

**BOARD OF GOVERNORS**

**March 31, 2020**

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

**Teleconference**

**Zoom: <https://ryerson.zoom.us/j/253510336>**

<b>Time</b>	<b>Item</b>	<b>Presenter/s</b>	<b>Action</b>	<b>Page</b>
<b>12:00</b>	<b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>	Mitch Frazer	Information	
	<b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>			
	<b>END OF IN-CAMERA SESSION</b>			
	<b>3. INTRODUCTION</b>			
	3.1 Chair's Remarks	Mitch Frazer	Information	
	3.2 Approval of the March 31, 2020 Agenda	Mitch Frazer	<b>Approval</b>	
	<b>4. REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information	<b>28-36</b>
<b>1:00</b>	<b>5. REPORT FROM THE SECRETARY</b>	Julia Shin Doi	Information	<b>37-38</b>
	5.1 2020 Board Election Report			<b>39-44</b>
	<b>6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC</b>	Michael Benarroch	Information	<b>45-59</b>
	<b>7. DISCUSSION ITEMS</b>			
	7.1 <b>REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE</b>	Tony Staffieri	Information	
	7.2 <b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	Mitch Frazer		
	7.2.1 Fiera Capital Report December 31, 2019	Joanne McKee	Information	<b>60-82</b>
	7.2.2 2020-21 Budget: Government Funding Update and Budget Strategy	Mohamed Lachemi Michael Benarroch Glenn Craney	Information	<b>83-99</b>
	7.3 <b>REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION</b>			

<b>1:30</b>	7.3.1	Scholarly, Creative and Research (SRC) Activities at Ryerson: Latest Developments and Plans for 2020-21	Steven Liss	Information	<b>100-109</b>
<b>8.</b>	<b>CONSENT AGENDA</b>				
8.1	Approval of the January 31, 2020 Minutes		Mitch Frazer	<b>Approval</b>	<b>110-115</b>
8.2	Execution of Contracts Policy		Julia Shin Doi Jennifer MacInnis	<b>Approval</b>	<b>116-123</b>
<b>9.</b>	<b>FOR INFORMATION</b>				
9.1	University Relations Monthly Metrics and Reach		Jennifer Grass	Information	<b>124-127</b>
9.2	Ryerson Performance Indicators		Glenn Craney	Information	<b>128-150</b>
<b>10.</b>	<b>TERMINATION</b>				
<b>2:00</b>	<b>NEXT MEETING OF THE BOARD – April 30, 2020</b>				

## **MISSION STATEMENT**

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Ryerson University

**ARTICLE 9**

**CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA**

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

**Ryerson University**  
**President's Update to the Board of Governors**  
**March 31, 2020**

---



**BOARD OF GOVERNORS ELECTIONS** – The results of the 2020 Board elections were announced on March 6. Congratulations to new Board members representing their constituencies: for administrative staff, Silvana Babikian (catering manager), and for students, Matthew (“MJ”) Wright (Arts and Contemporary Studies, Faculty of Arts), David Jardine (Professional Communication, Faculty of Communication and Design), and Tay Rubman (History, Faculty of Arts). Voting for faculty Board members will take place from April 14 to 24 and voting for the alumni Board member will take place from June 15 to 26.

**APPOINTMENTS**

*Johannes Dyring* has been appointed Ryerson’s inaugural assistant vice-president, business development and strategic initiatives. He joins us from the University of Saskatchewan, where he was the managing director of innovation enterprise. Before moving to Canada, Johannes acquired 20 years of experience in business development and consulting, most recently as CEO of SLU Holding AB (Inc.), the Swedish University of Agricultural Sciences’ business development enterprise. Johannes holds a PhD in subatomic physics from Uppsala University, Sweden as well as a post-graduate diploma in financial strategy from the Saïd Business School at the University of Oxford. He is a board member of Emissions Reduction Alberta, and an international fellow of the Royal Swedish Academy of Agriculture and Forestry.

*Art Blake*, professor of history at Ryerson, has been appointed director of Ryerson’s two-year Dimensions pilot program, which aims to increase equity, diversity, and inclusion in research communities. He will work with the Office of the Vice-President, Equity and Community Inclusion (OVPECI) and the Office of the Vice-President, Research and Innovation (OVPRI), to engage faculty, staff and students in identifying and working to eliminate inequities within Ryerson’s scholarly, research, and creative (SRC) practices and structures. Previously, in 2018, Art was the first Equity and Community Inclusion Faculty Chair in the Faculty of Arts. His research focuses on 20<sup>th</sup>-century urban and cultural history.

*Matthew Mendelsohn* has been appointed visiting professor. He joins Ryerson from the Privy Council Office, where he was deputy secretary to the cabinet (results and delivery) and led the impact and innovation unit, and to which he remains a senior advisor. Previously, Matthew was the founding director of the Mowat Centre, a non-partisan Canadian public policy think tank that existed from 2009 until 2019, as well as a faculty member in the School of Public Policy and Governance at the University of Toronto. Prior to that, he was a professor of Political Science at Queens University. He holds a BA in Political Science from McGill and an MA and PhD in Political Science from the Université de Montréal.

## HONORARY DOCTORATES

Sincere thanks to all those involved in honorary doctorate nominations, and to the Awards and Ceremonials Committee. This spring, we will be honouring:

*Michael “Pinball” Clemons* – former Toronto Argonaut running back, coach, CEO, and vice-chair; current general manager of the Argonauts; member of the Canadian Football Hall of Fame; motivational speaker; Doctor of Laws

*Tanya Talaga* – investigative reporter with The Toronto Star, focusing on Indigenous issues; author of *Seven Fallen Feathers: Racism, Death and Hard Truths in a Northern City* (RBC Taylor Prize for non-fiction, 2018) and *All Our Relations: Finding the Path Forward*; Doctor of Laws

*Lynn Factor* – child and at-risk youth advocate; philanthropist; Chair of the Board of the Children’s Aid Foundation; Ryerson alumna (Social Work ’80); Doctor of Laws

*Silvio DeGasperi* – Co-founder and co-owner, TACC Group of Companies (involved with home-building, power distribution, infrastructure, land development); Ryerson alumnus (Civil Engineering ’76); Doctor of Engineering

*Ed Sonshine* – Founder and CEO, RioCan Real Estate Investment Trust; lawyer; philanthropist; Doctor of Laws

*Donette Chin-Loy Chang* – philanthropist; creator of Ryerson awards in nursing and mental health and addiction, and for students from underrepresented communities; Ryerson alumna (Journalism ’78); Doctor of Laws

## CONGRATULATIONS

*Frank Russo*, professor of psychology, has been named the NSERC/Sonova Senior Industrial Research Chair in Auditory Cognitive Neuroscience. The award is worth nearly \$4.4 million in funding and in-kind contributions from NSERC, Ryerson, and hearing-aid manufacturer Sonova. Professor Russo will conduct studies at the Science of Music, Auditory Research, and Technology (SMART) Lab, which he leads, on the neuroscience of hearing in noisy environments.

*Darrell Bowden*, executive director at the office of the vice-president, equity and community inclusion (OVPECI), has received the 2019 Crystal Leadership Award (25<sup>th</sup> Anniversary) from the Career and Work Counsellor Program at George Brown College.

*Tanya (Toni) de Mello*, director of human rights services, has been awarded the 2019 Emerging Leadership Award by the Canadian Association for the Prevention of Discrimination and Harassment (CAPDHHE).

## EVENTS

**FEDERAL BUDGET CONSULTATION** – On January 13, at the Sheldon and Tracy Levy Student Learning Centre, Bill Morneau, Canada’s minister of finance, launched consultations for the new federal budget with a town hall. Fielding questions from students as well as from host Sam Andrey, director of policy and research at the Ryerson Leadership Lab, Morneau discussed issues related to the upcoming budget such as student debt, the gender pay gap, relations between federal and provincial governments, and the environment and climate change.

**CYBERSECURITY ACCELERATOR** – On January 13, Rogers Cybersecure Catalyst partnered with the DMZ to launch Canada’s first cybersecurity-focused accelerator. The Catalyst Cyber Accelerator, a 3.5-month program designed to help cybersecurity businesses scale up nationally and internationally, provides workshops, networking, and workspace in Brampton’s Innovation District. “Corporates-in-residence” providing mentorship and guidance will include Amazon Web Services, Herjavec Group, RBC, Rogers, Siemens, and Torys LLP. The program is now taking applications, with the first cohort to start in May.

**STRATEGIC PLANS** – On January 28, Senate approved Ryerson’s Academic Plan 2020–25. It is available to [view online](#), as is the [Strategic Research Plan 2020–25](#), which was launched on January 17 after being approved by Senate the previous month. The Academic Plan sets out seven core values for Ryerson to assert and five priorities to address, with academic freedom and innovation as overarching principles. The Strategic Research Plan articulates six themes, each one underpinned by a commitment to equity, diversity, inclusion, and access. Together with the Internationalization Strategy and the upcoming University Strategic Vision and Campus Master Plan, these documents will guide the university in growing successfully and responsibly in the coming years.

**WOMEN IN LEADERSHIP** – On January 31, Ryerson’s soup and substance series launched its winter term series, *Women in Leadership*, with the panel discussion “Women in Executive Leadership at Ryerson.” Moderated by Vice-President, Equity and Community Inclusion Denise O’Neil Green, the panel featured Vice-President Administration and Operations Deborah Brown, General Counsel and Secretary of the Board of Governors Julia Shin Doi, and Chief Financial Officer Joanne McKee, who together discussed their career trajectories and what it means to acquire and wield power as a woman. On February 7, the second talk in the series, “Leading Change for Social Justice,” featured Tanya (Toni) De Mello, director of human rights; Melanie Panitch, executive director of the Office of Social Innovation; Shurla Charles-Forbes, manager of learning and development in human resources; and Cheryl Thompson, assistant professor at the School of Creative Studies.

**MIGRATION CONFERENCE** – From February 20 to 21, Ryerson hosted the conference *Migration 2030: Challenges and Opportunities for Canada and the World*. The conference was organized by Canada Excellence Research Chair in Migration and Integration Anna Triandafyllidou and her team at Ryerson, and it was designed to launch the chair into a critical conversation on the outlook for migration for the next decade. The conference featured speakers from the fields of academia, business development, and policy from all six inhabited continents; together, they discussed the governance of migration in Canada and throughout the world.

**RYERSON'S HOCKEY HERO** – In the evening of February 22, with 8:41 remaining in the second period of the Toronto Maple Leafs' home game against the Carolina Hurricanes, Mattamy Athletic Centre building operations chief David Ayres got the call to suit up for the Hurricanes. The 42-year-old Ayres, who is the emergency backup goalie for National Hockey League games at the Scotiabank Arena and had never played professional hockey in his life, stood tall in net, saving 8 of 10 shots to backstop the 'Canes to an improbable 6-3 victory. Following his exploits, Ayres—the oldest-ever goalie to win his NHL debut—was awarded the game's first star. North Carolina Mayor Mary-Ann Baldwin declared February 25 "David Ayres Day" in her city, and on the same day, Ayres was declared an honorary North Carolina citizen by the state's governor, Roy Cooper. In mid-May, Ayres will receive the game's ultimate honour: his own hockey card, as part of the Upper Deck Young Guns Update Rookie set.

**VIOLA DESMOND AWARDS** – On March 2, the OVPECI hosted the 12<sup>th</sup> annual Viola Desmond Awards Ceremony, which celebrates the achievements of Black women at Ryerson and in the greater Toronto community. Four members of the Ryerson community received awards, each named after one of this year's four honourees: professor of child and youth care Beverly-Jean Daniel received the Ryerson Faculty Award named after Senator Rosemary Moodie, neonatologist and professor of pediatrics at the University of Toronto; career education specialist Olanike (Nikki) Waheed received the Ryerson Staff Award named after playwright Trey Anthony; journalism student LaToya Powell received the Ryerson Student Award named after late activist Joan Jones; and Namugenyi Kiwanuka, reporter for *The Agenda* on TVO, received the Ryerson Alumni Award named after four-time world championship-winning hockey player Angela James. This year, the awards were each decorated with a representation of the Canadian \$10 bill featuring Viola Desmond's portrait.

**STUDENT SHOWCASE** – On March 4, 67 student groups participated in Ryerson's third annual Student Showcase, which was presented by the Office of the President and Office of the Provost and Vice-President, Academic. Together, the students represented all faculties; they exhibited work derived from their participation in co-curricular projects and activities, displaying the positive impact of experiential learning and student engagement. Ross Romano, Ontario minister of colleges and universities, was on hand to see the representatives of groups and projects such as art publications, conferences, course unions, and design teams.

**INTERNATIONAL WOMEN'S DAY** – Ryerson hosted several events in early March to mark International Women's Day (IWD). In addition to the Viola Desmond Awards, the OVPECI hosted three events: a screening of the feature documentary *The Apology* (about "comfort women" enslaved by the Japanese army during World War II) and a Q&A with director Tiffany Hsiung; the panel discussion *Women at Work: Across Borders, Boundaries and Barriers*, moderated by Vice-President, Equity and Community Inclusion Denise O'Neil Green; and a women's writing circle hosted by Toronto writer Preeti Kaur Dhaliwal. The DMZ hosted the storytelling and discussion event *These Are the Faces of Tech*, celebrating women-identified founders of tech startups, and The Global Experiential Sport Lab (GXS Lab) and She's4Sports hosted the panel discussion *Women in Sports and Tech*, featuring four innovators in women's sport. On International Women's Day itself (March 8), Ryerson's Continuing Education Students Association and the Ryerson Centre for Women and Trans People partnered to host a fair at Ryerson, following the IWD Toronto annual march and rally.



### ***from the President's Calendar***

*January 8, 2020:* I met with Matthew Mendelsohn, deputy secretary to the cabinet (results and delivery) for the Privy Council Office, to introduce him to Ryerson's work in innovation and public policy.

*January 8, 2020:* At a meeting of the Chief Information Officer Strategy Council, I delivered a presentation outlining Ryerson's current cybersecurity training and education, as well as our plans for the future.

*January 10, 2020:* Along with other executive heads of the Council of Ontario Universities (COU), I participated in an introductory meeting with Peter Bethlenfalvy, president of Ontario's treasury board.

*January 10, 2020:* I attended a visitation for Diane Ford, late mother of Premier Doug Ford.

*January 11, 2020:* I delivered remarks welcoming Finance Minister Bill Morneau to the Sheldon and Tracy Levy Student Learning Centre, where he launched the federal government's consultations for its upcoming budget.

*January 14–17:* I travelled to Australia with Glenn Craney, deputy provost and vice-provost, university planning, and Anver Saloojee, assistant vice-president, international. We met with senior administrators from Deakin University and Deakin College in Melbourne, and Griffith University and Griffith College in Gold Coast, to discuss international recruitment.

*January 23, 2020:* I was interviewed by journalist May Abou-Saab for a segment broadcast the next day by CBC Radio Canada International about Canadian universities' recruitment and welcome of international students.

*January 27, 2020:* Along with Deborah Brown, vice-president, administration and operations, I met with Bob Blazeovski (Urban & Regional Planning '86), president and COO of DiamondCorp, to discuss potential collaboration with Ryerson and the university's upcoming Master Plan.

*January 27, 2020:* Along with Algoma University President and Vice-Chancellor Asima Vezina, Sheridan College President and Vice-Chancellor Janet Morrison, and Sheridan College Chancellor Hazel McCallion, I met with Brampton Mayor Patrick Brown to discuss collaboration between our institutions and the City of Brampton.

*January 27, 2020:* I gave Mary Throop and Kevin Elliot, partners at Summerhill Capital Management, a tour of the DMZ to introduce them to Ryerson's innovation ecosystem.

*January 29, 2020:* I met with Lou Serafini, asset management president and CEO of investment management firm Fengate, to discuss Ryerson's Master Plan.

*January 30, 2020:* I spoke with Josh Matlow, city councillor for Toronto-St. Paul's, about Ryerson's involvement in city-building.

*January 30, 2020:* At FCAD's The Catalyst, I was pleased to deliver remarks celebrating Ryerson and Rogers' joint announcement of the Rogers Sportsnet Diversity Fellowship Program, which will be delivered in partnership with RTA Sport Media's Global Experiential Sport Lab.

*January 30, 2020:* I hosted a reception for the President's Circle of Scholars, where I delivered remarks celebrating their outstanding academic achievements and encouraged them to take advantage of all that Ryerson University life has to offer.

*January 30, 2020:* I gave remarks at a retirement dinner in honour of two past Jack Layton chairs: Doreen Fumia, professor emeritus of sociology, and Myer Siemiatycki, professor emeritus of politics and public administration.

*January 31, 2020:* Glenn Craney and I met with two representatives from the Ontario Ministry of Colleges and Universities—Marny Scully, executive lead of strategic mandate agreements, and Kayla Vanwyck, manager of strategic mandate agreements—to finalize negotiations for the new Strategic Mandate Agreement, SMA3.

*January 31, 2020:* Over lunch, I met with the board of directors for the Ryerson Engineering Student Society to review their goals and projected activities for 2020.

*February 3, 2020:* I met with Prabmeet Sarkaria, Ontario associate minister for small business and red-tape reduction, to discuss Ryerson's plans for collaboration with Brampton and potential collaboration with the provincial government on efficiency.

*February 3, 2020:* I welcomed to our campus Ross Romano, Ontario minister of colleges and universities, who announced increased funding for mental health services for postsecondary students.

*February 3, 2020:* At a special meeting of Brampton City Council, Janet Morrison, Asima Vezina, and I presented our universities' plans for collaboration with the city.

*February 4, 2020:* At the Ryerson Democracy Forum event "The Power and the Premiers : Two women who changed Canadian history," I was pleased to deliver remarks welcoming former Ontario premier Kathleen Wynne and former British Columbia premier Christy Clark to campus.

*February 5, 2020:* I met with Ross Romano, Ontario minister of colleges and universities, to discuss collaboration between Ryerson, the ministry, and other partners.

*February 5, 2020:* I welcomed two representatives of the University of Saskatchewan—President Peter Stoicheff and Senior Strategist (Institutional Initiatives) Julian Demkiw—for a tour of the DMZ to introduce them to Ryerson's innovation ecosystem.

*February 5, 2020:* I met with Walied Soliman, chair of Norton Rose Fulbright Canada LLP, to introduce him to Donna E. Young, Ryerson's new dean of law.

*February 6, 2020:* I attended a regular meeting of the executive heads of the Council of Ontario Universities.

*February 6, 2020:* I attended the Toronto Region Board of Trade's annual dinner.

*February 9, 2020:* I was pleased to attend the 99<sup>th</sup> birthday celebration for Hazel McCallion (Doctor of Commerce, honoris causa '19).

*February 10, 2020:* Donna E. Young, Julia Shin Doi, general counsel and secretary of the Board of Governors, and I had an introductory meeting with Prof. Michael Geist, Canada Research Chair in Internet and E-commerce Law at the University of Ottawa.

*February 10, 2020:* I had a meeting with Wade MacLauchlan, former premier of Prince Edward Island, and his partner, Duncan McIntosh, to discuss potential international initiatives.

*February 11, 2020:* At the annual meeting between the board of the Esch Foundation and Ryerson's Faculty of Engineering and Architectural Science, I thanked the foundation for its ongoing support of the Esch Awards.

*February 11, 2020:* I met with Richard Reznick, dean of the Faculty of Medicine at Queens University, and Ori Rotstein, vice-president of research and innovation at Unity Health Toronto, to discuss health care strategy.

*February 12, 2020:* I attended a Ryerson executive group retreat during which we discussed team-building and high-performance teams.

*February 12, 2020:* Along with Assistant Vice-President, Zone Learning and Strategic Initiatives

John MacRitchie, I met with Lotfi Belkhir, professor of engineering at McMaster University, and Allyson Hewitt, vice-president of impact at MaRS, to discuss organizing the 2020 International Conference for Sustainable Entrepreneurship.

*February 13, 2020:* I welcomed Marc Fortin, vice-president of research partnerships at the Natural Sciences and Engineering Research Council of Canada (NSERC), to Ryerson, where he toured the Centre for Urban Energy.

*February 13, 2020:* I was pleased to deliver remarks at the reception for the Ryerson Staff Awards to celebrate all nominees and thank them for making a positive impact and helping bring our Ryerson values to life.

*February 13, 2020:* I met with Michael Tulloch (Doctor of Laws, honoris causa '18), judge at the Ontario Court of Appeal, and Gregory Regis (Journalism '77), former Ontario Court of Justice regional senior judge, to introduce them to Donna E. Young.

*February 14:* I hosted a “Coffee with the President” meeting with a group of first-year faculty members to discuss their experiences so far at Ryerson.

*February 18, 2020:* Along with John MacRitchie and Charles Falzon, dean of the Faculty of Communication and Design, I met with Andrew MacLeod, CEO of Postmedia, to introduce him to Ryerson’s innovation ecosystem.

*February 19, 2020:* I was proud to welcome prospective and incoming students at our Faculty of Law to campus for an afternoon of learning and connection.

*February 20-22:* In Ditchley Park, England, I was an invited participant at the Ditchley Foundation’s conference on Technology, Society and the State. We debated the question: “How do we remain competitive, and true to our values, as the technological evolution unfolds and accelerates?”

*February 24, 2020:* I led Executive Director Theresa Ferracuti and other representatives of the FDC Foundation on a tour of the Daphne Cockwell School of Nursing to recognize their gift of just over \$1 million to the school. They visited the Clinical Practice Labs and the Clinical Simulation Lab, both of which will benefit significantly from the donation.

*February 24, 2020:* Along with Glenn Craney and Assistant Vice-President, University Relations Jennifer Grass, I had an introductory meeting with Laurie LeBlanc, Ontario’s deputy minister of colleges and universities.

*February 24, 2020:* I hosted a second “Coffee with the President” meeting with another group of first-year faculty members to discuss their experiences so far at Ryerson.

*February 25, 2020:* Along with Glenn Craney, I met with Danielle Martin, executive vice-president and chief medical executive at Women’s College Hospital, to discuss how technology will change the future of health care.

*February 25, 2020:* I met with two representatives of the online platform ApplyBoard—Co-Founder and CMO Meti Basiri and Director of ApplyProof Partnerships Mike Allcott—to discuss the services ApplyBoard provides to Ryerson in helping recruit international students.

*February 25, 2020:* Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met with Jon Love, founder and CEO of private equity and real estate investment firm Kingsett Capital, to discuss Ryerson’s upcoming Master Plan.

*February 26, 2020:* Vice-Provost, Academic Kelly MacKay, John MacRitchie, Ian Mishkel, and I met with John McCall, chair of the McCall MacBain Foundation, who outlined the foundation’s plans for the \$200 million in scholarships it gave McGill University in 2019. Together, we discussed how universities can work together to keep talented students in Canada.

*February 26, 2020:* Along with Anver Saloojee, I met with Hemant Gupta, managing director of the BIL Ryerson Technology Startup Incubator Foundation, to introduce him to Ryerson's ecosystem and discuss Ryerson's work in India.

*February 26, 2020:* At the Faculty of Engineering and Architectural Science's vigil for those who lost their lives aboard Ukraine International Airlines Flight 752 on January 8 2020, I delivered remarks acknowledging, in particular, Ryerson alumni Mahsa Amirliravi (Civil Engineering '14, MEng '18) and Mohsen Salahi (Mechanical and Industrial Engineering '14, MEng '18).

*February 26, 2020:* Over lunch, Provost and Vice-President, Academic Michael Benarroch, Glenn Craney, Anver Saloojee, and I met with the board of Navitas to discuss the recruitment of international students.

*February 26, 2020:* Along with Ian Mishkel and Deborah Brown, I attended a meeting hosted by Board Vice-Chair Tony Staffieri with Peter Gilgan, founder and CEO of Mattamy Homes and David Stewart, Mattamy's US Vice President of Land, to discuss Ryerson's upcoming Master Plan.

*February 26, 2020:* I participated in Ryerson's second budget town hall meeting of 2020, to consult with and inform the Ryerson community about the university's fiscal priorities.

*February 27, 2020:* At a celebration of long service milestones, I was proud to give remarks inducting 16 new members of Ryerson's 25-Year Club and honouring the great commitment of others who have served Ryerson for even longer—including five members of our faculty and staff who have worked at Ryerson for at least 45 years.

*February 27, 2020:* I participated in Ryerson's third budget town hall for 2020.

*February 27, 2020:* Along with members of Ryerson's executive group, I met with the board of Navitas to continue our discussion about the recruitment of international students.

*February 27, 2020:* I was pleased to join Ralph Lean's TRSM class Regulation, Government and Socially Responsible Management to welcome guest speaker Todd Smith, Ontario minister of children, community and social services, for a conversation on governance, democracy, education, and immigration.

*February 28, 2020:* Over lunch, I met with Salvatore Badali, partner in the public sector and not for profit practice at Odgers Berndtson, to discuss the recruitment of talent.

*February 28, 2020:* I was pleased to host a multi-faith Shabbat dinner for the Ryerson community, where I delivered remarks celebrating diversity at our university.

*February 29, 2020:* I watched the Ryerson women's basketball team drop a tough decision to the Brock Badgers in the finals of the Critelli Cup championship, after which cheered on the women's hockey team as they fought hard but eventually lost in double overtime to the University of Toronto in the second game of the OUA semifinals.

*March 2, 2020:* Along with Jennifer Grass, I had an introductory meeting with Martha Greenberg, Ryerson's deputy minister champion, to speak about Ryerson's priorities and how she can help us achieve them.

*March 2, 2020:* Along with Brian Gallant, special advisor on innovation, cybersecurity, and law, I met with Michael Hartmann, professor of human resource management at McMaster University, and Armughan Ahmad, president and Canadian managing partner, Digital KPMG, to discuss the future of postsecondary education.

*March 2, 2020:* I hosted a "Lunch with the President" for a group of staff members from across Ryerson's faculties and departments.

*March 2, 2020:* Along with Anver Saloojee, I met with new Philippine Consul General Orontes V. Castro to introduce him to Ryerson.

*March 2, 2020:* At the Viola Desmond Awards for Black Canadian women from Ryerson and the greater Toronto community, I was pleased to give remarks honouring the recipients for their positive impact as inspiring leaders.

*March 3, 2020:* Along with Ian Mishkel and Deborah Brown, I met with Siamak Hariri, founding partner of Hariri Pontarini Architects, to discuss Ryerson's upcoming Master Plan.

*March 4, 2020:* Over lunch, I had an introductory meeting with Rob Graham, a new member of Ryerson's Board.

*March 4, 2020:* I met with the student members of Ryerson's Board to consult with them about the university's upcoming budget.

*March 4, 2020:* I welcomed Minister Romano to Ryerson's third annual Student Showcase, which celebrated our students' impressive achievements in co-curricular projects and activities.

*March 5, 2020:* By a pool of freezing water in the Pitman Hall Quad, I was happy to deliver remarks to celebrate the Ryerson community's participants in the Polar Plunge. The event raised money for Special Olympics Ontario, whose president and CEO, Glen MacDonnell, was in attendance.

*March 5, 2020:* I was pleased to welcome Canadian Senator Sabi Marwah back to campus to meet the recipients of the Marwah Family Award for First-Generation Students.

*March 5, 2020:* Once again, I was pleased to join Ralph Lean's TRSM class Regulation, Government and Socially Responsible Management, this time to welcome Mayor John Tory, who participated in a Q&A session with students.

*March 5, 2020:* I stopped by the student-led Ted Rogers Management Conference to greet Melinda Rogers, deputy chair of the board of Rogers Communications, before her opening plenary talk, and keynote speaker Marci Ien (Radio and Television Arts '91).

**MEMORANDUM**

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors  
Heather Driscoll, Director, Governance  
Jennifer MacInnis, Assistant Secretary

Subject: Report from the Secretary

Date: March 31, 2020

---

**1. Board of Governors Elections 2020**

The Board elections were held from March 4 to March 7, 2020. Students, David Jardine, Professional Communication Program, Tay Rubman, History Program and Matthew ("MJ") Wright, Arts and Contemporary Studies Program, were elected to a one-year term.

Administrative Staff member Silvana Babikian, Catering Manager, Food Services, was elected to a two-year term.

There are eleven Alumni representatives running for the available alumni seat on the Board. The Alumni voting period begins June 15, 2020 and ends on June 26, 2020.

No nominations were received for the one faculty seat that will be vacated this year. As a result the Election Procedures Committee approved a special by-election for the faculty position. Nominations closed on March 18<sup>th</sup> and three faculty members are confirmed to run in the by-election; Seth Dworkin, Chris Evans and Alex Ferworn. Voting in the by-election will occur electronically from April 14, 2020 to April 24, 2020.

All newly elected Board members will begin their terms on September 1, 2020.

Thank you to the Election Procedures Committee members who are overseeing the process: Ron Babin, RFA Representative, Shaquille Bulhi, CESAR Representative, Mariam Hashemi, Staff Representative, Jennifer Hicks, Alumni Representative, Jennifer MacInnis, Assistant Secretary of the Board and Chris Randall, RSU Representative, as well as Colleen Dempsey, Returning Officer, and the Board Secretariat team.

**2. Parking**

Due to construction the Victoria Street parking garage will be closed until further notice. All parking permits held by the Board members for the Victoria Street parking garage will be reprogrammed to allow for access to the Pitman Hall garage located at 160 Mutual Street effective April 1, 2020.

### **3. Board Meeting Locations**

In response to the COVID-19 pandemic we will host Board and Committee meetings using Zoom. We have prepared and circulated a Zoom meeting protocol document, as well as held three Zoom orientations for our Board members on March 24 and March 25.

Currently the June 30, 2020 Board meeting is scheduled to be held in the Cara Commons at the Ted Rogers School of Management. If the current situation continues into June we will move that meeting to a Zoom meeting as well. We will provide updated information as it becomes available.



Date March 19, 2020

To: Jennifer Hicks  
Secretary, Ryerson Election Procedures Committee

From: Colleen Dempsey  
Returning Officer

**Re: Board of Governors Elections 2020 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

Shaquille Bulhi  
President, Continuing Education Students' Association of Ryerson

Ron Babin,  
President, Ryerson Faculty Association

Deborah Brown,  
Vice President, Administration and Operations





## BOARD OF GOVERNORS ELECTIONS 2020 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 (9) in alphabetical order of surname	Vote Count
Jolene HUNT	280
David JARDINE	399
Akash KAR	323
Joshin MARRIOTT	335
Tay RUBMAN	341
Ali Areesh SOMANI	219
Mujahid SULTAN	130
Charlie WALL	158
Matthew ("MJ") WRIGHT	425

RESULTS SUMMARY	
Eligible voters	42,118
Ballots submitted	1,398
Votes cast	2,610
Declined to vote	162
Participation rate	3.3%

## NOTES

There is no paper ballot voting in the student election.



## BOARD OF GOVERNORS ELECTIONS 2020 RESULTS

ADMINISTRATIVE STAFF ELECTION	
Candidates (2) in alphabetical order of surname	Vote Count
Silvana BABIKIAN	375
Aneesh Tiberias MURALI	94

RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	1,938	93	2,031
Ballots submitted	471	7	478
Votes cast	462	7	469
Declined to vote	9	0	9
Participation rate	24.4%	7.5%	23.5%

## NOTES



BOARD OF GOVERNORS ELECTIONS 2020 RESULTS

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS STUDENT MEMBERS (3)	
Candidate Name	Vote Count
Matthew ("MJ") WRIGHT	425
David JARDINE	399
Tay RUBMAN	341

BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
Silvana BABIKIAN	375



## BOARD OF GOVERNORS ELECTIONS 2020 RESULTS

## RESULTS IN ORDER OF STANDING

STUDENT ELECTION	
Candidates (9) in order of standing	Vote Count
Matthew ("MJ") WRIGHT	425
David JARDINE	399
Tay RUBMAN	341
Joshin MARRIOTT	335
Akash KAR	323
Jolene HUNT	280
Ali Areesh SOMANI	219
Charlie WALL	158
Mujahid SULTAN	130

ADMINISTRATIVE STAFF ELECTION	
Candidates (2) in order of standing	Vote Count
Silvana BABIKIAN	375
Aneesh Tiberias MURALI	94



BOARD OF GOVERNORS ELECTIONS 2020 RESULTS

VOTING PERCENTAGES

STUDENT ELECTION	
Total number of eligible voters	42,118
Total number of voters who participated	1,560
Percentage of voters who participated	3.3%
ADMINISTRATIVE STAFF ELECTION	
Total number of eligible voters	2,031
Total number of voters who participated	478
Percentage of voters who participated	23.5%

**Ryerson University Board of Governors  
Provost and Vice-President Academic  
Report for meeting of March 31, 2020**

---



## **BOARD GREETINGS**

The Senate's approval of the Academic Plan for 2020–25 marks a milestone for Ryerson. Together with the 2020–25 Strategic Research Plan, which was finalized in January, and guided by commitments to academic freedom; equity, diversity, and inclusion; and challenging the status quo, it sets the University on a bold course over the next five years. The Academic Plan also highlights the importance of advancing Indigenous initiatives. Below are recent developments across campus that address this and other important Ryerson priorities, including how the university is helping students navigate their academic commitments and COVID-19.

## **COVID-19**

The health and safety of the Ryerson community is a top priority, particularly in these exceptional circumstances. While the university is tracking all COVID-19 developments, we have taken many steps to support students with the completion of their coursework and exams so that they may take appropriate measures to protect themselves as this situation evolves. Ryerson continues to share regular community-wide updates and is housing all information centrally at [ryerson.ca/covid-19](https://ryerson.ca/covid-19).

**Academic Continuity** – All in-person classes and exams have been suspended and are being delivered in alternative virtual formats until further notice. Faculty members have been asked to remain flexible, and are working with their program chairs, directors and students to find alternative forms of assessment. Ryerson is providing resources to support these changes via the [Centre for Excellence in Learning and Teaching](#), which is in collaboration with the G. Raymond Chang School of Continuing Education, the Ryerson Library, and Computing and Communications Services (CCS). Together they are exploring our options and offering a variety of tools, such as [The Continuity of Teaching Guide](#), to assist faculty. Further, the Senate Priorities Committee (SPC) approved increased flexibility for program delivery under Senate Policies 166 (Course Management) and 134 (Undergraduate Academic Consideration and Appeals). The Library is also working to accommodate any students who do not have access to a computer while away from campus via Ryerson's laptop loan program, which will begin to courier laptops out to students beginning Friday, March 20. Rogers has generously also agreed to provide unlimited data until the end of term to students who are Rogers or Fido subscribers so that they can use their phones as a wi-fi hotspot without worrying about incurring charges from exceeded data limits. Wi-fi hotspots will also be couriered to students who require Internet access; this solution will be prioritized for students who are not Rogers or Fido subscribers. A big thank you to Rogers for putting students first.

**International Student Support** – Students are being urged to make decisions based on their mental health and wellbeing. If they choose to return to their home country before the end of the semester, Ryerson has committed to doing whatever it can to support the completion of their courses. Additionally, one-on-one immigration advising appointments with international student advisors are

available by phone or Google Hangouts. Ryerson students who are abroad are being urged to return home immediately. If there are financial or logistical challenges that prohibit students from finalizing their arrangements, they have been asked to contact [Ryerson International](#) immediately and the university will assist with their return. Ryerson continues to support academic implications of an early return home and will be flexible in providing alternative arrangements where possible.

**Residences** – To mitigate continued risks, students living in the International Living & Learning Centre (ILLC), Pitman Hall (PIT) and the Daphne Cockwell Complex (DCC) with alternative housing options were asked to leave residence by Monday, March 23 at 5 p.m. Those with exceptional circumstances, including international students, out-of-province students and any others who require ongoing support, are allowed to remain and will continue to be supported by Ryerson’s Housing & Residence Life Team. Ryerson is also in conversations with the operators of HOEM Residence (HOEM), which is owned by Canadian Student Communities Inc., to discuss the next steps students living here. While decisions are not at Ryerson’s discretion, we are advocating for fair and compassionate approaches for students who may consider leaving HOEM before the end of their contracts.

**Counselling Services** – Ryerson’s [Medical Centre](#) remains open with physicians onsite, and is offering support for any new mental health and wellbeing concerns. However, in the interest of public health, the Medical Centre will be moving to a virtual support system for appointments. Further, the [Centre for Student Development and Counselling \(CSDC\)](#) has closed its onsite location and will be moving to a virtual support system. It remains available to students who are on their current caseload, and will be providing new appointments over the telephone in a limited capacity with a small number of counsellors onsite. Ryerson has also recommended several additional wellbeing resources to students.

## RECENT DEVELOPMENTS

**Indigenous Initiatives** – After a series of consultations, workshops and collaborations, The Yeates School of Graduate Studies (YSGS) has finalized a framework for Indigenizing graduate education at Ryerson that it will publish in the coming weeks. YSGS has also created a webpage to highlight Indigenous research, to connect current and future Indigenous graduate students with one another and with faculty members, and to highlight funding opportunities for Indigenous students and relevant events on campus. Recent events have been the School of Urban and Regional Planning symposium “Indigenous Perspectives in Planning” and the panel discussion “We Belong: Exploring Ancestral Connections, Black & Indigenous Relationships & Identities,” hosted by Strategic Lead Indigenous Resurgence Lynn Lavallée.

**Collaborations and Partnerships** – The Faculty of Communications & Design’s (FCAD’s) Global Experience sport media program and Sport Lab (GXSLab) are partnering with Sportsnet on the sponsorship/mentorship-based Sportsnet Diversity and Gender Equity Initiative. The Office of Zone Learning is working with Dalhousie University, Memorial University and US delivery partner VentureWell to offer the first Canadian iteration of the research commercialization project Lab2Market at Ryerson in May. The G. Raymond Chang School of Continuing Education has partnered with the Ontario government to create *Digital Accessibility from Novice to Expert*, a series of practical online courses and interactive open textbooks intended to contribute to a culture of inclusion around the world. The Library is partnering with the Aga Khan Museum to develop unique learning experiences for the museum’s collection through virtual, augmented and mixed reality.

**Donations and Fundraising** – The Faculty of Law has secured just over \$1,000,000 (including matching funds) in support for students between scholarships, awards and prizes, from alumni, individual donors and seven law firms. Canadian photographer (and Ryerson alumnus) Ed Burtynsky, known worldwide for his photographs of industrially altered landscapes and the impact of climate change, has begun a multi-year donation of his work to the Ryerson Image Centre. When complete, the RIC will have the largest collection of Burtynsky’s photography in the world. The Ryerson Library is receiving 18,000 volumes of children’s literature from the Canadian Children’s Book Centre.

**Infrastructure** – The Centre for Excellence in Learning and Teaching has moved into its new home on the 7<sup>th</sup> floor of the Daphne Cockwell Health Sciences Complex, and while it has been operational for several months, it aims to launch officially this summer. Student Wellbeing Services has launched a Make-Up Test Centre in Kerr Hall East that has increased make-up test capacity from 90 to 640 tests per day. This move has improved efficiency while maintaining academic integrity. The Campus Core Revitalization Project continues apace, with key upgrades completed along Nelson Mandela Walk and soon to be completed on Gould Street. Victoria Street will follow, with a widened sidewalk, improved lighting and new networking cable ducts.

## CONGRATULATIONS

*Karthi Umapathy*, director of biomedical engineering at Ryerson, and his team of clinical and engineering collaborators have been awarded a \$474,000 grant for their research project “Signal Processing Methods in Detecting Myasthenia Gravis Using Electrooculography Signals.” Myasthenia Gravis is a muscle weakness disorder that can become fatal if it affects muscles needed for breathing and swallowing. Sridhar (Sri) Krishnan, associate dean (research), is one of Prof. Umapathy’s co-applicants.

*Aviva Gomes-Bhatt* and *Benn Bland*, both fourth-year history majors, won the Foreign Affairs Debate between Ryerson and the University of Toronto, which was organized by the Canadian International Council. In the Debates Room at Hart House, they successfully argued that the United Nations should not be abolished. This is the first time a Ryerson team has won this mostly annual debate since it was first held in 2013.

## PARTNERSHIPS

**Commercializing Research** – Ryerson’s Centre for Engineering Innovation and Entrepreneurship (CEIE) is partnering with Dalhousie University and Memorial University on the two-year pilot program Lab2Market. Its aim is to help graduate students in science and engineering at universities in southern Ontario and Atlantic Canada commercialize their research. Students will spend four months training with successful tech entrepreneurs—both start-up launchers and investors. Ryerson will host the program’s first cohort’s workshops in May and June 2020, and the pilot is designed to lay the groundwork for a similar program on a nation-wide scale.

**Gender Equity in Sports** – The Faculty of Communications & Design (FCAD) is partnering with Rogers Sportsnet on the Sportsnet Diversity and Gender Equity Initiative, which will launch in 2020. Linked with the Sport Media program and aimed at fostering a culture of diversity, the initiative will offer



Sportsnet-funded mentorship opportunities; resources; scholarships for students who identify as women, Indigenous, and/or members of an equity-seeking group; and diversity workshops at the Global Experience Sport Lab (GXS).

## STRATEGIC PLANNING

**Office of Social Innovation** – On January 27, the Office of Social Innovation officially launched a new strategic plan and vision for social innovation at Ryerson. The office’s new engagement strategy is based on systems thinking and is comprised of three streams of engagement – each with a central program. The first, Study the System, involves the one-semester program Map the System, through which students research complex environmental issues with mentorship from faculty and community leaders. The second, Explore the System, involves a “field school” exchange initiative with another post-secondary institution, taught by instructors at both sites and involving projects undertaken with local community partners. The third, Act on the System, involves the Social Innovation and Activism Fund, which provides students with up to \$5,000 in funding for projects that advance social justice.

**Academic Plan** – On January 28, Ryerson’s ,2020–25 Academic Plan, which outlines the university’s academic priorities for the years ahead, supported by a recommitment to core values, was approved by Senate. The plan reflects the aspirations of our diverse community, and incorporates contributions that members of the Ryerson community offered at town-hall consultations and via email. The plan expresses seven core values: access; boldness; equity, diversity and inclusion; excellence, mutual respect and shared success; sustainability; and well-being. Underpinning all seven are commitments to safeguarding academic freedom and to challenging the status quo. In addition, the plan sets out five priorities that will further position Ryerson as a trailblazer: advancing Indigenous initiatives; community and urban partnerships; innovation; scholarly, research and creative (SRC) activity and graduate studies; and the student experience. The plan is available to view online, and a separate strategy guide will follow to assist with its implementation.

## EVENTS

**She Can Coach** – On January 16, the GXS Lab, in partnership with the speaker series and digital content platform She’s4Sports, hosted “She Can Coach,” a panel about women coaching in sport. It featured Toronto Raptors assistant coach Brittnei Donaldson, WNBA and Canadian national team basketball player Kayla Alexander, sports activist Shireen Ahmed, and Jennifer Welter, who in 2015 became the first female coach in the National Football League. Together, they discussed ways to change perceptions of women in sports, to achieve gender equity and parity, and to encourage young women to take pride in their own abilities and achievements. The talk kicked off the event series *Be Bold 2020*, which will continue to feature speakers who are fostering diversity and helping women and girls to thrive in sports.

**Design Showcase** – From January 17 to 26, the Ryerson School of Interior Design (RSID) was well represented at the tenth annual DesignTO festival, which hosted exhibitions across Toronto. At the new Creative Technology Lab (CTL), director and professor of Interior Design Jonathon Anderson led tours and showcased some of the work he has produced with faculty and students, including robots doing 3D printing and collaborating on a drawing. At the Interior Design Show held at the Metro Convention Centre, RSID students created and ran a booth exhibiting the work they have done as part of the

program. Also at the Convention Centre, Ruth Spitzer, CUPE faculty in RSID, showcased her playfully literal-minded work, *Cloud Storage*—a storage unit for clothing that looks like a cloud. RSID professor Linda Zhang also showcased three of her works in different locations: *The Story of Water: The Erie Canal as a Site of Untold Stories*; *The Phenomenology of the Road*; and *Future Heritage(s)*, which encouraged visitors to ponder the future of Toronto's East Chinatown.

**Winter Art Exhibitions** – On January 22, the Ryerson Image Centre (RIC) launched its winter exhibitions. *A Handful of Dust: From the Cosmic to the Domestic*, guest curated by New York critic David Company, explores the visual representation of dust featuring 30 works stretching back to Man Ray's 1922 photo of a dust-covered work by Marcel Duchamp. Israeli artist Nir Evron's silent short film *A Free Moment* explores the ruins of Tell el-Ful, an abandoned, unfinished building originally intended as a summer palace for Jordan's royal family. Photography Studies undergrad Clea Christakos-Gee's *A piece A seed A spread* features photographic interpretations of texts by Yoko Ono, while *Extending the Frame: 40 Years of Gallery TPW*, organized by students in the Film + Photography Preservation and Collections Management program, considers the significance of the eponymous gallery in supporting contemporary photography.

**Decolonizing Planning** – On January 25, the Equity, Diversity and Inclusion Committee at the School of Urban and Regional Planning hosted its inaugural symposium, "Indigenous Perspectives in Planning." Bringing in speakers from the worlds of professional planning and the academy, the event explored ways to decolonize planning. The keynote address was delivered by Elaine Alec, partner at Alderhill, an Indigenous-owned planning company in British Columbia who spoke about the collaborative, inclusive decision-making process *enowkinwixw*.

**Power and the Premiers** – On February 4, the Ryerson Democracy Forum hosted "The Power and the Premiers: Two women who changed Canadian history," an event featuring former premiers Kathleen Wynne (Ontario) and Christy Clark (British Columbia). Visiting practitioner Martin Regg Cohn hosted the event, where Wynne and Clark spoke openly about navigating the challenges they faced with institutional sexism and hostility in the media and on social media. They encouraged young women to run for office and help bring about a culture where women's contributions and ability are no longer called into question.

**Brains & Brawn** – On February 7 and 8, Ryerson's Centre for Engineering Innovation and Entrepreneurship hosted "Brains & Brawn," an event sponsored by the Ontario Brain Institute, addressing the effects of head injuries on athletic performance, and comprised of a symposium and a 24-hour design challenge. The symposium featured panels on such issues as rehabilitation and prevention, as well as on-stage interviews with former CFL and NFL cornerback Davis Sanchez, former NHL enforcer Zenon Konopka, MMA fighter Corinne Laframboise, and hockey Olympic gold medalist Katie Weatherston.

**Exploring Black and Indigenous Relationships and Identities** – On February 24, Faculty of Community Services (FCS) Strategic Lead Indigenous Resurgence Lynn Lavallée hosted the panel discussion, "We Belong: Exploring Ancestral Connections, Black & Indigenous Relationships & Identities." Four panellists of mixed Black and Indigenous heritage – urban agriculturalist Isaac Crosby, musician and documentarian Shelley Hamilton, teacher and community worker Jeffrey Kiyoshk Ross, and multimedia

artist and poet Destiny Wheatley – spoke about their identities and the need to raise awareness of the diversity that exists in Indigenous communities. The discussion was moderated by traditional teacher and Anishinaabe cultural consultant Kim Wheatley, and was preceded by a dance by three fancy shawl dancers of Indigenous and Caribbean ancestry.

**Celebrating Black Arts** – On February 27, The Catalyst at FCAD hosted a Black History Month celebration event, “The Black Arts, Culture and Heritage: Panel and Performance,” to showcase the work of Black scholars, artists and Ryerson community members. In front of a full house, the panel—comprising visual artist Sandra Brewster, University of Toronto music and culture professor Mark Campbell, and executive director of Heritage Toronto Karen Carter, and moderated by Ryerson professor of creative industries Cheryl Thompson—discussed equity, diversity and inclusion in academia. An hour of impassioned performance followed, featuring Ryerson community members spoken word artist Kevan Davidson, hip-hop MC Neman Chakras, and singer Rebecca Thompson. The event ended with a networking and engagement session.

**18,000 Children’s Books** – On February 27, the Ryerson Library announced a donation of 18,000 Canadian children’s books from the Canadian Children’s Book Centre (CCBC). The collection boasts a copy of “almost every Canadian children’s book published since 1976,” the year the CCBC was established. It is being moved to Ryerson as the organization downsizes its office space in Toronto; a secondary “archive” collection will be housed at the Hamilton Public Library. The donation to Ryerson will join the Library’s existing historical Children’s Literature collection of approximately 2,200 volumes from the late 1800s to the mid-1900s, with a strength in Canadiana. That collection is frequently used for assignments in both graduate and undergraduate programs, and several faculty members are engaged in researching children’s literature. The collection will be kept up to date with approximately 800 titles arriving from the CCBC every year.

**Open Education Week** – From March 2 to 6, the Ryerson Library partnered with the Centre for Excellence in Learning and Teaching, and the Chang School to host events for Open Education Week. Spearheaded by the Massachusetts-based Open Education Consortium, the global initiative is designed to highlight the benefits of sharing practices, resources and tools in education freely. Students dropped into the Library Learning Commons to learn about open textbooks, while Ryerson faculty, instructors and administrators attended workshops, discussions, a webinar and a showcase of open educational resources created by the Chang School’s Digital Education Strategies unit. Chang School Dean Gary Hepburn delivered a special address to share his own experience with open education, while David Porter, dean of innovative learning and senior special advisor for flexible learning at Humber College, delivered a keynote on open education and innovation.

**ATHLETICS** – The Rams had a strong finish to the 2019–20 season, with five teams ranked in the U SPORTS top 10. The women’s and men’s volleyball teams, and the men’s basketball team, reached the OUA quarter-finals, while the women’s hockey team reached the OUA semifinals for the first time in its history before bowing out – in overtime in the last game of a three-game series – to the University of Toronto. Meanwhile, the women’s basketball team progressed to the national finals for the second year in a row. Beset by injuries, they nonetheless reached the consolation semi-final. In February, the Ryerson figure skating team hosted the OUA championship, finishing seventh overall, with Kaitlyn Wilson taking home gold in the singles free skate. The Rams men’s fencing team finished sixth overall at

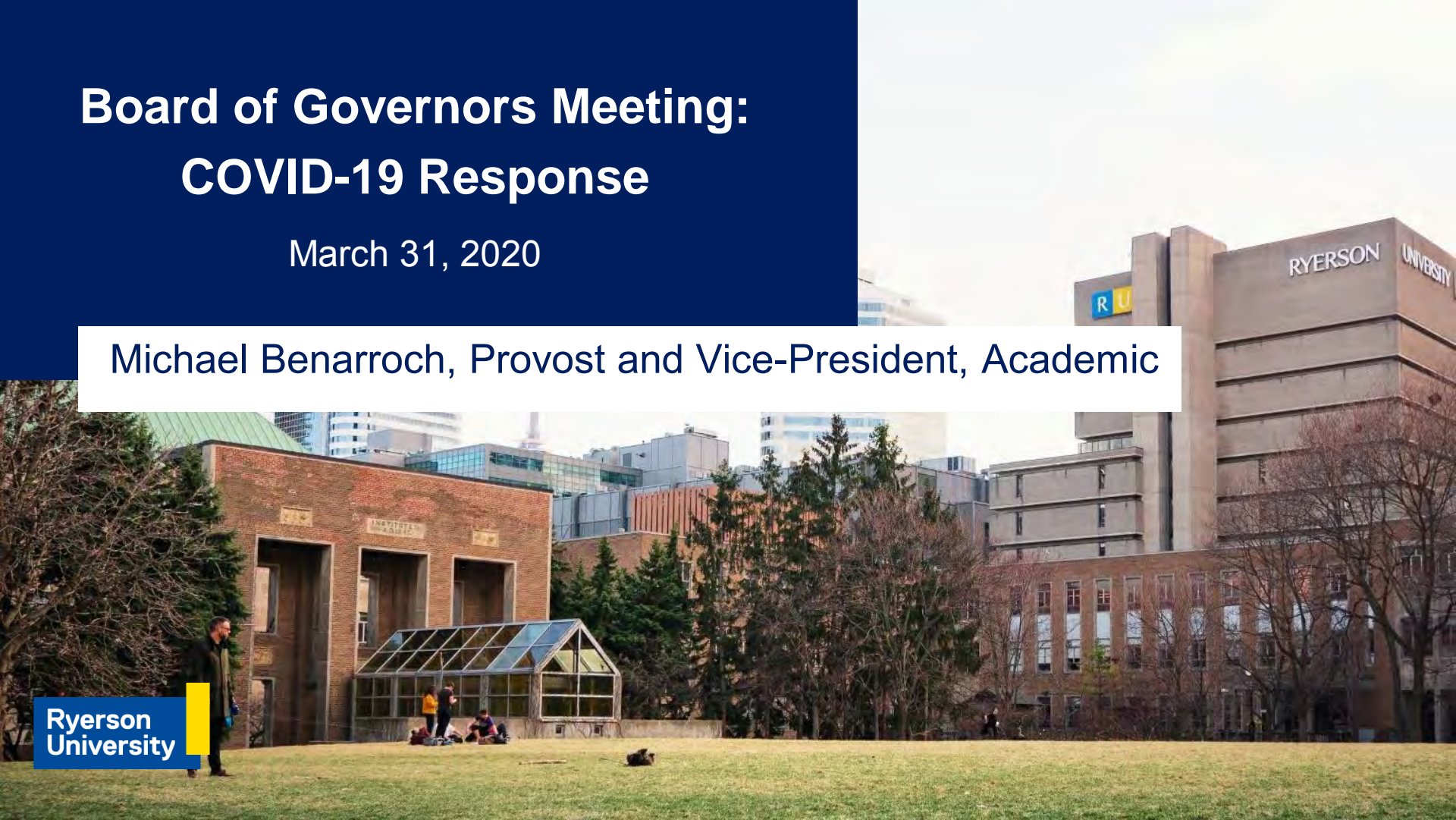
the OUA championship, with Ethan Haines winning silver in the foil event. The women's team finished seventh at OUAs, with the epee relay team capturing a bronze medal. The men's wrestling team won two medals at the OUA championships, through which Kyle Jordon and Sarabnoor Lally qualified for the U SPORTS national championship.

# Board of Governors Meeting: COVID-19 Response

March 31, 2020

Michael Benarroch, Provost and Vice-President, Academic

Ryerson  
University



# Academic Continuity: Transition to Remote Delivery

- **Transition week:** March 16 - 20, 2020
- All in person classes moved to alternative virtual formats until further notice
- Senate Priorities Committee approved increased flexibility for program delivery





# Academic Continuity: Transition to Remote Delivery

- **Continuity of Learning Team** Chang School, Library, CCS and CETL
- **Centre for Excellence in Learning and Teaching** has developed a *Continuity of Teaching* guide for faculty, *Continuity of Learning* guide for students
- **Keep Teaching Taskforce**
- **Resources**



# Alternate Grade Allocations

- With support of Senate, undergraduate and Chang School students now have option to:
  - **Maintain their assigned letter grade**, which will contribute to their GPA
  - Replace their final undergraduate course passing letter grade with a **credit (CRD)**, will not contribute to their GPA
  - Drop their course without academic penalty and replace grade with a **non-credit (NCR)** grade, will not contribute to their GPA





# Support to Student Life



- **Residence**

- Students asked to leave residence by Monday, March 23 (Rebate to students for 5 weeks of housing and meals)
- Students with exceptional circumstances allowed to remain (108 students)
- Will continue to be supported by Housing and Residence Life Team

# Support to Student Life



- **Counselling Services**
  - **Medical Centre** now virtual
  - **Centre for Student Development and Counselling (CSDC)** moved to virtual support system

# Zone Activity



- Zone activities moved online, all spaces closed as of March 17
- Member fees suspended for March and April
- Support, workshops, group sessions, one-on-one meetings, and new programming moved online
  - DMZ providing virtual programming
- Each Zone doing direct/group outreach to teams to learn more about current needs, solicit feedback
- Communicating with other campus-linked accelerator programs in GTA; explore potential for collaborative initiatives



An aerial photograph of the Ryerson University campus in Toronto. The foreground shows a green lawn with a small building and a glass-enclosed staircase. The middle ground features several large, modern university buildings with brick and concrete facades. In the background, the dense skyline of downtown Toronto is visible, with numerous high-rise buildings. A large, semi-transparent dark blue rectangle is overlaid on the left side of the image, containing the text "Thank You".

# Thank You

Ryerson  
University

**BOARD OF GOVERNORS MEETING**  
**March 31, 2020**

**AGENDA ITEM: Fiera Capital Report – December 31, 2019**

**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, 2019 had a market value of \$148.6 million compared to a book value of \$118.2 million. Performance results as of December 31, 2019 are as follows:

	<u>Performance</u>	<u>Benchmark</u>	<u>Value Added</u>
Year to date	16.74%	14.81%	1.93%
Fourth quarter	3.02%	2.89%	0.13%
Fiscal year	5.08%	4.23%	0.85%

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 \$148.6 million the net cost (after donation) would be approximately \$334,350 or 23 basis points (bps).

On April 26, 2019, realized gains of \$4,653,407 were transferred from Ryerson's Endowment fund to a newly created Stabilization fund. On December 31, 2019 Ryerson's Stabilization funds managed by Fiera Capital had a market value of \$4,718,970. The fourth quarter results on the Stabilization fund are 0.47% compared to the benchmark of 0.38%. Ryerson pays annual fees to Fiera on the Stabilization fund on a flat basis of 0.15%.

David Pennycook from Fiera Capital Corporation attended the March 25, 2020 Finance Committee to provide an overview of the fund and an update on the investment strategy.

**Attached:** December 31, 2019 Fiera Capital Report including Commentaries and Compliance

**PREPARED BY:**

Tim Chiu, Controller & Director of Finance

February 28, 2020

**APPROVED BY:**

Joanne McKee, Chief Financial Officer

February 28, 2020



MARCH 25, 2020

# Ryerson University

**DAVID PENNYCOOK**  
Executive Vice Chairman

# Asset Mix

	Dec. 31 2018	Dec. 31 2019	Benchmark
Short-Term	10.0%	7.3%	5%
Bonds	29.6%	23.9%	20% <sup>1</sup>
Total Equities	60.4%	61.8%	60%
Canadian	30.9%	31.9%	30%
Foreign	29.5%	29.9%	30%
Diversified Real Asset Fund	0.0%	7.0%	15%
Total Fund	100.0%	100.0%	100%
Market Value	\$131.4 Mill	\$148.6 Mill	

Market Value Stabilization Fund as of December 31, 2019: \$4,718,970

Cash Flow January 1 to December 31, 2019: (\$4,541,332)

\$4,653,407.82 transferred to Stabilization Fund on April 26, 2019

Market Value January 31, 2020: \$151.7 Mill

<sup>1</sup> 10% Short-Term Bonds/10% Universe Bonds



# Annualized Performance EFT Pooled Fund



December 31, 2019

	Q4-2019	Value Added	1 year	Value Added	2 years	Value Added	3 years	Value Added	4 years	Value Added	5 years	Value Added
<b>Total Portfolio</b>	<b>3.02</b>	<b>0.13</b>	<b>16.74</b>	<b>1.93</b>	<b>7.68</b>	<b>1.72</b>	<b>8.55</b>	<b>1.84</b>	<b>8.15</b>	<b>1.17</b>	<b>7.89</b>	<b>1.37</b>
Benchmark	2.89		14.81		5.96		6.71		6.98		6.52	
<b>Bonds</b>	<b>-0.12</b>	<b>0.23</b>	<b>5.30</b>	<b>0.32</b>	<b>3.46</b>	<b>0.28</b>	<b>3.12</b>	<b>0.16</b>	<b>2.80</b>	<b>0.17</b>	<b>2.91</b>	<b>0.10</b>
50% FTSE CAN ST & 50% FTSE CAN Universe	-0.35		4.98		3.18		2.96		2.63		2.81	
<b>Canadian Equities</b>	<b>1.57</b>	<b>-1.60</b>	<b>22.93</b>	<b>0.05</b>	<b>6.10</b>	<b>0.29</b>	<b>7.35</b>	<b>0.46</b>	<b>9.59</b>	<b>-0.69</b>	<b>6.85</b>	<b>0.57</b>
S&P/TSX Composite	3.17		22.88		5.81		6.89		10.28		6.28	
<b>U.S. Equities</b>	<b>7.55</b>	<b>0.72</b>	<b>27.33</b>	<b>2.49</b>	<b>18.37</b>	<b>4.30</b>	<b>18.96</b>	<b>4.97</b>	<b>15.72</b>	<b>3.24</b>	<b>17.05</b>	<b>2.80</b>
S&P 500 Total Return - Cdn\$	6.83		24.84		14.07		13.99		12.48		14.25	
<b>International Equities</b>	<b>8.47</b>	<b>2.53</b>	<b>25.36</b>	<b>9.51</b>	<b>12.40</b>	<b>8.06</b>	<b>15.92</b>	<b>7.58</b>	<b>11.19</b>	<b>5.66</b>	<b>13.37</b>	<b>5.29</b>
MSCI EAFE NET \$Cdn	5.94		15.85		4.34		8.34		5.53		8.08	
<b>Alternative Investments</b>	<b>3.19</b>	<b>1.57</b>	<b>N/A</b>		<b>N/A</b>		<b>N/A</b>		<b>N/A</b>		<b>N/A</b>	
Blended Benchmark	1.62		N/A		N/A		N/A		N/A		N/A	

Fiscal year to date: May 1, 2019 to December 31, 2019: 5.08% vs. BM 4.23%

Investment Management Fee: 25 bps

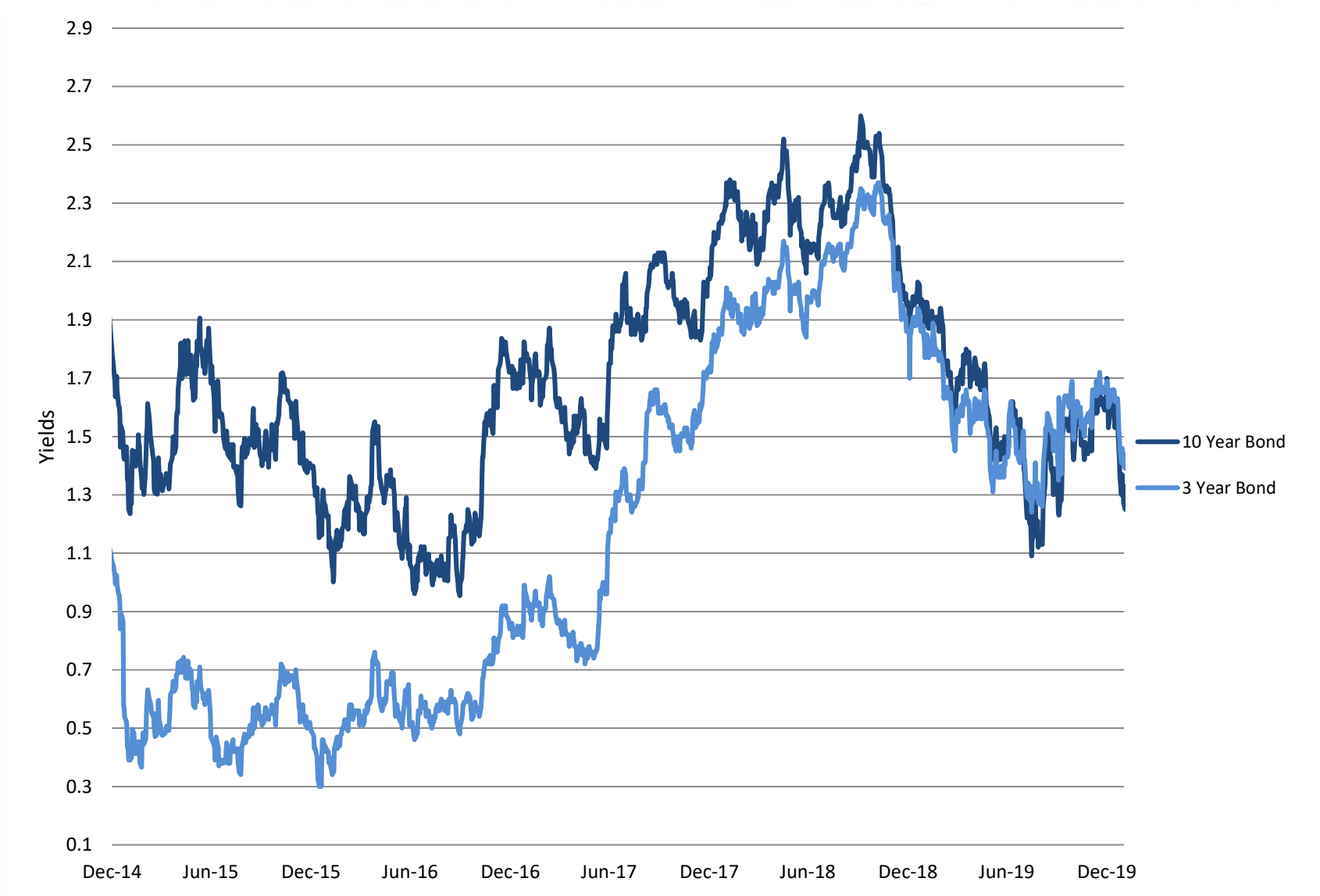
Performance Benchmark : 5% FTSE CAN TBILL 91 days; 14% FTSE CAN Univ; 14% FTSE CAN Short Term Bond; 30% S&P TSX Comp; 15% S&P 500 \$Cdn; 15% MSCI EAFE NET \$CDN; 7% FTSE CAN TBILL 91 + 5%

Current Benchmark : 5% FTSE CAN Treasury Bills (91 days) ; 20% (50% FTSE CAN ST & 50% FTSE CAN Universe) ; 30% S&P/TSX Composite ; 15% S&P 500 \$Cdn ; 15% MSCI EAFE NET \$Cdn ; 15% (FTSE CAN TBILL 91 + 5%)



# Bonds

# Canada 3 & 10 Year Bond Yield



As of January 31, 2020

Source: Bank of Canada

# Bond Analysis

December 31, 2019

	Portfolio Weights	Benchmark
<b>Sector Commitments</b>		
Government of Canada	10%	41%
Provincial/Municipal	54%	28%
Corporate	36%	31%
<b>Quality &amp; Characteristics</b>		
AAA	11%	44%
AA	40%	31%
A	40%	13%
BBB	8%	11%
Duration (Yrs)	4.8	5.3
Yield To Maturity	2.3%	2.1%

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

Benchmark: 50% FTSE CAN ST & 50% FTSE CAN Universe



# Canadian Equities

# Sector Allocation & Contribution

## 1 Year Ending December 31, 2019

Sector	Performance, 1 Year (%)		Weight Dec 31 (%)		Contribution to Value Added, 1 Year (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	25.5	21.7	12.8	17.0	0.03	0.43
Materials	9.4	23.8	10.5	11.4	0.09	-1.38
Industrials	28.3	25.5	16.3	11.0	0.18	0.37
Consumer Discretionary	24.6	15.3	4.9	4.1	-0.07	0.50
Consumer Staples	10.3	14.4	6.8	3.9	-0.16	-0.27
Health Care	0.0	-10.9	0.0	1.3	0.54	-0.04
Financials	23.1	21.4	31.4	32.1	0.04	0.40
Information Technology	33.6	64.9	9.0	5.7	1.20	-1.85
Communication Services	10.7	13.0	3.0	5.5	0.20	-0.02
Utilities	34.5	37.5	2.7	4.8	-0.19	-0.05
Real Estate	31.9	22.6	2.6	3.5	0.01	0.20
Total	22.9	22.9	100.0	100.0	1.86	-1.71

# Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
<b>1. Energy</b>	<b>12.76</b>	<b>17.01</b>
Suncor Energy Inc	3.93	2.73
Pembina Pipeline	3.41	1.04
Keyera Corp	2.59	0.30
<b>2. Materials</b>	<b>10.45</b>	<b>11.36</b>
Franco Nevada Corp	3.82	1.05
Nutrien Ltd	2.93	1.48
CCL Industries Inc	1.53	0.33
<b>3. Industrials</b>	<b>16.26</b>	<b>10.96</b>
Cdn Natl Railway	3.89	3.51
Cdn Pacific Railway	3.61	1.89
Waste Connections	3.11	1.29
<b>4. Consumer Discretionary</b>	<b>4.94</b>	<b>4.14</b>
Restaurant Brands	2.90	1.03
Dollarama	1.36	0.54
<b>5. Consumer Staples</b>	<b>6.83</b>	<b>3.85</b>
Loblaw Cos Ltd	2.55	0.49
Saputo Inc	2.30	0.40
Metro Inc	1.65	0.57
<b>6. Health Care</b>	<b>0.00</b>	<b>1.29</b>

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>31.40</b>	<b>32.08</b>
Royal Bank of Canada	7.67	6.11
Toronto Dominion BK	7.07	5.51
Brookfield Asset Mgt	5.60	2.91
<b>8. Information Technology</b>	<b>9.01</b>	<b>5.65</b>
Cgi Inc	2.41	1.08
Open Text Corp	2.28	0.64
Constellation Sftwr	1.72	1.03
<b>9. Communication Services</b>	<b>3.00</b>	<b>5.46</b>
Quebecor Inc	1.88	0.24
Telus Corp.	0.58	1.26
Rogers Communication	0.45	0.95
<b>10. Utilities</b>	<b>2.73</b>	<b>4.75</b>
Fortis Inc	1.43	1.03
Brookfield Infr Prtr	1.30	0.79
<b>11. Real Estate</b>	<b>2.63</b>	<b>3.45</b>
Firstservice Corp	1.28	0.17

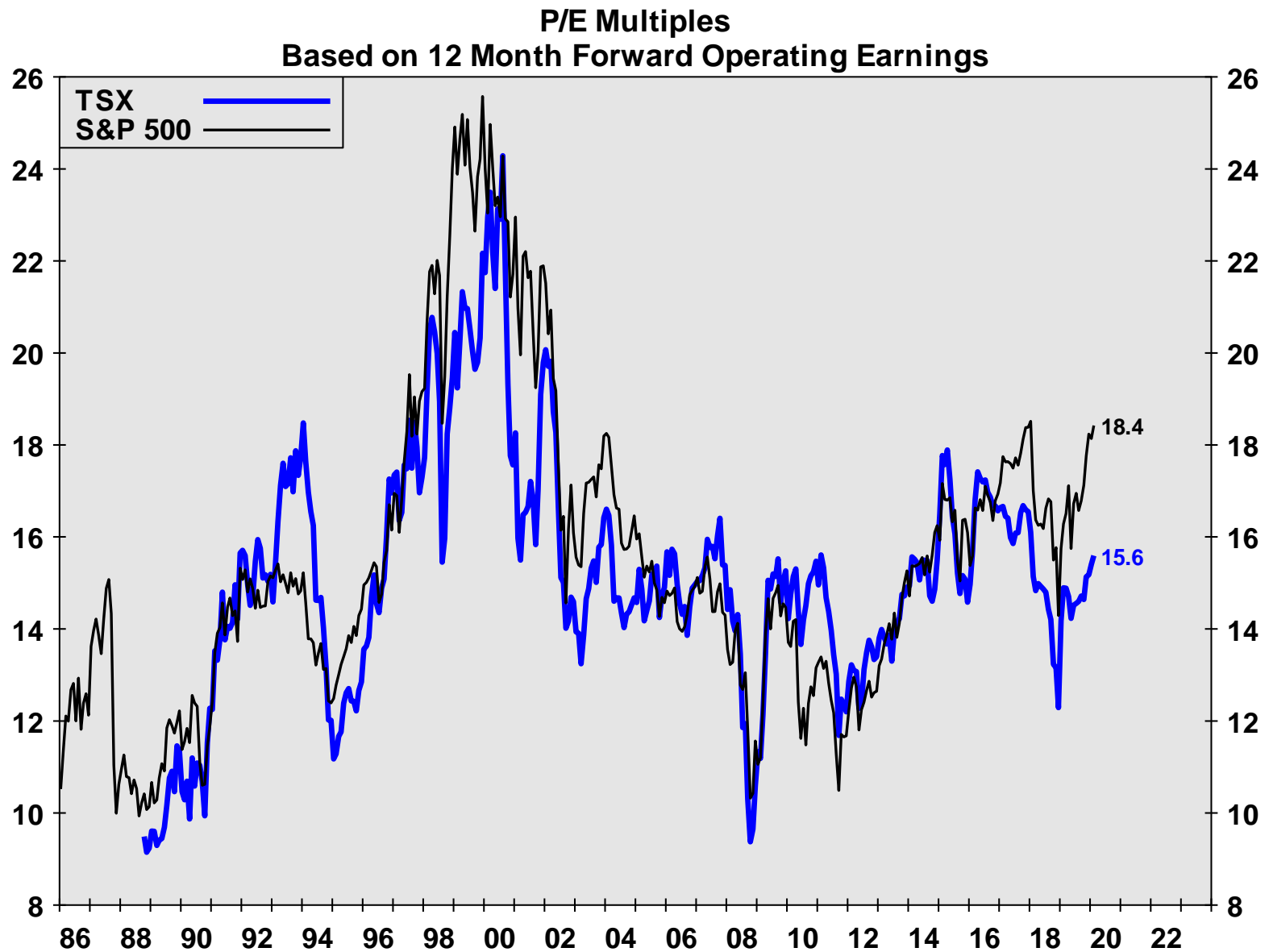
■ Securities which are part of the top ten holdings.  
Top ten holdings represent 45.2% of the portfolio.

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* (%)
<b>1. Energy</b>	<b>0.00</b>	<b>4.35</b>
<b>2. Materials</b>	<b>10.17</b>	<b>2.65</b>
Sherwin Williams Co	4.60	0.18
Linde Plc	3.10	0.43
Ecolab Inc	2.48	0.18
<b>3. Industrials</b>	<b>5.21</b>	<b>9.05</b>
Graco Inc	3.13	0.00
Middleby Corp	2.08	0.00
<b>4. Consumer Discretionary</b>	<b>14.70</b>	<b>9.75</b>
TJX Companies Inc	4.27	0.28
Autozone Inc	4.01	0.11
Nike Inc	3.49	0.47
<b>5. Consumer Staples</b>	<b>7.20</b>	<b>7.20</b>
Pepsico Inc	4.76	0.71
Colgate Palmolive Co	2.44	0.22
<b>6. Health Care</b>	<b>19.62</b>	<b>14.20</b>
Johnson & Johnson	4.82	1.43
Unitedhealth Grp Inc	4.79	1.04
Becton Dickinson	4.73	0.27

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>19.77</b>	<b>12.95</b>
Moodys Corp	6.95	0.14
MSCI Inc	4.12	0.08
US Bancorp Del	3.37	0.31
<b>8. Information Technology</b>	<b>18.35</b>	<b>23.20</b>
Mastercard Inc	5.74	0.99
Microsoft Corp	5.65	4.50
Oracle Corp	3.68	0.43
<b>9. Communication Services</b>	<b>4.98</b>	<b>10.39</b>
Alphabet Inc	4.98	1.50
<b>10. Utilities</b>	<b>0.00</b>	<b>3.32</b>
<b>11. Real Estate</b>	<b>0.00</b>	<b>2.93</b>

■ Securities which are part of the top ten holdings.  
Top ten holdings represent 51.3% of the portfolio.  
This page displays the top three holdings above 0.30% for each sector in the portfolio.

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


\*S&P 500 Total Return - Cdn\$

# International ESG

## Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
<b>1. Energy</b>	<b>0.00</b>	<b>4.86</b>
<b>2. Materials</b>	<b>3.50</b>	<b>7.12</b>
Chr.Hansen Hldgs A	1.86	0.06
Fuchs Petrolub Se	1.64	0.02
<b>3. Industrials</b>	<b>29.63</b>	<b>15.01</b>
Ihs Markit Ltd	4.19	0.00
Schindler Holding AG	4.11	0.07
Intertek Group	4.10	0.08
<b>4. Consumer Discretionary</b>	<b>12.62</b>	<b>11.57</b>
Intercontl Hotels	4.17	0.08
Essilorluxottica	3.02	0.29
Shimano Inc	3.00	0.08
<b>5. Consumer Staples</b>	<b>18.92</b>	<b>11.26</b>
Nestle Sa	6.58	2.17
Unilever Nv	5.29	0.57
L'Oreal	4.73	0.50
<b>6. Health Care</b>	<b>8.23</b>	<b>12.16</b>
Roche Hldgs AG	4.72	1.53
Novo-Nordisk As	3.51	0.69

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>11.96</b>	<b>18.55</b>
London Stock Exch	3.66	0.22
Cmnwlth BK of Aust	3.29	0.67
Housing Devel Fin	2.57	0.00
<b>8. Information Technology</b>	<b>15.13</b>	<b>7.06</b>
Keyence Corp	6.87	0.43
Taiwan Semiconductor	4.59	0.00
Sap Se	3.67	0.89
<b>9. Communication Services</b>	<b>0.00</b>	<b>5.18</b>
<b>10. Utilities</b>	<b>0.00</b>	<b>3.73</b>
<b>11. Real Estate</b>	<b>0.00</b>	<b>3.50</b>

 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.

\*MSCI EAFE NET \$Cdn

# Compliance

---

The undersigned confirms that, throughout the 3-month period ending December 31st, 2019:

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 his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated January 14th, 2020



---

Thomas Di Stefano, CFA  
Interim Chief Compliance Officer

# Current Economic Scenarios

## February 2020

### MAIN SCENARIO SYNCHRONIZED GLOBAL EXPANSION

**PROBABILITY 65%**

The global economy finds its footing and reaccelerates in a synchronous manner, with global growth advancing in-line with its potential rate. The US leads the global charge as the consumer remains a pivotal source of strength, though growth moderates to a still above-trend pace due to limited spare capacity in these later stages of the cycle. Meanwhile, healthy demand stateside and receding North American (USMCA) trade tensions buoys the Canadian economy and helps to facilitate the much-needed rotation towards exports and business investment (from the consumer and housing sector). Looking abroad, transitory factors that were exacerbated by a tumultuous global trade backdrop dissipate and both the European and Japanese economies recalibrate somewhat, while the Chinese economy stabilizes in response to the plethora of monetary and fiscal stimulus measures that place a floor under the world's second largest economy and by extension, global growth prospects.

The environment of moderate, albeit self-sustaining growth keeps inflation stable at levels that do not pose a threat to the economic trajectory and allows major central banks to maintain stimulative policies. Notably, central bankers assume an increased tolerance for an overshoot on their inflation targets and a willingness to let the economy run hot (emphasis on "symmetry"), creating a lucrative, not-too-hot, not-too-cold backdrop for both the economy and investors alike. The accommodative impulse from major central banks ultimately nurtures the economic recovery and extends the visibility of the cycle. This reflationary backdrop bodes well for equities and commodities at the expense of fixed income and the US dollar.

### SCENARIO 2: POLITICAL INSTABILITY

**PROBABILITY 25%**

The trend towards populism and protectionist policy could ignite a crisis in confidence and destabilize the financial markets, while heightened geopolitical strains also have the potential to create periodic bouts of volatility. The biggest risk to our base case scenario is a rise in protectionism stemming from the US and the threat of a fullblown trade war that would derail the synchronous global expansion. While the US has proven successful in securing a trade deal with Canada and Mexico and extracting a "phase one" trade agreement with China, vulnerabilities remain due to the sizeable trade deficit in the US. Notably, trade tribulations between the world's two largest economies are likely to prevail as negotiations linger-on unresolved with no concrete, long-term deal to tackle the larger, structural issues and imbalances between the US and China. Meanwhile, Trump's focus may also shift towards other global trading partners, with the US threatening to use Section 232 (national security grounds) to impose tariffs on auto imports. Taken together, an escalation in the trade debacle would be detrimental for trade flows and hence, the global economy. The political landscape in Europe and the UK also remains highly uncertain, with the fortunes for these economies hinging on whether UK and EU negotiators can agree on a trade deal in 2020, as failure to do so before the year-end deadline would result in a "hard" (no-deal) Brexit. Finally, uncertainty over the US election could also act as a strain in 2020, with anti-business rhetoric from the Democrats potentially creating pockets of volatility in the coming year.

### SCENARIO 3: STAGFLATION

**PROBABILITY 10%**

After an extended period of undershooting central bank inflation targets, policymakers tolerate higher inflation (overshoot) and monetize inflation. 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

## Firm Overview

- Publicly-traded, independent Canadian investment management firm
- Assets under management: \$169.7 as at December 31, 2019
- Controlled and significantly owned by its principals
- 750+ employees including more than 200 investment professionals
- Offices across Canada, the United States and Europe



Source: Benefits Canada

### FIERA CAPITAL SHARE OWNERSHIP



56%	Public Shareholders
19%	Employees
11%	Natixis Investment Managers
7%	Natcan
7%	Desjardins





# Appendix

## Portfolio Summary

### Stabilization Fund

	Dec. 31 2019	Benchmark
Cash & Short-Term	100.0%	100% (0-100)
Market Value	\$4,718,970	

Market Value Stabilization Fund as of January 31, 2020: \$4,726,614

\$4,653,407.82 transferred to Stabilization Fund from Endowment Fund on April 26, 2019



# Annualized Performance

## Stabilization Fund

	Q4-2019	Value Added	Since* Inception	Value Added
<b>Total Portfolio</b>	<b>0.47</b>	<b>0.09</b>	<b>1.34</b>	<b>0.25</b>
FTSE CAN Treasury Bills (91 days)	0.38		1.09	

# Compliance

---

The undersigned confirms that, throughout the 3-month period ending December 31st, 2019:

The portfolio managed by Fiera Capital Corporation for Ryerson University Stabilization Fund (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 his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated January 14th, 2020



---

Thomas Di Stefano, CFA  
Interim Chief Compliance Officer



# fieracapital.com

## Montreal

**FIERA CAPITAL CORPORATION**  
1501 McGill College Avenue  
Suite 800  
Montreal, Quebec H3A 3M8  
T 514 954-3300 / 1 800 361-3499

## Toronto

**FIERA CAPITAL CORPORATION**  
1 Adelaide Street East  
Suite 600  
Toronto, Ontario M5C 2V9  
T 416 364-3711 / 1 800 994-9002

## Calgary

**FIERA CAPITAL CORPORATION**  
607 8th Avenue SW  
Suite 300  
Calgary, Alberta T2P 0A7  
T 403 699-9000

## Vancouver

**FIERA CAPITAL CORPORATION**  
1040 West Georgia Street  
Suite 520  
Vancouver, British Columbia V6E 4H1  
T 604 688-7234 / 1 877 737-4433

## New York

**FIERA CAPITAL INC.**  
375 Park Avenue  
8th Floor  
New York, New York 10152  
T 212 300-1600

## Boston

**FIERA CAPITAL INC.**  
One Lewis Wharf  
3rd Floor  
Boston, Massachusetts 02110  
T 857 264-4900

## Dayton

**FIERA CAPITAL INC.**  
10050 Innovation Drive  
Suite 120  
Dayton, OH 45342  
T 937 847-9100

## Los Angeles

**BEL AIR INVESTMENT ADVISORS**  
1999 Avenue of the Stars  
Suite 3200  
Los Angeles, California 90067  
T 310 229-1500

## London

**FIERA CAPITAL (UK) LTD**  
39 St James's Street  
London, SW1A 1JD  
United Kingdom  
T +44 20 7518 2100



**Board of Governors Meeting  
March 31, 2020**

**AGENDA ITEM: 2020-21 Budget: Government Funding Update and Budget Strategy**

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:** An update on government funding, tuition and enrolment; 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 2, 2020

**APPROVED BY:**

Name: Michael Benarroch, Provost and Vice President Academic  
Date: March 2, 2020



# 2020-21 Budget Update

Board of Governors - March 2020

**Ryerson  
University**



# Strategic Planning Framework

- New Strategic Planning Framework almost in place:
- **2020-25 Academic Plan** approved in January
- **2020-25 Research Plan** approved in December
- **International Strategy** released in October
- **Campus Master Plan** to be finalized in Spring 2020
- Overarching **Ryerson Strategic Plan** to finalized shortly.
- Together these serve as blueprint for informed and focused decision making along.
- Closely tied to the annual budget process, with decisions about allocations linked directly to institutional priorities





# Stay Focused, Work Together



## Our Academic Priorities

- The Student Experience
- Scholarly, Research and Creative Activity, and Graduate Studies
- Advancing Indigenous Initiatives
- Innovation: Continuing to Challenge the Status Quo
- Community and Urban Partnerships
- **Overarching Theme:** Internationalization



# Guiding Budget Principles



1. Prioritize students
2. Protect Ryerson's core business
3. Be fair and transparent
4. Remain forward looking
5. Conduct wide consultations with the community



# Government Funding and Fee Updates

- Tuition freeze in 2020-21
- Last year saw a **decrease of 10%** to domestic tuition fees
- Impact of reductions and freeze will echo into future years,
- International fees remain unregulated
- Government changes to the Ancillary Fee Policy (2019-20) were struck down by the court – government is appealing the decision
- Provincial Budget has been postponed – replaced by an economic update.



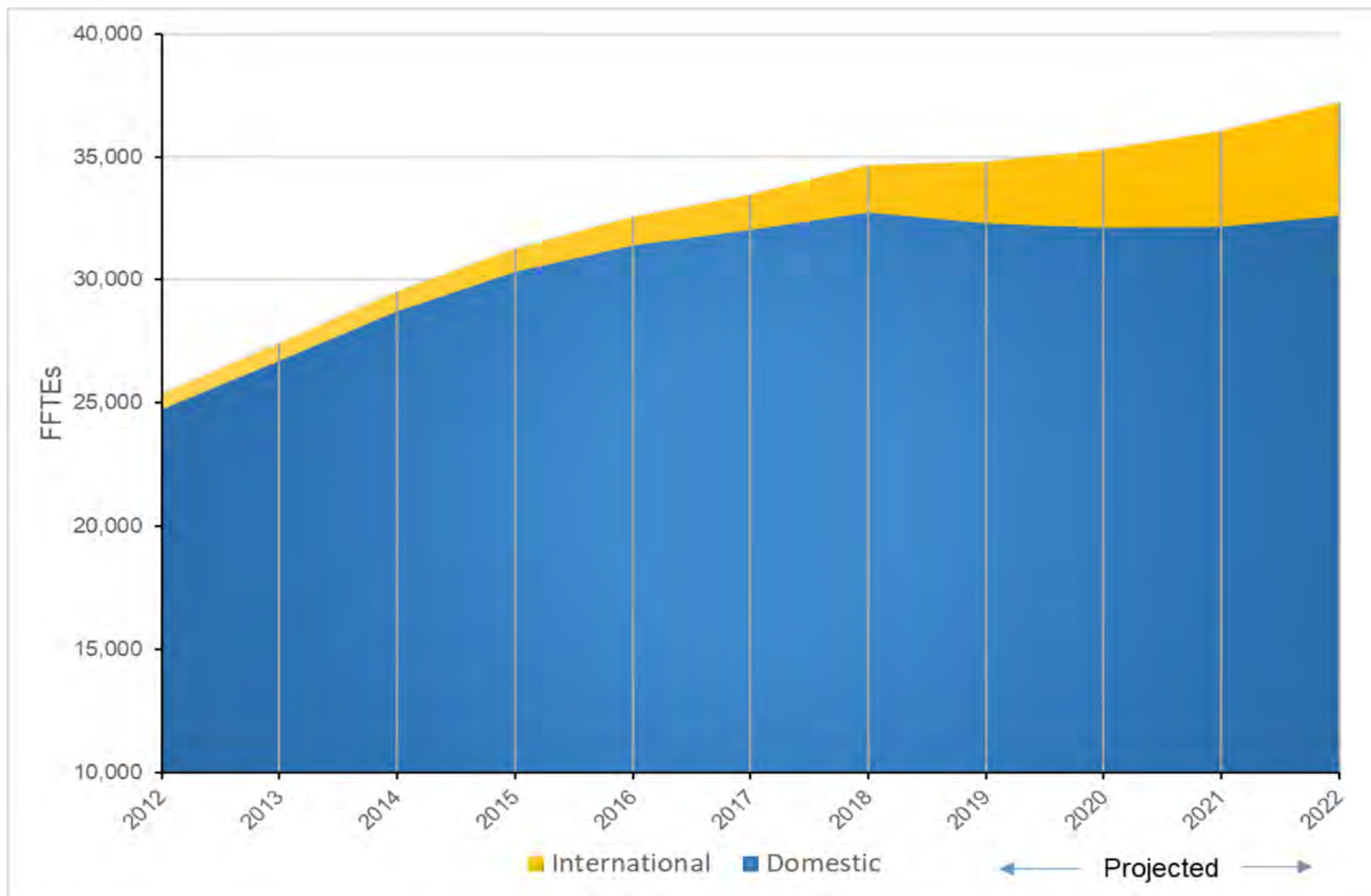
# Domestic & International Enrolments

- **Domestic** enrolment demand has decreased slightly
- Ryerson remains competitive by having **second highest number of applications** in the province
- Maintain domestic enrolments at 2019-20 levels
- Increase **international enrolments** by ~**550 students** over 2019-2020
- **Internationalization Strategy** is finalized and will guide our approach



# Domestic & International Enrolments

Projected International and Domestic Enrolments





# SMA Metrics Timeline

			SMA2	SMA3	SMA3	SMA3	SMA3	SMA3	
	Metric	Data Source	Sector	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Skills & Job Outcomes	Graduate Earnings	Statistics Canada	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Experiential Learning	OCAV, TCU, Institutions	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Skills & Competencies	Under Development	Colleges and Universities	Metric data development	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduate Employment	TCU Survey	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institutional Strength/Focus	TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduation Rate	TCU Graduate Record File	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
Economic & Community Impact	Research Funding & Capacity	Tri-council	Universities ONLY	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Apprenticeship Related	Under development	Colleges ONLY	Metric data development	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Innovation	Financial data (Industry Funding)	Colleges and Universities	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Community / Local Impact	Student Population TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institution Specific Metric	Institutions (Economic Impact)	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	*Faculty Workload	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication
	*Faculty Compensation	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication
*Productivity, Accountability and Transparency Metrics for Data Collection Only									

# SMA 3 Metrics – Historical Results and Targets

SMA3 Funding Metric	Historical Results* (Most Recent Years)	2020-21 Target*
Graduate Earnings ( <i>median earnings after 2 years</i> )	\$45,955; \$46,021; \$47,439	\$46,538 ( <i>Activates in 2021-22</i> )
Experiential Learning	TBD	TBD ( <i>Activates in 2021-22</i> )
Skills & Competencies	TBD	TBD ( <i>Activates in 2022-23</i> )
Graduate Employment Rate in Related Field	90.95%, 89.05%, 89.41%	90.16%
Institutional Strength/Focus ( <i>as % of total enrolment</i> )	53.0%, 53.3%, 53.2%	53.2%
Graduation Rate	72.78%, 72.46%, 74.44%	73.55%
Research Funding & Capacity ( <i>% of Ontario system total</i> )	2.73%, 2.84%, 3.03%	2.98%
Innovation (Private Sector Research Funding)	TBD	TBD ( <i>Activates in 2021-22</i> )
Community/Local Impact ( <i>total enrolment as % of Toronto population</i> )	2.38%, 2.42%, 2.47%	2.47%
Economic Impact: Number of start-ups ( <i>institution-specific metric</i> )	323, 325, 354	336

\* This information is based on the ministry's current working materials which remain subject to further revision.

# 2020/21 Budget Strategy

- 2020/21 budget is being presented in an uncertain external environment.
- Three key elements of the existing budget strategy
  - Balance budget
  - Manage Extraordinary Risks
  - Remain forward looking & support strategic priorities
- Strategy to Balance:
  - Projected shortfall of 2.6% (based on current assumptions)
  - 1.0% to be found centrally
  - 1.6% pass along to departments

# Preliminary Financial Overview (in \$ M)

Projected Revenues	2019-20	2020-21 (est)	Percentage Increase
Operating Grants	264.1	259.8	
Tuition Fees	283.4	302.9	
Other Revenue	56.1	57.7	
Total Projected Revenues	603.5	620.4	2.8%
Projected Expenditures	2019-20	2020-21	Percentage Increase
Departmental Budgets	507.7	533.5	5.1%
Chang School	34.6	35.6	
Student Financial Aid	18.4	18.4	
Utilities & Other Expenses	42.9	45.5	
Total Projected Expenses	603.5	633.0	4.9%
Surplus (Shortfall)	-	(12.6)	2.6% of cuttable base
Proposed Budget Reduction		7.7	1.6% of cuttable base
Savings to be found centrally		4.9	



# Budget Strategy – Extraordinary Risks

- There are many short and longer term risks associated with the current environment that may impact both 19/20 and 20/21:
- Alternate delivery methods to complete the 19/20 semester
  - Teaching support to help faculty move to virtual and online courses and examinations
  - Support for students who are currently studying abroad to return to Canada and complete studies
  - Alternate placements for practicums and coop
- Business Continuity
  - Loss of revenue/refunds from ancillary services
  - Overtime for essential staff
  - Changes to job protection legislation

# Budget Strategy – Extraordinary Risks (2)

- Enrolment Risks
  - Domestic students – secondary school completion, application information
  - International students – restricted borders, global uncertainty.
- Management continues to identify, quantify and track risks to the 2020-21 Operating Budget.
- Institutional carry forward budgets will be used to manage extraordinary costs associated with completing the semester.

# Budget Strategy – Supporting Institutional Priorities

- Planned, deliberate buy-down of institutional carry forward budgets to remain forward looking and meet strategic objectives related to:
  - Engage Communities
  - Advance Indigenous Initiatives
  - Inspire Culture and Creativity
  - Build Relevant Skills
  - Cultivate Wellbeing
  - Foster a Welcoming Culture
  - Take a Global View
- Full details will be provided in the annual budget presentation.

# Update on Consultation Progress

- Consultations to date:
  - Town Halls
  - Meeting with Budget Leads
  - Meetings with student Board members, RSU, CESAR, Unions
- Hands-on sessions with budget managers from across the university on the 2020-21 budget process





Ryerson  
University

Thank You





## **BOARD OF GOVERNORS MEETING**

March 31, 2020

**AGENDA ITEM:** Scholarly, Research and Creative Activities at Ryerson: Latest Developments and Plans for 2020–2021

### **STRATEGIC OBJECTIVES**

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

### **ACTION REQUIRED:** Information

**SUMMARY:** Each year, the Vice-President Research and Innovation provides the Board of Governors with an update and overview of Ryerson's previous year scholarly, research and creative (SRC) activity successes and priorities for the upcoming year.

**BACKGROUND:** For additional background information, please see the attached presentation.

**COMMUNICATIONS STRATEGY:** N/A

### **PREPARED BY:**

Name: Melanie Martin-Griem

Date: March 19, 2020

### **APPROVED BY:**

Name: Steven N. Liss

Date: March 19, 2020

# Board of Governors Meeting

**Scholarly, Research and  
Creative Activities at Ryerson**  
Latest Developments and  
Plans for 2020–2021

Steven N. Liss, Vice-President, Research and Innovation

MARCH 31, 2020





# Success

BOARD OF GOVERNORS MEETING



## \$ 79.4M

Total funding

## 63%

External research funding  
(FY 2018–19)



Ryerson ranked **2nd**  
among comprehensive  
universities for corporate  
research income growth

Canada's Innovation Leaders 2019,  
Research Infosource



**\$ 17.1M**

**Tri-Agency  
funding**

**↑ 26%**

**Success Natural  
Sciences & Engineering  
Research Council  
(NSERC) Discovery  
Grant program**

**✓ 21.7%**

**Canadian Institutes  
of Health Research  
(CIHR) funding  
success rate (16.6%  
national average)**

**📄 84% ↑**

**Social Sciences & Humanities  
Research Council (SSHRC)  
Insight Development Grant  
program applications**

**📢 1.9M**

**NSERC Alliance  
program funding  
announced to date**

# Researchers

BOARD OF GOVERNORS MEETING



**Idil Atak**  
Arts



**Elsayed Elbeshbishy**  
Engineering &  
Architectural Science



**Jennifer McArthur**  
Engineering &  
Architectural Science



**Shelagh McCartney**  
Community Services



**Michael Olson**  
Science



**Frank Russo**  
Arts



**Sharareh Taghipour**  
Engineering &  
Architectural Science



**Anna Triandafyllidou**  
Arts



**Mandana Vahabi**  
Community Services



**Stephen Waldman**  
Engineering &  
Architectural Science



**Josephine Wong**  
Community Services



**Jeff Xi**  
Engineering &  
Architectural Science

# Strategic Research Plan

BOARD OF GOVERNORS MEETING



**Urban  
Innovation**



**Justice, Equity  
& Society**



**Culture &  
Creativity**



**Work, Skills,  
Industry**



**Health &  
Well-Being**



**Technology &  
Intelligent Systems**

## STRATEGIC RESEARCH PLAN

Ryerson  
University  
2020-2025

Ryerson  
University





Important industry-facing approach to challenges around economic stability, security and growth

---

\$30 million in private sector and government funding

---

**The Catalyst's remarkable growth and first year achievements include:**

- Launching a new training program
- Cyber Accelerator partnership with the DMZ
- Cybersecurity Research Lab at TRSM
- Partnerships with other post-secondary institutions
- Creating the Cyber Range
- Three major conferences

# Future Skills Centre

BOARD OF GOVERNORS MEETING



**Pedro Barata** – Executive Director

---

Established Future Skills Centre Advisory Board

---

Funded more than \$19M in pilot projects

---

On track to invest \$36M more by the end of this fiscal year



# Dimensions



In 2019, Ryerson became a signatory to the Dimensions Charter

---

Dimensions Charter & Pilot Program are designed to foster increased research excellence, innovation & creativity within the post-secondary sector in Canada across all disciplines, through greater equity, diversity & inclusion

---

**Art Blake** – Director, Dimensions Pilot Program

---

One of 17 institutions across Canada accepted into the two-year Dimensions Pilot Program announced at Ryerson in August



# Thank you.

Ryerson  
University





## **BOARD OF GOVERNORS MEETING**

**March 31, 2020**

### **AGENDA ITEM: Execution of Contracts Policy**

#### **STRATEGIC OBJECTIVES:**

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

#### **ACTION REQUIRED: Approval**

##### **I. SUMMARY**

Ryerson University ("University") undertakes periodic reviews of its policies on a five-year rolling basis to ensure relevance. The last revision of the University's Execution of Contracts Policy ("Policy") was in 2013 so the University has undertaken a review of the Policy.

##### **II. BACKGROUND**

The Policy specifies the signing authorities required for Contracts entered into by the University to ensure that individuals with appropriate approval and accountability sign contracts on behalf of the University. The determination as to whom is the appropriate signing authority is driven by subject matter and the total value of the agreement. The Policy owner within the University is the Office of the General Counsel and Board Secretariat.

The review of the Policy was overseen by a committee consisting of representatives from Finance, the Vice-President, Administration and Operations' portfolio, and the General Counsel and Board Secretariat. The University's Executive Group has been consulted.

There were three main points that this revision addressed:

- i. The dollar amounts that determined the required level of signing authority were originally set in 2003. The nature of the business being undertaken by the University has substantially scaled since then such that the dollar limits are too low. The amounts whereby two VP signatures and/or Board approval is required have been raised.



- ii. Facilities Management and Development (“FMD”) has a practice of bringing large projects to the Board for approval through the capital-plan updates. We have revised the Policy such that if the Board has given approval for the project (including the budget), FMD will not be required to go back to the Board again for approval of individual contracts under the approved project, provided that the total budget is not exceeded.
- iii. Electronic signatures (i.e. Adobe Sign and DocuSign) have become more frequently requested. They were previously not accepted under the Policy. Language has been added to provide for the General Counsel to approve their use on a case by case basis.

The remainder of the Policy was updated for language, format and readability.

**PREPARED BY:**

Name: Jennifer MacInnis

Date: March 2, 2020

**APPROVED BY:**

Name: Julia Shin Doi

Date: March 2, 2020

Revised - March 2020

# Execution of Contracts Policy

- Related Documents: Approval Authority Schedule Policy, Purchasing Policy, Delegation of Financial Signing Authority Policy, Senate Policy 154: Signing of Research Applications and Agreements in Support of Research; Senate Policy 95 The Development and Approval of International Partnerships and International (and National) Mobility Programs
- Owner: General Counsel and Secretary of the Board of Governors
- Approver: Board of Governors
- Approval Dates: March 2003, November 2009, June 2011, November 2013

## I. Purpose

The purpose of this policy is to specify the signing authorities required for Contracts entered into by Ryerson University ("University") to ensure that only those individuals with appropriate approval and accountability sign Contracts on behalf of the University.

## II. Scope and Application

This policy applies to all Contracts to which the University is a party or that create an obligation on the University. It applies to all faculty, staff and students.

## III. Definitions

"Capital Project" means projects that concern the demolition of existing buildings or infrastructure, new construction, renovation or renewal of existing facilities or infrastructure, and acquisition or sale of real property.

"Collective Agreement" means a Contract between the University and one of its trade unions or employees' associations that regulates the terms and conditions of employees at work.

"Contract" means any agreement including but not limited to any contract (including any renewal, extension or amendment of an existing contract), subcontract, letter of intent, memorandum of understanding, memorandum of agreement, legal action, memorandum of settlement, minutes of settlement, academic agreement, employment contract, gift agreement, lease, license, purchase requisition/order, deed, transfer, instrument, assignment, obligation, certificate or other document, the provisions of which may be binding upon the University.

“Research Contract” means a Contract with an entity outside the University concerning research that is undertaken by University faculty, staff or students.

“Signing Officer” means the individual who has been granted authority to sign a Contract in accordance with this Policy.

“Student Placement Agreement” means a Contract with an entity outside the University to provide students with discipline-related work experience as a component of an academic program.

## IV. Policy

### 1) Signing Authority

- a) Individuals may only sign a Contract on behalf of the University if they have explicit authority to do so under this Policy, or if that authority has been properly delegated to them by the relevant Signing Officer.
- b) Except as set out herein, the authority to sign a Contract is dependent on its total value as set out in Schedule A.
- c) The Signing Authority for Research Contracts is determined in accordance with Senate Policy 154: *Signing of Research Applications and Agreements in Support of Research*
- d) The Signing Authorities for Student Placement Agreements for placements in Canada are the Provost and Vice President Academic, and the General Counsel and Secretary of the Board of Governors. The Signing Authority for Student Placement Agreements for placements outside of Canada is determined in accordance with Senate Policy 95: *the Development and Approval of International Partnerships and International (and National) Mobility Programs*.
- e) All Collective Agreements must be approved in advance by the Board of Governors and must be signed by the President and the General Counsel and Secretary of the Board of Governors.
- f) All Contracts relating to legal actions (for example: minutes of settlement or memorandum of settlement) must be approved by the Office of the General Counsel and Board Secretariat prior to being signed by the Signing Authority specified in Schedule A.
- g) All employment Contracts must be signed by the hiring supervisor as directed by Human Resources.

- h) All Contracts relating to the lease or license of space must be signed by the Vice-President, Administration and Operations in addition to the Signing Authority specified in Schedule A.
- 2) Prior to presenting a Contract for signature by the appropriate Signing Officer(s), the following requirements must be met:
    - a. The business terms of the Contract must be reviewed and approved in advance by the appropriate unit(s) within the University.
    - b. The Risk & Insurance Officer must review the insurance terms of the Contract.
    - c. An assessment of the risks to which the University may be exposed to by entering into the Contract must be prepared.
    - d. The Contract must be reviewed by the Office of the General Counsel and Board Secretariat
  - 3) The term of a Contract, including any renewals and extensions, should not exceed five (5) years, unless approved by the Office of the General Counsel and Board Secretariat.
  - 4) Signature stamps or pre-signed blank forms are not accepted as original signatures on Contracts. Electronic signatures will be accepted as original signatures on Contracts with the prior approval of the Office of the General Counsel and Board Secretariat.

# Schedule A: Signing Officer Authority

1. A Contract with a value of less than \$100,000 in the aggregate must be signed by any one of the following:

- Assistant Vice President
- Vice-Provost
- Deputy Provost
- Dean
- Executive Director
- or higher ranked individual within the University

2. A Contract with a value of \$100,000 in the aggregate but less than \$2,500,000 in the aggregate must be signed by one of the following:

- President and Vice Chancellor
- Provost and Vice President Academic
- Vice President Administration and Operations
- General Counsel and Secretary of the Board of Governors
- Vice President University Advancement and Alumni Relations
- Vice President Research and Innovation
- Vice President, Equity and Community Inclusion
- Chief Financial Officer.

3. A Contract with a value \$2,500,000 in the aggregate but less than \$10,000,000 must be signed by any two of the following:

- President and Vice Chancellor
- Provost and Vice President Academic
- Vice President Administration and Operations
- General Counsel and Secretary of the Board of Governors
- Vice President University Advancement and Alumni Relations
- Vice President Research and Innovation
- Vice President, Equity and Community Inclusion
- Chief Financial Officer.

4. A Contract with a value of \$10,000,000 or more in the aggregate, must be approved in advance by the Board of Governors, except as noted below, and must be signed by any two of the following:

- President and Vice Chancellor
- Provost and Vice President Academic
- Vice President, Administration and Operations
- General Counsel and Secretary of the Board of Governors
- Vice President University Advancement and Alumni Relations
- Vice President Research and Innovation
- Vice President, Equity and Community Inclusion
- Chief Financial Officer.

A Contract concerning a Capital Project with a value of \$10,000,000 or more in the aggregate, does not require additional approval by the Board of Governors if the Board of Governors has already approved the budget for the Capital Project



## **DRAFT RESOLUTION**

**RE:   Execution of Contracts Policy**

---

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to the Execution of Contracts Policy be approved as presented.

March 31, 2020

# University Relations

## Monthly Metrics & Reach



December 2019/ January 2020

### Media Relations

- In December, created and implemented a coordinated announcement of the newly appointed Law School Dean, Donna Young.
- In January, pitched local media on FCAD's Global Experiential Sport Lab (GXS Lab) "She Can Coach" panel, which garnered 94 media hits, including coverage in the Globe and Mail, CBC news online and TSN. And helped secure a Metro Morning segment for FOA CERC speaker Tariq Modood, prior to his presentation on secularism and multiculturalism.
- Provided media relations support with the City of Brampton for the launch of a new Brampton Innovation Zone.
- Managed the response on strong media interest and coverage of the RSU termination and fake coronavirus social media posting.
- Provided on-going issues communications support to the Office of the Vice Provost, Students on the RSU issue.
- Generated extensive media coverage by pitching faculty experts on various breaking news topics including the Trump impeachment trial, Brexit., the financial impact of coronavirus, the Iranian plane crash, and the Australian wildfires.

### Publications

- January 2020 edition of Ryerson University Magazine featured a cover story about "The Future of Work." Sent to more than 140,000 alumni and stakeholders; digital edition distributed to 2,650 via email
- Magazine stories were also posted on Ryerson's news site and distributed through Ryerson Today

(RT), Ryerson.ca and Ryerson's social media channels.

- RT produced 8 editions in December 2019;13 editions in January 2020
- Current RT subscribers: 62,812
- Highest open rate for RT in December was Dec 6 edition: "December 6, 1989: A sad anniversary to remind us to keep pushing for progress" (46.5%; industry average is 28.9%)
- Top-opened edition in January 2020 was Jan 24: "Ryerson University terminates agreement with Ryerson Students' Union" (49.2% open rate)
- December stories featured a mix of Law School-related announcements and community members giving back
- January stories featured a series leading up to the second anniversary of Ryerson's TRC report

### Marketing

- Developed an ad to celebrate the arrival of the founding Dean Donna Young for Globe & Mail print and digital ads (insertion in February)
- Developed the design templates for the suite of strategic plans that include the Academic Plan, Master Plan, Internationalization Plan and Strategic Research Plan that have been under development this past year and finalized the print and digital design for the research plan.
- Launched phase three of the Graduate Studies digital recruitment campaign which included retargeting ads on Facebook, Instagram, LinkedIn, Google Display and search.
- Refreshed Zone Learning visual identity including poster templates, social assets, digital screen templates, etc.
- Produced DMZ Sandbox Student Grant video to assist with program recruitment



- Created holiday greeting card video in-house and tailored it for key leaders (by individualizing it with their names). The e-card, which helped reduce costs, was also a green initiative led by Marketing.
- Helped build FCAD's imagery library by leading photoshoot. Photo assets will be used across a range of digital and print marketing materials for FCAD.

### Website

- January 2020 saw the highest number of visitors in one month ever on the website at 735,000.
- Dec 2019 / Jan 2020 saw an increase of 11.0% in visits, 20.9% in visitors, and 10.9% in pages viewed over the same period from a year ago.
- We also saw a 29.3% increase in mobile visits to our website compared to last year, largely due to most websites using the mobile-friendly / responsive templates.

### Social Media

- **Facebook:** Gained 349 followers to reach 75.4K. Overall engagement increased by 35% over the previous time period. Over and above the RSU news, the most successful post was the law dean's welcome message with 624 engagements.
- **Instagram:** Gained 1,075 followers to reach 30K. Overall engagement increased by 6% over the previous time period. The most successful post was a 'welcome back' message from the break alongside an image of the busy Yonge and Dundas intersection, which had 2,820 engagements. The most engaging video showcased the zZz zone during exam period and had 1,620 engagements.
- **Twitter:** Gained 358 followers to reach 57.1K. Overall engagement increased by 104% over the previous time period. The highest performing tweet was about the SLC being named Urban Toronto's most influential building of the past decade, and had 183 engagements.

- **LinkedIn:** Gained 1.4K followers to reach 233K. Social engagements totalled 6.7K. The highest performing LinkedIn post in the history of our account (about a Ryerson alumna as the first female NBA host) was published in January 2020, and had 1,207 engagements.
- **Giphy:** 3.8M views of gifs and stickers

### Digital Marketing

- Developed a digital campaign for University Advancement focused on Ryerson's Year End Giving & Giving Tuesday promotions. Channels included Facebook, LinkedIn and Instagram and complemented UA's email campaign. A record amount was raised in support of student mental health (target: \$17,000 | total: \$22,556).
- Planned and managed digital campaigns to support recruitment to the Faculty of Science's Math program and to attract visitors to the online info sessions of the Master of Engineering Innovation and Entrepreneurship's (MEIE)n.
- Working with agency partners on digital campaigns for domestic recruitment for Future Skills Centre, TRSM undergrad, MBA, TRSM Executive Education (XED) and Grad Studies.





# University Relations

## Monthly Metrics & Reach

### February 2020

#### Media Relations

- Pitched Ontario media on the results of Ryerson's Centre for Urban Research and Land Development report on the outlook for the GTHA economy and housing affordability. The story was picked up by several major media outlets, including CityNews, CTV news, the Ottawa Citizen, HuffPost Canada and more.
- Secured interviews with both CBC Metro Morning and CBC Toronto News for Ryerson Rams women's hockey team captain Kryshanda 'Krush' Green on her role in breaking barriers.
- Conducted media outreach to Canadian education reporters on the now online availability of Ryerson's "Thriving in Action" course.
- Continued to manage media interest and coverage on the RSU termination and process for new student government.
- Provided on-going issues communications support to the Office of the Vice Provost, Students on the RSU issue.
- Generated extensive media coverage by pitching faculty experts on various breaking news topics including COVID-19, US Elections, Wet'suwet'en protests and Mohawk blockades, and the Weinstein trial.

#### Publications

- Ryerson Today (RT) produced 12 editions in February 2020.
- Current RT subscribers: 61,966
- Highest open rate for RT was the February 7 edition with the story titled "Update on termination of the agreement with the Ryerson Students' Union" (49 per cent); second-highest open rate

was the February 3 issue with subject line: "Second update regarding novel coronavirus" (47.7 per cent).

- February RT issues featured stories to encourage students to complete the NSSE survey, a Black History Month feature story and video about Ryerson Rams hockey captain Kryshanda Green (one of the few Black female players) and the Ryerson employees recognized by university awards.

#### Marketing

- Announced the inaugural Law Dean, Donna Young, with a prominent page-dominant ad in the Globe and Mail (February 6). A series of digital ads complemented the print ad and were featured on the Globe and Globe Alliance partner websites (ads ran February 6-20). Creative was developed in-house and built off the look and feel of previous campaigns.
- Created an At-A-Glance brochure to promote registration for Alumni Weekend programming. Two additional promotional inserts served as invitations to the Alumni Achievement Awards and Alumni Anniversary receptions.
- Launched digital campaign for FCAD's Creative Academy promoting the new Creators Program, an intensive 2-week summer program for high school students. Included ads on Facebook, Instagram and Google Display targeting students and parents in domestic and international markets.
- Developed a comprehensive Sizzle Video that highlights the UR Marketing & Creative Service department's offerings and expertise, showcasing key projects developed over the past year. The video will help UR engage with new faculties and departments across Ryerson and onboard existing partners, as well as assist with staff recruitment.



# University Relations

## Monthly Metrics & Reach

- Led development of environmental designs for Centre for Urban Energy and Clean Energy Zone to help brand the CUE main office and labs, as well as the Clean Energy Zone.
- Designed full-page ads for YSGS as part of their recruitment campaign which were inserted in the Grad Guide magazine and Viola Desmond Day Awards publication.
- Developed marketing materials (posters, postcards and campus screen slides) to promote the NSSE survey to 1st and fourth year students.
- Planning for the Reputation Campaign which is scheduled to launch in mid-April and run through May. This integrated national campaign will include print and digital ads as well as a series of videos and a dynamic microsite.

### Website

- Comparing February 2020 to 2019, ryerson.ca saw a 1.8% increase in visits, 8.2% increase in visitors, and 8.8% increase in pages viewed.
- Increase in mobile visits was 3%

### Social Media

- **Facebook:** Gained 70 fans to reach a following of 75.4K. Received 485 engagements on David Ayres backup goalie news.
- **Instagram:** Gained 613 fans to reach a following of 30.5K. The top performing post was a re-shared photo of a heavy snowfall near TRSM, and had 2739 engagements.
- **Twitter:** Gained 151 fans to reach a following of 57.2K. Received 444 engagements from David Ayres backup goalie news.
- **LinkedIn:** Gained 739 followers to reach a following of 234,389. The top performing post was

about David Ayres as a backup goalie, which had 623 engagements.

- **Giphy:** Had 1.5M GIF views.

### Digital Marketing

- Planned and managed digital campaigns in-house to support recruitment (FCAD's new Ryerson Creative Academy summer program for high school students, Faculty of Science's Math graduate program) and to attract visitors to info sessions for FEAS' Master of Engineering Innovation and Entrepreneurship (MEIE).
- Working with agency partners on digital campaigns for Future Skills Centre (their first paid campaign) and for domestic recruitment for TRSM undergrad, MBA, TRSM Executive Education (XED) and Grad Studies.



## **BOARD OF GOVERNORS MEETING**

**Date: March 31, 2020**

### **AGENDA ITEM:**

Ryerson Performance Indicators — March 2020 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 2018-19 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 2020 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 28, 2020

### **APPROVED BY:**

Name            Michael Benarroch, Provost and Vice Provost, Academic  
Date            March 3, 2020





## *Ryerson Performance Indicators*

---

*March 2020*

## Table of Contents

Introduction .....	i
Table A: Ryerson Performance Indicators Classification .....	iii
Table B: Ryerson Performance Indicators and Strategic Priorities .....	iv
1. Strategic Direction Indicators	
Figure 1.1: Satisfaction with Overall Quality of Education Received at Ryerson.....	1
Figure 1.2: National Survey of Student Engagement: Benchmark Summary Scores and Comparisons .....	1
Figure 1.3: Applications : Registrants Ratio.....	2
Figure 1.4: Mean Entering Average from Secondary School .....	2
Figure 1.5: Scholarships and Bursaries as Share of Total Operating Expenditures .....	3
Figure 1.6: % of Students Retained from Year I after 1, 2 and 3 Years of Study and MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years .....	3
Figure 1.7: CSRDE 6-Year Graduation Rate and First-Year Retention Rate.....	4
Figure 1.8: MTCU Employment Rate: 6 Months after Graduation and 2 Years after Graduation .....	4
Figure 1.9: Percentage of Faculty with Doctoral Degrees .....	5
Figure 1.10: Value of Peer-Adjudicated Research Grants per Eligible Faculty Member and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member.....	5
Figure 1.11: Total External Research Funding .....	6
Figure 1.12: Library Expenditures as Share of Total Operating Expenditures .....	6
Figure 1.13: Library Expenditures per FTE Student.....	7
Figure 1.14: Zone Learning Enrolment (Fall Headcount) .....	7

## Table of Contents (Continued)

### 2. Financial Capacity Indicators

Figure 2.1:	Operating Deficit/Surplus as a Percentage of Operating Revenue.....	8
Figure 2.2:	Total Liabilities as Share of Total Assets.....	8
Figure 2.3:	Long Term Debt per FFTE Student .....	9
Figure 2.4:	Endowment per FFTE Student .....	9
Figure 2.5:	Ryerson University Endowment Fund .....	10
Figure 2.6:	Financial Capacity Ratios: Net Income / (Loss) Ratio; Net Operating Revenues Ratio; Primary Reserve Ratio; Interest Burden Ratio .....	10

### 3. Effective Management Indicators

Figure 3.1:	Student : Faculty Ratio .....	11
Figure 3.2:	Faculty Turnover Rate and Staff Turnover Rate.....	11
Figure 3.3:	Staff : Faculty Ratio .....	12
Figure 3.4:	Student : Staff Ratio.....	12
Figure 3.5:	Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities .....	13
Figure 3.6:	Facilities Condition Index (Deferred Maintenance / Current Asset Value) .....	13

### 4. University Profile Indicators

Figure 4.1:	Percentage of Alumni Who Made a Donation to University .....	14
Figure 4.2:	Annual Number of Non-Alumni Donors .....	14
Figure 4.3:	Annual Level of Donation Commitments .....	15
Figure 4.4:	Annual Level of Donations Received.....	15
Figure 4.5:	Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References.....	16

## 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 2018-19 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 are suitable for assessing progress on the University's strategic priorities from the University Academic Plan 2014-2019 as that plan now closes out. The recently approved Ryerson Academic Plan 2020-2025 begins to be reflected in the next issue of the Ryerson Performance Indicators.

## **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), Ontario Tech, 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).

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
<b>STRATEGIC DIRECTION</b>						
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 FTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (Fall Headcount)	1.14	Annual (Fall)	X			X
<b>FINANCIAL CAPACITY</b>						
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 FTE Student	2.3	Annual (Summer)		X	X	
Endowment per FTE 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	
<b>EFFECTIVE MANAGEMENT</b>						
Student : Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff : Faculty Ratio	3.3	Annual (Summer)			X	
Student : Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
<b>UNIVERSITY PROFILE</b>						
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



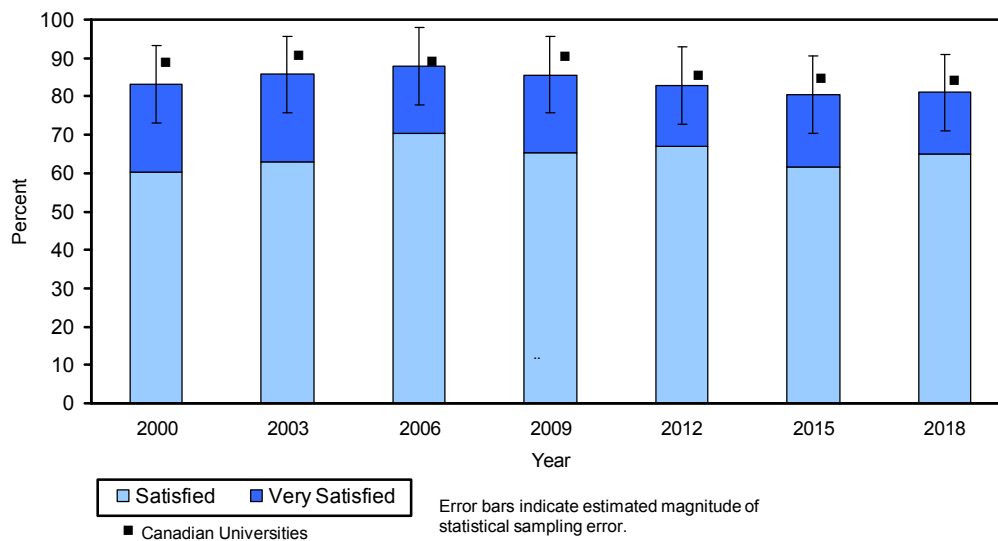
Table B: Ryerson Performance Indicators and Strategic Priorities

Performance Indicators by Primary Category)  *NOTE: The recently approved Academic Plan 2020-2025 begins to be reflected in the next issue of the Ryerson Performance Indicators.	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
<b>STRATEGIC DIRECTION</b>					
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
<b>FINANCIAL CAPACITY</b>					
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				
<b>EFFECTIVE MANAGEMENT</b>					
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				
<b>UNIVERSITY PROFILE</b>					
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

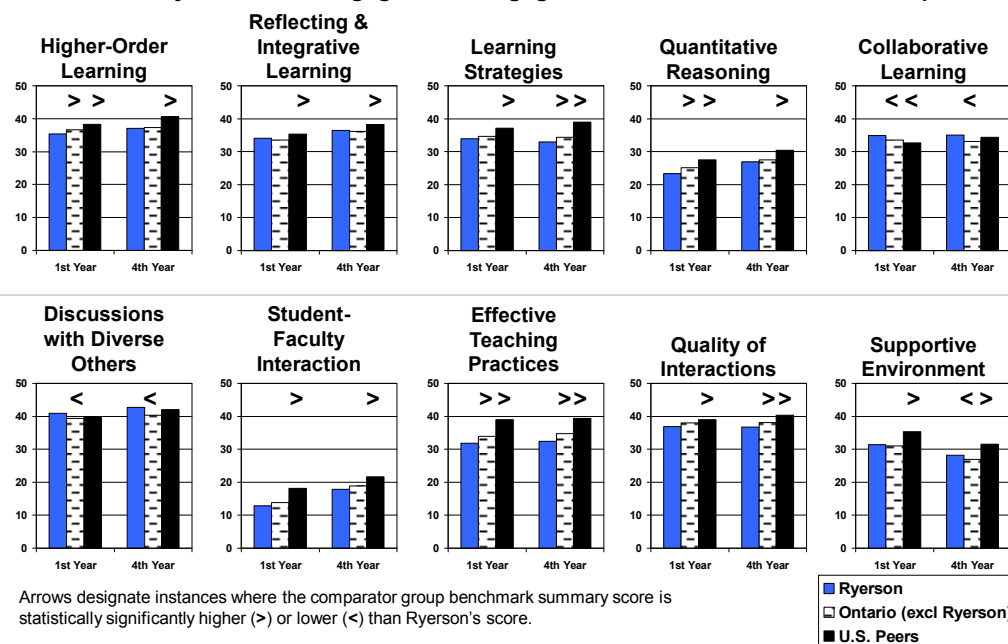


Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

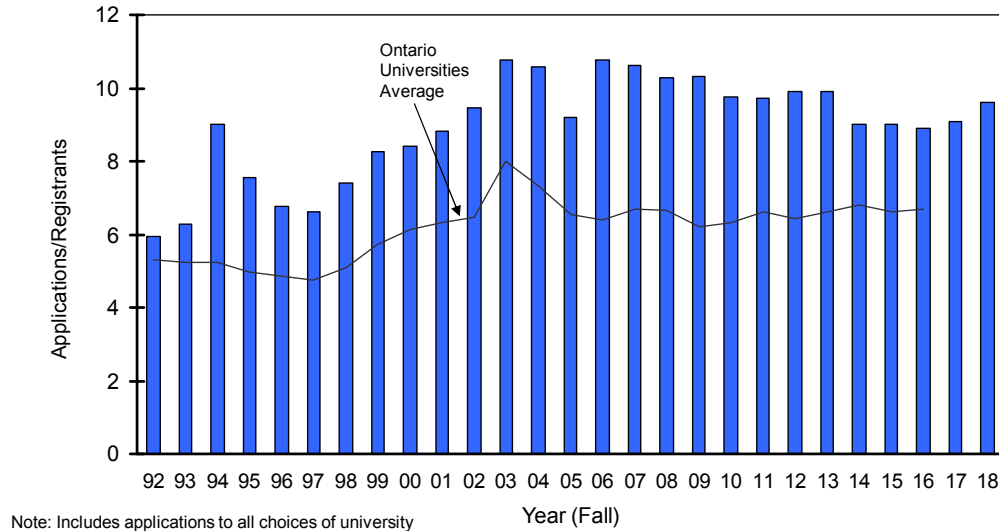


Figure 1.2

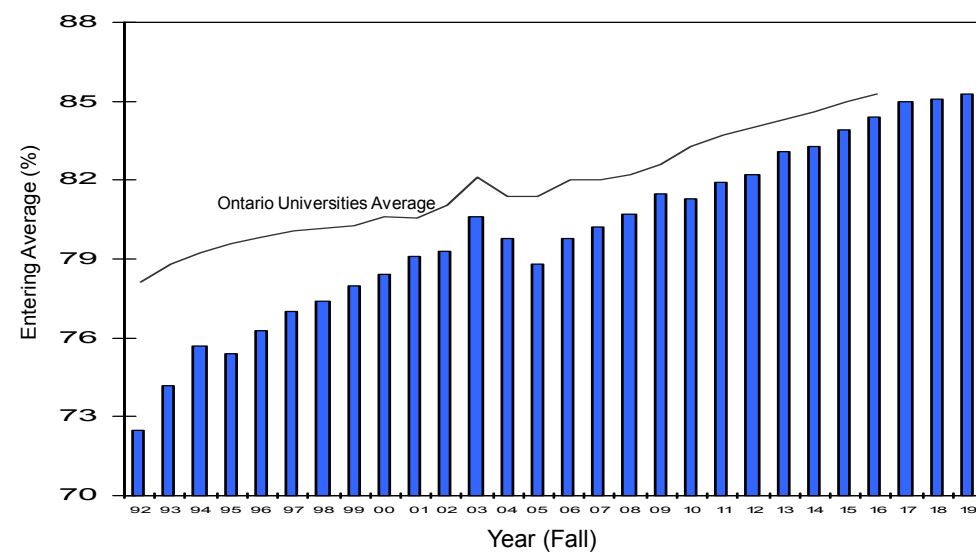
### National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



Source: National Survey of Student Engagement 2017 (triennial)

**Figure 1.3**
**Applications : Registrants Ratio**


Source: Ontario Universities' Application Centre

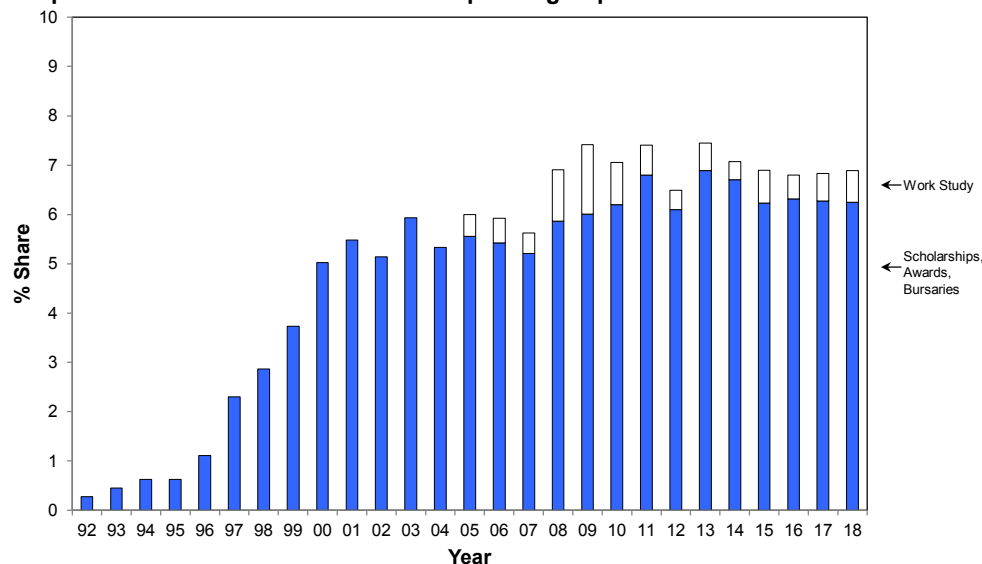

**Figure 1.4**
**Mean Entering Average from Secondary School**


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.

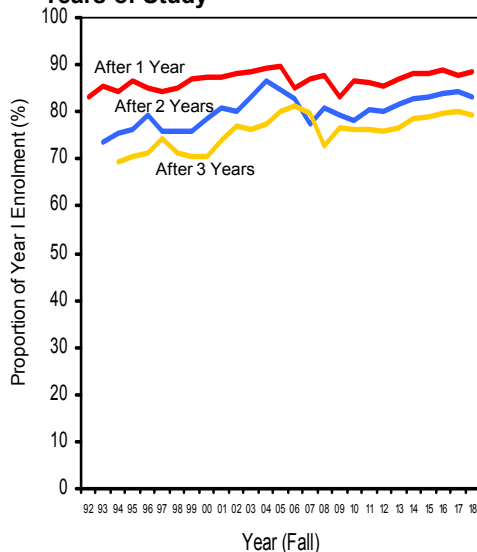
Note: Fiscal year beginning in year shown.

Sources: Ryerson Financial Services data

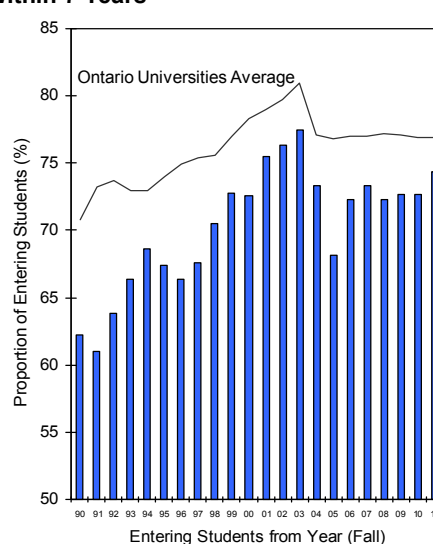


Figure 1.6

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



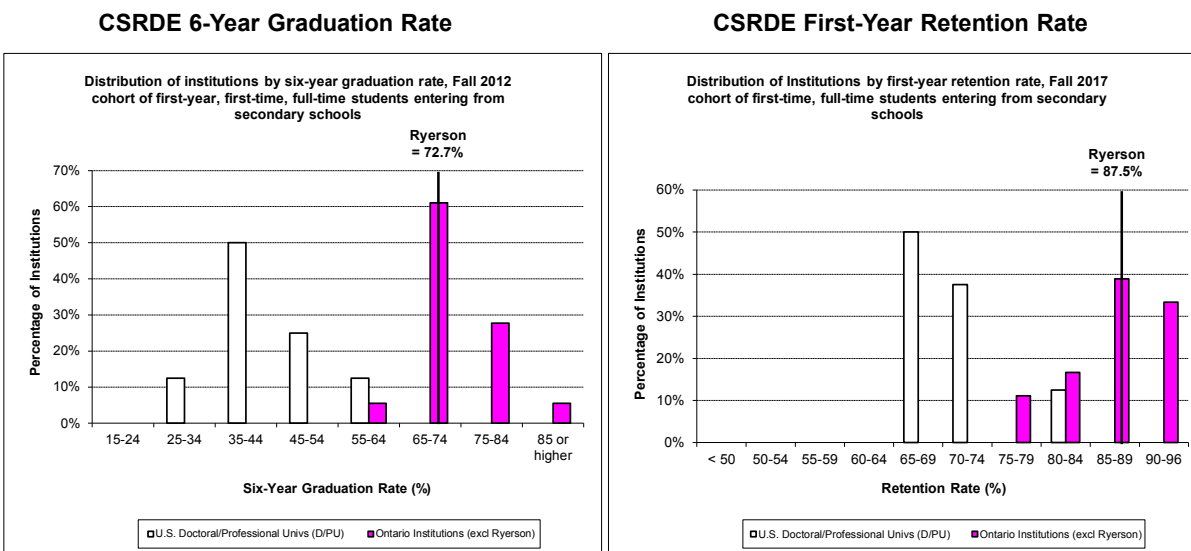
### MTCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years



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



Figure 1.7

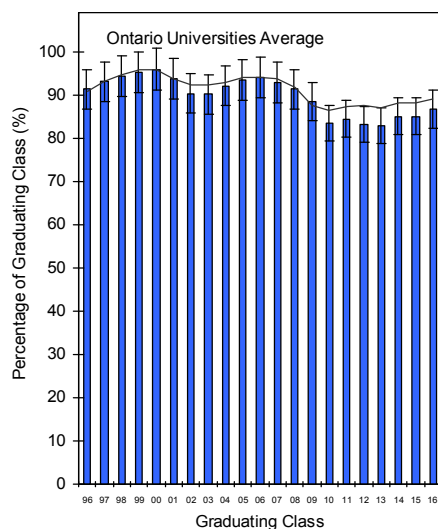


Source: Consortium for Student Retention Data Exchange (CSRDE)

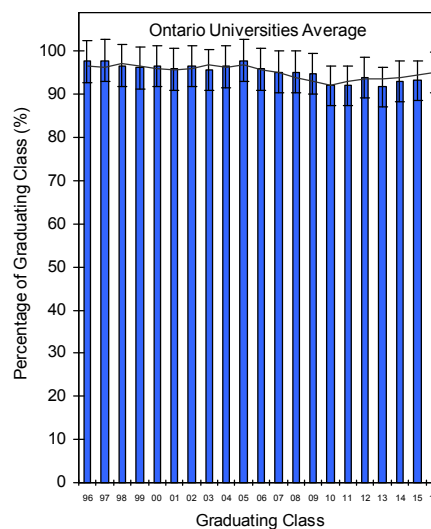


Figure 1.8

### MTCU Employment Rate: 6 Months After Graduation



### MTCU Employment Rate: 2 Years After Graduation



Source: Ministry of Training, Colleges and Universities

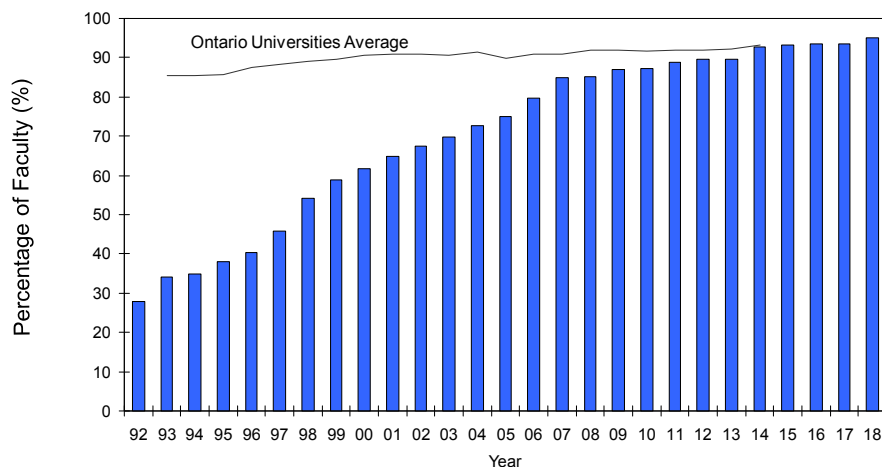
Error bars indicate estimated magnitude of statistical sampling error.





Figure 1.9

## Percentage of Faculty with Doctoral Degrees

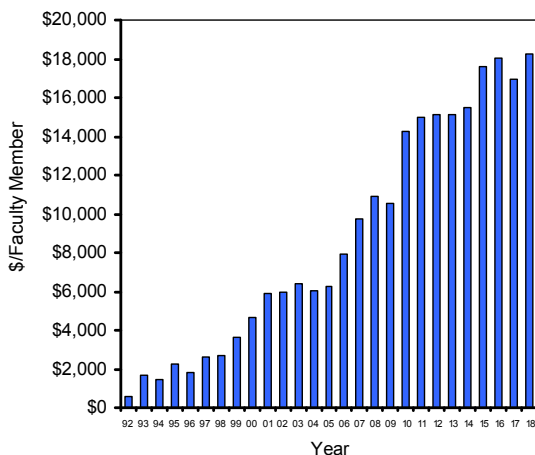


Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture,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

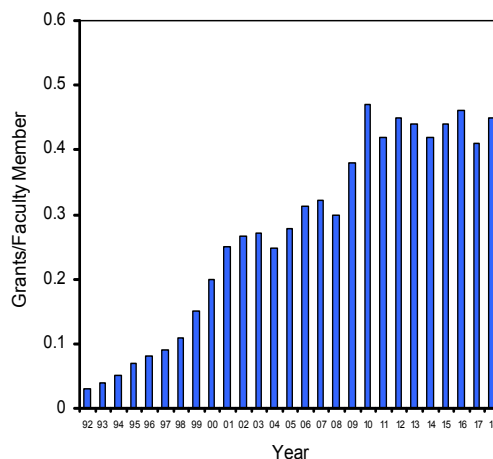
Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

## Value of Peer-Adjudicated Research Grants per Eligible Faculty Member



## Number of Peer-Adjudicated Research Grants per Eligible Faculty Member

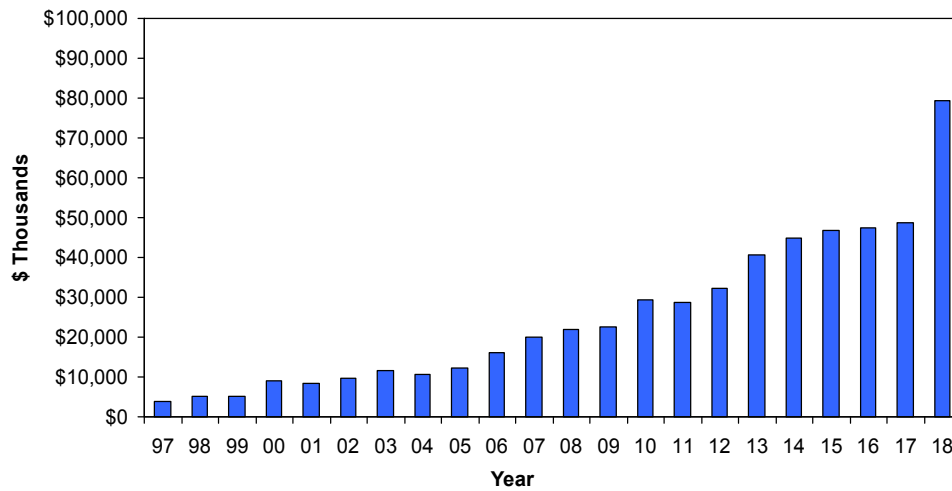


Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

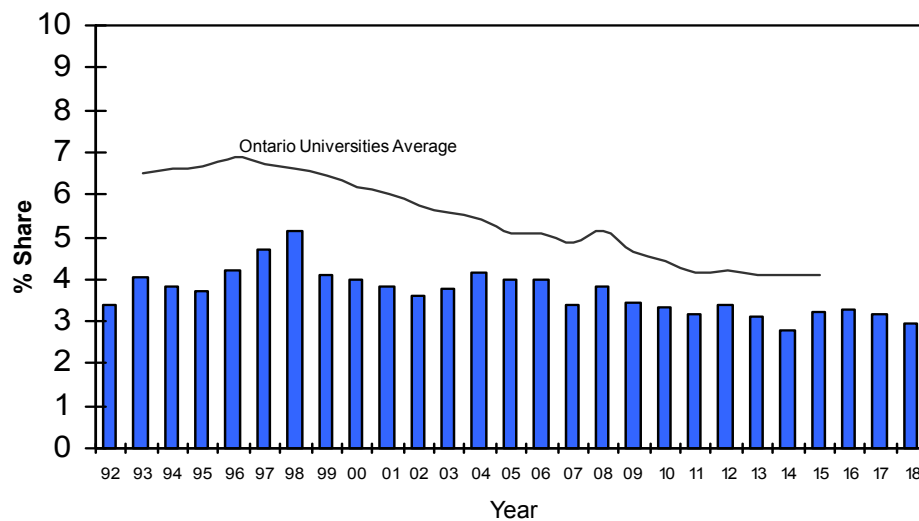


Note: Fiscal year beginning in year shown

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

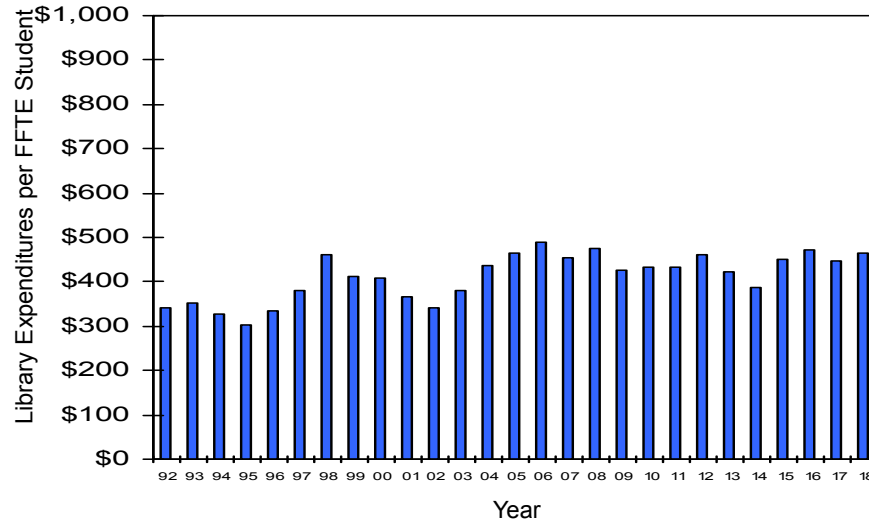
Figure 1.12

### Library Expenditures as Share of Total Operating Expenditures



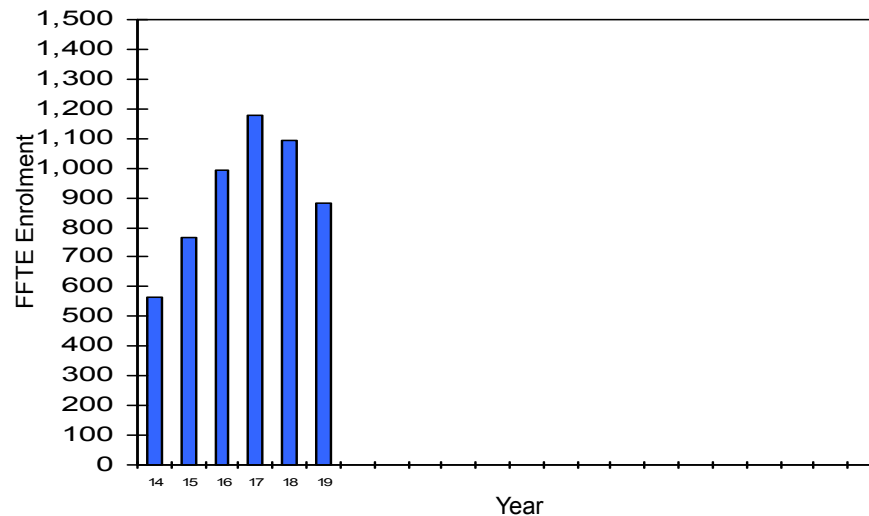
Note: Fiscal year beginning in year shown

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.

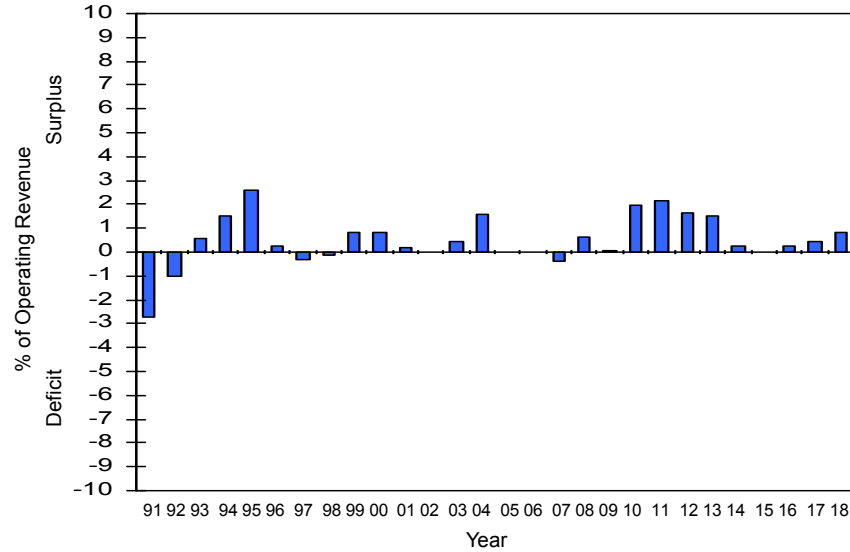
Source: Ryerson Student Information System



## Financial Capacity Indicators

Figure 2.1

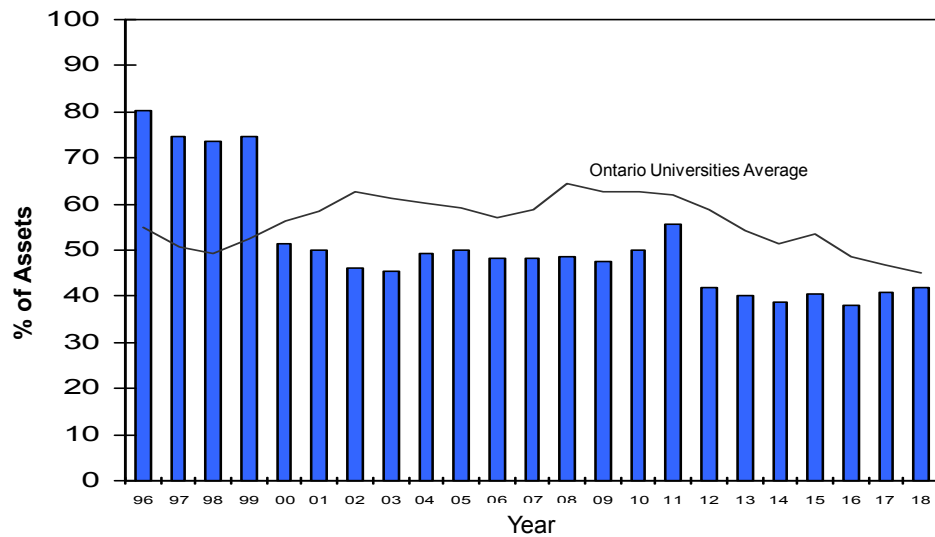
### Operating Deficit/Surplus as a Percentage of Operating Revenue



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

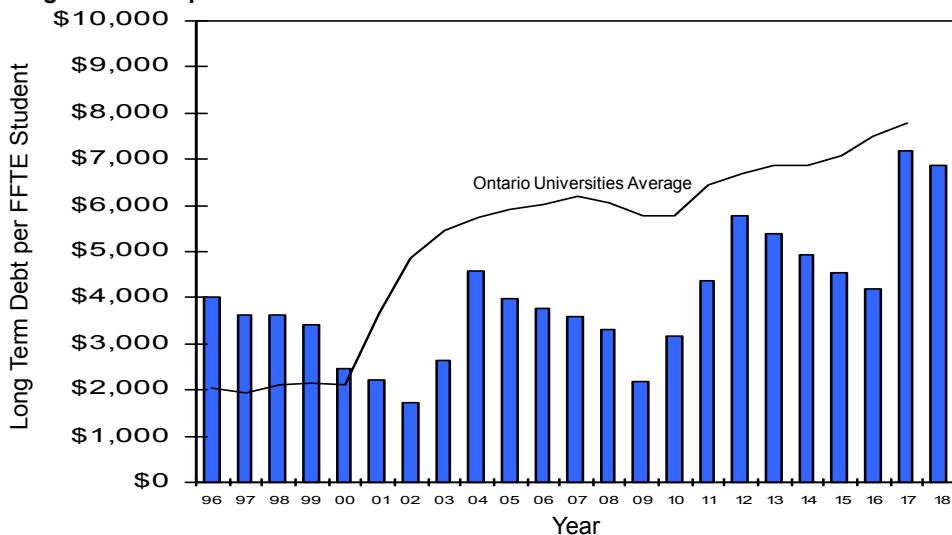


Note: Comparators exclude data for Ontario Tech University; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

### Long Term Debt per FFTE Student

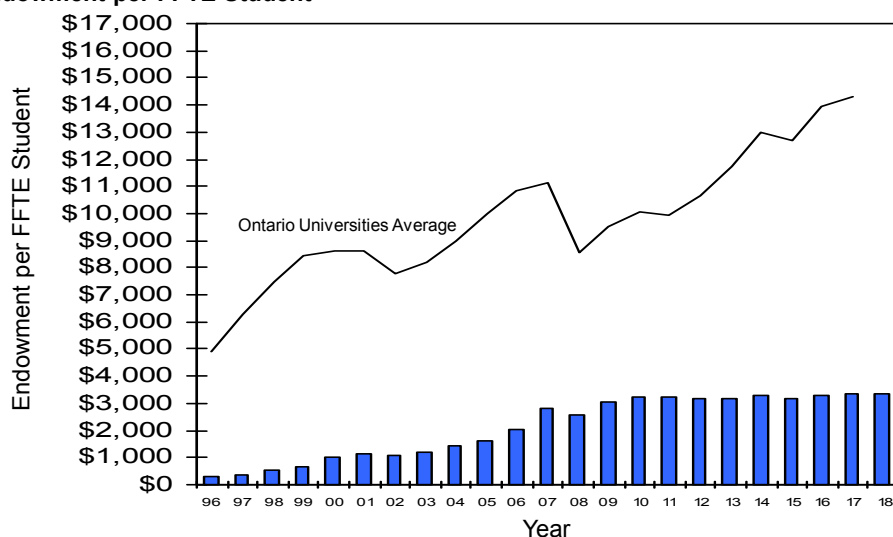


Note: Comparators exclude data for Ontario Tech University; FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities

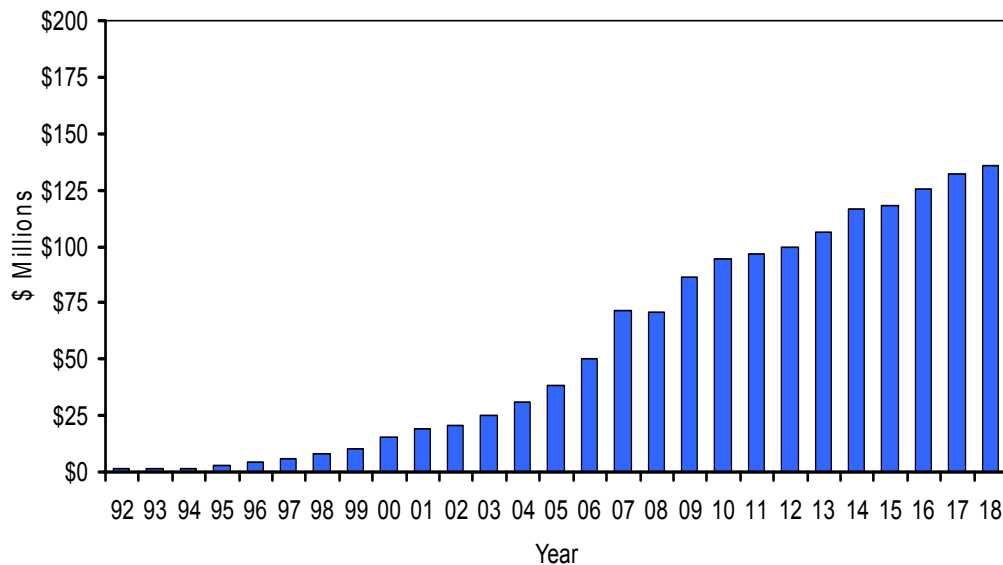
Figure 2.4

### Endowment per FFTE Student



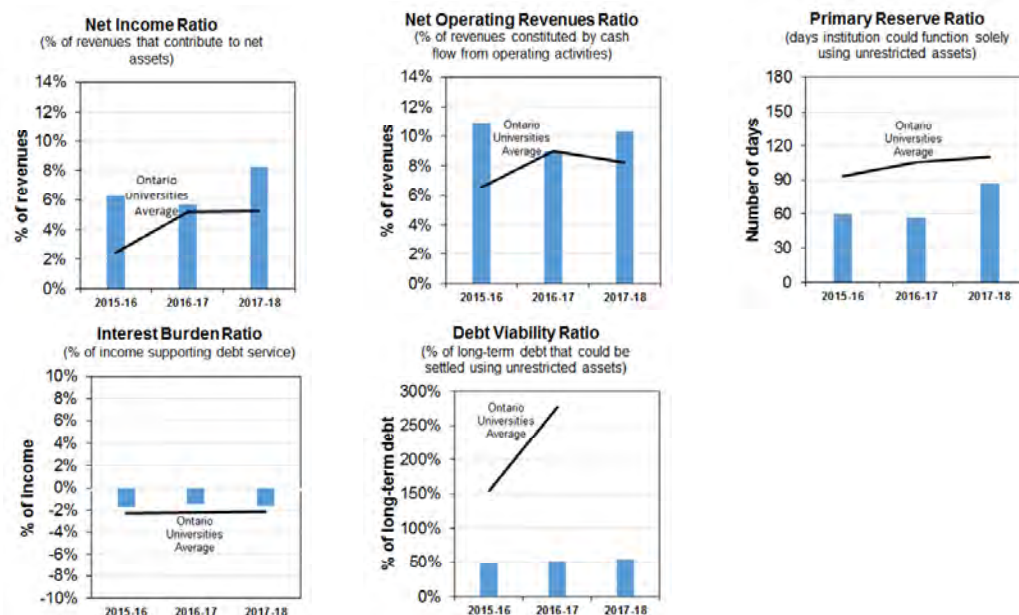
Note: FFTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

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: 2017-18 is the latest year for which results are currently available.

Source: Council of Ontario Universities

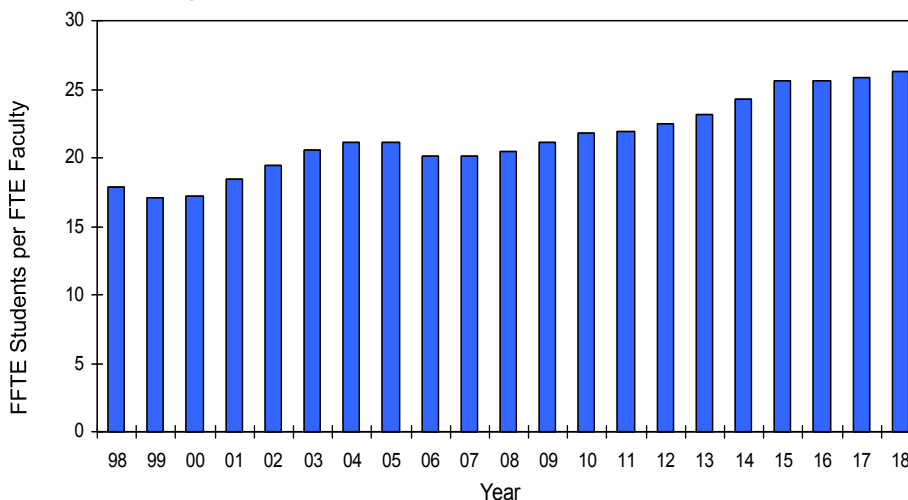




## Effective Management Indicators

Figure 3.1

### Student : Faculty Ratio

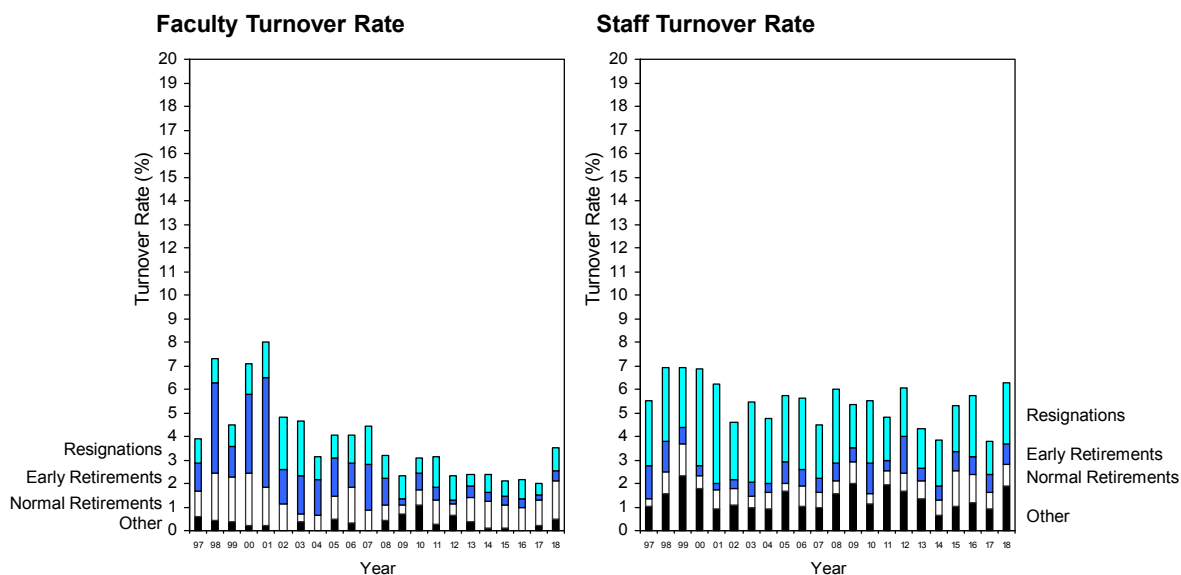


Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Continuing Education Division

Sources: Ryerson Student Information System; Ryerson Human Resources data



Figure 3.2



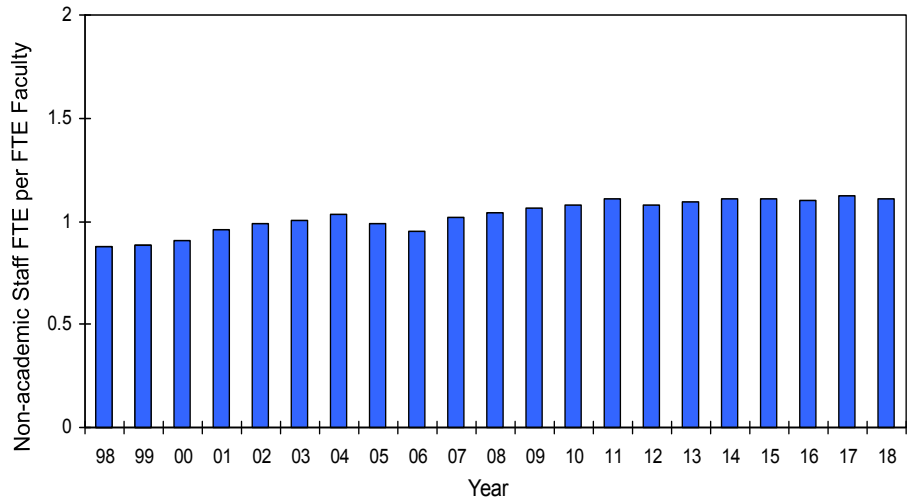
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data



Figure 3.3

Staff : Faculty Ratio



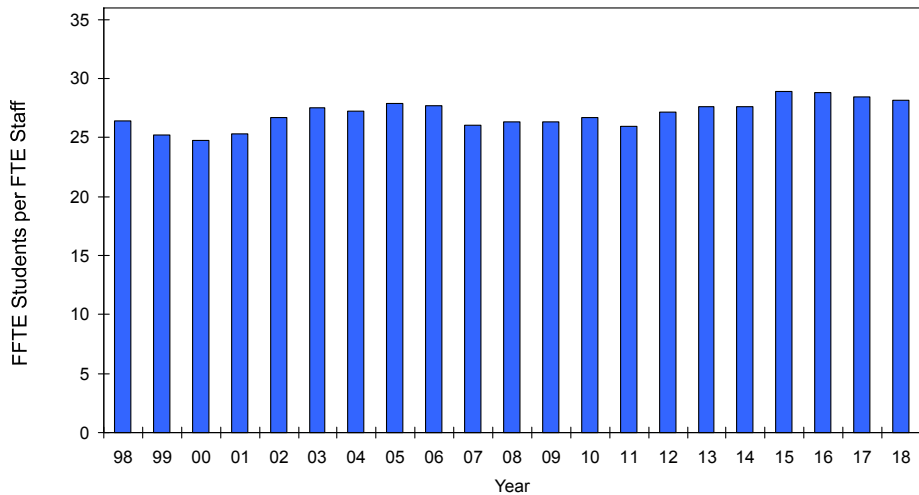
Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not.

Source: Ryerson Human Resources data



Figure 3.4

Student : Staff Ratio



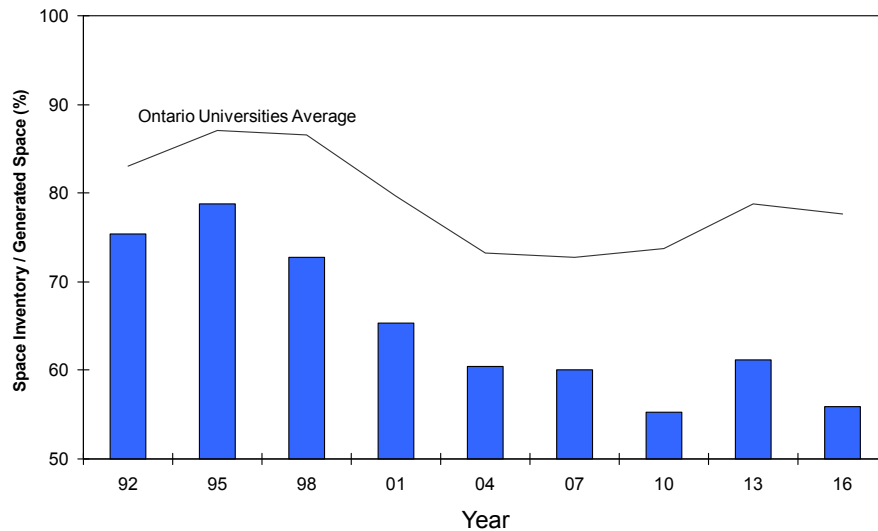
Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data



Figure 3.5

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



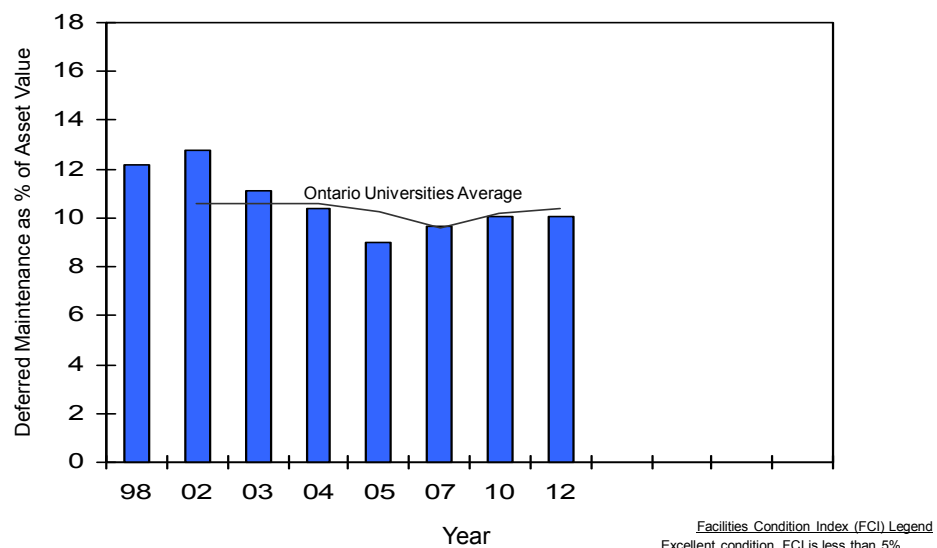
Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method.

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.

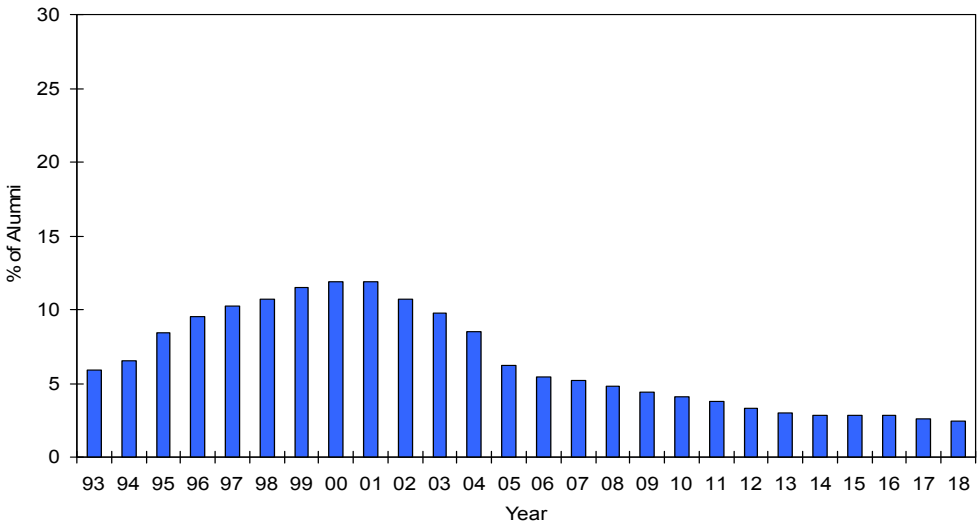
Source: Council of Ontario Universities; Ryerson Facilities Management and Development (for 1998)

**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



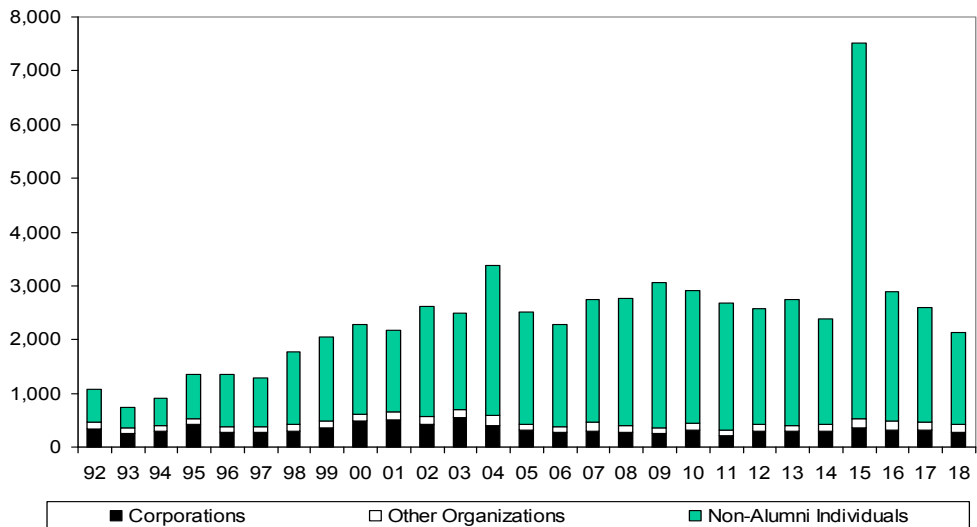
Note: Counts alumni who made a donation during the preceding five-year period for each year shown

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

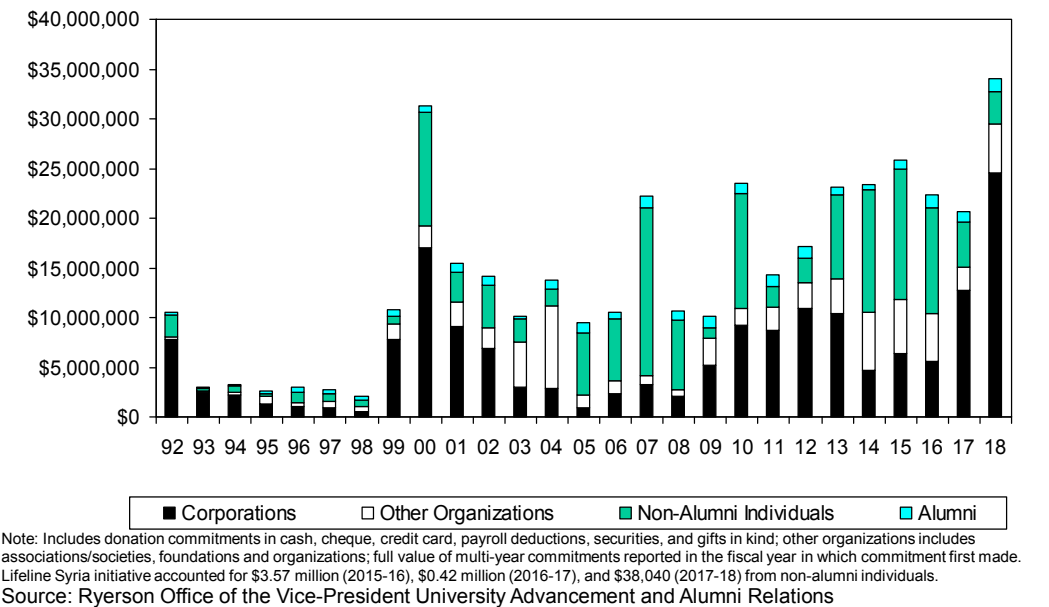


Figure 4.4

Annual Level of Donations Received

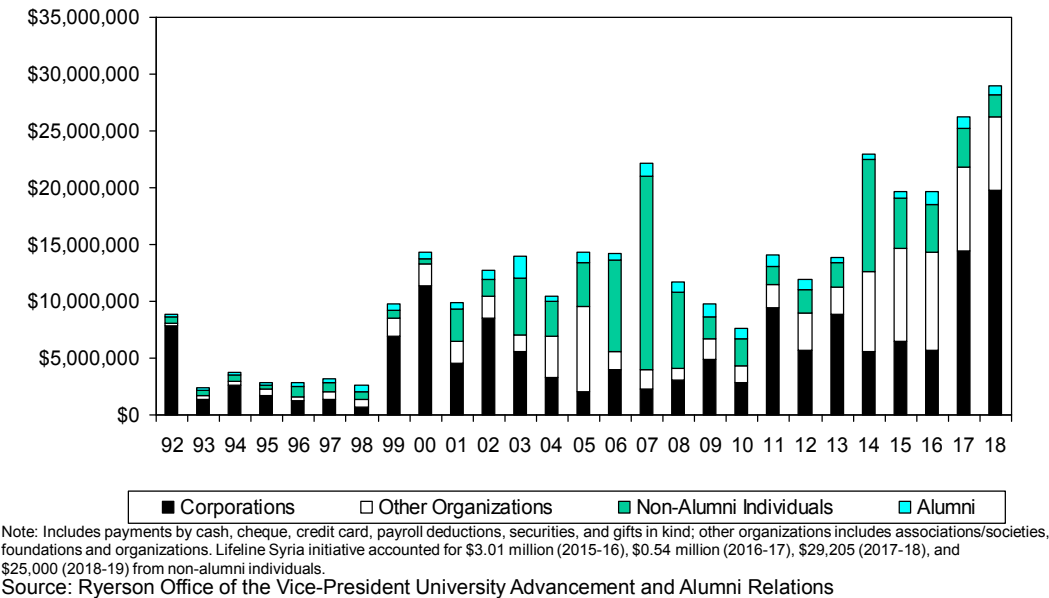
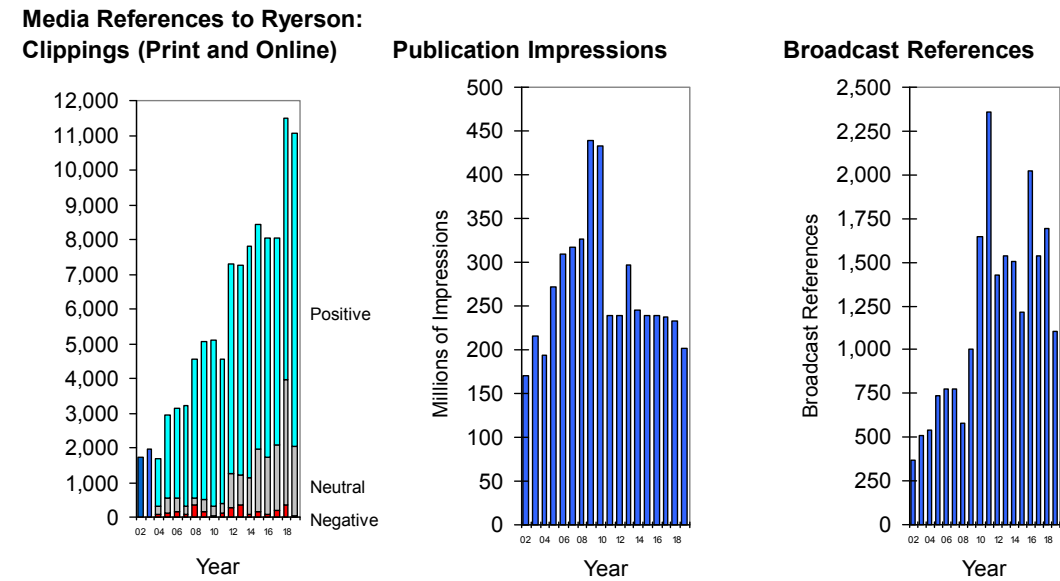


Figure 4.5



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

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