other.



BOARD OF GOVERNORS MEETING

Thursday, April 27, 2017

AGENDA ITEM: Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators ("AAA Policy")

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Approval

SUMMARY: In order to provide effective governance and to reflect organizational changes in the academic administrative process the AAA Policy requires updating. The attached document will cite the proposed changes to the Policy and also provide a rationale for the changes.

BACKGROUND: The AAA Policy also known as the *"Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators"* was approved by the Board of Governors in 1994. In 1999 the Board amended the AAA Policy to reflect organizational changes at the University.

COMMUNICATIONS STRATEGY:

The review of the AAA Policy, led by the Interim Provost and Vice President Academic, involved extensive consultations with the community. As appropriate, the proposed revised policy reflects feedback from the community obtained through these sessions. Groups consulted include: Ryerson Senate, the Executive Group, Academic Planning Group, the Deans and other senior academic administrators whose positions are impacted by the policy, and the Ryerson Faculty Association.

PREPARED BY:

C. Redmond, Governance Officer

APPROVED BY:

C. Evans, Interim Provost and Vice President Academic

Appointment of Academic Administrators Policy (AAA Policy)

- **Related Documents:** [Appointment of Academic Administrators Procedures \(AAA Procedures\)](#)
- **Owner:** Vice-Provost, Faculty Affairs
- **Approver:** Board of Governors
- **Approval Dates:** 1994, 1999, 2017

I. Purpose

The Appointment of Academic Administrators Policy (AAA Policy) has been developed to establish the guidelines for the establishment and functioning of committees related to the appointment of the academic administrative leadership of Ryerson University (the “University”). The AAA Policy also establishes the guidelines for the term of appointment and intra-term assessment of academic administrative leaders. The application of the policy is articulated in the Appointment of Academic Administrators Procedures (AAA Procedures).

The policy is made in accordance with the Ryerson University Act. The Board of Governors delegates its authority, and the grant of its authority for further delegation as is necessary, to the President and Vice-Chancellor on the appointment, reclassification, promotion, suspension, transfer, resignation, termination and leave of absence of all employees, including academic administrative leaders, except the Provost and Vice-President Academic.

It replaces the *Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration, and to the Development and Evaluation of the Performance of Academic Administrators*.

II. Scope and Application

- This policy applies to the following positions:
 - Provost and Vice-President Academic;
 - Vice-President Research and Innovation;
 - Vice-Provost, Faculty Affairs;
 - Vice-Provost, Academic;
 - Vice-Provost and Dean of the Yeates School of Graduate Studies;
 - Deans of Faculties;
 - Dean of The Chang School of Continuing Education;
 - Associate Deans;
 - Chief Librarian; and
 - Associate Chief Librarian.

- As the academic structure of the University changes in the future, the President, in consultation with the Provost and the VPFA, may alter the scope of this policy accordingly.
- This policy does not apply in the case of interim appointments for a position covered by this policy. Such interim appointments are made on the recommendation of the appropriate senior administrator, after consultation with the appropriate constituency, for a period of normally not more than one year.

III. Definitions

- **“Chair”**: Refers to the Chair of a review or search committee; the senior administrator to whom the position reports is typically the Chair
- **“Committee member”**: Refers to the employee or student who is either elected or appointed to a review or search committee; eligibility is determined in part by the position that is being filled
- **“Failed search”**: A failed search arises in situations where no recommendation for a candidate can be achieved by a committee
- **“Incumbent”**: The current holder of an academic administrative leadership position
- **“Review committee”**: Name of the committee when it is reviewing the current incumbent for a second term
- **“RFA”**: Ryerson Faculty Association
- **“Search committee”**: Name of the committee when it is actively recruiting a new candidate for an academic leadership position
- **“Voters”**: Individuals who are eligible to vote for the nominated members of a review/search committee; eligibility is determined in part by the position that is being filled
- **“VPFA”**: Vice-Provost, Faculty Affairs; the senior administrator responsible for the interpretation and application of the AAA policy and procedures

IV. Policy

1. Principles

- a. As provided in the *Ryerson University Act*, and in the University’s general by-laws, with the exception of the appointment of the Provost and Vice-President Academic, the Board of Governors has delegated its authority to the President with respect to the appointment of academic administrators referred to in this policy.

- b. All recommendations for appointment to an academic administrative position identified in this policy must be approved by the President or designate prior to extending an offer of appointment to the selected candidate. The Provost's appointment must be approved by the Board of Governors.
- c. In reaching recommendations, committees will seek to identify and appoint individuals, based on demonstrated excellence, to perform critical academic administrative leadership roles.
- d. All committee members and Chairs will act in accordance with University policies including, but not limited to policies on Employment Equity, Workplace Civility and Respect, Discrimination and Harassment Prevention, Conflict of Interest, and Accommodation for Persons with Disabilities.
- e. The search process should reflect best practices in recruitment and reflect the university's commitment to equity, diversity and inclusion, and access to education and employment as articulated in the statement below (Section IV, Item 2).
- f. All committee members and Chairs have a duty and obligation to act in the best interests of the University, including complying with the principles and processes articulated in this policy and acting in a fair, equitable, objective, professional, respectful, civil, non-discriminatory, non-harassing, and confidential manner.

2. Statement on Equity, Diversity and Inclusion; Respect for Aboriginal Perspectives; and Access to Education and Employment

Equity, diversity and inclusion, along with access to education and employment, and respect for Aboriginal perspectives, are values at the core of the University's overall mandate as a citizenship builder and institution of higher learning. The University is committed to promoting equity, diversity and inclusion within the University community; and to providing equitable opportunities in employment for people from historically under-represented and marginalized groups.

Equitable opportunities in employment involve hiring the best-qualified candidate, which includes candidates who have demonstrated a commitment to upholding human rights and whose work reflects the University's institutional values. Providing equitable opportunities also means carrying out a fair hiring process, which includes addressing implicit/unconscious biases. The University shall hire and make employment decisions on the basis of qualifications and merit. It seeks to further increase the diversity of faculty and staff at the University to address the historical under representation and barriers in employment experienced by women, racialized people, First Nations, Inuit and Métis peoples, and Aboriginal peoples, persons with disabilities, and experienced by people based on their sexual orientation, gender identity or gender expression. Appropriate accommodations will be provided to candidates by the committee, so that they can participate fully in the process.

3. Conflict of Interest

Committee members who have or believe they have a conflict of interest or perceived conflict of interest with respect to their duties and responsibilities, shall declare the conflict of interest to the Chair. If a Committee member fails to declare a conflict of interest where there is a conflict of interest or perceived conflict of interest, the Chair shall bring the matter to the Committee member's attention, and may require the Committee member to declare the conflict of interest.

A conflict of interest occurs when a Committee member has a personal interest or an obligation, which is in substantial conflict with the proper discharge of the Committee member's duties and responsibilities in the best interest of the University, or otherwise affects the integrity and confidence in the University, or the appearance of the above. Examples may include situations where the Committee member has acted as an academic supervisor of a candidate or where the Committee member has collaborated with a candidate on a research project or business venture. A supervisory or collaborative relationship with a candidate does not automatically constitute a conflict of interest.

The Chair, in consultation with the Vice-Provost, Faculty Affairs, shall determine, what action, if any, should be taken by the Committee member, or the Committee, in order to deal with the conflict of interest.

4. Confidentiality

Committee members will have access to confidential material, and must therefore be bound by the requirements of confidentiality necessary for the proper functioning of such a committee and the protection of the interests of the candidates. In particular:

- a. In the course of committee work, members may become aware of plans, opinions and employment experiences provided in confidence by individual candidates. Confidential reference comments about candidates will also be received. This information should only be shared or discussed with other committee members.
- b. The Committee process should respect the confidence of the candidates and the identity of candidates should not be disclosed save as necessary for the decision making process.
- c. In the course of committee deliberations and discussions, members will become aware of the perceptions, assessments and views of the other members concerning candidates being assessed. These exchanges for the purpose of assessment are provided in confidence and should only be shared or discussed with other members; all members have an obligation to make every effort to respect the dignity and integrity of their colleagues and to

sustain a climate in which colleagues are able to function as responsible members of the academic community.

- d. At times, committee members may wish to consult with the Chair or with the VPFA for advice on issues related to process. The VPFA is constrained by the confidentiality provisions of this policy. Therefore seeking their advice should be done in a confidential manner, and does not itself constitute a breach of confidentiality. In the case of the review/search for VPFA, such consultations may only be with the Chair or another individual identified by the University.

5. Term of Appointment

The term of appointment for all positions covered by this policy shall normally be five years and may be renewed for a second term based on the recommendation of a review committee and its Chair, and the approval of the President. Normally incumbents are restricted to two consecutive terms.

In special circumstances, on the recommendation of the appropriate senior administrator, the length of appointment (either the first or second term) of an incumbent may be extended for one additional year.

6. Intra-Term Assessment

An annual performance assessment will be conducted by the academic administrator's supervisor.

The annual performance assessment is a confidential document. It is to be completed by May 31 of each year.

The annual assessment in either the second or third year of the five-year term will be informed by confidential input from appropriate and knowledgeable people in the University community as determined by the academic administrator's supervisor. In the case of the assessment of Deans and Associate Deans of faculties, this will include at minimum the canvassing of the tenured faculty members in that Dean or Associate Dean's Faculty. In the case of the Chief Librarian and Associate Chief Librarian, this will include at minimum the canvassing of the career-status librarians.

The supervisor may seek similar broad input to assist in the assessment at any time in the five-year term.

The academic administrator will be provided a summary of views provided but under no circumstances are the names of those whom provided feedback identified.

V. Roles and Responsibilities

President

- Approval of all recommendations for appointment to an academic administrative leadership position except for the Provost and Vice-President Academic
- Recommendation to the Board of Governors of appointment of Provost and Vice-President Academic

Vice-Provost, Faculty Affairs (VPFA)

- Interpretation and application of the AAA policy and procedures
- Consultation with Chairs and committee members on issues related to the process of review and search committees, except in the review/search for the VPFA

Chair

- Oversight for committee development and formation, including elections and appointments of committee members
- Responsible for principles and processes outlined in the AAA procedures including creation and maintenance of a committee environment that is collegial, respectful and accessible, and where all committee members comply with University policies
- Considerations of institutional values in particular equity, diversity and inclusion as described in the academic plan, during committee formation and committee administration
- Participation in committee discussions on an equal basis as a non-voting member

Appointment of Academic Administrators Procedures (AAA Procedures)

- **Related Documents:** [Appointment of Academic Administrators Policy \(AAA Policy\)](#); [Rights and Obligations of Ryerson University Search Committee Members](#); [Hiring Guide](#)
- **Owner:** Vice-Provost, Faculty Affairs

I. Procedures

Part 1: Committees

1. Committee Chair – Administrative Tasks

The senior administrator to whom the position reports shall be the Chair of the committee. The Chair is a non-voting member but may participate in discussions on an equal basis. The Chair is responsible for:

- a. Developing and forming a committee, including all procedures related to nominations, elections and appointments of committee members, be it for re-appointment of a current incumbent, vacant position or a position which will become vacant. Any unusual situations related to committee formation will be addressed in consultation with the VPFA.
- b. Where possible, achieving committee composition which advances the University's commitment to the institutional values in respect of equity, diversity and inclusion, and adding specific expertise when that is missing from committee members.
- c. Ensuring that elections of committee members are properly conducted as described in Section 3 below.
- d. Ensuring that all committee members are familiar with the process and materials under consideration. The Chair will work to create an environment in which any and all concerns can be fully addressed.
- e. Ensuring that all committee members have read and agreed to abide by the [Rights and Obligations of Ryerson University Search Committee Members](#).
- f. Ensuring that deliberations of the committee are conducted in an atmosphere of mutual respect, and that no committee member is allowed to dominate the discussions or put undue pressure on their colleagues.
- g. Ensuring that meetings will be accessible, which involves considering individual accessibility needs and institutional standards. When possible, meetings will be held during typical workday hours.

- h. Establishing specific procedures in consultation with the committee members. These procedures are to be consistent with this policy and other University policies, and may include such matters as:
 - i. Confidentiality and record management
 - ii. Attendance and quorum
 - iii. Defining a majority
 - iv. Input from the community and portfolio staff
 - v. Key issues related to the portfolio
 - vi. Selection criteria and rating/ranking methodology
 - vii. Advertising and application requirements (internal, external, international)
 - viii. Screening of resumes and short-listing of candidates
 - ix. Interview process and questions
 - x. Reference checks
 - xi. Site visits, presentations and/or other components of the search and assessment process
- i. When there is significant concern with respect to compliance with principles, confidentiality, conflict of interest or procedures, the Chair in consultation with the VPFA may take necessary steps to address the issue, including recusing a member(s) of the committee or striking a new committee.
- j. It is the responsibility of the Chair to approach the appropriate Department Hiring Committee in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which they may ultimately become a member.

2. Committee Composition

- a. Full details of committee composition for each of the positions are listed in Section II, Schedule One of this Procedure.
- b. Committees are comprised of elected and appointed members.
- c. There will be fair representation across a variety of departments within a Faculty/Division or across a variety of faculties for university-wide appointments.
- d. With the exception of students, all committee members must be full-time employees past their probationary period.
- e. Incumbents are not eligible to sit on search committees for their current positions.

3. Election and Appointment of Committee Members

- a. Procedures for nomination and election of elected committee members will follow those normally used by Senate including secret ballot. Nominations should be open for at least three working days.
- b. Nominations will be open for all eligible individuals in the appropriate unit. Each individual who is qualified to vote may vote for up to the number of committee member positions available to be filled.
- c. In the letter seeking nominees for the committee and announcing the process, there will be acknowledgement of the University's values of equity, diversity and inclusion and commitments in ensuring these values in establishing the committee and conducting the search/review process.
- d. Pre-tenure faculty members, tenured faculty members and limited-term faculty members may vote in electing tenured faculty members to a committee (except in the case of the committee for the Vice-Provost and Dean, and Associate Dean of the Yeates School of Graduate Studies, where voters are restricted to members of the Yeates School of Graduate Studies).
- e. In the case of where not enough faculty members from a particular Faculty/Division are nominated as committee members, the Chair in consultation with the VPFA may determine that faculty members from other faculties/divisions may be elected to the committee.
- f. If necessary, the Chair may appoint student members.
- g. The candidate receiving the most votes will serve; subsequent candidates will be chosen from the list in the order of most votes as long as their Faculty/Division/Department/School is not already represented. In the event that there are not candidates from a minimum number of Faculties/Divisions/Departments/Schools, then the selection will proceed in a similar manner so as to minimize the potential for one to dominate.
- h. In cases where more than one election must be held to determine the membership of a committee, all the elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.
- i. In the event that an insufficient number of faculty or student members are nominated, the Chair shall issue a second call for nominations for the positions that remain vacant and hold a subsequent election following the procedures described above.
- j. In the event that there remain vacancies after the second election, the Chair, after consultation with the nominated/appointed faculty and/or student committee members, may initiate ad hoc procedures for striking a fully

composed committee; a written record of actions to strike a fully composed committee shall be provided to all committee members before the start of committee work.

4. Replacement of Committee Members

- a. Where a committee member ceases to be a committee member for any reason, a successor will be chosen in the same manner as the member withdrawing, unless in the judgment of the Chair the selection process is so far advanced that a new appointment to the committee would be inappropriate, in which case the seat will remain vacant.
- b. If a student member of a committee ceases to be a student at the University but remains willing and able to continue to serve as a committee member, the Chair may permit the student to continue to serve or may appoint a replacement student member at their discretion.
- c. Should a committee member elected or appointed from one constituency experience a change in their main employment role, the Chair shall decide whether the member remains on the committee, considering such matters as community representation and the potential for conflict of interest. Faculty members on the committee who assume a Chair/Director role of a Department/School are normally excluded from this consideration.

Part 2: Reviews and Searches

1. General Procedures

- a. At the initiative of the Chair, a committee will be developed and formed in accordance with the provisions of the AAA policy and procedures for re-appointment of a current incumbent, a new position, a vacant position or a position which will become vacant.
- b. Committees should reference the material in the University's [Hiring Guide](#). The Hiring Guide provides committees with best practice advice, information and steps in making strategic hiring decisions consistent with the values and principles of the University.
- c. At the initiative of the Chair, a committee may have a resource person(s) assigned to it from Human Resources, the Office of the VPFA, and/or from the office of the committee's Chair to support the committee in the discharge of its responsibilities.
- d. A committee may need to be disbanded in situations where there has been significant loss of membership, a conflict or perceived conflict arises, a breach of policy compromises the process, or other similar events which frustrate the committee process occur. When the Chair identifies a concern that could lead

to disbanding a committee, the Chair will discuss and receive input from the committee before determining whether disbandment is necessary.

2. Review Committee Procedures

- a. At the beginning of the final year of an academic administrator's first term, the senior administrator responsible for the position will ask the incumbent whether they wish to be reappointed to a second term.
- b. If the answer is yes, the incumbent will formalize this in writing with the senior administrator. The committee will be deemed the "review" committee and follow the procedures listed in this section, Review Committee Procedures. If the answer is no, the incumbent retains the right to reapply later during a search process; the committee will be deemed the "search" committee and follow the Search Committee Procedures in Section 3 below.
- c. The review committee will conduct an assessment of the incumbent's performance and prospects for future performance. This will include:
 - i. The committee will review the job specifications against which the incumbent was selected, summaries of previous performance evaluations completed by the senior administrator, and any other material that the Chair or the incumbent wishes to bring to the attention of the committee.
 - ii. Input will be sought from direct reports, peers, colleagues and other appropriate members of the University community regarding:
 - a) Incumbent's performance
 - b) Priorities of the portfolio
 - c) Current issues and future direction of the portfolio
- d. Submissions may be made in writing to the appropriate office as determined by the Chair. The committee will make every effort to ensure confidentiality; anonymous comments will not be considered.
- e. The committee will provide the incumbent with an anonymized summary of the submissions for review and comment.
- f. The incumbent will provide a self-evaluation of their performance to the committee members.
- g. The committee will meet with the incumbent to review the assessments and to discuss the incumbent's vision and priorities in respect of a renewed appointment.
- h. Having due regard for the information listed in (c) to (g) above, the committee renders its own judgment and makes a recommendation to the Chair

providing supporting arguments and sufficient rationale as to whether the incumbent should be reappointed. If the input received is clearly positive or clearly negative regarding the incumbent but the committee is making a recommendation that is contrary to the feedback (e.g., the committee recommends reappointment when the feedback received was clearly negative), then the committee's recommendation must clearly address this inconsistency and provide specific rationale as to why the recommendation should be accepted.

- i. If the Chair disagrees with the recommendation of the committee regarding reappointment of the incumbent, the Chair will provide their rationale to the committee and instruct the committee to reconsider its recommendation.
- j. The Chair has the following two options after the committee reconsiders its original recommendation: (a) agree with the committee's reconsidered recommendation; or (b) reject the reconsidered recommendation, conclude the review committee's work and commence a search process, whereby the review committee will be deemed the "search" committee (see next section on procedures for a search committee).
- k. If the Chair agrees with the committee's recommendation that an incumbent should be reappointed, the recommendation shall go to the President (or to the Board of Governors in the case of a Provost search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.
- l. During a review committee process, the incumbent at any point can determine that they no longer want to be considered for reappointment by informing the Chair in writing. The incumbent retains the right to reapply later during a search process.

3. Search Committee Procedures

When there is no incumbent seeking reappointment, a new position has been created, a review committee is deemed a search committee or a new appointment to the position is required, a search process is initiated.

If the search process was preceded by a reappointment review process, the review committee becomes the search committee; otherwise a search committee is formed.

- a. The search committee:
 - i. Reviews the position description;
 - ii. Recommends the qualifications and experience required;
 - iii. Seeks candidates;
 - iv. Screens applications;
 - v. Interviews selected candidates; and

- vi. Conducts other assessments.
- b. The committee as a whole may consult with any person who is not a member of the committee, and where appropriate, with groups of faculty, staff, alumni and students on the subject of how they see the position and what characteristics they think the appointee should have. This consultation does not involve any performance assessment of a candidate.
- c. The committee makes a recommendation to the Chair as to who should be appointed to the position. The recommendation of the candidate shall be made by a majority vote of the voting members of the search committee. Should it not be possible to reach a majority recommendation, the search shall be declared failed and a new search committee shall be struck. Except in the circumstances of interim appointments (described in the AAA Policy, Section II: Scope and Application) or an extension (described in the AAA Policy, Section IV: Policy - Part 5 Term of Appointment), there will be no appointments in the absence of a positive recommendation from the search committee.
- d. If the Chair disagrees with the recommendation of the committee, the Chair may ask the committee to reconsider the recommendation. If the committee is unable to provide another recommendation, the Chair may authorize (or seek authorization for) one of the following three options: (i) for internal searches, an external search; (ii) for external searches, another external search; (iii) may declare the search failed.
- e. If no candidate can be found who is acceptable to the committee, the Chair, and the President, the Chair may declare a failed search.
- f. After a failed search, a new search committee may be struck.
- g. If the Chair agrees with the committee's recommendation of a candidate, the recommendation shall go to the President (or to the Board of Governors in the case of a Provost search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.

4. Advertising Positions

All vacancies shall be advertised internally for a search process (if a committee is reviewing an incumbent's performance because they are seeking a second term as described above in Section 3, then the position does not need to be advertised).

"Internal" advertising of a vacancy means there will be written notice throughout the University including on the Ryerson Career website. It also means that the candidate pool includes any full-time career University employee who is eligible for consideration including Ryerson Faculty Association members (all tenured

faculty members, librarians and counselors past their probation period). Internal advertising precludes the eligibility of all other individuals.

“External” advertising means concurrent internal and external notice of vacancy and call for candidates. A decision to advertise externally is subject to budgetary approval and shall be made by the Chair after receiving the committee’s advice.

Advertising and search measures to encourage applications from diverse communities will be carried out with the assistance of the Office of Equity, Diversity and Inclusion, and Human Resources.

5. Engaging an Executive Search Firm

If the Chair wishes to engage an executive search firm to assist the committee with its activities, the selection of such a firm shall be carried out in compliance with the University’s procurement policies.

II. Schedule One – Committee Composition

Committee for Provost & Vice-President Academic		
Source/Composition	# of members	(S)electd by
President (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division, and at least one must be a Chair/Director	6	Faculty/Librarians [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Student from the Senate	1	Students on Senate
Presidential appointees	3	President
Total	12	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The first committee member to be selected will be the Chair/Director of a Department/School with the most votes. That Chair/Director shall be the faculty member representative for her/his Faculty. In cases where no Chair/Director is nominated, there will be no elected Chair/Director on the committee. Thereafter, the remaining candidates will be tenured faculty members or librarians chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-President, Research & Innovation		
Source/Composition	# of members	(S)elected by
President (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division	6	Faculty/Librarians [election]
Deans or Associate Deans (responsible for research)	2	Deans
Presidential appointees, one of whom shall be a graduate student	3	President
Total	12	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of six (6) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost, Faculty Affairs		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members, career librarians/counsellors, with no more than one member per Faculty/Division	5	Faculty/Librarians/Counsellors [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Assistant Vice-President, Human Resources	1	Ex Officio
Provost appointees	2	Provost
Total	10	

Members of the RFA (faculty, Librarians and Counsellors) may nominate candidates, and all RFA members as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff member elected to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost, Academic		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division	5	Faculty/Librarians [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Students on Senate	1	Students on Senate
Provost appointees	2	Provost
Total	10	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost & Dean of Yeates School of Graduate Studies		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members who are members of YSGS with no more than one member per Faculty	3	Faculty members of YSGS, excluding Graduate Program Directors [election]
Graduate Program Directors	2	Graduate Program Directors [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Graduate student	1	Graduate students [election]
Provost appointees	2	Provost
Total	10	

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to three candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of three (3) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least three (3) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

Committee for Deans of Faculties		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members in that Faculty, with no more than one member from each Department/School	4	Faculty members in that Faculty, excluding Chairs/Directors [election]
Chairs/Directors in the Faculty	1	Chairs/Directors in that Faculty [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Career staff member in that Faculty	1	Career Staff [election]
Provost appointees, one of whom shall be a student	2	Provost
Total	10	

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member elected to the search committee must be a full-time University employee past their probationary period.

Committee for Dean of Continuing Education		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Dean or Vice-Provost	1	Deans and Vice-Provosts
CE Program Directors	2	CE Program Directors [election]
CE Academic Coordinators	2	CE Academic Coordinators [election]
CE student	1	CESAR
Provost appointees, with at least one member selected from tenured faculty members	3	Provost
Total	10	

The members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Associate Deans of Faculties		
Source/Composition	# of members	(S)elected by
Dean (Chair)	1	Ex Officio
Tenured faculty members in that Faculty	4	Faculty members of that Faculty, excluding Chairs and Directors [election]
Chair/Director in that Faculty	1	Chairs/Directors of that Faculty [election]
Graduate student in that Faculty	1	Graduate students of that Faculty [election]
Undergraduate student in that Faculty	1	Undergraduate students of that Faculty [election]
Decanal appointees, one of whom shall be a career staff member in that Faculty	2	Dean
Total	10	

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member appointed to the search committee must be a full-time University employee past their probationary period.

Committee for Associate Dean of Graduate Studies		
Source/Composition	# of members	(S)elected by
Vice-Provost & Dean, YSGS	1	Ex Officio
Tenured faculty members who are members of YSGS, with no more than one member per Faculty	4	Faculty members of YSGS, excluding Graduate Program Directors [election]
Graduate Program Directors*	2	Graduate Program Directors [election]
Graduate student	1	Graduate students [election]
Decanal appointees	2	Vice-Provost & Dean, YSGS
Total	10	

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to four candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least four (4) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

Committee for Chief Librarian		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Career librarians, of whom at least one should be a Library Department Head	4	Librarians [election]
Tenured faculty	1	Faculty members [election]
Career library staff member (past probationary period)	1	Library Staff [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Provost appointees, one of whom shall be a student	2	Provost
Total	10	

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Associate Chief Librarian		
Source/Composition	# of members	(S)elected by
Chief Librarian (Chair)	1	Ex Officio
Career librarians, of whom at least one should be a Library Department Head	4	Librarians [election]
Tenured faculty	1	Faculty members [election]
Career library staff members (past probationary period)	2	Library Staff [election]
Appointees of the Chief Librarian, one of whom shall be a student	2	Chief Librarian
Total	10	

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

DRAFT RESOLUTION

RE: AAA Policy Review

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to The AAA Policy also known as the “Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators” be approved as presented.

April 27, 2017



**BOARD OF GOVERNORS MEETING
APRIL 27, 2017**

AGENDA ITEM: 2017-18 University Budget

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: The recommended University Budget for 2017-18 is a balanced budget. It promotes the University's four strategic priorities: Enable greater student engagement and success through exceptional experiences; Increase SRC excellence, intensity and impact; Foster an innovation ecosystem; Expand community engagement and city building.

BACKGROUND:

The 2017-18 Budget continues the momentum on the University's strategic priorities. To balance the budget, while supporting these strategic priorities and covering inflationary costs and salary costs, it is recommended that: overall average tuition fees for domestic students increase by 3% in 2017-18, there be a 1.5% across-the-board base budget reduction, of which 1% or \$4.2 million is reallocated as base strategic budget allocations, and there be \$34.0 million in OTO strategic allocation expenditures. In order to comply with the Government's new net tuition billing policy, tuition fee levels for domestic students are also being recommended for 2018-19.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Paul Stenton, Deputy Provost and Vice Provost, University Planning
Joanne McKee, Chief Financial Officer
Date: April 12, 2017

APPROVED BY:

Name: Chris Evans, Interim Provost and Vice President Academic
Janice Winton, Vice President Administration and Finance
Date: April 13, 2017



2017-18 Budget Priorities and Expenditures

Finance Committee, Board of Governors

**Ryerson University
April 20, 2017**

Overview

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I. Budget Development Process

Budget Development Process

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

2017-18 Budget Briefings and Consultations

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



II. 2016-17 Progress Report on 2016-17

Overview of Enrolments for 2016-17

ENROLMENT (Undergraduate FTEs; Fall Graduate FTEs)			
Budgeted	Estimated Actual	Difference	Comments
Undergraduate 33,050	34,200	+1,150 or 3.5%	Increase in intake beyond target levels, higher zone enrolment and higher than projected retention, resulting in additional fully-funded enrolment growth
Graduate 2,296	2,360	+64 or 2.8%	Slightly above target for funded enrolment

Year-end Status of Expenditures and Revenues for 2016-17

OPERATING EXPENDITURES

Expenditures within Budget.

OPERATING REVENUES

\$10.2M April 2016 OTO year-end funds

\$11.3M April 2017 OTO year-end funds

= \$1.1M MORE AVAILABLE TO ALLOCATE IN 2017-18 THAN 2016-17

Strategic Priorities Implementation 2016-17

Greater student engagement and success	<ul style="list-style-type: none"> • Launched BA in Language and Intercultural Relations • Launched graduate programs: MA Child & Youth Care, MEng and PhD in Biomedical Engineering, Master of Engineering Innovation & Entrepreneurship, MSc in Data Science & Analytics, PhD in Mathematical Modelling & Methods • \$1.3 million in funding from eCampus Ontario for e-learning projects • Launched new supports for student health and well-being: ThriveRU and SHARP (Student Health & Resilience Program)
Increase SRC excellence, intensity and impact	<ul style="list-style-type: none"> • Appointment of new Vice-President Research & Innovation • Completion of new Faculty of Science research space at MaRS • Awarded NSERC Industrial Research Chair (first new chair awarded since 2006) • Social Sciences and Humanities Research Council grants up 33% from 2015-16 • Total external research funding maintained at all-time high level
Foster an innovation ecosystem	<ul style="list-style-type: none"> • Launched Science Discovery Zone • Awarded \$31.9 million from Federal Government in support of expanded/renovated innovation and research space, including Centre for Urban Innovation at 44 Gerrard • Expansion of Transmedia Zone with addition of Music Den
Expand community engagement and city building	<ul style="list-style-type: none"> • Launch of SciXchange • Continued expansion of co-op education in Ted Rogers School of Management • Launch of Indigenous Communication & Design Network

2016-17 Core Performance Measures

Indicator	Short-term Objective	Current level (Results)	March 2016 level	Short-term Target	Time-frame	Long-term Objective
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	76.2% (2014)	76.2% (2014)	75% - 80%	2017-18	↔
GPSS: Overall rating of the quality of graduate programs* (triennial)	●	86.2% (2016)	83.1% (2013)	81% - 86%	2016-17	↔
FTE enrolment as share of target	●	103% (2016)	103% (2015)	100%	2016-17	↔
Undergraduate	●	104% (2016)	102% (2015)	100%	2016-17	↔
Graduate						
Percentage of students retained from Year 1 after 1 Year	●	89.6% (2016)	88.8% (2015)	85% - 90%	2018-19	↑
CSRDE 6-year graduation rate	●	70.0% (2016)	69.4% (2015)	70% - 72%	2016-17	↑
Master's completion rates within 3 years	○	87.8% (2016)	88.6% (2015)	90%	2016-17	↔
Increase SRC Excellence, Intensity and Impact						
Value and number of peer-adjudicated research grants per eligible faculty member	○	\$17,623 (2015) 0.44 (2015)	\$15,506 (2014) 0.42 (2014)	\$15,200 0.5	2016-17 2016-17	↑ ↑
Total External Research Funding	●	\$46.9M (2015)	\$44.8M (2014)	\$32M - \$34M	2016-17	↑
Foster an Innovation Ecosystem						
Zone Learning Enrolment (FFTE)	●	988 (2016)	764 (2015)	550 - 660	2018-19	↑
Expand Community Engagement and City Building						
Mean entering average from secondary school	●	84.4% (2016)	83.9% (2015)	82% - 84%	2016-17	↑
Mean entering average in Master's programs	●	B+ (2016)	B+ (2015)	B+	2016-17	↔
Positive print and online references to Ryerson	●	6,286 (2016)	6,501 (2015)	6,200	2016-17	↔

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

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

*Percentage of students reporting good or excellent

III. 2017-18 Budget

2017-18 Operating Budget Context

2017-18 Budget Principles

- A. Reinforce Ryerson's mission and four strategic priorities in Academic Plan
 - B. Priorities for extraordinary budget reallocations:
 - 1. Funding to protect core activities
 - 2. Initiatives to improve student experience, engagement and outcomes
 - C. Guided by four principles:
 - 1. Fairness and Transparency
 - 2. Priority on Students
 - 3. Forward Looking
 - 4. Wide consultations
 - D. Balanced operating budget
 - E. Departmental base-budget reductions of 1.5%*:
 - 0.5% for balanced budget requirements
 - 1.0% for base strategic reallocations
-

Key Drivers of Operating Budget for Ryerson

Enrolment:

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

Government Grants:

- New corridor funding system will cap undergraduate and graduate grants unless additional funding is identified by Government of Ontario. If available, growth funding will be negotiated in the Strategic Mandate Agreement (SMA2) process in Spring 2017.
- New Core Operating Grants and Performance Grants funding envelopes to be implemented in 2017-18 with an assurance that there will be no loss of grant income. Final amounts in each envelope unknown at this time.

Fees and Student Assistance Government Policies:

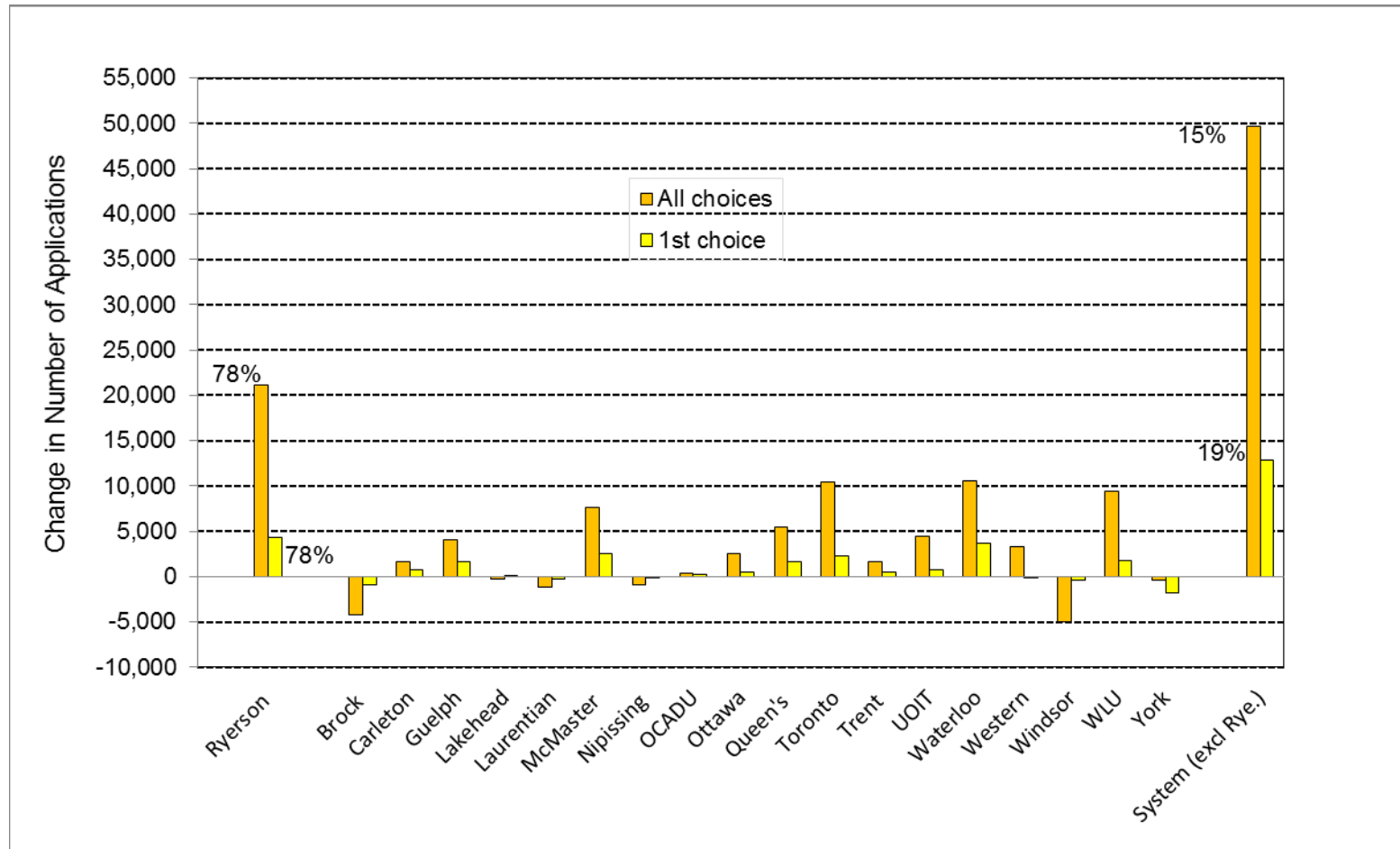
- Provincial policy caps overall tuition fee increase at 3% for 2017-18 and 2018-19
- New OSAP policies to be implemented in 2017-18 to improve levels and transparency of student financial assistance
- Net tuition fee billing to be in place in 2018-19

Compensation:

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

Enrolment: Sustained Increase in Demand

Change in Undergraduate Secondary School Applications, 2017 vs. 2004



Enrolment: Ryerson University

Enrolment Plan

Undergraduate: relatively flat intake for Fall 2017 compared to 2016, with strong flow-through from growth in earlier years, results in projected 1.0% increase overall for 2017-18.

Graduate: enrolment to match funded levels.

	Undergraduate				Graduate			
	Year 1 in FT Undergraduate Programs Headcount ~	Year over Year Change	Total Undergraduate FTEs*	Year over Year Change	Graduate FT and PT Headcount^	Year over Year Change	Graduate Fall FTEs ^	Year over Year Change
07-08	5,572	1.4%	23,121	1.6%	1,639	51.1%	1,373	59.3%
08-09	6,202	11.3%	24,189	4.6%	1,968	20.1%	1,657	20.7%
09-10	6,267	1.0%	24,780	2.4%	2,120	7.7%	1,790	8.0%
10-11	6,521	4.1%	25,542	3.1%	2,246	5.9%	1,995	11.5%
11-12	6,766	3.8%	26,266	2.8%	2,322	3.4%	2,068	3.7%
12-13	7,265	7.4%	27,548	4.9%	2,349	1.2%	2,103	1.7%
13-14	8,007	10.2%	29,485	7.0%	2,358	0.4%	2,104	0.0%
14-15	8,198	2.4%	31,221	5.9%	2,420	2.6%	2,164	2.9%
15-16	8,485	3.5%	32,926	5.5%	2,460	1.7%	2,213	2.3%
16-17 Est.	8,619	1.6%	34,200	3.9%	2,531	2.9%	2,312	4.5%
17-18 Proj.	8,700	0.9%	34,550	1.0%	2,550	0.8%	2,340	1.2%
18-19 Proj.	8,700	0.0%	34,880	1.0%	2,570	0.8%	2,360	0.9%
19-20 Proj.	8,700	0.0%	35,230	1.0%	2,570	0.0%	2,360	0.0%

~ The plan is to reduce domestic Year 1 intake and increase the intake of international students

* Includes CE enrolments and Nursing Collaborative program.

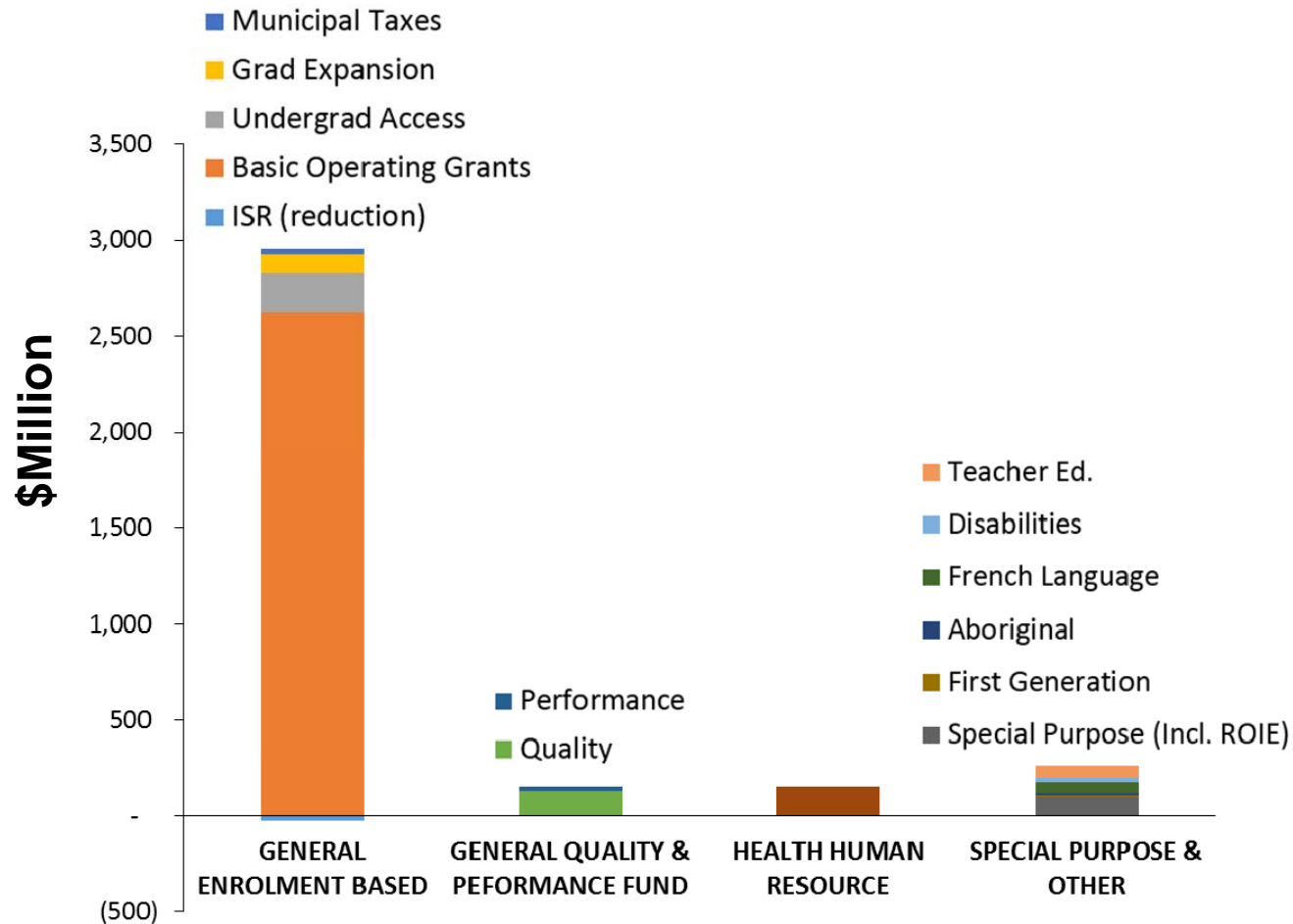
^ For 2018-19 and beyond no new graduate programs have been included.

Government Grants

- **New Operating Grants Structure:** Current Provincial operating grants (see Slide 17) will be restructured in 2017-18 (see slide 18).
 - **Core Operating Grants** will be enrolment-based with a corridor funding system that will cap undergraduate and graduate grants unless additional funding is negotiated in the SMA process in Spring 2017.
 - **Performance Grants** will eventually allocate funds based on performance metrics, but will not put any funds at risk in the period 2017-18 to 2019-20.
 - **Special Purpose Grants** will remain unchanged.
- **Budget Schedules Presentation:** Final amounts to be allocated in each new envelope is unknown at this time. Grants in Budget Schedule 2 are based on existing 2016-17 grant structure.
- Budget assumes no change in base and OTO enrolment-related grants for 2017-18.

Note: See details on Budget Schedules 1 and 2 (pp. 36 and 38).

Current MAESD Operating Grant Categories



2015-16

Restructuring of MAESD Operating Grant Envelopes

Core Operating Grant (enrolment-based)

Basic Operating Grant
Undergraduate Accessibility Grant
Graduate Expansion Grant
Graduate Expansion Grant – Funding for International PHDs
Medical Expansion (4 Grants)
Midwifery
Nursing (2 Grants)
Teacher Education (2 Grants)

Differentiation Envelope

Performance Grant
Existing Key Performance Indicators
Existing Quality Grants
Existing Institution – Specific Grants
Funds from BOG Adjustments – Funding Equity
Research Overheads Infrastructure Envelope
Mission-Related Grants
French Language and Bilingualism (2 Grants)
Northern Ontario Grant

Special Purpose Grants

Women's Campus Safety
French Language Flow-Through Grants (7 Grants)
Mental Health Strategy
Disability Supports (4 Grants)
First Generation Grants (3 Grants)
Indigenous Student Supports (4 Grants)
Institution Specific (Restricted Use) (5 Grants)
Grant in lieu of Municipal Tax
Credit Transfer
International Strategy
Trillium Scholarship
Grants for Clinical Programs (3 Grants)
Teacher Ed Phase-In & Collaborative (2 Grants)
Other Time-Limited

Strategic Mandate Agreement 2: 2017-18 to 2019-20

- Three-year agreement **negotiated** between University and Government of Ontario
 - Mission, mandate, vision and aspirations
 - Shared objectives and priorities (including performance metrics)
 - Enrolment and program direction
 - Institutional collaborations and partnerships

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

- Overall fee rate increase capped at 3% average within institution
- Government allows most undergraduate programs a maximum annual fee rate increase of 3% for first-year students; 3% increase for continuing students
- Government allows selected undergraduate professional programs* and all graduate programs a maximum annual fee rate increase of 5%
- Government will require the University to bill students the net tuition fee beginning in 2018-19 (netting out OSAP and institutional financial assistance from the sticker fee).

* Architectural Science, Computer Science, Engineering, TRSM

Tuition Fees: Recommended Ryerson Domestic Tuition Fees for 2017-18 and 2018-19

- **Institutional average fee increase below 3%**
- **Undergraduate programs**
 - a) **Most undergraduate programs:** Year 1 student fee increase is 3.0% for 2017-18 and 2018-19; Continuing student fee increase is 2.8% for 2017-18 and 2.7% for 2018-19
 - b) **Selected undergraduate professional* programs:** Year 1 student fee increase is 5.0% for 2017-18 and 2018-19; Continuing student fee increase is 2.8% for 2017-18 and 2.7% for 2018-19
- **Graduate programs**
 - a) **Master's programs**
 - **Most master's programs:** Year 1 and upper years fee increase is 2.0% for 2017-18 and 2018-19 (MEIE 3.3% in 2017-18 and 2.0% in 2018-19)
 - **MBA:** MBA Year 1 and continuing students fee increase is 5.0% for 2017-18 and 2018-19
 - b) **Doctoral Programs, Engineering MASc and other selected research Master's Programs**
 - All fees reduced by 8% for 2017-18, no change for 2018-19

* Architectural Science, Computer Science, Engineering, TRSM



2017-18 Operating Budget: Incremental Revenues

2017-18 **Incremental** Revenues over 2016-17 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
SOURCES OF FUNDS			
Grants			
Operating grants	-		-
Access and other grants	7.4	1.7	9.1
Access grants transferred to base	4.1	(4.1)	-
Student fees			
3% rate increase	7.2		7.2
Enrolment growth and mix changes 2016/17	14.0		14.0
Enrolment growth and mix changes 2017/18	5.9		5.9
Chang School	1.2		1.2
Other revenue	0.1		0.1
Sub Total	39.9	(2.4)	37.5
Change in year end OTO *		1.1	1.1
TOTAL SOURCES OF FUNDS	\$ 39.9	\$ (1.3)	\$ 38.6

* The year-end carry-forwards available in 2017/18 are \$11.3 m compared to \$10.2 m in 2016/17.
Consequently the OTO carry forwards available in 2016/17 are \$1.1 million more than in 2016/17.

Note: For details, please refer to Budget Schedule 1 (page 36).



2017-18 Operating Budget: Incremental Expenditures

2017-18 **Incremental** Expenditures over 2016-17 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
EXPENSES			
Inflation, compensation, pension and other costs *	22.4		22.4
Growth costs	13.7		13.7
Student financial assistance	1.6		1.6
Strategic allocations (1.0% of department budgets)	4.2	1.7	5.9
OTO allocations transferred to base	4.1	(4.1)	-
Base reductions (1.5% of department budgets)	(6.1)		(6.1)
Sub Total	39.9	(2.4)	37.5
Change in year end OTO		1.1	1.1
TOTAL EXPENSES	\$ 39.9	\$ (1.3)	\$ 38.6

* Salaries \$9.8M; benefits \$3.2M; pension solvency \$4.1M; utilities and other non-salary expenses \$5.1M.

Note: For details, please refer to Budget Schedule 1 (page 36).



2017-18 Operating Budget: Incremental Revenues and Expenditures

2017-18 **Incremental** Revenues and Expenditures over 2016-17 Budget (\$million)

OPERATING FUND	BASE	OTO	TOTAL
SOURCES OF FUNDS			
Grants			
Operating grants	-	-	-
Access and other grants	7.4	1.7	9.1
Access grants transferred to base	4.1	(4.1)	-
Student fees			
3% rate increase	7.2	-	7.2
Enrolment growth and mix changes 2016/17	14.0	-	14.0
Enrolment growth and mix changes 2017/18	5.9	-	5.9
Chang School	1.2	-	1.2
Other revenue	0.1	-	0.1
Sub Total	39.9	(2.4)	37.5
Change in year end OTO		1.1	1.1
TOTAL SOURCES OF FUNDS	39.9	(1.3)	38.6
EXPENSES			
Inflation, compensation, pension and other costs	22.4		22.4
Growth costs	13.7		13.7
Student financial assistance	1.6		1.6
Strategic allocations	4.2	1.7	5.9
OTO allocations transferred to base	4.1	(4.1)	-
Base reductions	(6.1)		(6.1)
Sub Total	39.9	(2.4)	37.5
Change in year end OTO		1.1	1.1
TOTAL EXPENSES	39.9	(1.3)	38.6
NET	\$ -	\$ -	\$ -

Note: For details, please refer to Budget Schedule 1 (page 36).



2017-18 Operating Budget: **Strategic Priorities**

Strategic Initiatives in 2017-18

Greater student engagement and success

- Launch of Master of Arts in Criminology & Social Justice and new professional masters diplomas (Canadian Business, Financial Analysis, Finance for Social Innovation, Accounting, and Management of Technology and Innovation for CIOs)
- Implement e-portfolio of co-curricular activity for students across campus
- Expansion of ESL pathway program (Ryerson English as an Alternative Language or REAL program)

Increase SRC excellence, intensity and impact

- Expansion of international SRC collaborations
- Completion of SIF Campus Renewal Projects in science and engineering labs
- Completion of SIF Centre for Urban Innovation project for research centres related to water, data analytics, smart infrastructure, clean energy, and food
- Host the Congress for Humanities and Social Sciences

Foster an innovation ecosystem

- Completion of SIF Creative Innovation Hub
- Development of full proposal for site in Brampton
- Enhancement of Digital Media Experience Lab (DME) within the Library

Expand community engagement and city building

- Respond to the work of the Truth & Reconciliation Commission
 - Establish Ryerson Institute for Labour Market Information
 - Pilot of small business consulting program between 4th year TRSM students and Regent Park community
 - Affordable housing study as part of collaboration of four Toronto universities
-

Strategic Budget Allocations (\$million)

	Base	OTO	Total
1. Academic Initiatives and Student Engagement Student engagement and success initiatives; Teaching resources and pedagogical innovation; SRC support services; Library collections; Placements and internship opportunities for students; Academic and career supports; Expansion of online and experiential learning	2.9	14.6	17.5
2. Infrastructure Faculties' teaching lab and studio equipment; Student engagement space; Information technology including cyber security; Library enhancements; Accessibility upgrades; Facilities maintenance and renovations	0.3	9.6	9.9
3. People First Staff enhancements in areas of pressure; Mental health services; Office of Sexual Violence; EDI education, awareness and outreach	0.7	2.2	2.9
4. Innovation, Community Engagement and Other Expansion of innovation including zone learning, labour market information; Enhanced partnerships and community engagement; Sustainability upgrades; Indigenous education initiatives	0.3	7.6	7.9
Total	4.2*	34.0*	38.2
Shares of Strategic Budget Allocations			
Academic: 75%	Non-Academic: 25%		

Note: * See page 36.

Students' Suggestions: Initiatives to be implemented

- **Mental well-being:**
 - Additional two facilitators in Academic Accommodation Support to support students with psychological disabilities (currently 37% of case load)
 - Adding a dedicated mental health counsellor working with graduate students
 - Continued development of ThriveRU, a positive psychology curriculum designed to serve as a proactive alternative/companion to traditional mental health counselling
- **Study space:** Planned significant increase in study space in 2018-19 with the opening of the Daphne Cockwell Health Sciences Complex and completion of SIF projects
- **Food options:** Food survey undertaken in the Winter term, will help to inform food options on campus for the future
- **Student Financial Assistance:** Increasing overall financial assistance by 10% in operating budget (\$1.62M) plus targeted emergency bursary funding of \$275,000; launching the President's Awards to Champion Excellence fund-raising campaign

Highlights for Students

- **Initiatives to support high quality education**
 - Support for pedagogical innovation including the expansion of high quality e-learning options for students
 - Expansion of experiential learning opportunities including zone learning
 - Investment in Library resources
 - Refresh of lab and studio equipment
- **Affordability and competitiveness**
 - 10% increase to student assistance in operating budget
 - Tuition fees for domestic PhD and research master's students reduced by 8%
 - Limit tuition fee increase for continuing domestic students to 2.8% or less

Setting 2017-18 Core Performance Measures Targets

Indicator	Short-term Objective	Current level (Results)	March 2016 level	Short-term Target	Time-frame	Long-term Objective
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (triennial)	●	76.2% (2014)	76.2% (2014)	75% - 80%	2017-18	↔
GPSS: Overall rating of the quality of graduate programs* (triennial)	●	86.2% (2016)	83.1% (2013)	83% - 88%	2019-20	↔
FTE enrolment as share of target	●	103% (2016)	103% (2015)	100%	2017-18	↔
Undergraduate	●	104% (2016)	102% (2015)	100%	2017-18	↔
Graduate	●					
Percentage of students retained from Year 1 after 1 Year	●	89.6% (2016)	88.8% (2015)	86% - 91%	2018-19	↑
CSRDE 6-year graduation rate	●	70.0% (2016)	69.4% (2015)	70% - 72%	2017-18	↑
Master's completion rates within 3 years	○	87.8% (2016)	88.6% (2015)	89% - 91%	2017-18	↔
Increase SRC Excellence, Intensity and Impact						
Value and number of peer-adjudicated research grants per eligible faculty member	○	\$17,623 (2015) 0.44 (2015)	\$15,506 (2014) 0.42 (2014)	\$15,500 0.5	2017-18 2017-18	↑ ↑
Total External Research Funding	●	\$46.9M (2015)	\$44.8M (2014)	\$40M - \$50M	2017-18	↑
Foster an Innovation Ecosystem						
Zone Learning Enrolment (FFTE)	●	988 (2016)	764 (2015)	900 - 1,000	2018-19	↑
Expand Community Engagement and City Building						
Mean entering average from secondary school	●	84.4% (2014)	83.9% (2015)	83% - 85%	2017-18	↑
Mean entering average in Master's programs	●	B+ (2016)	B+ (2015)	B+	2017-18	↔
Positive print and online references to Ryerson	●	6,286 (2016)	6,501 (2015)	6,200	2017-18	↔

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

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

*Percentage of students reporting good or excellent

2017-18 Budget Summary

- Operating budget is balanced
- Enrolment demand is strong
- University's strategic priorities and academic plan are promoted
- Departmental base-budget reductions:
 - 0.5% for balanced budget requirements
 - 1.0% for base strategic reallocations
- 3% increase in average domestic tuition fees
- Allocations to promote strategic priorities and support growth:
 - \$4.2M in base and \$34.0M in OTO strategic allocations

2017-18 Budget

Schedule 1	OPERATING BUDGET
Schedule 2	GRANTS SCHEDULE
Schedule 3	CONSOLIDATED BUDGET
Schedule 4	PROJECTED BALANCE SHEET APRIL 30, 2018
Schedule 5	PROJECTED CASH FLOW STATEMENT

Schedule 1

2017-18 Operating Budget

\$000	2016-17 \$ APPROVED BUDGET	2017-18 \$ PROPOSED BUDGET	2017-18 \$ Increase (Decrease) over 2016-17	2017-18 % Increase (Decrease) over 2016-17
BASE:				
REVENUES:				
Operating Grants	\$ 215,529	\$ 227,010	\$ 11,481	5.3%
Tuition Fees	240,763	267,853		
<i>Rate increases</i>			7,223	3.0%
<i>Enrolment changes - 16-17</i>			13,983	5.8%
<i>Enrolment changes - 17-18</i>			5,884	2.4%
Chang School	41,967	43,226	1,259	3.0%
Other Revenue	8,345	8,434	89	1.1%
TOTAL REVENUES	506,604	546,523	39,919	7.9%
EXPENSES:				
Departmental Budgets	415,614	450,676	35,062	8.4%
Chang School - Direct Costs	31,666	32,616	950	3.0%
Student Financial Assistance	16,200	17,820	1,620	10.0%
Utilities and other non salary provisions	27,615	29,293	1,678	6.1%
Interest on debt - Capital Expansion	8,109	8,109	-	0.0%
Infrastructure Maintenance	3,500	3,850	350	10.0%
Strategic allocations - added to departments' base in following year	3,899	4,158	259	6.6%
TOTAL EXPENSES	506,604	546,523	39,919	7.9%
BASE BUDGET REVENUES LESS EXPENSES, before OTO allocations	0	0	0	
ONE TIME ONLY (OTO) ALLOCATIONS:				
ADD:				
Additional grant revenues & expenses savings (prior year)	10,197	11,347	1,150	11.3%
Operating grants (current year)	36,423	33,986	(2,437)	-6.7%
LESS:				
Growth related expenses	(10,197)	(11,347)	(1,150)	11.3%
Strategic budget allocations	(36,423)	(33,986)	2,437	-6.7%
NET OTO ALLOCATIONS	0	0	0	
BASE REVENUES LESS EXPENSES AND ALLOCATIONS	0	0	0	

Schedule 1A

2015-16 Operating Results

\$000	2015-16 APPROVED BUDGET	2015-16 ACTUAL YEAR END RESULTS*
BASE:		
REVENUES:		
Operating Grants	\$ 208,560	\$ 210,063
Tuition Fees	217,884	226,998
Chang School	40,745	41,635
Other Revenue	9,644	9,435
TOTAL REVENUES	476,832	488,131
EXPENSES: *		
Departmental Budgets	390,052	417,875
Chang School - Direct Costs	30,744	29,974
Student Financial Assistance	14,200	13,800
Utilities and other non salary provisions	26,345	23,311
Interest on debt - Capital Expansion	8,109	7,838
Infrastructure Maintenance	3,500	10,465
Strategic allocations - added to departments' base in following year	3,882	
TOTAL EXPENSES	476,832	503,263
ONE TIME ONLY (OTO) ALLOCATIONS:		
ADD:		
Additional grant revenues & expenses savings (prior year)	9,319	
Operating grants (current year)	35,200	43,837
LESS:		
Growth related expenses	(9,319)	
Strategic budget allocations	(35,200)	
Transfers to Carryforward department budgets		(28,650)
NET OTO ALLOCATIONS	0	15,187
BASE REVENUES LESS EXPENSES AND ALLOCATIONS	\$ -	\$ 55
* 2015-16 Actual Expenses will include spending from both Base and OTO approved budgets.		

Schedule 2

Grants

\$000	2016/17 APPROVED BUDGET	2016-17 PROJECTED	2017-18 ESTIMATE	2017-18 over 2016-17 budget
BASIC OPERATING GRANTS	\$ 167,815	\$ 167,815	\$ 167,815	\$ -
Accessibility (growth) grants - UG base	9,877	17,047	21,147	11,270
Accessibility (growth) grants - Grad base	11,595	11,595	11,595	-
OTHER OPERATING GRANTS	-	-	-	-
Quality Improvement	8,500	8,542	8,542	42
Collaborative Nursing grants	5,000	4,770	4,800	(200)
Performance Funding	1,000	1,113	1,113	113
Research Overheads	378	408	408	30
TARGETED GRANTS	-	-	-	-
Municipal Tax Grant	2,080	2,116	2,154	74
Graduate Capital Incremental funding	4,249	4,249	4,249	-
Accessibility grants for students with disabilities	724	724	724	-
Other Targeted Grants	1,427	1,427	1,427	-
GRANT CLAWBACKS	-	-	-	-
International Student Recovery (ISR)	(880)	(1,091)	(1,275)	(395)
Municipal Tax Grant	(76)	(76)	(90)	(14)
TOTAL BASE PROVINCIAL GRANTS	211,689	218,639	222,609	10,920
FEDERAL GRANTS				
Federal research overhead grant	3,840	4,401	4,401	561
TOTAL BASE GRANTS	215,529	223,040	227,010	11,481
ONE TIME GRANTS				
ACCESSIBILITY GRANTS - ONE TIME				
Undergraduate Accessibility	36,423	38,086	33,986	(2,437)
Graduate Accessibility				
TOTAL ONE TIME GRANTS	36,423	38,086	33,986	(2,437)
TOTAL BASE AND ONE TIME GRANTS	\$ 251,952	\$ 261,126	\$ 260,996	\$ 9,044

NOTE: total Provincial Grants, Base and OTO

\$ 248,112 \$ 256,725 \$ 256,595 \$ 8,483

Schedule 3

Consolidated Budget

\$000	Operating Fund	Student Funded Special Activities (1)	Ancillary Fund (2)	Research Fund (3)	Trust and Endowment Funds (3)	Capital Fund (3) & NFP Adjustments (4)	2017-18 Budget
Revenue Summary							
Government grants (Provincial & Federal)	\$ 227,010		\$ 44			\$ 2,373	\$ 229,427
Research and other grants and contracts				50,357			50,357
Tuition fees	311,079	19,151					330,230
Student Levy - Athletic and Recreation Centre			4,805				4,805
Sales and services			38,385				38,385
Donations recognized					10,459		10,459
Amortization of deferred capital contributions						7,951	7,951
Investment and other income	8,434						8,434
Total Revenue	546,523	19,151	43,234	50,357	10,459	10,324	680,047
Expense Summary							
Salaries and wages	270,055	11,969	8,372	31,473	5,382		327,252
Employee Benefits	53,978	2,394	1,674	6,295	1,076		65,417
Salaries, Wages and Benefits	324,033	14,363	10,046	37,768	6,459		392,669
Materials, supplies, repairs and maintenance (4)	178,740	4,788	21,688	12,589		(27,900)	189,904
Bursaries and scholarships	35,640				4,000		39,640
Interest on debt - Capital Expansion	8,109		3,205				11,314
Student levy - Ath & Rec - Interest on debt, + RAC & MAC operations			4,805				4,805
Amortization of capital assets						28,000	28,000
Total Expenses	546,523	19,151	39,744	50,357	10,459	100	666,333
Revenues less Expenses, before One Time Grants and Expenses	0	-	3,490	-	-	10,224	13,715
PLUS: Current year one time grants	33,986						33,986
MINUS: One Time Only (OTO) expenses	(45,333)						(45,333)
Revenues less Expenses, before amounts carried forward from prior year	(11,347)	-	3,490	-	-	10,224	2,368
PLUS: Additional grants and one time savings from prior year	11,347						11,347
Revenue less Expenses after carry forward provision	\$ 0	\$ -	\$ 3,490	\$ -	\$ -	\$ 10,224	\$ 13,715

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

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

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

(4) The budget is prepared on a cash basis. Capital items purchased are capitalized at year end and amortized over useful life under Not-for-Profit (NFP) accounting.

Schedule 4

Projected Balance Sheet

\$000	April 30, 2017 Projected	Operating	Financing & Investing	April 30, 2018 Projected	Comments
ASSETS					
Cash and cash equivalents & short term investments	\$ 152,466	\$ 22,417	\$ (29,605)	\$ 145,278	
Other current assets	37,764			37,764	
Total current assets	190,230	22,417	(29,605)	183,042	
Investments	243,298		(56,970)	186,328	Capital Plan
Long - term note receivable	5,164			5,164	
Employee future benefits - pension	63,241			63,241	Calculated by actuaries at year end
Capital assets, net	1,044,678	(28,000)	121,480	1,138,158	Capital Plan
	1,546,611	(5,583)	34,905	1,575,933	
LIABILITIES AND NET ASSETS					
Total current liabilities	106,548	-	-	106,548	
Employee future benefits - other	21,262	-		21,262	Calculated by actuaries at year end
Long-term debt	161,387		(6,605)	154,782	Capital Plan financing net of BMO & TD loan Principal repayments
Fair Value of Interest Rate Swap	37,781			37,781	CPA Standards
Deferred revenue contributions	70,000			70,000	Estimate
Deferred capital contributions	205,654	(7,951)	38,510	236,213	Estimate - Capital Plan
Net assets					
Invested in capital assets	669,282		14,456	683,738	Capital assets minus deferred capital contributions and long term debt
Internally restricted - employee future benefits	41,979			41,979	Assumes no significant net change in 2017/18
Internally restricted - other ("Carry forwards")	313,235			313,235	Includes year end grants carried into the following year
Unrestricted surplus/deficit	(201,595)	2,368	(14,456)	(213,683)	Net impact of consolidated and capital budgets
	1,425,533	(5,583)	31,905	1,451,855	
Endowments	121,078		3,000	124,078	Estimate
	\$ 1,546,611	\$ (5,583)	\$ 34,905	\$ 1,575,933	

Schedule 5

Projected Cash Flow Statement

\$000	April 30, 2017 Projected	April 30, 2018 Projected	Comments
OPERATING ACTIVITIES			
Revenue less expenses	\$ 37,585	\$ 2,368	As per consolidated budget
Add (deduct) non- cash items			
amortization of capital assets	24,688	28,000	As per consolidated budget
amortization of deferred capital contributions	(7,951)	(7,951)	As per consolidated budget
Unrealized loss (gain) on interest rate swap	(6,922)		Assumes no significant net change in 2017-18
Unrealized gain on investments	(1,155)		Assumes no significant net change in 2017-18
Net change in deferred revenue contributions	4,322	-	Assumes no significant net change in 2017-18
Net change in non-cash working capital balances	(5,805)	-	Assumes no significant net change in 2017-18
Cash provided by operating activities	44,762	22,417	
FINANCING AND INVESTING ACTIVITIES			
Contributions received for capital purposes	11,139	38,510	Capital Plan
Endowment contributions	700	3,000	Estimate
Capitalization of investment income (loss) in endowment fund	1,984		
Acquisition of capital assets	(53,991)	(121,480)	Capital Plan
Increase in Notes Receivable	248		
Long term debt principal repayments	(6,254)	(6,605)	
Decrease/(Increase) in investments, & other adjustments	(2,873)	56,970	Estimate
Cash used in financing and investing activities	(49,047)	(29,605)	
Net increase (decrease) in cash during the year	(4,285)	(7,188)	
Cash and cash equivalent, beginning of period	156,751	152,466	
Cash and cash equivalents, end of period	\$ 152,466	\$ 145,278	
Cash and cash equivalents, end of period including short term	\$ 152,466	\$ 145,278	



IV. 2017-18 Fee Schedule and 2018-19 Domestic Tuition Fees

Fee Schedules

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 - ii. International fees
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 - B. Non Tuition-related Fees
 - C. Department Lab/Ancillary Fees
 - D. Service Fees
 - E. Student Residence Fees and Food Plans

1. 2017-18 Fee Change Highlights

Tuition Fees - Domestic Students (consistent with government policy)	First year Arts and Science and other non-professional undergraduate program fees to increase by 3%. Upper years by 2.8%. First year professional UG programs to increase by 5%. Upper years by 2.8%. First year graduate programs to change ranging from a decrease of 8% to an increase of 5%. Upper years range from a decrease of 8% to an increase of 2%. Includes 3 new programs: Criminology and Social Justice MA; PM Diploma Accounting; PM Diploma Mgt of Technology and Innovation for Chief Information Officers
Tuition Fees - International Students	Tuition increases from 3% to 5%, in line with the minimum to middle range of Ontario universities fees. There are no government restrictions on international tuition fees.
Compulsory Non Tuition Related Fees	As a result of previous referenda, 15 non-tuition related fees increase automatically by Toronto CPI (2.1% in 2016). The new \$100 Ryerson Architectural Society Fee is effective for the Fall 2017.
Department Lab/Ancillary Fees	Co-op fees to increase to \$3,500 for 17-18, the final year of a 3 year phase in. Effective in 16-17, the annual % fee increase for all Engineering Industrial Internship Programs (IIP) started being phased in over 3 years to closely align with the annual % fee increases for co-op fees. The IIP \$850 fee for 16-17 will increase to \$1,050 in 17-18, growing to \$1,250 by 2018-19. The internship fee in International Economics is also increasing in line with the Engineering programs.
	Two departments have proposed to eliminate fees due to the field trip is no longer required and the other is due to a more efficient and cost effective for students to purchase the supplies directly. Two departments are proposing new fees; one for an optional field trip, the other to coordinate external training required by licensing agencies on a more cost effective basis for students, previously arranged by the students directly.
Service Fees	No increases are proposed for 17-18.
Residence Fees	Increase of 3% for Pitman and ILLC rooms . The proposed O'Keefe rental increase of 5% reflects the higher operating cost for this residence. Effective in 17-18, food plans will be introduced to O'Keefe house at rates equivalent to the other residences
Food Plan	Increase of 2% to cover the increase in food and labour costs.

1. 2018-19 Domestic Tuition Fee Highlights

Tuition Fees - Domestic Students (consistent with government policy)	First year Arts and Science and other non professional undergraduate programs fees to increase by 3%. Upper years by 2.7%. First year professional UG programs to increase by 5%. Upper years by 2.7%. First year graduate programs to increase from 0% to 5%. Upper years from 0% to 2%.
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2. 2017-18 Fee Schedules

Summary of Recommended Tuition Increases

Domestic Students *	Year 1		Upper Years	
	Government Policy Maximum	Ryerson Recommended	Government Policy Maximum	Ryerson Recommended
Category 1	3.0%	3.0%	3.0%	2.8%
Category 2	5.0%	-8.0% to 5.0%	5.0%	-8.0% to 2.8%

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

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

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

2. 2018-19 Fee Schedules

Summary of Recommended Tuition Increases

Domestic Students *	Year 1		Upper Years	
	Government Policy Maximum	Ryerson Recommended	Government Policy Maximum	Ryerson Recommended
Category 1	3.0%	3.0%	3.0%	2.7%
Category 2	5.0%	0% to 5.0%	5.0%	0% to 2.7%

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

3. Fee Schedule

A. i) Domestic Tuition fees - 2017-18

	2016-17 Tuition Fee				2017-18 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1	% Incr.	Year 2	% Incr.	Year 3	% Incr.	Year 4	% Incr.
Category 1 - Arts and Science programs for which fee rates may increase up to 3% in the first year and in the upper years.	\$	\$	\$	\$	\$		\$		\$		\$	
Arts & Science Undergraduate Programs												
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Env & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	6,399.56	6,374.71	6,349.96	6,319.14	6,591.54	3.0%	6,578.74	2.8%	6,553.20	2.8%	6,527.75	2.8%
Post Degree 2 Year Occupational/Public Health	7,013.57	6,986.34	-	-	7,223.97	3.0%	7,209.95	2.8%				
All other undergraduate programs	6,517.64	6,492.33	6,467.12	6,435.73	6,713.16	3.0%	6,700.13	2.8%	6,674.11	2.8%	6,648.19	2.8%
Category 2 - Professional Undergraduate Programs, and Graduate programs that may be increased up to 5% for all years.												
Professional Undergraduate Programs												
Engineering	10,268.99	10,034.27	9,804.91	9,571.48	10,782.43	5.0%	10,556.52	2.8%	10,315.23	2.8%	10,079.44	2.8%
Business Technology Management	8,468.27	8,274.71	8,085.58	7,893.06	8,891.68	5.0%	8,705.38	2.8%	8,506.40	2.8%	8,311.97	2.8%
Computer Science	8,629.66	8,432.41	8,239.68	8,043.50	9,061.13	5.0%	8,871.29	2.8%	8,668.51	2.8%	8,470.39	2.8%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt, Real Estate)	8,468.27	8,274.71	8,085.58	7,893.06	8,891.68	5.0%	8,705.38	2.8%	8,506.40	2.8%	8,311.97	2.8%
Architectural Science	9,626.04	9,406.01	9,191.03	8,972.19	10,107.34	5.0%	9,895.56	2.8%	9,669.37	2.8%	9,448.37	2.8%
Graduate Programs												
Master's programs in: Criminology and Social Justice *(new program); Literatures of Modernity; Philosophy; Psychology; Immigration & Settlement; Physics; Molecular Science; Computer Science; Applied Mathematics; Engineering - MSc Programs.	9,846.78	9,846.78			9,059.03	-8.0%	9,059.03	-8.0%				
Master's in Architecture	10,128.11	10,128.11	-	-	10,330.67	2.0%	10,330.67	2.0%				
MBA Programs	20,252.63	-	-	-	21,265.26	5.0%						
MPC Professional Communications	15,646.85	-	-	-	15,959.78	2.0%						
Computer Networks (MSc & MEng)	20,252.63	-	-	-	20,657.68	2.0%						
Master's in Communication and Culture	4,785.03	4,785.03	-	-	4,785.03	0.0%	4,785.03	0.0%				
Master's in Digital Media (MDM)	17,384.21	-	-	-	17,731.89	2.0%						
Master of Engineering Innovation and Entrepreneurship (MEIE)	20,000.00	-	-	-	20,657.68	3.3%						
Professional Master's Diploma in Accounting* (new program)					6,500.00							
Professional Master's Diploma in Aerospace Design Management	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Dietetics	1,500.00	-	-	-	1,530.00	2.0%						
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	5,500.00	-	-	-	5,500.00	0.0%						
Professional Master's Diploma in Energy and Innovation	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Canadian Business	9,205.72	-	-	-	9,666.00	5.0%						
Professional Master's Diploma in Financial Analysis	9,205.72	-	-	-	9,666.00	5.0%						
Professional Master's Diploma in Finance for Social Innovation	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers (new program)*					9,666.00							
All Other Master's Programs (1 or 2 year programs) - includes Engineering - MEng Programs	9,846.78	9,846.78	-	-	10,043.71	2.0%	10,043.71	2.0%				
Master's & PhD in Communication & Culture**	4,785.03	4,785.03	4,785.03	4,785.03	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%
All other PHD Programs	9,194.00	9,194.00	9,194.00	9,149.37	8,458.48	-8.0%	8,458.48	-8.0%	8,458.48	-8.0%	8,458.48	-8.0%
For undergraduate degree programs, the tuition fees indicated reflect the normal duration of programs, as taken by FT students. Part time UG fees are determined as a % of their Full Time equivalent fee, based on course load.												
FT graduate masters programs can be for one or two years, with their PT equivalent taking up to 2 or 4 years. The part time graduate masters program fees are 50% of the Full Time fee.												
Professional Master's Diplomas (PMDips) and the Master of Engineering Innovation and Entrepreneurship (MEIE) are cost-recovery programs and are not subject to the Ministry of Training, Colleges and Universities Tuition Fee Framework.												
* New programs												
** Tied to partner institution.												

3. Fee Schedule

A. i) Domestic Tuition fees - 2018-19

	2017-18 Proposed Tuition Fee				2018-19 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
	\$	\$	\$	\$	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.
Category 1 - Arts and Science programs for which fee rates may increase up to 3% in the first year and in the upper years.												
Arts & Science Undergraduate Programs												
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Env & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	6,591.54	6,578.74	6,553.20	6,527.75	6,789.29	3.0%	6,769.51	2.7%	6,756.36	2.7%	6,730.13	2.7%
Post Degree 2 Year Occupational/Public Health	7,223.97	7,209.95	-	-	7,440.68	3.0%	7,419.01	2.7%				
All other undergraduate programs	6,713.16	6,700.13	6,674.11	6,648.19	6,914.55	3.0%	6,894.41	2.7%	6,881.03	2.7%	6,854.31	2.7%
Category 2 - Professional Undergraduate Programs, and Graduate programs that may be increased up to 5% for all years.												
Professional Undergraduate Programs												
Engineering	10,782.43	10,556.52	10,315.23	10,079.44	11,321.55	5.0%	11,073.55	2.7%	10,841.54	2.7%	10,593.74	2.7%
Business Technology Management	8,891.68	8,705.38	8,506.40	8,311.97	9,336.26	5.0%	9,131.75	2.7%	8,940.42	2.7%	8,736.07	2.7%
Computer Science	9,061.13	8,871.29	8,668.51	8,470.39	9,514.18	5.0%	9,305.78	2.7%	9,110.81	2.7%	8,902.55	2.7%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt, Real Estate)	8,891.68	8,705.38	8,506.40	8,311.97	9,336.26	5.0%	9,131.75	2.7%	8,940.42	2.7%	8,736.07	2.7%
Architectural Science	10,107.34	9,895.56	9,669.37	9,448.37	10,612.70	5.0%	10,380.23	2.7%	10,162.74	2.7%	9,930.44	2.7%
Graduate Programs												
Master's programs in: Criminology and Social Justice; Literatures of Modernity; Philosophy; Psychology; Immigration & Settlement; Physics; Molecular Science; Computer Science; Applied Mathematics; Engineering - MASC Programs.	9,059.03	9,059.03			9,059.03	0.0%	9,059.03	0.0%				
Master's in Architecture	10,330.67	10,330.67	-	-	10,537.28	2.0%	10,537.28	2.0%				
MBA Programs	21,265.26	-	-	-	22,328.52	5.0%						
MPC Professional Communications	15,959.78	-	-	-	16,278.97	2.0%						
Computer Networks (MASC & MEng)	20,657.68	-	-	-	21,070.83	2.0%						
Master's in Communication and Culture	4,785.03	4,785.03	-	-	4,785.03	0.0%	4,785.03	0.0%				
Master's in Digital Media (MDM)	17,731.89	-	-	-	18,086.52	2.0%						
Master of Engineering Innovation and Entrepreneurship (MEIE)	20,657.68	-	-	-	21,070.83	2.0%						
Professional Master's Diploma in Accounting	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Aerospace Design Management	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Dietetics	1,530.00	-	-	-	1,560.60	2.0%						
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	5,500.00	-	-	-	5,500.00	0.0%						
Professional Master's Diploma in Energy and Innovation	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Canadian Business	9,666.00	-	-	-	10,149.30	5.0%						
Professional Master's Diploma in Financial Analysis	9,666.00	-	-	-	10,149.30	5.0%						
Professional Master's Diploma in Finance for Social Innovation	6,500.00	-	-	-	6,500.00	0.0%						
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers	9,666.00	-	-	-	10,149.30	5.0%						
All Other Master's Programs (1 or 2 year programs) - includes Engineering - MEng Programs	10,043.71	10,043.71	-	-	10,244.58	2.0%	10,244.58	2.0%				
Master's & PhD in Communication & Culture*	4,785.03	4,785.03	4,785.03	4,785.03	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%	4,785.03	0.0%
All other PHD Programs	8,458.48	8,458.48	8,458.48	8,458.48	8,458.48	0.0%	8,458.48	0.0%	8,458.48	0.0%	8,458.48	0.0%

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

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

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

* Tied to partner institution.

3. Fee Schedule

A. ii) International Fees - 2017-18

Category 3- International Undergraduate and Graduate Fees	2016-17 Tuition Fee				2017-18 Proposed Tuition Fee							
Undergraduate Tuition Fees	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
	\$	\$	\$	\$	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.
Engineering	25,102.70	25,102.70	25,102.70	25,102.70	26,357.83	5.0%	26,357.83	5.0%	26,357.83	5.0%	26,357.83	5.0%
Business	23,523.64	23,523.64	23,523.64	23,523.64	24,699.83	5.0%	24,699.83	5.0%	24,699.83	5.0%	24,699.83	5.0%
Architecture	23,523.64	23,523.64	23,523.64	23,523.64	24,699.83	5.0%	24,699.83	5.0%	24,699.83	5.0%	24,699.83	5.0%
All Others	22,180.08	22,180.08	22,180.08	22,180.08	23,289.09	5.0%	23,289.09	5.0%	23,289.09	5.0%	23,289.09	5.0%
Graduate Tuition Fees	Year 1	Continuing Students			Year 1		Continuing Students					
	\$	\$			\$	% Incr.	\$	% Incr.				
Master's in Communication and Culture	19,711.41	19,711.41			20,302.75	3.0%	20,302.75	3.0%				
Master's in Environmental Applied Science and Management	19,711.41	19,711.41			20,302.75	3.0%	20,302.75	3.0%				
Master's in Engineering - Computer Networks	29,771.06	29,771.06			30,664.19	3.0%	30,664.19	3.0%				
Master's in Immigration and Settlement Studies	19,711.41	19,711.41			20,302.75	3.0%	20,302.75	3.0%				
Master's in Photographic Preservation	25,635.91	25,635.91			26,404.99	3.0%	26,404.99	3.0%				
MBA in Business and MBA in Mgmt. of Techn. & Innovation	32,488.76	32,488.76			34,113.20	5.0%	34,113.20	5.0%				
MMA Management Technology and Innovation	20,282.16	20,282.16			20,890.62	3.0%	20,890.62	3.0%				
Master's in Fashion	22,617.01	22,617.01			23,295.52	3.0%	23,295.52	3.0%				
MEng, MASc, Architecture and Building Science	21,355.71	21,355.71			21,996.38	3.0%	21,996.38	3.0%				
Master of Engineering Innovation and Entrepreneurship (MEIE)	30,000.00				31,000.00	3.3%	31,000.00	3.3%				
All other current and new Masters programs	19,711.41	19,711.41			20,302.75	3.0%	20,302.75	3.0%				
PhD in Communication and Culture (for all years)	18,886.41	18,886.41			19,453.00	3.0%	19,453.00	3.0%				
All other current and new PhD programs(for all years)	18,886.41	18,886.41			19,453.00	3.0%	19,453.00	3.0%				
Professional Master's Diploma in Canadian Business	14,767.62				15,506.00	5.0%	15,506.00	5.0%				
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers*					15,506.00							
Professional Master's Diploma in Financial Analysis	14,767.62				15,506.00	5.0%	15,506.00	5.0%				

* New program

3. Fee Schedule

A. iii) Continuing Education and Special Fees

Continuing Education Tuition Fees (course fees)

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

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

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

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

	2016-17 Tuition Fee \$	2017-18 Proposed Tuition Fee \$	% Increase over 16-17	2018-19 Proposed Tuition Fee \$	% Increase over 17-18
English as a Second Language (ESL)	26,750.00	27,500.00	2.8%	TBD	TBD

Tuition Fees for Students Not Registered in a Program:

Undergraduate Tuition Fees					
Special Students, domestic - professional programs (per hour) *	355.42	373.19	5.0%	391.84	5.0%
Special Students, domestic - all other programs (per hour)	280.03	288.43	3.0%	297.08	3.0%
Special Students, Visa - Engineering, Architecture (per hour)	1,145.14	1,202.39	5.0%	TBD	TBD
Special Students, Visa - other programs (per hour)	935.02	963.07	3.0%	TBD	TBD
Audit Students - professional programs (per hour)*	136.96	143.80	5.0%	150.99	5.0%
Audit Students - all other programs (per hour)	131.77	135.72	3.0%	139.79	3.0%
Graduate Tuition Fees					
Special Students - domestic (per course) **	1,872.31	1,909.75	2.0%	1,947.94	2.0%
Special Students - international (per course)***	3,078.58	3,170.93	3.0%	TBD	TBD

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

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

*** Includes international students in Professional Master's Diploma (PMDip) programs, except PMDip Canadian Business, PMDip Financial Analysis, and PMDip Mgt of Technology and Innovation for Chief Information Officers.

TBD - To be determined with the 18/19 Budget

3. Fee Schedule

B. Non Tuition-related Fees

	2016-17 Tuition Fee \$	2017-18 Proposed Tuition Fee \$	% Increase
Undergraduate/Graduate Day Students (approval not required)			
Fees Collected on Behalf of Student Groups/Third Parties			
Canadian Nursing Students' Association - Full time	10.00	10.00	
Canadian Nursing Students' Association - Part time	6.00	6.00	
Ryerson Commerce Society*	68.01	69.44	2.1%
Ryerson Engineering Students' Society*	67.61	69.03	2.1%
Ryerson Communication and Design Society*	62.42	63.73	2.1%
Ryerson Arts Society*	60.00	61.26	2.1%
Ryerson Architectural Science Society *		100.00	New Fee*
Oakham House Support	4.00	4.00	
Ryerson Students' Union (RSU)*	125.57	128.20	2.1%
RSU Health & Dental Plan***	314.00	323.00	2.9%
UHIP (compulsory, if not covered by OHIP)	612.00	TBD	
University Fees			
Ryerson Athletic Centre*	71.34	72.83	2.1%
Mattamy Athletic Centre (MAC)*	134.63	137.45	2.1%
Student Campus Centre	60.00	60.00	
Special Activities Reserve	20.20	20.20	
World University Service of Canada (WUSC) Student Refugee Program*	4.39	4.48	2.1%
Student Services*	74.09	75.64	2.1%
Special Incidental Reserve	4.00	4.00	
TRSM Activity Fees			
Business - Specific Career Development Services* (per term rate) **	53.41	54.53	2.1%
MBA Student Activity Fee - Full Time Students*	213.71	218.19	2.1%
MBA Student Activity Fee - Part Time Students*	106.84	109.08	2.1%
Continuing Education Students (applies to courses over 30 hours)			
Fees Collected on Behalf of Student Groups/Third Parties			
Oakham House Support	1.00	1.00	
CESAR Fee*	12.70	12.96	2.1%
CESAR Health & Dental Plan	157.51	TBD	
CFS*	2.49	2.54	2.1%
Student Campus Centre Development Fund	0.50	0.50	
University Fees			
Ryerson Athletic Centre	0.50	0.50	
Student Campus Centre	2.50	2.50	
Student Services Fee*	6.63	6.76	2.1%

* Per previous referenda, increased by Toronto 2016 CPI (2.1%). The Architectural Science Society Fee is effective for the Fall 2017, to be adjusted

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

*** Fees are Fall term; Winter term fees are \$210 and \$278 for 16-17 & 17-18 respectively.

3. Fee Schedule

C. Department Lab/Ancillary Fees

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

A Category of Fee

- 1 Field trip fees.
- 2 Fees-learning materials/clothing retained by student.
- 3 Fees-materials used in production of items which become property of student.
- 4 Fees-material/ services when the University acts as broker with vendor for student.
- 5 Co-operative program fee (total co-op fee, up to 5 work terms, \$3,500). The co-op fee indicated is for the entire degree program. Co-op students pay this in multiple installments. The fee has been phased in gradually from \$1,875 (2014-15) to \$3,500 (2017-18). The revised fee of \$3,500 applies only to students first admitted to co-op in 2017-18. Students first admitted to co-op in 2016-17 continue to pay a \$2,959 co-op fee, those first admitted to co-op in 2015-16 continue to pay a \$2,417 co-op fee, and those admitted to co-op 2014-2015 or earlier continue to pay a \$1,875 co-op fee.
- 6 Internship. Effective in 16-17, the annual % fee increase for all Engineering Industrial Internship Programs (IIP) is to closely align with the % fee increases for co-op fees, as approved in the 15-16 budget process. The \$850 fee for 16-17 increases to \$1,050 in 17-18 and will increase to \$1,250 by 18-19. The internship fee in International Economics is also increasing in line with the Engineering programs.

B Refund Policy

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

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Aerospace Engineering AE001						
Internship WKT89A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Architectural Science AS001 - Undergrad						
Full Time (all students)	0 (37.50)	0 (37.50)		2/3/4	2	Fee eliminated - direct student purchases is more efficient.
ASC101-Communications Studio-First Year	50.00			1/2/3/4	2	
ASC201-Design Studio-First Year		50.00		1/2/3/4	2	
ASC205-Collaborative Exercise-First Year		25.00		1/2/3/4	2	
ASC301-Studio-Second Year	50.00			1/2/3/4	2	
ASC401-Studio-Second Year		50.00		1/2/3/4	2	
ASC405-Collaborative Exercise-Second Year		25.00		1/2/3/4	2	
ASC520-Studio - Third Year	50.00			1/2/3/4	2	
ASC620- Studio - Third Year		50.00		1/2/3/4	2	
Architecture co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Architectural Science Graduate Program AR001						
Graduate Program-Full Time (all students) Fall, Winter	0 (37.50)	0 (37.50)		2/3/4	2	Fee eliminated - direct student purchases is more efficient.
MA1S Studio in Critical Practice / AR8101	200.00			1/2/3/4	2	
MA2S Studio in Collaborative Practice / AR8103		200.00		1/2/3/4	2	
MA3S Intensive Research Studio / AR8105			200.00	1/2/3/4	2	

3. Fee Schedule

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Biomedical Engineering BE001						
Internship WKT88A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Business Management BM001 - FT & BM002 - PT						
Full-time program undergraduate: all students	4.50	4.50		2	4	
Part-time program undergraduate: all students	1.80	1.80		2	4	
Accounting & Finance co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Economics and Management Science co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Entrepreneurship co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Global Management Studies co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Human Resources and Organizational Behavior co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Law and Business co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Marketing Management co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Real Estate Management co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Business Management (MBA) MB001/MB002						
Full-time program graduate student placement fee	2,000.00			6	4	
Part-time program graduate student placement fee	1,000.00			6	4	
Chemistry and Biology CB001/BI001/BE001						
Chemistry co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Biomedical Science co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Biology co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Computer Science CS001						
Laser Printing Service (1st year only)	30.00	30.00		2	3	
Computer Science co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Continuing Education						
All Business course students (per course)	2.20 (2.00)	2.20 (2.00)	2.20 (2.00)	2	4	To cover escalating costs
All Business Technology course students (per course)	0.50(0.40)	0.50(0.40)	0.50(0.40)	2	4	To cover escalating costs
Other CE (5144 & 5145 for credit & non credit respectively)						
Arts - Digital Geography Certificate courses CODG -101, 102, 123, 124, 125, 126, 127, 132,133,135,136,210,211,212,220, and 221	25.00	25.00	25.00	4	4	
Communications and Design - Graphic Communication Courses CGRA -102, 103, 104, 202,203, 204,323,and 423	40.00	40.00	40.00	3	4	
Communications and Design - CDMP 114, 118 Film and Sound Editing I	35.00	35.00	35.00	3	4	
Communications and Design - CDMP 223 Film Technology II	35.00	35.00	35.00	3	4	
Communications and Design - CDTH 431 Make-Up Artistry; Film Video TV	35.00	35.00	35.00	2	4	
Communications and Design - CDTH 448 Make-Up Tech:Theatre/Film	25.00	25.00	25.00	2	4	
Communications and Design - Techniques of Photography CDFP 320, 385	65.00	65.00	65.00	3	4	
Communications and Design - Approaches to Docu Photography CDFP 323,325,366,392	75.00	75.00	75.00	3	4	
Communications and Design - CDFP 321 (not new fee course, but no activity for some time)	85.00	85.00	85.00	3	4	

3. Fee Schedule

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Chemical Engineering CH001						
Chemical Engineering co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Child and Youth Care						
CYC302	40.00			1	5	
Civil Engineering CV001						
Internship WKT90A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Computer Engineering CE001						
Internships WKT99A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Creative Industries CR001						
Internship- all students in BA program	140.00			6	3	
Contemporary Science - Co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Early Childhood Education EC001						
CLD111	6.00			2	4	
CLD212	6.00			2	4	
CLD161	-	15.00		2	4	
CLD363 (for George Brown & Direct Entry Students only)		15.00		2	4	
CLD215	10.00			2	4	
CLD315	10.00			2	4	
<i>CLD 364 & 419 are no longer offered</i>						
Electrical Engineering EE001						
Internship WKT99A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Fashion FA001/FA002						
All students	140.00			1/2/3/6	1	

3. Fee Schedule

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Geographic Analysis GE001						
GEO773 (optional field trip)	1,400.00			1	3	
GEO714	25.00	25.00		2/3	1	
GEO719	25.00	25.00		2/3	1	
GEO419	25.00	25.00		2/3	1	
GEO 643 - (compulsory field trip - **Fall or Winter based on enrollment)	150.00	**		1	3	
GEO724	25.00	25.00		2/3	4	
GEO301	25.00	25.00		2/3	1	
GEO 302	25.00	25.00		2/3	1	
GEO001/BA001 Plan - BAGEOANLYS - 1st year printing only	25.00	-		2/3	3	
GEO 131	50.00	50.00		1	3	
GEO 141	50.00	50.00		1	3	
GEO001/BA001 Plan - BAGEOANLYS - 2nd year	50.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 3rd year	35.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 4th year	25.00			2/3	3	
EUS880 (optional field trip; fee will vary by destination)		1,800.00		1	3	new optional field trip
Graphic Communications Management GC001						
All students	250.00			1/2/3/4/6	3	
Hospitality and Tourism Management HT001						
All students	28.00	28.00		2/3	4	
Hospitality and Tourism Management co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Image Arts IM001/IM002/IM003/PM001						
All undergraduate students	160.00	-		1/2/3/4/6	4	
Master of Fine Arts	230.00			1/2/3/4/6	4	
All grad students in Photographic Preservation & Collections Management	230.00			1/2/3/4/6	4	
Industrial Engineering IE001						
Internship WKT88A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Business Technology Management IT001- IT016						
Full-time program - all students	1.00	1.00		2	4	
Part Time program - all students	0.40	0.40		2	4	
Business Technology Management co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Interior Design ID001						
ID001 - 1st year	403.00			1/2/3/6	4	
ID001 - 2nd year	579.00			1/2/3/6	4	
ID001 - 3rd year	310.00			2/3/6	4	
ID001 - 4th year	285.00			2/3/6	4	

3. Fee Schedule

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
International Economics and Finance IC001						
Internship WKT77A & ECN 900	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Journalism JO001/JN001						
All graduate & undergraduate students						
- Grad account codes	150.00	150.00		2/3/4/6	3	
- UG account codes	150.00	150.00		2/3/4/6	3	
Undergraduate students taking summer magazine option	150.00		150.00	2/3/4/6	3	
Mechanical Engineering ME001						
Internship WKT88A	1,050.00 (850.00)			6	3	Industrial Internship fees increasing over 3 years to \$1,250
Medical Physics - co-operative education PH001	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Midwifery MW001/MW002/MW003						
MWF250	30.00			4	2	Fee moved from Winter to Fall term
MWF250	200.00(0)			4	2	Neonatal Resuscitation Program - now arranged by dept at lower cost
MWF344	200.00(0)			4	2	Advances in Labour & Risk Mgt Program - now arranged by dept at lower cost
Nursing NU001 - NU009						
NU001	11.00	11.00		2	3	
NU004	11.00	11.00		2	3	
NU005	11.00	11.00		2	3	
NU006	11.00	11.00		2	3	
NU008	7.75	7.75		4	3	
Nutrition FN001						
FND100		40.00		2/3	4	
FNS200	40.00			2/3	4	
FND401	15.00			2/3		Fee moved from Winter to Fall term
FN001 years 1 and 2	10.00	20.00		2/3	4	
FN001 years 3 and 4	15.00	15.00		2/3	4	
PM Diploma Dietetics (Graduate program) with SMH	800.00	1,100.00	1,100.00	6	4	
PM Diploma Dietetics (Graduate program) -new partner with North York General	800.00	1,100.00	1,100.00	6	4	existing program with an additional partner
PROGRAM NC001						
MHSc in Nutrition Communications NC8301/NC8302						
Practicum placement option (charged in 3rd and 4th semester of study)	1,550.00		1,550.00	6	4	
Occupational and Public Health OC001/OC002/OC003						
ENH733	0 (42.75)			2	4	Fee eliminated as field trip no longer required
OHS823		200.00		1	4	
ENH324	0 (15.00)			1	4	Fee eliminated as field trip no longer required
EHN424		0 (15.00)		1	4	Fee eliminated as field trip no longer required
Public Health and Safety co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Occupational Health and Safety co-operative Education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500

3. Fee Schedule

C. Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2017-18 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
Media Production RT001/RT002						
RT001 and RT002 - all years	125.00			2/3/4/6	4	
BDC904 - Room & Board - RTA in LA program			1,500.00			
Media Production RT003/RT004						
Undergraduate students - Media Students now included in the RTA School of Media are charged the RTA School of Media fee of \$160	160.00			1/2/3/6	4	
Graduate Studies - Media Production MD001						
Media Production (M.A.)	25.00			4	4	
Retail Management RL001						
Field Trips - all years	10.00	10.00		1	4	
Retail Management co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Social Work SW001						
SWP132 (was SWP 130)	10.00			2/6	4	
SWP335	10.00			2/6	4	
SWP31A	10.00			2/6	4	
SWP50A	10.00			2/6	4	
Sports Media Program RT004						
All undergraduate students	160.00			1/2/3/6	4	
Theatre School TH001/TH002/TH003						
Material fee (all students)	24.00			2	4	
THP 101 Production 1	185.00			2/3/4	4	
THP 201 Production 2	50.00			2/3/4	4	
THP 315 Corsetry		100.00		2/3	3	
THP 325 Ward 3		50.00		2/3	3	
THP 328 Carps 3		50.00		2/3	3	
THP 333 Accessories		20.00		2/3	3	
THP 422 Paint	50.00			2/3	3	
THP 538 Props	50.00			2/3	3	
THP 612 Dye		50.00		2/3	3	
THP 648 Welding		75.00		2/3	3	
Urban and Regional Planning UP001/UP002/UP003						
PLG531,532,533 (Field Research Project I, II, III.)	700.00			1	5	
PLG734,735,736 (Advanced Field Research IV,V,VI.)	700.00			1	5	
PLG731,732,733 (Advanced Field Research Project I, II, III.)	700.00			1	5	
Financial Mathematics co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500
Mathematics and Its Applications co-operative education	3,500.00(2,959.00)			5	3	2017-18 is the final year of a 3 year phase in to bring fee to \$3,500

3. Fee Schedule

D. Service Fees

	2016-17 Rate	2017-18 Proposed Rate
Test of English Proficiency (RTEP)	\$ 125	\$ 125
Challenge Credits	\$ 175	\$ 175
Letter of Permission	\$ 40	\$ 40
Late Fees (per month)	1.25%	1.25%
Max Tuition Deposit undergraduate	\$ 600	\$ 600
Max Tuition Deposit graduate*	\$500/\$1000	\$500/\$1000
Tuition deposit - non refundable portion (cancellation fee) - undergraduate **	\$ 400	\$ 400
Tuition deposit - non refundable portion (cancellation fee) - graduate*	\$ 500	\$ 500
Transcript	\$ 15	\$ 15
Replacement / management of Graduation Document	\$ 70	\$ 70
ID Card - initial issuance for CE	\$ 20	\$ 20
ID Card Replacement	\$ 35	\$ 35
NSF Cheque/Credit Card Rejections	\$ 50	\$ 50
Unreturned convocation gowns/hoods	\$ 200	\$ 200
Addition to Registration Record	\$ 100	\$ 100
Late Request for Graduation Audit	\$ 30	\$ 30
Redeemable Failure Examination (supplemental exam)	\$ 50	\$ 50
Grad Studies Application Fee	\$ 110	\$ 110
Grad Studies Application Fee - MBA	\$ 150	\$ 150
Convocation Cost Recovery	\$ 50	\$ 50
Late Application to Graduate	\$ 50	\$ 50
Late Application for Transfer Credit	\$ 50	\$ 50
FCAD Portfolio Assessment Fee	\$ 50	\$ 50
Architectural Science Portfolio Assessment Fee	\$ 50	\$ 50
Evaluation/Application Fee: (domestic and international)	\$ 85	\$ 85
Ryerson Application Fee (current students changing programs)	\$ 85	\$ 85
Other Special Letters (to employers, etc.) ***	Various	Various

* The graduate deposit fee is \$500 for all students except the MBA program (\$1,000) & Computer Networks (\$1,000). Deposit fee for PT graduate students is \$250. MTCU policy allows the greater of \$500, or 10% of the fee and the non refundable portion for graduate students is \$500.

** Ministry approved maximum non-refundable deposit for new and returning undergraduate students is \$500

*** Cost recovery for other special letters (except graduation eligibility letters for which recoveries were eliminated by MTCU policies).

3. Fee Schedule

E. Student Residence Fees and Food Plans

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

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

Room Type	Program		Residence Student Governance*		Laundry	Communications Fee	Rent		Food Plan (choice of)		Food Admin	Total 2017-18
	Fee \$	% Increase over 16-17	Fee \$	% Increase over 16-17	Fee \$	Fee \$	Fee \$	% Increase over 16-17	Fee \$	% Increase over 16-17	Fee \$	Fee \$
Pitman Hall												
Single	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$7,900.00	3.0%	\$3,575.00 \$3,895.00	2.0% 2.0%	\$30.00 \$30.00	\$12,076.06 \$12,396.06
Semi-private	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$8,373.00	3.0%	\$3,575.00 \$3,895.00	2.0% 2.0%	\$30.00 \$30.00	\$12,549.06 \$12,869.06
Double	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$6,319.00	3.0%	\$3,575.00 \$3,895.00	2.0% 2.0%	\$30.00 \$30.00	\$10,495.06 \$10,815.06
Suite	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$8,755.00	3.0%	\$2,740.00	2.0%	\$30.00	\$12,096.06
ILLC												
Single	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$9,720.00	3.0%	\$3,575.00 \$3,895.00	2.0% 2.0%	\$30.00 \$30.00	\$13,796.06 \$14,116.06
Double	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$7,162.00	3.0%	\$3,575.00 \$3,895.00	2.0% 2.0%	\$30.00 \$30.00	\$11,238.06 \$11,558.06
O'Keefe House **												
Single	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$6,591.00	5.0%	\$3,575.00 \$3,895.00		\$30.00 \$30.00	\$10,667.06 \$10,987.06
Double	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$5,614.00	5.0%	\$3,575.00 \$3,895.00		\$30.00 \$30.00	\$9,690.06 \$10,010.06
Triple	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$5,403.00	5.0%	\$3,575.00 \$3,895.00		\$30.00 \$30.00	\$9,479.06 \$9,799.06

* Governance fee is allocated to the Residence Council.

** Food Plan to be introduced to O'Keefe House effective 17-18.

International Student Fees Parameters

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

DRAFT RESOLUTION

RE: Student Fees

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2017-18 Tuition Fees (Domestic, International and Continuing Education); Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Food Plans and the 2018-19 Domestic Tuition Fees (including Continuing Education) be approved as presented.

April 27, 2017

DRAFT RESOLUTION

RE: 2017-18 Budget

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2017-18 Budget be approved as presented.

April 27, 2017



BOARD OF GOVERNORS MEETING

April 27, 2017

AGENDA ITEM: Funded projections and Valuation Assumptions of the Ryerson Retirement Pension Plan (RRPP) January 1, 2017

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information

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

The recommended assumption changes are summarized below and described in more detail in the attached presentation. The presentation also provides preliminary valuation results for the current year and 3 year projections for the going concern valuation. It should be noted that these are preliminary results which will vary once updated demographic data is available.

ASSUMPTIONS

WTW have recommended changes to assumptions for both the valuation on a going concern basis and the solvency/windup valuation.

a) Recommended Going Concern Assumption Changes

- A decrease to the discount rate from 6.25% to 6.2%.
- Changes to the retirement and termination rates to reflect earlier resignations and later retirements.
- Minor change to the assumed percentage with spouse at retirement to reflect experience.
- An update to the future commuted value basis.
- Changing the asset valuation method from using a 7.05% interest rate to roll-forward assets to using the going concern discount rate.

The net result of these changes is a \$8.7M improvement to the funded position of the RRPP on a going concern basis.

b) Recommended Solvency Valuation Assumption Changes

On a solvency basis, the assumptions have been updated as prescribed by the Canadian Institute of Actuaries and outlined in the attached presentation. The total estimated impact of assumption changes is an increase in smoothed solvency liabilities of \$5.7M as at January 1, 2016.

PRELIMINARY RESULTS AND PROJECTIONS

Based on the preliminary analysis, with the recommended changes in assumptions, the Ryerson Retirement Pension Plan will be in a surplus position on a going concern basis of \$46M as at January 1, 2017. This preliminary funded status does not yet reflect adjustments for membership data.

On a solvency basis, the funded status has improved over the January 1, 2016 valuation report which showed a deficit of \$18M. The January 1, 2016 report was filed with the regulators and Ryerson has been making special payments of \$340,583 per month since January 2017 to fund this deficit. The estimated January 1, 2017 smoothed solvency position now shows a surplus of \$9M. It is important to note that this does yet reflect adjustments for membership data and the plan could still be in a solvency deficit once the final results are available.

The preliminary valuation results, including adjustments for membership data, will be available at the June ERPC meeting. If the results on both a going concern and solvency basis are positive, the recommendation will be made to file the valuation report with the regulatory authorities at that time.

The University continues to work with our actuaries, investment consultant and pension lawyers to develop possible strategies to reduce future funding risk and to monitor regulatory developments.

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

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

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

Date: April 20, 2017

APPROVED BY:

Name: Janice Winton, Vice President, Administration & Finance

Date: April 20, 2017

Proposed Assumption & Method Changes and Funded Status Projections

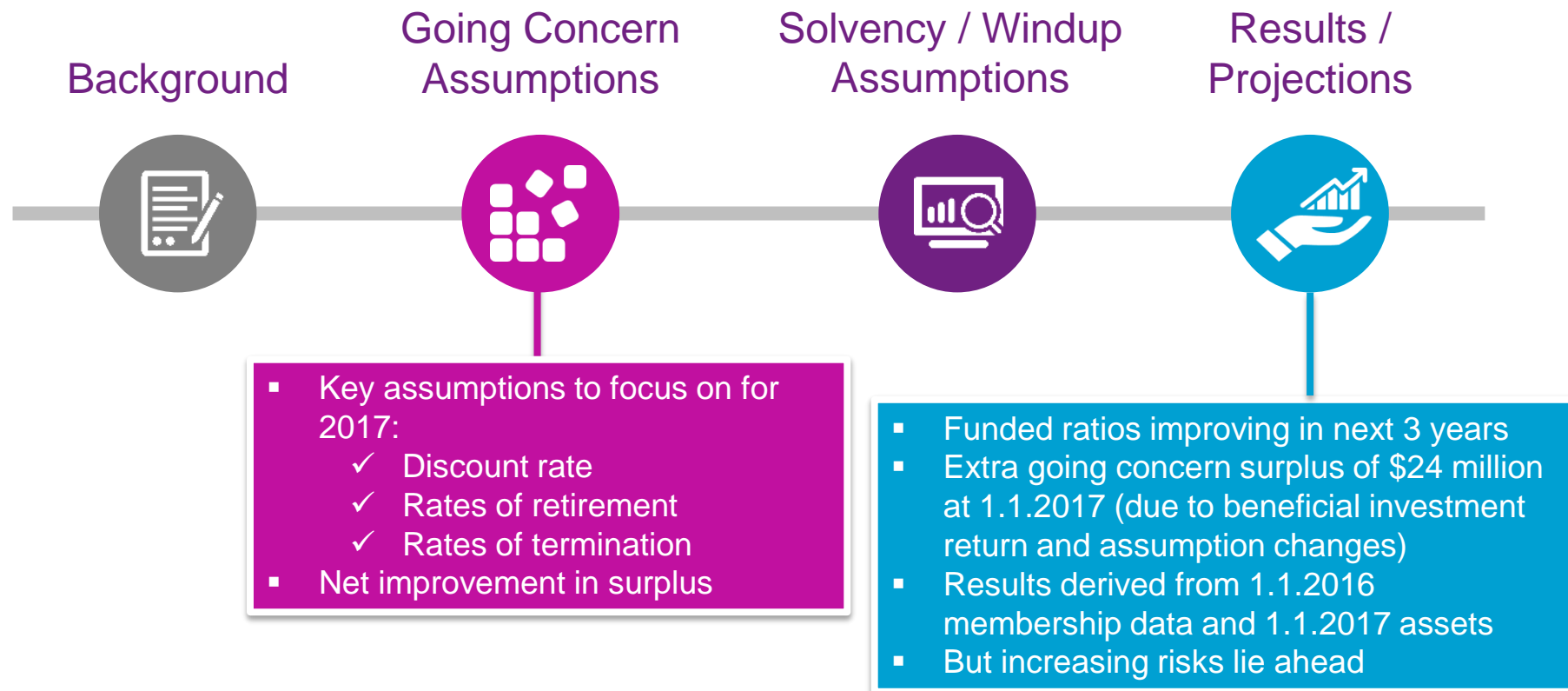
Ryerson Retirement Pension Plan

Meeting of the Employee Relations and Pension Committee

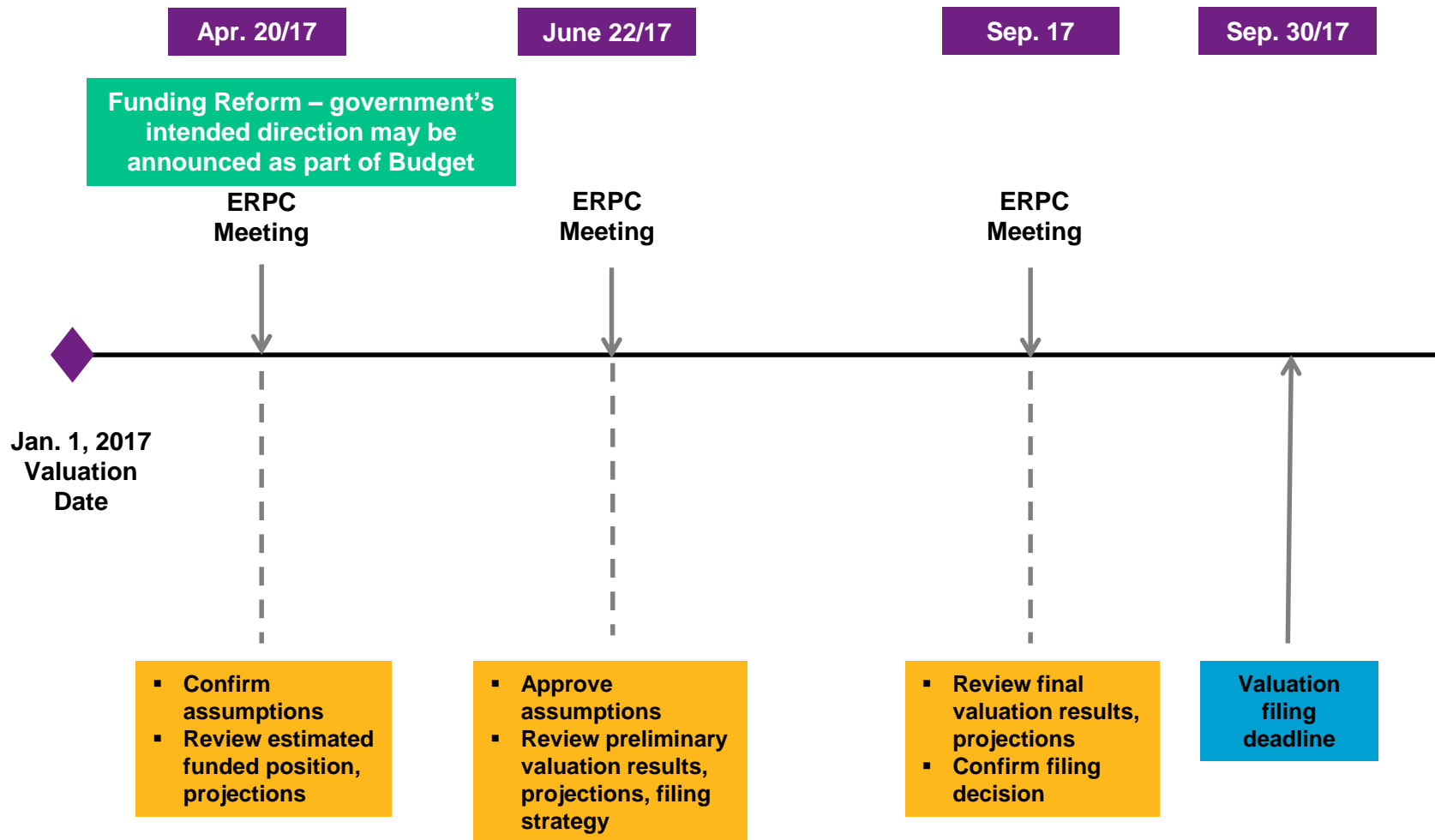
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Agenda



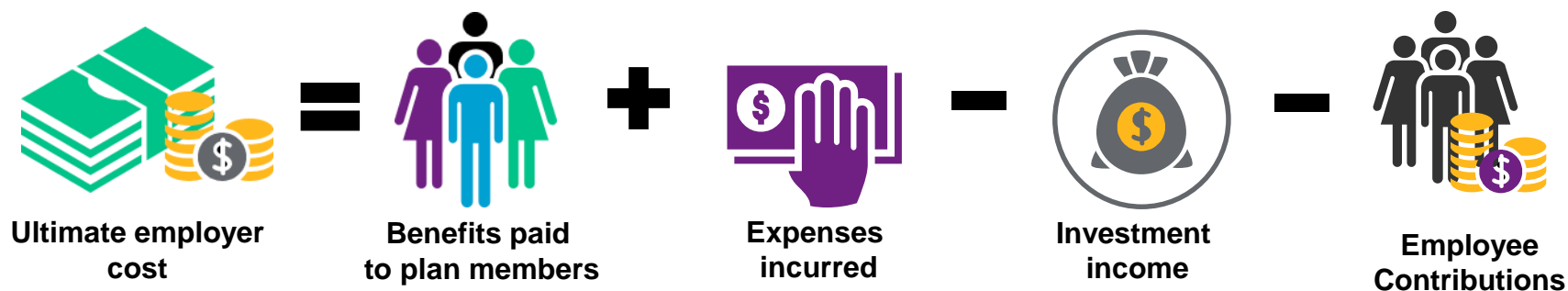
ERPC Valuation Decision Timeline & Importance of Filing Decision



Review of Actuarial Assumptions

Cost of a pension plan

Actuarial assumptions do not determine the actual cost of a pension plan



- None of the above items are determined by actuarial assumptions
 - The actual cost of the plan is only known with certainty after the last payment has been received by the last beneficiary of the plan
 - While it is not possible to determine the actual cost of the plan in advance, it is possible to estimate the cost using actuarial assumptions
- The assumption setting process is a budgeting technique that establishes when and at what levels contributions will be made

Review of Actuarial Assumptions

Good governance



Good governance includes a periodic review of actuarial assumptions

- Demonstrates prudence
- Enhances appropriate financial measurement and management
- Reduces volatility in results
 - Smaller and more frequent revisions to actuarial assumptions

In funding actuarial valuation reports, the actuary must provide the rationale for each material assumption

Ryerson's Terms of Reference for the RRPP require ERPC to review the funding assumptions before each actuarial valuation

Types of Funding Valuations

Funding valuations:

- Determine the annual contribution requirements in accordance with pension legislation, Income Tax Act, actuarial standards of practice and Ryerson's funding policy
 - Subject to minimum and maximum rules
- Enhance benefit security for plan members by systematically accumulating assets to pay for benefits

	Going Concern	Windup / Solvency
Scenario	<ul style="list-style-type: none"> ■ Assumes plan continues indefinitely ■ Long-term view 	<ul style="list-style-type: none"> ■ Assumes plan is wound up on valuation date and all benefits are settled
Assumptions and Methods	<ul style="list-style-type: none"> ■ Best-estimate assumptions are selected by actuary ■ Methods are selected in accordance with Ryerson's funding policy ■ Pension regulator expects inclusion of margin for adverse deviations ■ Ryerson determines extent of margin 	<ul style="list-style-type: none"> ■ Assumptions reflect expected cost of settling benefits <ul style="list-style-type: none"> ■ Commuted value transfers ■ Annuity purchase ■ Based on current market conditions on valuation date ■ Little discretion in setting assumptions ■ For solvency valuation, may exclude certain benefits (e.g., indexation) and smooth assets and liability discount rates

Types of Assumptions

Economic Assumptions

- Rate of inflation
- Rate of escalation of YMPE and ITA Maximum pension limit
- Rate of salary increases
- Discount rate
- Pre/post-retirement indexation
- Interest on members' contributions

Demographic Assumptions

- Rates of retirement
- Rates of termination
- Rates of mortality
- Retirement age for terminated vested members
- % of members with an eligible spouse at retirement
- Spousal age difference

Other Assumptions

- Settlement election
- Expenses

Going Concern Assumptions



Summary of Economic Assumptions

	January 1, 2016 Valuation	Consider for January 1, 2017 Valuation	Estimated change in liabilities * (\$ millions / % of liabilities)
Discount rate for actuarial liabilities	6.25%	6.20%	+10.2 (+1.0%)
Inflation rate	2.00%	No change	n/a
YMPE/ITA increases	Inflation + 0.75%	No change	n/a
Salary increases	Inflation + 1.50%	No change	n/a
Pre/post-retirement indexation	2.00%	No change	n/a

*As of January 1, 2016

Discount Rate

Overview

- Going concern discount rate assumption is based on the long-term expected investment return on plan assets
 - Although it is a long-term assumption, it must still be realistic given capital market conditions on the valuation date
 - Should reflect asset mix of the plan on the valuation date and the expected investment policy after that date
 - Margin for adverse deviations typically included in discount rate
 - Margin addresses uncertainty and helps buffer the effect of future losses
 - Increases chance of investment returns exceeding chosen discount rate
 - Ryerson's margin has matched OMERS margin for many years, but could deviate
- Real discount rate = nominal discount rate minus assumed inflation rate
- Comparison with OMERS
 - OMERS dropped real discount rate from 4.25% to 4.20% at Dec. 2016 (0.05% “strategic margin”)
 - Annual report shows reasons are to reduce risks of future contribution rate increases and provide greater stability for future benefit levels – thereby mitigating market volatility, adverse demographic experience and plan maturity; could later remove the strategic margin if financial crisis occurs
 - OMERS expects to further reduce to 4.00% by 2020 and towards 3.75% over longer term
- FSCO 2015 Report: roughly 80% of plans used a real discount rate below 4%; downward trend over past 5 years

Real Discount Rate

Based on WTW Modeling of OMERS Investment Strategy

Percentiles	Distribution of 20-year Real Rates of Return	
	2015	2016
25 th	3.74%	3.84%
30 th	4.10%	4.25%
32 nd	4.25%	4.42%
40 th	4.87%	5.00%
50 th (median)	5.45%	5.67%
75 th	7.15%	7.48%

Margin

- Ryerson has historically included a margin in the real discount rate, targeting 35-40th percentile range
- Preliminary recommendation for Jan. 1/17 valuation:
 - Real discount rate 4.20% + price inflation 2.00% = nominal discount rate 6.20% p.a. (consistent with OMERS)



Recommend decrease in discount rate from 6.25% to 6.20% per year

Summary of Non-Economic Assumptions

	January 1, 2016 Valuation	Consider for January 1, 2017 Valuation	Estimated change in liabilities * (\$ millions / % of liabilities)
Retirement rates	Current rates (Appendix)	Proposed rates (Appendix)	-16.4 (-1.5%)
Termination rates	Current age-related rates (Appendix)	Proposed age-related rates (Appendix)	-4.2 (-0.4%)
Mortality rates	2014 CPM Public Sector Table projected generationally using CPM Improvement Scale B with pension size adjustment	No change	n/a
Percentage with spouse at retirement	75%	70% (Appendix)	-2.6 (-0.2%)
Male spouse older than female spouse at retirement	3 years	No change	n/a
Settlement election	30% elect deferred pension; 70% elect commuted value (determined using current CIA basis)	No change	n/a
Non-investment expenses	3% of future contributions	No change	n/a
Future commuted value basis	Jan/16 CIA basis	Jan/17 CIA basis	+2.0 (+0.2%)
Total			- 21.2 (-1.9%)

*As of January 1, 2016

Demographic Experience Study

- Experience study has been performed for purposes of establishing Jan. 1/17 going concern valuation assumptions
- Based on pension data for 5-year period (2011 – 2015), study examined:
 - Retirement experience
 - Termination experience
 - Portion of members with spouse at retirement
 - Age of member vs age of spouse at retirement
- Jan. 1/17 assumptions to be informed by experience study results but must also reflect expectations regarding future member behaviour
- Material change to retirement and termination rates to reflect earlier resignations and later retirements
- Minor change to assumed percentage with spouse to reflect experience



Recommend changes to retirement/termination rates and % with spouse

Mortality Rates

- Rates of mortality are based on a standard mortality table and are in accordance with Canadian actuarial guidelines
 - 2014 Canadian Pensioners Mortality (CPM) Public Sector Table, which reflects an adjustment for pension size, projected generationally using CPM Improvement Scale B
- Need to monitor pace of mortality improvements



No change recommended

Actuarial Methods

	January 1, 2016 Valuation	Consider for January 1, 2017 Valuation	Estimated change in asset value * (\$ millions / % of assets)
Asset valuation method	5-year smoothing using 7.05% interest rate to roll-forward assets (cash flows include contributions, benefit payments, investment and non-investment expenses)	5-year smoothing using applicable going concern discount rate to roll-forward assets (cash flows include contributions, benefit payments, non-investment expenses)	-2.3 (-0.2%)
Actuarial cost method	Modified aggregate method	No change	n/a

*As of January 1, 2017

- Proposed asset valuation method is simpler and more typical
 - May produce slightly lower value than market value of assets over time, since going concern discount rate includes a margin



Recommend changing asset smoothing method

An aerial photograph of a city, likely London, showing a dense urban environment with various buildings, roads, and green spaces. Overlaid on the image are several semi-transparent architectural renderings of modern buildings, including a large, curved structure with a glass facade and a smaller, more angular building. These overlays are positioned in the center and right side of the image, suggesting a proposed development or renovation project.

Solvency / Windup Assumptions

Summary of Economic Assumptions for Solvency / Windup

	Prescribed for January 1, 2016 valuation	Prescribed for January 1, 2017 valuation
Solvency discount rates – Unsmoothed <ul style="list-style-type: none"> ▪ Commuted values ▪ Immediate and deferred annuities 	<ul style="list-style-type: none"> ▪ 1.9% for 10 years, 3.6% thereafter ▪ 3.0% 	<ul style="list-style-type: none"> ▪ 2.3% for 10 years, 3.7% thereafter ▪ 2.9%*
Solvency discount rates – Smoothed <ul style="list-style-type: none"> ▪ Commuted values ▪ Immediate and deferred annuities 	<ul style="list-style-type: none"> ▪ 2.5% for 10 years, 3.9% thereafter ▪ 3.67% 	<ul style="list-style-type: none"> ▪ 2.4% for 10 years, 3.9% thereafter ▪ 3.6%*
Windup discount rates <ul style="list-style-type: none"> ▪ Commuted values ▪ Immediate and deferred annuities 	<ul style="list-style-type: none"> ▪ 1.2% for 10 years, 1.7% thereafter ▪ -0.05% 	<ul style="list-style-type: none"> ▪ 1.3% for 10 years, 1.6% thereafter ▪ -0.1%

*Preliminary assumptions; to be verified based on January 1, 2017 valuation data

Summary of Non-Economic Assumptions for Solvency / Windup

	January 1, 2016 valuation	Recommended for January 1, 2017 valuation
Mortality – commuted value	2014 CPM Table projected generationally using CPM Improvement Scale B	No change (prescribed)
Mortality – annuity purchase <ul style="list-style-type: none"> ▪ Solvency (non-indexed) ▪ Windup (indexed) 	2014 CPM Table projected generationally using CPM Improvement Scale B	<ul style="list-style-type: none"> ▪ Use going concern assumption ▪ No change
Retirement	At age that produces the highest value	No change (prescribed)
Percentage with spouse at retirement	75%	70%
Years male spouse older than female spouse	3 years	No change
Percentage electing commuted value (remainder are assumed to be settled by group annuity purchase)	Active, disabled and terminated vested members less than age 55: 100%	No change
Windup expenses	\$775,000	No change

Note – total estimated impact of assumption changes is an increase in smoothed solvency liabilities of \$5.7M as at January 1, 2016

Discount Rates for Solvency / Windup

Each settlement method has its own discount rate assumption

■ Commuted Value

- The key assumptions used to calculate commuted value transfer amounts are prescribed by the Canadian Institute of Actuaries (CIA) Standards of Practice for Pension Commuted Values
- Same standards applied to all registered DB pension plans across Canada
- Two variable discount rates based on Government of Canada long-term bond yields

■ Group Annuity

- The CIA issues guidance quarterly regarding estimated group annuity pricing
- Guidance is based on illustrative quotes from insurance companies
- Supplemented by data from certain actuarial consulting firms on actual group annuity purchases during previous quarter



No change to prescribed approach

Rates of Mortality for Solvency / Windup

Each settlement method has its own mortality assumptions

- Mortality assumption used for commuted value calculations are prescribed
 - 2014 CPM Table projected generationally using CPM Improvement Scale B
 - Based on blended private sector and public sector experience
- Mortality assumption for group annuity purchase based on CIA Education Notes
 - For non-indexed annuity purchase:
 - Actuary expected to make plan-specific adjustments where there is demonstrated substandard or super-standard mortality or where an insurer might be expected to assume shorter or longer than average longevity by pension plan members
 - Recommend using best estimate mortality assumption of 2014 CPM Public Table projected generationally using CPM Improvement Scale B and pension size adjustment (same as going concern valuation)
 - For indexed annuity purchase:
 - 2014 CPM Table projected generationally using CPM Improvement Scale B
 - Actuary not expected to make any adjustments, since approach is not overly refined (minimal, if any, actual transactions)

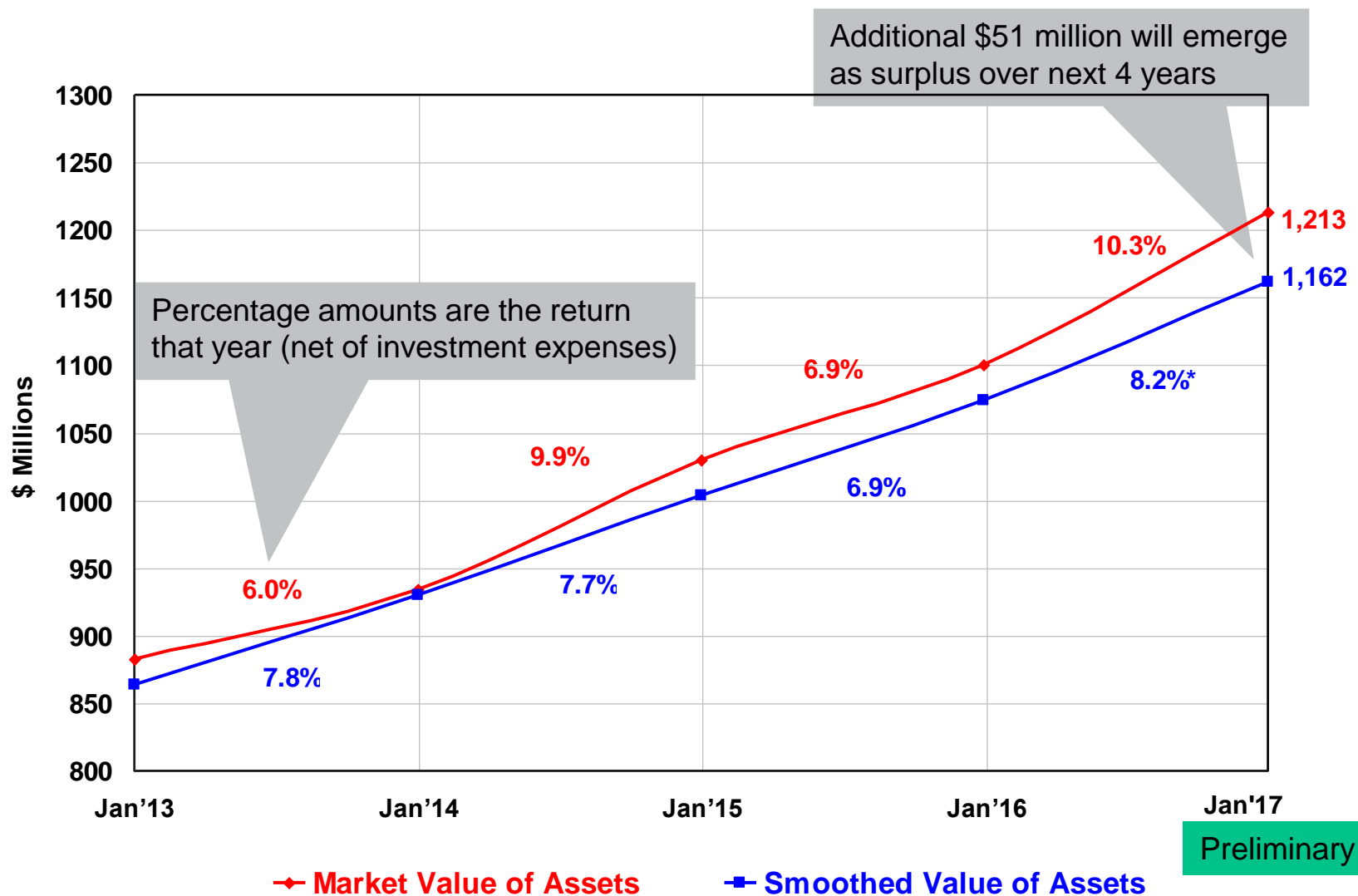


Recommend change in mortality assumption for non-indexed annuity purchase



Results and Projections

Plan Assets - Preliminary



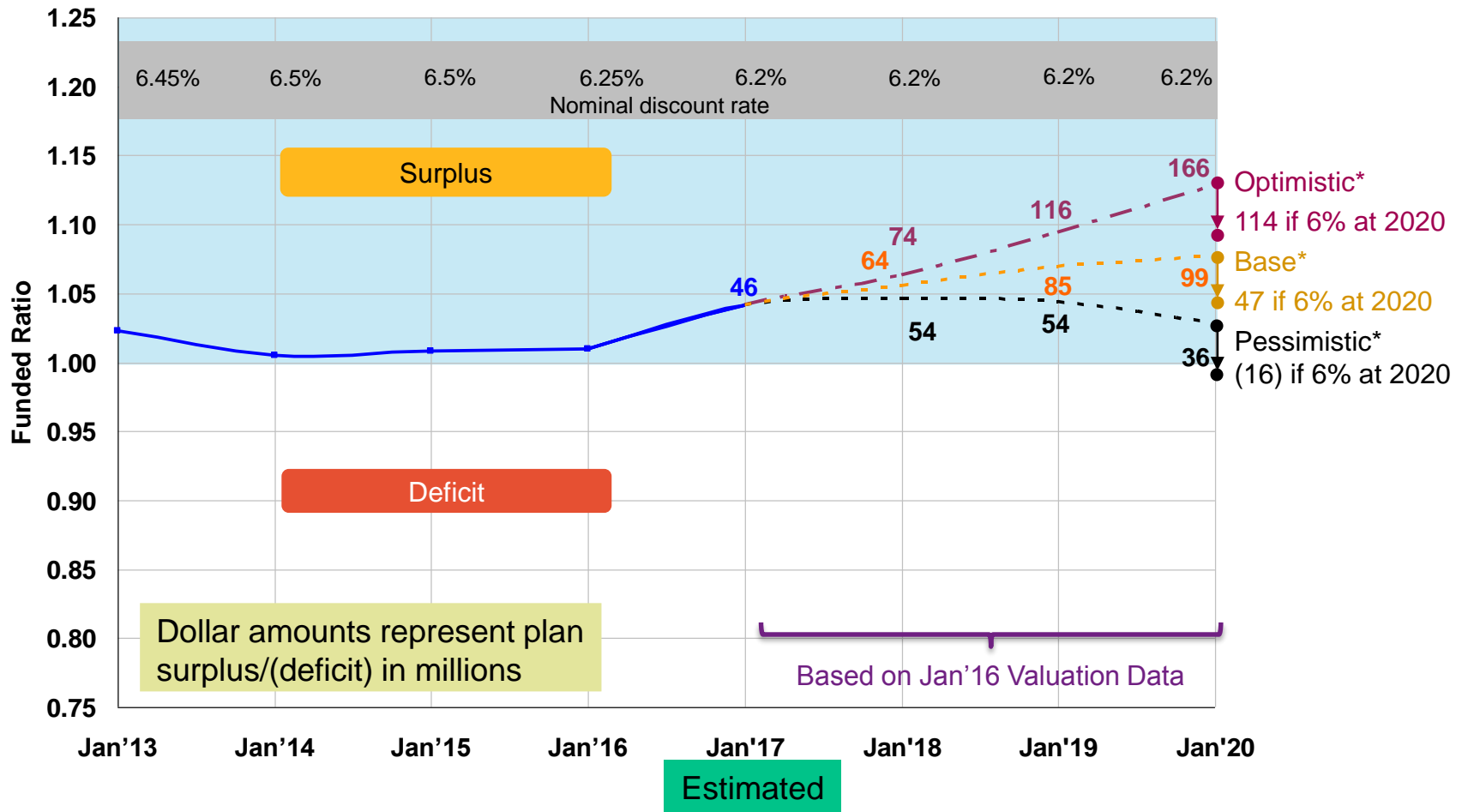
*Net of non-investment expenses; consistent with recommended change in asset valuation method

Estimated January 1, 2017 Positions

<i>(in millions)</i>	Going Concern	Smoothed Solvency
Smoothed Value of Assets	\$ 1,162	\$ 1,161
Total Liabilities	\$ 1,116	\$ 1,152
Surplus	\$ 46	\$ 9 +/- 20 (demographic change)
Funded Ratio	104%	101%

- Smoothed value of assets reflects \$775,000 reserve for hypothetical plan windup expenses
- Estimated surplus/(deficit) reflect proposed January 1, 2017 assumptions including proposed change to asset smoothing method
- Estimates are based on January 1, 2016 valuation data
- Actual asset and liability experience different than assumed will result in gains/losses not captured in these estimates. Note that demographic experience different than assumed can be significant
 - During the last 4 valuations there have been both gains and losses, with the largest loss being \$19.5M (or 2.0% of the liabilities) on a solvency basis

Projection of Going Concern Funded Position



*Base scenario assumes investment return equal to going concern discount rate of 6.2%. Optimistic and pessimistic scenarios assume base scenario return +/- 4%

Summary of Findings

Estimated results

- Going concern and estimated solvency funded ratios appear improved since the filed January 1, 2016 valuation, despite lower going concern discount rate
- Further asset gains emerging over next 4 years (\$51 million)

Future risks

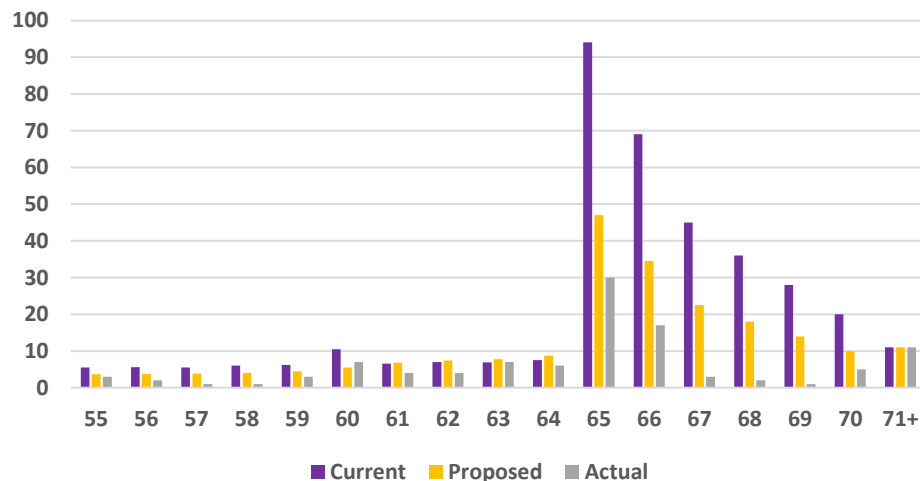
- Going concern discount rate could be headed much lower
 - Low interest rate environment lingering
 - General belief by pension experts that de-risking is increasingly important
 - If OMERS were to move from 4.2% to 3.75% real discount rate in 2020, say, and if Ryerson follows, base estimate in 2020 becomes deficit of \$23 million
- Funding Reform (“Marshall Review”) could force higher going concern liabilities
- Solvency funded ratio is volatile
- 1/20 chance of \$180 million going concern deficit and/or \$290 million solvency deficit in 2022 (from Sept. 2016 ERPC)

An aerial, high-angle photograph of a city street intersection. The street is filled with cars, including several yellow taxis. Tall buildings with various architectural styles surround the intersection. The image is rotated 90 degrees clockwise.

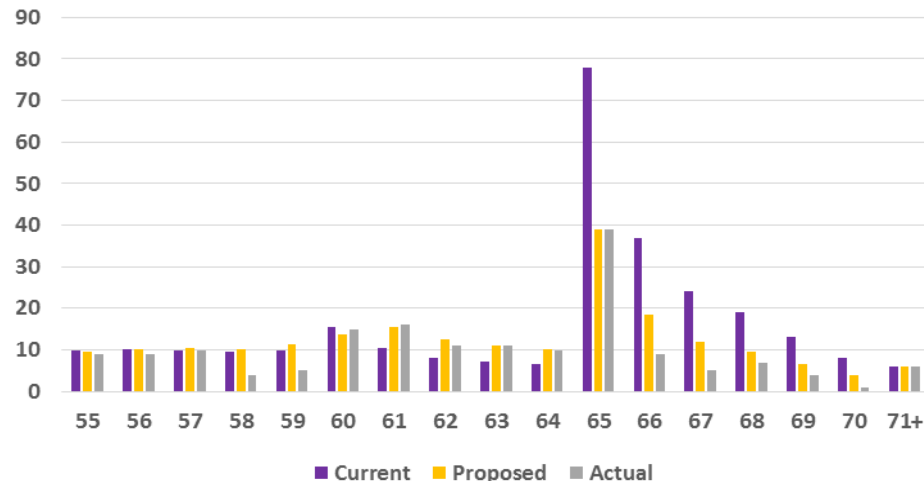
Appendix

Retirement Rates Study

Retirements by Age - RFA



Retirements by Age - all other employees



Retirement Rates

Age	Current Rates	Proposed Rates	
		RFA	Non-RFA
55 – EURA	0.05	0.03	0.05
EURA	0.20	0.06	0.10
EURA – 64	0.10	0.15	0.20
65 - 70	1.00	0.50	0.50
71+	1.00	1.00	1.00

Recommendation

- Age-based rates that reflect EURA (Earliest Unreduced Retirement Age) continue to be appropriate
- Use different rates for RFA and all other employees (RFA represents ~50% of active liabilities)
- Reflect lower incidence of retirement and extend beyond age 65

Termination Rates Study

Current Termination Rates

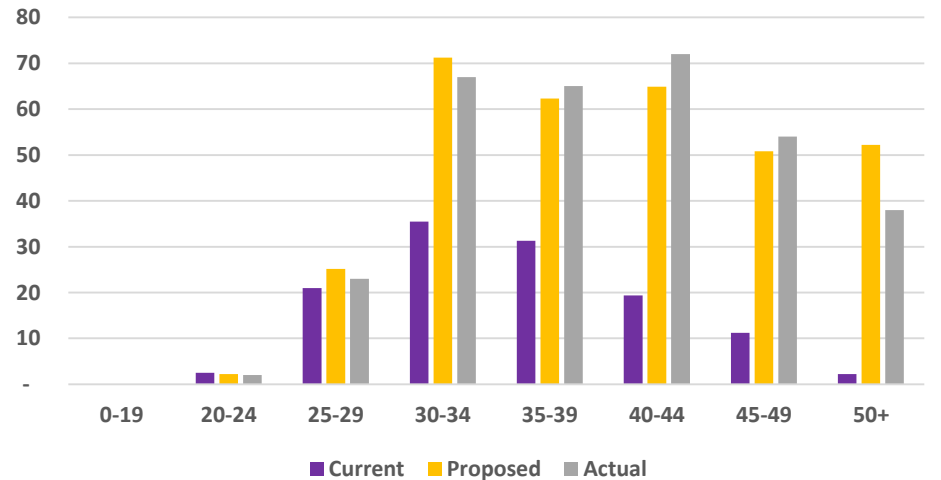
Sample Age	Rate*
25	0.050
35	0.024
45	0.008
55 and over	0.000

* Different rate for every age

Proposed Termination Rates

Age Band	Rate
20 - 29	0.05
30 - 34	0.06
35 - 44	0.04
45 - 54	0.03
55 and over	0.00

Terminations by Age



Recommendation

- Age-based rates remain appropriate
- Increase rates at each age to better align with experience
- No differentiation between RFA and all other employees as experience does not suggest significant differences
- Simplify assumption by using age bands

Spousal Information at Retirement

	Jan. 1, 2016 Assumption	Actual Experience	Jan. 1, 2017 Proposed Assumption
Percentage with spouse	75%	69%	70%
Years male spouse older than female spouse	3	3.8	3

- Based on actual retirements during 5 year period (2011-2015)

Recommendation Regarding Filing of January 1, 2016 Valuation: (Excerpt from Sept. 2016 ERPC Presentation)

- It is recommended that the January 1, 2016 valuation report be filed
 - Forces a down-payment for what may unfold in the future
 - Crystalizes the reality of a deficit
 - Provides an extra year (2018) to explore options to enhance the Plan's sustainability
 - Decision to file has little long-term impact on Plan's sustainability but does help funded status in the shorter term
 - Influenced by two Ministry of Finance reviews: ongoing changes ("Marshall Review" of solvency regime) and short term solvency relief
 - Ryerson will be making a submission regarding the Marshall Review consultation paper by the September 30th deadline
 - Ryerson has made a separate submission, by the September 9th deadline, encouraging the Ministry to consider extending solvency funding relief to plans that are just starting to face solvency deficits
 - If plan develops experience gains, can file a subsequent valuation report early, to enable deficit contributions to reduce/cease
- Potential disadvantage to filing is that, absent any matching contributions by members, dollars contributed by Ryerson toward Plan's solvency deficit could potentially be lost if they end up one day creating excess surplus that has to be shared (i.e., one-sided funding)
- Management supports the recommendation to file the January 1, 2016 valuation

Legislative Update

Ontario Funding Reform – Marshall Review

- In 2015, the Ontario government announced its intention to review the current solvency funding framework for DB pension plans
 - The stated purpose of the review is to set out reforms that “focus on plan sustainability, affordability and benefit security”
- On July 26, 2016, the Ontario Ministry of Finance released its Review of Ontario’s Solvency Funding Framework for Defined Benefit Pension Plans: A Consultation Paper
 - Consultation Paper set out various options for comment
 - A combination of proposed options could be part of the proposed solvency funding regime

Two General Approaches Outlined in the Consultation Paper:

- A. Modifying but continuing to require solvency funding along with going concern funding; or
- B. Eliminating solvency funding and enhancing going concern funding requirements

Each approach contains several options, some of which have been implemented in other jurisdictions

Further details expected soon



BOARD OF GOVERNORS MEETING

April 27, 2017

AGENDA ITEM: Pension Plan Governance Structure Proposed Revisions

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Review and Recommendation to the Board for Approval

BACKGROUND AND SUMMARY:

Under the Ryerson Retirement Pension Plan ("the Plan"), the Board of Governors acts as the Plan Administrator and the Plan Sponsor. The Employee Relations and Pensions Committee ("ERPC") is established under By Law No. 1 with a mandate to recommend changes and improvements to the plan and to make any decision or take any action related to the Plan that has been delegated to the ERPC by the Board.

The current pension governance structure is set out in two "responsibility matrices", setting out the specific responsibilities of the Board, the ERPC and the University administration with respect to the Plan. The responsibility matrices were approved by the Board of Governors in 2001 and are attached to this memo as Appendix A. The matrix structure is outdated in that it does not clearly articulate the reporting and delegation structure, does not in all respects reflect our actual practices and is not fully aligned with best practices and the Canadian Association of Pension Supervisory Authorities (CAPSA) guidelines. Recommendations made pursuant to a Financial Services Commission of Ontario (FSCO) audit of the Plan in 2014 also supported the need for a review of the governance structure.

Ryerson engaged Willis Towers Watson to assist in conducting a review of the pension plan governance structure. The purpose of the review was to:

- ensure the governance structure supports regulatory requirements and guidelines
- update the documentation to reflect current best practices
- ensure that the responsibilities accurately reflect Ryerson internal practices and capabilities

- document the decision making responsibilities in the governance of the Ryerson pension plan

Outcome of the Review and Key Changes

The responsibility matrices have been replaced with two documents:

1. The ERPC Terms of Reference Regarding the Ryerson Retirement Pension Plan (attached as Appendix B). This document sets out the duties, responsibilities and powers that are delegated to the ERPC by the Board of Governors and those that are further delegated to the President.
2. The ERPC Summary of Delegated Roles and Responsibilities (attached as Appendix C). This internal document sets out those duties, responsibilities and powers that are being further delegated to the Vice President Administration and Finance and the Assistant Vice President Human Resources.

The proposed structure provides greater clarity with respect to responsibilities and will provide a structure through which the ERPC and the Board of Governors can more effectively monitor, through the receipt of regular reports, that all administrative functions are being carried out as delegated.

While the way in which the Plan governance framework is articulated has changed significantly, there are no substantive changes to the existing roles of the Board, the ERPC and the university administration.

The key changes include:

1. “Terms of Reference” Document (Appendix B):
 - Distinguishes between Plan Sponsor duties, for which there is no fiduciary responsibility, and plan administrator duties, for which there is fiduciary responsibility. (*Sections C and D*)
 - Clarifies that within the sponsor mandate, the Board retains full power to amend the plan, including setting benefits design. The ERPC recommends amendments to the Board, for approval. The previous document gave the ERPC the power to approve plan amendments that do not affect benefits and contributions levels. In practice the Board has always approved all plan amendments. The new terms of reference reflect this actual practice. (*Sections C and D*)
 - Sets out all of the responsibilities of the ERPC with respect to administration of the Plan. None of these are new, just set out more clearly, using the correct actions performed by the ERPC (e.g. reviewing and receiving information). (*Section D*)
 - Articulates performance standards, reflecting best practices and legal requirements. (*Section E*)
 - Sets out the ERPC’s responsibilities in reporting to the Board. (*Section F*)
 - Provides that the ERPC delegates its plan administration functions to the President who may further delegate as required; also clarifies that delegation of functions has a corresponding obligation to oversee the performance of those delegated functions. (*Section G*)

2. "Summary of Delegated Roles and Responsibilities" Document (Appendix C):
 - Sets out the further delegation of roles and responsibilities of the President, the Vice President Administration and Finance and the Assistant Vice President Human Resources with respect to the administration of the Plan.
 - These duties and responsibilities are not new; their clear articulation in this document ensures clarity with respect to accountabilities and provides a further framework through which the ERPC can fulfill its responsibilities.

Conclusion

The revised governance structure clearly separates and defines the roles and responsibilities of the plan sponsor and the plan administrator. The delegation of administrative duties by the ERPC to the President (who further delegates to the Vice President Administration and Finance and to the Assistant Vice President Human Resources) still carries an obligation to oversee the performance of these delegated duties. The annual report will confirm compliance with these delegated duties.

The Terms of Reference should be reviewed by the ERPC on an annual basis to confirm compliance and/or make recommendations for changes.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Christina Sass-Kortsak, Assistant Vice President Human Resources
Date: April 20, 2017

APPROVED BY:

Name: Janice Winton, Vice President Administration & Finance
Date: April 20, 2017

Ryerson Retirement Pension Plan

Pension Plan Administration - Responsibility Matrix

Level	Policy/Strategy	Implementation/Operations	Monitoring
Board of Governors	Approves: <ul style="list-style-type: none"> •Retirement philosophy and benefit design •Funding policy •Plan amendments •Actuarial assumptions, funding targets, valuation methods •Terms of reference for Board, ERPC, and President 	Approves: <ul style="list-style-type: none"> •Annual operating budget for plan administration 	Monitors: <ul style="list-style-type: none"> •Compliance with, and effectiveness of, retirement philosophy (3 - 5 yrs) •Compliance with and appropriateness of funding policy (3 - 5 yrs) •Compliance with and appropriateness of terms of reference (3 - 5 yrs) •Compliance with regulatory requirements (annually)
Employee Relations and Pensions Committee (ERPC)	<u>Recommends to Board on above</u> Approves: <ul style="list-style-type: none"> •Plan amendments that do not affect benefits and contribution levels •Plan administration policies •Process for dispute resolution •Reporting system 	<u>Recommends to Board on above</u> Approves: <ul style="list-style-type: none"> •Appointment of Actuary •Appointment of trustee •appointment of third party administrator 	Monitors the above, plus: <ul style="list-style-type: none"> •Appropriateness and cost implications of contribution and benefit levels (3 - 5 yrs) •Compliance with and appropriateness of plan administration policies (3 yrs) •Appropriateness of actuarial assumptions (annually) •Quality of systems for member records, benefit payments, etc. (annually) •Mandate compliance - President (annually) •Mandate compliance - agents (annually) •

Current Document as approved by the Board of Governors in 2001

Appendix A

Level	Policy/Strategy	Implementation/Operations	Monitoring
President	<p><u>Recommends to ERPC on issues requiring ERPC approval as noted above</u></p> <p>Approves: <ul style="list-style-type: none"> •Terms of reference for VP, Administration and Student Affairs, and HR department </p>	<p>Approves: <ul style="list-style-type: none"> •Appointment of advisors and consultants </p>	<p>Monitors the above, plus: <ul style="list-style-type: none"> •Mandate compliance for VP, Administration and Student Affairs (annually) </p>
Vice President, Administration and Student Affairs	<p><u>Recommends to the President on pension policy- and strategy-related matters</u></p>	<p>Approves: <ul style="list-style-type: none"> •Internal controls, processes, and procedures for record-keeping system </p>	<p>Monitors above, plus: <ul style="list-style-type: none"> •Implementation of, and compliance with, internal controls (quarterly) •Mandate compliance by Executive Director, HR (quarterly) </p>

Current Document as approved by the Board of Governors in 2001

Appendix A

Level	Policy/Strategy	Implementation/Operations	Monitoring
Executive Director, Human Resources, and HR Staff	<u>Advises and recommends to VP, Admin and Student Affairs</u>	<p>Manages/accountable:</p> <ul style="list-style-type: none"> •Providing necessary information, including membership data, to external agents, including administrator, auditor, actuary, trustee •Preparation of pension options and estimates for members •Determining benefit entitlements and payment of benefits from the plan •Coordinating plan amendments •Preparing Annual Information Return •Providing all required information and communication to plan members •Execution of internal controls •Promoting awareness and understanding of pension plan for plan members •Counselling members on retirement issues 	<p>Monitors all of above, plus:</p> <ul style="list-style-type: none"> •accuracy of membership data (annually) •Activities and reports from external agents •Remittance of contributions (monthly)

Current Document as approved by the Board of Governors in 2001**Appendix A**

Level	Policy/Strategy	Implementation/Operations	Monitoring
Sobeco		<p>Manages:</p> <ul style="list-style-type: none">•Maintains computerized pension administration system and membership data•Provides remote access to Ryerson•Maintains official membership enrolments, beneficiary appointments, and signed option forms•Produces annual pension statements for members•Calculates and processes all retirement, termination, and death benefit options•Calculates cost-of-living increases for pensioners•Calculates PAR's and PSPA's•Authorizes Royal Trust to make benefit payments•Responds to member enquiries	<p>Monitors:</p> <ul style="list-style-type: none">•Reconciliation of benefit and other payments (monthly)

Ryerson Retirement Pension Plan

Pension Fund Investments - Responsibility Matrix

Level	Policy/Strategy	Implementation/Operations	Monitoring
Board of Governors	Approves: <ul style="list-style-type: none"> •Governance structure and terms of reference for the Board, ERPC, and President •Broad direction for the fund (fund objectives, long-term debt/equity ratio, i.e. extent of asset/liability mismatch) •Audited financial statements 	Approves: <ul style="list-style-type: none"> •Appointments to ERPC •Appointment of OMERS •Appointment of auditor •Annual budget for pension fund expenses 	Monitors: <ul style="list-style-type: none"> •Effectiveness of governance structure (3-5 yrs) •Compliance with and appropriateness of broad direction of the fund (3-5) •Funded status (annually) •Compliance with regulatory requirements (annually) •Compliance of ERPC with terms of reference (annually)
Employee Relations and Pensions Committee (ERPC)	<u>Recommends to Board on above</u> Approves: <ul style="list-style-type: none"> •SIP&G •Fiduciary development policy •Fiduciary reporting system (including annual compliance reporting) 	<u>Recommends to Board on above</u>	Monitors above, plus: <ul style="list-style-type: none"> •Compliance with and continued appropriateness of SIP&G (annually) •Compliance with fiduciary development policy (annually) •Compliance with fiduciary reporting system (annually) •Fund performance (quarterly) •OMERS' mandate compliance (quarterly) •President's mandate compliance (annually)

Current Document as approved by the Board of Governors in 2001

Appendix A

Level	Policy/Strategy	Implementation/Operations	Monitoring
President	<u>Develops and recommends to ERPC on above</u> Approves: •Terms of reference for VP, Administration and Student Affairs, and HR department	Approves/Manages: •Appointment of advisors and consultants •Delivery of fiduciary development/orientation	Monitors above, plus: •Mandate compliance by VP, Administration and Student Affairs (annually) •Effectiveness of fiduciary development (annually)
Vice President, Administration and Student Affairs	<u>Recommends to the President on pension policy- and strategy-related matters</u>	Approves: •Internal controls, processes and procedures for funding and custody system	Assists in monitoring above, plus: •Implementation and appropriateness of internal controls (quarterly) •Mandate compliance by Executive Director, HR
Executive Director, Human Resources, and HR staff	<u>Advises and recommends on pension policy matters to VP, Administration and Student Affairs</u>	Manages/ Accountable: •Execution of internal controls •Regulatory requirements •Preparation of investment reports for the ERPC, the President, and the Board	Monitors above, plus: •activities of external agents and advisors •Appropriateness of expenses paid
OMERS		Manages/ accountable: •Investment and custody of Ryerson pension fund assets as per agreement	

Current Document as approved by the Board of Governors in 2001

Appendix A

Level	Policy/Strategy	Implementation/Operations	Monitoring
Royal Trust		Manages/ accountable: <ul style="list-style-type: none">•Monthly contribution remittances from Ryerson•Non-marketable Ontario debentures and interest payments therefrom•Short-term investment fund•Payment of authorized benefits and expenses from the fund•Remittance of monies to OMERS for investment and/or receipt of monies from OMERS for benefits payments and expenses	

**EMPLOYEE RELATIONS & PENSIONS COMMITTEE
TERMS OF REFERENCE
REGARDING THE
RYERSON RETIREMENT PENSION PLAN**

A. INTRODUCTION

Ryerson University (the "University") maintains the Ryerson Retirement Pension Plan and its related fund (the "Plan"). Under the terms of the Plan, the University is:

- the "Administrator" of the Plan for the purposes of applicable laws and regulations, including the *Pension Benefits Act* (Ontario) and the *Income Tax Act* (Canada); and
- the Plan sponsor.

The *Ryerson University Act, 1977* has delegated authority to the Board of Governors ("Board of Governors") to act as the Administrator and the Plan sponsor of the Plan.

By *Law No. 1* of Ryerson University provides for the establishment of the Employee Relations and Pensions Committee (the "ERPC") and provides that the Mandate of the ERPC shall be to recommend changes and improvements to the Plan and to make any decision or take any action related to the Plan that has been delegated to the ERPC by the Board of Governors.

The purpose of these Terms of Reference is to set out those duties, responsibilities and powers that are being delegated to the ERPC by the Board of Governors.

B. APPOINTMENT AND COMPOSITION OF ERPC

1. Members of the EPRC ("ERPC Members") are appointed in accordance with By-Law No. 1 of the General By-Laws of Ryerson University.

C. SPONSOR MANDATE

1. The Board of Governors retains full power to set benefits design and to terminate the Plan or amend or modify the terms of the Plan.

2. Subject to 1 above, the ERPC is authorized to:
 - (a) review the University's existing retirement benefit design, and recommend changes to the Board of Governors; and
 - (b) recommend to the Board of Governors, for approval, any amendment to the Plan, whether the ERPC is empowered to approve such amendment or not.

D. ADMINISTRATOR MANDATE

The ERPC has all of the powers, responsibilities and duties needed for the administration of the Plan, except as otherwise provided in these Terms of Reference.

The ERPC's responsibilities include:

Governance matters:

1. reviewing and recommending to the Board of Governors governance policies for the effective administration of the Plan;
2. confirming compliance with the governance policies;
3. approves the process for the selection, assessment and monitoring of external service providers;

Administrative Activities:

4. reviewing and recommending for adoption by the Board of Governors the Statement of Investment Policies and Procedures (SIP&P) for the Plan;
5. reviewing and recommending for approval by the Board of Governors the audited financial statement for the Plan;
6. reviewing and recommending for approval by the Board of Governors the assumptions for the actuarial valuation of the plan, based on recommendations provided by the Plan actuary;
7. approving annual budget for pension plan expenses;
8. monitoring the performance of investment managers, and reporting any concerns with respect to same to the Board of Governors;

9. receiving information annually on significant developments regarding the interpretation of Plan terms;
10. receiving information annually regarding the adjudication of significant member complaints;
11. receiving confirmation annually that the Plan and Fund are being administered and invested in accordance with applicable statutory and contractual requirements;
12. receiving confirmation annually that payments from the Fund are appropriate and that employer and employee contributions are being appropriately remitted;
13. receiving information annually on types and frequency of member communications;

Statutory Filings:

14. receiving confirmation that statutory filings have been made, including but not limited to the following:
 - a. Audited Financial Statements;
 - b. Investment Information Summary;
 - c. Actuarial Reports;
 - d. Actuarial Information Summary;
 - e. Annual Information Return;
 - f. Pension Benefits Guarantee Fund Assessment Certificate; and
 - g. SIP&P for the Plan.

E. PERFORMANCE STANDARDS

In the execution of their duties and responsibilities, the ERPC members will:

- comply with applicable law;

- comply with the terms of the Plan;
- comply with these Terms of Reference; and
- all relevant ERPC policies.

When exercising the Sponsor Mandate as described in Section C above, which is non-fiduciary in nature, the ERPC may take into consideration the interests of the University and will follow any related University policies or directives.

When exercising the Administrator Mandate, which is fiduciary in nature, the interests of the Plan beneficiaries must take precedence to the extent required by law and the ERPC will consider any related University policies or directives.

F. REPORTING

The ERPC is responsible for reporting to the Board of Governors, on activities, at such times and in such form and manner as may be acceptable to the Board of Governors. Such reporting should include:

1. confirmation that the performance standards set out in Section E have been satisfied;
2. a summary of significant actions taken in performing its responsibilities; and
3. a summary of significant issues that arose in the operation of the Plan, such as any breach of the Code of Conduct (as defined in Section I).

G. DELEGATION BY ERPC

The ERPC may delegate the performance of any of its functions to others and, in doing so, it must oversee the performance of such delegated functions and may establish reporting policies and guidelines.

More specifically, the functions delegated by the Board of Governors to the ERPC within its Plan Administrator mandate as described in Section D above shall be delegated to the President of the University, who may further delegate matters, particularly tasks with respect to the day to day administration of the Plan and the Fund to others as required.

The Secretary of the Board of Governors shall be responsible for administering governance training for the members of the ERPC.

All delegation of functions shall have a corresponding obligation to oversee the performance of delegated matters, and there shall be also be an obligation to provide reporting with respect to the performance of such delegated matters.

H. ERPC REMUNERATION

In accordance with By-Law No. 1, ERPC members who are employees are not entitled to compensation, beyond their normal compensation as employees, for the time spent on the conduct of their duties as ERPC Members.

I. CONFLICT OF INTEREST

Each ERPC member shall follow the conflict of interest provisions of in Article 8 of By-Law No. 1 (the "Conflict of Interest Policy") and apply it to his or her activities as a ERPC Member. For greater certainty, any conflict of interest, whether real or perceived, is subject to the procedures prescribed by the Conflict of Interest Policy.

J. MEETING PROCEDURES

The ERPC shall follow any applicable procedures established in Article 15 of By-Law No. 1 for its meetings.

K. AMENDMENT OF TERMS OF REFERENCE

The Board of Governors reserves the right to amend these Terms of Reference. ERPC members must be given notice of any change. The ERPC does not have the authority to amend these Terms of Reference or otherwise act in a way to alter the scope of the duties delegated to the ERPC.

Approved by the Board of Governors on

EMPLOYEE RELATIONS AND PENSIONS COMMITTEE
SUMMARY OF DELEGATED ROLES AND RESPONSIBILITIES
IN THE GOVERNANCE OF THE
RYERSON RETIREMENT PLAN

Introduction

Ryerson University (the "University") maintains the Ryerson Retirement Pension Plan and its related fund (the "Plan").

The *Ryerson University Act, 1977* has delegated authority to the Board of Governors ("Board of Governors") to act as the Administrator and the Plan sponsor. *By Law No. 1* of Ryerson University provides for the establishment of the Employee Relations and Pensions Committee (the "ERPC") and provides that the Mandate of the ERPC shall be to recommend changes and improvements to the Plan and to make any decision or take any action related to the Plan that has been delegated to the ERPC by the Board of Governors.

The Board has delegated duties, responsibilities and powers to the ERPC in the Terms of Reference Regarding the Ryerson Retirement Pension Plan (the "Terms of Reference"). Within the Terms of Reference, the ERPC has been provided with the authority to delegate the performance of its duties with respect to the Plan to others, including the President of the University, who may further delegate matters as required.

The purpose of this Summary Document is to set out those duties, responsibilities and powers that are being delegated to the President of the University, the Vice-President Administration & Finance, and the Assistant Vice-President, Human Resources.

Roles and Responsibilities

A. The President of the University (the "President")

1. Reports to the ERPC on matters involving significant financial impact to the Plan.

B. Vice-President Administration & Finance

1. Recommends to the ERPC governance policies for the effective administration of the Plan.
2. Confirms to the ERPC compliance by delegates with respect to the governance policies.
3. Recommends to the ERPC administrative procedures for the Plan.
4. Establish criteria, in conjunction with the Assistant Vice President Human Resources, for the selection, assessment and monitoring of external service providers.

5. Appoint external service providers, in accordance with University contracting policies and procedures.
6. Recommends annual budget for pension plan expenses, and monitors budget.
7. In consultation with the Assistant Vice-President Human Resources, where applicable, confirms to the ERPC that the Plan and Fund are being administered and invested in accordance with applicable statutory and contractual requirements, which includes:
 - i. Remittance of contributions to the trustee/custodian/record-keeper
 - ii. Reconciliation of statements from trustee/custodian/record-keeper
 - iii. Payment of benefits in accordance with Plan terms
8. Prepares and submits (or causes to be prepared and submitted) provincial (Financial Services Commission of Ontario) and federal (Canada Revenue Agency) statutory filings including:
 - i. Actuarial Report;
 - ii. Actuarial Information Summary;
 - iii. Annual Information Return;
 - iv. Annual Investment Summary (Form 8)
 - v. Audited Financial Statements;
 - vi. Pension Benefits Guarantee Fund Assessment Certificate; and
 - vii. Form 7, Schedule of Contributions
 - viii. SIP&P for the Plan (including monitoring of compliance with respect to same);

C. Assistant Vice-President Human Resources (the “AVP HR”)

1. Provides confirmation that appropriate member communications and disclosures have been provided (e.g., annual statements, member booklets, routine communications, notices of amendment).
2. Establish criteria, in conjunction with the Vice President Administration and Finance, for the selection, assessment and monitoring of external service providers Signs actuarial certificate.
3. Prepares annual Ryerson Retirement Pension Plan Report.
4. Reports to the ERPC on significant member complaints.

5. Reports to the ERPC on significant developments regarding the interpretation of Plan terms.
6. Provides final adjudication of member complaints.
7. Monitors legal and regulatory developments.

DRAFT RESOLUTION

RE: Pension Plan Governance Structure Proposed Revisions

BE IT AND IT IS HEREBY RESOLVED:

THAT the proposed revisions to Ryerson Retirement Pension Plan Governance Structure as outlined in the Employee Relations and Pensions Committee Terms of Reference (Appendix “B”) be approved as presented.

April 27, 2017



BOARD OF GOVERNORS MEETING
April 27, 2017

AGENDA ITEM: Ryerson Total Earnings Supplemental Pension Plan Amendments

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For approval/Recommendation

SUMMARY: The Total Earnings Supplemental Plan (TESP) was established by the Board of Governors in January, 2006 to provide supplemental retirement income for Ryerson employees who participate in the Ryerson Retirement Pension Plan (RRPP) and whose benefits under the plan are restricted by the limits imposed under the Income Tax Act (ITA). The TESP allows for the receipt of contributions and the payment of pension benefits in excess of the Canada Revenue Agency limits, up to the maximum pensionable salary earned.

Ryerson had always provided a pension benefit based on total earnings but prior to 2006 the pension benefit above the ITA limit was paid from general operating revenue, fully funded by Ryerson with no corresponding employee contribution. The establishment of the TESP, a formal plan and trust, provided a vehicle to ensure that the 50/50 cost sharing principle between employee and employer contributions was maintained. There is a trust agreement between Ryerson and Royal Trust as trustee and custodian.

The TESP is designed to mirror the RRPP. The terms of the RRPP were amended in 2012, 2013 & 2014. The TESP has been administered in compliance with these changes but the amendments had not yet been reflected in the TESP plan document. The proposed amendments will ensure that the terms of the TESP are consistent with the terms of the RRPP.

The following changes to the TESP are recommended:

- i. contribution rate;
- ii. exclusion of service attributable to pensions transferred in from another employer pension plan;
- iii. immediate vesting;

- iv. removal of a separate grow-in clause.

There are also some minor amendments to clarify language.

The TESP document is attached with the changes indicated. The key changes are described in more detail below, with the relevant sections indicated beside each heading.

Contribution Rate (Section 4.1)

On January 1, 2012, the RRPP was amended to increase the contribution rate to:

- i. 9.5% of the part thereof which is below the year's basic exemption as prescribed by the Canada Pension Plan;
- AND
- ii. 7.4% of the part thereof which is between the year's basic exemption and the YMPE;
- AND
- iii. 9.5% of the part thereof which is in excess of the YMPE

These revised contribution rates are now reflected in the TESP.

Other references to the Canada Pension Plan (CPP) in this section have been removed to correspond to the same changes made to the RRPP.

Transferred In Service (Section 5.1)

In 2013 the RRPP was amended to allow for members to transfer in pension funds from another registered employer plan. As there is no mechanism to allow for transfers in to a non-registered plan such as the TESP, Section 5.1 has been amended to exclude these types of transfers when calculating the benefit payable from the TESP.

Immediate Vesting (Section 5.1)

In July, 2012 the Pensions & Benefits Act (PBA) was amended to eliminate the requirement for 2 years of plan service prior to vesting. This change is reflected in the amendment to the final paragraph in section 5.1 deleting this requirement.

Grow-in Provisions (Section 8.1)

The PBA provisions with respect to grow-in rights were amended in July, 2012 to reduce the penalty for early retirement benefits where a member is involuntarily terminated and their age + service is greater than 55 points. The proposed amendments to Section 8.1 remove the reference to grow-in as it now applies to more events than was previously the case and a separate clause is not necessary given the broad language used in Section 5.

Language Clarifications

The plan text was effective January 1, 2006 and some minor language clarifications are required. None of these changes impact the pensions payable to members. The affected sections are 5.5 and 8.1.

BACKGROUND: Most of these changes were as a result of pension reform measures tabled in the March 2012 provincial budget and the RRPP was subsequently amended. A complete review of the TESP document was performed by Willis Towers Watson during the plan governance exercise to ensure that the RRPP and TESP are aligned.

COMMUNICATIONS STRATEGY: Plan members were notified of the immediate vesting change. Members affected by grow-in will be notified if applicable.

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date April 20, 2017

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date April 20, 2017

**THE TOTAL EARNINGS SUPPLEMENTAL PLAN
FOR EMPLOYEES OF RYERSON UNIVERSITY
(AMENDED AND RESTATED EFFECTIVE JANUARY 1, 2012)**

1. PURPOSE

This *Total Earnings Supplemental Plan for Employees of Ryerson University* (Supplemental Plan) was established effective January 1, 2006 to provide supplemental retirement income for employees of Ryerson University (Ryerson) who participate in the Ryerson Retirement Pension Plan (Pension Plan) and whose benefits under the Pension Plan are restricted by the limits imposed under the Income Tax Act (ITA).

This Supplemental Plan applies to all eligible employees who retire, die or otherwise terminate employment on or after January 1, 2006. This Supplemental Plan also assumes the obligation to provide certain supplemental retirement benefits payable on and after January 1, 2006 for or in respect of certain former employees of Ryerson who retired, died or terminated employment prior to January 1, 2006 and who are receiving a supplemental retirement benefit, or in respect of whom a supplemental retirement benefit is being paid as of January 1, 2006.

The Supplemental Plan is hereby amended and restated effective January 1, 2012. This amendment and restatement shall apply to the determination of benefits to eligible employees who retire, die or otherwise terminate employment on or after January 1, 2012.

2. DEFINITIONS

The definitions contained in the Ryerson Retirement Pension Plan are incorporated into this Supplemental Plan, except as specifically modified or stated otherwise herein. In addition, the following definitions shall apply:

"Actuary" means the Actuary so appointed under the Pension Plan.

"Board" means the Board of Governors of Ryerson University.

"Commuted Value" means, in relation to a benefit that a person has a present or future entitlement to receive, a lump sum amount which is the actuarial present value of such benefit computed using the same factors as those that are applied to determine the commuted value of any benefit payable from the Pension Plan and without making any adjustment for income tax which may be levied on the lump sum benefit.

"Effective Date" means January 1, 2006.

"Funding Agent" means the trust company, individual trustees or insurance company appointed by Ryerson pursuant to Section 6.1 for the purpose of holding and administering the RCA Trust Fund.

"ITA" means the Income Tax Act (Canada) and any applicable provincial Income Tax Act, together with any relevant regulations and rules thereunder, as they may be amended from time to time.

"Member" means a person who is entitled to receive a benefit under the Supplemental Plan or who may be entitled to receive a benefit under the Supplemental Plan following termination of employment with Ryerson. **"Active Member"** means an employee of Ryerson who is a member of the Pension Plan. **"Deferred Member"** means a person who is no longer an employee of Ryerson and who is entitled to receive a deferred Supplemental Benefit pursuant to Section 5.3. **"Retired Member"** means a person who is no longer an employee of Ryerson and who is receiving a periodic Supplemental Benefit.

"Pension" of a Member means the lifetime pension payable to a Member, or in respect of a Member under the Pension Plan.

"Pension Plan" means the Ryerson Retirement Pension Plan as amended from time to time.

"RCA Trust Fund" means the retirement compensation arrangement trust fund established by Ryerson University for the Supplemental Plan.

"Ryerson" means Ryerson University.

"Supplemental Benefit" means any benefit payable under the provisions of the Supplemental Plan.

"Supplemental Plan" means the plan set forth in this document and known as the Total Earnings Supplemental Plan for Employees of Ryerson University, as it may be amended from time to time.

3. SUPPLEMENTAL BENEFIT PAYABLE

Subject to the exclusions in Section 5.1, a Supplemental Benefit shall be payable under this Supplemental Plan to or in respect of a Member if:

- (a) the Member retires, dies or otherwise terminates active participation in the Pension Plan;
- (b) a benefit is payable under the Pension Plan to or in respect of the Member; and
- (c) the amount of the benefit payable under the Pension Plan in respect of the Member is limited due to the maximum lifetime pension permitted under the ITA to be paid from a registered pension plan.

The amount and form of the Supplemental Benefit shall be determined pursuant to Article 5.

4. FUNDING

4.1. MEMBER CONTRIBUTIONS

Every Member of the Supplemental Plan ~~who contributes or has contributed to the Canada Pension Plan during a Plan Year and~~ who contributes to the Pension Plan or is deemed to contribute to the Pension Plan during a Plan Year shall contribute to the RCA Trust Fund from the Member's Salary for the Plan Year:

- (i) ~~89.5~~89.5% of the part thereof which is below the year's basic exemption as prescribed by the Canada Pension Plan;

AND

- (ii) ~~6.27.4~~6.27.4% of the part thereof which is between the year's basic exemption and the YMPE;

AND

- (iii) **89.5%** of the part thereof which is in excess of the YMPE;

LESS

- (iv) any contribution the Member makes to the Pension Plan.

~~Every Member of the Supplemental Plan who does not contribute or has not contributed to the Canada Pension Plan during a Plan Year and who contributes to the Pension Plan or is deemed to contribute to the Pension Plan during a Plan Year shall contribute to the RCA Trust Fund 8% of the Member's Salary for the Plan Year, **LESS** any contribution the Member makes to the Pension Plan. as provided in sub-paragraphs (1), (ii), (iii), (iv).~~

If a Notional Pensionable Salary has been designated under the terms of the Pension Plan in respect of the Member, the contributions as provided above shall be based upon such Notional Pensionable Salary.

Ryerson shall deduct, or cause to be deducted, from the Salary of a Member in each pay period after the Member has reached the maximum contribution level under the Pension Plan for the Plan Year, the contribution payable by the Member as provided above, unless Ryerson in its discretion, shall elect to make such contribution to the RCA Trust Fund on behalf of the Member who is a faculty member in receipt of benefits under the long-term disability plan sponsored by Ryerson, in which case no such deduction shall be made.

Member contributions will be made in accordance with the Supplemental Plan. All Member contributions shall be remitted by Ryerson to the Funding Agent and the Canada Revenue Agency in accordance with the ITA.

4.2. OTHER MEMBER CONTRIBUTIONS

If a Member contributes to the Pension Plan for other periods of service, as provided in Section 4.02 of the Pension Plan, excluding periods provided under Section 4.02(h) and Section 4.02(i), the amount of the Member contribution to the RCA Trust Fund for such other period of service shall be calculated as provided in Section 4.02 of the Pension Plan, without regard for the ITA limits, less the contribution the Member makes to the Pension Plan.

4.3. RYERSON CONTRIBUTIONS

Ryerson shall make contributions to the RCA Trust Fund from time to time in such amounts as it may determine at its sole discretion, based on information provided by the Actuary. In respect of any Plan Year, such contributions shall not be less than Member contributions for the Plan Year, as provided in Section 4.1 and Section 4.2 above.

4.4 REFUNDABLE TAX

Ryerson shall remit to the Canada Revenue Agency ("CRA") such portion of its contributions and of the contributions of Members as is required for purposes of the refundable tax under the retirement compensation arrangement provisions of the ITA.

4.5 50% RULE

Where a benefit is payable under the Supplemental Plan as a result of the retirement, termination of employment or death of a Member, there shall be refunded, in a lump sum payment, the amount, if positive, by which such Member's contributions to the Pension Plan and the Supplemental Plan made after December 31, 1986, together with Refund Interest thereon, exceed 50% of the Commuted Value of the benefit under the Supplemental Plan plus the benefit under the Pension Plan both accrued after December 31, 1986 and determined at Termination Date **LESS** any such refund paid from the Pension Plan pursuant to its Section 9.06. This Section does not apply to benefits or contributions resulting from the election by a Member to purchase Credited Service under Section 4.02 (h) and Section 4.02 (i) of the Pension Plan. The lump sum amount shall be paid to the Member, or in the case of death, to the Member's Beneficiary or if there is no Beneficiary, to the Member's estate.

4.6 APPLICATION OF SURPLUS

In the event that all required benefit payments under the Supplemental Plan have been fully paid or otherwise fully satisfied, and there are no remaining benefit obligations of the Supplemental Plan to be paid to any person, any remaining assets of the RCA Trust Fund, including the right to any refundable tax held pursuant to the ITA, shall be divided into two equal shares, one share to be paid to Ryerson and the other share divided among the Active Members, Deferred Members, Retired Members and their Beneficiaries and Spouses as appropriate.

5. SUPPLEMENTARY BENEFIT ENTITLEMENTS

5.1. SUPPLEMENTAL BENEFIT FORMULA

A Supplemental Benefit payable under this Supplemental Plan shall be determined as (a) minus (b), if positive, where:

(a) is the benefit calculated under the Pension Plan, without regard to the maximum pension limits imposed by Article 9.07 of the Pension Plan

and

(b) is the benefit payable under the Pension Plan.

In determining the amounts of (a) and (b) the following are to be excluded:

i) Any benefit granted in accordance with Article 4.02 (h) and Article 4.02 (i) of the Pension Plan,

ii) Any benefit attributable to benefits transferred under a reciprocal transfer agreement pursuant to Article 12.01 of the Pension Plan unless an appropriate transfer, as determined by Ryerson, has also been made into the Supplemental Plan, and

iii) Effective July 1, 2013, any benefit attributable to Credited Service purchased pursuant to Article 12.02 of the Pension Plan.

~~Notwithstanding the foregoing, if a Member as of his Termination Date, is not entitled to receive an immediate pension under the Plan, and has not accrued two years of Credited Service nor completed two years of membership in the Pension Plan, such Member shall receive only a refund of Member contributions made to the Supplemental Plan with Refund Interest, including Member contributions under a reciprocal agreement if such contributions have been transferred to the Supplemental Plan.~~

5.2. PAYMENT OF SUPPLEMENTAL BENEFIT ON RETIREMENT

If an Active Member who is eligible under Article 3 retires and is eligible to receive an immediate Pension under the terms of the Pension Plan then the Member is entitled to receive an immediate Supplemental Benefit determined by reference to Section 5.1 payable in the same form and commencing on the same date as the Member's Pension.

5.3. DEFERRED SUPPLEMENTAL BENEFIT ON VESTED TERMINATION

If an Active Member who is eligible under Article 3 terminates employment with Ryerson prior to retirement and is entitled to a deferred Pension under the terms of the Pension Plan, then the Member shall become a Deferred Member entitled to receive a deferred lifetime Supplemental Benefit determined by reference to Section 5.1 and payable in the same form and commencing on the same date as the Member's Pension.

5.4. COMMUTATION OF SUPPLEMENTAL BENEFIT WHEN PENSION COMMUTED

If a Member who is eligible under Article 3 elects or is deemed to elect to commute his Pension, then his Supplemental Benefit shall also be commuted and paid in a lump sum. The lump sum amount shall be determined by reference to Section 5.1 and shall be paid coincident with the payment or transfer of the Commuted Value under the Pension Plan. Upon payment of such Commuted Value the Member shall not be entitled to any further benefit under the Supplemental Plan.

5.5. PAYMENT OF SUPPLEMENTAL BENEFIT ON PRE-RETIREMENT DEATH

If a death benefit is payable under the Pension Plan as a result of the death of an Active or Deferred Member who is eligible under Article 3, then a Supplemental Benefit shall be paid to the person who is entitled to receive the death benefit under the Pension Plan. The amount of such death benefit shall be determined by reference to Section 5.1 and shall be paid in the same form and at the same time as the benefit under the Pension Plan. If paid as a lump sum, such lump sum is not eligible to be transferred directly into a registered retirement savings vehicle.

5.6 COMMUTATION OF SMALL SUPPLEMENTAL BENEFIT

If the benefit under the Pension Plan is paid in a single lump sum pursuant to Article 9.04 of the Pension Plan, then the Supplemental Benefit will also be paid in a single lump sum calculated on the same actuarial basis as the benefit under the Pension Plan.

5.7 ADJUSTMENTS TO SUPPLEMENTAL BENEFIT IN PAYMENT

When Ryerson grants an overall increase to Pensions in payment under the Pension Plan to reflect increases in the cost of living as provided in Appendix A of the Pension Plan then Ryerson shall also increase the Supplemental Benefits then in payment under the Supplemental Plan at the same time and by the same percentage.

6. RCA TRUST FUND

6.1. FUNDING MEDIUM

Ryerson shall enter into an agreement (the "Agreement") with the Funding Agent under which the Funding Agent shall receive the contributions of Ryerson and the Members under the Supplemental Plan and deposit them in the RCA Trust Fund to be held, invested, reinvested and distributed by the Funding Agent in accordance with the terms of:

- (i) the Agreement; and
- (ii) the Supplemental Plan.

Ryerson may amend or fully or partially revoke the funding agreement with the Funding Agent, fully or partially revoke any trust governing the RCA

Trust Fund, or remove the Funding Agent and appoint an additional and/or a successor Funding Agent as it may deem appropriate.

6.2. TERMINATION OF AGREEMENT

Any Agreement entered into hereunder may be terminated by Ryerson or by the resignation of the Funding Agent with due notice each to the other as provided in the Agreement, in which case, Ryerson, at its sole discretion, shall enter into a new Agreement with another Funding Agent.

6.3. LIMITATION OF LIABILITY

Neither the Funding Agent nor the Actuary shall be liable in any manner to any Member of the Supplemental Plan, nor to Ryerson, if the RCA Trust Fund is at any time insufficient to provide for the payment of all or any benefits under the Supplemental Plan. Such benefits shall be payable from the RCA Trust Fund and any shortfall shall be payable by Ryerson at the time such payment comes due.

No member of a committee, if one is empowered, or individual who is an employee of Ryerson shall incur any liability in respect of the administration of the Supplemental Plan or for anything done or omitted to be done by him, except for his own willful misconduct, gross negligence or bad faith.

Ryerson hereby agrees to indemnify any such committee and each member thereof and any such employee of Ryerson against, and agrees to hold them and each of the them free and harmless from any costs, expense, claim, cause of action or other liability which may be asserted against or be incurred by or be recovered from them or any of them in connection with the administration of the Supplemental Plan, including without limitation, any loss, costs, expense (including reasonable legal expense), disbursement, or other damage arising out of any action or omission by them or any of them in the course of their duties of administration. Such indemnification shall not apply to any claim in respect of which it is determined by a court of competent jurisdiction (from which no appeal has been taken within the time prescribed by law) that the members of the committee or any of them or such employee of Ryerson have been guilty of willful misconduct or gross negligence or acted in bad faith. No bond or other security shall be required.

6.4. NOT IN LIEU OF SALARY OR WAGES

Any contributions made by Ryerson to the RCA Trust, or any pension benefits payable under the Supplemental Plan shall be in addition to and shall not be on account of or in lieu of any salary, wage, bonus or other compensation for current, future or past service rendered by the Member.

6.5. NATURE OF THE SUPPLEMENTAL PLAN

It is intended that the prefunding of the Supplemental Plan shall establish a "retirement compensation arrangement" as that term is defined in the ITA from time to time and shall not be deemed to be a "salary deferral arrangement", a "pension plan", a "retiring allowance" or any "employee trust" pursuant to the ITA, nor a "pension plan" pursuant to the Pension Benefits Act of Ontario.

6.6. RCA TRUST FUND INVESTMENTS

Ryerson shall develop an investment policy with respect to the investment of the assets held by the RCA Trust Fund.

6.7. FEES AND EXPENSES

The fees and expenses incurred in the establishment and/or administration of the Supplemental Plan and the RCA Trust Fund shall be paid out of the RCA Trust Fund to the extent that Ryerson, in its sole discretion, decides that such fees and expenses shall not be paid by Ryerson directly. Notwithstanding the foregoing, at its discretion Ryerson may be reimbursed from the RCA Trust Fund for any fees and expenses it pays or incurs in relation to the establishment and/or administration of the Supplemental Plan and the RCA Trust Fund.

7. ADMINISTRATION

7.1. POWERS OF ADMINISTRATION

Ryerson shall be responsible for the overall operation and administration of the Supplemental Plan. The Board shall enter into an agreement with the Funding Agency and any other party as determined by the Board, to administer the Supplemental Plan and/or the RCA Trust Fund. Subject to the limitations of the Supplemental Plan, the Funding Agency, any such other party, and Ryerson from time to time shall establish rules for the

administration of the Supplemental Plan and the transaction of business. The determination of Ryerson as to any disputed question shall be conclusive.

As an aid to Ryerson in adopting tables and in fixing the rates of contributions payable to the Supplemental Plan, the Actuary designated by the Board shall provide such information as Ryerson may request from time to time, with respect to the contingent assets and liabilities of the Supplemental Plan. Such party as designated by the Board shall maintain accounts showing the fiscal transactions of the Supplemental Plan, and shall keep in convenient form such data as may be necessary for the proper administration of the Plan.

7.2. DELEGATION

Ryerson may delegate any or all of its powers, rights, authorities and duties of administration of the Supplemental Plan to an individual or individuals, a corporation and/or a committee (established by, and with such authority as determined by, the Board), as in its discretion it deems necessary or appropriate.

7.3. MARRIAGE BREAKDOWN

When an order from a court of competent jurisdiction or a valid domestic contract requiring division of a Member's benefits under the Supplemental Plan due to breakdown of marriage or dissolution of a common-law relationship has been received by Ryerson, such division shall be made in accordance with such order or contract, as determined by Ryerson and subject to any requirements prescribed under any applicable legislation. Any necessary adjustments shall be made to the Member's benefit entitlement. However, no order or domestic contract shall give a Member's Spouse greater rights to payment of a benefit under the Supplemental Plan at any time than the Member would have under the Supplemental Plan at such time.

8. MISCELLANEOUS

8.1. AMENDMENT AND TERMINATION

Ryerson shall have the right at any time and from time to time, to amend, modify or terminate the Supplemental Plan in part or in full, including merging the Supplemental Plan with another plan or transferring the assets of

the Supplemental Plan to another plan; provided, however, that no such amendment, modification or termination of the Supplemental Plan shall operate to reduce the aggregate of the benefits ~~as outlined in the Plan~~ which have accrued to a Member or other persons entitled to benefits under the Supplemental Plan and the Pension Plan prior to the date of such amendment, without the consent of such Member or the Member's survivors as the case may be.

~~If the Pension Plan is terminated and wound up, then any entitlements determined under the Supplemental Plan by reference to Section 5.1 shall be determined as if the grow-in rules which apply to the Pension Plan under the Ontario Pension Benefits Act also apply to the determination of benefits by reference to Section 5.1.~~

Upon termination of the Supplemental Plan, Ryerson shall settle any obligations and pay any benefits owed under the Supplemental Plan to the Member, Spouse or Beneficiary, as the case may be, out of the RCA Trust Fund, in such manner as determined by Ryerson, subject to the Income Tax Act. To the extent that the assets in the RCA Trust Fund are not sufficient to pay in full such benefits and obligations, Ryerson may, in its discretion, make reasonable alternative arrangements for such payment.

8.2. NO ALIENATION OF BENEFITS

The benefits under the Supplemental Plan shall not be subject to anticipation, encumbrance, execution, seizure or attachment except to the extent permitted by law. Any transaction purporting to assign, charge or give as security any benefit payable under the Supplemental Plan is void.

8.3. NO ENLARGEMENT OF EMPLOYMENT RIGHTS

The establishment and maintenance of the Supplemental Plan shall not be construed as conferring any legal rights upon any person to the continuation of his or her employment with Ryerson nor will the Supplemental Plan interfere with the rights of Ryerson to discharge any employee. Nothing contained herein shall be construed as conferring upon the Member the right to continue in the employ of Ryerson in any capacity.

8.4. SEVERABILITY

If any provision of the Supplemental Plan is determined to be void or unenforceable in whole or in part, such determination shall not affect the validity or enforcement of any other provision or any remaining, unaffected portion of the provision.

8.5. SUCCESSORS AND ASSIGNS

The Supplemental Plan shall be binding upon any permitted successors (including by amalgamation or consolidation with another organization) or assigns of Ryerson.

8.6. GOVERNING LAW

The Supplemental Plan shall be construed in accordance with and governed by the laws of the Province of Ontario.

**THE TOTAL EARNINGS SUPPLEMENTAL PLAN
FOR EMPLOYEES OF RYERSON UNIVERSITY
(AMENDED AND RESTATED EFFECTIVE JANUARY 1, 2012)**

1. PURPOSE

This *Total Earnings Supplemental Plan for Employees of Ryerson University* (Supplemental Plan) was established effective January 1, 2006 to provide supplemental retirement income for employees of Ryerson University (Ryerson) who participate in the Ryerson Retirement Pension Plan (Pension Plan) and whose benefits under the Pension Plan are restricted by the limits imposed under the Income Tax Act (ITA).

This Supplemental Plan applies to all eligible employees who retire, die or otherwise terminate employment on or after January 1, 2006. This Supplemental Plan also assumes the obligation to provide certain supplemental retirement benefits payable on and after January 1, 2006 for or in respect of certain former employees of Ryerson who retired, died or terminated employment prior to January 1, 2006 and who are receiving a supplemental retirement benefit, or in respect of whom a supplemental retirement benefit is being paid as of January 1, 2006.

The Supplemental Plan is hereby amended and restated effective January 1, 2012. This amendment and restatement shall apply to the determination of benefits to eligible employees who retire, die or otherwise terminate employment on or after January 1, 2012.

2. DEFINITIONS

The definitions contained in the Ryerson Retirement Pension Plan are incorporated into this Supplemental Plan, except as specifically modified or stated otherwise herein. In addition, the following definitions shall apply:

"Actuary" means the Actuary so appointed under the Pension Plan.

"Board" means the Board of Governors of Ryerson University.

"Commuted Value" means, in relation to a benefit that a person has a present or future entitlement to receive, a lump sum amount which is the actuarial present value of such benefit computed using the same factors as those that are applied to determine the commuted value of any benefit payable from the Pension Plan and without making any adjustment for income tax which may be levied on the lump sum benefit.

"Effective Date" means January 1, 2006.

"Funding Agent" means the trust company, individual trustees or insurance company appointed by Ryerson pursuant to Section 6.1 for the purpose of holding and administering the RCA Trust Fund.

"ITA" means the Income Tax Act (Canada) and any applicable provincial Income Tax Act, together with any relevant regulations and rules thereunder, as they may be amended from time to time.

"Member" means a person who is entitled to receive a benefit under the Supplemental Plan or who may be entitled to receive a benefit under the Supplemental Plan following termination of employment with Ryerson. **"Active Member"** means an employee of Ryerson who is a member of the Pension Plan. **"Deferred Member"** means a person who is no longer an employee of Ryerson and who is entitled to receive a deferred Supplemental Benefit pursuant to Section 5.3. **"Retired Member"** means a person who is no longer an employee of Ryerson and who is receiving a periodic Supplemental Benefit.

"Pension" of a Member means the lifetime pension payable to a Member, or in respect of a Member under the Pension Plan.

"Pension Plan" means the Ryerson Retirement Pension Plan as amended from time to time.

"RCA Trust Fund" means the retirement compensation arrangement trust fund established by Ryerson University for the Supplemental Plan.

"Ryerson" means Ryerson University.

"Supplemental Benefit" means any benefit payable under the provisions of the Supplemental Plan.

"Supplemental Plan" means the plan set forth in this document and known as the Total Earnings Supplemental Plan for Employees of Ryerson University, as it may be amended from time to time.

3. SUPPLEMENTAL BENEFIT PAYABLE

Subject to the exclusions in Section 5.1, a Supplemental Benefit shall be payable under this Supplemental Plan to or in respect of a Member if:

- (a) the Member retires, dies or otherwise terminates active participation in the Pension Plan;
- (b) a benefit is payable under the Pension Plan to or in respect of the Member; and
- (c) the amount of the benefit payable under the Pension Plan in respect of the Member is limited due to the maximum lifetime pension permitted under the ITA to be paid from a registered pension plan.

The amount and form of the Supplemental Benefit shall be determined pursuant to Article 5.

4. FUNDING

4.1. MEMBER CONTRIBUTIONS

Every Member of the Supplemental Plan who contributes to the Pension Plan or is deemed to contribute to the Pension Plan during a Plan Year shall contribute to the RCA Trust Fund from the Member's Salary for the Plan Year:

- (i) 9.5% of the part thereof which is below the year's basic exemption as prescribed by the Canada Pension Plan;

AND

- (ii) 7.4% of the part thereof which is between the year's basic exemption and the YMPE;

AND

(iii) 9.5% of the part thereof which is in excess of the YMPE;

LESS

(iv) any contribution the Member makes to the Pension Plan.

If a Notional Pensionable Salary has been designated under the terms of the Pension Plan in respect of the Member, the contributions as provided above shall be based upon such Notional Pensionable Salary.

Ryerson shall deduct, or cause to be deducted, from the Salary of a Member in each pay period after the Member has reached the maximum contribution level under the Pension Plan for the Plan Year, the contribution payable by the Member as provided above, unless Ryerson in its discretion, shall elect to make such contribution to the RCA Trust Fund on behalf of the Member who is a faculty member in receipt of benefits under the long-term disability plan sponsored by Ryerson, in which case no such deduction shall be made.

Member contributions will be made in accordance with the Supplemental Plan. All Member contributions shall be remitted by Ryerson to the Funding Agent and the Canada Revenue Agency in accordance with the ITA.

4.2. OTHER MEMBER CONTRIBUTIONS

If a Member contributes to the Pension Plan for other periods of service, as provided in Section 4.02 of the Pension Plan, excluding periods provided under Section 4.02(h) and Section 4.02(i), the amount of the Member contribution to the RCA Trust Fund for such other period of service shall be calculated as provided in Section 4.02 of the Pension Plan, without regard for the ITA limits, less the contribution the Member makes to the Pension Plan.

4.3. RYERSON CONTRIBUTIONS

Ryerson shall make contributions to the RCA Trust Fund from time to time in such amounts as it may determine at its sole discretion, based on information provided by the Actuary. In respect of any Plan Year, such contributions shall not be less than Member contributions for the Plan Year, as provided in Section 4.1 and Section 4.2 above.

4.4 REFUNDABLE TAX

Ryerson shall remit to the Canada Revenue Agency ("CRA") such portion of its contributions and of the contributions of Members as is required for purposes of the refundable tax under the retirement compensation arrangement provisions of the ITA.

4.5 50% RULE

Where a benefit is payable under the Supplemental Plan as a result of the retirement, termination of employment or death of a Member, there shall be refunded, in a lump sum payment, the amount, if positive, by which such Member's contributions to the Pension Plan and the Supplemental Plan made after December 31, 1986, together with Refund Interest thereon, exceed 50% of the Commuted Value of the benefit under the Supplemental Plan plus the benefit under the Pension Plan both accrued after December 31, 1986 and determined at Termination Date **LESS** any such refund paid from the Pension Plan pursuant to its Section 9.06. This Section does not apply to benefits or contributions resulting from the election by a Member to purchase Credited Service under Section 4.02 (h) and Section 4.02 (i) of the Pension Plan. The lump sum amount shall be paid to the Member, or in the case of death, to the Member's Beneficiary or if there is no Beneficiary, to the Member's estate.

4.6 APPLICATION OF SURPLUS

In the event that all required benefit payments under the Supplemental Plan have been fully paid or otherwise fully satisfied, and there are no remaining benefit obligations of the Supplemental Plan to be paid to any person, any remaining assets of the RCA Trust Fund, including the right to any refundable tax held pursuant to the ITA, shall be divided into two equal shares, one share to be paid to Ryerson and the other share divided among

the Active Members, Deferred Members, Retired Members and their Beneficiaries and Spouses as appropriate.

5. SUPPLEMENTARY BENEFIT ENTITLEMENTS

5.1. SUPPLEMENTAL BENEFIT FORMULA

A Supplemental Benefit payable under this Supplemental Plan shall be determined as (a) minus (b), if positive, where:

(a) is the benefit calculated under the Pension Plan, without regard to the maximum pension limits imposed by Article 9.07 of the Pension Plan

and

(b) is the benefit payable under the Pension Plan.

In determining the amounts of (a) and (b) the following are to be excluded:

- i) Any benefit granted in accordance with Article 4.02 (h) and Article 4.02 (i) of the Pension Plan,
- ii) Any benefit attributable to benefits transferred under a reciprocal transfer agreement pursuant to Article 12.01 of the Pension Plan unless an appropriate transfer, as determined by Ryerson, has also been made into the Supplemental Plan, and
- iii) Effective July 1, 2013, any benefit attributable to Credited Service purchased pursuant to Article 12.02 of the Pension Plan.

5.2. PAYMENT OF SUPPLEMENTAL BENEFIT ON RETIREMENT

If an Active Member who is eligible under Article 3 retires and is eligible to receive an immediate Pension under the terms of the Pension Plan then the Member is entitled to receive an immediate Supplemental Benefit determined

by reference to Section 5.1 payable in the same form and commencing on the same date as the Member's Pension.

5.3. DEFERRED SUPPLEMENTAL BENEFIT ON VESTED TERMINATION

If an Active Member who is eligible under Article 3 terminates employment with Ryerson prior to retirement and is entitled to a deferred Pension under the terms of the Pension Plan, then the Member shall become a Deferred Member entitled to receive a deferred lifetime Supplemental Benefit determined by reference to Section 5.1 and payable in the same form and commencing on the same date as the Member's Pension.

5.4. COMMUTATION OF SUPPLEMENTAL BENEFIT WHEN PENSION COMMUTED

If a Member who is eligible under Article 3 elects or is deemed to elect to commute his Pension, then his Supplemental Benefit shall also be commuted and paid in a lump sum. The lump sum amount shall be determined by reference to Section 5.1 and shall be paid coincident with the payment or transfer of the Commuted Value under the Pension Plan. Upon payment of such Commuted Value the Member shall not be entitled to any further benefit under the Supplemental Plan.

5.5. PAYMENT OF SUPPLEMENTAL BENEFIT ON PRE-RETIREMENT DEATH

If a death benefit is payable under the Pension Plan as a result of the death of an Active or Deferred Member who is eligible under Article 3, then a Supplemental Benefit shall be paid to the person who is entitled to receive the death benefit under the Pension Plan. The amount of such death benefit shall be determined by reference to Section 5.1 and shall be paid in the same form and at the same time as the benefit under the Pension Plan. If paid as a lump sum, such lump sum is not eligible to be transferred directly into a registered retirement savings vehicle.

5.6. COMMUTATION OF SMALL SUPPLEMENTAL BENEFIT

If the benefit under the Pension Plan is paid in a single lump sum pursuant to Article 9.04 of the Pension Plan, then the Supplemental Benefit will also be paid in a single lump sum calculated on the same actuarial basis as the benefit under the Pension Plan.

5.7 ADJUSTMENTS TO SUPPLEMENTAL BENEFIT IN PAYMENT

When Ryerson grants an overall increase to Pensions in payment under the Pension Plan to reflect increases in the cost of living as provided in Appendix A of the Pension Plan then Ryerson shall also increase the Supplemental Benefits then in payment under the Supplemental Plan at the same time and by the same percentage.

6. RCA TRUST FUND

6.1. FUNDING MEDIUM

Ryerson shall enter into an agreement (the "Agreement") with the Funding Agent under which the Funding Agent shall receive the contributions of Ryerson and the Members under the Supplemental Plan and deposit them in the RCA Trust Fund to be held, invested, reinvested and distributed by the Funding Agent in accordance with the terms of:

- (i) the Agreement; and
- (ii) the Supplemental Plan.

Ryerson may amend or fully or partially revoke the funding agreement with the Funding Agent, fully or partially revoke any trust governing the RCA Trust Fund, or remove the Funding Agent and appoint an additional and/or a successor Funding Agent as it may deem appropriate.

6.2. TERMINATION OF AGREEMENT

Any Agreement entered into hereunder may be terminated by Ryerson or by the resignation of the Funding Agent with due notice each to the other as provided in the Agreement, in which case, Ryerson, at its sole discretion, shall enter into a new Agreement with another Funding Agent.

6.3. LIMITATION OF LIABILITY

Neither the Funding Agent nor the Actuary shall be liable in any manner to any Member of the Supplemental Plan, nor to Ryerson, if the RCA Trust Fund is at any time insufficient to provide for the payment of all or any benefits under the Supplemental Plan. Such benefits shall be payable from the RCA Trust Fund and any shortfall shall be payable by Ryerson at the time such payment comes due.

No member of a committee, if one is empowered, or individual who is an employee of Ryerson shall incur any liability in respect of the administration of the Supplemental Plan or for anything done or omitted to be done by him, except for his own willful misconduct, gross negligence or bad faith.

Ryerson hereby agrees to indemnify any such committee and each member thereof and any such employee of Ryerson against, and agrees to hold them and each of the them free and harmless from any costs, expense, claim, cause of action or other liability which may be asserted against or be incurred by or be recovered from them or any of them in connection with the administration of the Supplemental Plan, including without limitation, any loss, costs, expense (including reasonable legal expense), disbursement, or other damage arising out of any action or omission by them or any of them in the course of their duties of administration. Such indemnification shall not apply to any claim in respect of which it is determined by a court of competent jurisdiction (from which no appeal has been taken within the time prescribed by law) that the members of the committee or any of them or such employee of Ryerson have been guilty of willful misconduct or gross negligence or acted in bad faith. No bond or other security shall be required.

6.4. NOT IN LIEU OF SALARY OR WAGES

Any contributions made by Ryerson to the RCA Trust, or any pension benefits payable under the Supplemental Plan shall be in addition to and shall not be on account of or in lieu of any salary, wage, bonus or other compensation for current, future or past service rendered by the Member.

6.5. NATURE OF THE SUPPLEMENTAL PLAN

It is intended that the prefunding of the Supplemental Plan shall establish a "retirement compensation arrangement" as that term is defined in the ITA from time to time and shall not be deemed to be a "salary deferral arrangement", a "pension plan", a "retiring allowance" or any "employee trust" pursuant to the ITA, nor a "pension plan" pursuant to the Pension Benefits Act of Ontario.

6.6. RCA TRUST FUND INVESTMENTS

Ryerson shall develop an investment policy with respect to the investment of the assets held by the RCA Trust Fund.

6.7. FEES AND EXPENSES

The fees and expenses incurred in the establishment and/or administration of the Supplemental Plan and the RCA Trust Fund shall be paid out of the RCA Trust Fund to the extent that Ryerson, in its sole discretion, decides that such fees and expenses shall not be paid by Ryerson directly. Notwithstanding the foregoing, at its discretion Ryerson may be reimbursed from the RCA Trust Fund for any fees and expenses it pays or incurs in relation to the establishment and/or administration of the Supplemental Plan and the RCA Trust Fund.

7. ADMINISTRATION

7.1. POWERS OF ADMINISTRATION

Ryerson shall be responsible for the overall operation and administration of the Supplemental Plan. The Board shall enter into an agreement with the Funding Agency and any other party as determined by the Board, to administer the Supplemental Plan and/or the RCA Trust Fund. Subject to the limitations of the Supplemental Plan, the Funding Agency, any such other party, and Ryerson from time to time shall establish rules for the administration of the Supplemental Plan and the transaction of business. The determination of Ryerson as to any disputed question shall be conclusive.

As an aid to Ryerson in adopting tables and in fixing the rates of contributions payable to the Supplemental Plan, the Actuary designated by the Board shall provide such information as Ryerson may request from time to time, with respect to the contingent assets and liabilities of the Supplemental Plan. Such party as designated by the Board shall maintain accounts showing the fiscal transactions of the Supplemental Plan, and shall keep in convenient form such data as may be necessary for the proper administration of the Plan.

7.2. DELEGATION

Ryerson may delegate any or all of its powers, rights, authorities and duties of administration of the Supplemental Plan to an individual or individuals, a corporation and/or a committee (established by, and with such authority as determined by, the Board), as in its discretion it deems necessary or appropriate.

7.3. MARRIAGE BREAKDOWN

When an order from a court of competent jurisdiction or a valid domestic contract requiring division of a Member's benefits under the Supplemental Plan due to breakdown of marriage or dissolution of a common-law relationship has been received by Ryerson, such division shall be made in accordance with such order or contract, as determined by Ryerson and subject to any requirements prescribed under any applicable legislation. Any necessary adjustments shall be made to the Member's benefit entitlement. However, no order or domestic contract shall give a Member's Spouse greater rights to payment of a benefit under the Supplemental Plan at any time than the Member would have under the Supplemental Plan at such time.

8. MISCELLANEOUS

8.1. AMENDMENT AND TERMINATION

Ryerson shall have the right at any time and from time to time, to amend, modify or terminate the Supplemental Plan in part or in full, including merging the Supplemental Plan with another plan or transferring the assets of the Supplemental Plan to another plan; provided, however, that no such amendment, modification or termination of the Supplemental Plan shall operate to reduce the aggregate of the benefits which have accrued to a Member or other persons entitled to benefits under the Supplemental Plan and the Pension Plan prior to the date of such amendment, without the consent of such Member or the Member's survivors as the case may be.

Upon termination of the Supplemental Plan, Ryerson shall settle any obligations and pay any benefits owed under the Supplemental Plan to the Member, Spouse or Beneficiary, as the case may be, out of the RCA Trust Fund, in such manner as determined by Ryerson, subject to the Income Tax Act. To the extent that the assets in the RCA Trust Fund are not sufficient

to pay in full such benefits and obligations, Ryerson may, in its discretion, make reasonable alternative arrangements for such payment.

8.2. NO ALIENATION OF BENEFITS

The benefits under the Supplemental Plan shall not be subject to anticipation, encumbrance, execution, seizure or attachment except to the extent permitted by law. Any transaction purporting to assign, charge or give as security any benefit payable under the Supplemental Plan is void.

8.3. NO ENLARGEMENT OF EMPLOYMENT RIGHTS

The establishment and maintenance of the Supplemental Plan shall not be construed as conferring any legal rights upon any person to the continuation of his or her employment with Ryerson nor will the Supplemental Plan interfere with the rights of Ryerson to discharge any employee. Nothing contained herein shall be construed as conferring upon the Member the right to continue in the employ of Ryerson in any capacity.

8.4. SEVERABILITY

If any provision of the Supplemental Plan is determined to be void or unenforceable in whole or in part, such determination shall not affect the validity or enforcement of any other provision or any remaining, unaffected portion of the provision.

8.5. SUCCESSORS AND ASSIGNS

The Supplemental Plan shall be binding upon any permitted successors (including by amalgamation or consolidation with another organization) or assigns of Ryerson.

8.6. GOVERNING LAW

The Supplemental Plan shall be construed in accordance with and governed by the laws of the Province of Ontario.

DRAFT RESOLUTION

RE: Ryerson Total Earnings Supplemental Pension Plan Amendments

THAT BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to the Ryerson Total Earnings Supplemental Pension Plan be approved as presented.

April 27, 2017



BOARD OF GOVERNORS
March 30, 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 Thursday, March 30, 2017 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Frazer (Vice Chair), M. Al Zaibak, L. Amleh, J. Austin, M. Lachemi, V. Morton, C. Myers, S. Sinha, S. Lewis, A. Snobar, T. Staffieri, P. Sugiman, R. Traill

Regrets: L. Bloomberg, J. Cockwell, C. Hilken, M. Ien, C. MacDonald, M. Nouser, C. Paisley

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
U. George, Interim Vice President Research and Innovation
J. Grass, Assistant Vice President, University Relations
H. Lane Vetere, Vice Provost Students
M. McEachrane, Interim Executive Director, Office of the Provost and Vice President Academic
S. Fazilat, Assistant Vice-President, Campus Facilities and Capital Projects

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the motion relating to a partnership between Ryerson University and the MPI Group approved on November 24, 2014, be rescinded and notice of rescission be waived.

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

J. Fukakusa reminded Board members about the importance of attending convocation ceremonies and their meaning in the context of the university. J. Fukakusa reported that the Board Secretariat has posted the convocation schedule on the Board Portal and forms for participation will be available in April.

J. Fukakusa thanked Caroline Conrad, Director, of the Ryerson Career Centre for providing the Board with a copy of "Career Compass" and the Faculty of Communication and Design for their publication "FCAD Year End."

J. Fukakusa notified Board members of a time change for the June Board meeting. The meeting will now be held from 4:00 p.m. to 6:00 p.m. on June 29, 2017.

J. Fukakusa reminded Board members that R. Frankle and J. Grass will be conducting communications training for Board members on May 4, 2017 from 4:00 p.m. to 5:30 p.m. in JOR 1410. The training is in response to a Board member's request for guidance on becoming university ambassadors.

J. Fukakusa thanked M. Ien for participating as a keynote speaker at the Ryerson Commerce and Government Students Association Gala on March 23, 2017. J. Fukakusa also congratulated M. Ien on becoming co-host of the Bell-Media show "The Social."

3.2 Approval of the March 30, 2017 Agenda

The agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi mentioned the upcoming convocations and the May 16, 2017 gala dinner for those receiving Honorary Doctorates.

M. Lachemi also reported that Michael Benarroch, the new Provost and Vice President, Academic, will be starting at the University on July 1, 2017 and Steven Liss, Vice President, Research and Innovation will begin at Ryerson at the beginning of April.

M. Lachemi reported that it was U. George's last Board meeting as Interim Vice-President, Research and Innovation and thanked her hard work, commitment and dedication in advancing Ryerson's research agenda over the past year.

M. Lachemi updated Board members on his participation in John Tory's trade mission to India. M. Lachemi reported that the trip was a success and while there his main objectives were to strengthen Ryerson's brand in India, increase student recruitment and build community and business engagement.

M. Lachemi provided a brief update on our Strategic Mandate Agreement submission. He reported that the university had completed extensive community consultations and received very helpful feedback. A working draft is in the process of being reviewed and will be submitted to the Ministry in early April. This will be the start of the negotiation process.

M. Lachemi updated Board members on the successful selection of contractor to install the Sam the Record Man sign on top of the 277 Victoria Street building. The installation should be completed by later in 2017.

M. Lachemi spoke of the university's basketball and volleyball teams and their successes.

M. Lachemi reported that the university had received a gift of 25,000 press photographs from the New York Times Archive to be held at The Ryerson Image Centre.

M. Lachemi spoke of the President's Awards to Champion Excellence (PACE) Fund. With a goal of \$10 million dollars the fund will improved access to post-secondary education and was announced at the President's Installation in 2016. An anonymous donation of \$1 million dollars has recently been received to assist first generation students and aboriginal students. M. Lachemi said he would be reaching out to Board members to assist in finding potential donors.

5. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

C. Evans indicated that his report was in the Board materials and he would be happy to answer any questions arising from his report.

6. REPORT FROM THE SECRETARY

6.1 2017 Board Election Report

J. Shin Doi reported that the Board elections were successfully held from March 6 to March 9, 2017. Victoria Morton, fourth year Media Production student, was re-elected for the 2017/18 year. Neil Muthreja a fourth year Business Technology Management student and Nav Marwah, fourth Business Management student were also elected.

Faculty member Lamya Amleh, was re-elected for another two years. Catherine Ellis, Chair of the History Department was also elected for two years. Administrative staff member Shira Gellman from University Advancement was elected to a two-year term. All new elected Board members will begin their terms on September 1, 2017.

Milan Amini, Commerce 2016, Meghan Rodrigues, Journalism 2003, and Ryan Rodrigues, Business Administration 2003 are the three Alumni candidates who are running the 2017 elections which will be held June 19 to June 30, 2017.

7. DISCUSSION

7.1 REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE

M. Frazer reported that the Executive Committee met on February 28, 2017 and approved the appointment of the Provost and Vice President Academic, Michael Benarroch and the third quarter financial statements on behalf of the Board. Also at that meeting the committee reviewed the highlights of the 2017-18 Budget: Part One - Environmental Scan, Student Enrolment and Budget Principles.

7.2 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that the Finance Committee met on March 23, 2017 and M. Lachemi and P. Stenton provided contextual information for the budget decision that will be made in April; specifically government regulations and their impact on tuition fees. At the same meeting Fiera Capital presented an overview of Ryerson's endowment fund investments.

7.2.1 Budget 2017-18: Part Two - Fees Context

M. Lachemi reported the Fees Context presentation is part of the budget process and that a recommendation for the 2017-18 budget will be brought to the April 27, 2017 Board meeting next month.

P. Stenton gave an overview of 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.

8. REPORT FROM THE INTERIM VICE PRESIDENT RESEARCH AND INNOVATION

U. George presented her year-end report as Interim Vice President Research and Innovation. The portfolio of the OVPRI is quite a diverse funding portfolio. U. George spoke of the tri-council funding wins; where Ryerson was ranked among other Canadian Universities; the number of publications and citations the university had garnered. U. George spoke of notable researchers at Ryerson and the amount of research funding and the number of awards that had been garnered. Centres and institutes are an opportunity for faculty members to collaborate. U. George mentioned board members M. Frazer and S. Sinha are both active on National Institute on Aging. Increasing commercialization and knowledge translation and the inception of regional innovation centres are all part of Ryerson's innovation and research portfolio.

J. Fukakusa thanked U. George on behalf of the Board for her leadership and her continued momentum in the OVPRI portfolio.

M. Lachemi congratulated J. Fukakusa who is one of the YWCA 2017 Women of Distinction Recipients. The gala celebration to honour J. Fukakusa will be held on May 18, 2017 and Board members will be sent invitations shortly.

9. CONSENT AGENDA

9.1 Approval of the January 31, 2017 Minutes

9.2 Fiera Capital Report December 31, 2016

10. FOR INFORMATION

11. TERMINATION



BOARD OF GOVERNORS MEETING

April 27, 2017

AGENDA ITEM: The Higher Education Quality Council of Ontario (“HEQCO”) Reports: Understanding the Sustainability of the Ontario Post-secondary system and its Institutions: A Framework University Sustainability: Signal Data

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY: HEQCO recently published two papers on measuring university sustainability and have asked that University Boards be made aware of the sustainability challenges facing post-secondary institutions.

BACKGROUND: The content of both papers have been summarized below and the two HEQCO papers have been attached for your convenience. The first paper outlines a potential framework for evaluating sustainability and the second paper provides a review of institutional data and metric in this framework. The principles underlying HEQCO’s approach to evaluating sustainability were: 1) it’s more than about money, educational quality and experience matter; 2) the sustainability metrics should be forward looking; and 3) collaboration between institutions and government is required to overcome sustainability challenges since the tools available for sustainable institutions are linked to other policies and practice such as enrolment planning, tuition policy, funding formula, differentiation and institutional autonomy. HEQCO has identified “signal indicators” related to the following areas:

1. Institutional enrolment trends
2. Regional demographic outlook
3. Institutional student demand based on entering averages and applications to registration ratio
4. Financial health with five metrics developed by Ontario university finance officers
5. Proportion of faculty over 65 years of age.

(A copy of the summary table in the second report is attached)

Ryerson does very well on most of the indicators:

- **Recent enrolment change** – Ryerson has the largest percentage change of established universities over 3 years, 5 years and 10 years. This suggests sustained growth.
- **Regional demographic projections** – By virtue of being in the GTA, we will experience the smallest short-term decline (out to 2021) and largest long-term increase (out to 2033 or 2041) in demographics in the Province.
- **Demand outlook** – Ryerson has highest applications to registration ratio in the Province, and is 6th in terms of entering students with secondary school average greater than 75%.

- **Financial Health** – three out of five indicators are above the university system average and one is below average
- **Faculty over 65** – Ryerson has one of the highest proportion of faculty who are over the age of 65. This is argued to increase cost, reduce expenditure flexibility and the opportunities for faculty renewal.

Most of the HEQCO areas of sustainability have been regularly covered in Board of Governors presentations, environmental scan, performance indicators and other documents:

1. **Institutional enrolment trends:** annual Environmental Scan
2. **Regional demographic outlook:** annual Environmental Scan, Board retreat
3. **Institutional student demand:** annual Budget documents, Board retreat
4. **Financial health metrics:** annual Performance indicators
5. **Proportion of faculty over 65 years of age:** not regularly covered.

Table 6: Summary Table —
Signals of Enrolment Demand, Financial Sustainability and Expenditure Challenge

	5 year % change in enrolment	Projected demographic change to 2033	Demand		Financial Health Indicators (out of 5)		% Faculty over 65
			A:R Ratio	Entering Marks \geq 75%	# above system average	# improved over 4 years	
Algoma	29%	-11%	5:1	72%	1	1	n/a
Brock	7%	-1%	6:1	83%	2	5	11%
Carleton	16%	-2%	6:1	87%	5	5	10%
Guelph	9%	1%	7:1	99%	5	5	6%
Lakehead	-5%	-8%	5:1	73%	1	4	9%
Laurentian	0%	-9%	5:1	83%	1	4	11%
McMaster	5%	2%	8:1	100%	5	5	11%
Nipissing	-18%	-6%	6:1	84%	0	1	6%
OCADU	11%	5%	3:1	85%	0	4	11%
Ottawa	8%	-3%	7:1	95%	5	3	10%
UOIT	28%	6%	6:1	76%	2	5	4%
Queen's	14%	2%	7:1	100%	5	5	11%
Ryerson	27%	6%	8:1	95%	3	1	11%
Toronto	14%	5%	6:1	98%	5	5	11%
Trent	6%	0%	6:1	77%	1	4	7%
Waterloo	13%	1%	6:1	100%	5	3	5%
Western	5%	-1%	8:1	100%	5	4	9%
Laurier	10%	1%	7:1	88%	0	2	9%
Windsor	0%	-7%	5:1	83%	0	4	13%
York	-3%	7%	6:1	88%	1	5	16%

COMMUNICATIONS STRATEGY: N/A

APPROVED BY:

P. Stenton, Deputy Provost and Vice Provost University Planning



Understanding the Sustainability of the Ontario Postsecondary System and its Institutions: A Framework

Harvey P. Weingarten, Martin Hicks & Greg Moran
Higher Education Quality Council of Ontario (HEQCO)
July 26, 2016

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We thank several reviewers whose comments and feedback on earlier drafts of this paper improved the manuscript.

Executive Summary

It is a fundamental responsibility and obligation of government and of institutional leaders to assure that postsecondary institutions are sustainable and capable of providing a high quality academic experience.

This paper offers a conceptual framework for examining the sustainability of Ontario's public postsecondary institutions. It discusses the definition of the term "sustainability," how it can be measured and the various tools and strategies available to both institutions and government to meet sustainability risks when they are identified.

Key messages of this analysis:

1. Sustainability is about more than just money. At present, it is easier to talk about financial issues and indicators, but equally important are issues relating to the quality of education and the academic experience institutions can offer.
2. The best sustainability regimes are those that look forward and are designed to predict future challenges. Sustainability analyses based on the current state only, or that look backward in time, are limited beyond serving as indicators of trends over time.
3. Overcoming sustainability challenges is a responsibility of, and requires collaboration between, the government and institutions. The tools available to solve sustainability challenges are inextricably linked to, and influenced by, other policies and practices in the Ontario postsecondary education sector, such as enrollment planning, tuition policies, funding formulas, differentiation and institutional autonomy.

The next steps are to better document the current sustainability risk faced by Ontario postsecondary institutions and to develop in greater detail a suite of strategies, tools and options to eliminate or mitigate sustainability challenges facing the Ontario system and its institutions.

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Introduction

The Deputy Minister of Advanced Education and Skills Development (MAESD) asked the Higher Education Quality Council of Ontario (HEQCO) to initiate an analysis of the sustainability of the Ontario postsecondary system and of the institutions that comprise it. This charge is motivated by the sentiment that a fundamental responsibility of government is to ensure that public institutions are left in at least as good shape at the end of a mandate as at its beginning. The leaders of Ontario's postsecondary institutions, we would argue, carry the same obligation.

This paper begins the sustainability analysis by offering a conceptual framework that will shape future, more data-based analyses. This paper examines a number of questions:

1. Why is sustainability important?
2. What does sustainability mean?
3. How can sustainability be measured?
4. What are best practices for optimizing sustainability?
5. What strategies are available to increase sustainability when an institution is at risk?

The paper concludes by offering a set of recommendations for the continued analysis of sustainability in the Ontario postsecondary system.

Why is sustainability important?

Ontario understands that its higher education institutions – through the students they educate, the discoveries and innovations they produce, the economic return they offer and the communities they support – are the foundation of a modern, knowledge-based economy. In contrast with many other jurisdictions around the world, the higher education system in Ontario is public; there is no private higher education system of a size or scope to provide the higher education needed by Ontario and its citizens. Given the economic and social requirements of a jurisdiction that wants and needs to stay globally competitive, if the Ontario public higher education system does well, the province does well. If the postsecondary system does not perform well, the social and economic consequences to Ontario are drastic. One obvious requirement of a well-functioning postsecondary system is that it, and the institutions within it, are sustainable and therefore have the financial and academic capacities to deliver on the expectations society and students impose on them.

The Board of every Ontario postsecondary institution also expects that as a first order of business, the administration will attend to and maintain the sustainability of the institution.

Government has a particularly significant obligation to assure the sustainability of its public higher education system. Quintessential roles of government are to be responsible stewards of public funds and to ensure the quality of institutions in the public sector. When the sustainability of a public sector is questioned, as is the case now for the Ontario postsecondary system, the government is obliged to act.

An analysis of sustainability has the added feature of tying together the various moving parts of a public higher education system. The higher education sector in Ontario is large and makes a huge contribution to postsecondary education in Canada. Ontario's 44 public postsecondary institutions – 24 colleges and 20 universities – constitute approximately 40% of all higher education enrolments in Canada. The Ontario public postsecondary system is a complex ecosystem and it is sometimes difficult to appreciate the relationship among its various moving parts. A proper sustainability analysis, as will be demonstrated below, forces an examination of some of the most important elements of a postsecondary system – including finances, academic quality, workforce deployment, productivity, labour relations – and how they relate to one another.

What does “sustainability” mean?

System versus institutional sustainability:

One can speak about sustainability of a postsecondary system and/or of the institutions within it. The concepts of “system sustainability” and “institutional sustainability” are inextricably linked. It is impossible to think of a system as being sustainable if the institutions within it are failing or are unsustainable. Equally, just because institutions in a system might be sustainable, it does not mean that the overall system is performing effectively or optimally.¹ One can imagine practices of individual institutions that might improve their individual sustainability, such as opening satellite campuses or predatory recruiting practices that would diminish the overall sustainability of the provincial system. Similarly, a government might adopt policies to improve sustainability that are at a system level, such as changes in system design or consolidation of institutions.

This paper adopts the view that sustainability is a shared responsibility and obligation of both government, that regulates and shapes the system, and the individual institutions that comprise the system. The relevant question, in our view, is what are the respective roles, functions and responsibilities of government and the institutions in ensuring that higher education in Ontario is sustainable.

In previous presentations (Weingarten & Deller, 2010; Weingarten, 2014), we have forwarded the view that the role of government is to articulate the goals or desired outcomes for its public postsecondary system and to fashion a suite of system policies, processes and regulations that assist institutions to best advance towards these desired goals. Government has powerful levers to establish the framework and to provide incentives to maximize system sustainability, such as tuition and enrolment policies, differentiation, funding formulas and to set meaningful reporting regimes. In the event that an institution is identified as being at a sustainability risk, given that these are public institutions, the government also has a role to ensure the Boards develop and implement credible plans for risk mitigation and, in the event that a government does provide emergency funding, it also has a say in the

¹ That said, having every institution in the system resting on a sound and sustainable foundation is not a bad first order goal.

terms and conditions around the use of that funding. The role of the institutions is to work within the system framework and to pursue, within their distinctive academic missions and institutional capacities, practices and operations that allow them to deliver on their academic goals and to maximize their contribution to their specific constituencies and the overall system.

The critical point here is that sustainability requires cooperation, collaboration and alignment between government and the institutions. There should be clarity between the two parties as to their respective roles and responsibilities. It means that governments must have the expertise and capacity to appreciate the implications of their actions and policies on institutions. Similarly, institutions need to appreciate and respect the legitimate role of government in stewardship of the public higher education system. This means finding the right balance in Ontario between institutional autonomy and public accountability. In our view, Ontario would benefit from more clarity on these foundational questions.

Consistent with the argument above, various parts of this paper speak to government's role and issues regarding sustainability, institutional roles and issues regarding sustainability, and how the two may intersect.

Sustainability as a strict financial concept:

In its starkest and simplest form, sustainability means that an institution's revenues and expenditures are in balance. An obvious sign of unsustainability is when an institution runs out of cash to support an upcoming expense, e.g., to meet an impending loan payment or to fund a payroll run. In the private sector, this is when one declares bankruptcy or insolvency.

In broad terms, the main sources of revenues and expenses in the Ontario postsecondary system are well understood.

The two dominant sources of revenue are provincial grant and tuition. These two sources collectively represent approximately 85% of university and 72% of college operating funds.² Institutions do not have direct or sole control over these predominant revenue sources. The provincial government determines the grant and also the parameters for acceptable tuition or tuition changes.

Institutions have sources of revenue beyond grant and tuition. There is the revenue from ancillary operations – such as residences, food services, parking, bookstore sales, etc. – but this revenue usually covers or supports the particular function or area from which the revenue is derived. Typically, there is no “profit” from ancillary operations that is available for general revenue. (In fact, institutions are often pleased when they do not need to draw operating funds to supplement or support ancillary operations.) There is revenue from research grants but these are trust funds that can only be used for the particular research program or project for which they were obtained; they cannot be directed to other operating purposes. There is revenue to support the indirect costs of research, which is more fungible than research grants but these are inadequate to fund the true indirect costs of research (in Canada, doing

² University and college financial data are from 2014-15 and are from the Council of Ontario Universities, Council of Finance Officers (COFO) for universities and the MAEDS for colleges. Provincial grants and tuition as a share of revenues are based on operating revenues for universities and total revenues for colleges.

research is a losing financial proposition) and there are constraints and restrictions on how these funds can be used. There is revenue from fundraising and return on endowments: these sources represent a small percentage of operating revenue, no more than 5% for universities and less for colleges. In most cases, these funds are also restricted and can only be used for the purposes for which they were secured originally. Postsecondary institutions have other significant assets, especially capital holdings, but these are not easily convertible into cash.

The dominant expenses of Ontario's postsecondary institutions, as they are for other public sectors, are salaries plus benefits. These represent approximately 76% of university and 63% of college operating expenses.³ Salaries and benefits are typically negotiated and subject to collective agreements. In universities, some of this salary commitment (approximately 41% of operating⁴) represents immutable long-term commitments to the tenured faculty complement. Although college faculty are not tenured, they are also protected to a degree from dismissal or redeployment by their collective agreements. Other salary lines, to staff, sessional instructors, etc. can be adjusted by the institution to respond to economic constraints. The other dominant operating expense is utilities, materials and supplies.

In extreme cases, an institution finds itself with insufficient revenue to meet expenses within the current fiscal year, prompting a request to government for emergency funding. In most cases, however, this sustainability failure is predictable in advance because many of the annual expenses and revenues can be reasonably foreseen since they are embedded in multi-year agreements (e.g., multi-year salary settlements) or because key revenue drivers like enrolments do not change dramatically from one year to the next.

Sustainability as both a financial and quality concept:

No Ontario institution has failed to meet a payroll run and none has declared bankruptcy. Yet, there is a strong belief, and many assertions, that the Ontario system and some of its institutions are unsustainable, either currently or will be sometime in the not so distant future. These views, therefore, must be capturing something about sustainability that goes beyond simply the ability to pay the bills. And it does. Our definition of sustainability embeds the view that to keep revenues and expenses in balance, institutions may be using a set of strategies that diminishes academic quality and the educational experience they offer their students. In other words, to maintain financial sustainability, academic sustainability is put at risk. It is possible erosion of academic quality resulting from manoeuvres and strategies institutions are using to meet fiscal pressures that makes the institution unsustainable. These strategies can be anything from hiring freezes (which increase class sizes and student-to-faculty ratios, thereby diminishing student engagement), to a more than desirable amount of teaching being done by non-full-time instructors, to deferred infrastructure renewal or expansion, to reduced services.

³ University financial data are from 2014-15 and are based on data from Council of Ontario Universities, Council of Finance Officers (COFO). College financial data are from 2012-13 and are from Colleges Ontario. Salaries and benefits as a share of expenses are based on operating expenses for universities and total expenses for college.

⁴ Salaries of tenured faculty include full-time faculty members with an academic rank. Benefits for tenured faculty members have been prorated based on their share of salaries and wages for all university staff.

Therefore, sustainability in postsecondary education incorporates both financial and academic issues. In Ontario, the suspected erosion of academic sustainability is contributing as much to sustainability concerns and discussion as are strictly financial issues. For years, many Ontario institutions have had a gap between their revenue and expenses. Ontario institutions have demonstrated remarkable elasticity in adapting to this financial gap. There is a sense, however, that the strategies left to institutions to close the revenue-expense gap is diminishing the quality of the Ontario postsecondary system. This idea was captured most succinctly by a 2013 HEQCO [Expert Panel](#) that reviewed the Strategic Mandate Agreements (SMAs) proposed by the institutions and concluded that “the Ontario was not sustainable if the quality of the system is to be maintained.”⁵

How can sustainability be measured?

As noted above, sustainability is both a financial and a quality construct. It is easiest to think about measures of financial instability (as discussed below) and these are a good starting point for a sustainability analysis of any particular institution. The province has already adopted some indicators, drawn from financial statements released by the institutions (see below) that provide some clue as to the financial sustainability of the institution.

But a sustainability analysis is incomplete without consideration of the quality of an institution; in particular, is an institution using tools and strategies to meet financial obligations that are diminishing, or will diminish, the quality of the academic experience to an unacceptable level? It is on this assessment of sustainability of academic mission where things get murky. There is less clarity and consensus about what these quality indicators might be. What is an unacceptable student-to-faculty ratio? How low can National Survey of Student Engagement (NSSE) scores be before they are deemed to be unacceptable? What is an unacceptable graduation rate? At present, there are no answers to these questions. At HEQCO, we have forwarded the argument that quality reflects adequate achievement of defined learning outcomes, but even this approach begs the question of what is “adequate.” One sensible view is that while a threshold for unacceptable quality cannot be identified, academic sustainability can be addressed by looking at the trends of relevant variables or proxy indicators over time to see if they are stable, improving or getting worse.

The most appropriate and meaningful sustainability analysis incorporates both financial and academic measures. The financial ones are easier to conceptualize and obtain. There is less consensus on measures and indicators of academic sustainability and quality. It is also easier to imagine that all postsecondary institutions could use the same indicators for financial sustainability. But measures of academic sustainability must be linked to the distinctive mandate, mission and strategic plans of higher

⁵ We direct the reader to a [2004 paper](#) published by the OECD, *On the Edge: Securing a Sustainable Future for Higher Education*, that examined the sustainability of the higher education systems in eight OECD countries. It provides a useful description of the various factors that are driving concerns about sustainability for both government and higher education institutions. Many of the analyses and observations in that paper are directly relevant and applicable to the Ontario situation.

education institutions, and in a differentiated world, these need not be the same for all institutions. This is where sustainability analyses necessarily link to institutional academic planning, policies like differentiation, processes like the SMAs and to differentiated funding formulas.

As noted earlier, the most obvious indicator that an institution is unsustainable is when it runs out of cash to pay for a current or known anticipated expenses. The proximal signal for this is the institution approaching government to seek emergency funding.

Ideally, however, one wants a measure of sustainability prior to an institution reaching this dire situation so that one can initiate a set of corrective or mitigating strategies that eliminate or reduce the probability of financial failure.

Sustainability indicators from financial statements: Financial statements published by institutions provide some clue as to the degree of financial risk faced by a university or college.

In 2014, the Ontario government negotiated a set of SMAs with each of its postsecondary institutions. The SMA with each college states that:

The Ministry and the College agree to use the following metrics to assess the financial health and sustainability of the institution:

1. *Annual Surplus/Deficit*
2. *Accumulated Surplus/Deficit*
3. *Net Assets to Expense Ratio*
4. *Debt Servicing Ratio*
5. *Quick Ratio*
6. *Debt to Asset Ratio*
7. *Net Income to Revenue Ratio*

These measures signal the financial health of a postsecondary institution. It stands to reason that a college that has accumulated a degree of debt that cannot be serviced by its expected income, or that runs a series of annual deficits, is at risk for more severe financial difficulties.

The province is working with the Council of Ontario Universities on a similar set of indicators from financial statements for universities but the reporting requirement appears not to have reached the same level of clarity or maturity with government as it has with the college sector.

Indicators from institutional financial statements, however, are not the optimal way of flagging sustainability challenges. First, given when financial statements are released, by the time an indicator on a financial statement elicits a red flag, the problem may have become sufficiently acute or severe to limit possible corrective actions. Second, given the accounting rules that determine how financial statements are constructed (that include such things as depreciation of assets, etc.), it is sometimes difficult to figure out from the statements themselves whether an institution faces the probability of running out of revenue to meet expenses. This is especially true for larger institutions that have diverse and multiple revenue sources and flows (think about the significant trust and research funds held by these institutions or the complicated funding arrangements that support medical schools – such as the

flow through of clinical earnings that support medical schools). Finally, sustainability indicators that are solely financial may miss the quality implications of actions institutions are using to maintain financial stability.

Indicators from financial statements look backward or, at best, identify the current state. If these are the only ones available, they are most useful and valuable when the trend of the indicators over time is examined.

Forward-looking sustainability indicators: The good news is that it is possible to predict sustainability risks before they become evident in financial statements. On the financial side, as noted before, institutions can reasonably predict their revenues and expenses in future years. These forecasts include institutional decisions about critical budgeting parameters such as expected enrolment, domestic and international, or future wage settlements, which have a major influence on future revenues and expenses. A proper sustainability framework allows for an assessment of whether the parameters being used by institutions are reasonable. It serves no one's purpose to simply plug in numbers for these critical revenue and expense drivers to make the books look good. A proper and comprehensive sustainability framework also asks institutions that anticipate future financial difficulties to identify the strategies they intend to use to meet these financial challenges, thereby allowing for a determination of the impact of these proposed manoeuvres on academic quality.

What are best practices for optimizing sustainability?

The sustainability problem is owned by both institutions and government and can only be solved by them working in a collaborative, trusting, supportive partnership. Jurisdictions will differ in terms of the relative roles of the two partners. Understanding the respective roles of government and institutions in sustainability analyses and in the redressing of sustainability challenges is important – which necessarily gets into issues of institutional autonomy and government accountability.

For institutions:

First, as noted above, expense and revenue changes in future years can often be reasonably predicted and the sooner a financial challenge is identified the more opportunity there is to minimize or fix it. Therefore, the most intelligent and sensible approach to sustainability requires multi-year budgeting. Looking one year in advance seems too short. Estimating five years in advance is seen by some to be too long. Three to five years seems about right. The institution and the board should expect reasonable and prudent budgeting. It serves no purpose to mask a future financial challenge by making unrealistic expectations of enrolment increases or by shorting future expenditures.

Second, the institution's budget model should incorporate a reasonable contingency line or carry a reasonable amount of unrestricted net assets. Postsecondary institutions live in a financially volatile environment. It seems only sensible to reserve some proportion of operating funding to cover unanticipated expenses or revenue drops within a year.

Overall, institutions are well advised to adopt a risk management approach to budgeting and expenditures. We acknowledge that there are institutions that have already moved in this direction.

But, for an institution, a sustainability analysis must be about more than just money. As the OECD (2004) notes:

“An institution is ...sustainable...if it is investing in its infrastructure (physical, human, intellectual) at a rate adequate to maintain the future productive capacity needed to deliver its strategic plan and to serve its students and other customers.” (p.35)

So whether an institution is financially sustainable must be evaluated within the context of its academic and strategic plans.

For government:

The provincial government has a legitimate and vested interest in the sustainability of the institutions in the public postsecondary system. Governments do not want institutions to fail, nor is it clear that they ever would allow any to fail. Ideally, the government’s concern about sustainability should be proactive and anticipate future problems, not reactive and simply responsive to requests for emergency funding when a financial crisis appears. This requires agreement between the government and its institutions about measures institutions will report to assess their sustainability risk, actions proposed by the institution to address sustainability challenges and a sensible, evidence-influenced review of budget assumptions and plans. In these times, sustainability reporting should be as central to an intelligent institutional reporting regime to government as should enrolment.

Sustainability issues are not independent of the overall role of government in a public postsecondary system. Governments have a role in setting the desired outcomes or objectives for their postsecondary systems, designing a framework that provides institutions with the flexibility and levers to address their challenges and make their individual contribution to overall system goals, and implementing a set of financial and other incentives that provide clarity and predictability to institutions. Best practices for government to assist institutional planning include clarity around desired system objectives and goals, sensible enrolment planning and predictable multi-year grant and tuition announcements.

Nova Scotia – Universities Accountability and Sustainability Act:

Nova Scotia appears to have one of Canada’s most comprehensive and coherent processes for addressing the sustainability of its postsecondary institutions, stemming from the 2015 Universities Accountability and Sustainability Act.

The element of the Act that has received greatest attention is section 8, which allows the university’s Board to advise the Minister that it is suspending labour action such as strikes and lockouts during a revitalization period. Collective bargaining could and should continue during this period. For the purposes of the sustainability discussion, however, the most critical parts of the Act are the annual financial reporting requirements for all Nova Scotia postsecondary institutions. Compiled by each institution in a uniform manner, the financial reports look three years in the future and probe for the

degree of sustainability risk faced by the institution. When an institution is deemed to be at risk it initiates a process and discussion with government to explore actions that can be taken to eliminate or mitigate the risk. Each university meets with government every year to discuss their financial position.

This process does not eliminate financial or sustainability challenges nor does it necessarily make it any easier to fix problems. But it does identify the problem well in advance and it appears to engage both the institution and the government in a purposeful and focused planning exercise. It also provides clarity as to the respective roles of government and the institution in addressing the sustainability challenge.

Equally important, the Nova Scotia government understood that part of its role was to establish a postsecondary policy framework that provided the means and flexibility for institutions to meet sustainability challenges. Aside from the new legislation, the government opened a window allowing institutions to reset their tuitions and the government announced four years of predictable provincial funding.

This discussion of best practice cannot ignore the logical sequel of what happens when a sustainability risk is identified. What happens next? What are the respective roles of government, the institution or third parties? The Nova Scotia framework speaks clearly to these issues. It is insufficient for a sustainability analysis to end with identification of risk. Rather, it must include articulation of the process to be used to help fix or ameliorate the problem.

Data disclosure:

On other matters, HEQCO has argued for the importance, influence and motivating power of public data disclosure in higher education.

We will recommend below that institutions report annually and in a standardized way, on their sustainability risk and efforts to address them. Data about enrolments, revenues, surpluses and deficits, debt loads, and especially their trends over time, should be well understood by the institution, its board and government. The keen observer would be able to glean some of this information from publicly available records. But not all of it can be easily extracted or interpreted as currently reported. There is value in the community having a common understanding of the degree of sustainability risk faced by its institutions and this means presenting the most relevant data in a digestible form. Like all problems, addressing the challenge starts with a shared understanding of the nature, magnitude and scope of the problem.

However, we also understand that issues of the risk, especially financial risk, faced by institutions are sensitive and not necessarily matters that in the first instance are appropriate for public disclosure. There is a time and place for public disclosure of this information and identifying the right time should be a matter of discussion between government and the institutions.

What tools are available to increase sustainability when an institution is at risk or to buffer institutions against sustainability challenges?

Tools that may be useful, available or appropriate to address a sustainability challenge depend somewhat on when the risk is identified. As we noted earlier, the best situation is with pre-emptive action when a risk is identified in advance based on sound and realistic planning. Less preferred is remedial action when an institution finds itself in an emergency situation that was not flagged in advance. Regrettably, this less preferred option is too often the modus operandi in the Ontario system.

More money: The solution often promoted to fix sustainability challenges is simply to give the institution more money, either by an increased grant or higher tuition.

Emergency funding obviously helps when there are insufficient funds to meet expenses, but it does not solve the problem. Rather, all it does is kick the sustainability problem down the road (how far down the road depends on how much additional funding is provided). Furthermore, if institutions perceive that they will always be bailed out, there is little motivation for them to make the hard decisions necessary to mitigate or prevent those emergencies from happening.

On the financial side, institutions are at a sustainability risk typically because there is some structural or systemic imbalance between revenue and expenses. Unless the incremental or emergency funding is accompanied by some systemic change, the sustainability challenge will simply re-emerge. This is the essential feature of the Nova Scotia model. When an institution is in financial trouble, either before the emergency happens or even if emergency funds are granted, the focus is to return the institution's finances to a stable, sustainable point, and the government has created a process to allow the time and opportunities for that to happen.

Increasing enrolment: In Ontario's current funding formula, over 90% of incremental annual operating revenue is enrolment sensitive. In fact, the substantial growth funding available to institutions over the last 10 years or so, approximately 7% per year, may well have masked sustainability challenges. The current concern over the inability of some Ontario institutions to increase enrolment – whether for demographic, geographic or reputational reasons – motivates much of the current disquiet in Ontario over institutional sustainability.

Under current financial arrangements, the ability of an institution to increase enrolment is a major buffer against financial instability. Ontario institutions differ considerably in terms of domestic enrolment demand. Figure 1 shows the application and acceptance data for each Ontario university. Some institutions demonstrate high demand and therefore the ability to accept more students if they wish. Others show a far more limited, or decreasing, capacity.

In the face of financial shortfalls, many institutions also seek to increase enrolment of international students (we recognize that there are other academic reasons for seeking international students but we

would be naïve to ignore the prominence of financial considerations in an institution's international recruitment plans). The enrolment of international students in Ontario colleges and universities is shown in Figure 2. Because international students pay higher fees than domestic students, they provide a cash infusion to institutions. However, there are costs associated with an increased international cohort. In addition, the international market is volatile. International fees are probably best treated as short-term cash infusions that may redress a financial challenge in one or a couple of years rather than a long-term fix for a systemic sustainability challenge. Furthermore, if institutions become too reliant on international fees it may raise legitimate issues around access of domestic students. The experience in Australia, which became very dependent on international fees to meet operating expenses, underscores these two dangers.

Reducing the wage bill: The strategies above seek to redress the imbalance between revenue and expenses by increasing revenue. Since salaries and benefits represent approximately 76% of operating expenses of postsecondary institutions in Ontario, the other way to redress a fiscal imbalance is to reduce the wage line, or at least to mitigate its increase over years. The fact that salaries in Ontario institutions are rising faster than inflation, in some cases substantially so, is a major driver of concerns over the ability of Ontario postsecondary institutions to remain sustainable.

The college sector has better matched salary increases to inflation than has the university sector. Part of this results from the different bargaining regimes of the two sectors. Colleges engage in province-wide bargaining. Universities bargain individually and the bargaining environment and arbitration rules universities face make it very difficult for individual universities to reduce salary settlements to inflation or lower.

The salary issue has been exacerbated by the elimination of mandatory retirement at age 65; mandatory retirement was eliminated in the Ontario postsecondary system in December 2006. Prior to that, the availability of mandatory retirement at age 65 assured a greater opportunity for faculty renewal and provided an effective lever for institutions that wished to reduce the faculty complement by offering early retirement incentives. In 2005, approximately 1.5% of Ontario's university faculty complement was age 65 or older. With the elimination of mandatory retirement, by 2013, about 10% of Ontario university faculty are over age 65.⁶ It is timely to conduct a deeper analysis of the impact of the elimination of mandatory retirement on the sustainability risk faced by postsecondary institutions.

Another way some institutions are reported to reduce their wage bill is to preferentially hire sessional or non-full-time instructors in lieu of full-time. There are many legitimate academic reasons institutions seek to employ part-time instructors. That said, it is equally timely to conduct a deeper analysis of the extent and role of teaching by non-full-time instructors in Ontario colleges and universities and how this influences finances and the academic experience of students. HEQCO is completing a preliminary analysis of these issues in the Ontario postsecondary system and will release its report soon.

⁶ Data are from the Ontario Council of Academic Vice-Presidents (OCAV) and include faculty in tenured academic ranks. Clinical faculty, visiting and research-only faculty members are excluded.

Pension plan obligations: A continuing discussion in Ontario has been the degree to which meeting ongoing pension funding requirements represents a sustainability risk. The pension plan issue affects institutions differentially. It seems timely to clarify the degree to which meeting ongoing pension obligations represents a serious sustainability problem and for which institutions. It is also appropriate to develop and offer a set of options to these institutions to meet this challenge.

Productivity: Another strategy to improve sustainability is to increase productivity. In 2012, at the request of the government, HEQCO conducted a preliminary [analysis](#) of the productivity of the Ontario postsecondary system. That analysis suggested two promising strategies to increase sustainability. For government, at the system level, it was to redesign the postsecondary system using the differentiation policy and an amended funding formula to drive efficiencies, reduce duplication and improve quality. At the institutional level, it was to optimize the deployment of faculty teaching resources. Two subsequent workload analyses of the Ontario university system, one conducted by [HEQCO](#) (2014) and the other by [COU](#) (2014) further illuminated the significant productivity increase that could be obtained by considering faculty workloads. Specifically, the great majority of tenured faculty are on contracts that suggest a workload distribution of 40% teaching, 40% research and 20% service. Yet, the analyses above suggest that approximately 13% of the Ontario professoriate demonstrate little to no evidence of scholarly output yet are doing very little additional teaching to compensate for their lack of research output.

The government has already moved to adopt differentiation as a major policy lever for transforming the Ontario postsecondary system. It has also initiated analyses of how the university and college funding formulas could be amended to, among other goals, increase institutional sustainability. There has been little activity within the college or university sector to implement changes that would optimize faculty resources at a scale suggested by the two workload investigations.

Summary

The analysis of sustainability in this paper reveals many of the moving parts of postsecondary systems and leads to consideration of many of the tools and strategies – such as funding formulas, differentiation, workloads – that are available to increase the stability and sustainability of postsecondary systems and institutions. We make three important points:

First, the best way of approaching the issue of sustainability is to look forward. The most useful indicators and measures are those that predict sustainability challenges in the future. Indicators and measures that document the current state or look backwards are more limited. If they must be used, the trend line of these indicators over time is instructive.

Second, sustainability is more than just about money and finances. A comprehensive sustainability analysis incorporates academic considerations of the changes in the quality of the student experience and the quality of our institutions. It is easier now to talk just about money and financial indicators. But

we must get to the point where quality indicators are as prominent and treated as rigorously as are measures of revenues, expenses and the balance between them.

Third, overcoming sustainability challenges is a responsibility of, and requires collaboration between, the government and institutions. The tools available to solve sustainability challenges are inextricably linked to and influenced by other policies and practices in the Ontario postsecondary education sector such as enrolment planning, tuition policies, funding formulas, differentiation and institutional autonomy.

Next steps

We make the following recommendations for advancing the sustainability discussion and analysis.

1. Better data are urgently needed. It is impossible to accurately diagnose the sustainability problem in the Ontario postsecondary system or to identify the most promising options for redress unless we have a more comprehensive data-informed discussion. This paper identifies some of the data and evidence we need: more focused financial reporting of the most important indicators; a more complete understanding and rigorous analysis of the strategies institutions are using to meet financial challenges such as enrolment planning and use of non-full-time instructors, workloads, etc. Some, we suspect much, of these data exist. It is time to reveal and use these numbers purposefully and intelligently. We recognize that there needs to be a shared sense of trust among partners – government, institutions and HEQCO – for this to happen. It is time to trust. We all have a stake, as does the entire province of Ontario, in getting the job done well and we cannot do so without knowing in an informed way where we are, what we are doing and what we plan to do. It starts with this evidence-based conversation.
2. In light of the conversation recommended above, the government and institutions should develop a standardized sustainability reporting framework that would provide institutions, government and the public with a short list of meaningful indicators about the sustainability risk faced by each institution. To the extent possible, this framework should be forward looking, report on strategies the institutions are using to mitigate or eliminate the anticipated financial risk (including the major parameters they are using, such as enrolment and revenue numbers, in future years) and quality-related variables. Again, we believe much of this information is available. We also believe that in some cases (like, as discussed earlier, the financial indicators colleges report), we are reporting too many variables. We should restrict this standardized report to a limited number of only the most essential data needed to drive and inform the sustainability discussion.
3. The government, either internally or by the use of a third party, should use the data collected and these sustainability reports to identify those institutions at greatest current or future risk and initiate discussions with those institutions to explore options for mitigating or eliminating that risk. This discussion should be grounded and shaped by evidence and data. Similarly, the government should develop policies and practices for those institutions not at sustainability risk

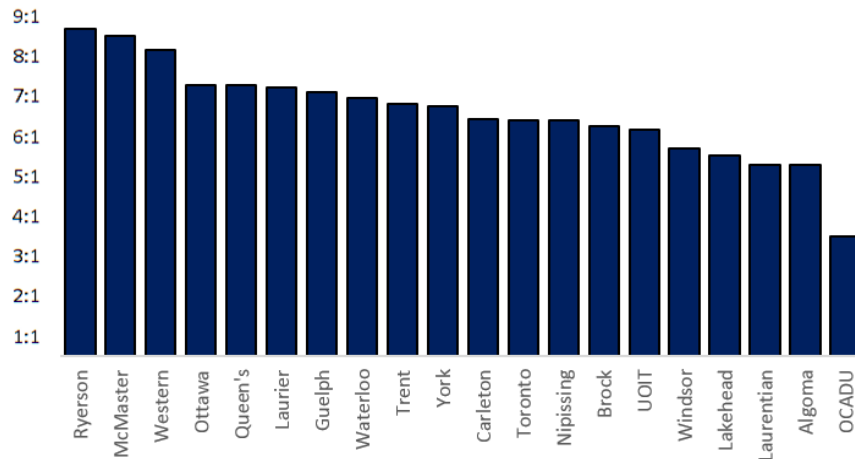
to offer them the greatest flexibility and autonomy to pursue and optimize their differentiated mandates and missions.

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Appendix A

Figure 1: Application to Registrant Ratio, 2014

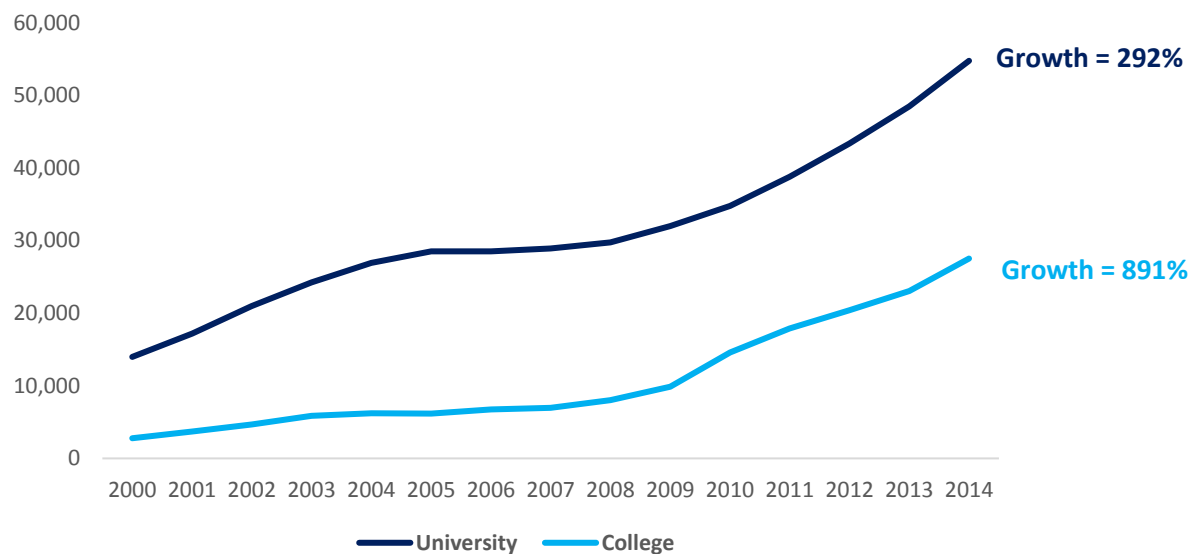


Source: Council of Ontario Universities, Common University Data of Ontario (CUDO)

Explanatory notes about the data:

- The above graph shows the number of applications to registrants. As such, applicants may be double counted as individuals can submit up to three applications at one institution.
- Data are based on the number of full-time, first-year applications and registrants in first-entry programs for fall 2014, with the exception of Algoma, which are for fall 2012.

Figure 2: Ontario International Student Enrolment



Source: Ministry of Training, Colleges and Universities (MTCU)



University Sustainability: Signal Data

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Introduction

In July 2016, the Higher Education Quality Council of Ontario (HEQCO) published [*Understanding the Sustainability of the Ontario Postsecondary System and its Institutions: A Framework*](#) (Weingarten, Hicks & Moran, 2016). The key messages of the report were:

1. Sustainability is about more than just money. It also relates to the quality of education and the academic experience institutions can offer.
2. The best sustainability regimes are those that look forward and are designed to predict future challenges.
3. Overcoming sustainability challenges requires collaboration between government and institutions. The tools available are inextricably linked to other policies and practices, such as enrolment planning, tuition policy, funding formulas, differentiation and institutional autonomy.

The report concluded that a full appreciation of the sustainability challenge faced by Ontario postsecondary institutions and consideration of effective remedies must be informed by evidence. This includes using data to better appreciate which institutions are facing the greatest potential current or future sustainability risk and then initiating discussions with them and with government to explore options for mitigating that risk.

There are several reasons why the need to better understand sustainability risk across institutions is so pressing. Institutional fiscal challenges are intensifying. Enrolment growth has been the principal strategy for increasing revenues and we know that demographics have turned against the prospects of further enrolment growth at many institutions. This may be exacerbated as the government, in light of its own fiscal circumstances, recalibrates its ability to increase overall operating funding allocations at the same rate it has in the past (an average of 4% per year over the past 10 years¹).

More urgently, government is in the process of renewing key policy instruments, including the ongoing review of college and university funding formulas, the negotiation of new Strategic Mandate Agreements and a fresh tuition-policy framework. If properly informed, these instruments can be crafted to address sustainability issues by, for example, managing enrolment flux, stabilizing revenues, orienting the system to meeting outcomes, and addressing productivity.

Past reviews of sustainability have tended to be undertaken at the system level. A well canvassed example over the years is the dissection of funding per student in Ontario as compared to other provinces. But the differentiated challenges faced by each of the 20 universities in the Ontario system are equally important to understand. Demographic threats, for example, vary across the province with divergent implications for institutions depending on where they draw their students. The best fitting solutions will also require institutional customization. It is important for the Ministry of Advanced Education and Skills Development (MAESD) to understand more deeply the sustainability challenges

¹ Based on data from the Council of Ontario Finance Officers (COFO). The average growth rate of operating revenues reflects the compound annual growth rate from 2004–05 to 2014–15

facing individual institutions in order to craft policies and provide funding supports that best respond to their particular risks and opportunities.

As we noted in our *Framework* paper, Ontario institutions are not likely to go bankrupt. They have shown themselves to be remarkably adept at balancing expenditures against revenues, even during times of constrained funding and when faced with a looming budgetary shortfall. Institutional sustainability challenges are more likely to impact a key shared policy priority of institutions and the provincial government: quality and the student experience. Sustainability becomes an academic issue as institutions make the necessary adaptations to keep their budgets in balance.

This paper is not an institutional accountability report. No institution is in sole or even primary control of the many variables that contribute to its sustainability outlook. Some of that control rests with governments, some with applicants or students, and some factors (like demographics) are external to all three parties. The paper does not draw conclusions regarding the status of particular universities. Rather, it is intended as a first step toward gaining a better understanding of the sustainability challenges facing the province's 20 universities so that government and institutions can work together to chart the best path forward for each institution.

Anticipating and addressing sustainability concerns for every institution creates a strong and stable foundation that enables students to graduate with the knowledge, skills, capacities and competencies that promote personal and professional success and provide appropriate economic and social returns to the public for its investment.

The Data

This report assembles data that shed light on the financial circumstances and sustainability outlook of the 20 publicly funded universities. It does not, however, establish viability thresholds or flag institutions that may have crossed them, nor does it propose trigger mechanisms for outside intervention. Moreover, there is no suggestion that any Ontario university is unsustainable at this time. While there is a sense of urgency to gain a better understanding of the sustainability landscape, there is no sense of panic about the situation at hand. The goal of undertaking a fact-based investigation of sustainability is to inform actions that will avoid panic scenarios in the future.

As the title of this report suggests, these are “signal” data. They are signals insofar as they suggest the need for a deeper dive into some of the numbers to better understand the underlying circumstances. Readers can expect a suite of future papers from HEQCO that present more comprehensive analyses, including a discussion of the options available to address the sustainability challenges revealed by those analyses.

The data presented in this report can for the most part be found in the public domain. Yet, these data have not previously been presented in a manner that is explicitly intended to inform issues of university sustainability. Sustainability clearly is a sensitive matter and institutions might justifiably be concerned that the report could be used to draw unwarranted conclusions. We have attempted to prevent such

misinterpretations by avoiding rankings and taking care not to ascribe cause or responsibility. Even so, several cautions need to be observed when reading the report.

First, although the data is the best available at this time, it has limitations. For example, the financial indicators included in the report are devoid of any agreed-upon performance thresholds. As a consequence, the comparison across the 20 institutions is only relative (how does each perform in context of the group) and not absolute (how does each perform in context of minimum performance expectations). In spite of such inevitable shortcomings, the data are sufficiently robust to provide a valid portrait in broad strokes of the risks to sustainability across the university system. The data are fit-for-purpose and to postpone the analysis while awaiting better data will leave the province and the university system less well-equipped to face an uncertain future.

Second, in selecting and presenting the data, we recognize that we will not always mirror the various approaches used among the 20 institutions to present similar information to their internal communities or boards of governors. For example, even something as seemingly straightforward as enrolment can be justifiably represented in several ways: student headcount or full-time equivalents, full-time students only or part-time as well, including or excluding non-funded students (e.g., international). In the face of these many options, choices had to be made to present a digestible report. Overall, we are satisfied that the story revealed by these data is stable regardless of what specific variants might reasonably have been selected for presentation.

Finally, in presenting data across the 20 institutions we also could not include all of the contextual commentary that might be added in a deeper conversation about them. For example, we condense information from hundreds of pages of institutional financial statements, which include copious notes, into a series of aggregate numbers reflective of overall financial health across the 20 universities. This is a necessary accommodation to produce a digestible provincial summary. As one of the desired outcomes is a more in-depth conversation with institutions, it is at that stage that additional contextual commentary can be introduced.

The Signal Indicators

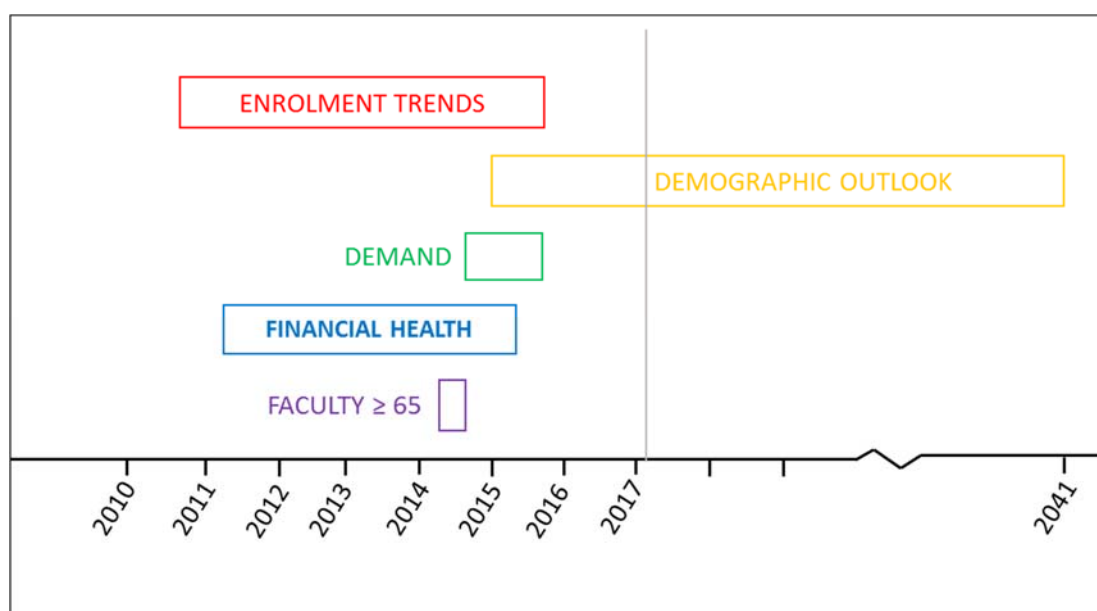
On what basis might conversations be initiated with government and with individual institutions regarding fiscal and operational vulnerabilities and their mitigation? In the pages that follow we lay out a series of signal indicators that merit investigation if one is to obtain an overview of the sustainability issues facing Ontario institutions. They include:

- Institutional **enrolment trends** over the past five years — since enrolment increases represent the best buffer institutions have against a revenue shortfall and, conversely, falling enrolment is likely to present a financial threat.
- Regional **demographic outlook** for 18-to-20 year olds — as these point to looming challenges institutions may face on the enrolment front over the next 20 years.
- A **demand** outlook for each institution based on entering marks and the institution's application to registrant ratio.

- A **financial health** summary based on a set of common indicators assembled by the universities and MAESD — these are key financial ratios that can signal the onset of difficulties for individual institutions or the system as a whole.
- The percentage of **faculty over age 65** — which we flagged in our first sustainability report as an expenditure pressure that requires deeper analysis.

These signal indicators span a range of time periods, both backward and forward looking, as illustrated in Figure 1.

Figure 1: Timeframes for Signal Indicators in this Report



At the conclusion of the report we present a summary table (Table 6) drawn from all five indicator areas, to permit an easy overview of the composite sustainability signals across the universities.

Five-Year Change in Enrolment


Enrolment growth has been the most financially rewarding strategy an Ontario university can adopt to increase its revenues. Aside from the occasional and relatively small addition of special purpose funding, the university funding formula rewards only enrolment growth. Consequently, the majority of new funding added by the province over the past 10 years has been in support of enrolment growth. Since 2005, domestic undergraduate enrolment has been funded as it materialized across the province, and the number of funded graduate places has been increased in several waves of new investment. Every additional student (domestic or international) also brings more tuition revenue to the institution. Government grants and tuition revenues constitute 86%² of university operating revenues. There are no other sources of additional revenues to meet inflationary costs, which at institutions are predominantly

² Based on data for 2014–15 from the Council of Ontario Finance Officers (COFO).

driven by increases in wage settlements. Quite simply, institutions that have grown their enrolment have also been able to grow their revenues to keep up with expenditure increases, and vice versa.³

In Table 1, full-time-equivalent enrolment data was used to compare institutional change in enrolment over the past three, five and 10 years. The five-year percentage change in enrolment (from 2010 to 2015) is included in the summary table (Table 6) at the conclusion of the report.

Table 1: Full-Time-Equivalent Enrolments and Trends over Time

	<u>FTE Enrolments</u>				<u>% Change in Enrolment</u>		
	2005-06	2010-11	2012-13	2015-16	10 years	5 years	3 years
Algoma	818	1,028	1,342	1,323	62%*	29%	-1%
Brock	14,156	15,693	16,574	16,801	19%	7%	1%
Carleton	20,540	22,497	24,161	26,044	27%	16%	8%
Guelph	19,379	24,725	25,948	26,909	39%	9%	4%
Lakehead	7,148	8,193	8,392	7,800	9%	-5%	-7%
Laurentian	7,062	8,062	8,073	8,041	14%	0%	0%
McMaster	22,798	26,543	27,518	27,872	22%	5%	1%
Nipissing	5,181	5,344	5,188	4,376	-16%	-18%	-16%
OCADU	2,866	3,614	4,117	4,022	40%	11%	-2%
Ottawa	27,881	34,961	37,227	37,733	35%	8%	1%
UOIT	2,880	6,761	8,164	8,649	200%*	28%	6%
Queen's	19,743	22,481	23,049	25,582	30%	14%	11%
Ryerson	23,596	28,560	30,664	36,252	54%	27%	18%
Toronto	64,831	72,882	76,954	83,368	29%	14%	8%
Trent	7,474	7,344	7,609	7,753	4%	6%	2%
Waterloo	24,102	31,387	33,555	35,568	48%	13%	6%
Western	32,743	34,995	36,203	36,901	13%	5%	2%
Laurier	12,453	15,874	17,246	17,468	40%	10%	1%
Windsor	15,215	14,675	15,083	14,736	-3%	0%	-2%
York	41,783	47,948	48,817	46,577	11%	-3%	-5%
					 Included in Summary		

Source: MAESD. FTE enrolments includes all students — full-time and part-time, eligible and ineligible, degree and certificate. Undergraduate FTEs are for all terms and graduate FTEs are for fall and summer term.

* Ten-year trends capture start-up growth curves at two institutions: UOIT opened in September 2003; Algoma became a stand-alone university in 2008.

It is important to note that the ability of institutions to grow is often outside the direct control of the university. Government policy can shape enrolment patterns — for example, decisions on how to

³ For a more detailed review of the enrolment-based funding formula, see HEQCO (2015) *The Ontario University Funding Model in Context*

distribute graduate growth allocations amongst the institutions, or the recent decision by government to dramatically reduce the number of teacher education spaces. This latter decision had a disproportionate impact on universities in which teacher education figured prominently in their overall enrolment mix.

Universities pursue different strategies to maintain or grow their enrolment — undergraduate or graduate, domestic or international. Appendix A presents a breakdown of the overall enrolment trends presented in Table 1 into these constituent components.

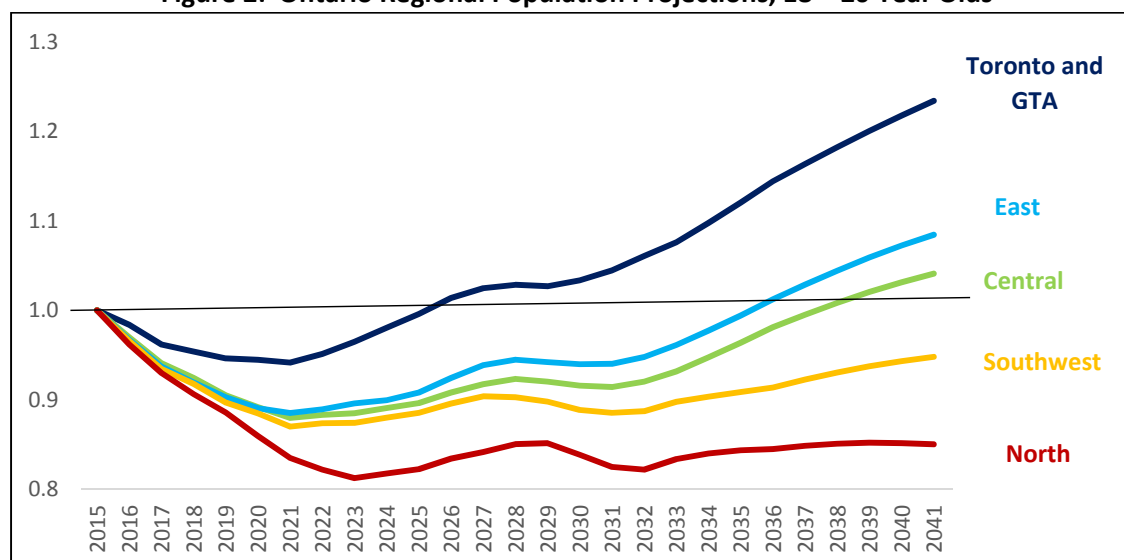
Demographic Outlook

If enrolment is an important contributor to institutional viability, then prospects for future enrolment matter.

The projected number of university entrants aged 18 to 20 years old⁴ in the province will drop from about 559,000 in 2015 to 507,000 in 2021, a reduction of 9%. It will not recover to 2015 levels until the year 2033. Overall, for the next two decades, demography will not contribute to enrolment growth as it has in the past and may even threaten the enrolment level for the province as a whole.

Demographic trends vary sharply across the province. The Greater Toronto Area (GTA), on the one end, will experience a small and short contraction in university-aged population before continuing to grow. At the other extreme, the student pool in northern Ontario will not recover. Figure 2 shows Ontario's 18-to-20-year-old population projections at the regional level, disaggregated into five regions tracked by the Ontario Ministry of Finance.

Figure 2: Ontario Regional Population Projections, 18 – 20 Year Olds



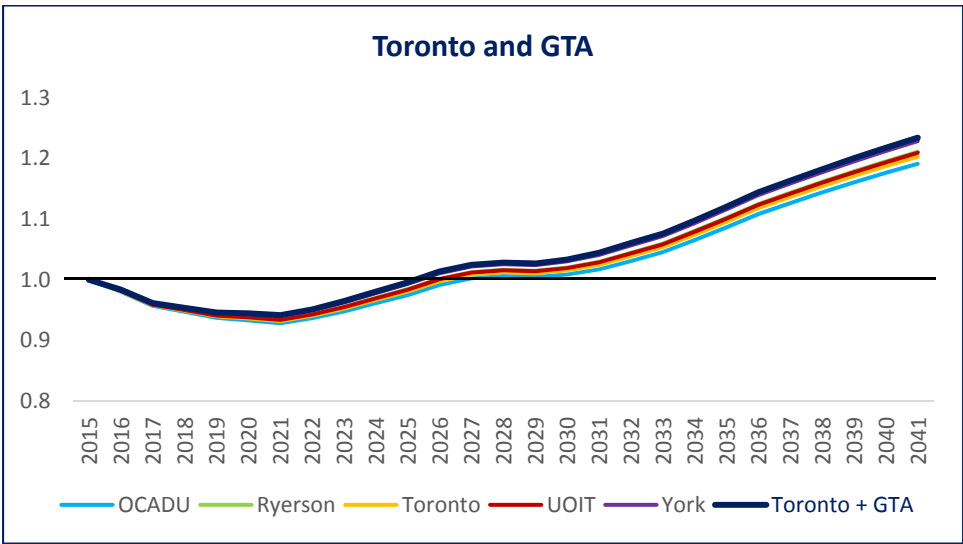
Source: Ontario Ministry of Finance

⁴ Compared to other provinces, Ontario has a relatively high proportion of 18–24 year olds, and a relatively low proportion of older students attending our universities (HEQCO, 2013).

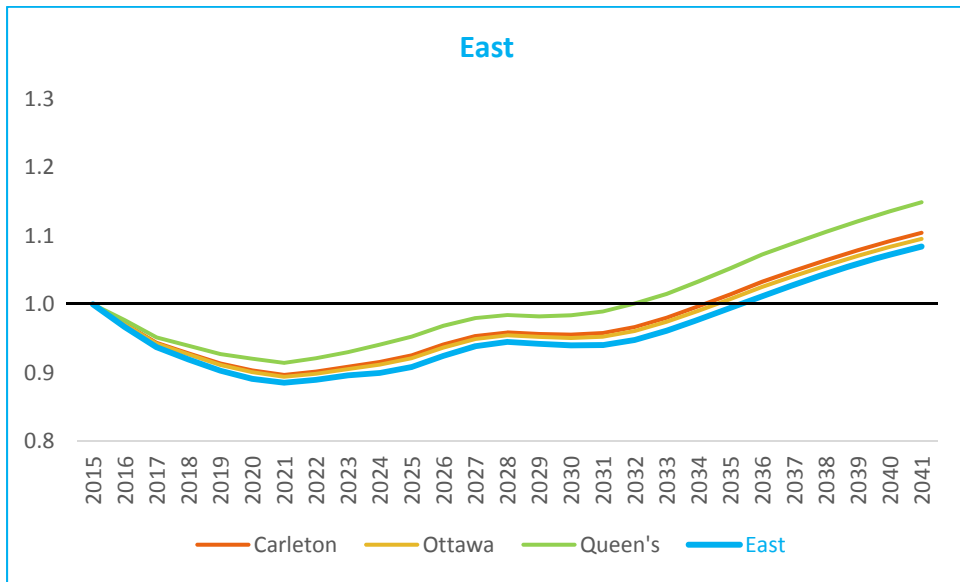
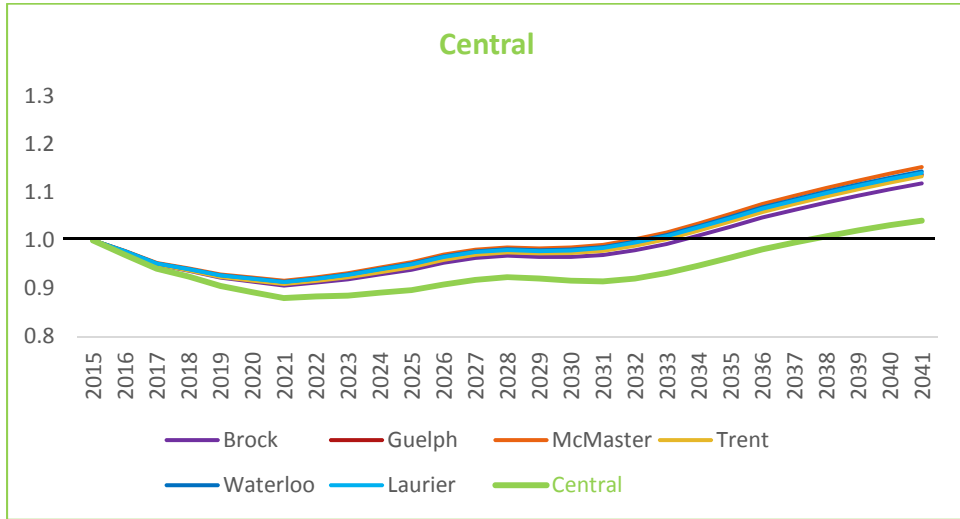
Provincial demographic forecasts do not speak to the opportunities and trends associated with the enrolment of students from other provinces or international students. However, Ontarians represent the majority of first year, full-time undergraduate students entering our 20 universities⁵.

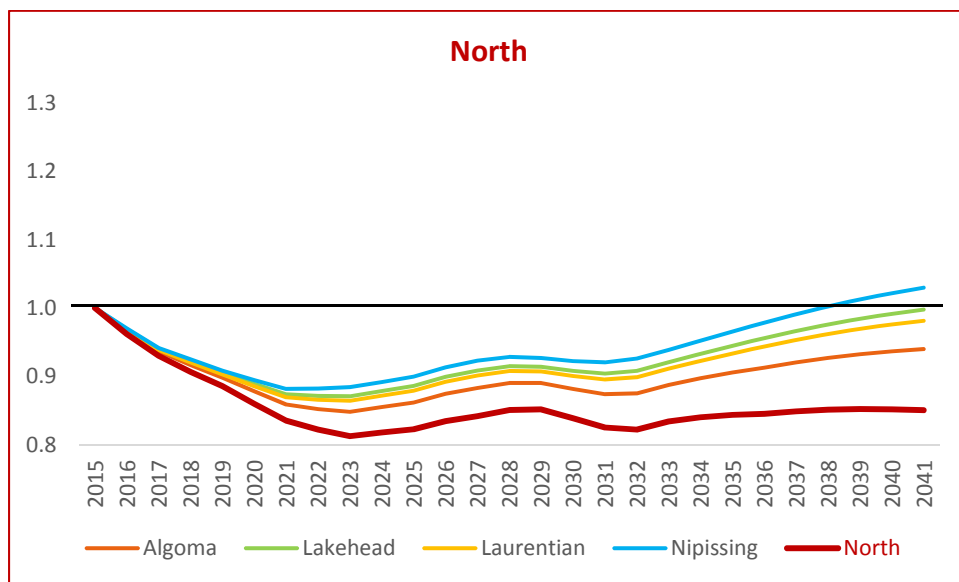
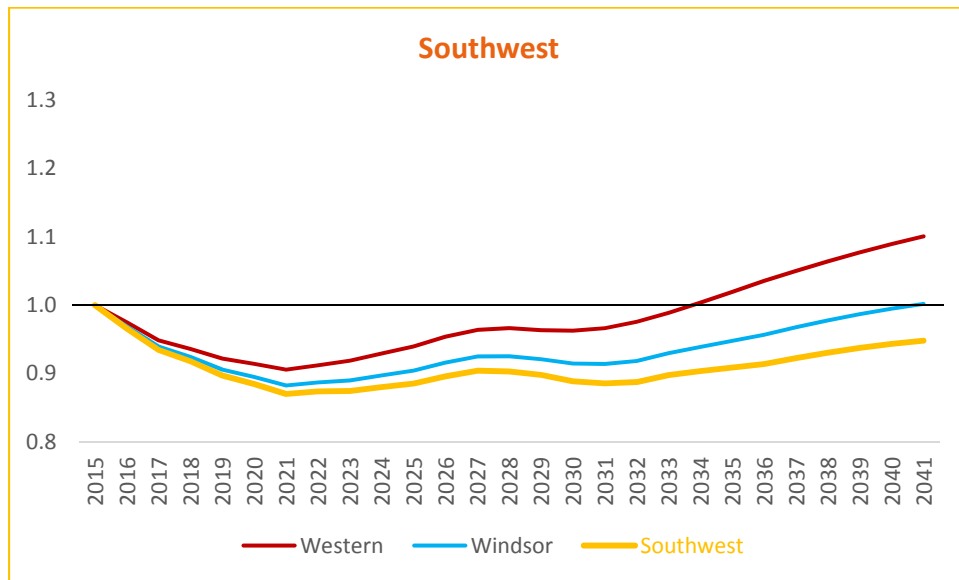
We recognize that institutions draw students from all regions of the province, in proportions unique to each. For reference, in Appendix B we show the proportion of incoming undergraduate students at each university by region of origin. To model a unique demographic forecast for each institution, we then applied the Ministry of Finance’s regional population projections to each university’s distribution of incoming students. The projections are shown in Figures 3.1 to 3.5, following. We have grouped the universities by their home (main campus) region, and for each region also provided the regional reference projection from Figure 2. Appendix B includes more detail about the methodology for calculating the projected enrolments.

Figure 3.1 to 3.5: Institutional Demographic Projections by Region



⁵ The Council of Ontario Universities CUDO database reports that in fall 2014 the percentage of first-time, first year, full-time students from Ontario ranges from 73% to 97% across the twenty universities.






Demographic Outlook Summary

To summarize these results for the purposes of our overall summary table at the conclusion of this report, Table 2 shows the modelled demographic percentage change by institution from 2015 to:

- 2021 — when the Ontario 18-20-year-old population projections are at their lowest
- 2033 — when the 18-20-year-old population is expected to recover at the provincial level
- 2041 — the final year in the Ministry of Finance’s population forecast

Table 2: Percentage Change in Demographic Projections from 2015 to:

	2021	2033	2041
Algoma	-14%	-11%	-6%
Brock	-9%	-1%	12%
Carleton	-10%	-2%	10%
Guelph	-9%	1%	14%
Lakehead	-13%	-8%	0%
Laurentian	-13%	-9%	-2%
McMaster	-8%	2%	15%
Nipissing	-12%	-6%	3%
OCADU	-7%	5%	19%
Ottawa	-11%	-3%	10%
UOIT	-7%	6%	21%
Queen's	-9%	2%	15%
Ryerson	-7%	6%	21%
Toronto	-7%	5%	20%
Trent	-9%	0%	13%
Waterloo	-9%	1%	14%
Western	-9%	-1%	10%
Laurier	-9%	1%	14%
Windsor	-12%	-7%	0%
York	-6%	7%	23%


Included in Summary

Source: Ministry of Finance and MAESD.

The next section of the report, demand outlook, will examine additional indicators that address the potential for universities to overcome their local demographic environment.

Demand Outlook

Regional demographics aside, are some institutions in higher demand than others? Our recently published university differentiation report incorporated an index of student demand for each of the 20 universities, composed of the following five indicators (Jonker & Hicks, 2016):

- The application to registrant ratio for each university
- The percentage of applicants who made the university their first choice
- The percentage of students from other provinces

- The percentage of students who are international students
- The percentage of new students with high-school averages over 75%

Following consultations with the university community, we have focussed on two of these five indicators for inclusion in this report as additional indicators (beyond demographics) of institutional demand. Both of these are flags for the degree of “buffer room” provided by potential additional students that are available to an institution regardless of its demographic outlook.

Percentage of New Students with High School Averages over 75%

For the most part, each of the universities in Ontario offers acceptances to its pool of applicants on the basis of entering (high school) marks. Marks are readily and universally available, are a simple filter to apply to winnow the applicant pool, and are generally accepted as a good predictor of success at university. They also serve as an indicator of demand, as they reflect student preference. Universities that attract students with higher entering averages have a deeper reserve pool of qualified students from which to draw.

Table 3 shows the percentage of students entering each of Ontario’s public universities with high-school marks above 75%. To test whether different program offerings at the universities influence this measure, we also examined the distribution of high-school marks for only arts and science entrants, a common programming core for all universities, save OCADU. The results were similar.



Application to Registrant Ratio

Ontario operates a centralized application service for all 20 public universities. Prospective students select the institutions to which they wish to apply. This allows for an analysis of which institutions are in higher demand. The most straightforward measure of this demand would be the ratio of individual *applicants* to registrants.

Unfortunately, the data made available to us by the universities do not support the calculation of this ratio but rather only the less precise ratio of total *applications* to registrants. This ratio is more difficult to interpret because individuals can submit up to three applications to one institution. The number of applications is thus greater than the number of applicants.

In the absence of better data from the universities, we utilize the available applications to registrants data to represent a generalized picture of the demand (see Table 3). We would welcome the release of the more meaningful data by the universities.

Table 3: Demand Outlook

	Entering Marks \geq 75%	Application: Registrant Ratio
Algoma	72%	5:1
Brock	83%	6:1
Carleton	87%	6:1
Guelph	99%	7:1
Lakehead	73%	5:1
Laurentian	83%	5:1
McMaster	100%	8:1
Nipissing	84%	6:1
OCADU	85%	3:1
Ottawa	95%	7:1
UOIT	76%	6:1
Queen's	100%	7:1
Ryerson	95%	8:1
Toronto	98%	6:1
Trent	77%	6:1
Waterloo	100%	6:1
Western	100%	8:1
Laurier	88%	7:1
Windsor	83%	5:1
York	88%	6:1
		
	Included in Summary	

Source: Common University Data of Ontario (CUDO). Data is based on the fall of 2014 for full-time entering students in an undergraduate program.

Financial Health Indicators

A working group of representatives from the Council of Ontario Universities (COU), Council of Senior Administrative Officers (CSAO), Council of Ontario Finance Officers (COFO) and MAESD has developed a suite of financial health indicators for the universities. In its words, these are:

The Net Income/Loss Ratio: A financial performance metric that measures the percentage of an institution's revenues that actually contributes to its net assets. It provides insight into how well an institution is able to manage its expenses. The objective of this ratio is to track trends in an institution's net earnings.

The Primary Reserve Ratio: A measure of financial viability that compares expendable net assets to total expenses and provides an indication of an institution's financial strength and flexibility by determining how many days an institution could function using only its financial resources that can be expended without restrictions.

The Viability Ratio: A basic determinant of an institution's financial health, as it provides an indication of the funds on hand that can be used should an institution need to settle its long-term obligations.

The Interest Burden Ratio: A measure of debt affordability that compares the level of current debt service with the institution's total expenses. It examines the percentage of total expenses used to cover an institution's cost of servicing its debt.

The Net Operating Revenues Ratio: A financial performance metric that provides an indication of the extent to which institutions are generating positive cash flows in the long run to be financially sustainable.

Appendix C provides additional details on the definition of each of the five indicators.

Trends in Financial Health Metrics — from 2011–12 to 2014–15

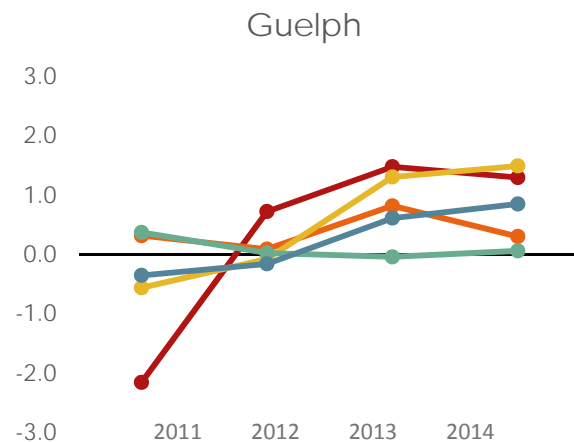
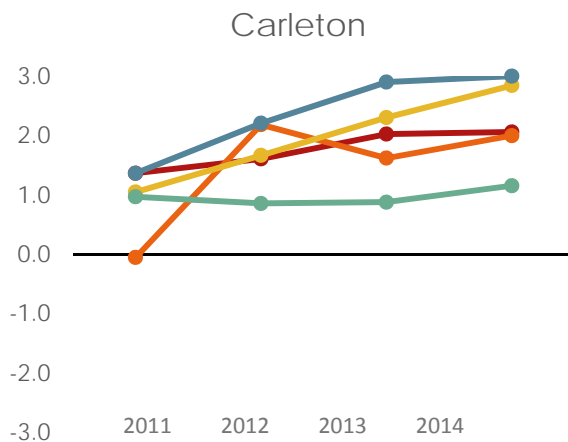
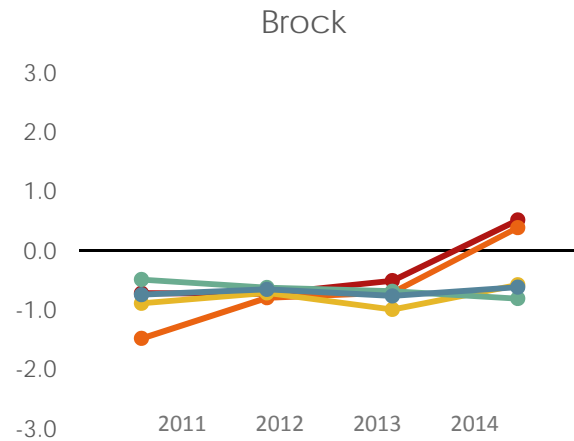
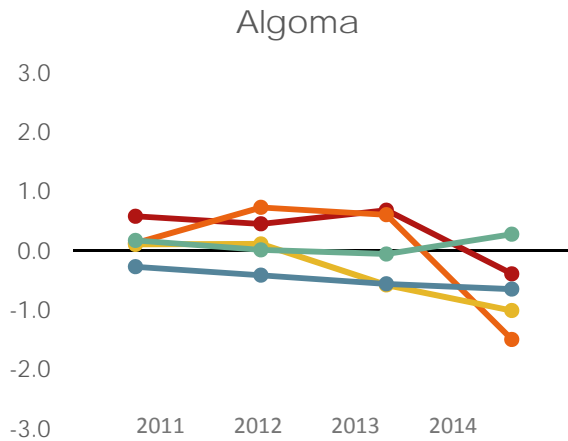
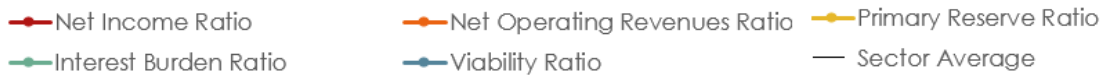
In Figures 4.1 through 4.20 we visually summarize four years of financial health data (provided in Appendix C) for each of the 20 universities. The figures show trend lines for each of the ratios defined above.

In the absence of a benchmark or threshold to indicate whether an institution's financial performance is at risk (these have not yet been developed and approved by the sector) we simply compare each institution's financial health ratios to the system average. Therefore, a negative ratio does not necessarily indicate that an institution's financial health is at risk, only that it is below the system average. We encourage the ministry and the universities to complete the work they have done in selecting and defining financial health indicators by also assigning thresholds of healthy performance to each indicator.

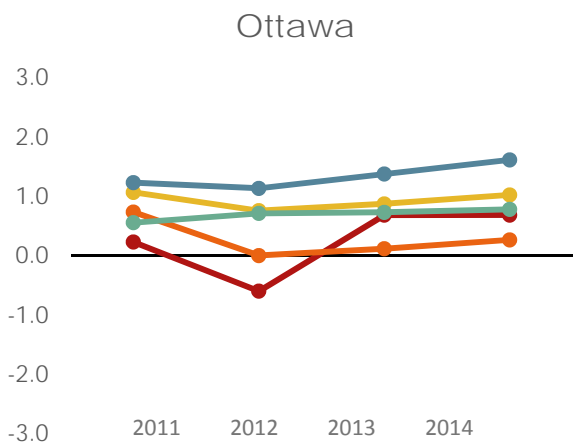
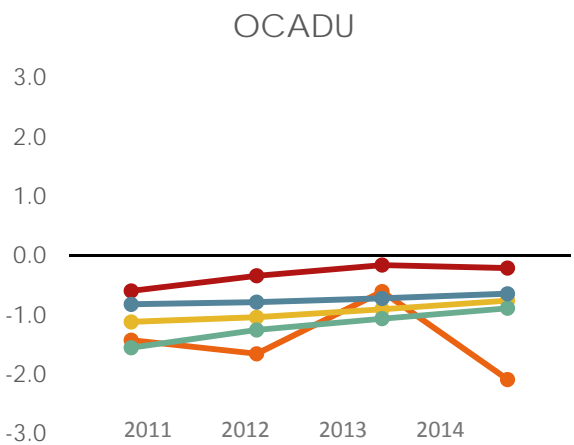
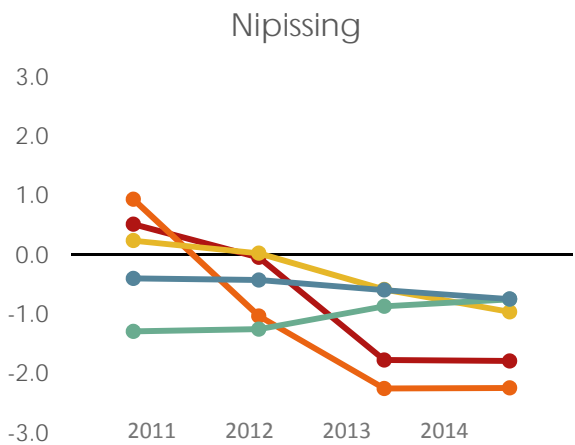
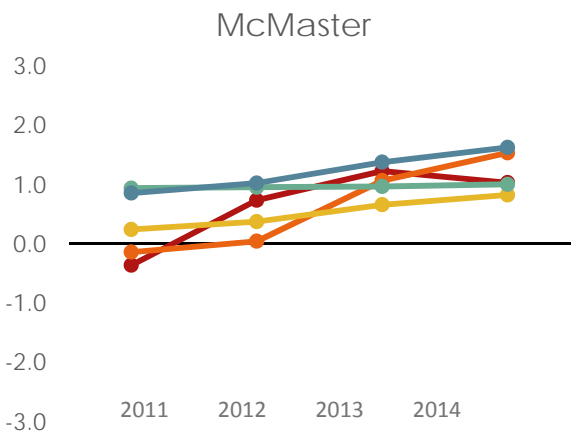
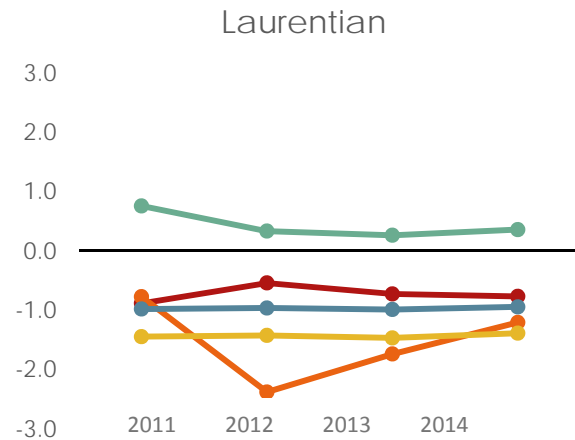
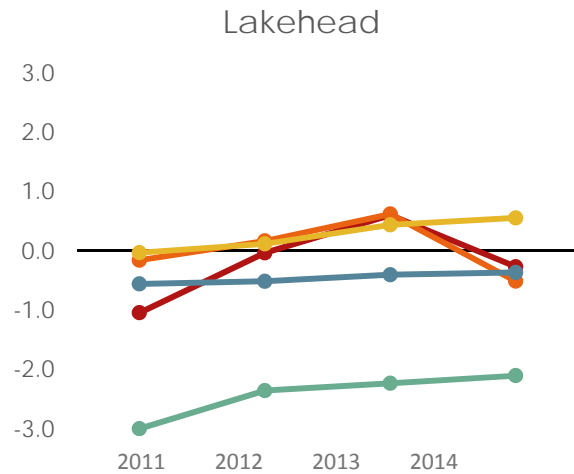
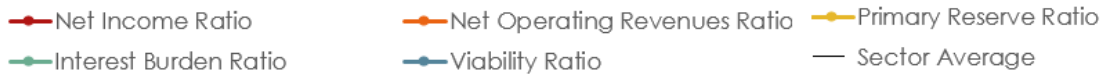
In order to visually overlay the indicators, in Figures 4.1 through 4.20, each of the five financial health ratios have been standardized so that a score of 0 represents the sector average across all four years. A score above 0 reflects above average performance while a score below 0 reflects below average performance. The Y-axis scale represents units of standard deviation.

Figures 4.1 to 4.20: Trends in Financial Health Metrics 2011–12 to 2014–15

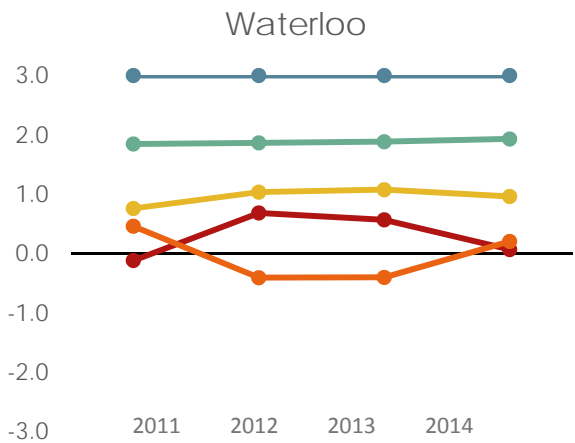
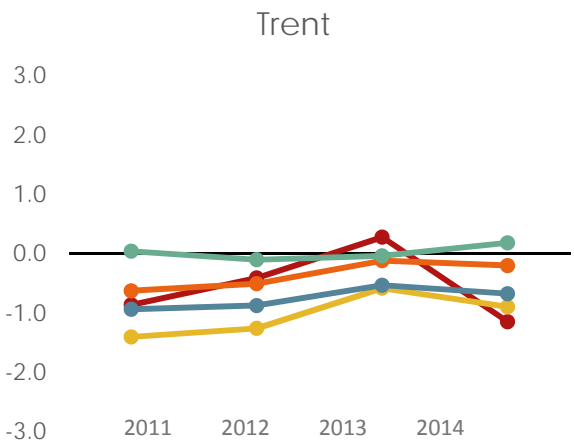
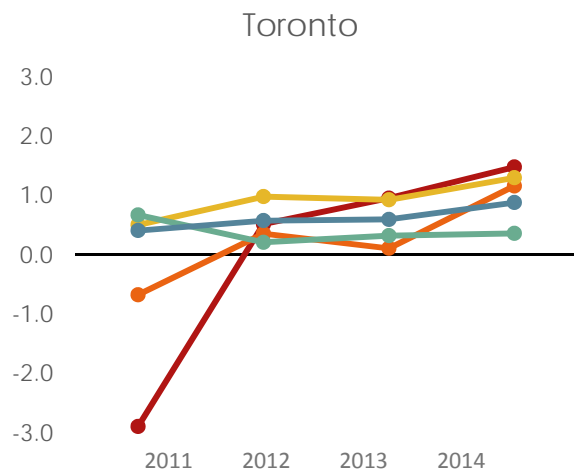
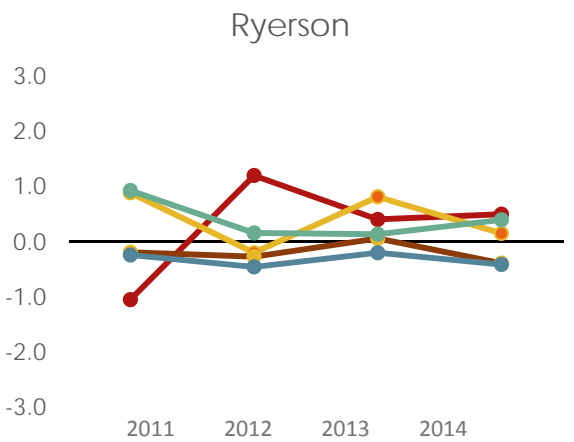
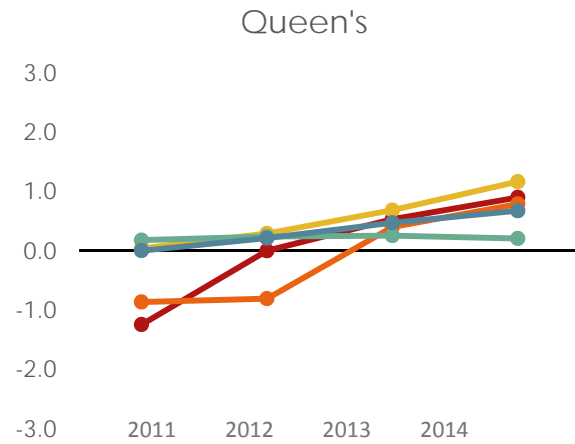
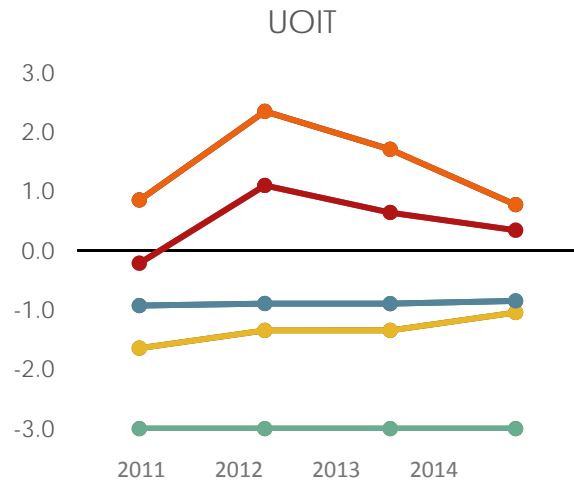
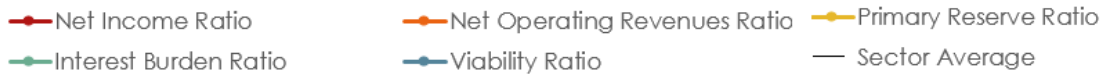
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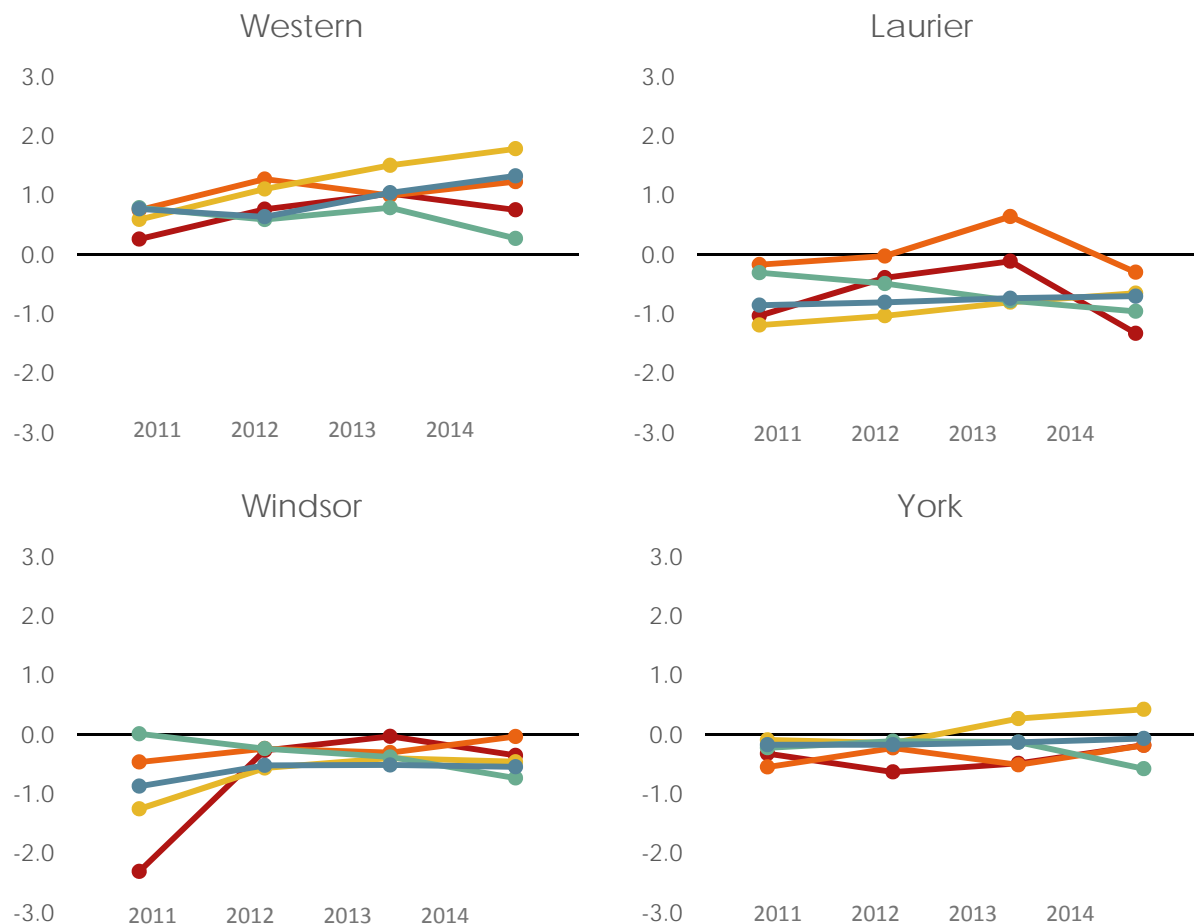
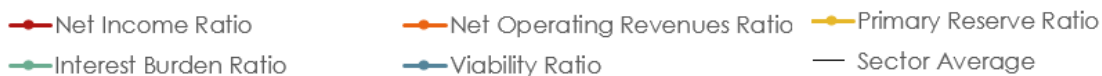
Legend:



Legend:



Legend:



Source: MAESD, COU, and COFO; HEQCO analysis

Additional Notes to Figures 4.1 through 4.20:

To visually overlay the indicators, each of the five financial health ratios has been standardized to have a mean of 0, representing the sector average, and a standard deviation of 1. The system average represents the average across all four years. The standardized scores reflect the number of standard deviations each institution is above (if positive) or below (if negative) the four-year sector average. A score above 0 reflects above average performance while a score below 0 reflects below average performance.

Extreme outliers were removed when calculating the system average. Results for UOIT's interest burden ratio and Waterloo's viability ratio are excluded from the system average.

Data for scores above or below 3 have been capped. This includes the following:

- Carleton — the viability ratio for 2014 and 2015
- Lakehead — the interest burden ratio for 2011
- UOIT — the interest burden ratio for all four years
- Toronto — the net income ratio for 2011
- Waterloo — the viability ratio for all four years



Financial Health Indicators Summary

For the purposes of our summary table we simplify the data presented above by way of the two variables included in Table 4 that summarize for each university:

- (1) Of the five financial health indicators, the number that were above the system average for each of the four years. We emphasize again that, in the absence of any agreed upon performance thresholds, the score of any particular institution must be interpreted only as relative to that of the other 19 rather than an absolute indicator of good or poor financial health.
- (2) The number of financial health indicators that show an improvement over the four year period.

Table 4: Summary of Financial Health Indicators (out of 5)

	Are above the sector 4-year average in				Have improved
	2011-12	2012-13	2013-14	2014-15	from 2011 to 2015
Algoma	4	4	2	1	1
Brock	0	0	0	2	5
Carleton	4	5	5	5	5
Guelph	2	3	4	5	5
Lakehead	0	2	3	1	4
Laurentian	1	1	1	1	4
McMaster	3	5	5	5	5
Nipissing	3	1	0	0	1
OCADU	0	0	0	0	4
Ottawa	5	3	5	5	3
UOIT	1	2	2	2	5
Queen's	3	4	5	5	5
Ryerson	2	2	4	3	1
Toronto	3	5	5	5	5
Trent	1	0	1	1	4
Waterloo	4	4	4	5	3
Western	5	5	5	5	4
Laurier	0	0	1	0	2
Windsor	1	0	0	0	4
York	0	0	1	1	5

 
Included in Summary

Growth in Faculty over Age 65

Mandatory retirement was eliminated in Ontario in 2006. In the 10 years since, the percentage of

faculty over age 65 has increased from less than 2% to more than 10%. In our first sustainability paper, we noted that this issue needs a deeper analysis. Quite simply, given that, on average, faculty members with greater seniority typically have higher salaries, an increased number of faculty remaining beyond the traditional retirement age will have significant cost implications. Thus, the more faculty choosing to remain employed by the university beyond age 65, the less expenditure flexibility the institution has to hire younger faculty who are paid considerably less. The opportunities for faculty renewal is consequently also constrained. Table 5 shows the percentage of full-time faculty at each Ontario university who are over the age of 65.

Table 5: Faculty Over Age 65 by University

University	<u>2014</u>			<u>2009</u>			% Point Change over 5 years
	65+	Total	% 65+	65+	Total	% 65+	
Algoma	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Brock	63	582	10.8%	33	567	5.8%	5.0%
Carleton	81	843	9.6%	39	819	4.8%	4.8%
Guelph	45	756	6.0%	21	792	2.7%	3.3%
Lakehead	30	330	9.1%	12	288	4.2%	4.9%
Laurentian	42	366	11.5%	21	384	5.5%	6.0%
McMaster	105	984	10.7%	54	1299	4.2%	6.5%
Nipissing	12	198	6.1%	6	171	3.5%	2.6%
OCADU	15	138	10.9%	9	108	8.3%	2.5%
Ottawa	126	1247	10.1%	39	1257	3.1%	7.0%
UOIT	12	276	4.3%	3	150	2.0%	2.3%
Queen's	84	777	10.8%	48	819	5.9%	5.0%
Ryerson	117	1023	11.4%	48	900	5.3%	6.1%
Toronto	288	2721	10.6%	201	2661	7.6%	3.0%
Trent	15	225	6.7%	15	246	6.1%	0.6%
Waterloo	63	1194	5.3%	36	1026	3.5%	1.8%
Western	138	1464	9.4%	81	1437	5.6%	3.8%
Laurier	51	573	8.9%	21	522	4.0%	4.9%
Windsor	63	483	13.0%	33	525	6.3%	6.8%
York	234	1485	15.8%	129	1443	8.9%	6.8%

↑
Included in
Summary

Source: Statistics Canada's University and College Academic Staff System and National Faculty Data Base.
Includes full-time faculty with an academic rank.

Summary Table

Table 6 summarizes the sustainability data presented above by drawing together selected elements, each of which has been highlighted in the previous sections:

5 Year % Change in Enrolment: The percentage change in enrolment between 2010 and 2015. The larger the value, the more revenue generating enrolment growth has taken place.

Demographic Outlook by 2033: The projected percentage change in 18–20 year olds for each university, applying today's distribution of region of origin for incoming students. The larger the value the more favourable the demographic outlook.

Demand Outlook: The percentage of students entering each of the universities with high-school marks above 75%, and the application to registrant ratio for each institution. The higher the values, the better the demand outlook for the institution.

Financial Health Indicators: The number of an institution's financial health indicator scores in 2014–15 exceeding the system average, and the number of financial health indicator scores that increased over the most recent four-year period. The higher the value, the better the relative financial health indicator outlook for the institution.

% Faculty over 65: The percentage of faculty over age 65 at each university. A higher value suggests an additional pressure on compensation costs.

**Table 6: Summary Table —
Signals of Enrolment Demand, Financial Sustainability and Expenditure Challenge**

	5 year % change in enrolment	Projected demographic change to 2033	Demand		Financial Health Indicators (out of 5)		% Faculty over 65
			A:R Ratio	Entering Marks \geq 75%	# above system average	# improved over 4 years	
Algoma	29%	-11%	5:1	72%	1	1	n/a
Brock	7%	-1%	6:1	83%	2	5	11%
Carleton	16%	-2%	6:1	87%	5	5	10%
Guelph	9%	1%	7:1	99%	5	5	6%
Lakehead	-5%	-8%	5:1	73%	1	4	9%
Laurentian	0%	-9%	5:1	83%	1	4	11%
McMaster	5%	2%	8:1	100%	5	5	11%
Nipissing	-18%	-6%	6:1	84%	0	1	6%
OCADU	11%	5%	3:1	85%	0	4	11%
Ottawa	8%	-3%	7:1	95%	5	3	10%
UOIT	28%	6%	6:1	76%	2	5	4%
Queen's	14%	2%	7:1	100%	5	5	11%
Ryerson	27%	6%	8:1	95%	3	1	11%
Toronto	14%	5%	6:1	98%	5	5	11%
Trent	6%	0%	6:1	77%	1	4	7%
Waterloo	13%	1%	6:1	100%	5	3	5%
Western	5%	-1%	8:1	100%	5	4	9%
Laurier	10%	1%	7:1	88%	0	2	9%
Windsor	0%	-7%	5:1	83%	0	4	13%
York	-3%	7%	6:1	88%	1	5	16%

Next Steps

As we noted at the outset, we are not undertaking this exercise to chastise, intervene or police institutions, or to dissect their internal management practices. We are simply responding to the shared sense of threat and challenge throughout the system regarding financial sustainability and its potential impact on educational quality and the student experience. We have assembled a suite of signal indicators of sustainability to start a conversation with universities and government about the pressures institutions face, the strategies they are using to meet them and the tools they need from government to do so.

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Appendix A: Five year enrolment trends – additional detail

Table 1 in this report shows the five-year trend in full-time equivalent enrolment for the 20 universities. Universities can and do pursue different strategies to maintain or grow their enrolment — undergraduate or graduate, domestic or international. For further insight into the variety of patterns of enrolment change across the institutions, the Tables A1 and A2 following break the overall enrolment trend shown in Table 1 into these constituent components. The totals shown in Tables A1 and A2 are the same as the total enrolment shown in Table 1.

Table A1: Undergraduate vs Graduate FTE Enrolment Trends over Time

	<u>Undergraduate</u>			<u>Graduate</u>			<u>Total</u>		
	2010	2015	5 year % change	2010	2015	5 year % change	2010	2015	5 year % change
Algoma	1,028	1,323	29%	0	0	n/a	1,028	1,323	29%
Brock	14,538	15,437	6%	1,155	1,364	18%	15,693	16,801	7%
Carleton	19,474	22,500	16%	3,022	3,544	17%	22,497	26,044	16%
Guelph	22,370	24,557	10%	2,355	2,352	0%	24,725	26,909	9%
Lakehead	7,601	6,924	-9%	592	876	48%	8,193	7,800	-5%
Laurentian	7,547	7,424	-2%	515	617	20%	8,062	8,041	0%
McMaster	23,067	24,130	5%	3,476	3,742	8%	26,543	27,872	5%
Nipissing	5,205	4,185	-20%	139	191	38%	5,344	4,376	-18%
OCADU	3,555	3,805	7%	59	217	266%	3,614	4,022	11%
Ottawa	29,917	31,728	6%	5,044	6,005	19%	34,961	37,733	8%
UOIT	6,421	8,139	27%	340	510	50%	6,761	8,649	28%
Queen's	18,762	21,300	14%	3,720	4,282	15%	22,481	25,582	14%
Ryerson	26,561	34,001	28%	1,999	2,251	13%	28,560	36,252	27%
Toronto	59,142	67,105	13%	13,740	16,263	18%	72,882	83,368	14%
Trent	6,969	7,348	5%	375	405	8%	7,344	7,753	6%
Waterloo	27,622	31,148	13%	3,766	4,420	17%	31,387	35,568	13%
Western	30,037	31,284	4%	4,958	5,617	13%	34,995	36,901	5%
Laurier	14,826	16,338	10%	1,048	1,129	8%	15,874	17,468	10%
Windsor	12,975	12,056	-7%	1,700	2,680	58%	14,675	14,736	0%
York	43,455	41,936	-3%	4,494	4,641	3%	47,948	46,577	-3%

Source: MAESD. FTE enrolments includes all students — full-time and part-time, eligible and ineligible, degree and certificate. Undergraduate FTEs are for all terms and graduate FTEs are for fall and summer term.

Table A2: Domestic vs International FTE Enrolment Trends over Time

	<u>Domestic</u>			<u>International</u>			<u>Total</u>		
	2010	2015	5 year % change	2010	2015	5 year % change	2010	2015	5 year % change
Algoma	958	908	-5%	70	415	491%	1,028	1,323	29%
Brock	14,463	15,071	4%	1,230	1,730	41%	15,693	16,801	7%
Carleton	19,967	22,436	12%	2,530	3,609	43%	22,497	26,044	16%
Guelph	24,079	25,774	7%	646	1,135	76%	24,725	26,909	9%
Lakehead	8,052	7,256	-10%	141	544	286%	8,193	7,800	-5%
Laurentian	7,636	7,449	-2%	426	591	39%	8,062	8,041	0%
McMaster	24,700	25,429	3%	1,844	2,442	32%	26,543	27,872	5%
Nipissing	5,294	4,331	-18%	50	45	-9%	5,344	4,376	-18%
OCADU	3,439	3,586	4%	175	436	149%	3,614	4,022	11%
Ottawa	32,868	33,050	1%	2,093	4,683	124%	34,961	37,733	8%
UOIT	6,472	8,029	24%	288	620	115%	6,761	8,649	28%
Queen's	21,103	23,466	11%	1,378	2,116	53%	22,481	25,582	14%
Ryerson	27,664	34,888	26%	895	1,364	52%	28,560	36,252	27%
Toronto	63,817	67,576	6%	9,065	15,793	74%	72,882	83,368	14%
Trent	6,789	7,145	5%	555	608	10%	7,344	7,753	6%
Waterloo	27,648	29,075	5%	3,739	6,493	74%	31,387	35,568	13%
Western	32,546	32,587	0%	2,450	4,314	76%	34,995	36,901	5%
Laurier	15,537	16,439	6%	337	1,029	205%	15,874	17,468	10%
Windsor	13,083	12,067	-8%	1,592	2,670	68%	14,675	14,736	0%
York	44,491	40,827	-8%	3,458	5,750	66%	47,948	46,577	-3%

Source: MAESD. FTE enrolments includes all students — full-time and part-time, eligible and ineligible, degree and certificate. Undergraduate FTEs are for all terms and graduate FTEs are for fall and summer term.

Appendix B: Demographic Outlook — additional detail

The following table presents an overview of the five geographic regions presented in Figure 2 of this report. It shows the universities that are located (main campus) within each region and the counties that make up each region.

Table B1: Overview of Ontario's Regions

Region	Toronto + GTA	Central	East	Southwest	North
Universities	OCADU Ryerson Toronto UOIT York	Brock Guelph McMaster Trent Waterloo Laurier	Carleton Ottawa Queen's	Western Windsor	Algoma Lakehead Laurentian Nipissing
Counties	Toronto Durham Halton Peel York	Brant Dufferin Haldimand-Norfolk Haliburton Hamilton Muskoka Niagara Northumberland Peterborough Simcoe Kawartha Lakes Waterloo Wellington	Ottawa Frontenac Hastings Lanark Leeds and Greenville Lennox and Addington Prescott and Russell Prince Edward Renfrew Stormont, Dundas and Glengarry	Bruce Elgin Essex Grey Huron Chatham-Kent Lambton Middlesex Oxford Perth	Algoma Cochrane Kenora Manitoulin Nipissing Parry Sound Rainy River Greater Sudbury Sudbury Thunder Bay Timiskaming

To derive the institution-specific demographic projections shown in Figures 3.1 to 3.5 we first calculated the year-to-year growth rate for each of the five regions identified from the Ministry of Finance's population projections for 18-to-20 year olds. These growth rates by region were then applied to first-year enrolment counts at each university, in proportion to the percentage of incoming students by region of origin. The projected counts were then aggregated for each year for each institution.

Universities routinely collect and report postal code information as part of their enrolment reporting to MAESD. The region students come from was established by matching the first three characters of their postal code (known as the Forward Sortation Area or FSA) to Statistics Canada's National Household Survey (NHS). There is a small percentage of Ontarian students for whom the FSA was either not formatted properly or not found in Statistics Canada's NHS. They represent just over 2% of Ontario first-year undergraduate students. These students were excluded from the analysis.

The results are based on student headcounts for the fall term only for 2015–16. University satellite campuses and affiliates were included.

Table B2 shows the distribution of Ontarian first-year undergraduate students at each university by region of origin.

Table B2: Percentage of Ontarian First-Year Undergraduate Students by Region, 2015–16

	Demographic Region in Ontario				
	Toronto + GTA	Central	East	Southwest	North
Algoma	16%	11%	3%	3%	68%
Brock	44%	46%	3%	7%	1%
Carleton	25%	12%	56%	4%	3%
Guelph	55%	29%	4%	10%	2%
Lakehead	22%	24%	5%	4%	45%
Laurentian	20%	17%	8%	4%	51%
McMaster	58%	36%	2%	3%	1%
Nipissing	23%	27%	13%	10%	27%
OCADU	80%	12%	5%	3%	1%
Ottawa	21%	10%	60%	5%	4%
UOIT	88%	6%	3%	2%	1%
Queen's	57%	16%	20%	5%	2%
Ryerson	89%	6%	2%	2%	1%
Toronto	85%	8%	4%	3%	1%
Trent	48%	32%	15%	4%	2%
Waterloo	56%	31%	5%	7%	1%
Western	48%	15%	2%	33%	1%
Laurier	55%	35%	2%	7%	1%
Windsor	17%	6%	1%	75%	1%
York	97%	2%	0%	0%	0%

Source: MAESD.

Appendix C: Financial Health Indicators — additional detail

The five financial health indicators designed by the university sector in partnership with MAESD are:

Table C1: Summary of the Financial Health Indicators

	Financial Health Indicator	Calculation
Net Income Ratio	The Net Income/Loss Ratio is a financial performance metric that measures the percentage of an institution's revenues that actually contribute to its net assets. It provides insight into how well an institution is able to manage its expenses. The objective of this ratio is to track trends in an institution's net earnings.	$= \frac{\text{Total Revenues} - \text{Total Expenses}}{\text{Total Revenues}}$
Net Operating Revenues Ratio	The Net Operating Revenues Ratio is a financial performance metric that provides an indication of the extent to which institutions are generating positive cash flows in the long run to be financially sustainable. The ratio is calculated as Cash Flow from Operating Activities (from the statement of cash flows) over Total Revenues (from the statement of operations).	$= \frac{\text{Cash Flow from Operating Activities}}{\text{Total Revenues}}$
Primary Reserve Ratio	The Primary Reserve Ratio is a measure of financial viability that compares expendable net assets to total expenses and provides an indication of an institution's financial strength and flexibility by determining how many days an institution could function using only its financial resources that can be expended without restrictions. Expendable Net Assets include: unrestricted surplus (deficit), internally restricted net assets and internally restricted endowments, adjusted for the non-cash component of any employee future benefits.	$= \frac{\text{Expendable Net Assets} \times 365 \text{ days}}{\text{Total Expenses}}$
Interest Burden Ratio	The Interest Burden Ratio is a measure of debt affordability that compares the level of current debt service with the institution's total expenses. It examines the percentage of total expenses used to cover an institution's cost of servicing its debt. The ratio is calculated as interest expense over total expenses (adjusted for non-cash depreciation).	$= \frac{\text{Interest Expense}}{\text{Total Expenses} - \text{Depreciation}}$
Viability Ratio	The Viability Ratio is a basic determinant of an institution's financial health, as it provides an indication of the funds on hand that can be used should an institution need to settle its long-term obligations. It is calculated as Expendable Net Assets over Long-Term Debt. Expendable Net Assets are defined above under Primary Reserve Ratio. Long-Term Debt is total external long-term debt as disclosed in the institution's financial statements without adding the current portion that may be included in accounts payable.	$= \frac{\text{Expendable Net Assets}}{\text{Long-Term Debt}}$

Four Years of Data

The table that follows presents the resultant financial health indicators data for each university for four years (2011–12 to 2014–15). These data were used to construct the Figures 4.1 to 4.20 and summary table (Table 6) in the body of the report.

When standardizing the data for the purposes of Figures 4.1 through 4.20 (see the notes below the figures) the values for the interest burden ratio were multiplied by -1 to align the direction of positive performance with the other four indicators.

Table C2: Financial Health Ratios from 2011–12 to 2014–15

	Net Income Ratio				Net Operating Revenues Ratio				Primary Reserve Ratio (days)			
	11-12	12-13	13-14	14-15	11-12	12-13	13-14	14-15	11-12	12-13	13-14	14-15
Algoma	5.7%	5.1%	6.2%	0.9%	8.0%	10.9%	10.3%	0.2%	86	86	43	16
Brock	-0.7%	-0.8%	0.3%	5.4%	0.2%	3.5%	4.0%	9.2%	24	35	18	44
Carleton	9.6%	10.8%	12.8%	13.0%	7.1%	17.9%	15.1%	17.0%	144	183	222	256
Guelph	-7.9%	6.4%	10.1%	9.2%	8.9%	7.8%	11.3%	8.8%	44	74	160	172
Lakehead	-2.4%	2.6%	5.8%	1.5%	6.6%	8.2%	10.3%	4.9%	77	86	106	114
Laurentian	-1.6%	0.1%	-0.8%	-1.0%	3.6%	-4.1%	-1.0%	1.5%	-11	-10	-12	-7
McMaster	1.0%	6.5%	8.9%	7.9%	6.7%	7.6%	12.5%	14.7%	94	102	120	130
Nipissing	5.4%	2.6%	-6.0%	-6.1%	11.8%	2.4%	-3.5%	-3.5%	94	80	43	19
OCADU	-0.1%	1.1%	2.0%	1.8%	0.5%	-0.6%	4.4%	-2.7%	9	14	23	32
Ottawa	3.9%	-0.2%	6.2%	6.2%	10.9%	7.3%	7.9%	8.6%	145	126	133	143
UOIT	1.8%	8.3%	6.0%	4.5%	11.5%	18.7%	15.6%	11.1%	-23	-4	-4	14
Queen's	-3.3%	2.8%	5.5%	7.3%	3.2%	3.5%	9.3%	11.2%	82	97	122	152
Ryerson	-2.2%	8.7%	4.8%	5.3%	11.6%	6.4%	11.3%	8.1%	67	62	83	55
Toronto	-13.5%	5.4%	7.5%	10.1%	4.1%	9.1%	7.9%	12.9%	110	140	137	160
Trent	-1.5%	0.8%	4.2%	-2.9%	4.3%	4.9%	6.8%	6.4%	-8	1	43	23
Waterloo	2.2%	6.2%	5.6%	3.2%	9.6%	5.4%	5.4%	8.3%	126	144	146	139
Western	4.1%	6.6%	7.9%	6.6%	11.0%	13.5%	12.2%	13.3%	116	148	173	190
Laurier	-2.3%	0.9%	2.3%	-3.7%	6.6%	7.3%	10.5%	5.9%	5	15	29	39
Windsor	-8.6%	1.5%	2.7%	1.1%	5.1%	6.2%	5.9%	7.2%	1	44	55	51
York	1.3%	-0.3%	0.4%	2.0%	4.7%	6.3%	4.9%	6.5%	74	70	96	106

Table C2: Financial Health Ratios from 2011–12 to 2014–15 (continued)

	Interest Burden Ratio				Viability Ratio			
	11-12	12-13	13-14	14-15	11-12	12-13	13-14	14-15
Algoma	1.8%	1.9%	2.0%	1.7%	0.54	0.42	0.29	0.21
Brock	2.4%	2.5%	2.6%	2.7%	0.13	0.21	0.11	0.24
Carleton	1.0%	1.2%	1.1%	0.9%	1.97	2.72	3.52	4.33
Guelph	1.6%	1.9%	2.0%	1.9%	0.46	0.63	1.31	1.52
Lakehead	5.7%	4.1%	4.0%	3.9%	0.28	0.32	0.42	0.45
Laurentian	1.2%	1.6%	1.7%	1.6%	-0.09	-0.07	-0.10	-0.06
McMaster	1.1%	1.1%	1.0%	1.0%	1.53	1.68	1.99	2.21
Nipissing	3.1%	3.1%	2.7%	2.6%	0.42	0.40	0.25	0.12
OCADU	3.4%	3.1%	2.9%	2.8%	0.05	0.08	0.14	0.21
Ottawa	1.4%	1.3%	1.3%	1.2%	1.86	1.77	1.98	2.19
UOIT	12.3%	12.3%	10.8%	10.0%	-0.04	-0.01	-0.01	0.03
Queen's	1.8%	1.7%	1.7%	1.7%	0.78	0.96	1.19	1.37
Ryerson	1.1%	1.8%	1.8%	1.6%	0.56	0.37	0.60	0.41
Toronto	1.3%	1.7%	1.6%	1.6%	1.13	1.28	1.30	1.55
Trent	1.9%	2.0%	2.0%	1.8%	-0.05	0.00	0.31	0.18
Waterloo	0.2%	0.2%	0.2%	0.2%	10.48	12.99	7.83	8.74
Western	1.2%	1.4%	1.2%	1.7%	1.46	1.34	1.70	1.95
Laurier	2.2%	2.4%	2.7%	2.8%	0.03	0.07	0.13	0.16
Windsor	1.9%	2.2%	2.3%	2.6%	0.01	0.32	0.33	0.30
York	2.1%	2.0%	2.1%	2.5%	0.63	0.63	0.66	0.72

Source: MAESD, COU, and COFO

RYERSON COMMUNICATION REPORT

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

President Mohamed Lachemi spoke to Construction Canada about the design for Ryerson's new Centre for Urban Innovation.

President Mohamed Lachemi spoke to APN News about startup accelerators in India. India.com reported on the launch of the "Gateway91" startup accelerator program in India, launched in the presence of Mayor John Tory and **President Lachemi**, along with a Canadian business delegation. CP24 also reported on the delegation's tour of India and Sri Lanka.

CTV News reported on Ryerson's announcement that the iconic Sam the Record Man sign will be restored and placed on display at Yonge-Dundas Square this summer. The Toronto Star quoted **President Lachemi** on the matter. Similar coverage aired on Global News and CityNews, quoting **Jennifer Grass**, Assistant Vice-President, University Relations.

The Toronto Star, National Post, and Globe and Mail reported on a new study on housing in Toronto titled "In High Demand" released by Ryerson University's City Building Institute. Similar coverage appeared in CBC News, quoting **Cherise Burda**, CBC Radio, CTV News Toronto, CHCH Hamilton, CityNews, Mortgage Broker News, Newstalk 1010, AM 980, and CFRA Ottawa.

Apparel Magazine and Fashion Network reported that the Joe Fresh Centre for Fashion Innovation, in partnership with Ryerson, celebrated the completion of cycle one innovators. The coverage quoted **Charles Falzon**, Dean, FCAD

The Toronto Star quoted **Ann Cavoukian**, Privacy and Big Data Institute, in an article on the RCMP admitting to using identifier technology to track cellphones. She also spoke to CBC's Metro Morning about the issue.

Cherise Burda, City Building Institute, spoke to the National Post about urban sprawl and congestion. She also spoke to the Toronto Star about a vacancy tax on unoccupied homes and rentals.

Margaret Yap, TRSM, spoke to CBC News about the sharing economy.

Metro News featured student entrepreneur **Maayan Ziv** in an article about CBC's "We Are Canada".

Digital Engineering featured the Ryerson Hyperloop Team and the SpaceX Hyperloop competition.

CP24 reported on the NHL Alumni Panel on the business of hockey attended by TRSM students at the Mattamy Athletic Centre.

University Affairs quoted **John Hannah**, Student Affairs, and **Brandon Smith**, Residence Life and Education, in an article on helicopter parenting.

Abdullah Snobar, DMZ, spoke to CBC Radio's Spark about the federal budget and funding for innovation.

Canadian Jewish News featured an exhibition at the Paul H. Cocker Gallery at Ryerson, quoting **Alexandra Berceanu**, Archive Specialist, Architectural Science.

Sean Mullin, Brookfield Institute, spoke to CBC Radio's Metro Morning and the CBC News Network about artificial intelligence, automation, and the jobs of the future. He also spoke to CTV News in reaction to the federal budget.

Steven Murphy, Dean, Ted Rogers School of Management, contributed a piece to the Globe and Mail on the topic of how business can catalyze social change.

Anver Saloojee, Politics and Public Administration, spoke to the Toronto Star about anti-apartheid hero Ahmed Kathrada.

Canadian Architect reported that architect **Christine Leu**, who teaches courses in architecture and interior design at Ryerson, received the Royal Architectural Institute of Canada's Allied Arts Medal.

Travel and Tour World reported that **Eleanor McMahon**, Minister of Tourism, Culture and Sport, announced support for cultural tourism across the province at the Ryerson Image Centre, which will host exhibits for the Scotiabank CONTACT Photography Festival.

Marie Bountrogianni, Dean of the Chang School, spoke to CH Hamilton's Morning Live about the value of continuing education. She also spoke to Global News about Canada's new 18-month parental leave, and contributed a piece to Huffington Post Canada about learnings from "Hidden Figures".

Creig Lamb, Brookfield Institute, co-author of the new report called Future-Proof: Preparing young Canadians for the future of work, appeared on CBC Radio's Here and Now discussing the report.

Ryerson research on the Scarborough subway was used in Global News, CityNews, CTV News, and CP24 coverage of the issue.

CBC's The National reported on the Great Canadian Sales Competition, featuring Ryerson student **Carter Grant**. He spoke to CBC News about making careers in sales appealing to young Canadians.

Abdullah Snobar, DMZ, spoke to Canadian Immigrant about diversity in tech. He also commented in the Waterloo Region Record about funding for innovation.

The Toronto Star reported on Starbucks' plan to hire 1,000 refugees in Canada, and that the company will work with Hire Immigrants, a Ryerson agency; quoting **Senator Ratna Omidvar**, who founded the Global Diversity Exchange at Ryerson.

Metro News reported that the finalists for the \$25,000 Shaughnessy Cohen literary award include **Kamal Al-Solaylee**, Journalism, for "Brown: What Being Brown in the World Today Means (To Everyone)."

Huffington Post Canada featured Ryerson among five Canadian universities to watch.

The Toronto Star and the Globe and Mail reported that Toronto filmmaker Barry Avrich donated the original masters of his films, plus thousands of hours of interview footage and related archival materials, to Ryerson's Faculty of Communication & Design. The articles quoted Dean **Charles Falzon**.

Canadian Lawyer Magazine reported that Ryerson's Legal Innovation Zone and Legal X are viewed as attractive centres of technology innovation that may also be appealing to firms outside Canada.

The Globe and Mail featured Ryerson MBA alumni **Matt Lindzon and Zach Fiksel** and their success operating food trucks.

Chris Evans, Interim Provost and Vice President Academic, spoke to CP24 about Pi Day and the Science Open House at Ryerson. CTV also reported on the event, featuring an interview with **Imogen Coe**, Dean, Faculty of Science.

Sportsnet reported on the Ryerson Rams men's basketball team taking on the Carleton Ravens in the national championship. TSN also reported on Ryerson's hope to make history by garnering its first national university title, quoting Coach **Roy Rana**. Similar coverage appeared in the Hamilton Spectator.

Aperture Magazine featured the Power to the People exhibit at the Ryerson Image Centre.

Diversity in the Workplace and Pride Toronto reported that Ryerson presented four awards and a bursary to five women at its 9th annual Viola Desmond Day awards ceremony.

Academica Group reported that Ryerson has created a new research chair in the study and advancement of democracy, made possible by a \$2-million donation from the Jarislowsky Foundation.

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