



BOARD OF GOVERNORS

March 28, 2019

Jorgenson Hall – JOR 1410

380 Victoria Street

12:30 p.m. to 2:00 p.m.

Time	Item	Presenter/s	Action	Page
12:30	1. IN-CAMERA DISCUSSION (Board Members Only)	Mitch Frazer	Information	
	2. IN-CAMERA DISCUSSION (Executive Group Invited)			
	END OF IN-CAMERA SESSION			
	3. INTRODUCTION			
1:00	3.1 Chair's Remarks	Mitch Frazer	Information	
	3.2 Approval of the March 28, 2019 Agenda	Mitch Frazer	Approval	
1:05	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information	65-72
1:15	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information	73
	5.1 2019 Board Election Report			74-81
1:20	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Michael Benarroch	Information	82-85
	7. DISCUSSION ITEMS			
1:25	7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Tony Staffieri		
	7.1.1 2019-20 Budget: Government Funding Update and Budget Strategy	Mohamed Lachemi Michael Benarroch Glenn Craney	Information	86-91
1:35	7.2 REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION	Steven Liss		
	7.2.1 Research at Ryerson			92-103

1:55	7.3	We the Students Campaign Presentation	Maklane DeWever, RSU Leizl Yance, CESAR	Information	
8.		CONSENT AGENDA			
	8.1	Approval of the January 31, 2019 Minutes	Mitch Frazer	Approval	104-106
	8.2	Fiera Capital Report December 31, 2018	Joanne McKee	Information	107-127
9.		FOR INFORMATION			
	9.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information	128-131
	9.2	Ryerson Performance Indicators	Glenn Craney		132-157
10.		TERMINATION			
2:00		NEXT MEETING OF THE BOARD – April 29, 2019			

Ryerson University
President's Update to the Board of Governors
March 28, 2019



BOARD OF GOVERNORS ELECTIONS – The results of the 2019 Board elections were announced on March 8. Congratulations to new Board members representing their constituencies: for teaching faculty, Catherine Ellis (Department of History, Faculty of Arts) and Michael Kolios (Department of Physics, Faculty of Science); for administrative staff, Jennifer Gonzales (Student Affairs); and for students, Sadat Ahmed (Financial Mathematics, Faculty of Science), Karol Bahnan (Electrical Engineering, FEAS), and Ahmadreza (Reza) Khonsari (Civil Engineering, FEAS). Voting for the alumni Board member will take place from June 17 to 28.

HONORARY DOCTORATES – At the Senate meeting on March 5, I was pleased to announce the following recipients of honorary doctorates for the convocation ceremonies to be held at the Mattamy Athletic Centre this June. Thank you to everyone involved in the nomination process, and to the Awards and Ceremonials Committee. Nominees have responded with enthusiasm and pride in accepting the honour.

Faculty of Arts:

Richard Atleo – Hereditary Chief of the Ahousaht First Nation, associate adjunct professor, University of Victoria; Doctor of Laws

Faculty of Communication & Design:

Eric McCormack – Canadian actor, alumnus Theatre '85; Doctor of Laws

Faculty of Community Services:

Jean Augustine – Former Canadian politician, social activist; Doctor of Laws

Faculty of Science:

Samantha Nutt – Founder, War Child Canada and War Child USA; Doctor of Laws

Ted Rogers School of Management:

Hazel McCallion – Former mayor of Mississauga, Chancellor, Sheridan College; Doctor of Commerce

Victor G. Dodig – President and CEO, CIBC; Doctor of Laws

CONGRATULATIONS

Argentum Electronics, a Clean Energy Zone company founded by Ryerson electrical engineering students Bolis Ibrahim (CEO) and Oleh Zhyhinas (CTO), has won the 2019 biennial N100 Evolution technology startup competition. Argentum develops Power-over-Ethernet (PoE) technology, which allows devices to receive both data and power via a secure connection. The N1000 prize comes with \$250,000 in investment from Northumberland Community Futures Development Corporation, which will help Argentum prepare their Smart Power over Ethernet Controller products for manufacturing and market entry.

Joanne McKee, Ryerson's chief financial officer, has received this year's Ken Clements Distinguished Administrator Award from the Canadian Association of University Business Officers (CAUBO). The award honours Joanne's significant contributions both to CAUBO and to higher education across Ontario.

Ryerson University was named one of Canada's Best Diversity Employers by Mediacorp Canada for the fifth year in a row. The citation praised Ryerson's annual Viola Desmond Awards, the Access Ryerson accessibility initiative, and the Built Environment Working Group as highlights of Ryerson's strategy of enhancing diversity and fostering inclusion across campus.

Julia Shin Doi, general counsel and secretary of the Board of Governors, was given a Lifetime Achievement Award by the Federation of Asian Canadian Lawyers (FACL), of which she is a founder and past president. The award recognizes "significant and longstanding contributions to the legal community" as well as "positive contributions made to social justice and/or the Asian community."

Amy Soden, development writer in University Advancement, has been named a DiverseCity Fellow by the Toronto-based CivicAction Leadership Foundation. Amy, who is legally blind and volunteers her time as a mentor for young people in Toronto's blind community, will participate in a year-long program designed to build her leadership skills and develop collaboration within a diverse and growing network of rising leaders.

Maayan Ziv (RTA '12, M.A., MDM '15), founder and CEO of the app, AccessNow—which crowdsources and maps accessibility in 35 countries—has been named Communicator of the Year for 2018 by the International Association of Business Communicators/Toronto. The award recognizes an executive's leadership, communication skills, and contributions to the community. The judging panel called Maayan "a strong, effective leader" and "an incredible storyteller" and praised the positive impact she has made worldwide.

REZONING APPLICATION – The university has submitted a rezoning application for the Ryerson-owned parking lot at 202 Jarvis Street, with the aim to build a 41-storey tower on the site. Designed by Zeidler Partnership Architects (Toronto) and Henning Larsen Architects (Copenhagen), the tower is slated to comprise 30 storeys of student residence space atop an 11-storey academic base for use by the Faculty of Science, with retail at street level; the project's plans also include a new public square to accompany the tower.

RAMS HOCKEY DONATION – Deborah Wilcock, president of Jet Ice Limited and a member of the Ryerson Athletics advisory council, has given a \$1 million donation to Ryerson Athletics in honour of her father, the late Doug Moore. Moore was nicknamed "Canada's Ice Man" for inventing a waterpurification system used by the National Hockey League, as well as amateur and community rinks, to make better ice. A large portion of the donation is earmarked for the Men's and Women's Hockey teams, funding scholarships, travel, coaching enhancement, and other opportunities; additionally, the donation will benefit all student athletes through mental health and wellness initiatives as well as enable the creation of co-op experiential learning positions and partnerships across the university.

EVENTS

TERENCE W. GRIER GATE – On January 15, the Ryerson community celebrated the renaming of the quad's south archway as the Terence W. Grier Gate, after president emeritus, Terry Grier. Terry's name is inscribed on the archway, and a plaque below it honours his exceptional leadership from 1988 to

1995, during which time Ryerson was accorded full university status. We were honoured that Terry could be with us to celebrate, along with his wife, Ruth Grier, formerly environment minister and health minister in Ontario's provincial government.

PREVENTING GENDER-BASED VIOLENCE – Farrah Khan, manager of Consent Comes First, Ryerson's Office of Sexual Violence Support and Education, is drafting a "Framework to Prevent and Address Gender-Based Violence at Post-Secondary Institutions" together with CJ Rowe, director of the Sexual Violence and Support and Prevention Office at Simon Fraser University. The framework is being funded by the federal government and supervised by Maryam Monsef, minister for women and gender equality. It will be developed by an advisory committee including Dr. Jesmen Mendoza, a psychologist at Ryerson's Centre for Student Development and Counselling, as well as Canadian college and university students and administrators, community organizations, survivor advocates, and service workers. The committee held its first meeting on January 16 in Montreal.

TANENBAUM PHOTOGRAPHY EXHIBITION – On January 23, *True to the Eyes: The Howard and Carole Tanenbaum Photography Collection* opened at the Ryerson Image Centre. The exhibition showcases 200 works from the extensive four-decade private collection held by the Tanenbaums, both philanthropists and holders of honorary doctorates from Ryerson. It spans the history of photography, ranging from the 19th century to the present day, and taking in a broad international sweep, including the work of Canadian masters such as Vincenzo Pietropaolo and Edward Burtynsky. The exhibition, which runs until April 7, was curated by Paul Roth, Gaëlle Morel, and Charlene Heath, and it is accompanied by a book produced in partnership with renowned German publishers Hirmer Verlag.

DECOLONIZING RYERSON'S CAMPUS – Starting on January 31, at the Oakham Lounge, the office of the vice-president, Equity and Community Inclusion has been hosting the Decolonization Series of its Soup and Substance discussions. In each of the four sessions, the participants—Indigenous elders, students, faculty, and staff from Ryerson and other Ontario academic institutions—are being invited to share stories and experiences in a safe space and open atmosphere informed by the Nisga'a philosophy "in the pursuit of knowledge, therein you will find life." The series was developed by Monica McKay, director of Aboriginal Initiatives, and its goal is to build relationships and promote understanding that will help decolonize the campus.

FUTURE SKILLS CENTRE – On February 14, the Canadian government announced that Ryerson has been selected to partner with the Conference Board of Canada and Blueprint in leading the new Canada-wide initiative The Future Skills Centre – Centre des Compétences (FSC-CCF). The Centre is designed to ensure Canadian workers are trained and prepared for the jobs of tomorrow in a rapidly changing economy. It will build a network of partners and stakeholders across the country, linking service providers, employers, governments, community groups, academic and practitioner researchers, and millions of Canadians to enhance access to in-demand skills and training.

CENTRE FOR URBAN INNOVATION – On February 14, Minister of Finance Bill Morneau officially opened Ryerson's new Centre for Urban Innovation (CUI). Funded by a \$19.8 million investment from the federal government's Strategic Investment Fund, the CUI incorporates the original 1891 Ontario College of Pharmacy building on Gerrard Street as well as sympathetic and sustainable additions. It offers 60,000

square feet of research, incubation, and commercialization space for faculty and students working to solve critical urban infrastructure issues. Within the CUI are housed The Centre for Urban Energy, The Smart Urban Infrastructure Hub, the Urban Water Institute, the Data Analytics Lab, the Food Research Lab, and the NeXt Lab.

INTERNATIONAL WOMEN'S DAY – From March 4 to 9, Ryerson was proud to host programming for International Women's Day (IWD). Among the many events aimed at empowering women and amplifying their voices were an evening with American activist and Me Too movement founder Tarana Burke, the presentation of the annual Viola Desmond Awards for accomplished Black women at Ryerson and across Toronto, an IWD Comedy Night at the SLC auditorium, and a DMZ panel on addressing the gender gap in funding entrepreneurship that echoed the theme of this year's IWD: #BalancelsBetter. The week ended with the Toronto-wide IWD Rally & March on March 9, followed by the Ryerson-hosted IWD Fair in the SCC lobby, organized by the Ryerson Centre for Women and Trans People and the Continuing Education Students' Association of Ryerson (CESAR). Ryerson's programming was hosted by the Office of the Vice-President of Equity and Community Inclusion and Ryerson's Human Rights Services, in partnership with many other Ryerson units, as well as employee and student unions.

SCHOLARSHIP FOR WOMEN IN STEM – On March 12, Ryerson announced The Savitri & Anju Virmani Scholarship for Women in STEM. Established with a \$100,000 donation from Cargojet CIO Anju Virmani, which was matched by the President's Awards to Champion Excellence (PACE), the scholarship fund will annually award four scholarships of \$10,000 each to full-time female undergraduate students who are entering the fourth year of a STEM program. Annual awards celebrations will be attended by leaders in the field so that recipients may pursue mentorship opportunities and build their network.

from the President's Calendar

January 9, 2019: I attended the Economic Club of Canada's annual economic outlook meeting, at which the chief economists for Canada's six major banks offered financial forecasts for the year ahead.

January 9, 2019: I met with Karim Chelli, president of Canadian University Dubai (CUD), to discuss the progress of our partnership, which has given rise to a Faculty of Communication and Design at CUD modeled on Ryerson's own.

January 10, 2019: I spoke with Andrew Petter, president of Simon Fraser University, about our ongoing collaboration on Zone Startups India.

January 11, 2019: Along with Charles Finlay, executive director, Cybersecure Catalyst, as well as Krishan Mehta, assistant vice-president, engagement, I met with representatives from RBC including Bruce Ross, group head, technology and operations, to discuss potential partnership with Cybersecure Catalyst.

January 11, 2019: I met with Chief Justice of Ontario George Strathy to discuss the law school and Ryerson's approach to legal education.

January 14, 2019: I was pleased to give closing remarks at the President's Circle of Scholars Reception, which was attended by new and renewing Ryerson Student Scholars, their parents, and their faculties' deans.

January 15, 2019: At a ceremony in the quad, the south archway was officially renamed the Terence W. Grier Gate, after the president emeritus under whose watch Ryerson attained university status. I was

honoured to give remarks to the gathering, which was attended by Terry Grier and his wife, former Ontario cabinet minister Ruth Grier.

January 16, 2019: I participated in a special teleconference of the executive heads of the Council of Ontario Universities (COU) to discuss tuition.

January 17, 2019: I delivered introductory remarks for the sixth annual Esch Day at Ryerson. We honoured the decade of support the Esch Foundation has given to the Faculty of Engineering and Architectural Science, bolstering its culture of innovation and entrepreneurship.

January 18, 2019: I attended a meeting with the executive committee of the COU.

January 18, 2019: Along with vice-president, university advancement and alumni relations Ian Mishkel and board vice-chair Tony Staffieri, I met with Edward Rogers, chairman of Rogers Communications, to discuss the ongoing partnership between Ryerson and the Rogers family and organization.

January 18, 2019: I had an introductory conversation with Isabelle Moundou, associate deputy minister of Canadian Heritage, who is Ryerson's new deputy minister university champion.

January 18, 2019: I brought greetings to the Ryerson University Alumni Association (RUAA)'s annual meeting.

January 22, 2019: Along with Michael Benarroch, provost and vice-president, academic, I gave remarks at the second annual student showcase event, which celebrates student achievement in co-curricular projects and experiential learning.

January 23, 2019: I welcomed Andrea Johnston, assistant deputy minister of Innovation, Science and Economic Development Canada and her team, as they visited the DMZ.

January 23, 2019: Along with Ian Mishkel and board chair Mitch Frazer, I met with Ron Schmeichel, chairman of JJR Private Capital, to update him on the progress of the law school.

January 23, 2019: I was pleased to bring welcoming remarks to the opening reception of the Ryerson Image Centre's winter exhibitions, including *True to the Eyes: The Howard and Carole Tanenbaum Photography Collection*, *Laura Henno: M'Tsamboro*, and *Kodak Canada: The Early Years 1899–1939*.

January 24, 2019: Along with Charles Falzon, I met with Magdy Elkady, president of Canadian International College and chair and CEO of Cairo-based engineering and marketing consultancy Canwell, regarding potential partnership with Ryerson in Egypt.

January 25, 2019: I met with David Collenette, former federal minister of Transport and current chairman of The Chartered Institute of Logistics and Transport (North America), to discuss cybersecurity in the area of transportation and logistics.

January 28, 2019: I met with Heather Munroe-Blum, former principal and vice-chancellor of McGill University and currently serving on the boards of directors of the Royal Bank of Canada and CGI Group, to discuss the current state of the post-secondary sector.

January 29, 2019: I attended a talk at Canadian Club Toronto by Rana Sarkar, consul general of Canada in San Francisco, entitled "Canada, Silicon Valley & The Bay Area: What's Next For Canada?"

January 30, 2019: Jonathan Simmons, the CFO of the Ontario Municipal Employees Retirement System (OMERS), gave me an update on Ryerson's pensions fund, which OMERS manages.

January 30, 2019: I had an introductory meeting with Fay Wu, managing director of the venture capital and private equity firm Never F***ing Quit (NFQ) Ventures, who has recently joined the DMZ's advisory council.

February 1, 2019: Along with general counsel and secretary of the Board of Governors Julia Shin Doi, I met with William Robins and V. Bland Proctor, president and board chair, respectively, of Victoria College at the University of Toronto, to share information.

- February 1, 2019:* I had an introductory meeting with Canadian Representative to the Palestinian Authority Douglas Proudfoot.
- February 4, 2019:* Ian Mishkel and I met with Toronto city councillor and chair of the Economic and Community Development Committee Michael Thompson to discuss Ryerson's role in city building and the next Master Plan.
- February 4, 2019:* Along with Ian Mishkel and Deborah Brown, vice-president, administration and operations, I met with Mayor John Tory to discuss Ryerson's next Master Plan and its role in the city of Toronto.
- February 5, 2019:* At the Faculty Service Awards, I was very pleased to deliver remarks recognizing faculty members, librarians and counsellors' outstanding achievements and contributions to our university.
- February 5, 2019:* I delivered introductory remarks at the Ryerson Democracy Forum's event *A Conversation with the Crown*, at which Ontario's Lieutenant Governor, Elizabeth Dowdeswell, and her predecessor, David C. Onley, sat down with moderator and distinguished visitor Martin Regg Cohn to discuss the meaning and impact of their public service.
- February 5, 2019:* Along with Steven Liss, vice-president, research and innovation, I had a conference call with an executive team from Laval University including rector Sophie D'Amour and vice-rector, Research, Creation and Innovation Eugénie Brouillet, to discuss Laval's involvement in the Future Skills Centre.
- February 7, 2019:* I attended a meeting with the chairs and executive heads of the COU.
- February 8, 2019:* Ian Mishkel, Deborah Brown, and I met with city councillor and chair of the Toronto Accessibility Advisory Committee Kristyn Wong-Tam to discuss Ryerson's next Master Plan.
- February 8, 2019:* Mitch Frazer hosted a Faculty of Law roundtable for the legal community at Torgys LLP, at which I, Mitch, Julia Shin Doi, Michael Benarroch, and Faculty of Law interim dean Anver Saloojee updated Toronto lawyers on our plans for the law school and solicited feedback.
- February 8, 2019:* I met with Cargojet CIO Anju Virmani to thank her for her considerable, ongoing support for women in STEM at Ryerson.
- February 8, 2019:* I was privileged to co-host a multi-faith Shabbat dinner for members of the Ryerson community with Hillel Ryerson, to promote multiculturalism at the university.
- February 11, 2019:* I welcomed Ruby Sahota, member of Parliament for Brampton North, to the DMZ, where we discussed Ryerson's cybersecurity initiative.
- February 13, 2019:* Ian Mishkel, Deborah Brown, and I met with Julie Di Lorenzo, president of Diamante Urban Corporation, to update her about Ryerson's law school and our next Master Plan.
- February 13, 2019:* Steven Liss and I met with Sidewalk Labs' chairman and CEO Dan Doctoroff to discuss Ryerson's innovation strategy.
- February 14, 2019:* I was proud to host, in the company of Minister of Finance Bill Morneau and Minister of Employment, Workforce Development and Labour Patricia A. Hajdu, their announcement that Ryerson, along with Blueprint and the Conference Board of Canada, will lead the Canada-wide consortium charged by the federal government with delivering The Future Skills Centre – Centre des Compétences (FSC-CCF).
- February 14, 2019:* I was delighted to host researchers, staff, and students from Ryerson's new Centre for Urban Innovation (CUI) as Minister Morneau officially opened the building. The CUI houses faculty and students researching such areas as data analytics, energy, food, transportation, and water, and it offers new space for Ryerson's network of Zones.

February 15, 2019: I met with student board members as part of the consultation process for next year's budget.

February 19, 2019: I met with Zarar Rana, CEO and founder of telecom software consulting company ZCOM Systems, to thank him for establishing the Canada Pakistan Foundation of Friendship Award for First Generation Students at Ryerson University.

February 19, 2019: I met with Deepak Chopra to discuss his experience as former president and CEO of Canada Post, and to invite him to engage with entrepreneurs in the DMZ.

February 19, 2019: I met with city councillor Shelley Carroll (Don Valley North) to discuss Ryerson's role in city-building and our upcoming Master Plan.

February 19, 2019: I met with city councillor Joe Cressy (Spadina-Fort York) to discuss Ryerson's role in city-building and our upcoming Master Plan.

February 20, 2019: I met with Andrew Jones, chairman of the Pacific Asia Travel Association and guardian of Sanctuary Resorts, Hong Kong, to discuss potential collaboration with a developer from Hong Kong.

February 20, 2019: Along with deputy provost and vice-provost, University Planning Glenn Craney, I met with Harvey Weingarten, president of the Higher Education Quality Council of Ontario (HEQCO), to hear his perspective on changes in the post-secondary system.

February 21, 2019: I met with city councillor Paula Fletcher (Toronto-Danforth) to discuss Ryerson's role in city-building and our upcoming Master Plan.

February 22, 2019: In Montreal, along with dean of arts Pamela Sugiman and Jarislowsky Democracy Chair Sanjay Ruperalia, I met with Stephen Jarislowsky, founder, chairman, and CEO of Jarislowsky Fraser Ltd., to thank him for his support and to discuss future plans for the Democracy Chair.

February 25, 2019: I was pleased to bring remarks to the Ryerson Staff Awards Reception, at which we celebrated the outstanding contributions of nominees, nominators, the selection committee, and the award-winners themselves.

February 25, 2019: I welcomed Etobicoke-Centre MPP Kinga Surma, the parliamentary assistant to the Minister of Transportation, to the Centre for Urban Innovation, where she participated in a roundtable discussion with faculty and students to discuss Ryerson's contributions in the area of smart transportation.

February 26, 2019: I was delighted to give remarks at the Faculty Teaching Awards luncheon, where we celebrated the winners of Ryerson's teaching awards, as well as Frankie Stewart's teaching award from the Ontario Confederation of University Faculty Associations, for their contributions in building a great culture of teaching and learning.

February 26, 2019: I hosted Rod Phillips, Ontario Minister of the Environment, Conservation and Parks, as well as MPPs Andrea Khanjin (parliamentary assistant to minister Phillips) and David Piccini (parliamentary assistant to the Minister of Training, Colleges and Universities) at the Centre for Urban Energy, where we took a tour and discussed Ryerson's innovation ecosystem and contributions in the field of urban energy.

February 26, 2019: I gave remarks at a celebration of Donette Chin-Loy Chang's honorary doctorate from the University of the West Indies.

February 27, 2019: I met with Ryerson alumnus Michael Kraljevic, executive advisor at the city of Toronto's real estate agency, Create TO, to discuss Ryerson's contribution to city-building.

February 28, 2019: I was proud to bring remarks to a breakfast for long-service employees, where we honoured the remarkable dedication of Ryerson employees who have been with us for 30 years or

more—including Gilbert Ha, buyer at the Ryerson University Campus Store, who has been with us for 50 years.

February 28, 2019: I gave introductory remarks at a Ryerson Leadership Lab event with former governor general David Johnston, who presented his new book, *Trust*, in discussion with distinguished visitor and Leadership Lab co-founder Karim Bardeesy.

March 1, 2019: I met with Paul Davidson, president of Universities Canada, for an update on the organization's strategies and Ryerson's ongoing contribution.

March 1, 2019: Along with vice-president, administration and operations Deborah Brown, I met with Ashton Sequeira, president of Chartwells, about our ongoing partnership on campus food services.

March 4, 2019: I attended a lunch meeting hosted by Denmark's ambassador, Niels Boel Abrahamsen, and consul, Niels Tanderup Kristensen, to discuss the collaboration between Danish and Canadian architects in developing the infrastructure and cityscape of Toronto. HRH Crown Prince Frederik of Denmark was also in attendance.

March 4, 2019: I met with Turkish ambassador Kerim Uras to discuss the potential for deepening Ryerson's partnership with Turkish universities.

March 4, 2019: I met with Alan Shepard, current president of Concordia University and president-designate of Western University, about collaboration and partnership between our universities.

March 4, 2019: I was honoured to deliver welcoming remarks at the 2019 Viola Desmond Day Awards ceremony, at which the Ryerson community recognized the outstanding contributions of Black women among our faculty, staff, students, and alumni, as well as a graduating high school student.

March 5, 2019: I had an introductory meeting with Brian Gallant, former premier and attorney general of New Brunswick and current member of the New Brunswick legislative assembly for Shediac Bay-Dieppe.

March 6, 2019: I met with Merrilee Fullerton, Minister of Training, Colleges, and Universities, to discuss Ryerson's contributions to the post-secondary education sector.

March 7, 2019: I participated in a special meeting of Council of Ontario Universities (COU) executive heads to discuss the post-secondary sector's strategy in the short, medium, and long term.

March 7, 2019: Along with assistant vice-president international Anver Saloojee and Ontario court Judge Mary Hogan, I met with community builder Karen Pitre, president of The Lonsdale Group, about her work with justice hubs across Canada and potential collaboration with Ryerson's law school.

March 7, 2019: I delivered introductory remarks at the annual Ted Rogers Management Conference (TRMC), introducing the conference's honorary chair, Melinda Rogers, deputy chair of Rogers Communications.

March 7, 2019: I was proud to attend the Rams' first game of the U Sports Women's Basketball Final 8, which Ryerson hosted at the Mattamy Athletic Centre. Although we lost to the top-seeded Laval Rouge et Or, we went on to win the consolation finals.

MEMORANDUM

To: Board of Governors

Cc: Mohamed Lachemi, President and Vice Chancellor

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

Subject: Report from the Secretary

Date: March 28, 2019

Board of Governors Elections 2019

Board elections were successfully held from March 4 to March 7, 2019. Students, Karol Bahnan Electrical Engineering, Sadat Ahmed, Financial Mathematics, and Reza Khonsari, Civil Engineering, were elected to a one-year term.

Catherine Ellis, History Chair was re-elected to another two years and Michael Kolios, Faculty member in the Department of Physics also to two years.

Administrative Staff member Jennifer Gonzales, Director of Student Life, was elected to a two-year term.

Alumni, Catherine Paisley is running for re-election as is former student Board member Angelo Pirosh in the Alumni Elections which will be held June 17, 2018 to June 28, 2019.

All newly elected Board members will begin their terms on September 1, 2019.

Details of the election numbers are in the 2019 Election Report included in your package.

University Secretariat Conference

A meeting of Ontario University Secretaries took place at Weir & Foulds on March 21, 2019 where best practices for Board and Senate issues were discussed. Julia Shin Doi, Catherine Redmond and Vidya Luckiram could not participate as it conflicted with the Board's Finance Committee meeting. Giselle Basanta and Leanne Stevens attended on behalf of the Board Team.



Date March 8, 2019

To: Jennifer Hicks
Secretary, Ryerson Election Procedures Committee

From: Colleen Dempsey
Returning Officer

Re: **Board of Governors Elections 2019 Results Report**

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

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

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

Maklane DeWever,
President, Ryerson Students' Union

Leizl Yance,
President, Continuing Education Students' Association of Ryerson

Ron Babin,
President, Ryerson Faculty Association

Deborah Brown,
Vice President, Administration and Operations

Election Procedure Committee



BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

TABULATION OF VOTES

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

STUDENT ELECTION	
Candidates (7) in alphabetical order of surname	Vote Count
Sadat AHMED	585
Karol BAHNAN	740
Iyvan CHANDRAN	543
Kruti DAVE	538
Olivia KARP	495
Ahmadreza (Reza) KHONSARI	548
Tay RUBMAN	208

RESULTS SUMMARY	
Eligible voters	41,763
Ballots submitted	1,766
Votes cast	3,657
Declined to vote	143
Participation rate	4.2%

NOTES

There is no paper ballot voting in the student election.

BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

ADMINISTRATIVE STAFF ELECTION	
Candidates (7) in alphabetical order of surname	Vote Count
Carrie-Ann BISSONNETTE	128
Shira GELLMAN	137
Jennifer GONZALES	259
Osman HAMID	76
Tracey KING	124
Aneesh (Tiberias) Murali MOHAN	43
Svilen STOYANOV	13

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	1950	81	2031
Ballots submitted	780	9	789
Votes cast	773	7	780
Declined to vote	7	-	7
Participation rate	40.0%	11.1%	39.2%

NOTES: Two Paper ballots were spoiled - voters chose two candidates when only one permitted.



BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

TEACHING FACULTY ELECTION	
Candidates (5) in alphabetical order of surname	Vote Count
Lamya AMLEH	112
Catherine ELLIS	118
Robert HUDYMA	44
Michael KOLIOS	140
Nima NAGHIBI	96

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	841	29	870
Ballots submitted	301	0	301
Votes cast	510	0	510
Declined to vote	0	0	0
Participation rate	35.8%	0%	34.6%

NOTES: Two Paper ballots were received the day after the polls closed.



BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS STUDENT MEMBERS (3)	
Candidate Name	Vote Count
Karol BAHNAN	740
Sadat AHMED	585
Ahmadreza (Reza) KHONSARI	548

BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
Jennifer GONZALES	259

BOARD OF GOVERNORS TEACHING FACULTY MEMBERS (2)	
Candidate Name	Vote Count
Michael KOLIOS	140
Catherine ELLIS	118

BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

RESULTS IN ORDER OF STANDING

STUDENT ELECTION	
Candidates (7) in order of standing	Vote Count
Karol BAHNAN	740
Sadat AHMED	585
Ahmadreza (Reza) KHONSARI	548
Iyvan CHANDRAN	543
Kruti DAVE	538
Olivia KARP	495
Tay RUBMAN	208

ADMINISTRATIVE STAFF ELECTION	
Candidates (7) in order of standing	Vote Count
Jennifer GONZALES	259
Shira GELLMAN	137
Carrie-Ann BISSONNETTE	128
Tracey KING	124
Osman HAMID	76
Aneesh (Tiberias) Murali MOHAN	43
Svilen STOYANOV	13



BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

TEACHING FACULTY ELECTION	
Candidates (5) in order of standing	Vote Count
Michael KOLIOS	140
Catherine ELLIS	118
Lamya AMLEH	112
Nima NAGHIBI	96
Robert HUDYMA	44



BOARD OF GOVERNORS ELECTIONS 2019 RESULTS

VOTING PERCENTAGES

STUDENT ELECTION	
Total number of eligible voters	41,763
Total number of voters who participated	1,909
Percentage of voters who participated	4.2%
ADMINISTRATIVE STAFF ELECTION	
Total number of eligible voters	2,031
Total number of voters who participated	789
Percentage of voters who participated	39.2%
TEACHING FACULTY ELECTION	
Total number of eligible voters	870
Total number of voters who participated	301
Percentage of voters who participated	34.6%

Ryerson University
Provost and Vice President Academic
Update to the Board of Governors



BOARD GREETINGS – Here is an update on important new initiatives that advance Ryerson’s commitments to dynamism, renewal, and indigenization.

Building: Having opened the long-awaited Centre for Urban Innovation (CUI) on February 14, Ryerson turns its attention to further building and renewal. Among new developments, Ryerson has submitted a planning application for a 41-storey student tower at 202 Jarvis Street; we will receive a [preliminary report from the city on March 19](#) with comments. Meanwhile, the Daphne Cockwell School of Nursing will be open by September, [if not before](#), and the Library has embarked on a preliminary feasibility study on transforming and modernizing its entrance. The study is being conducted by Indigenous architecture firm Two Row Architects, in partnership with Gow Hastings Architects, and consultation sessions with the Ryerson community and the broader Toronto community have included four talking circles with Indigenous community members and external groups.

Indigenization: The Yeates School of Graduate Studies is working towards the creation of an Indigenous Strategic Framework to guide its journey of indigenization (please see the entry on reconciliation below). The Law School has signed a gift agreement with a firm for renewable support that will significantly defray tuition costs for six Indigenous students across their three years of study. The Yellowhead Institute in the Faculty of Arts is developing an Inuit Policy Certificate in partnership with Nunavut Tunngavik Incorporated (NTI), in order to prepare Inuit for positions in organizations in Nunavut that aim to restore Inuit jurisdiction.

Welcoming the World: In recent months, Ryerson has successfully hosted a number of high-profile events. Among them have been the Women’s Basketball U Sports national championships (in which the Rams won the consolation finals), the Global Career Services Summit (in partnership with the University of Toronto), and, for the first time, the MBA Games, at TRSM. This summer, FCAD will join the University of Barcelona and Montreal’s HEC in offering the summer intensive program Mosaic, aimed at fostering professional development in the creative economy. And in 2020, FCAD will launch the Ryerson Creative Academy, a summer program for both local and international senior high school students who are interested in the creative industries.

Other New Initiatives and Resources: The Isaac Olowolafe Jr. Digital Media Experience Lab has launched its Creators Grant, which will provide \$3000 for each of five student projects that address social equity issues by using technology in innovative ways. The TRSM Bootcamp team, which has taught 2956 students so far in 2018–19, has launched several new programs and is hiring new student facilitators, in expectation of more than 650 new co-op students expected to join the program in June 2019. FEAS has overhauled its website in order to focus on the needs of prospective students and partners while attaining accessibility standards, and YSGS has launched the Graduate Student Guide online, offering comprehensive information on academic matters, campus services, and student engagement opportunities.

APPOINTMENTS

Melanie Panitch and *Kim Bailey* have been appointed to the Office of Social Innovation as, respectively, executive director and director, strategic initiatives. Both join the office from the Faculty of Community Services (FCS). There, Melanie was the John C. Eaton Chair in Social Innovation and Entrepreneurship; previously, she was founding director of Ryerson's School of Disability Studies. At FCS, Kim was director, outreach, community engagement and partnership. Together, they will devise strategy for the social innovation unit and work with the Office of the Vice-President of Research and Innovation on scholarly, research, and creative projects.

CONGRATULATIONS

A team of *Business Technology Management* (BTM) students from TRSM placed third at CaseIT2019, the international management information systems case competition, which was held at Simon Fraser University in February. Congratulations to team members Ejaz Aman, Alicia D'souza, Reyaz Hamid, and Erwang Li for their display of superlative skill at analyzing cases.

The Faculty of Engineering and Architectural Science (FEAS), the *Centre for Urban Energy* (CUE), and the *Yeates School of Graduate Studies* have each won Accolades Awards from the Council for Advancement and Support of Education (CASE), District II. FEAS won gold for Student Recruitment Individual Pieces and Bronze for Publications Design: Multi-page, both for *Be Greater Than*, the Ryerson Engineering Admissions Handbook 2019. CUE won silver for its 2017 annual report, and Graduate Studies won bronze for its *2017–18 Year in Review, Catalysts for Change*—both in the Annual or Institutional Reports category. The awards will be given out at the District II Conference in Philadelphia, PA in March.

EVENTS

CONSULTATIONS ON BUDGET, RESEARCH, AND SENATE POLICY – In January and February, Ryerson consulted the university community about three important ongoing processes of review and renewal. First, Provost and Vice-President, Academic Michael Benarroch has been leading an open and consultative budget process for 2019–20. Three open town halls were held between February 11 and February 25, and the Ideas Campaign is currently encouraging students, staff, and faculty to contribute innovative suggestions about how best to balance the budget. Second, with Ryerson's Strategic Research Plan coming up for renewal, the university has established a Strategic Research Plan Development Steering Committee, chaired by Naomi Adelson, associate vice-president, research and innovation. Eight town halls—six faculty-specific and two open to all Ryerson community members—were held between January 14 and February 5, and feedback was solicited online. Third, the Senate Policy 60: Academic Integrity, is up for review, and a Policy Review Committee (PRC) has been established, co-chaired by John Paul Foxe, director, Academic Integrity Office and Kelly MacKay, vice-provost, academic. The PRC held town halls for students, faculty, and staff to provide feedback between January 29 and February 11.

ATHLETICS - The 2018–19 OUA season saw one of the most successful seasons in Ryerson Athletics' history. Women's Hockey made the OUA semi-finals for the first time ever, while the men's team

finished in first place in their division during the regular season before losing in a hard-fought series to the Guelph Gryphons in the quarter-finals.

From March 7 to 10, Ryerson Athletics and Recreation hosted the U Sports Women's Basketball Championships, where the Rams placed fifth after beating the Acadia Axewomen 91–67 in the consolation final. The Men's Basketball team won silver at the OUA Final and bronze at the USports National Championship. Meanwhile, the Women's Volleyball team captured the silver medal at the OUA Final and moved on to compete in the U Sports National Championship in Edmonton. For the second year in a row, they reached the national finals, this time finishing as silver medalists after falling in five nail-biting sets to the UBC Thunderbirds.

In terms of individual awards, Xander Ketrzynski had an outstanding first season in Men's Volleyball, capturing the OUA's Rookie of the Year and Player of the Year awards. In Women's Volleyball, Theana Vernon won OUA Player of the Year; Lauren Wong won Rookie of the Year; and for the second season in a row, Dustin Reid was named OUA Coach of the Year.

MBA GAMES - From January 4 to 6, TRSM hosted Canada's 31st annual MBA Games, at which 20 teams and 650 business students competed in academic, athletic, and spirit challenges. The event's theme was Diversity and Inclusion, and the charity it supported—as chosen each year by the hosting school—was the Canadian Council for Refugees. Among other awards, Ryerson's team placed second in the Technology and Innovation Case Competition.

ARCHITECTURAL INSTALLATION – From January 19 through February 24, *Tripix*, a sculptural installation by five Ryerson architecture students, was displayed at HTO Park on Queens Quay, as part of the Toronto waterfront's second annual Ice Breakers exhibition. Together, Tatiana Estrina, Tommy Gomez, Vivian Kinuthia, Florencio IV (Vince) Tameta, and Gloria Zhou were the first student group to have their work featured in Ice Breakers; they joined design studios in Germany, Greece, and Toronto in responding to the competition's theme, *Signal Transmission*. *Tripix* resembled the Ontario trillium, with three petal-like white acrylic arches emanating from a central red column, which featured mirrored panels allowing spectators to take pictures of themselves framed by views of the city.

TECH-WORKER GENDER GAP REPORT – On January 23, Ryerson's Brookfield Institute for Innovation and Entrepreneurship published the report *Who Are Canada's Tech Workers?*, which reveals the significant gap between women and men who work in technology in Canada. The report, written by economist Viet Vu, senior policy analyst Creig Lamb, and data science project lead Asher Zafar, was picked up by over 80 media outlets. It also details how other groups are underrepresented and underpaid, including Black, Hispanic, and Indigenous workers, and concludes that creating a more inclusive environment in the tech economy is essential “to fuel the discovery [of] new technological frontiers, to help Canada's companies succeed, and to drive economic growth.”

DISABILITY AND THE ARTS – From January 24 to 26, Ryerson's School of Disability Studies, in collaboration with the British Council, Creative Users Projects, and Tangled Art + Disability, presented the second Crippling the Arts event at Harbourfront Centre. With exhibitions and performances as well as creative workshops and panel discussions, the event brought together a diverse range of Canadian and international performers and speakers who are creatively disrupting their disciplines and battling ableism—as well as colonialism and racism – within them.

DEMOCRACYXCHANGE SUMMIT – From January 25 to 27, Ryerson hosted the second DemocracyXChange Summit. A joint initiative of Ryerson’s Leadership Lab and the Open Democracy Project, the summit featured an inspirational keynote address about propaganda and “toxic” misinformation online by Maria Ressa, Filipino-American journalist and crusader for freedom of the press, one of Time’s Persons of the Year 2018, who would be controversially arrested in Manila on February 15 for “cyber libel.” Other speakers included members of provincial parliament, political strategists, speechwriters, activists, academics, and filmmaker Astra Taylor, who screened her new feature documentary, *What Is Democracy?*

CONVERSATION WITH THE CROWN – On February 5, Ryerson’s Democracy Forum hosted Ontario’s Lieutenant Governor, Elizabeth Dowdeswell, and her predecessor, David C. Onley, for a conversation about the meaning and nature of their public service. The event was the first such public discussion in which both Dowdeswell and Onley have participated, and the university community was treated to a rare opportunity to hear both heads of state reflect on their experience as non-partisan—yet sometimes controversial—custodians of Ontario’s democracy. Distinguished visitor Martin Regg Cohn hosted the discussion, which ended with a spirited question-and-answer session with the audience.

RECONCILIATION AND GRADUATE EDUCATION – On February 14, the Indigenous Graduate Student Circle joined associate deans, graduate program directors, and student members of GRADCafé for a session on the Truth and Reconciliation report and its calls to action. A keynote address by Kevin Lamoureux, former education lead for the National Centre for Truth and Reconciliation, was followed by a conversation aimed at working towards an Indigenous Strategic Framework for the Yeates School of Graduate Studies (YSGS).

GAMIFYING NURSING – With funding from eCampus Ontario and input from five other academic institutions, The Chang School’s Digital Education Strategies team has created EQUIPS: Educational Quality Improvement Process Simulation, a game that trains nursing students in process improvement. Professors Nancy Purdy (School of Nursing) and Patrick Neumann (Mechanical and Industrial Engineering) co-led the project, which they developed in conjunction with educators and researchers from Queen’s University, Trent University, Western University, Centennial College, and George Brown College. The game went live on February 15 and is available as open access to all.

POLITICAL CIVILITY – On March 11, Ryerson’s Democratic Engagement Exchange hosted “Political Civility in the Age of Partisan Polarization,” which featured Max Cameron, professor in the University of British Columbia’s Department of Political Science, in discussion with distinguished visitor Steve Paikin. Professor Cameron [asserted the importance](#) of politicians’ being trained properly, through such programs as this summer’s Institute for Future Legislators, which will be run by Ryerson’s Faculty of Arts in collaboration with UBC’s Centre for the Study of Democratic Institutions.

GLOBAL CAREER SERVICES SUMMIT – From March 12 to 15, in partnership with the University of Toronto, Ryerson’s Career Centre hosted the fourth annual Global Career Services Summit. Directors of career services from 16 countries, as well as government representatives and media, attended workshops and “deep dive” discussions on the future of work, taking in such issues as AI, robotics, new industries, and the changing role of experiential learning.



BOARD OF GOVERNORS MEETING
March 28, 2019

AGENDA ITEM: 2019-20 Budget: Government Funding Update and Budget Strategy

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information only

SUMMARY:

An update on government funding, including tuition, ancillary fees and grants; key elements of the budget strategy; and progress to date.

BACKGROUND:

The presentation provides updated information on government policy changes affecting funding. It also summarizes the budget strategy and progress to date.

COMMUNICATIONS STRATEGY: N/A.

PREPARED BY:

Name Glenn Craney, Deputy Provost and Vice Provost, University Planning
Date March 14, 2019

APPROVED BY:

Name Michael Benarroch, Provost and Vice President, Academic
Date March 14, 2019

Government Funding Update and Budget Strategy

Board of Governors Meeting
March 2019

**Ryerson
University**



Government Funding Updates

Tuition:

- 10% decrease for all programs that are eligible for operating grant
- International student tuition remains unregulated
- Final guidelines to be released by MTCU in March

Ancillary Fees:

- Fees for core services (e.g., health and safety, athletics and recreation, career services) will be mandatory
- Online opt-out provisions must be in place for non-mandatory fees effective Fall 2019
- Awaiting final guidelines from MTCU

Grants:

- No information to date; awaiting announcement of Ontario budget in April.

Budget Strategy – Key Elements

- **Overall budget target estimated at \$50 M**
 - \$29 M tuition reduction
 - \$15 M inflation
 - \$ 6 M targeted investments
- **Revenue Generation** (*estimated \$10 - 15 M*)
 - Increased international enrolment (net of direct costs of teaching and support)
 - Increase international fees (first year market adjustment; grandfather upper year at usual rate of 3-5%)
 - Chang School contribution
 - Enrolment overshoot – additional base

Budget Strategy – Key Elements

- **Targeted reductions** (*estimated \$10 – 15 M*)
 - True one-time only (OTO) investments have not been renewed
- **Across the board unit reductions** (5% estimated to be \$22.5 M)
 - Aligned to Budget Principles
 - Beginning 2019-20 that are partially buffered until 2020-21
- **Targeted investments** (estimated \$ 6 M)
 - Restructuring Fund
 - Other required investments to support core activities

Update on Progress

- Consultations to date:
 - 4 Town Halls
 - Meetings with student Board members, RSU, CESAR, Unions
- Launch of Ideas Campaign online
- Hands-on sessions with budget managers from across the university on the process for making reductions
- Development of scenarios by Faculties and Divisions for 5% and 10% base reductions received in early March



Board of Governors Meeting

Research at Ryerson

Steven N. Liss
Vice-President, Research and Innovation

March 28, 2019

**Ryerson
University**

**Office of the
Vice-President,
Research & Innovation**

Presentation Overview

1. Provide an update of the successes of the past year
2. Describe the work that we are undertaking now to scale SRC activity at Ryerson so that we can continue our momentum and trajectory of growth in the future



Past Success

Researchers



Michael Olson
FOS, CRC Tier 1



David Gauntlett
FCAD, CRC Tier 1



Bilal Farooq
FEAS, CRC Tier 2



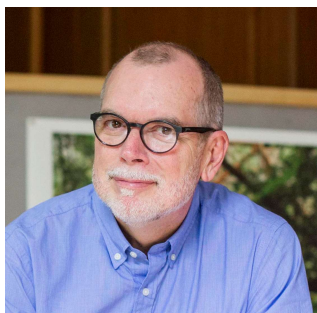
Sharareh Taghipour
FEAS, CRC Tier 2



Ebrahim Bagheri
FEAS, IRC



Sanjay Ruparelia
Jarislowsky
Democracy Chair



Robert Burley
FCAD, RSC



**Lorraine Janzen
Kooistra**
FOA, RSC



Ruth Panofsky
FOA, RSC

Success

Partnership, Collaboration and Connections

AlzheimerSociety
CANADA

BOMBARDIER

 **BRAMPTON**
Flower City
brampton.ca

 Canadian
Cancer
Society

LAWSON
FOUNDATION

 Maytree
Poverty • Rights • Change

La Fondation
McConnell
Foundation

 RBC

Schneider
Electric

SIEMENS

St. Michael's
Inspired Care.
Inspiring Science.

 The Conference Board
of Canada

 **TORONTO**
HYDRO

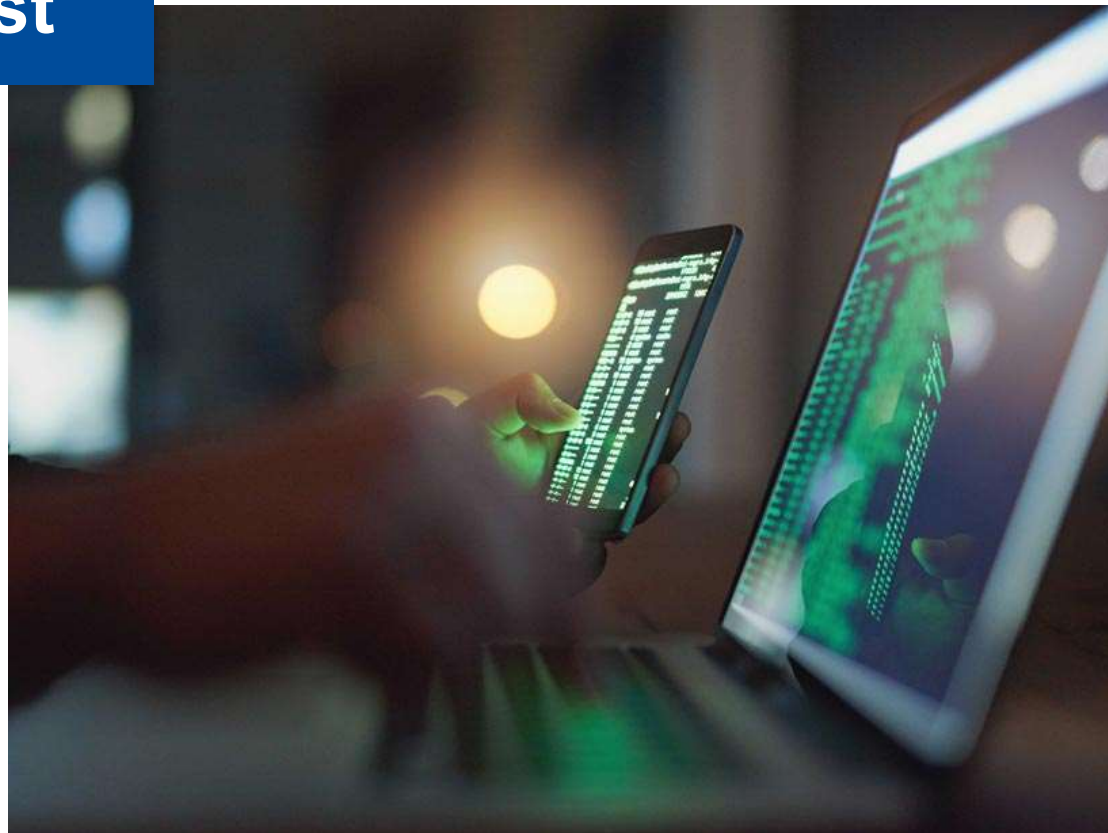
warranty**life**[™]

Cybersecure Catalyst



Charles Finlay
Executive Director

Make IT Secure:
Cybersecurity in
Manufacturing, April 25, 2019



Future Skills Centre



Mel Wright
Executive Director (Interim)

The Government of Canada is investing **\$225 million** in Future Skills over four years, and **\$75 million** per year thereafter.



Strategic Research Plan Development

Guiding Principles that are embedded in Ryerson's approach to its SRC activities

- Equity, Diversity & Inclusion
- Social Justice
- Indigenous Resurgence
- Industry & Community-Facing Partnerships & Collaborations
- Experiential Learning
- Entrepreneurship
- Innovation
- Critical Thought – Challenge Status Quo



Strategic Research Plan Development

Develop new themes that reflect the institution's strategic areas of strength and growth

Proposed New Themes

Urban
Innovation

Justice, Equity
& Society

Health &
Wellbeing

Culture &
Creativity

Design, Technology
& Intelligent Systems

Industry, Work
& Skills

Learn more

ryerson.ca/research/policy/strategic-research-plan

City Building

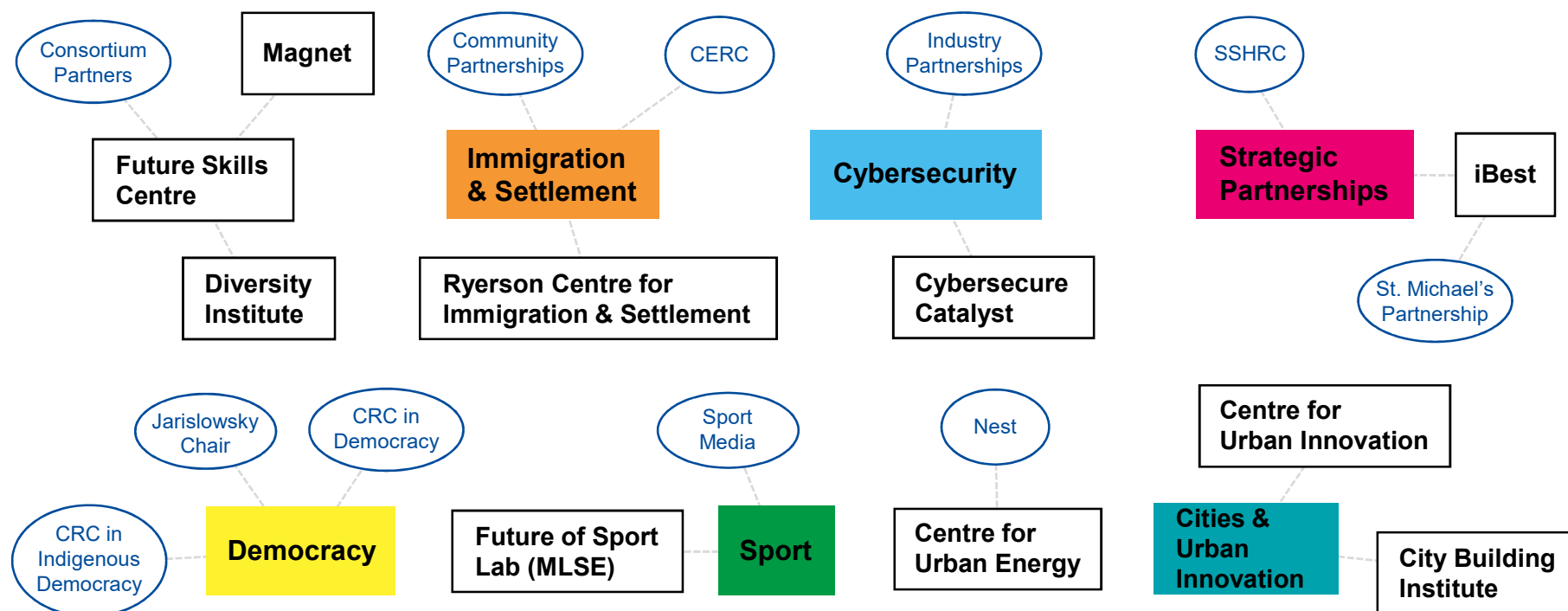


Ryerson University's new Centre for Urban Innovation (CUI) is a collaborative space where researchers come together to tackle the challenges posed by our ever-growing cities.

Scaling SRC Activity at Ryerson

2019-2020 APPROACH

**Strategy / Focus /
Excellence / Agile**



Faculties

Conclusion

With our solid foundation and bold agenda, we are well positioned to scale and compete locally, nationally, and globally.

Thank you.





BOARD OF GOVERNORS
January 31, 2019
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 1:00 p.m.
MINUTES

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Thursday, January 31, 2019 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: L. Amleh, S. Bukhari, C. Ellis, M. Frazer (Chair), J. Fukakusa, S. Gellman, H. Harb, M. Lachemi, C. MacDonald, N. Mohamed, C. Paisley, S. Sinha,

Regrets: M. Al Zaibak, J. Cockwell, S. Faruqi, S. Gosal, M. Ien, G. Pathak, M. Rodrigues, T. Staffieri (Vice Chair), O. Ullah

Board Secretariat:

G. Basanta, Senior Legal Counsel and Assistant Secretary of the Board of Governors
C. Redmond, Governance Officer
J. Shin Doi, General Counsel and Secretary of the Board of Governors

Others Attending

R. Babin, President, Ryerson Faculty Association
M. Benarroch, Provost and Vice President, Academic
D. Brown, Vice President, Administration and Operations
A. Casey, Executive Director, Office of the President
G. Craney, Deputy Provost and Vice-Provost, University Planning
M. Dettweiler, Executive Director, Facilities Planning, Capital Development & Real Estate
C. Falzon, Dean, Faculty of Communication and Design
J. Grass, Assistant Vice President, University Relations
G. Mallon, Interim Assistant Vice President, Facilities Management and Development
M. McEachrane Mikhail, Executive Director, Office of Provost and Vice President Academic
J. McKee, Chief Financial Officer
I. Mishkel, Vice President, University Advancement and Alumni Relations

- 1. IN-CAMERA DISCUSSION** (Board Members Only)
- 2. IN-CAMERA DISCUSSION** (Executive Group Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

The Chair opened his remarks with the an acknowledgement of the land, welcomed back Board members to the new Board year and reminded them of the annual Board Retreat scheduled directly after the conclusion of the Board meeting.

3.2 Approval of the January 31, 2019 Agenda

The agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi reported on the appointment of two new Canada Research Chairs, D. Gauntlett and S. Taghipour and the renewal of A. Mazalek as a Research Chair.

M. Lachemi was pleased to report that Mediacorp Canada has named Ryerson University as one of Greater Toronto's Top Employers for a fifth year in a row.

M. Lachemi acknowledged the presence of R. Babin, President of the Ryerson Faculty Association and his part in the successful completion of the recent labour negotiations with the RFA.

M. Lachemi spoke of a recent trip to Ho Chi Minh City to officially open Zone Startups in Vietnam. Led by T. Nguyen, the initiative offers mentorship and seed capital to promising, innovative companies and access to North American markets.

M. Lachemi reported that Canada's Ministry of Small Business and Export Promotion announced that Ryerson had been chosen to lead the consortium charged with delivering the Women Entrepreneurship Knowledge Hub. The Hub is aimed at encouraging more women to start businesses.

5. REPORT FROM THE SECRETARY

J. Shin Doi thanked J. McKee for delivering another successful Financial Literacy session and noted that the annual Pension Literacy would be held on February 1, 2019.

J. Shin Doi also thanked A. Casey, N. Elmajaz and C. Redmond for their work on the Board Retreat.

6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

M. Benarroch said he would be happy to answer any questions on his report.

7. DISCUSSION ITEMS

7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that the Finance Committee met on January 21, 2019 and discussed the annual introduction to the budget process. The introduction provided an overview of the process including context, timelines, community consultation and strategic principles.

Also discussed was Moody's recent downgrade to Ryerson's credit rating which was impacted by the downgrade to the Province of Ontario's credit rating, however this downgrade will not impact Ryerson's current borrowing.

M. Frazer said that the President will introduce the budget process and then the Provost and Deputy Provost will provide details of the Budget Process.

7.1.1 Introduction to the 2019-20 Budget Process

M. Lachemi reported that the budget process had begun and will provide many points of engagement with the community over the next few months. The community is encouraged to provide feedback and ideas on how to minimize the impact of the budget cuts announced the Ministry of Training, Colleges and Universities.

Glenn Craney referred Board members to the budget timelines and the community consultation information in the materials. He reported that the process involves Board engagement, and community consultation and will be a broad and open process.

M. Benarroch reported that budget letters had gone out and the process is well underway.

8. CONSENT AGENDA

M. Frazer reported that he had received no requests to discuss items in the consent agenda and moved to adopt the consent agenda and to terminate the meeting.

8.1 Approval of the November 26, 2018 Minutes

The minutes were approved by consent.

9. CONCLUDING REMARKS

M. Frazer thanked C. Falzon for providing the Board with Faculty of Communication and Design calendars.

M. Frazer said that he hoped to see Board members over at 44 Gerrard Street East, Room 219 for the Board Retreat.

10. TERMINATION

BOARD OF GOVERNORS MEETING
March 28, 2019

AGENDA ITEM: Fiera Capital Report – December 31, 2018

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Fiera Capital manages Ryerson's Endowment Fund in a balanced pooled fund that as at December 31, 2018 had a market value of \$131.4 million compared to a book value of \$117.8million. Performance results as of December 31, 2018 are as follows:

	<u>Performance</u>	<u>Benchmark</u>	<u>Value Added</u>
Year to date	-0.68%	-2.21%	1.53%
Fourth quarter	-4.84%	-4.84%	0.00%
Fiscal year	-0.74%	-1.97%	1.23%

Market conditions have improved since December as the one month January return was 3.88%.

Fees to Fiera Capital are on a flat basis of 0.25%. In addition, Fiera Capital makes an annual donation to equal to 10% of fees. On an endowment fund of \$131.4 million the net cost (after donation) would be approximately \$295,650 or 23 basis points (bps).

David PennyCook, Executive Vice Chairman, Fiera Capital Corporation will be in attendance to provide an overview of the fund to the Finance Committee.

Attached: December 31, 2018 Fiera Capital Report including Commentaries and Compliance

PREPARED BY:

Tim Chiu, Controller & Director of Finance
March 1, 2019

APPROVED BY:

Joanne McKee, Chief Financial Officer
March 1, 2019



MARCH 21, 2019

Ryerson University

DAVID PENNYCOOK
Executive Vice Chairman

Asset Mix

	Dec. 31 2017	Dec. 31 2018	Jan. 31 2019	Benchmark	New Benchmark Jan 1, 2019
Short-Term	6.3%	10.0%	13.4%	5%	5%
Bonds	30.5%	29.6%	25.0%	35%	20% ¹
Total Equities	63.2%	60.4%	61.6%	60%	60%
Canadian	33.9%	30.9%	32.4%	30%	30%
Foreign	29.3%	29.5%	29.2%	30%	30%
Real Asset Fund	0%	0%	0%	-	15%
Total Fund	100.0 %	100.0%	100.0%	100%	100%
Market Value	\$130.1 Mill	\$131.4 Mill	\$136.5 Mill		

Net Cash Flow Jan 1 – 31 2019: (\$12,646)

Net Cash Flow Jan 1 – Dec. 31, 2018: \$2,257,368

¹ 10% Short-Term Bonds/10% Universe Bonds

Performance – EFT Pooled Fund

December 31, 2018

	Q4-2018	Value Added	1 year	Value Added	2 years	Value Added	3 years	Value Added	4 years	Value Added	5 years	Value Added
Total Portfolio	-4.84	0.00	-0.68	1.53	4.68	1.80	5.44	0.95	5.78	1.23	7.05	1.33
Benchmark	-4.84		-2.21		2.88		4.49		4.55		5.72	
Bonds	1.88	0.12	1.66	0.25	2.05	0.09	1.98	0.12	2.32	0.05	3.55	0.01
FTSE CAN Universe	1.76		1.41		1.96		1.86		2.27		3.54	
Canadian Equities	-11.58	-1.47	-8.42	0.47	0.32	0.62	5.48	-0.89	3.17	0.68	4.68	0.62
S&P/TSX Composite	-10.11		-8.89		-0.30		6.37		2.49		4.06	
U.S. Equities	-5.49	3.13	10.04	5.81	14.99	6.07	12.09	3.45	14.61	2.87	17.02	2.94
S&P 500 Total Return - Cdn\$	-8.62		4.23		8.92		8.64		11.74		14.08	
International Equities	-5.94	1.64	0.77	6.80	11.47	6.69	6.83	4.54	10.56	4.33	9.96	4.25
MSCI EAFE NET \$Cdn	-7.58		-6.03		4.78		2.29		6.23		5.71	

January 31, 2019 MTD: 3.88% vs. BM 4.02%

Performance fiscal year to date: May 1, 2018 to January 31, 2019: 3.11% vs. BM 1.98%

Investment Management Fee: 25 bps



Bonds

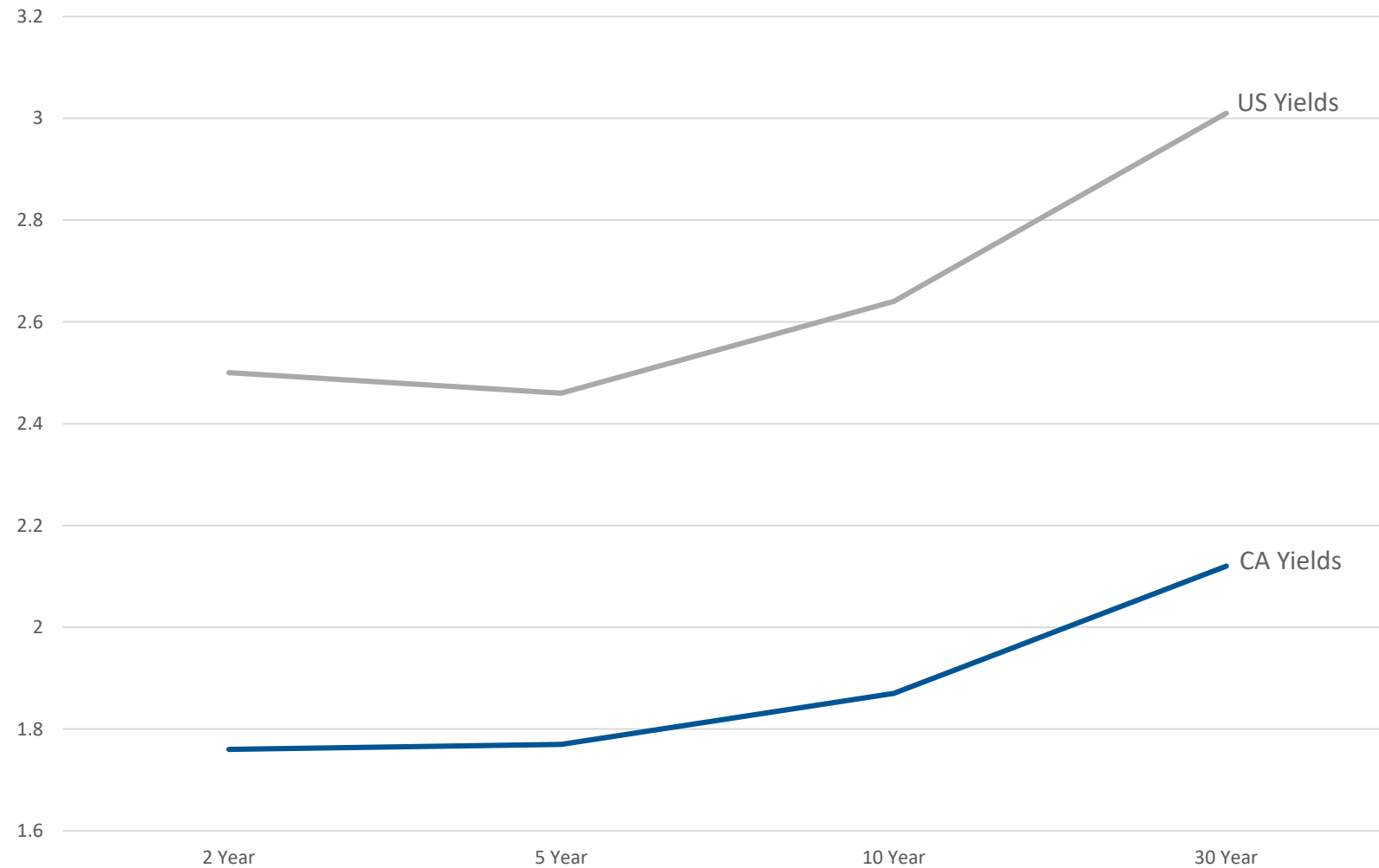
Canada 10 Year Bond Yield



As of February 26, 2019

Source: Bank of Canada

Yield Curve Canada & US



As of February 26, 2019

Source: PC Bonds

Bond Analysis

December 31, 2018

	Portfolio Weights	FTSE Universe Bond Index
Sector Commitments		
Government of Canada	26.8%	36.3%
Provincial/Municipal	47.0%	35.9%
Corporate	26.2%	27.7%
Quality & Characteristics		
AAA	27.9%	40.1%
AA	34.7%	36.2%
A	27.6%	13.1%
BBB	9.2%	10.6%
Duration (Yrs)	7.4	7.5
Yield To Maturity	2.8%	2.7%

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



Canadian Equities

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	13.26	17.80
Pembina Pipeline	3.44	1.02
Cdn Natural Res	3.18	1.98
Keyera Corp	2.60	0.27
2. Materials	11.58	11.35
Nutrien Ltd	3.38	1.96
Franco Nevada Corp	3.08	0.89
West Fraser Timber	1.51	0.18
3. Industrials	16.61	10.80
Cdn Natl Railway	4.44	3.67
Waste Connections	4.25	1.33
Cdn Pacific Railway	3.58	1.72
4. Consumer Discretionary	5.95	4.27
Restaurant Brands	3.38	0.90
Dollarama	1.92	0.48
5. Consumer Staples	5.84	4.02
Saputo Inc	2.68	0.43
Loblaw Cos Ltd	2.46	0.55
George Weston Ltd	0.34	0.33
6. Health Care	0.10	1.59

	Portfolio (%)	Index* (%)
7. Financials	29.77	32.90
Royal Bank of Canada	8.24	6.72
Toronto Dominion BK	7.21	6.21
Bank of Nova Scotia	5.27	4.17
8. Information Technology	8.25	4.01
CGI Group Inc	3.02	1.04
Open Text Corp	2.53	0.60
Kinaxis Inc	2.03	0.09
9. Communication Services	3.88	5.98
Quebecor Inc	1.95	0.26
Cineplex Inc	1.21	0.08
Telus Corp.	0.62	1.35
10. Utilities	1.74	4.10
Brookfield Infr Prtr	1.58	0.65
11. Real Estate	3.01	3.20
Firstservice Corp	1.55	0.15
Interrent REIT	0.30	0.07

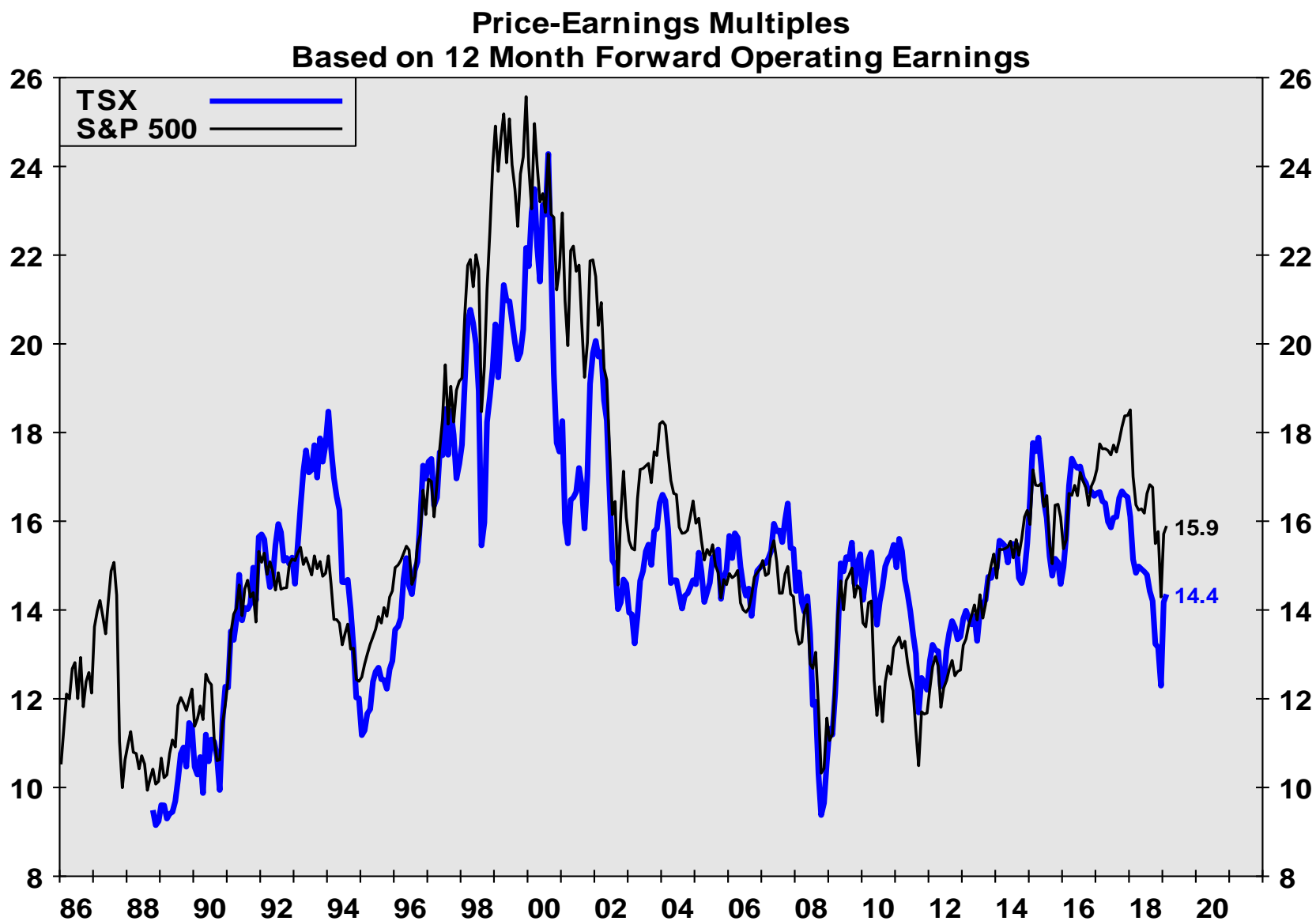
■ Securities which are part of the top ten holdings.
Top ten holdings represent 48.4% of the portfolio.

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

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

*S&P/TSX Composite

Equity Valuation





Foreign Equities

US Equity ESG

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	0.00	5.32
2. Materials	9.37	2.73
Sherwin Williams Co	4.29	0.15
Linde Plc	2.55	0.41
Ecolab Inc	2.54	0.18
3. Industrials	10.26	9.20
3M Company	4.41	0.53
Graco Inc	3.32	0.00
Middleby Corp	2.53	0.00
4. Consumer Discretionary	15.60	9.94
TJX Companies Inc	4.08	0.26
Autozone Inc	3.54	0.10
Nike Inc	3.41	0.45
5. Consumer Staples	6.98	7.41
Pepsico Inc	4.34	0.74
Colgate Palmolive Co	2.64	0.25
6. Health Care	21.06	15.54
Johnson & Johnson	5.29	1.65
Becton Dickinson	5.22	0.29
Unitedhealth Grp Inc	5.20	1.14

	Portfolio (%)	Index* (%)
7. Financials	20.16	13.31
Moodys Corp	6.37	0.11
MSCI Inc	4.26	0.06
Cme Group Inc	3.89	0.32
8. Information Technology	12.16	20.12
Mastercard Inc	5.59	0.82
Oracle Corp	3.56	0.55
Analog Devices Inc	3.01	0.15
9. Communication Services	4.40	10.12
Alphabet Inc	4.40	1.49
10. Utilities	0.00	3.34
11. Real Estate	0.00	2.96

■ Securities which are part of the top ten holdings.
Top ten holdings represent 49.4% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

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

*S&P 500 Total Return - Cdn\$

International ESG

Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
1. Energy	0.00	5.86
2. Materials	4.26	7.37
Fuchs Petrolub Se	2.19	0.02
Chr.Hansen Hldgs A	2.07	0.07
3. Industrials	29.11	14.31
Intertek Group	4.19	0.08
Schindler Holding AG	4.03	0.06
Ihs Markit Ltd	3.63	0.00
4. Consumer Discretionary	12.49	11.23
Intercontl Hotels	4.24	0.08
Shimano Inc	3.08	0.08
Essilorluxottica	2.79	0.29
5. Consumer Staples	19.18	11.57
Nestle Sa	5.67	1.99
Unilever Nv Cva	5.64	0.67
L'Oreal	4.24	0.46
6. Health Care	7.63	11.18
Roche Hldgs AG	4.15	1.39
Novo-Nordisk As	3.48	0.66

	Portfolio (%)	Index* (%)
7. Financials	12.85	19.49
Cmnwlth BK of Aust	3.70	0.72
London Stock Exch	2.98	0.13
Housing Devel Fin	2.93	0.00
8. Information Technology	14.48	5.96
Keyence Corp	6.85	0.40
Taiwan Semiconductor	4.16	0.00
Sap Se	3.48	0.78
9. Communication Services	0.00	5.55
10. Utilities	0.00	3.76
11. Real Estate	0.00	3.73

■ Securities which are part of the top ten holdings.
Top ten holdings represent 46.9% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

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

*MSCI EAFE NET \$Cdn

Composition By Region

December 31, 2018

Region	Weight (%)	
	Portfolio	Index*
United Kingdom	24.9	16.9
Europe ex-UK	47.1	46.0
Japan	14.9	24.6
Asian Pacific ex-Japan	3.7	12.4
Emerging Countries	8.4	0.0
Cash	1.1	0.0
Total	100.0	100.0%

*MSCI EAFE NET \$Cdn



Appendix

Balanced Universe

Fiera Capital - Balanced - Core Fund											\$ 1,326 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	-2.52 42 2	-4.71 40 2	-0.73 25 1	-0.73 25 1	4.74 16 1	5.43 21 1	5.65 21 1	6.95 22 1	8.46 32 2	8.75 25 1	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	-0.73 25 1	10.51 23 1	6.84 59 3	6.30 41 2	12.32 32 2	15.67 53 3	9.05 47 2	2.19 31 2	9.27 68 3	17.37 43 2	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.80 11 1	1.55 17 1	0.76 17 1	118.58 24 1	104.54 68 3	1.09 69 3	57.07 24 1	-20.68 68 3	6.18 58 3		
Fiera Capital - Balanced - EFT Fund											\$ 295 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	-2.27 30 2	-4.84 42 2	-0.68 24 1	-0.68 24 1	4.68 16 1	5.44 20 1	5.78 19 1	7.05 19 1	8.28 34 2	8.38 43 2	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	-0.68 24 1	10.33 27 2	6.97 55 3	6.81 37 2	12.27 33 2	14.46 64 3	8.49 63 3	2.45 30 2	8.91 70 3	14.82 72 3	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.86 8 1	1.61 18 1	0.76 16 1	120.57 21 1	105.01 71 3	1.11 74 3	58.03 21 1	-20.77 70 3	6.34 64 3		
Forstrong Global - Aggressive Core ETF Managed Portfolio											\$ 25 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	-2.87 57 3	-5.86 71 3	-4.31 80 4	-4.31 80 4	3.83 26 2	4.91 36 2	5.15 34 2	6.73 26 2	7.88 48 2	8.58 30 2	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	-4.31 80 4	12.65 7 1	7.10 52 3	5.87 49 2	13.31 17 1	11.54 79 4	10.08 33 2	-2.65 82 4	11.43 34 2	23.44 19 1	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.30 35 2	2.47 47 2	0.58 69 3	122.57 19 1	116.87 90 4	1.27 89 4	58.99 19 1	-23.12 89 4	7.28 79 4		
Forstrong Global - Conservative Core ETF Managed Portfolio											\$ 53 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	0.61 3 1	0.46 2 1	0.18 16 1	0.18 16 1	3.37 35 2	3.48 81 4	4.67 53 3	6.19 43 2	6.18 85 4	7.50 70 3	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	0.18 16 1	6.66 69 3	3.71 86 4	8.33 27 2	12.46 30 2	3.12 98 4	9.34 44 2	8.57 7 1	8.20 77 4	15.30 65 3	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.07 57 3	4.00 70 3	0.66 42 2	71.69 78 4	54.35 17 1	0.75 13 1	34.50 78 4	-10.75 16 1	5.60 24 1		
Forstrong Global - Global Balanced Focus ETF Managed Portfolio											\$ 362 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	-0.84 8 1	-2.43 16 1	-0.28 20 1	-0.28 20 1	5.60 11 1	4.24 54 3	6.83 13 1	8.23 13 1	8.66 27 2	8.23 50 2	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	-0.28 20 1	11.82 14 1	1.59 95 4	14.96 9 1	14.03 12 1	9.78 85 4	9.72 37 2	1.82 35 2	7.78 81 4	12.32 83 4	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.51 23 1	4.75 77 4	0.73 26 2	123.68 17 1	92.83 42 2	1.18 84 4	59.53 17 1	-18.36 42 2	7.99 83 4		
Forstrong Global - Global Growth Focus ETF Managed Portfolio											\$ 45 Million
Annualized Returns	1 mnth (RK) (Qt)	3 mnths	Ytd	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs	
	-2.79 49 2	-5.54 60 3	-2.39 56 3	-2.39 56 3	6.28 7 1	5.08 32 2	7.30 9 1	8.54 9 1	9.92 13 1	9.57 12 1	
Annual Returns	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	
1-Yr Ending December 31	-2.39 56 3	15.72 4 1	2.73 89 4	14.22 11 1	13.64 14 1	15.42 56 3	11.54 17 1	-1.06 63 3	10.27 53 3	17.88 38 2	
Additional Metrics	Info.Ratio	Track.Error	Sharpe Ratio	Up Capture	Down Capture	Beta	Up Return	Down Return	Std.Dev		
4-Yr Ending December 31	0.59 18 1	4.91 78 4	0.69 33 2	162.62 7 1	129.68 95 4	1.50 95 4	78.27 7 1	-25.65 95 4	9.22 92 4		

FORSTRONG

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Compliance

The undersigned confirms that, throughout the 3-month period ending December 31st, 2018:

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

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

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

Dated January 7th, 2019

Violaine Des Roches

Violaine Des Roches, BA, B.C.L.
Senior Vice President, Chief Legal and Chief Compliance Officer and Corporate Secretary

Current Economic Scenarios

MAIN SCENARIO SYNCHRONIZED GLOBAL EXPANSION

PROBABILITY 60%

The global economy continues to grind higher in a synchronous manner, with all major regions contributing to the advance. The US leads the global charge, thanks to widespread momentum across both the consumer and manufacturing space, while the double-dose of fiscal stimulus boosts an already-buoyant economy. Meanwhile, the Canadian economy moderates towards a more sustainable, albeit still above-trend pace. Finally, policymakers in Europe and Japan ultimately prove successful in reflating growth, while emerging market economies prosper in the environment of improving global demand, ample liquidity, and rising commodity prices. Taken together, the lucrative combination of synchronized global growth and a revival in commodity prices should bolster inflation expectations across the world, though not to levels that would threaten the status of the economic recovery. This reflationary backdrop bodes well for equities and commodities (ex-gold) at the expense of fixed income and the US dollar.

SCENARIO 2: TRADE PROTECTIONISM

PROBABILITY 15%

The biggest risk to our base case scenario is a rise in protectionism stemming from the US and the threat of a trade war that would derail the synchronous global expansion. Specifically, President Trump's rhetoric on protectionism has translated into action ahead of the midterm elections, with the US imposing tariffs on a variety of imports including solar panels, washing machines, steel, and aluminum – which have been met with retaliatory measures from some of America's closest allies in response. Mr. Trump has since upped the ante by imposing tariffs on a total of \$250 billion worth of Chinese goods (of which China has retaliated), while threatening to slap tariffs on an additional \$267 billion of imports as well as levies on global auto imports – which would be detrimental for trade flows and the global economy alike. In this scenario, anti-trade rhetoric in the US becomes a reality and results in tariffs being imposed on economies such as China, Canada, Europe, Japan and Mexico, with further retaliation igniting a full-blown global trade war.

SCENARIO 3: STAGFLATION

PROBABILITY 15%

After an extended period of undershooting central bank inflation targets, policymakers tolerate higher inflation (overshoot) and monetize inflation by letting the economy run hot. As a result, inflation expectations start to de-anchor from current subdued levels and surge higher. This would come at the same time that fiscal stimulus is being reigned-in (2020) in the later stages of the economic expansion, causing growth to moderate to well below potential levels in response. In the Stagflation scenario, a stagnation in growth occurs concurrently with an acceleration in inflation as a result of previous excessive monetary stimulation and an exhaustion of productive capacity - creating a tumultuous financial market landscape whereby both equities and bonds experience broad based declines.

SCENARIO 4: GEOPOLITICAL INSTABILITY

PROBABILITY 10%

Political upheaval in Europe and vulnerabilities in the emerging world could ignite a crisis in confidence – disrupting the global economy and financial markets alike. Specifically in Italy, the Five Star and League parties have formed a coalition government with Eurosceptic tendencies, with plans to expand fiscal policy that would go against the fiscal rules and threaten the relationship with the European Union – which risks throwing the region into political disarray at the same inopportune time that a lack of progress in Brexit negotiations has raised the odds of a “hard Brexit” scenario. Meanwhile, emerging market economies remain susceptible to a strengthening greenback, particularly those countries with high levels of external debt. An increase in debt-servicing costs raises default risks and capital outflows for the weaker links, with the potential for contagion to spread more broadly across the developing world.

Firm Overview

- Publicly-traded, independent Canadian investment management firm
- Assets under management: \$136.7B as at December 31, 2018
- Controlled and significantly owned by its principals
- 700 employees including more than 200 investment professionals
- Headquartered in Montreal with offices across Canada, the United States and Europe





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University Relations

Monthly Metrics & Reach



UR Highlights: January 2019

Media Relations

- Ryerson's Department of Architectural Science's participation in the Ice Breakers waterfront project was featured by CTV, CP24, Metro Morning, Toronto Life and Arch Daily.
- Generated coverage in outlets across Canada including the Globe and Mail, Canadian Press, Global News and The Financial Post for Brookfield Institute's latest report, "*Who are Canada's Tech Workers?*"
- On-going communications planning for Future Skills funding announcement and CUI grand opening
- Women's National Basketball Championship announcement was attended by sports media including Sportsnet, Tim & Sid and CityTV.
- Ryerson faculty experts were quoted widely on various topics including the Huawei executive detention, homelessness in Toronto, the business of cannabis and the federal cabinet shuffle.

Publications

- January 2019 edition of Ryerson University Magazine featured a cover story about film grads succeeding in a tough market.
- This edition was sent to more than 120,000 alumni and stakeholders; digital edition distributed to 2,000
- Magazine stories were also posted on Ryerson's news site and distributed through Ryerson Today, Ryerson.ca and Ryerson's social media channels.

- Ryerson Today (RT) currently has 58,705 subscribers.
- January's most-read Ryerson Today issue featured the President's message on Ontario's changes to tuition and OSAP, with a 38 percent open rate. Also popular was the story about Ryerson awards with 37 percent open rate.

Marketing

- Produced more than 15 print projects including the new Ryerson at a Glance publication, a series of posters for the Nelson Mandela Walkway, sponsorship marketing materials for First Robotics, and Student Showcase event materials.
- Developed a new positioning platform for the Learning and Teaching Office.
- Analyzed and presented final results (internally) of fall Access to Higher Education campaign.
- Developed marketing plan for USPORTS national Women's Basketball championships.
- Completed photo shoots and photo-retouching for Ryerson at a Glance publication.
- More than 300 photos were downloaded from the DAM.

Website

- Comparing January 2018 to January 2019, we saw an 8.61% increase in visits to ryerson.ca.
- Mobile traffic to our website increased by 34% this January as compared to last, and now represents 35% of all visits.



Social Media

- **Instagram:** Gained 808 followers to reach a max of 20K. The most popular post in the history of our Instagram page was published this January – a video that reached 2.1K likes and had 8.9K views.
- **Facebook:** Followers increased by 589 to reach a new benchmark of 71K. Engagement increased by 589 to reach 2.3K
- **Twitter:** Followers have increased by 1.4K to reach 52K. Engagement has increased by 1.7K to reach 2.4K.
- **LinkedIn:** Followers down by 196 (platform-wide decrease in organic followers across LinkedIn); 1.6K social engagements (likes, comments, shares); our content had 378K impressions
- **Giphy:** 868K views of gifs and stickers

Digital Marketing

- Led digital campaigns for YSGS (multi-channel, managed in-house) and working with agency partners to support campaigns for MBA, TRSM (domestic undergrad recruitment), FCAD (undergrad recruitment in key U.S. markets), and Science (domestic grad recruitment).
- Planning digital campaign with agency partner to promote Ryerson Rams hosting USPORTS national Women's Basketball championships
- Planning digital campaign to support FEAS - MEIE (domestic grad recruitment).
- Completed new website for Biomedical Zone.

Awards

- Won CASE District II Accolades Awards for the Centre for Urban Energy 2017 annual report (silver) and the Yeates School of Graduate Studies *Catalysts for Change* year in review (bronze).

University Relations

Monthly Metrics & Reach



UR Highlights: February 2019

- Provided full marketing and communications support to the Future Skills Centre launch announcement, February 14. Launch event was attended by more than 300 people, including several members of the media
- Provided support for the opening of the Centre for Urban Innovation, February 14 including event and tour logistics, event signage and collateral, media relations, government relations, and social media support.

Media Relations

- The Future Skills Centre launch announcement was covered by over 140 outlets including the Globe and Mail, Toronto Star, Maclean's, CBC, National Post, Academica and BNN.
- Ryerson faculty experts were quoted widely on US border security, SNC Lavalin controversy, TTC ownership, and Sidewalk Labs
- Planning for spring 2019 Law School communications push, content creation for law school website
- Supported release of CURLD's "Missing middle housing" report which was covered by The Toronto Sun, Toronto.com and NewsTalk1010
- Emily Agard and Samantha Yammine, both of the Faculty of Science, were guests on CTV Your Morning, on the occasion of the International Day of Women and Girls in Science, February 11.

Publications

- Produced 19 editions of Ryerson Today (RT)
- 58,607 subscribers
- Highest open rate for the month was the story about the Faculty of Arts student who received the Sumaya Dalmar Award and how it inspired him to advocate for trans people of colour (36.6 per cent), second-highest open rate was "An anniversary edition on Ryerson's Truth and Reconciliation Commission report" (33.9 per cent)
- Other popular stories: "New Future Skills initiative starts with Ryerson's leadership" and "American Sign Language courses at Ryerson spell success"

Marketing

- Produced more than 30 print projects including on-campus and off-campus ads (TTC, condo network, etc.) for the USports national Women's Basketball championships, a new Biomedical Zone book, a brochure to promote the launch of the new CUI building, and more.
- Developed a visual identity for the Future Skills Centre and kick-off event materials. Launched a bilingual website for the Centre (UR led development of content and the full website).
- Developed and launched the Cybersecure Catalyst website.
- Led photo shoot for Masters of Entrepreneurship and Innovation campaign.

**Ryerson
University**

**Ryerson
University**

ryerson.ca/university-relations



Website

- Comparing February 2018 to February 2019, we saw a 13.15% increase in visits to ryerson.ca.
- Mobile visits to our website increased by 54.1% this February compared to last year, and mobile represented 36.2% of all visits.

Social Media

- **Instagram:** Gained 1.3K followers to reach a benchmark of 21K followers. Overall engagement has increased by 4.6K to reach 41K. The highest performing post in the history of Ryerson's Instagram was shared in February 2019 (side by side photos of Yonge and Dundas in the 1970s and today), which set a new benchmark for engagement at 2,478.
- **Facebook:** Gained 396 fans to reach a benchmark of 71K. Engagement has increased by 1.7K to reach 3.9K.
- **Twitter:** Followers have increased by 2.8K to reach a benchmark of 54K. Engagement has increased by 4.7K to reach 7.9K.
- **LinkedIn:** Followers down by 342 (platform-wide decrease in organic followers across LinkedIn as they are purging spam and restricted accounts); 1.6K social engagements (likes, comments, shares); our content had 338K impressions with video posts continuing to yield the strongest audience engagement
- **Giphy:** 694K views of gifs and stickers

Digital Marketing

- Led digital campaigns for YSGS (domestic recruitment, multi-channel, managed in-house) and working with agency partners to support campaigns for MBA (domestic recruitment), TRSM (domestic undergrad recruitment), FCAD (undergrad recruitment in key U.S. markets), Science (domestic grad recruitment) and Rams (U SPORTS National Basketball Championship event promo).
- Planning digital campaign to support FEAS - MEIE (domestic grad recruitment).
- Planning digital campaign to support MBA (international and out-of-province recruitment).



BOARD OF GOVERNORS MEETING

Date: March 28, 2019

AGENDA ITEM:

Ryerson Performance Indicators — March 2019 Report

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

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

BACKGROUND:

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2017-18 data. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

COMMUNICATIONS STRATEGY:

The Ryerson Performance Indicators — March 2019 Report will be disseminated broadly within the Ryerson community and posted on the University's website.

PREPARED BY:

Name Glenn Craney, Deputy Provost and Vice Provost, University Planning
Date February 25, 2018

APPROVED BY:

Name Michael Benarroch, Provost and Vice Provost, Academic
Date February 25, 2018



Ryerson Performance Indicators

March 2019

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Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2017-18 data.

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

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

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

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

First introduced in March 2017, is an additional financial capacity indicator comprising five ratios:

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

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

Comparator Groups

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

Ontario Universities

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

Canadian University Survey Consortium Graduating Student Survey Canadian Universities

This comparator group is used only for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2018 participants were: Cape Breton University, Capilano University, Carleton University, Concordia University, Concordia University of Edmonton, Dalhousie University, Lakehead University, MacEwan University, McMaster University, Mount Royal University, Nipissing University, Redeemer University, Ryerson University, Saint Mary's University, Simon Fraser University, The King's University, Trent University, Trinity Western University, Université de Moncton, University of King's College, University of Lethbridge, University of Manitoba, University of New Brunswick Fredericton, University of New Brunswick Saint John, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, University of Victoria, University of Waterloo, University of Winnipeg, Wilfrid Laurier University.

U.S. Peers

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2017, it includes participating public U.S. institutions that are urban, commuter universities with more than 20,000 students, and in either the *Doctoral Universities* or *Master's Colleges & Universities: Larger Universities* Carnegie categories: California State Polytechnic University-Pomona (Pomona, CA), California State University-Los Angeles (Los Angeles, CA), California State University, Fullerton (Fullerton, CA), California State University, Sacramento (Sacramento, CA), Florida International University (Miami, FL), San Francisco State University (San Francisco, CA), San Jose State University (San Jose, CA), The University of Texas at Arlington (Arlington, TX), and The University of Texas at San Antonio (San Antonio, TX).

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Table A: Ryerson Performance Indicators Classification

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

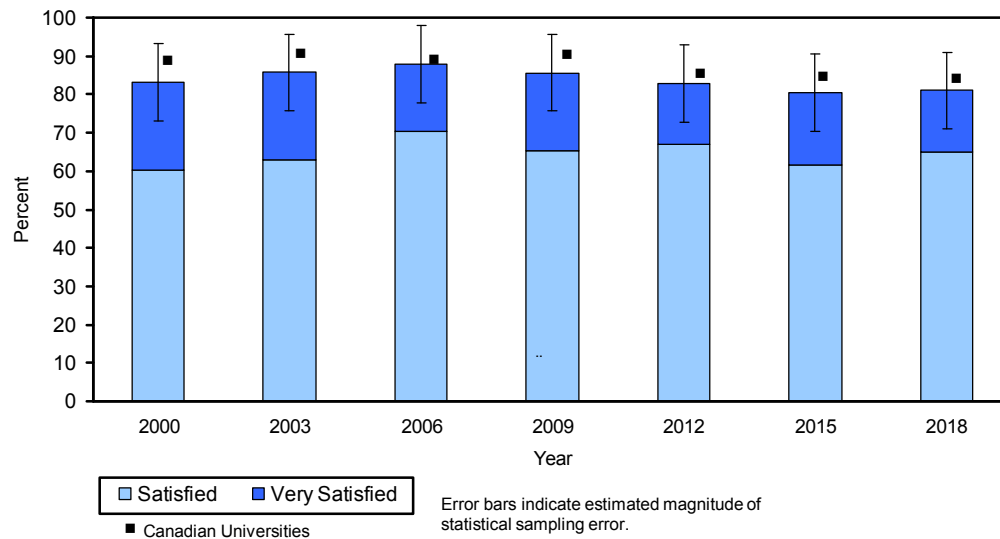
Table B: Ryerson Performance Indicators and Strategic Priorities

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

Strategic Direction Indicators

Figure 1.1

Satisfaction with Overall Quality of Education Received at Ryerson

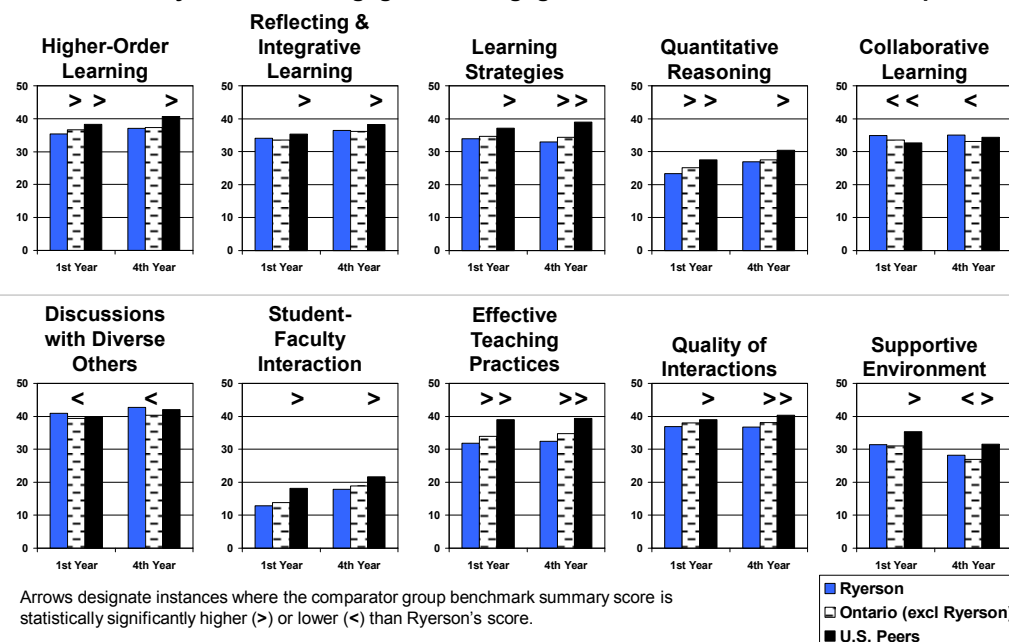


Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

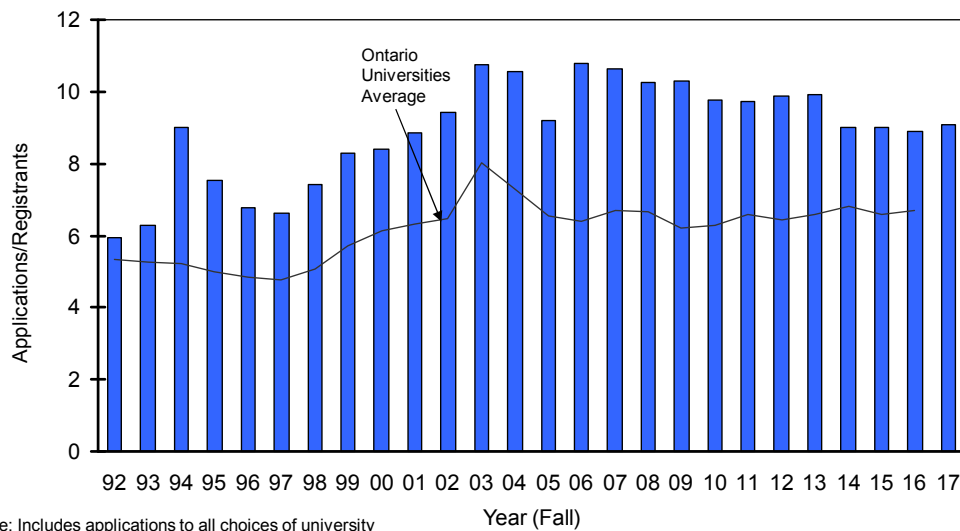


Figure 1.2

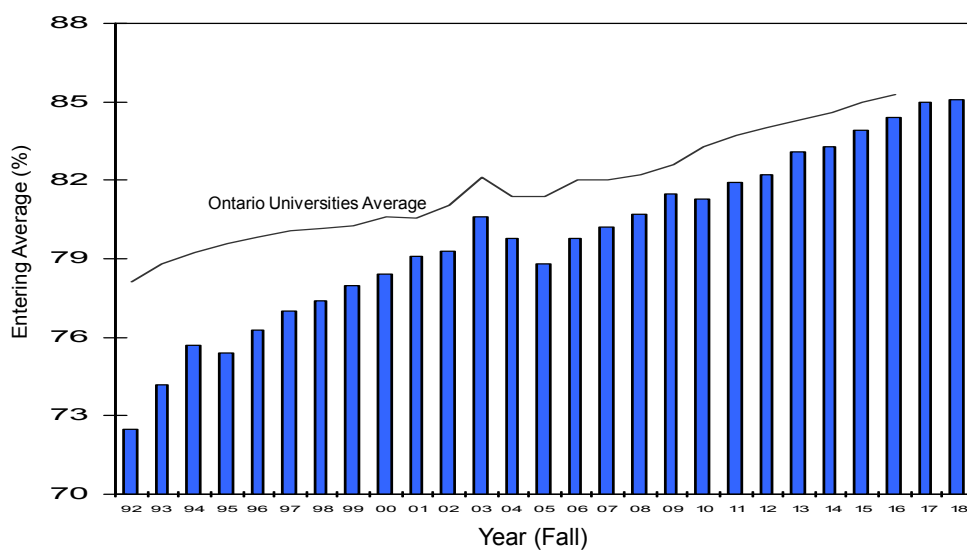
National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



Source: National Survey of Student Engagement 2017 (triennial)

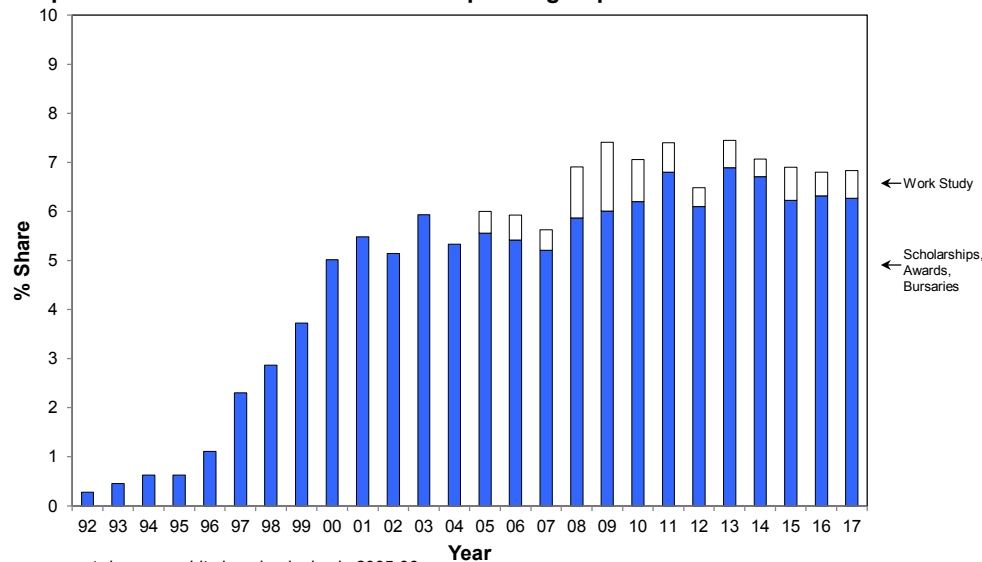
Figure 1.3
Applications : Registrants Ratio


Source: Ontario Universities' Application Centre


Figure 1.4
Mean Entering Average from Secondary School


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

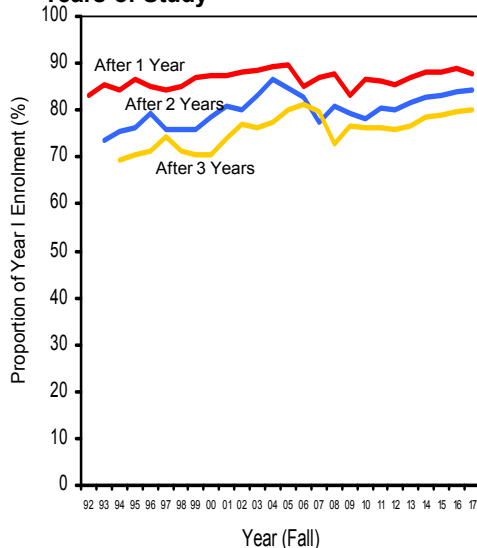
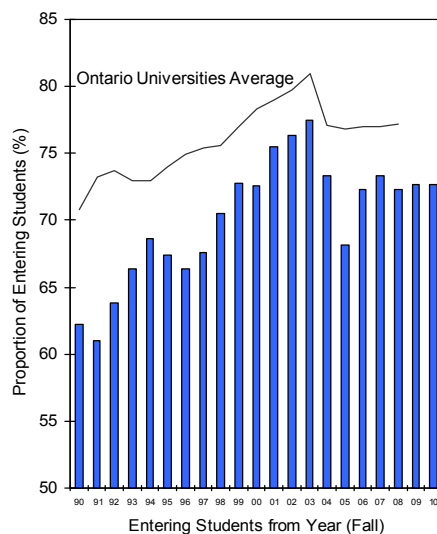


Figure 1.5
Scholarships and Bursaries as Share of Total Operating Expenditures


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

Note: Fiscal year beginning in year shown.

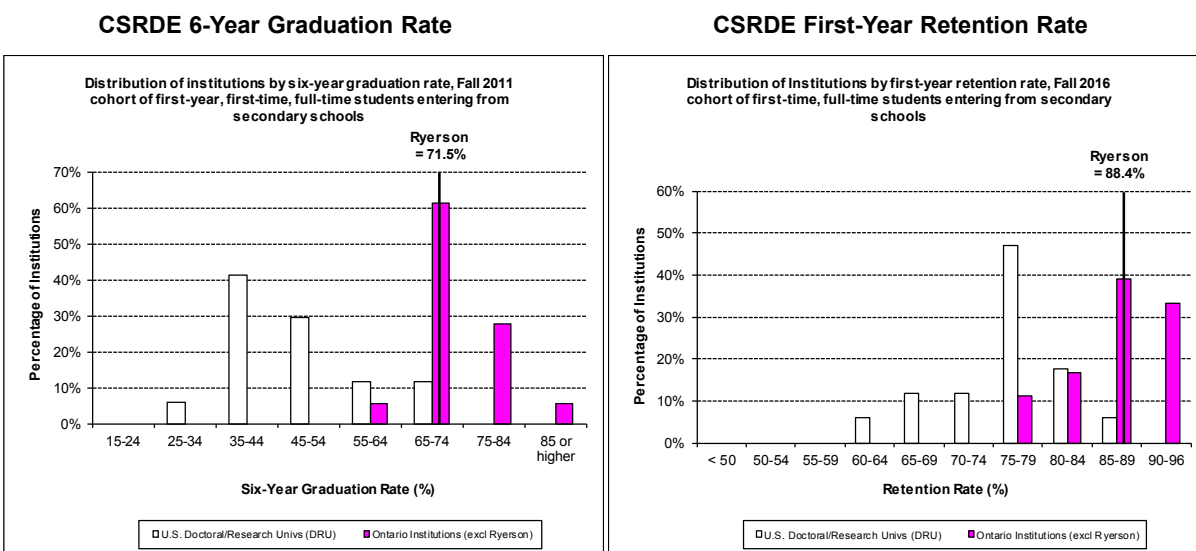
Sources: Ryerson Financial Services data


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

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


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



Figure 1.7

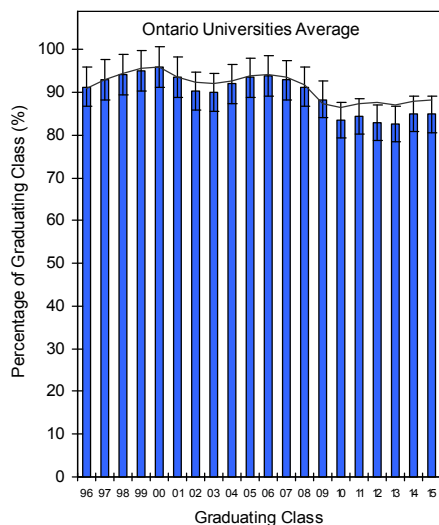


Source: Consortium for Student Retention Data Exchange (CSRDE)

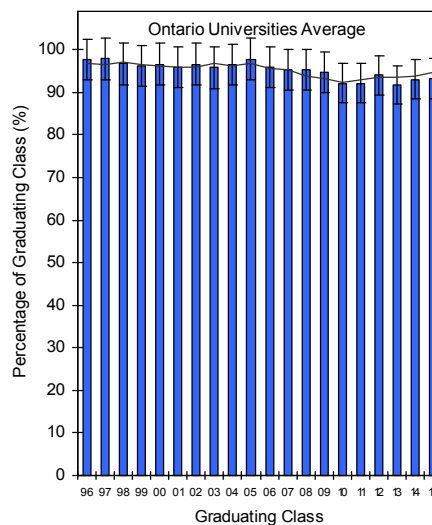


Figure 1.8

MTCU Employment Rate: 6 Months After Graduation



MTCU Employment Rate: 2 Years After Graduation



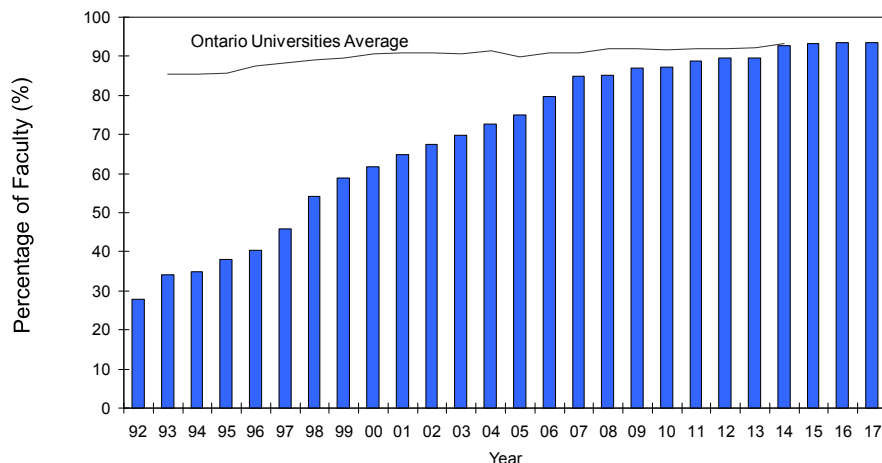
Source: Ministry of Training, Colleges and Universities

Error bars indicate estimated magnitude of statistical sampling error.



Figure 1.9

Percentage of Faculty with Doctoral Degrees



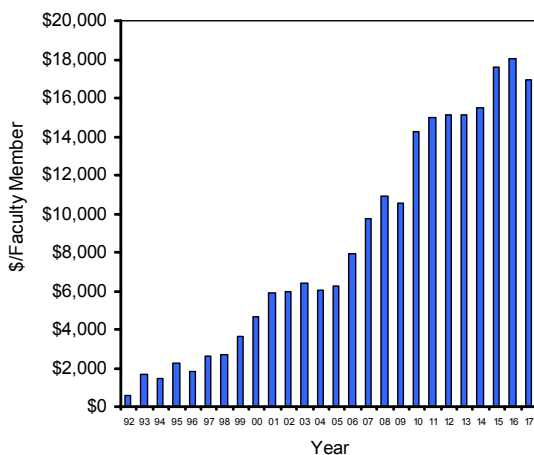
Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture,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

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

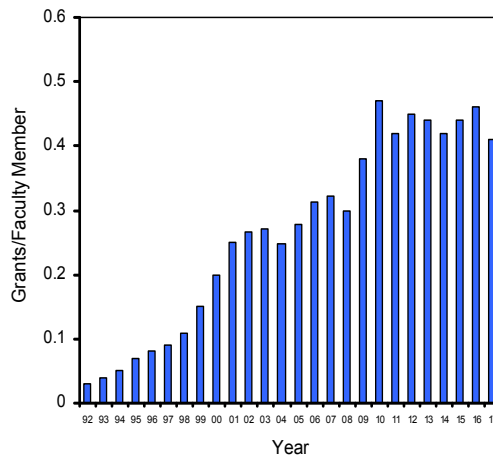


Figure 1.10

Value of Peer-Adjudicated Research Grants per Eligible Faculty Member



Number of Peer-Adjudicated Research Grants per Eligible Faculty Member



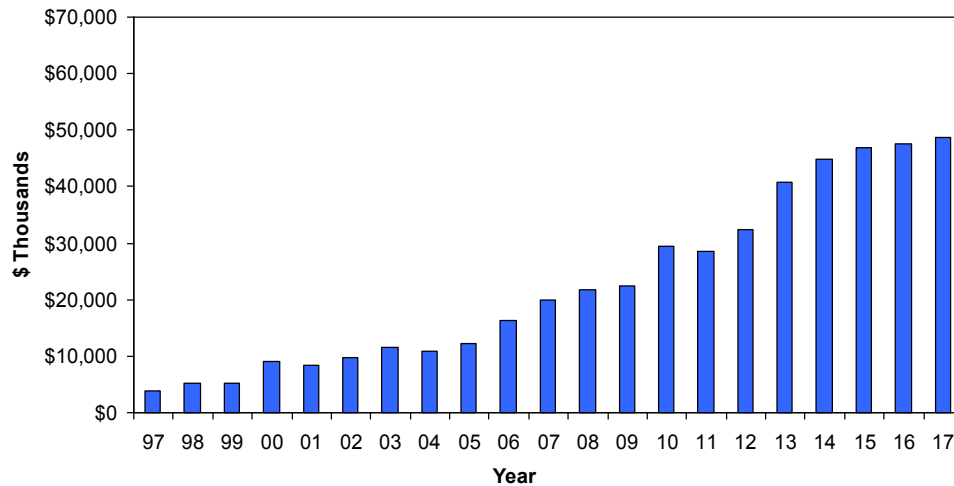
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

Source: Ryerson Office of the Vice-President Research and Innovation data



Figure 1.11

Total External Research Funding



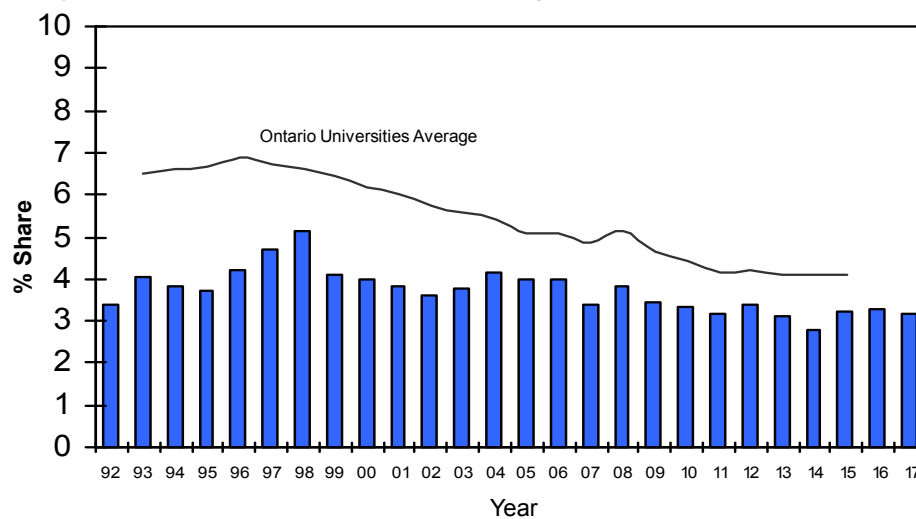
Note: Fiscal year beginning in year shown

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



Figure 1.12

Library Expenditures as Share of Total Operating Expenditures



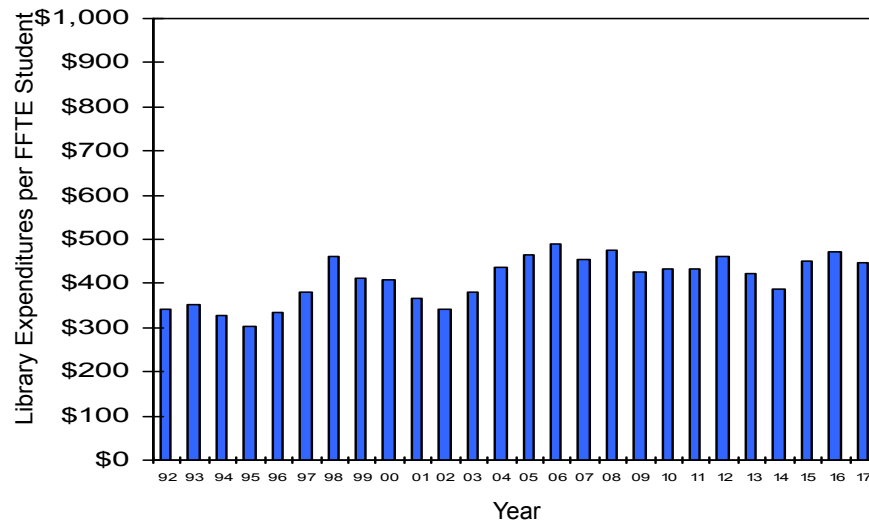
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data



Figure 1.13

Library Expenditures per FTE Student



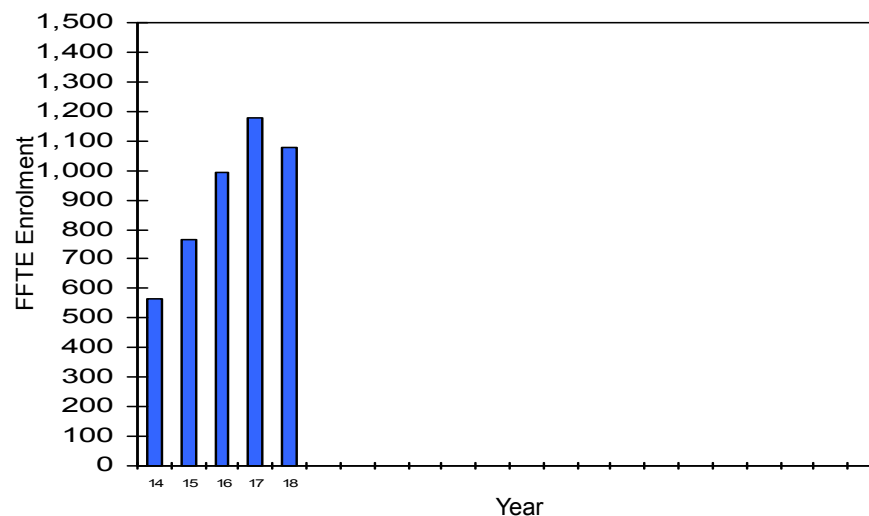
Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System



Figure 1.14

Zone Learning Enrolment (FTE)



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

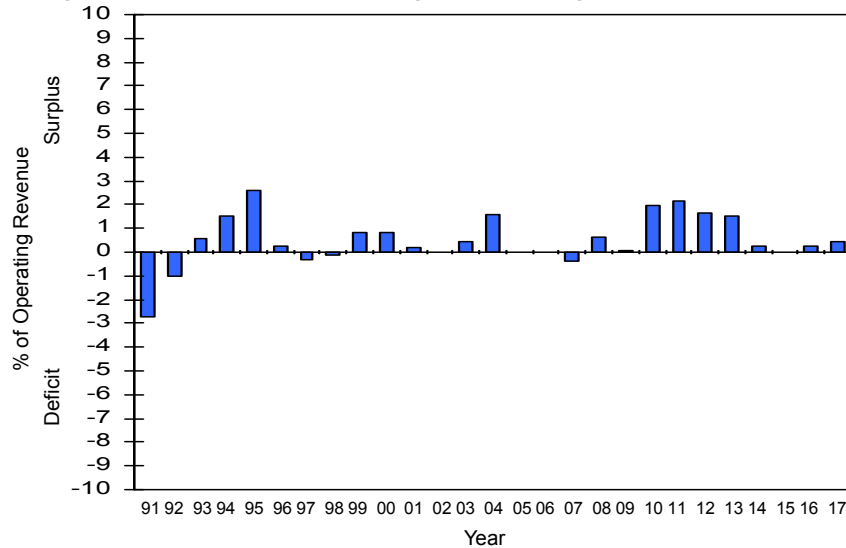
Source: Ryerson Student Information System



Financial Capacity Indicators

Figure 2.1

Operating Deficit/Surplus as a Percentage of Operating Revenue



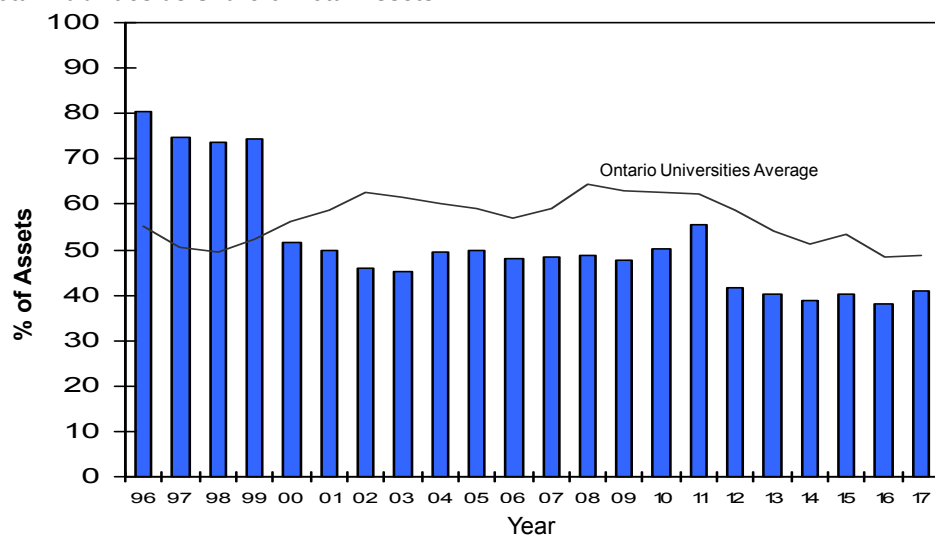
Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements



Figure 2.2

Total Liabilities as Share of Total Assets



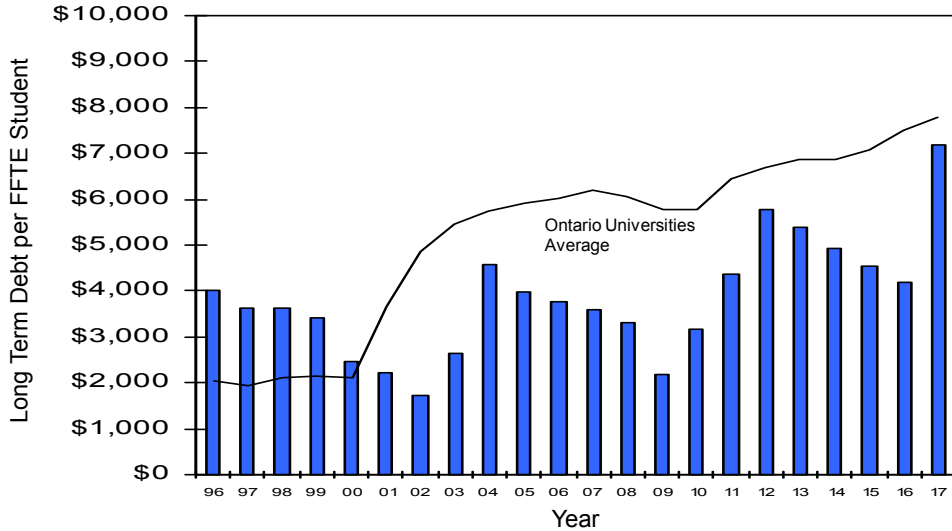
Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements



Figure 2.3

Long Term Debt per FFTE Student



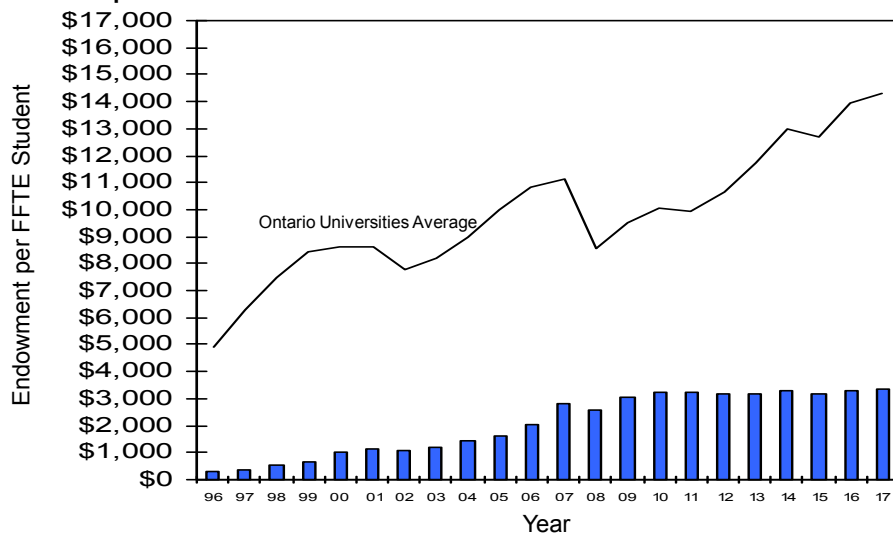
Note: Comparators exclude data for UOIT; FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities



Figure 2.4

Endowment per FFTE Student



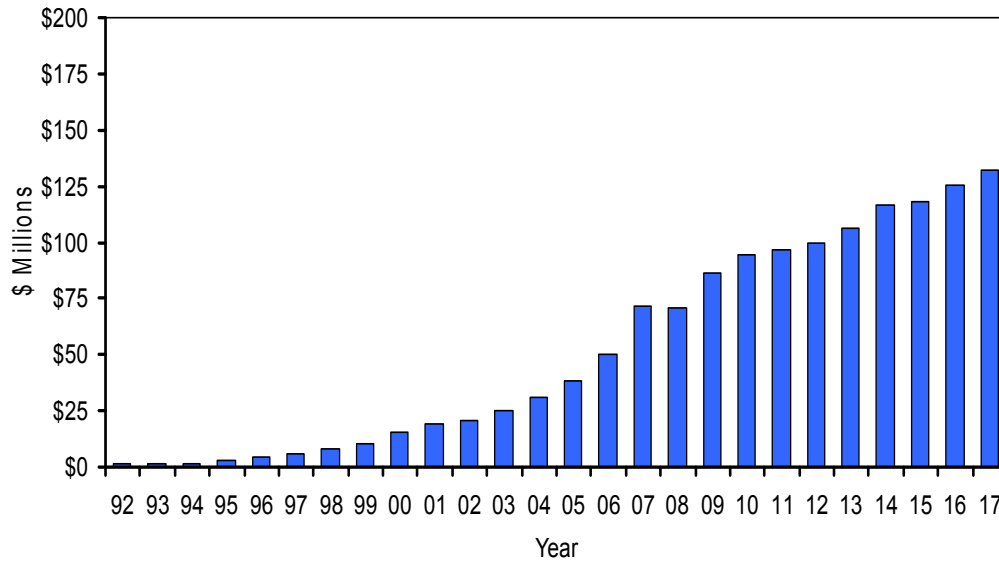
Note: FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities



Figure 2.5

Ryerson University Endowment Fund

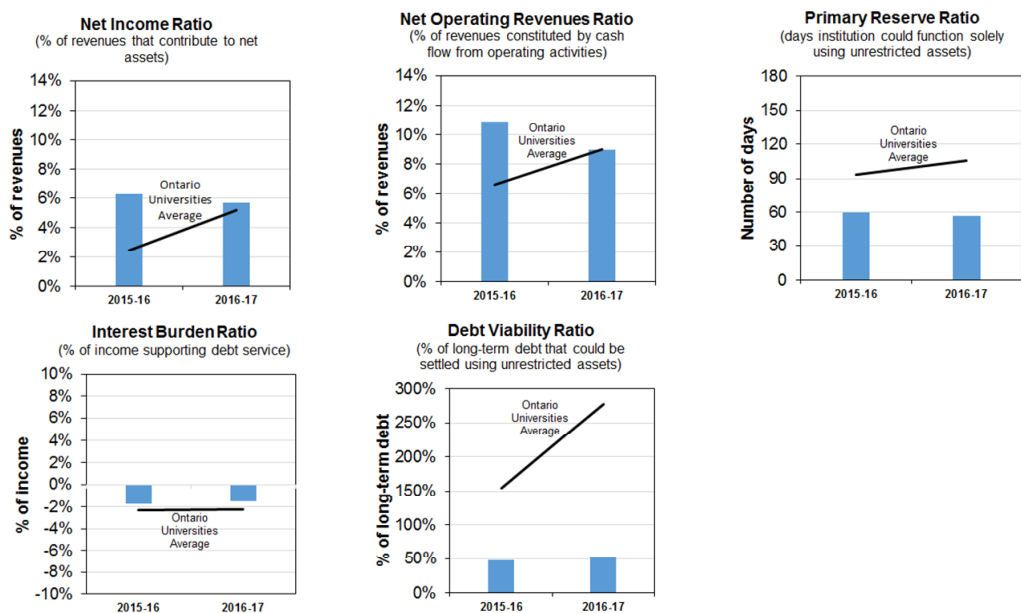


Note: Fiscal year beginning in year shown

Source: Audited Financial Statements



Figure 2.6 Financial Capacity Ratios



Note: 2016-17 is the latest year for which results are currently available.

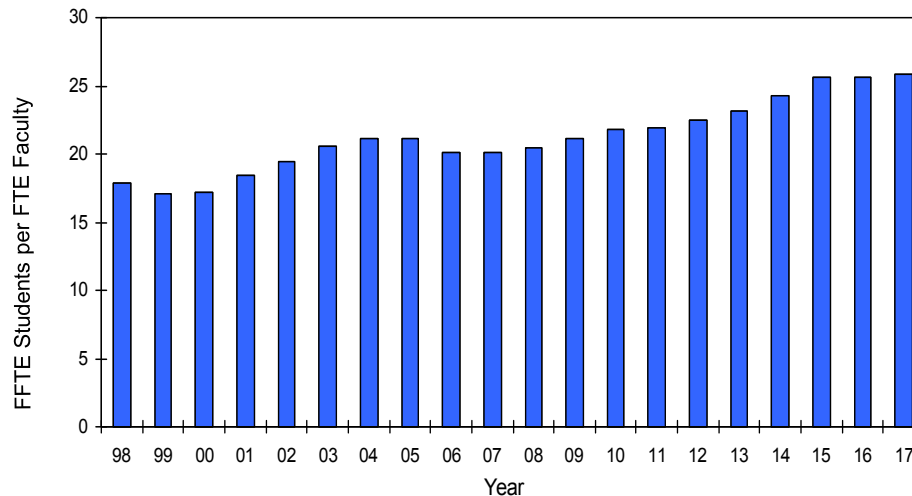
Source: Council of Ontario Universities



Effective Management Indicators

Figure 3.1

Student : Faculty Ratio

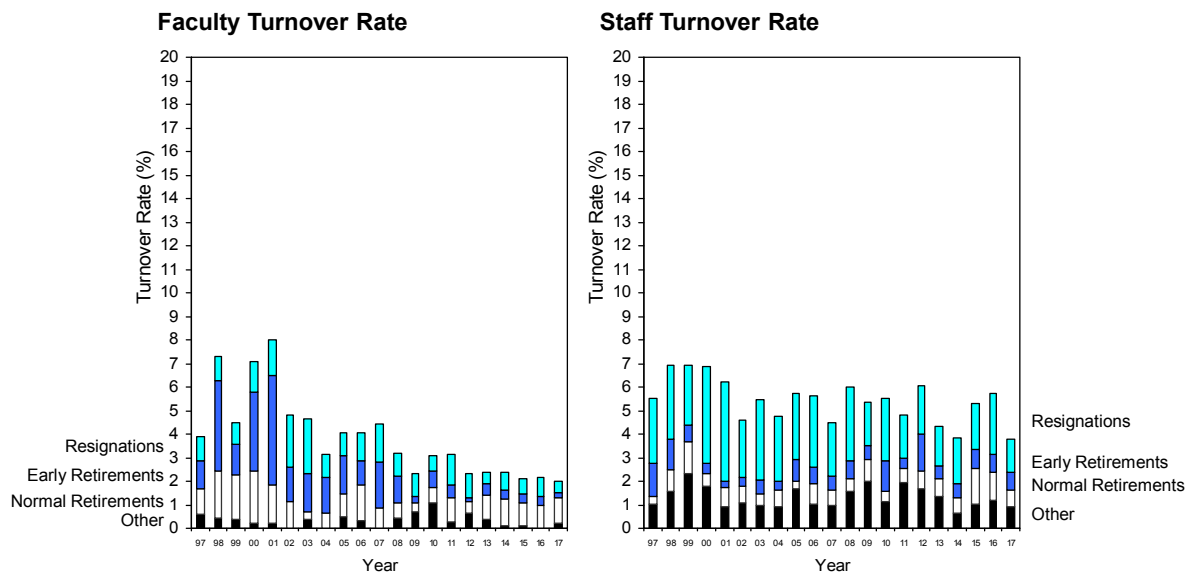


Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Continuing Education Division

Sources: Ryerson Student Information System; Ryerson Human Resources data



Figure 3.2

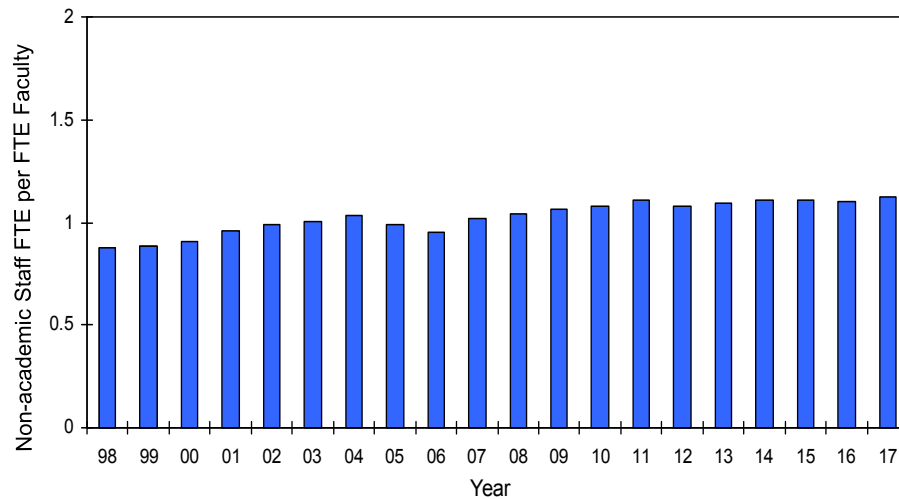


Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data



Figure 3.3

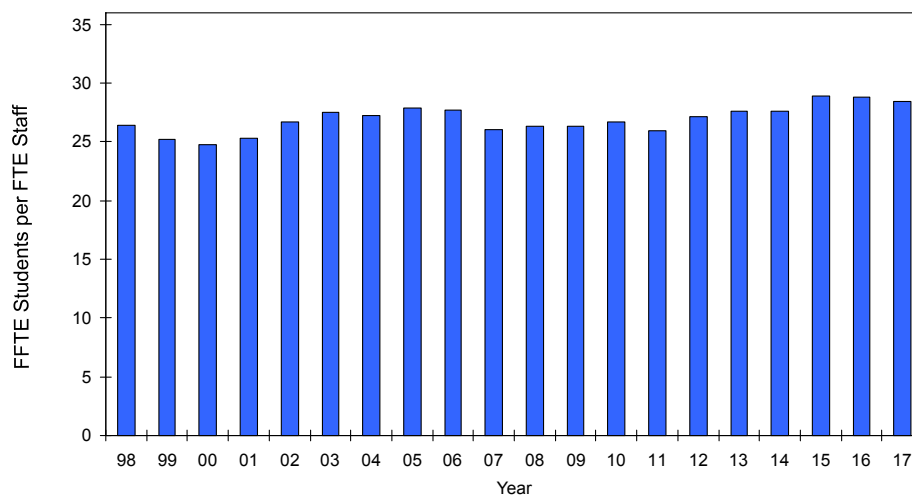
Staff : Faculty Ratio

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

Source: Ryerson Human Resources data



Figure 3.4

Student : Staff Ratio

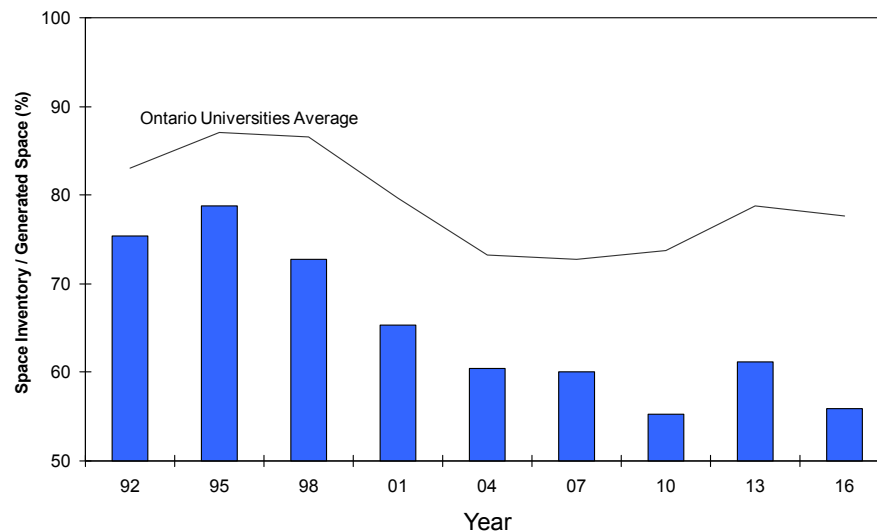
Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data



Figure 3.5

Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities



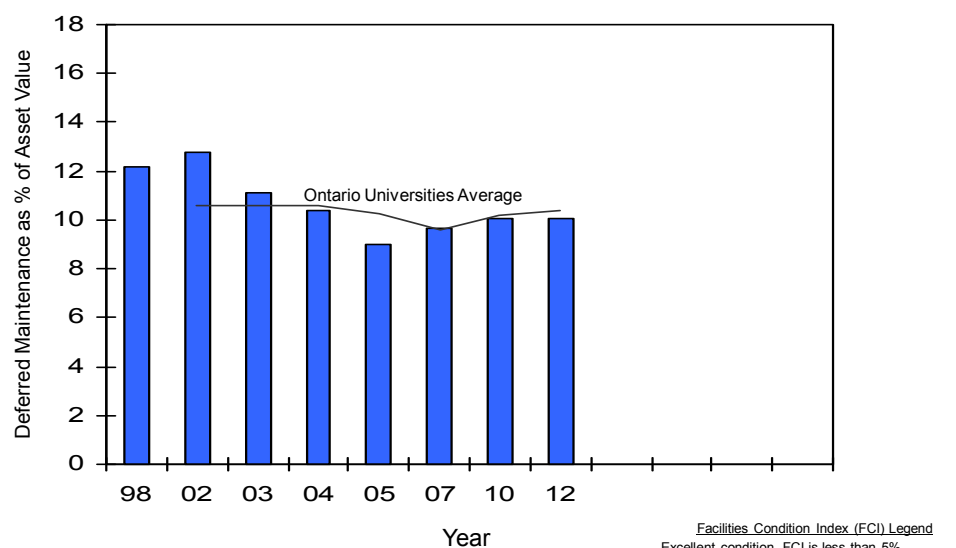
Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method.

Source: Council of Ontario Universities (triennial)



Figure 3.6

Facilities Condition Index (Deferred Maintenance / Current Asset Value)



Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008, 2009 or 2013.

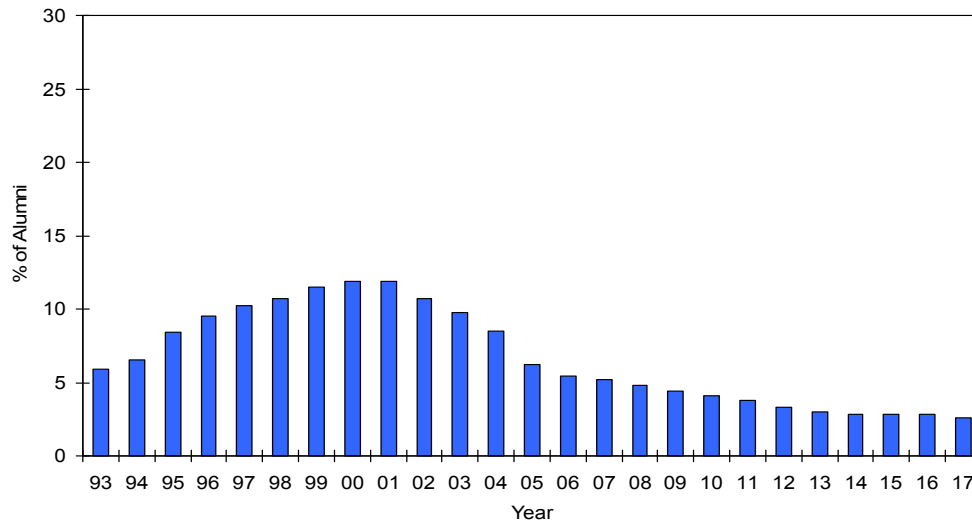
Source: Council of Ontario Universities; Ryerson Facilities Management and Development (for 1998)

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

University Profile Indicators

Figure 4.1

Percentage of Alumni Who Made a Donation to University



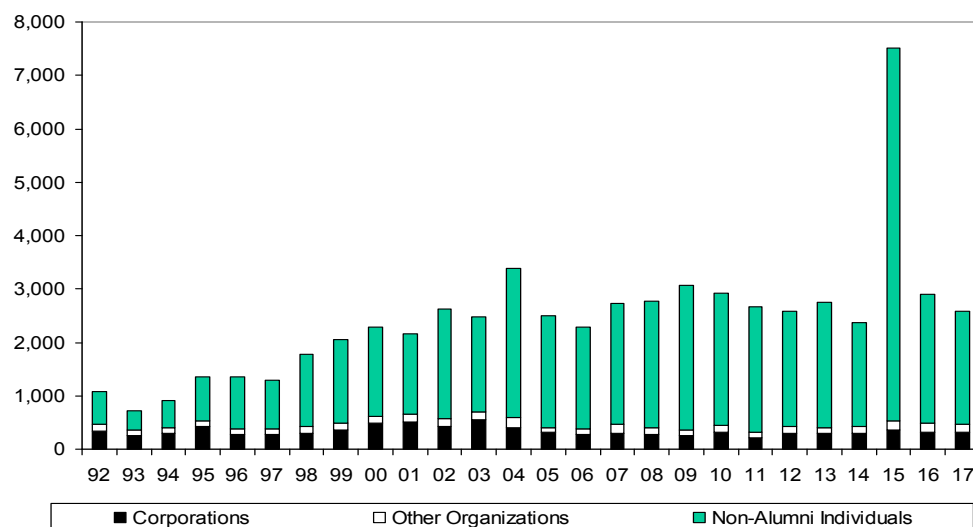
Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations



Figure 4.2

Annual Number of Non-Alumni Donors



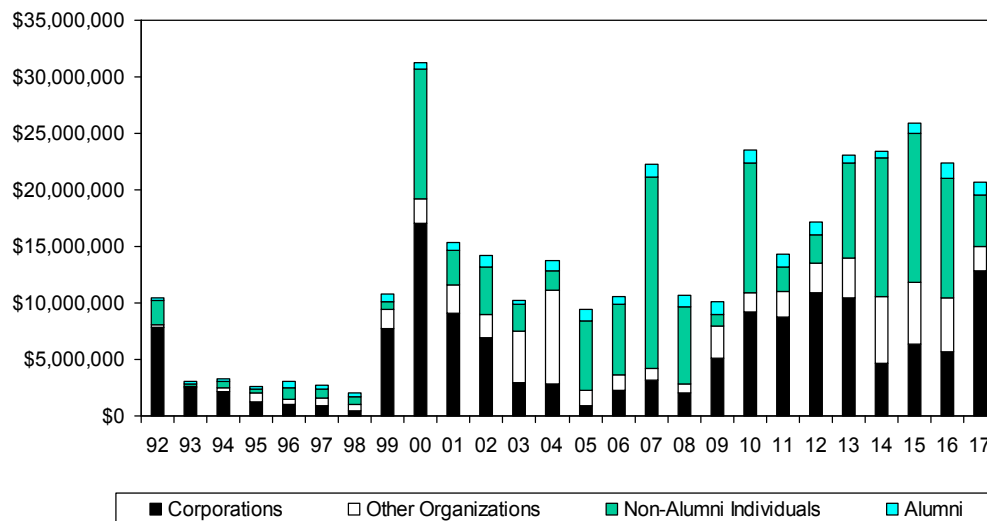
Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for 4,946 (2015-16), 604 (2016-17), and 6 (2017-18) non-alumni individual donors.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations



Figure 4.3

Annual Level of Donation Commitments



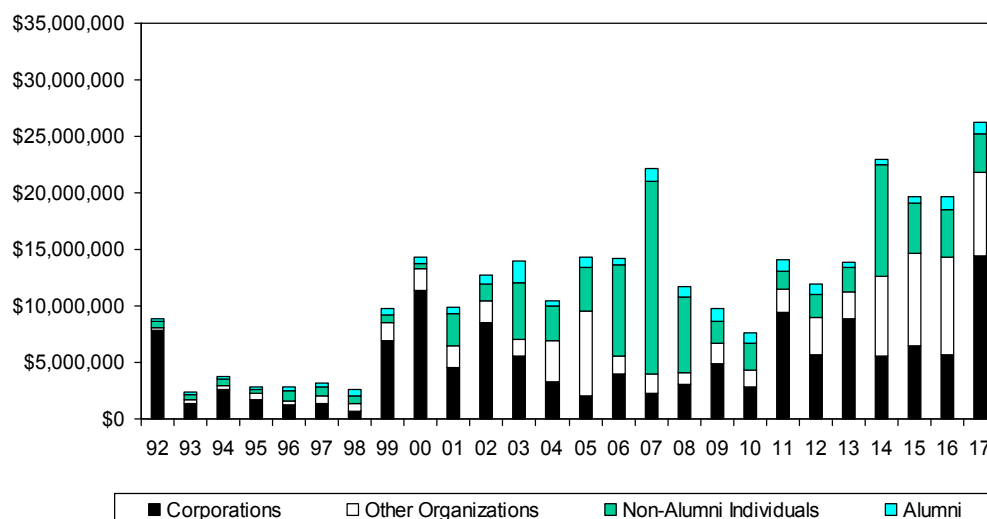
Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made. Lifeline Syria initiative accounted for \$3.57 million (2015-16), \$0.42 million (2016-17), and \$38,040 (2017-18) from non-alumni individuals.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations



Figure 4.4

Annual Level of Donations Received

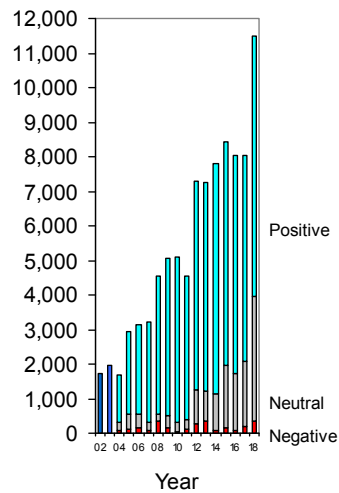
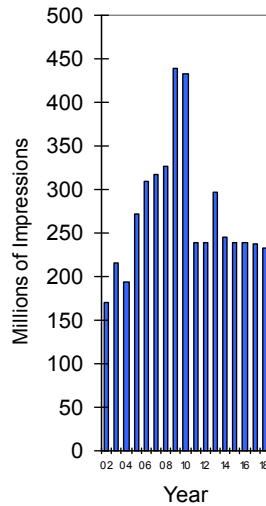
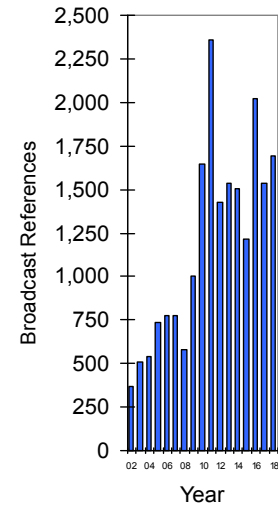


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for \$3.01 million (2015-16), \$0.54 million (2016-17), and \$29,205 (2017-18) from non-alumni individuals.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations



Figure 4.5

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

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

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations