

BOARD OF GOVERNORS
March 29, 2022
3:00 p.m. to 5:00 p.m.
Video and Teleconference

Time	Item	Presenter(s)	Action
3:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
	END OF IN-CAMERA SESSION		
3:45	3. INTRODUCTION	Tony Staffieri	Information
	3.1 Welcome		
	3.1.1 Land Acknowledgement		
	3.1.2 Chair's Remarks		
	3.2 Approval of the March 29, 2022 Agenda		Approval
3:50	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	5.1 2022 Board Elections Report		
	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Jennifer Simpson	Information
	7. DISCUSSION ITEMS		
3:55	7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	David Porter	Information
	7.1.1 2022-23 Ryerson University Budget: Government Funding Update and Budget Strategy	Mohamed Lachemi Jennifer Simpson Glenn Craney	Information
	7.1.2 Fiera Capital Report – December 31, 2021	Joanne McKee	Information
	7.1.3 Financial Statements (unaudited) for the period ending January 31, 2022	Joanne McKee	Approval

	7.1.4	Review of Revenue and Expenditures for proposed Master of Project Management and Master of Applied Science in Project Management in the Built Environment	Jennifer Simpson Glenn Craney	Approval
	7.1.5	Review of Revenue and Expenditures for proposed Master of Science in Occupational and Public Health	Jennifer Simpson Glenn Craney	Approval
4:00	7.2	REPORT FROM THE VICE-PRESIDENT RESEARCH AND INNOVATION	Steven Liss	Information
	7.2.1	Scholarly, Research and Creative Activities (“SRC”) at Ryerson University: Scaling SRC Through Partnership and Collaboration		
4:30	7.3	Faculty of Community Services Society Referendum Proposal	Jen McMillen	Approval
8.		CONSENT AGENDA		
	8.1	Approval of the January 31, 2022 Minutes	Tony Staffieri	Approval
9.		FOR INFORMATION		
	9.1	Ryerson Performance Indicators and Core Performance Measures	Glenn Craney	Information
5:00	10.	TERMINATION		
		NEXT MEETING OF THE BOARD – April 28, 2022		

Index of Presenters

Board Members:

Jack Cockwell, Chair of the Governance Committee
Mohamed Lachemi, President & Vice-Chancellor
Catherine Paisley, Chair of the Audit Committee
David Porter, Chair of the Finance Committee
Tony Staffieri, Board Chair

Executive Group Members:

Glenn Craney, Deputy Provost, International and University Planning
Jennifer Grass, Assistant Vice-President, University Relations
Steven Liss, Vice-President, Research and Innovation
Joanne McKee, Chief Financial Officer
Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
Jennifer Simpson, Provost and Vice-President, Academic
Saeed Zolfaghari, Vice-President, Administration and Operations

Senior Management and Other Presenters:

Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board of Governors
Glenda Mallon, Assistant Vice-President, Facilities Management and Development
Jen McMillen, Vice-Provost, Students
Mark Patterson, Executive Director, Magnet

Ryerson University
President's Update to the Board of Governors
March 29, 2022



BOARD OF GOVERNORS ELECTIONS – The results of the 2022 Board elections were announced on March 15. Congratulations to new Board members representing their constituencies. For faculty, Irene Gammel, former Tier I Canada Research Chair in the Humanities (2005–18), has been elected for the first time. For administrative staff, Silvana Babikian, catering manager for Ryerson Food Services, has been re-elected. Both will begin their two-year terms on September 1, 2022. Due to campaign irregularities, the student Board member election has been postponed until April 4–7, 2022, with results announced on April 9. Voting for the alumni Board member will take place July 18–25, 2022, with results announced on July 27.

APPOINTMENT

Maureen Helt has been appointed as the University's ombudsperson effective January 18. She comes to Ryerson with more than 25 years of legal experience, most recently as vice-chair and adjudicator at Tribunals Ontario. There, she mediated and adjudicated matters at tribunals including those for licence appeal, human rights, and social benefits, as well as at the Ontario Civilian Police Commission and the Ontario Parole Board. Previously, she served as senior legal counsel to the Ontario Energy Board, as discipline counsel at the Law Society of Upper Canada (now the Law Society of Ontario), and as an associate in the litigation department of Fasken Campbell Godfrey (now Fasken). In her new role in the Office of the Ombudsperson, she will work to address students' conflicts, dealing with issues such as academic appeals, academic misconduct, academic standing, reinstatement, and complaints about members of faculty or staff.

CONGRATULATIONS

Molly Henry, professor of psychology, and *Mark Towler*, professor of mechanical and industrial engineering, have each received an infrastructure grant from the Canada Foundation for Innovation. The grants have been awarded through the John R. Evans Leaders Fund, which aims to improve health care outcomes and quality of life for older adults. Henry's grant will supply technological equipment for her research in addressing auditory perception deficits in areas such as speech comprehension that are often compromised later in life. Towler's grant will fund equipment for developing innovative medical devices to treat heart disease and osteoporosis.

Coralee McLaren, professor of nursing, and *Patrick Neumann*, professor of mechanical and industrial engineering, have each received Project Grants from the Canadian Institutes of Health Research for their innovative, cross-disciplinary work. McLaren's project involves developing novel rehabilitation strategies through dance for children with disabilities, to support their learning and wellbeing. Neumann's project, conducted along with nursing professors Susan Bookey-Bassett and Nancy Purdy, studies burnout among nurses and health-care aides by quantifying their workload using computer simulations of real hospital care units.

PARTNERSHIPS

BLACK INNOVATION CONNECTIONS – The DMZ has partnered with the philanthropic organization Dream Legacy Foundation (DLF) to create the program Black Innovation Connections, which is designed to support Black founders in accelerating tech startups' growth. Supported by the federal government's Black Entrepreneurship Ecosystem Fund and by a \$3-million grant from FedDev Ontario, the three-month program helps founders achieve their objectives and key results for one quarter. It offers free access to DMZ supports and members benefits including workshops, mentorship, and peer-to-peer sessions, as well as DLF support including office and event space, a marketing consultant, and opportunities to pitch a venture committee through Black Innovation Capital. In addition, founders will receive \$5,000 each towards their startups.

CYBERSECURITY TRAINING FOR WOMEN AND BIPOC – On March 3, Rogers Cybersecure Catalyst and Mastercard officially launched two training programs to foster inclusion and diversity in the Canadian cybersecurity sector. The Mastercard Emerging Leaders in Cyber Initiative (ELCI) will support the development of female-identifying executive leaders in cybersecurity. This program will run from October 2022 to May 2023 with a cohort of 25 women leaders, who will learn from and engage with national and international experts in executive leadership in the field. The Mastercard Cyber Range Capstone Program will run through 2022, providing experiential learning for more than 150 diverse learners—women, new Canadians, displaced workers, and BIPOC learners—who have graduated from or are enrolled in Cyber Catalyst's Accelerated Cybersecurity Training Program. They will be offered hands-on training in the Cyber Range platform, which readies them for employment by providing opportunities to practice skills in a simulated cybersecurity environment.

EMPLOYING YOUNG CANADIANS IN DIGITAL TRANSFORMATION – On March 3, the federal government announced that it will work together with Ryerson-based employment hub Magnet to find employment for up to 16,800 students and young Canadians. The partnership emerges from the new \$4-billion Canada Digital Adoption program, designed to help small and medium-sized enterprises (SMEs) acquire and implement digital technologies. Through the program's Boost Your Business Technology fund, SMEs will receive wage subsidies of up to \$7,300 each; Magnet's social innovation platform will match the businesses with postsecondary students or recent graduates who have been trained to support digital transformation.

EVENTS AND INITIATIVES

RETURN TO CAMPUS – Following the transition back to campus, Ryerson, along with all other Ontario universities, is continuing to maintain existing COVID-19 vaccination requirements. Proof of vaccination is still required for accessing campus or in-person university activities off-campus. Well-fitted masks or face coverings are still required to be worn, and health screening remains mandatory for all students, faculty, staff, contractors, and visitors accessing campus buildings. Due to the easing of health measures, certain spaces on campus, including the Mattamy Athletic Centre, the Recreation and Athletic Centre, and the Library, have expanded their hours. Please see www.ryerson.ca/covid-19/campus-status for updates.

CHANGES IN INTERNATIONALIZATION – On February 15, Ryerson announced several changes to its international portfolio and strategy, resulting from a thorough review of the international strategy undertaken in July to October 2021, and further discussion by key leaders. The Office of the Provost and Vice-President, Academic will now oversee the University's international portfolio. Glenn Graney, deputy provost, international and university planning, has been given a one-year appointment to oversee Ryerson International (RI) and develop a strategy to guide international activities over the next 10 years. Todd Carmichael will continue in the role of interim executive director of Ryerson International and will also serve as the University's interim senior international officer (SIO). A formal search for the SIO position will begin shortly. The RI team will launch a broad consultation with leaders and partners from across the university in spring 2022, with the goal of creating a revised International Strategy, to be released to the public by the end of 2022.

CYBERSECURITY INNOVATION NETWORK – On February 17, the Government of Canada announced that Rogers Cybersecure Catalyst, as part of the National Cybersecurity Consortium (NCC), will co-lead its new Cyber Security Innovation Network (CSIN). The NCC, which was established in 2020 by cybersecurity centres at five Canadian universities including Ryerson, will distribute up to \$80 million of federal funding over four years to high-impact projects across Canada that will advance research and development, increase commercialization, and train skilled workers to address the national cybersecurity talent gap. It will also promote diversity within the field. The NCC's application to lead the CSIN involved collaborations with 35 postsecondary institutions, 46 private sector firms, and 34 not-for-profit organizations; the projects it will greenlight will be delivered by organizations across Canada in all three sectors.

CONFRONTING ANTI-BLACK RACISM – On February 25, the University launched the website Confronting Anti-Black Racism, which tracks progress towards addressing the 14 recommendations from the Anti-Black Racism Campus Climate Review Report. It also includes links to support services for Black community members and copies of the Report and other related documents. Under the direction of the Presidential Implementation Committee to Confront Anti-Black Racism, the University has made key progress thus far. The Student Working Group has established a Black Student Advisory Committee, which has facilitated community consultations and conducted a survey of experiences of anti-Black racism. The Faculty Working Group has revised approaches to hiring and mentorship in order to attract more Black candidates and retain more Black scholars and workers. The Staff Working Group has gained insight on employee needs through consultations with internal and external groups.

TRACKING UKRAINE-RUSSIA MISINFORMATION – On February 26, the Social Media Lab at TRSM launched The Ukraine-Russia Conflict Misinfo Dashboard, a website tracking false or misleading information related to the conflict. Set up by lab co-directors Anatoliy Gruz, Canada Research Chair in Privacy Preserving Digital Technologies, and Philip Mai, manager of Academic Communications – University Relations, the site is available in English, Ukrainian, and Russian. It tracks and enumerates claims, including miscaptioned and mischaracterized photos and videos, along with the dates they appeared online, and it evaluates the information they provide, linking to review articles by reliable third-party fact-checking sites from around the world.

PROVINCE SUPPORTS MEDICAL SCHOOL – On March 15, at a press conference held at Rogers Cybersecure Catalyst, Premier Doug Ford announced the Province of Ontario's support for Ryerson's proposed school of medicine. The school will be allocated 80 undergraduate seats and 95 postgraduate positions. Also present at the announcement were Christine Elliott, deputy prime minister; Jill Dunlop, minister of colleges and universities; and Prabmeet Sarkaria, president of Ontario's treasury board and MPP for Brampton South, who declared his pride that the city would host the province's first new medical school in over 20 years. Thank you to everyone in our community who has helped us reach this milestone, including all those who have engaged with our town halls and surveys, and especially the nearly 200 people across the university who have been involved in developing the proposal. The medical school's planning committee is in discussions with the City of Brampton to confirm a location for the school; it will also continue regular consultation with the province, the Ontario Ministry of Health, and community leaders in Brampton. The school aims to start accepting students in the fall of 2025.

COVID-19 WASTEWATER TESTING – March 2022 sees the planned conclusion of the work by a team of Urban Water Research Centre researchers to sample and analyze Toronto wastewater for the presence of SARS-CoV-2, the virus that causes COVID-19. Led by biology professor Kimberley Gilbride and geography professor Claire Oswald, the team started its work in wastewater surveillance in summer 2020, and by the fall was monitoring 17 different sites, including hospitals, shelters, long-term care homes, and two Ryerson residences: the Daphne Cockwell Health Sciences Complex and the International Living/Learning Centre. Their work has been part of Ontario's Wastewater Surveillance Initiative (WSI), in collaboration with the Province of Ontario, Toronto Public Health, Toronto Water, and Unity Health (St. Michael's Hospital). The data has led to several public health interventions since summer 2021, and it has been shared online by Toronto Public Health. The sampling and analysis is now being handed over to a commercial lab so the team can focus on related research questions.

ADDRESSING HEALTH CHALLENGES IN INDIA – With nearly \$2 million in funding from the Canadian Institutes of Health Research (CIHR), through its Team Grant: Global Alliance for Chronic Diseases (GACD) Primary and Secondary Prevention of Cancer program, Ryerson nursing professors Mandana Vahabi and Josephine Wong are co-leading an international team of researchers in preventing and screening for cervical cancer in India. Along with Aisha Lofters, chair of implementation science at Women's College Hospital, they have embarked on a five-year project to improve health literacy and community support for HPV screening, and to offer self-sampling and clinical screening tests to women in low-income rural and urban settings in eight Indian states. The three principal investigators have developed the project in collaboration with Canadian and Indian colleagues including researchers from Mumbai's Tata Memorial Centre, which provides 70 per cent of cancer care in India. To raise awareness about HPV, cervical cancer, and screening, they will use arts-based outreach (including community theatre, graphic novels, and illustrated pamphlets) and focus on a family-centred approach to reduce stigma attached to cervical cancer. The researchers estimate that at the end of their five-year project, at least 27,647 women will have engaged with the program and close to 5,500 will undertake self-sampling.

from the President's Calendar

January 10–11, 2022: I attended Universities Canada's annual leadership program for university presidents, which was delivered virtually this year and focused on meeting the challenges posed by the COVID-19 pandemic. Former governor-general (and president emeritus of the University of Waterloo) David Johnson gave a closing keynote on trust and building a better country.

January 12, 2022: I met virtually with two representatives of Maple Leaf Sports & Entertainment Partnership (MLSE)—Emily Hillstrom, head of special projects, and Nick Eaves, chief venues and operations officer—to discuss preparation for the FIFA World Cup 2026 and legacy projects.

January 12, 2022: I met online with Wayne Parrish, senior vice-president editorial at the Toronto Star, to continue our discussion about potential collaboration between the University and the newspaper.

January 13, 2022: I met online with Christian Blanchette, president of l'Université du Québec à Trois-Rivières, to discuss potential collaboration in the area of cybersecurity training.

January 13, 2022: I chaired a special online meeting of executive heads of the Council of Ontario Universities (COU) about responding effectively to the latest wave of the pandemic.

January 14, 2022: I gave remarks during an online consultation about the proposed medical school with the Ontario Sikh and Gurdwara Council, outlining our shared goals and seeking the council's engagement and support.

January 17, 2022: Along with Deputy Provost, International and University Planning Glenn Craney and Assistant Vice-President, University Relations Jennifer Grass, I met online with representatives of the real estate organization NorthWest HealthCare Properties, including Managing Director, Canada Dave Casimiro, to continue our conversation about the University's plans for a medical school.

January 17, 2022: Along with Director, Community Engagement Nauman Khan and Glenn Craney, I met online with members of the leadership team of Joseph Brant Hospital in Brampton to discuss the proposed medical school and the potential for collaboration.

January 18, 2022: As a member of the 2026 FIFA World Cup Toronto City Builders, I participated in a virtual roundtable about preparing for the World Cup.

January 19, 2022: I met online with Franca Gucciardi, CEO of the McCall MacBain Foundation, to discuss potential collaboration with the philanthropic foundation.

January 19, 2022: I participated in a regular online meeting of the Universities Canada's board of directors.

January 19, 2022: I met online with Wayne Parrish of the Toronto Star to continue our discussion about potential collaboration.

January 21, 2022: I chaired a regular online meeting of the strategy and planning group of the COU.

January 21, 2022: I was pleased to deliver welcoming remarks during the Lincoln Alexander School of Law's virtual celebration of Lincoln Alexander's life and legacy, "Lincoln100."

January 24, 2022: Along with Rogers Cybersecure Catalyst Executive Director Charles Finlay, Assistant Vice-President, Engagement Krishan Mehta, and Academic Director, Centre for Urban Energy Bala Venkatesh I met online with Adrian Thomas, country president Canada for Schneider Electric, about potential collaboration between the energy company, Cyber Catalyst, and the Centre for Urban Energy.

January 25, 2022: Ahead of the Ryerson Democracy Forum event organised by Martin Regg Cohn I met online with the Steven Del Duca, Andrea Horwath, and Mike Schreiner, respectively the provincial

leaders of the Liberal Party, the New Democratic Party, and the Green Party, to welcome them, virtually, to the University.

January 26, 2022: I attended an online meeting of the McConnell Foundation's Collective Climate Action Taskforce, during which we discussed climate action that can be taken by all universities.

January 26, 2022: During the Canadian Urban Institute (CUI)'s virtual event *The Summit on the City: Recovering Canada's Downtowns*, I participated in the panel discussion "Challenges and Opportunities for Anchor Institutions to Rebuild Downtowns: Post-Secondaries," for which I also delivered introductory remarks. My fellow panelist was Joy Johnson, president and vice-chancellor of Simon Fraser University. The session was moderated by Stephen Phillips, senior vice-president and business leader of buildings at professional services company Stantec.

February 2, 2022: I spoke with Sarita Verma, dean, president, and CEO of the Northern Ontario School of Medicine, about potential collaboration in the area of healthcare education.

February 3, 2022: I met with Mitch Frazer, chancellor of Ontario Tech University and former chair of our board, to update him about ongoing projects at Ryerson.

February 3, 2022: For the guest lecture series in the Business Law class taught by Ralph Lean, distinguished counsel in residence, I delivered remarks virtually to welcome Marci Ien (RTA '91), Canada's minister for women, gender equality, and youth, back to campus.

February 4, 2022: I chaired a regular roundtable of executive heads of the COU.

February 4, 2022: At the Ontario Khalsa Darbar (OKD) in Mississauga, which is the central gurdwara, or Sikh temple, in the GTA, I and Associate Director, Government Relations Matthew Baker met with leadership from the OKD, seeking their engagement with our strategy for healthcare education in the Region of Peel.

February 7, 2022: In Brampton, along with Jennifer Grass and Vice-President, Research & Innovation Steven Liss, I met with Anna-Maria Kaneff, executive vice-president of the developer and construction company Kaneff Group, to discuss potential collaboration in the area of real estate.

February 7, 2022: I chaired a special meeting of COU executive heads to discuss planning for the rest of the winter term.

February 7, 2022: I virtually attended the Enactus Ryerson Regional Showcase, a mock competition for teams of student presenters to prepare for the Enactus National Competition in March, which showcases students' projects aimed at community empowerment through sustainable entrepreneurship.

February 8–9, 2022: I attended the Universities Canada virtual conference "Accelerate / Propulsion 2022," during which speakers from academia, politics, business, finance, and the media discussed issues such as preparing for future health crises, addressing climate change, and the changing role universities will play in the future.

February 8, 2022: I met with Ted Dowbiggin, president of Dowbiggin Capital, and Cliff McCracken, senior vice-president of Concord Pacific Developments, for an update on plans for the Concord Sky project at 383 Yonge Street.

February 9, 2022: I had lunch with Siamak Hariri (honorary doctor of architecture '17), founding partner of Hariri Pontarini Architects, to update him on the progress of the Master Plan.

February 9, 2022: Matthew Baker and I met online with Sara Singh (PhD, Public Policy '17), deputy leader of the Ontario New Democratic Party and MPP for Brampton Centre, to update her on the progress of the medical school proposal and on the University's renaming process.

February 10, 2022: I spoke with Stephen A. Jarislowsky, founder of the Jarislowsky Foundation, which has endowed the Jarislowsky Democracy Chair, to update him on the University's approach to democracy, and on the ways we are bridging scholarly research with inclusive public dialogue.

February 10, 2022: I recorded welcoming remarks for the CERC in Migration's annual conference, which was held on February 15, with the theme "Migration and the City." I affirmed our commitment to building back better, including fostering inclusive and vibrant communities, shared prosperity, and a more diverse, safe, and livable city.

February 11, 2022: Along with Jennifer Grass and Louise Cowin, executive director, Athletics & Recreation, I met with representatives of Maple Leaf Sports Entertainment and Toronto FC to discuss plans to enhance Lamport Stadium for the 2026 FIFA World Cup, and to explore the possibility of collaboration with Ryerson.

February 11, 2022: I delivered welcoming remarks for the Multifaith Shabbat Experience, which my office co-hosted virtually along with Hillel Ryerson. I spoke about the University's commitment to the event's theme, "Building Community," and about our support for an ongoing dialogue on antisemitism.

February 14, 2022: I visited the School of Urban and Regional Planning's new and improved classroom space in the South Bond Building.

February 15, 2022: In Brampton, I attended a Brampton Board of Trade pre-budget consultation with Ontario Minister of Finance Peter Bethlenfalvy, during which I updated him on the progress of our community consultations about the proposed medical school.

February 15, 2022: I attended a virtual presentation by Trillium Health Partners, which announced philanthropist Peter Gilgan's gift of \$105 million to the hospital, which is being renamed The Peter Gilgan Mississauga Hospital.

February 15, 2022: I met online with Pierre Ouellette, president of l'Université de l'Ontario français, to discuss the potential for collaboration between our institutions.

February 16, 2022: I recorded welcoming remarks for the Muslim Student Association's Second Annual Qira'atul Qur'an Competition, which was held on February 20. I congratulated them for promoting the message of unity that is part of Islam and that aligns with our university's values.

February 16, 2022: I met with Franco Vaccarino, former president of the University of Guelph, to discuss his current activities.

February 16, 2022: At the Mattamy Athletic Centre, I attended the second half of the Ryerson Rams women's basketball game against the University of Toronto Varsity Blues. I was happy to greet students and cheer on our Rams, who prevailed 98–53.

February 17, 2022: I met with Edward Rogers, chairman of Rogers Communications, to update him on the progress of Ryerson's Master Plan and Strategic Vision 2020–2030.

February 17, 2022: For the guest lecture series in Ralph Lean's Business Law class, I delivered remarks virtually welcoming Prabmeet Sarkaria, president of Ontario's treasury board.

February 17, 2022: I attended a virtual fireside chat hosted by the Coalition of Innovation Leaders Against Racism (CILAR), featuring a discussion with artist and educator Robert Small about "Innovating Black History Month in Your Organization and Communities."

February 17, 2022: I attended the Government of Canada's Official Black History Month Virtual Celebration, which was hosted by Ahmed Hussen, minister of housing and diversity and inclusion, and during which remarks were given by Prime Minister Justin Trudeau and Minister Ien.

February 23, 2022: I attended the Faculty of Engineering and Architectural Science's event "Orientation 2.0: Engineering Integration Day," designed to orient first- and second-year engineering students to the on-campus experience. My pre-recorded welcoming remarks were screened in classrooms at the beginning of the event.

February 23, 2022: I attended the virtual book launch for *The Next Age of Uncertainty: How the World Can Adapt to a Riskier Future* by former Bank of Canada governor and current Osler, Hoskin & Harcourt special advisor Stephen Poloz. The event featured a discussion about innovation and disruption between Poloz and John Stackhouse, senior vice-president at the Office of the CEO at RBC.

February 23, 2022: I hosted the University's online farewell event for outgoing Vice-President, Equity and Community Inclusion Denise O'Neil Green, at which I delivered remarks congratulating her for her great legacy here, in making EDI one of our defining values. I was pleased to virtually present her with a framed print of a photograph of Martin Luther King Jr. with his son, Dexter, which is part of the Ryerson Image Centre's Black Star Collection (and which she subsequently received in person).

February 23, 2022: I chaired a special COU executive heads meeting to continue our planning for the rest of the winter term.

February 24, 2022: I met online with Melinda Rogers-Hixon, deputy chair and director of the board at Rogers Communications, to update her on the progress of Ryerson's Master Plan and Strategic Vision 2020–2030.

February 24, 2022: I gave remarks at the Black Faculty and Staff Community Network's virtual farewell event for Denise O'Neil Green, to thank her for what she has done for me, for our university, and for our community.

February 25, 2022: Along with Matthew Baker and Glenn Craney, I met with Paul Morrison, acting chief administrative officer of the City of Brampton, to update him on our progress with the proposed medical school and to reinforce our commitment to Brampton.

February 25–27, 2022: I travelled to the University's Cairo campus, where I attended a Universities of Canada in Egypt board meeting and reception and met with the organization's CEO and president, Magdy Elkady.

March 1, 2022: I participated in the University's first Budget Town Hall of 2022, which was held at the Ted Rogers School of Management, and during which students, faculty, and staff provided input on priorities for the budget for the 2022–23 academic year.

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors, and
University Privacy Officer; J. MacInnis, Associate General Counsel and Assistant
Secretary; A. Mall, Senior Legal Counsel and Governance Officer

Subject: Report from the Secretary

Date: March 29, 2022

1. Board of Governors Elections 2022

The voting period for the Administrative Staff and Faculty elections began on March 8, 2022 and ended on March 11, 2022. Congratulations to Silvana Babikian who was re-elected as the administrative staff representative, and Irene Gammel who was elected as the faculty member representative.

Voting for the three Board of Governors positions for students will now occur from April 4, 2022 to April 7, 2022. Due to irregularities in campaigning that occurred in both the Board and Senate elections for the student positions, the Returning Officers for both elections determined that the elections should be restarted and were therefore not held during the week of March 8, 2022. The Election Procedures Committee confirmed the decision and set these new dates for the Board Student Election which have been communicated to the student community.

Due to a planned delay in the publication of the spring edition of the Ryerson Alumni magazine which serves as a significant communication avenue to Ryerson Alumni about the Alumni candidates for the Board, the Election Procedures Committee also revised the voting dates for the Alumni representative Board position to July 18, 2022 to July 25, 2022.

Thank you to the Election Procedures Committee members who are overseeing the elections process: Sherif El Tawil, Staff Representative; Maddy Fast, CESAR Representative; Jennifer MacInnis, Assistant Secretary of the Board; Ian Sakinofsky, RFA Representative; Julia Shin Doi, Secretary of the Board; Siddhanth Satish, RSU Representative; Colleen Dempsey, Returning Officer; and the Board Secretariat team.

2. Governance Essentials Training

Marketing and Advancement

Thank you to Jennifer Grass, Assistant Vice-President, University Relations, for providing an overview of the University's brand and marketing strategies on March 28, 2022. Thank you also to Ian Mishkel, Vice-President, University Advancement and Alumni Relations for presenting the University's fundraising history and goals and priorities of the advancement portfolio on March 28, 2022. The materials from the training sessions are posted on Diligent.

Upcoming governance essentials training programs are scheduled as follows:

Sexual Violence Policy

April 27, 2022, 1:00 p.m. to 3:00 p.m.

Presenters: Farrah Khan, Remi Warner

3. Hybrid Meeting Planning

The Board Secretariat is in the process of organizing future hybrid Board of Governors meetings. The intention is to conduct the April Board meeting as a hybrid one. The Board Secretariat will provide more details as the April Board meeting draws near. We look forward to connecting with Board members in an in-person format for those who are comfortable to attend in person.

4. Board Members

Andrew McKee - We were deeply saddened to learn of the passing of Andrew McKee on March 3, 2022. Andrew was Chair of the Employee Relations and Pensions Committee and Vice-Chair of the Audit Committee. Andrew joined the Board of Governors in February 2019 as a Lieutenant Governor-in-Council appointee and was serving in his second term. We are grateful to Andrew for his many contributions to Ryerson University. He will be missed. We extend our deepest condolences to Andrew's family.

Norie Campbell - Congratulations to Norie Campbell, Group Head and General Counsel at TD Bank, who has decided to conclude her role at TD Bank on April 30, 2022 to explore new opportunities. We are grateful that Norie will continue her wonderful contributions to Ryerson University as a Board member.

5. Campus Tour

On April 28, 2022 from 1:30 p.m. to 2:30 p.m., in advance of the scheduled Board of Governors meeting, Board members will have the opportunity to take part in a tour of the campus. A tour of selected buildings will take place for those Board members interested in participating. The Board Secretariat will provide more details as we move closer to the tour date. Thank you to Facilities Management and Development for assisting with the tour preparations.

BOARD GREETINGS

With the return to campus nearly complete, we are benefiting greatly from the tireless work of units across the university to keep all community members safe. I am happy to report that the rate of student vaccination increased from 70 per cent to 98 per cent from November 2021 to February 2022, thanks in large part to a campaign led by the Office of the Vice-Provost, Students and Central Communications. Below are some recent developments and initiatives that have emerged from virtual connections and will take on new dimensions in-person.

Decolonization – The Faculty of Engineering and Architectural Science (FEAS) has hosted a community of practice series for faculty and staff in FEAS, and the Faculty of Science, facilitated by external Indigenous speakers and experts. The sessions have built understanding of the shared history and responsibilities of Indigenous and non-Indigenous peoples, particularly with respect to STEM. Future workshops will continue the work of building reciprocal relationships with Indigenous peoples and communities.

Partnerships for Inclusion and Change – The Ted Rogers School of Management (TRSM) has forged an academic partnership with the Canadian/American Carnegie Initiative for Inclusion and Acceptance in Hockey, in collaboration with the Future Sport Lab. The partnership will advance research and practice aimed at making hockey open to all, some of which will be presented at the second annual Carnegie Initiative Summit to be held in Toronto in 2023.

The Faculty of Arts' Democratic Engagement Exchange is partnering with the documentary film organization Hot Docs to activate Hot Docs' collection of short documentaries, *Citizen Minutes*. The collection shows inspiring examples of civic engagement in Canada, and the Exchange will develop a curriculum for community organizations to host screenings and empower attendees to create change themselves.

Experiential Learning and Training – The Discover Mentorship Program in FEAS, which has been running as a pilot program to support recent graduates through mentorship by executive leaders in industry, is planning to launch in the summer as a full-fledged program with increased capacity, in-person group workshops, and a dedicated stream for women in STEM.

The Creative School has managed quick and meaningful adaptations to the challenges for global learning experiences posed by the COVID-19 pandemic. Most recently, its 2022 Cortona initiative, an opportunity for students to apply innovative thinking to creative projects in the heart of Italy, is now planned as a hybrid offering with intensive in-person experiences and virtual offerings alike. The initiative offers space for 80 students.

The new Excellence in Teaching program set up by the Office of the Vice-Provost, Academic is providing faculty at all career stages to enhance the impact of their teaching, particularly in assessment, student engagement, and teaching development and evaluation.

Awards and Grants – The Library has launched the Virginia Edinger Walker University Library Research Award, which recognizes student achievement in original research with a special focus on the critical use of library resources and research skills.

Graduate Bailey Parnell (MA, Communication and Culture '20; RTA School of Media '15) and her husband, Hamza Khan, who teaches in the RTA School of Media and the Professional Communications program, have created the Parnell-Khan Bursary for Equity-Deserving Students. The bursary supports those who identify as Aboriginal people in Canada, people with a disability, racialized people, women, and/or 2SLGBTQ+ individuals.

In mid-January, and with the support of the City of Toronto's Interactive Digital Media Office, the Innovation Studio launched its Future Makers Incubation Grant program for entrepreneurs, small businesses, and independent creators in the GTA who are working to future-proof and rebuild the creative industries post-pandemic. Each recipient receives \$2,000 and a six-month membership to one of the Creative Innovation Studio Zones.

APPOINTMENT

Guangjun Liu has been appointed the inaugural SOTI (Soft Object Technologies Incorporated) Industrial Research Chair in the Department of Aerospace Engineering, effective February 2022. Guangjun is currently principal investigator for the department's Systems and Control Laboratory. Previously, from 2006 to 2016, he was Canada Research Chair in Control Systems and Robotics. In his new role, which is a cornerstone of Ryerson's \$2.5-million partnership with SOTI, Guangjun will work with the company on advanced research to develop cutting-edge drone, or unmanned aerial vehicle (UAV), technology—including developing systems for self-navigation and smart avoidance. He will also teach, mentor and supervise junior scholars in the field, for whom funding is being made available through the partnership, for experiential learning opportunities. Guangjun holds a PhD in Robotics from the University of Toronto, as well as an MASc from the Chinese Academy of Sciences and a BAsC from the University of Science and Technology of China.

CONGRATULATIONS

Anthony Chan, professor of accounting, has been named Fellow of the Chartered Professional Accountants of Ontario (FCPA)—the organization's highest honour, which recognizes leadership in the profession. The FCPA cited Chan's 35-year academic career, his "commitment to excellence in teaching," and his many contributions of professional knowledge as a community volunteer.

The *Ryerson Image Centre's* photohistory book *Documentary in Dispute*, by art historian Sarah M. Miller, has won the 2022 Alfred Barr, Jr. Award for Smaller Museums, Libraries, & Collections, which is given to

“especially distinguished” catalogues in the history of art by the College Art Association. It has also won a Photography Network Book Prize in 2021 for innovation in photography scholarship.

PARTNERSHIP

Students Supporting Business Recovery – Over the course of the winter term, the Ted Rogers School of Management (TRSM) is partnering with The Beach Business Improvement Association to support small-business recovery and growth. Students in the Retail Management program’s course “Leading in Retail Service Organizations” have been matched with shops in Toronto’s Beaches neighbourhood, and have been tasked with devising innovative strategies for service and retail to help the businesses recover from the impact of COVID-19. In their efforts to expand the businesses’ customer reach, they are not only gaining experience of putting theory into practice, but also helping revitalize the local community.

EVENTS AND INITIATIVES

Robotics and Interactive Art – From January 21 to 29, the Design + Technology LAB hosted the interactive installation *Assembly Line*, which enabled participants to interact and make art with an industrial robot arm. Participants gathered outside the LAB’s Church Street location, and drew forms and scribbles on their phones, which the robot reproduced as 3D images in a cube-shaped screen, visible through the LAB’s window. The installation was part of the DesignTO Festival, which this year focused on socially distanced window installations.

In related news, from January 21 to 30, the PHI Centre in Montreal premiered *Animachina*, a series of performance art videos by musician KROY, in which she interacts with the same robot. The videos were created at Ryerson under the supervision of LAB director Jonathon Anderson.

Stories Spark Change – On January 27, author, editor and cultural critic Roxane Gay joined journalism professor Eternity Martis for the online discussion “Stories Spark Change,” about how survivors of sexual violence can reclaim their stories as part of the process of healing. The two writers spoke about their memoirs—Gay’s *Hunger* and Martis’ *They Said This Would Be Fun*—and about how university students are using writing to share and work through their experiences with trauma. The event, which was hosted by Farrah Khan, manager of Consent Comes First at the Office of Sexual Violence Support and Education, was part of the educational initiative Consent Action Week, held in late January at universities across Ontario. It was also part of *We Deserve Healing Not Harm*, a speaker series of five talks focused on survivors of gender-based violence, held throughout 2021–22, and organized by Consent Comes First in conjunction with Consent Is Golden at Wilfred Laurier University and the Sexual Assault Support Centre at Carleton University.

Showcasing Creativity – On January 27, The Creative School hosted RUBIX, its annual showcase of scholarly, research and creative (SRC) activity, which was reimaged as a live-streamed event this year along with an ongoing online exhibition. With 54 faculty participants, the 10-hour event featured interactive demonstrations of creative projects in virtual “rehearsal” development spaces; “PechaKucha” sessions during which presenters told the stories of their research in 400 seconds each, using 20 slides; and roundtables on hot-button issues facing creators and researchers. Themes emerging from the talks included the interaction between humans and artificial intelligence; the future of journalism; adapting

design to the need for sustainability in a post-pandemic world; and fostering inclusion and decolonization in research, creative work, and public spaces. Digital exhibits of innovative work are accessible online at ryerson.ca/the-catalyst/rubix-2022/digital-exhibits.

Winter Station – From February 21 to March 31, an art installation by Ryerson architectural science students is on display at Woodbine Beach as part of *Winter Stations*, an exhibition of winning entries from an international design competition. A team of 15 students under the direction of professor Vincent Hui devised and built the installation, a pavilion called “S’Winter Station,” working remotely with virtual reality technology. The pavilion incorporates an existing lifeguard stand and features panels made from concrete and beach towels to protect visitors from the elements—in keeping with the exhibition’s theme, “Resilience.”

EnAbling Change – On February 24, the provincial government announced funding of \$150,000 from its EnAbling Change Program for the university’s project, “Enabling Work Integrated Learning: Employment for Students with Disabilities”. The project, which is led by Kiaras Gharabaghi, dean of the Faculty of Community Services, started on May 1, 2021 and runs until March 31, 2022. Team members have been working with students with disabilities (SWD) and prospective employers to devise a sustainable model for Work Integrated Learning (WIL), taking into account the effects of COVID-19 on WIL programs (e.g. technological adaptation and the shift to remote work). The model will be designed for use at Ryerson and other post-secondary institutions, as well as by employers and policy makers, to better meet the needs of SWD, improving their prospects of employment and earnings.



BOARD OF GOVERNORS

March 29, 2022

AGENDA ITEM: 2022-23 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:

This is 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.

PREPARED BY:

Name: Glenn Craney, Deputy Provost and Vice Provost, University Planning

Date: March 10, 2022

2022-23 Budget Planning: Update

Board Finance Committee - March 2022

Update from Government

Ryerson
University



Provincial Context: 2021 Ontario Budget and Fall Economic Statement

- Focused on ending the pandemic and promoting economic growth to support recovery
- New spending is focused on health care, infrastructure, and supporting people and businesses
- Small, targeted investments in postsecondary with a focus on research and skills training
- Planning grant for proposed medical school
- No operating grant cuts for 2021-22
- \$13.1B budget deficit estimated for 2021-22 as of February 2022. Deficit of \$19.6 for 2022-23 projected in November 2021.



Ontario's Action Plan

Protecting People's Health and Our Economy

The Honourable Peter Bethlenfalvy
Minister of Finance and President of the Treasury Board

2021 ONTARIO BUDGET



2022-23 Ontario Budget

- To be tabled in March or April 2022
- Expecting to hear about:
 - Tuition Fee Framework
 - Operating Grants
 - Specific Postsecondary Initiatives
 - Near term budget deficits and long term fiscal outlook
- Provincial election to be held June 2, 2022
 - Some uncertainty about impacts on postsecondary institutions



SMA3 Update

			SMA2	SMA3	SMA3	SMA3	SMA3	SMA3	
			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									

Note: Due to the impacts of COVID-19, metrics scheduled to be activated for funding in 2020-21, 2021-22, and 2022-23 will only be activated for data collection during this period.

SMA3 Funding Metrics and 2021-22 Targets

SMA3 Funding Metric	Historical Results* (Most Recent Years)	2021-22 Target*^	2021-22 Result*
Graduate Employment Rate in Related Field	91.0%, 89.1%, 89.4%, 89.6%	89.5%	92.0%
Institutional Strength/Focus (as % of total enrolment)	51.3%, 51.4%, 51.5%, 52.1%	51.5%	52.2%
Graduation Rate	72.8%, 72.5%, 74.4%, 75.1%	74.6%	75.3%
Research Funding & Capacity (% of Ontario system total)	1.8%, 1.8%, 1.8%, 1.9%	1.9%	2.0% est.
Community/Local Impact (total enrolment as % of Toronto population)	2.3%, 2.3%, 2.3%, 2.4%	2.4%	2.5%
Economic Impact: Number of start-ups (institution-specific metric)	323, 325, 354, 335	357	361
Graduate Earnings (median earnings after 2 years)	\$45,984; \$47,501, \$49,684	\$49,240	\$50,494
Experiential Learning	62.3%, 63.7%, 65.0%	64.9%	65.5%
Innovation (Private Sector Research Funding)	\$12.7M, \$12.9M, \$13.1M	\$13.8M	\$15.0M est.
Skills & Competencies	NA	NA (Activates in 2022-23)	NA

* This information is based on the ministry's current working materials and supplementary materials from Ryerson University as part of the SMA3 Annual Evaluation Process (which began on December 3, 2021 and is continuing until April 29, 2022) and remains preliminary as of February 28, 2022, and subject to further revision.

^ Universities were advised on February 25, 2022 that the ministry "will be further delaying the activation of performance-based funding for one additional year of SMA3 – Year 3 (2022-23), and assess the sector's readiness for activation starting in Year 4 (2023-24) at a planned system-wide proportion of 10 per cent, increasing to 25 per cent in Year 5 (2024-25)." Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned." Metrics will be activated for data collection as originally scheduled.

2022 Budget Strategy

Ryerson
University



2022-23 Budget Model Working Assumptions

Revenue projected to increase by 2.3%

- No operating grant growth
- Domestic tuition fee freeze
- 5% international tuition fee increase

Cost escalation projected to increase by 4.2%

- Salary / benefit increases
- Teaching costs
- International recruitment costs
- Deferred maintenance increase

Total shortfall at least \$9 M

We are requesting all budget managers to create plans to **reduce base expenditures by 2.0%**



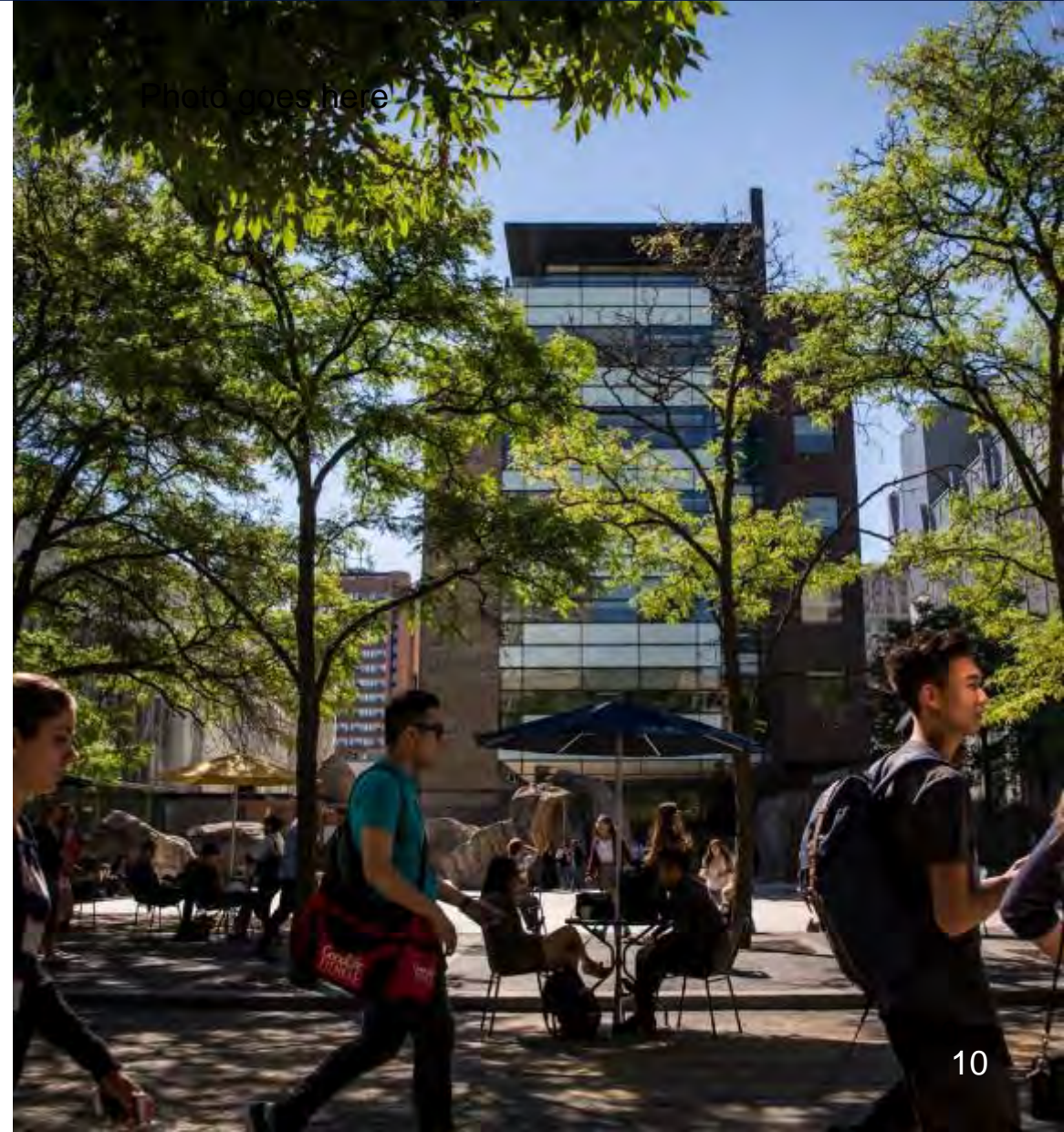
COVID-19 Costs

- Total COVID-19 impact for 2020-21 was \$23.2M (net total of costs, revenue losses and savings).
- Costs were covered using reserves and departmental carryforwards.
- Verification of 2021-22 COVID-19 costs is in progress. Will continue to cover with institutional reserves.



Budget Risks

- Operating grant / tuition fee uncertainty
- Additional salary / non-salary costs
- Uncertainty about future impacts of COVID-19
- Strategic Mandate Agreement: funding at risk based on metric performance in future years



Guiding Budget Principles



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

Stay Focused, Work Together

Five complementary plans serve as a blueprint for the next several years:

- Academic Plan
- The Campus Master Plan
- International Strategy
- Strategic Research Plan
- Toward Ryerson 2030, University Advancement Plan

These plans are united by Ryerson Strategic Vision 2020-2030

Priorities articulated in the Academic Plan:

- 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



Budget Strategy



- Balance Budget
- Top priority to reduce the overall size of the budget reduction through central savings
- Optimize enrolment by bringing domestic levels closer to that funded by government while growing international
- Use one time reserves to cover COVID-19 costs and focus on university priorities in 2021-22



**Ryerson
University**

Thank You



BOARD OF GOVERNORS
March 29, 2022

AGENDA ITEM: Fiera Capital Report – December 31, 2021

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:

Ryerson University's (the "University") Endowment Fund is managed by Fiera Capital Corporation ("Fiera"). The performance results are shared semi-annually with the Finance Committee.

Sarah Aves, Senior Vice President and Institutional Portfolio Manager of Fiera, will be in attendance to provide an overview of the fund performance, investment strategy and respond to any questions.

BACKGROUND:

Key Updates

In December 2021, Fiera announced that David Pennycook was transitioning from his responsibilities with institutional clients to private wealth. David Pennycook will no longer be involved with the University's portfolio.

In February 2022, in response to Russia's attack on Ukraine, global equity markets have seen an increase in volatility, and markets have decreased. Volatility is expected to prevail as investors navigate the erratic geopolitical landscape. Fiera remains extremely cautious in the near-term until there is greater clarity on the geopolitical and macroeconomic trajectory.

Ryerson University's Endowment Funds

As at December 31, 2021 the University's Endowment Fund had a market value of \$180.9 million compared to a book value of \$120.4 million. The Fiera-managed fund outperformed the



benchmark in the fourth quarter and for the year-to-date. Performance results as of December 31, 2021 are as follows:

	<u>Performance</u>	<u>Benchmark</u>	<u>Value Added</u>
Year-to-date	16.75%	13.28%	3.47%
Fourth-quarter	5.50%	4.20%	1.30%

The University pays annual fees to Fiera on a flat basis (effective October 1, 2015) of 0.25%. A donation equal to 10% of the fee is received from Fiera each year. On an endowment value of \$180.9 million the net cost, after considering the donation, is estimated at approximately \$407,000 or 23 basis points.

On December 31, 2021 the Stabilization Fund had a market value of \$18.0 million. During the fourth quarter, the Stabilization Fund earned 0.07%; this represents 0.02% of value added as compared to the benchmark return of 0.05%. The year-to-date return on the Stabilization Fund is 0.29%. As compared to the benchmark return of 0.17%, this represents a 0.12% of value added. The University pays annual fees to Fiera on the Stabilization Fund on a flat basis of 0.15%. Other investment strategies for this Stabilization Fund to preserve principal yet increase performance will be explored over the coming year.

Responsible Investing

On August 9, 2021 Fiera launched a ***Responsible Investment Report***, outlining their commitment to sustainable investment practices, both as an investment organization and an asset manager. The report outlines Fiera's efforts in keeping environmental, social and governance ("ESG") considerations at the centre of their investment approach. The report includes details about Fiera's ESG vision and beliefs; robust governance of their investment processes; approach to active ownership; responsible investment journey since the founding of the firm; as well as examples of sustainable investing in action by way of case studies from both public and private markets. The 2021 report will be available in late 2022.

ATTACHMENT: Fiera Capital Quarterly Report – December 31, 2021

PREPARED BY:

Name: Anna Zsamboki, Director, Treasury & Investing Services

Date: March 1, 2022

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: March 1, 2022



March 25, 2022

Ryerson University

SARAH AVES, CFA

Senior Vice President, Institutional Portfolio Manager

Firm Overview

ASSETS UNDER MANAGEMENT

\$188.3B

THOUGHT LEADERSHIP

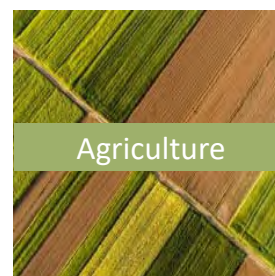
Publicly-traded, independent Canadian investment management firm

800+ employees including more than 200+ investment professionals

Depth and expertise in traditional and alternative strategies

Headquartered in Montreal with offices across Canada, the United States, Europe and Asia

PRIVATE ALTERNATIVE SOLUTIONS



Asset Mix

	Dec. 31 2020	June 30 2021	Sept. 30 2021	Dec. 31 2021	Benchmark
Short-Term	8.0%	7.6%	11.3%	8.8%	5%
Bonds	15.5%	15.8%	16.3%	15.3%	20% ¹
Total Equities	63.2%	63.9%	58.6%	61.0%	60%
Canadian	33.2%	33.6%	33.2%	34.2%	30%
Foreign	30.0%	30.3%	25.4%	26.8%	30%
Diversified Real Asset Fund	13.3%	12.7%	13.8%	14.9%	15%
Total Fund	100.0%	100.0%	100.0%	100.0%	100%
Market Value	\$154.1 M	\$167.8 M	\$171.5 M	\$180.9 M	

Cash Flow YTD at December 31, 2021: \$909,599

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

Annualized Performance

December 31, 2021

	Q4-2021	Value Added	1 year	Value Added	2 years	Value Added	3 years	Value Added	4 years	Value Added	5 years	Value Added
Total Portfolio	5.50	1.30	16.75	3.47	13.22	2.12	14.38	2.06	10.41	1.91	10.40	1.95
Benchmark	4.20		13.28		11.10		12.32		8.50		8.45	
Bonds	0.57	0.08	-1.34	0.38	3.36	0.81	4.01	0.66	3.41	0.55	3.22	0.43
50% FTSE CAN ST & 50% FTSE CAN Universe	0.49		-1.72		2.55		3.35		2.86		2.79	
Canadian Equities	8.21	1.74	29.33	4.24	16.24	1.31	18.43	0.91	11.05	0.77	10.82	0.78
S&P/TSX Composite	6.47		25.09		14.93		17.52		10.28		10.04	
U.S. Equities	13.20	2.50	33.17	5.56	27.08	5.25	27.16	4.33	22.65	4.76	22.14	5.08
S&P 500 Total Return - Cdn\$	10.70		27.61		21.83		22.83		17.89		17.06	
International Equities	7.15	4.76	15.48	5.16	16.95	8.85	19.69	9.07	14.65	8.45	16.33	8.08
MSCI EAFE NET \$Cdn	2.39		10.32		8.10		10.62		6.20		8.25	
Alternative Investments	1.86	0.62	6.71	1.69	6.17	0.71	N/A		N/A		N/A	
FTSE CAN TBILL 91 + 5%	1.24		5.02		5.46		N/A		N/A		N/A	

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 February 28, 2022

Source: Bank of Canada

Bond Analysis

Fiera Balanced EFT Fund (Endowment, Foundation & Trust)



December 31, 2021

	Portfolio Weights	Benchmark*
Sector Commitments		
Government of Canada	18%	41%
Provincial/Municipal	50%	31%
Corporate	32%	29%
Quality & Characteristics		
AAA	19%	42%
AA	25%	30%
A	49%	16%
BBB	7%	12%
Duration (Yrs)	5.8	5.6
Yield To Maturity	1.8%	1.7%

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

Canadian Equities

Sector Allocation and Contribution



December 31, 2021

Sector	Performance, Q4-2021 (%)		Weight Dec 31 (%)		Contribution to Value Added, Q4-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	6.9	5.7	11.1	13.1	0.00	0.14
Materials	10.3	10.7	10.7	11.5	-0.02	-0.04
Industrials	8.0	5.0	17.3	12.0	-0.07	0.50
Consumer Discretionary	6.2	7.8	4.2	3.6	0.00	-0.07
Consumer Staples	11.4	7.8	4.4	3.7	0.02	0.12
Health Care	4.3	-18.3	0.3	0.8	0.16	0.06
Financials	8.9	9.4	32.9	32.2	0.03	-0.14
Information Technology	5.6	-1.4	8.6	10.7	0.24	0.51
Communication Services	4.6	4.8	4.4	4.7	0.01	-0.01
Utilities	9.0	5.4	3.4	4.6	0.02	0.11
Real Estate	10.8	9.2	2.8	3.1	-0.01	0.04
Total	8.2	6.5	100.0	100.0	0.40	1.22

*S&P/TSX Composite






Note: The cash position is excluded from the calculations.






Canadian Equities

Main Sources of Value Added/Detracted



December 31, 2021

Security	Sector	Average Weight - Q4-2021 (%)		Performance (%)		Value Added (%)	
		Portfolio	Index*	Q4-2021		Q4-2021	
1. Lightspeed Commerce	Information Technology	0.0	0.4	-58.2			0.32
2. Shopify Inc	Information Technology	0.0	6.9	1.3			0.31
3. Enbridge Inc	Energy	0.0	3.4	-0.5			0.23
4. TC Energy	Energy	0.0	2.0	-2.1			0.17
5. Nuvei Corp	Information Technology	0.0	0.3	-43.5			0.15

Security	Sector	Average Weight - Q4-2021 (%)		Performance (%)		Detracted Value (%)	
		Portfolio	Index*	Q4-2021		Q4-2021	
1. Bank of Nova Scotia	Financials	0.0	3.3	17.5	-0.33		
2. Keyera Corp	Energy	1.2	0.2	-9.0	-0.16		
3. Toronto Dominion BK	Financials	4.4	5.5	16.7	-0.10		
4. First Quantum Mnrl	Materials	0.0	0.5	29.1	-0.10		
5. Suncor Energy Inc	Energy	0.9	1.5	22.1	-0.09		

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

Canadian Equities

Top 3 Stocks By Sector

December 31, 2021

	Portfolio (%)	Index* (%)
1. Energy	11.07	13.11
Cdn Natural Res	4.30	2.03
Pembina Pipeline	2.17	0.68
Keyera Corp	1.98	0.20
2. Materials	10.71	11.53
Nutrien Ltd	4.25	1.75
Franco Nevada Corp	2.50	1.08
CCL Industries Inc	1.89	0.32
3. Industrials	17.26	11.97
Cdn Pacific Railway	3.92	2.73
Cdn Natl Railway	3.70	3.05
Waste Connections	2.82	1.45
4. Consumer Discretionary	4.23	3.64
Restaurant Brands	1.84	0.78
Dollarama	1.58	0.58
5. Consumer Staples	4.36	3.74
Metro Inc	2.88	0.53
Loblaw Cos Ltd	1.14	0.55
6. Health Care	0.27	0.77

	Portfolio (%)	Index* (%)
7. Financials	32.85	32.19
Royal Bank of Canada	8.62	6.18
Toronto Dominion BK	7.73	5.71
Brookfield Asset Mgt	6.09	3.60
8. Information Technology	8.65	10.68
Constellation Sftwr	4.07	1.49
Cgi Inc	2.21	0.79
Open Text Corp	1.17	0.53
9. Communication Services	4.42	4.73
Telus Corp.	2.77	1.31
Rogers Communication	1.03	0.68
Quebecor Inc	0.52	0.15
10. Utilities	3.37	4.55
Brookfield Infr Prtr	2.04	0.74
Fortis Inc	1.10	0.93
11. Real Estate	2.80	3.10
Firstservice Corp	1.56	0.31

■ Securities which are part of the top ten holdings.
Top ten holdings represent 49.6% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

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

*S&P/TSX Composite



Foreign Equities

US Equity Ethical Fund

Sector Allocation & Contribution



December 31, 2021

Sector	Performance, Q4-2021 (%)		Weight Dec 31 (%)		Contribution to Value Added, Q4-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	7.7	0.0	2.7	0.08	0.00
Materials	20.8	14.9	9.0	2.6	0.23	0.44
Industrials	10.2	8.3	10.3	7.8	-0.05	0.17
Consumer Discretionary	20.8	12.5	14.9	12.5	0.02	1.04
Consumer Staples	15.0	13.0	6.1	5.9	0.00	0.10
Health Care	15.4	10.8	15.0	13.3	0.01	0.59
Financials	8.8	4.3	17.3	10.7	-0.39	0.79
Information Technology	10.3	16.3	19.6	29.2	-0.40	-1.08
Communication Services	8.0	-0.3	7.7	10.2	0.30	0.65
Utilities	0.0	12.6	0.0	2.5	-0.03	0.00
Real Estate	0.0	17.2	0.0	2.8	-0.15	0.00
Total	13.2	10.7	100.0	100.0	-0.38	2.70

*S&P 500 Total Return - Cdn\$






Note: The cash position is excluded from the calculations.






US Equity Ethical Fund

Main Sources of Value Added/Detracted



December 31, 2021

Security	Sector	Average Weight - Q4-2021 (%)		Performance (%)	Value Added (%)	
		Portfolio	Index*	Q4-2021	Q4-2021	
1. Unitedhealth Grp Inc	Health Care	5.0	1.1	28.5		0.58
2. Sherwin Williams Co	Materials	4.2	0.2	25.7		0.50
3. Autozone Inc	Consumer Discretionary	4.5	0.1	23.1		0.48
4. Lowes Co	Consumer Discretionary	3.9	0.4	27.4		0.48
5. Amazon Com Inc	Consumer Discretionary	0.0	3.8	1.2		0.34

Security	Sector	Average Weight - Q4-2021 (%)		Performance (%)	Detracted Value (%)	
		Portfolio	Index*	Q4-2021	Q4-2021	
1. Apple Inc	Information Technology	0.0	6.3	25.3	-0.80	
2. Nvidia Corp	Information Technology	0.0	1.7	41.6	-0.41	
3. Tesla Inc	Consumer Discretionary	0.0	2.1	35.9	-0.40	
4. MSCI Inc	Financials	4.2	0.1	0.5	-0.37	
5. Oracle Corp	Information Technology	3.2	0.4	0.1	-0.27	

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

US Equity Ethical Fund

Top 3 Stocks By Sector



December 31, 2021

	Portfolio (%)	Index* (%)
1. Energy	0.00	2.67
2. Materials	9.04	2.56
Sherwin Williams Co	4.30	0.21
Linde Plc	3.45	0.44
Ecolab Inc	1.29	0.14
3. Industrials	10.34	7.78
Carrier Global Corp	2.74	0.12
Middleby Corp	2.66	0.00
Graco Inc	2.57	0.00
4. Consumer Discretionary	14.93	12.54
Autozone Inc	4.80	0.11
Lowes Co	4.04	0.44
Nike Inc	3.13	0.53
5. Consumer Staples	6.13	5.88
Pepsico Inc	4.18	0.60
Colgate Palmolive Co	1.95	0.18
6. Health Care	14.99	13.29
Unitedhealth Grp Inc	5.33	1.17
Johnson & Johnson	4.35	1.12
Mettler Toledo Intl	2.68	0.10

	Portfolio (%)	Index* (%)
7. Financials	17.29	10.69
Moodys Corp	6.68	0.16
MSCI Inc	3.93	0.13
Cme Group Inc	2.62	0.20
8. Information Technology	19.64	29.17
Microsoft Corp	9.69	6.26
Mastercard Inc	4.29	0.77
Oracle Corp	2.89	0.35
9. Communication Services	7.66	10.16
Alphabet Inc	7.66	2.16
10. Utilities	0.00	2.50
11. Real Estate	0.00	2.77

■ Securities which are part of the top ten holdings.
Top ten holdings represent 55.3% 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 Equity Ethical Fund

Sector Allocation & Contribution



December 31, 2021

Sector	Performance, Q4-2021 (%)		Weight Dec 31 (%)		Contribution to Value Added, Q4-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	-0.8	0.0	3.4	0.11	0.00
Materials	3.9	5.6	3.4	7.6	-0.12	-0.06
Industrials	7.7	2.3	27.4	16.2	0.00	1.40
Consumer Discretionary	9.2	2.6	13.2	12.5	-0.01	0.83
Consumer Staples	9.7	4.9	18.0	10.3	0.18	0.78
Health Care	13.4	2.7	13.0	12.8	0.00	1.30
Financials	-5.1	0.9	9.7	16.9	0.11	-0.62
Information Technology	5.8	3.5	15.3	9.7	0.06	0.34
Communication Services	0.0	-5.8	0.0	4.5	0.39	0.00
Utilities	0.0	8.5	0.0	3.4	-0.19	0.00
Real Estate	0.0	-0.8	0.0	2.8	0.09	0.00
Total	7.2	2.4	100.0	100.0	0.63	3.96

*MSCI EAFE NET \$Cdn

Note: The cash position is excluded from the calculations.

International Equity Ethical Fund

Main Sources of Value Added/Detracted



December 31, 2021

Security	Country	Sector	Average Weight - Q4-2021 (%)		Performance (%)	Value Added (%)
			Portfolio	Index*	Q4-2021	Q4-2021
1. Richemont(cie Fin)	Switzerland	Consumer Discretionary	3.3	0.4	43.5	0.92
2. Nestle Sa	Switzerland	Consumer Staples	7.5	2.2	15.4	0.64
3. Novo-Nordisk As	Denmark	Health Care	5.7	1.1	15.7	0.58
4. Ihs Markit Ltd	United Kingdom	Industrials	5.2	0.0	13.8	0.54
5. L'Oreal	France	Consumer Staples	4.2	0.0	14.5	0.46

Security	Country	Sector	Average Weight - Q4-2021 (%)		Performance (%)	Detracted Value (%)
			Portfolio	Index*	Q4-2021	Q4-2021
1. Shimano Inc	Japan	Consumer Discretionary	3.3	0.1	-9.6	-0.42
2. London Stock Exch	United Kingdom	Financials	3.2	0.2	-6.8	-0.29
3. HDFC Bank Ltd	India	Financials	1.8	0.0	-11.0	-0.23
4. LVMH Moet Hennessy	France	Consumer Discretionary	0.0	1.3	15.2	-0.15
5. Cmnwlth BK of Aust	Australia	Financials	3.0	0.8	-2.8	-0.12

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

International Equity Ethical Fund

Top 3 Stocks By Sector



December 31, 2021

	Portfolio (%)	Index* (%)
1. Energy	0.00	3.37
2. Materials	3.43	7.55
Air Liquide(l')	2.18	0.48
Chr.Hansen Hldgs A	1.25	0.05
3. Industrials	27.40	16.16
Ihs Markit Ltd	5.28	0.00
Geberit	3.43	0.17
Spirax-Sarco Eng	3.25	0.09
4. Consumer Discretionary	13.21	12.53
Richemont(cie Fin)	3.56	0.45
Essilorluxottica	3.54	0.35
Shimano Inc	3.14	0.11
5. Consumer Staples	17.95	10.33
Nestle Sa	7.77	2.28
L'Oreal	4.74	0.69
Unilever Plc	3.30	0.00
6. Health Care	12.97	12.78
Novo-Nordisk As	5.59	1.09
Roche Hldgs AG	5.02	1.69
Alcon AG	2.35	0.26

	Portfolio (%)	Index* (%)
7. Financials	9.74	16.93
London Stock Exch	3.03	0.18
Cmnwlth BK of Aust	2.87	0.75
HDFC Bank Ltd	2.04	0.00
8. Information Technology	15.29	9.67
Taiwan Semiconductor	7.09	0.00
Keyence Corp	5.21	0.71
Sap Se	2.99	0.86
9. Communication Services	0.00	4.51
10. Utilities	0.00	3.38
11. Real Estate	0.00	2.80

■ Securities which are part of the top ten holdings.
Top ten holdings represent 51.2% 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.

*MSCI EAFE NET \$Cdn

International Equity Ethical ESG Fund

Composition by Region



December 31, 2021

Region	Weight (%) - Dec 31	
	Portfolio	Index*
United Kingdom	27.1	14.6
Europe ex UK	48.3	51.8
Japan	12.2	22.5
Asia Pacific ex Japan	2.9	11.1
Emerging Countries	9.1	0.0
Cash	0.4	0.0
Total	100.0	100.0

*MSCI EAFE NET \$Cdn



Alternative Income

Diversified Real Assets Fund

December 31, 2021

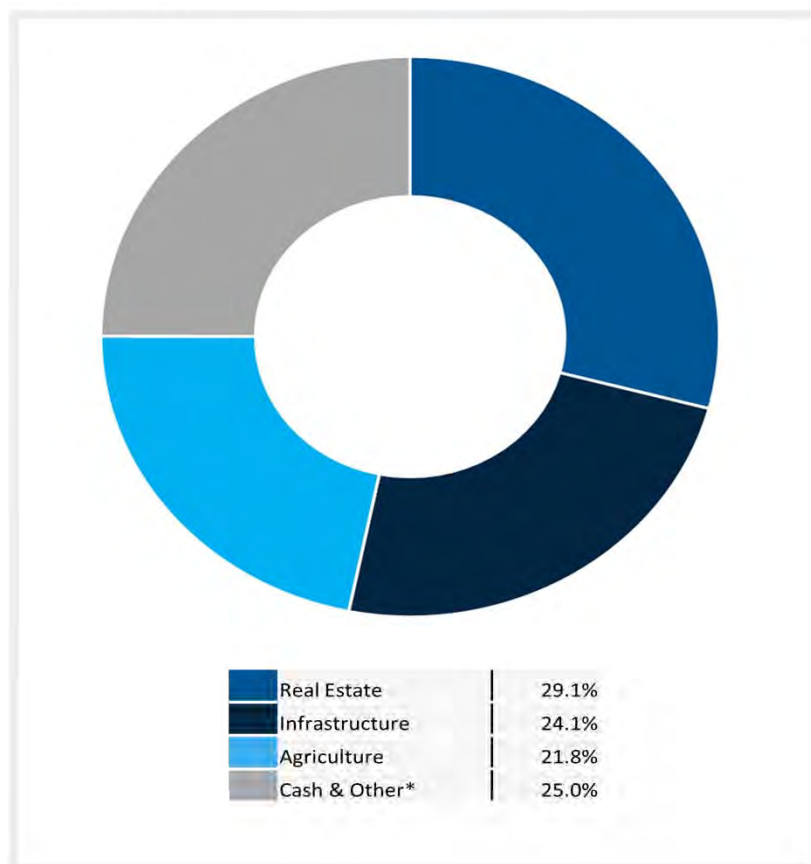
FDRAF INVESTMENTS	ASSET CLASS	AUM (C\$ M)	%
Fiera Global Agriculture	Agriculture	49	22%
Fiera Global Infrastructure	Infrastructure	54	24%
Fiera Core Real Estate	Real Estate	45	20%
Fiera Real Estate Long Income (UK)	Real Estate	21	9%
Cash & Other*	Cash & Other	56	25%
TOTAL		226	100%

*Includes cash, cash equivalent, and other liquid securities, such as Fiera Multi Strategy Income Fund
As of December 31, 2021

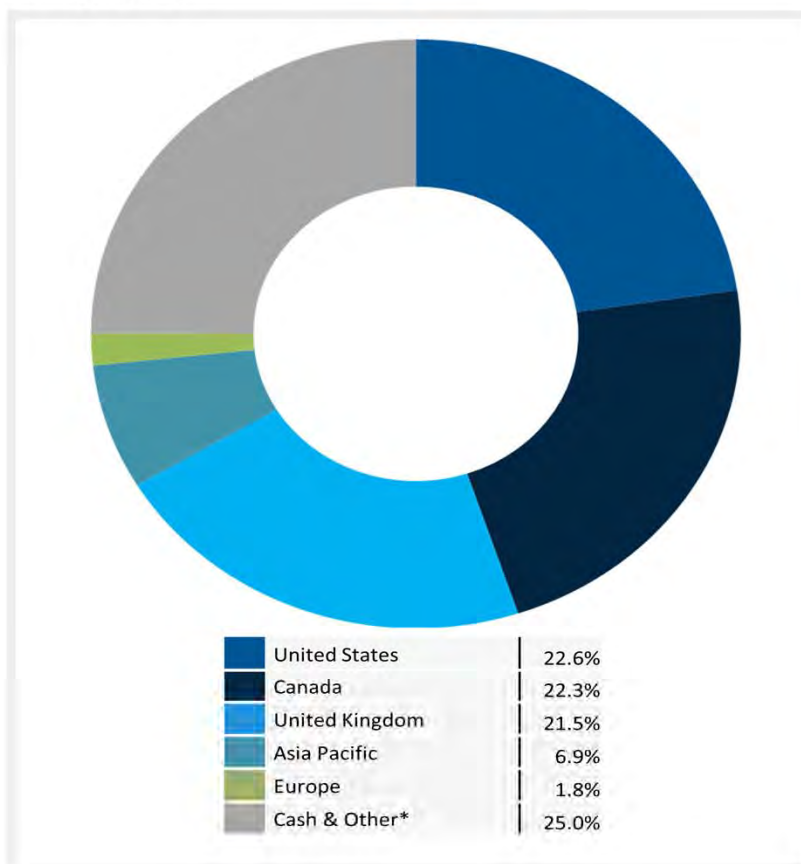
Diversified Real Assets Fund

December 31, 2021

Asset Class



Geography



*Includes cash, cash equivalent, and other liquid securities, such as Fiera Multi Strategy Income Fund
As of December 31, 2021

Diversified Real Assets Fund

December 31, 2021

Net performance (%) as of December 31, 2021

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD ¹
2019						0.12	0.43	-0.11	0.97	0.62	0.21	2.34	4.65
2020	0.26	0.20	0.01	0.14	0.58	0.36	0.18	0.25	0.64	0.36	0.39	2.14	5.63
2021	0.55	0.73	-0.43	0.53	0.42	1.07	0.56	0.80	0.43	0.63	-0.16	1.38	6.69

1 Month	3 Months	6 Months	1 Year	2 Years	SI ²
1.38	1.86	3.69	6.69	6.16	6.60

RISK/RETURN ANALYSIS (%)	
Net annualized return since inception ²	6.60
Annualized standard deviation	1.99
Annualized Sharpe ratio (0.77%)	2.93
Best monthly return	2.34
Worst monthly return	-0.43
Percentage of months with positive performance	90.32
Worst drawdown	-0.43

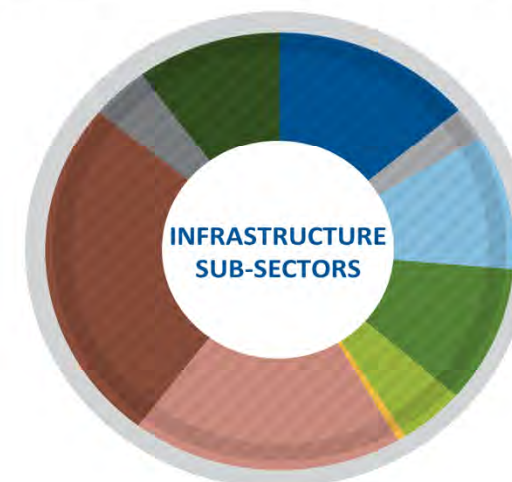
Past performance is not a guarantee or indicator of future results. Inherent in any investment is the risk of loss. Returns are net of fees payable to underlying strategy.

1. Year to date ("YTD") represents the cumulative compounded rate of return for all months of data in each respective year. QTD = Quarter to Date; YTD = Year to Date; SI = Since Inception
2. Inception date: June 1, 2019

Fiera Infrastructure Assets



	Water and Wastewater	UK	1	8.5%
	Hydroelectric	Canada	1	1.3%
	Hydroelectric	USA	1	0.6%
	Wind	Canada	1	5.3%
	Wind	USA	3	1.4%
	Solar	USA	16	7.6%
	Solar	UK	1	1.4%
	Social	Canada	11	2.1%
	Social	UK	1	3.4%
	Transportation PPP	Canada	1	0.2%
	Energy from Waste	UK	1	14.1%
	Energy from Waste	USA	8	9.5%
	Telecommunications	Spain	1	4.7%
	Telecommunications	USA	1	16.1%
	Transportation	UK	1	11.0%
	Environmental	UK	1	12.8%
Total Assets			50	100%

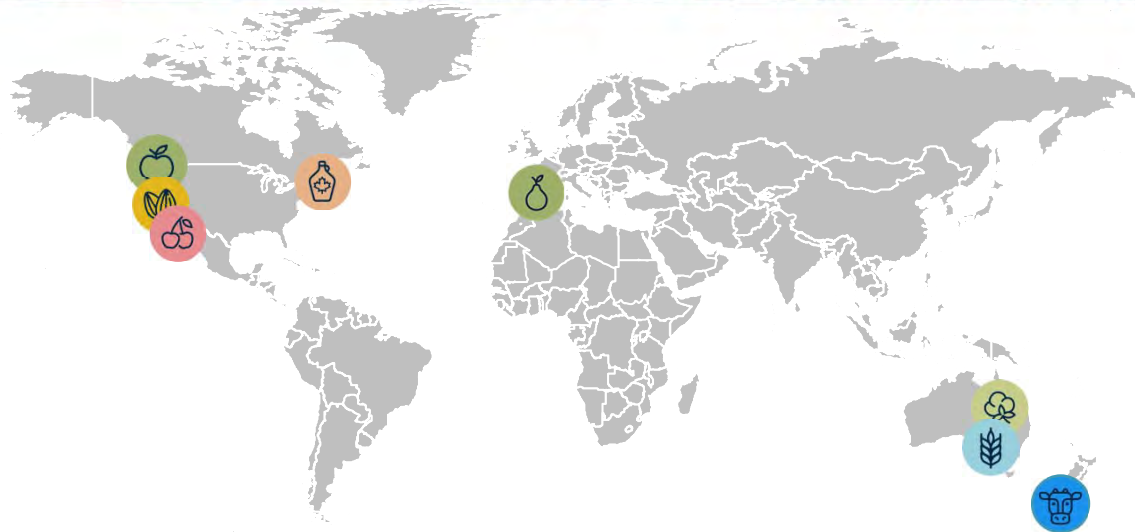


Notes:

¹Captis Energy is comprised of 8 assets not depicted here

As at December 31, 2021. Fiera Infrastructure funds is invested in EagleCrest Infrastructure Canada LP

Agriculture Investments



14

agricultural
commodities

~220,000

acres of land

10

Climate regions



Excel Farms

Sub regionally diversified row crop platform

- Sectors: Grains/Oilseeds/Pulses
- Geography: Australia (Victoria)
- Feature: 100,000 acres



Auvil Fruit Company

Vertically integrated tree fruit producer

- Sectors: Apples/Cherries
- Geography: US (Washington)
- Feature: 3,000 acres; 140M lbs of apples and 2M lbs of cherries



Rangitata

Partnership with highly credible dairy farms

- Sectors: Dairy
- Geography: New Zealand (South Island)
- Feature: 10,000 acres; 15,000 cattle, 50M liters of milk



Lassen Land

Vertically integrated nut crop operations

- Sectors: Almonds
- Geography: US (California)
- Feature: 4,000 acres



Sweet Tree

World's largest maple syrup producer

- Sectors: Maple Syrup
- Geography: US (Vermont)
- Feature: 18,000 acres; 0.5M taps



Eastern Australia Agriculture

Institutional-grade agriculture enterprise

- Sectors: Cotton/Grains
- Geography: Australia (QLD)
- Feature: 93,000 acres; 50,000 bales p.a.



Warmerdam Fruit

Vertically integrated tree fruit producer

- Sectors : Cherries / Plums / Kiwis
- Geography : US (Californie)
- Feature : 1,700 acres, 40M lbs of packed fruits



Orchard Fruit

Vertically integrated tree fruit producer

- Sectors : Apples / Cherries / Pears
- Geography : Spain (Aragon)
- Feature : 500 acres

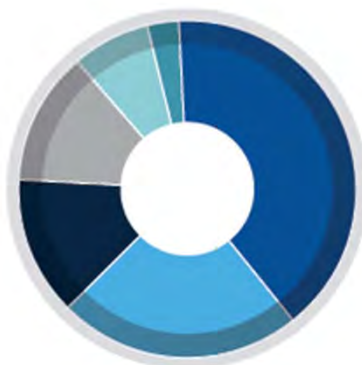
**33 Acquisitions : 8 Platform
Investments, 25 Follow-on
Acquisitions**

Fiera Real Estate CORE Fund

CORE Fund Salient Facts (as at December 31, 2021)

Property Type

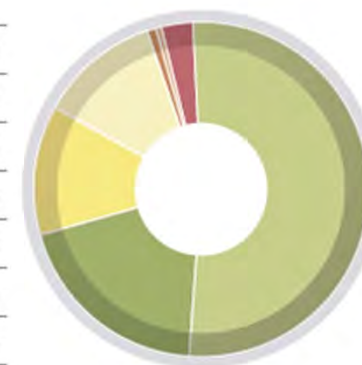
Industrial	40.0%
Office	23.6%
Multi-Residential	13.2%
Retail	12.8%
Development & Value-Add	7.5%
Cash & Other Assets*	2.9%



**Other assets* refer to short-term assets

Property Location

Ontario	52.1%
British Columbia	19.4%
Quebec	12.6%
Alberta	11.5%
Nova Scotia	0.9%
Manitoba	0.6%
Cash & Other Assets*	2.9%



**Other assets* refer to short-term assets

KEY STATISTICS	Q4 2021
Gross Assets Under Management (CORE Fund)	\$4,031 M
Largest Asset (proportionate share)	548,785 sf
Largest Tenant (% of base rent in last quarter):	5.8%
Capital Structure (Loan to Value):	28.7%
Average Lease Term Remaining (excludes Multi-Res)	7.0 years
Leasable Area (prop. share; excludes Multi-Res)	12,418,600 sf
Occupancy Rate	95.1%
Property Count	120

Main Scenario | Reflation

Probability 50%

Our base case scenario calls for the global economy to grow at an above-trend pace through 2022, without the fear of an aggressive and destabilizing monetary policy tightening event. The global economic recovery lingers on, even in the wake of sporadic virus outbreaks. While COVID dynamics weigh on activity in the near-term, the recovery ultimately resumes as the latest virus wave subsides, activity continues to normalize, and pent-up savings are unleashed. Meanwhile, both cyclical and secular forces keep inflation elevated, which prompts central banks to dial back on their emergency-era support. However, despite inflation pressures proving more persistent than initially thought, inflation expectations remain generally well-anchored, which allows policymakers to proceed cautiously and pragmatically in normalizing monetary policy. Central bank asset purchases are scaled down through 2022, and both the Federal Reserve and Bank of Canada begin the gradual rate normalization process given that their respective economies will be operating at or near full potential and output gaps will soon be closed. By contrast, central banks in Europe, Japan, and China decouple from this policy trajectory and maintain an extremely stimulative monetary policy stance over the coming year. Still, the North American policy transition from extremely stimulative towards a neutral stance occurs progressively over several years, extending the longevity and visibility of the economic cycle.

Scenario 2 | Stagflation

Probability 40%

A growing risk to our base case scenario is that the world economy turns stagflationary in nature, a toxic combination of slowing global growth and accelerating prices. The “Stagflation” scenario assumes that inflationary pressures prove much stickier than previously assumed and de-anchors inflation expectations, with global economic prospects subsiding amid the fallout as a more aggressive tightening trajectory to combat runaway prices ends the cycle prematurely. Specifically, the near-term spike in pricing pressures proves more enduring than expected, and lasts long enough to become embedded in inflation expectations and ultimately triggers a wage-price spiral. Supply-chain dislocations take longer to correct, while shortages and subdued participation in the labour force become more long-lasting given lingering health-related fears of returning to work, the structural shift in demographics (ageing populations), or skills mismatches in the post-pandemic reality. The subsequent rise in input costs and the rapid buildup in wages cuts into the profitability of corporations and consumers struggle to maintain their purchasing power. In response, policymakers abandon their perceived tolerance for higher inflation and act aggressively to stem the inflationary spiral. This assertive and hawkish-leaning policy adjustment sparks a deceleration in global growth to below-potential levels. The stagnation in global growth occurs concurrently with an acceleration in inflation and tighter monetary policy, creating a tumultuous financial market landscape whereby both equities and bonds experience declines amid a marked deterioration in the macroeconomic landscape.

Scenario 3 | Recession

Probability 10%

Another wildcard continues to be the emergence of highly-transmissible COVID-19 variants that risk derailing the global economic recovery. In this scenario, the pandemic proves more severe and persistent than anticipated given the predominance of variants in future contagion. The risk is that more variants emerge given that a substantial part of the world population remains unvaccinated and amid uncertainty about the effectiveness of existing vaccines in fighting these new variants. At the same time, vaccine hesitancy in some parts of the world creates a hurdle to reaching herd immunity and fully eradicating COVID-19. As it takes longer to gain control over the propagation of the virus, confinement and mitigation efforts from governments are reinstated and social distancing behaviours linger on, while health fears prompt some reluctance from consumers and businesses to re-engage fully - which ultimately delays the return to normal and fuels a steep contraction in growth.

Compliance Statement



The undersigned confirms that, throughout the 3-month period ending December 31st, 2021:

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 13th, 2022

A handwritten signature in blue ink, reading "Thomas Di Stefano".

Thomas Di Stefano, CFA
Head of Compliance – Canada

Prepared in accordance with Fiera Capital Corporation's Compliance Breach Management Framework for Client Investment Guidelines.



Appendix – Stabilization Fund

Portfolio Summary

Stabilization Fund

	Dec. 31 2020	June 30 2021	Sept. 30 2021	Dec. 31 2021	Benchmark
Cash & Short-Term	100.0%	100.0%	100.0%	100.0%	100% (0-100)
Market Value	\$13,950,136	\$22,635,274	\$17,496,094	\$18,020,605	

\$8,655,736 Deposit on February 26, 2021

\$5,152,217 Withdrawal on July 30, 2021

Annualized Performance – Stabilization Fund

December 31, 2021

	Q4-2021	Value Added	1 year	Value Added	2 years	Value Added	Since* Inception	Value Added
Total Portfolio	0.07	0.02	0.29	0.12	0.59	0.07	0.94	0.14
FTSE CAN Treasury Bills (91 days)	0.05		0.17		0.52		0.80	

* Inception Date: April 26, 2019

Compliance Statement



The undersigned confirms that, throughout the 3-month period ending December 31st, 2021:

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 13th, 2022

A handwritten signature in blue ink, reading "Thomas Di Stefano".

Thomas Di Stefano, CFA
Head of Compliance – Canada

Prepared in accordance with Fiera Capital Corporation's Compliance Breach Management Framework for Client Investment Guidelines.

NORTH AMERICA		ASIA	
Montreal	Fiera Capital Corporation 1981 McGill College Avenue Suite 1500 Montreal, Quebec H3A 3M8 T 1 800 361-3499	Boston	Fiera Capital Inc. 1 Lewis Wharf 3rd Floor Boston, Massachusetts 02110 T 857 264-4900
Toronto	Fiera Capital Corporation 200 Bay Street Suite 3800, South Tower Toronto, Ontario M5J 2J1 T 1 800 994-9002	Dayton	Fiera Capital Inc. 10050 Innovation Drive Suite 120 Dayton, Ohio 45342 T 937 847-9100
Calgary	Fiera Capital Corporation 607 8th Avenue SW Suite 300 Calgary, Alberta T2P 0A7 T 403 699-9000	Hong Kong	Clearwater Capital Partners Suite 3205 No. 9 Queen's Road Central Hong Kong T 852-3713-4800
New York	Fiera Capital Inc. 375 Park Avenue 8th Floor New York, New York 10152 T 212 300-1600	Singapore	Clearwater Capital Partners 6 Temasek Boulevard #38-03 Suntec Tower 4 Singapore 038986

BOARD OF GOVERNORS
March 29, 2022

AGENDA ITEM: Financial Statements (unaudited) for the period ending January 31, 2022

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The third quarter unaudited financial statements for the nine (9) months ending January 31, 2022 indicate that Ryerson University (the "University") remains on track and within approved budget plans.

BACKGROUND:

The Balance sheet summarizes the assets and liabilities as of the period ended January 31, 2022. Best estimate projections to the end of the fiscal year April 30, 2022, have been provided where practical. Also, comparisons to the actual results for the previous year end April 30, 2021 are included. As some figures in the financial statements are dependent on actuarial assumptions and market conditions, estimates are not practical and normally adjusted at year end.

The Statement of Operations summarizes the major revenues and expenditures with actuals for the nine (9) months ending January 31, 2022. The 2021-22 annual budget is prorated to this third quarter budget to compare the actuals to January 31, 2022. Best estimate projections to the end of the fiscal year April 30, 2022 have been provided based on the actual results to date, trends and expected changes.

The Statement of Operations includes all consolidated financial activities of the University beyond just the operating budget. The University uses fund accounting in its financial and budgetary accounting system to manage all activities within segregated funds (as summarized on the annual approved consolidated budget schedule) which include operating; student funded; ancillary; trust and endowment; research; and other restricted grants.

These segregated funds are regularly monitored by the departments, researchers and divisions responsible for their use, as well as centrally within Financial Services through online access, reporting and monitoring. Oversight of segregated funds exists to ensure that they are used for the purposes intended, not used to fund operating activities, and to ensure that variances to

budget within these segregated funds are proactively monitored and corrective action is taken as needed.

HIGHLIGHTS:

Balance Sheet:

- Cash and investments at \$890M continue to remain in a solid position. This does include the unspent debenture proceeds of \$250M. The restricted cash investments include the endowment fund, restricted government funded grants and funds held for various trust and capital projects. Cash and non-endowed investment balances are reviewed on an ongoing basis to ensure that adequate restricted cash is available for the intended future restricted use. Various analyses are prepared and reviewed quarterly that attributes components of investments available for future spending of deferred revenue contributions. The total cash uses and sources of cash are detailed in the Statement of Cash flows.
- Accounts receivable and related deferred revenues have changed but are consistent with prior years trends and reflect the normal student fee cycle. Fees that have been assessed but are not yet due nor earned are reflected in these respective balances.
- Deferred revenue contributions include other large federal grants such as Future Skills Centre and Magnet's Student Work Placement Program ("SWPP"). The balance decreased since year end by \$137M primarily due to the return of \$112M of unspent cash funds in October 2021 relating to the SWPP-2020 program.
- Employee future benefits (pension and other) are updated annually at the fiscal year end as they are dependent on actuarial assumptions and related market conditions that will exist at the fiscal year end. As noted in the October 31, 2021 report, the actuaries committed to providing a mid-year update for the pension fund. The results indicated an increase in the net asset position since year end which was reflective of the increase in market value of the assets at that time. Given the continued volatility and materiality of this balance, the balances will only be updated at the fiscal year end.
- Net assets are directly impacted by the updated operating results, changes in projected use of the internally restricted net assets and market driven volatility on various liabilities such as interest rate swaps, and employee future benefits (at year end). Refer to details in the Statement of Net Assets.
- All other assets and liabilities are trending as expected for this time of year.

Statement of Operations:

- Revenues and expenses are projected to be in accordance with the approved budget.
- Government grants for general operations are being funded as planned.
- Restricted government grants and contract projections includes Magnet SWPP-2021 flow through of \$46M and funding for the Future Skills Centre which are reflecting a large level of activity in grant revenues. The expenditures for payments made to other institutions and sub-grantees are reflected as a separate expenditure category.
- Domestic and international undergraduate tuition revenues are expected to be on target and trending towards a moderate increase over planned budget due to increased enrolment activity.
- Ancillary Service revenues reflect an increase with on campus activity starting this fall, primarily from residence and food services operations. Due to the lifting of COVID-19

restrictions, the residence operations increased room utilization beginning with the winter term. Overall, the ancillary net losses that were projected in the approved budget at \$9.4M are expected to improve and estimated, at this time, to be closer to \$3.1M.

- Salaries and benefits increased compared to the prior year but remain within budget plans including staff and faculty growth and related wages and benefit increases. Additional expenses include the RFA collective agreement settlement with a one-time retroactive payment to July 1, 2021 as well as the faculty one-time early exit program. This category also includes new spending from federal government grants (e.g. SWPP-2021).
- Materials and supplies are projected to increase over prior levels and compared to the budget due to those related to the SWPP-2021 new grant activities; facility renovation and maintenance projects, additional costs related to COVID-19 cleaning, supplies and academic programming cost as units are planning for gradual increases with on campus activities.
- At this time, departmental COVID-19 costs incurred are approximately \$3.3M which includes system software, PPE and equipment. A reserve fund exists for COVID-19 losses and costs that had been set aside through internally restricted funds; funds that would normally have been available for other discretionary and strategic priorities
- Bursaries and scholarships consistent with the operating budget plan.
- Interest rate swap liability decreased since year end due to changes in the yield curve used to value the swaps which has resulted in an unrealized gain of \$6.4M. There is no change projection for the fiscal year end as market conditions that will exist at year end are not estimated.
- Sub grants to partner institutions are projected to increase by \$30M reflecting additional flow through grant related to SWPP-2021.

Excess of expenses incurred over revenues earned

- Overall, expenses incurred are currently outpacing revenues earned as of January 31, 2022. An acceleration of spending since October 31, 2021 is due in part to the preparation of the increase in on-campus activity. Also, some department expenses are higher as they are drawing on unspent approved budgets from previous years to manage one-time costs (e.g. facility renovation and maintenance projects). In addition, there are a number of global expenses (i.e. RFA early exit plan and the retroactive settlement, COVID-19 costs) that have been spent this fiscal but utilizing previous year approved budgets set aside for these purposes.
- All expenses are within the current year or previous budgets. Expenses incurred in the current year covered by a prior year budget are reflected in the operating results with a corresponding transfer from the internally restricted funds held in net assets. As of January 31, 2021, this amount is \$7M (refer to details in the Statement of Net Assets).

ATTACHED: Financial Statements (unaudited) for the period ending January 31, 2022.

PREPARED BY:

Name: Ravi Haldavnekar, Controller & Director of Financial Accounting & Reporting
Nadia Ferrari, Director, Budget Administration and Advisory Services
Liana Quach, Manager Accounting and Reporting

Date: February 9, 2022

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: February 10, 2022



Financial Statements

January 31, 2022

(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	Period Ended January 31, 2022 Actual - Unaudited \$	Year Ended April 30, 2021 Actual - Audited \$	Year Ended April 30, 2022 Projected \$	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	212,240	130,530	111,467	Cash & Investments together at Q3 (\$890M) continue to reflect increase in cash from debenture proceeds of \$250M and unused funds for restricted purposes, some of which are a flow through. Year-end projections reflects impact of spending related to prior years deferred projects and activities due to campus re-opening.
Accounts receivable	50,432	35,237	39,000	Reflects seasonal pattern, student fees receivables are usually highest at 2nd quarter and decrease progressively as fees are received. Year-end projection is consistent with prior year trends.
Prepaid expenses	7,347	15,609	15,500	Reflects expenses paid but not yet incurred. Trend consistent with prior years.
Inventories	2,352	1,285	1,200	Increase indicative of preparation for reopening of campus and increase in food services, residence, book store activities
Current portion of long-term note receivable	349	334	83	Student Campus Centre & RFI
Total current assets	272,720	182,995	167,251	
Investments (endowment, restricted & other purposes)	678,056	554,179	687,929	This includes long term cash including endowment, restricted funds, capital projects and funds held with an intent of long term purpose. Year end projections include unspent restricted funds (grants & donations)
Employee future benefits - pension	84,551	84,551	84,551	No change from last year-end, is updated annually based on information provided by actuaries.
Long-term note receivable	3,675	3,940	3,591	Student Campus Centre & RFI
Capital assets, net	1,241,563	1,251,051	1,238,402	Capital Plan - reduced major capital activity compared to prior years, expected to commence next year.
Total Assets	2,280,565	2,076,716	2,181,724	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	82,044	92,465	80,000	Reflects increase in payroll accrual of \$2.7M. Also contains fees collected on behalf of student groups as we return to pre-covid level.
Deferred revenue	132,952	27,098	22,000	Reflects seasonal pattern related to student fees - highest unearned fees in 2nd quarter that gradually decrease in 3rd quarter as fees are earned. Amounts also reflect timing of government grants.
Current portion of long-term debt	8,887	8,550	9,041	Current portion of BMO & TD loans.
Current portion of fair value of interest rate swap	4,745	6,142	4,745	Current portion of Long term SWAP - see comments below.
Total current liabilities	228,628	134,255	115,786	
Employee future benefits - other	32,958	32,958	32,958	No change from last year-end, is updated annually based on information provided by actuaries.
Long-term debt	505,931	262,605	503,717	Balance of BMO / TD loans and debentures issued - including \$250M issued on May 4, 2021.
Fair value of interest rate SWAP	17,129	22,099	17,129	Fair value affected by a changes in yield curve used to value swaps. Current value indicative of flattening of the yield curve as compared to year end resulting in a decreased value.
Deferred revenue contributions	177,492	314,304	182,492	Externally restricted research grants and donations received in advance of expenditures incurred. Increased during the quarter relates new Magnet-SWPP2021 grant. Year-end projections reflects activity during the period including return of unused Magnet -SWPP 2020 funds of \$112M.
Deferred capital contributions	286,195	271,580	291,068	Externally restricted grants and donations for capital purposes, amortized over the life of the assets.
Total Liabilities	1,248,333	1,037,801	1,143,150	
Net assets				
Endowments	141,277	140,867	141,324	Donations during the year, change in FMV of funds held with Fiera Capital in long term investments referenced above.
Other	890,954	898,048	894,249	See statement of Net Assets attached
Total net assets	1,032,231	1,038,915	1,035,573	
Total net assets	1,032,231	1,038,915	1,035,573	
Total Liabilities and Net assets	2,280,565	2,076,716	2,178,724	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS
[amounts in thousands]

	Period Ended January 31, 2022 Prorated Budget	Period Ended January 31, 2022 Actual - Unaudited	Variance Fav (Unf) Actual vs Budget	Year Ended April 30, 2022 Projected	Year Ended April 30, 2021 Actual - Audited	Comments
	\$	\$	\$	\$	\$	
REVENUE						
Government grants for general operations	194,167	195,541	1,374	260,721	260,361	Consistent with budget and cash flow as expected from MCU.
Government grants and contracts for restricted purposes	111,624	164,492	52,868	239,776	191,126	Restricted grants are recognized as income as expense is incurred, these include large federal grants for Future Skills and Magnet- SWPP. The associated expenses are reported under sub-grants to partner institutions and salaries/material supplies. The Magnet -SWPP 2020 grant was extended, as a result \$40M related to that year was spent and recognized in the current year. Additionally \$12M spent/recognized related to new grant awarded in 2021 of \$46M (SWPP 2021). Year end projection includes balance of \$34M to be spent & recognized.
Student Fees	303,684	310,659	6,975	414,212	408,117	Favourable variance to budget due to higher enrolment over budget. Includes increase in ancillary fees assessed which were temporarily held in prior year due to COVID. Year projections include the anticipated \$8M favourable variance related tuition fees
Sales and services	11,983	14,533	2,550	19,377	11,339	Year over year results reflect an increase in ancillary activities, primarily for residence and food services. Due to lifting of COVID restrictions, Residence has increased room utilization beginning in Winter term.
Donations recognized	8,274	9,823	1,549	13,097	14,496	Recognition of restricted donation revenues earned to match expenses incurred.
Amortization of deferred capital contributions	9,542	9,367	(175)	12,489	13,567	Amortization of contributions for capital projects over life of assets.
Investment, and Other Income	11,100	12,965	1,865	15,654	13,511	Favourable variance to budget from realized gain in RFT's investment holdings of \$1.6M and other revenue.
	650,375	717,380	67,006	975,328	912,517	
EXPENSES						
Salaries and benefits	425,099	432,821	(7,722)	577,095	545,101	Actuals represents staff and faculty growth and related wages/benefits increases, RFA early exit program, RFA retroactive payment based on 2021 ratified collective agreement and spending related to Magnet SWPP. Year end projections includes wage spending related to SWPP of \$4M which were not anticipated in development of the approved budget.
Materials, supplies, repairs and maintenance	109,885	118,331	(8,446)	152,775	152,945	Trending above budget due to spending related Magnet SWPP (as noted above not included in approved budget), increase in facility renovation/maintenance projects, COVID costs related to cleaning costs/supplies and other COVID cost related to academic programming.
Bursaries and scholarships	43,493	44,576	(1,083)	59,435	53,671	Consistent with plan, projected to be slightly under budget which included provision for COVID related bursaries/scholarships.
Interest	14,938	15,381	(443)	20,508	13,063	Includes interest on TD / BMO loans & for \$130M series A and \$250M series B debentures.
Sub-grants to partner institutions	28,783	82,011	(53,228)	122,476	95,802	Category reflects flow through grant activity to partner institutions or other entities. Actuals include expenses of \$49M related to Magnet SWPP 2020 and 2021. Year end projection includes remaining spend related to Magnet SWPP 2021 (as noted above not included in approved budget).
Amortization of capital assets	35,261	37,656	(2,395)	50,208	51,471	Amortization of Capital Assets over the life of the assets.
	657,459	730,776	(73,317)	982,496	912,053	
Revenue less expenses, before unrealized gain on Interest rate swaps	(7,085)	(13,396)	(6,311)	(7,168)	464	Expense higher than revenue due to an increase in spending that is covered by current year budgets and carry forward budgets.
Unrealized gain on interest rate swaps		6,369	6,369	6,369	12,513	TD & BMO SWAP's unrealized gain based on change in long-term interest rates. Q3 actuals are projected to year end as future market conditions are not estimated.
Excess of revenue over expenses (expenses over revenues)	(7,085)	(7,027)	58	(799)	12,977	

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
For the Period Ended January 31, 2022
(with comparative figures at April 30, 2021)

	Unrestricted	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Period Ended January 31, 2022 Actual - Unaudited	Year Ended April 30, 2021 Actual - Audited
	\$	\$	\$	\$	\$	\$	\$	\$
Net Assets, beginning of period	(260,961)	715,266	51,593	392,150	898,048	140,867	1,038,915	946,644
Revenue less expenses	(7,027)	-	-		(7,027)		(7,027)	12,977
Capitalization of investment income in endowments	-				-	-	-	3,179
Internally Restricted endowments	(67)				(67)	67	-	-
Endowment contributions					-	343	343	1,173
Allocation of carry forwards	7,000			(7,000)				
Employee Future Benefits Income (expense)	-		-					
Investment in Capital Assets	7,969	(7,969)						
Net Assets, end of period	(253,085)	707,296	51,593	385,150	890,954	141,277	1,032,231	1,038,915

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended January 31, 2022 Actual - Unaudited	Year Ended April 30, 2021 Actual - audited	Year Ended April 30, 2022 Projected	Comments
	\$	\$	\$	
OPERATING ACTIVITIES				
Revenue less expenses	(7,027)	12,977	(799)	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	37,655	51,471	50,208	See Statement of Operations
Amortization of deferred capital contributions	(9,367)	(13,567)	(12,489)	See Statement of Operations
Change in fair value of interest rate swap	(6,369)	(12,513)	(6,369)	Reflects change in forecasted long term interest rates used to value swaps
Unrealized loss (gain) on investments	(16,330)	(12,904)	(16,330)	Reflects change in market values of invested endowed funds, non-cash operating activity
Employee future benefits contributions	-	3,409	-	
Net change in deferred revenue contributions	(136,812)	199,171	(131,812)	Reflects timing variations of externally restricted grants and donations received versus spent. Projected decrease at year-end based on expected spending of funds and repayment of Magnet contract funds of \$112M in October, 2021.
Net change in non-cash working capital balances	87,439	19,605	(4,396)	
Cash provided by operating activities	(50,811)	247,649	(121,988)	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	247	315	349	
Acquisition of capital assets	(28,169)	(40,511)	(37,559)	As per capital project plan
Decrease (Increase) in investments	(107,547)	(211,238)	(133,750)	Variations in the timing of expenditures in restricted funds (e.g. Capital Plan and other) compared to the timing of funding sources
Cash used in investing activities	(135,469)	(251,434)	(170,960)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	23,983	15,672	31,977	Funds received for capital project purposes
Endowment contributions	343	1,173	457	
Capitalization of investment income (loss) in endowments	-	3,179	-	
Increase in Debt Financing	250,000	1,977	250,000	Increase due to debenture issued on May 4, 2021.
Repayment of long-term debt principal	(6,336)	(7,818)	(8,550)	Loan debt repayments as expected
Cash used in financing activities	267,990	14,183	273,885	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	81,710	10,398	(19,063)	
Cash & cash equivalents & short term beginning of year	130,530	120,132	130,530	
Cash & cash equivalents & short term end of year	212,240	130,530	111,467	

DRAFT RESOLUTION

RE: Financial Statements (unaudited) for the period ending January 31, 2022

BE IT AND IT IS HEREBY RESOLVED:

THAT the Financial Statements (unaudited) for the period ending January 31, 2022 be approved as presented.

March 29, 2022

BOARD OF GOVERNORS

March 25, 2022

AGENDA ITEM: Review of Revenue and Expenditures for proposed Master of Project Management and Master of Applied Science in Project Management in the Built Environment

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with Ryerson University's (the "University") mission, builds on existing academic strengths, and responds to student demand and societal need.

The proposed program has been approved internally by Senate and will be reviewed by the Ontario Universities Council on Quality Assurance (the "Quality Council"). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available. Plans for the launch of this program entail the reallocation of existing resources within the Faculty of Engineering and Architectural Science and Yeates School of Graduate Studies.

BACKGROUND:

The Master of Project Management and Master of Applied Science in Project Management in the Built Environment are a 12-month, course-based graduate program and a 20-month, research-based program, respectively, both of which would be offered by the Faculty of Engineering and Architectural Science (FEAS). These programs would be hosted by the

Department of Architectural Science, with support from the Department of Civil Engineering through graduate research supervision and access to relevant existing courses, and the Ted Rogers School of Management through access to existing courses.

The proposed programs provide an advantage over general project management programs, which are often focused on IT and other domains. Unique in Canada, they will serve as a valuable option for students completing undergraduate programs in Architecture or Civil Engineering, as well as for mid-career professionals in the construction industry or for engineers looking for project management training.

PREPARED BY:

Name: Glenn Craney, Deputy Provost, International and University Planning

Date: March 21, 2022

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice President, Academic

Date: March 21, 2022

Ryerson University

New Program Approval Summary for Board of Governors

Name of Program: Project Management in the Built Environment		Degree: MPM and MASc		
Proposed starting date: September 2022		Proposed Tuition Fee (2021-22): \$9,220		
Brief program description:				
<ul style="list-style-type: none">• The MPM Project Management in the Built Environment is a 12-month, course-based graduate program and the MASc in Project Management is a 20-month, research-based program, both of which will be offered by the Faculty of Engineering and Architectural Science (FEAS).• These programs will be hosted by the Department of Architectural Science, with support from the Department of Civil Engineering through graduate research supervision and access to relevant existing courses, and the Ted Rogers School of Management through access to existing courses.• The programs will train students in areas including construction management, infrastructure management, design management, and building operations. They will teach students to apply management principles to the unique characteristics of the architecture, engineering, construction and operations (AECO) industry.• Planned initial intake is 18-20 FTE students, with a steady state enrolment of 21.7 FTEs and the potential for a small number of additional international students. Both part-time and full-time options would be available.				
Evidence of societal need and student demand:				
<ul style="list-style-type: none">• Population projections indicate significant growth in the GTA in the coming years, with large volumes of new building construction required to meet increased demand. With an ageing construction workforce projected to experience a significant number of retirements over the coming decade, the programs will serve the need for project management professionals who are specifically focused on the built environment.• The proposed programs provide an advantage over general project management programs, which are often focused on IT and other domains. Unique in Canada, they will serve as a valuable option for students completing undergraduate programs in Architecture or Civil Engineering, as well as for mid-career professionals in the construction industry or for engineers looking for project management training.• The programs will advance graduates’ ability to apply new digital technologies and related methods in the development of a sustainable built environment.				
Fit with Ryerson mission, Strategic Mandate Agreement and resources:				
<ul style="list-style-type: none">• The programs are a natural extension of the current graduate programs offered in Architecture and in Building Science. Further, they are consistent with the areas of focus and growth identified in Ryerson’s Strategic Mandate Agreement with the Government, which include Management and Competitiveness.• Existing graduate enrolment spaces within the Faculty of Engineering and Architectural Science will be redistributed to accommodate the proposed programs. Consequently, teaching, operational and administrative support needs will be met using existing resources within FEAS. These resources will be shared between the MPM and MASc programs, with no new funding allocations required. Similarly, the enrolment can be accommodated within existing space and lab facilities.				
Program Costing				
Summary of enrolment, revenue and expenditures at steady-state (details on next page)				
	Year 0	Year 1	Year 2	Steady State
Enrolment (Annualized FTE)		12.7	21.7	21.7
Total Revenue*		\$275,250	\$278,683	\$278,683
Direct Costs including OTO		\$264,250	\$267,683	\$267,683
Total Expenditures		\$275,250	\$278,683	\$278,683

Annual funds to be allocated for institutional costs including student support/(deficit)	--	--	--
<i>*Reflects revenue available through redistribution of existing resources in Faculty of Engineering and Architectural Science and Yeates School of Graduate Studies. Projections are based on the assumption that the Ministry of Colleges and Universities will not be providing additional funded graduate spaces.</i>			

Table 1: Estimated Enrolment, Revenue and Expenditures – MPM and MASc in Project Management in the Built Environment

	Year A	Year B	Year C	Year D
a) Enrolment				
Annualized FTE	12.7	21.7	21.7	21.7
Weighted Grant Units (WGUs)	76.0	130.0	130.0	130.0
b) Revenue				
Tuition fees	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -
Redistributed from existing programs	\$ 275,250	\$ 278,683	\$ 278,683	\$ 278,683
TOTAL Revenue	\$ 275,250	\$ 278,683	\$ 278,683	\$ 278,683
c) Expenditures				
Instructional and research related expenses including student support	\$ 157,933	\$ 171,533	\$ 171,533	\$ 171,533
Administration and co-ordination support salaries	\$ 45,000	\$ 55,000	\$ 55,000	\$ 55,000
Non-salary operating	\$ 6,667	\$ 10,000	\$ 10,000	\$ 10,000
Benefits and pensions related to direct salaries	\$ 29,050	\$ 31,150	\$ 31,150	\$ 31,150
<i>Subtotal Direct Costs</i>	<i>\$ 238,650</i>	<i>\$ 267,683</i>	<i>\$ 267,683</i>	<i>\$ 267,683</i>
Ongoing library costs	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
New buildings financing (10% of net incremental revenue)	\$ -	\$ -	\$ -	\$ -
New buildings operating (10% of net incremental revenue)	\$ -	\$ -	\$ -	\$ -
<i>Subtotal Indirect Costs</i>	<i>\$ 11,000</i>	<i>\$ 11,000</i>	<i>\$ 11,000</i>	<i>\$ 11,000</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 249,650</i>	<i>\$ 278,683</i>	<i>\$ 278,683</i>	<i>\$ 278,683</i>
One-time costs/investments	\$ 25,600	\$ -	\$ -	\$ -
TOTAL Expenditures	\$ 275,250	\$ 278,683	\$ 278,683	\$ 278,683
Balance: Annual funds to be allocated for institutional costs / (deficit)	\$ -	\$ -	\$ -	\$ -

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for proposed Master of Project Management and Master of Applied Science in Project Management in the Built Environment

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and the planned revenue and expenditures as presented, the Board of Governors approves the proposed Master of Project Management and Master of Applied Science in Project Management in the Built Environment as financially viable and may be offered at the discretion of the Provost and Vice President Academic.

March 29, 2022

BOARD OF GOVERNORS

March 25, 2022

AGENDA ITEM: Review of Revenue and Expenditures for proposed Master of Science in Occupational and Public Health

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with Ryerson University's (the "University") mission, builds on existing academic strengths, and responds to student demand and societal need.

The proposed program has been approved internally by Senate and will be reviewed by the Ontario Universities Council on Quality Assurance (the "Quality Council"). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available. Plans for the launch of this program entail the reallocation of existing resources within the Faculty of Community Services and Yeates School of Graduate Studies.

BACKGROUND:

The Master of Science in Occupational and Public Health is an interdisciplinary, research-focused 20-24 month graduate program proposed by the Faculty of Community Services. There is increased demand for graduate-level education in the occupational and public health sectors as graduate degrees have become a necessity in the field. The proposed program is unique in Canada in offering an applied and research-focused graduate degree that combines occupational health and safety and public health.

The applied knowledge and specific research expertise of interdisciplinary faculty will allow students to gain advanced research training, develop a valuable blend of hands-on, career-related preparation.



PREPARED BY:

Name: Glenn Craney, Deputy Provost, International and University Planning

Date: March 16, 2022

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice-President, Academic

Date: March 17, 2022

Ryerson University

New Program Approval Summary for Board of Governors

Name of Program: Occupational and Public Health	Degree: Master of Science (MSc)
Proposed starting date: September 2022	Proposed Tuition Fee (2021-22): \$9,220
Brief program description: <ul style="list-style-type: none"> The MSc in Occupational and Public Health is an interdisciplinary, research-focused 20-24 month graduate program proposed by the Faculty of Community Services. The program will train graduate students on essential research methods and their application to address occupational and public health needs, such as the effects of an aging population, environmental changes, infectious diseases, workplace injuries and accidents, and occupationally-related diseases. The applied knowledge and specific research expertise of interdisciplinary faculty will allow students to gain advanced research training, and develop a valuable blend of hands-on, career-related preparation. Planned initial intake is 24 students (18 full-time, 6 part-time), with a steady-state enrolment of 41.6 FTE. 	
Evidence of societal need and student demand: <ul style="list-style-type: none"> There is increased demand for graduate-level education in the occupational and public health sectors as graduate degrees have become a necessity in the field. The proposed program is unique in Canada in offering a graduate degree that combines the fields of occupational health and safety and public health. The COVID-19 pandemic and the ageing Canadian population have placed new emphasis on both occupational health and public health. Enhanced research and qualified professionals are needed to inform evidence-based programs, policies, practices, and our understanding of the impacts of technology, climate, globalization, and other societal trends and drivers on present and future health and safety outcomes. A 2019 survey of undergraduate students in the School of Occupational and Public Health found that 78% of respondents were planning or considering pursuing a master's program. Approximately 75% of students indicated it was important or necessary to complete their graduate studies in the Toronto area, and 97% of respondents planning applications indicated they would be very or somewhat interested in applying to a master's program in the School of Occupational and Public Health at Ryerson. The program would also be unique in the GTA in providing a research thesis-based experience for students. Existing MPH programs in Canada offer minimal applied research opportunities and most require students to choose between public health and occupational health. 	
Fit with Ryerson mission, Strategic Mandate Agreement and resources: <ul style="list-style-type: none"> The program is consistent with the areas of focus and growth identified in Ryerson's Strategic Mandate Agreement with the Government, which include Health and Technology. The proposed program will be complementary to existing graduate programs in the Faculty of Community Services but is distinct in that it will focus on quantitative research methods, study design, and statistical analysis as applied to broad occupational and public health issues. Faculty within the School of Occupational and Public Health have partnerships, networks, and professional relationships with private and public organizations throughout the GTA and beyond that would allow graduate students in this program the potential to undertake hands-on, experiential learning opportunities. Space requirements will be met within existing facilities at the Daphne Cockwell Health Sciences Complex, where students will benefit from excellent lab facilities. The program enrolment will be accommodated through a redistribution of existing masters student spaces, and as a result, there are no incremental expenses to the university. Teaching, space and other operational costs will be supported through existing resources in the Faculty of Community Services, and scholarships through a redistribution within the Yeates School of Graduate Studies. 	
Program Costing	

Summary of enrolment, revenue and expenditures at steady-state (details on next page)

	Year 0	Year 1	Year 2	Steady State
Enrolment (Annualized FTE)		13.2	32.0	41.6
Total Revenue*		\$320,116	\$369,949	\$369,949
Direct Costs including OTO		\$315,116	\$364,949	\$364,949
Total Expenditures		\$320,116	\$369,949	\$369,949
Annual funds to be allocated for institutional costs including student support/(deficit)		--	--	--

**Reflects revenue available through redistribution of existing resources in Faculty of Community Services and Yeates School of Graduate Studies. Projections are based on the assumption that the Ministry of Colleges and Universities will not be providing additional funded graduate spaces.*

Table 1: Estimated Enrolment, Revenue and Expenditures – MSc in Occupational and Public Health

	Year A 2022/23	Year B 2023/24	Year C 2024/25	Year D 2025/26
a) Enrolment				
Annualized FTE	13.2	32.0	39.8	41.6
Weighted Grant Units (WGUs)	55.4	134.4	167.2	174.7
b) Revenue				
Tuition fees	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -
Redistributed from existing programs	\$ 320,116	\$ 369,949	\$ 369,949	\$ 369,949
TOTAL Revenue	\$ 320,116	\$ 369,949	\$ 369,949	\$ 369,949
c) Expenditures				
Instructional and research related expenses including student support	\$ 201,200	\$ 259,000	\$ 259,000	\$ 259,000
Administration and co-ordination support salaries	\$ 45,000	\$ 55,000	\$ 55,000	\$ 55,000
Non-salary operating	\$ 6,667	\$ 10,000	\$ 10,000	\$ 10,000
Benefits and pensions related to direct salaries	\$ 38,850	\$ 40,950	\$ 40,950	\$ 40,950
<i>Subtotal Direct Costs</i>	<i>\$ 291,716</i>	<i>\$ 364,949</i>	<i>\$ 364,949</i>	<i>\$ 364,949</i>
Ongoing library costs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
New buildings financing (10% of net incremental revenue)	\$ -	\$ -	\$ -	\$ -
New buildings operating (10% of net incremental revenue)	\$ -	\$ -	\$ -	\$ -
<i>Subtotal Indirect Costs</i>	<i>\$ 5,000</i>	<i>\$ 5,000</i>	<i>\$ 5,000</i>	<i>\$ 5,000</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 296,716</i>	<i>\$ 369,949</i>	<i>\$ 369,949</i>	<i>\$ 369,949</i>
One-time costs/investments	\$ 23,400	\$ -	\$ -	\$ -
TOTAL Expenditures	\$ 320,116	\$ 369,949	\$ 369,949	\$ 369,949
Balance: Annual funds to be allocated for institutional costs / (deficit)	\$ -	\$ -	\$ -	\$ -

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for proposed Master in Occupational and Public Health

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and the planned revenue and expenditures as presented, the Board of Governors approves the proposed Master of Science in Occupational and Public Health as financially viable and may be offered at the discretion of the Provost and Vice President Academic.

March 29, 2022



BOARD OF GOVERNORS MEETING

March 29, 2022

AGENDA ITEM: Scholarly, Research and Creative (“SRC”) Activities at Ryerson University: Scaling SRC Through Partnership and Collaboration

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 University’s previous year scholarly, research and creative 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, Executive Director

Date: March 16, 2022

APPROVED BY:

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

Date: March 16, 2022

Board of Governors Meeting

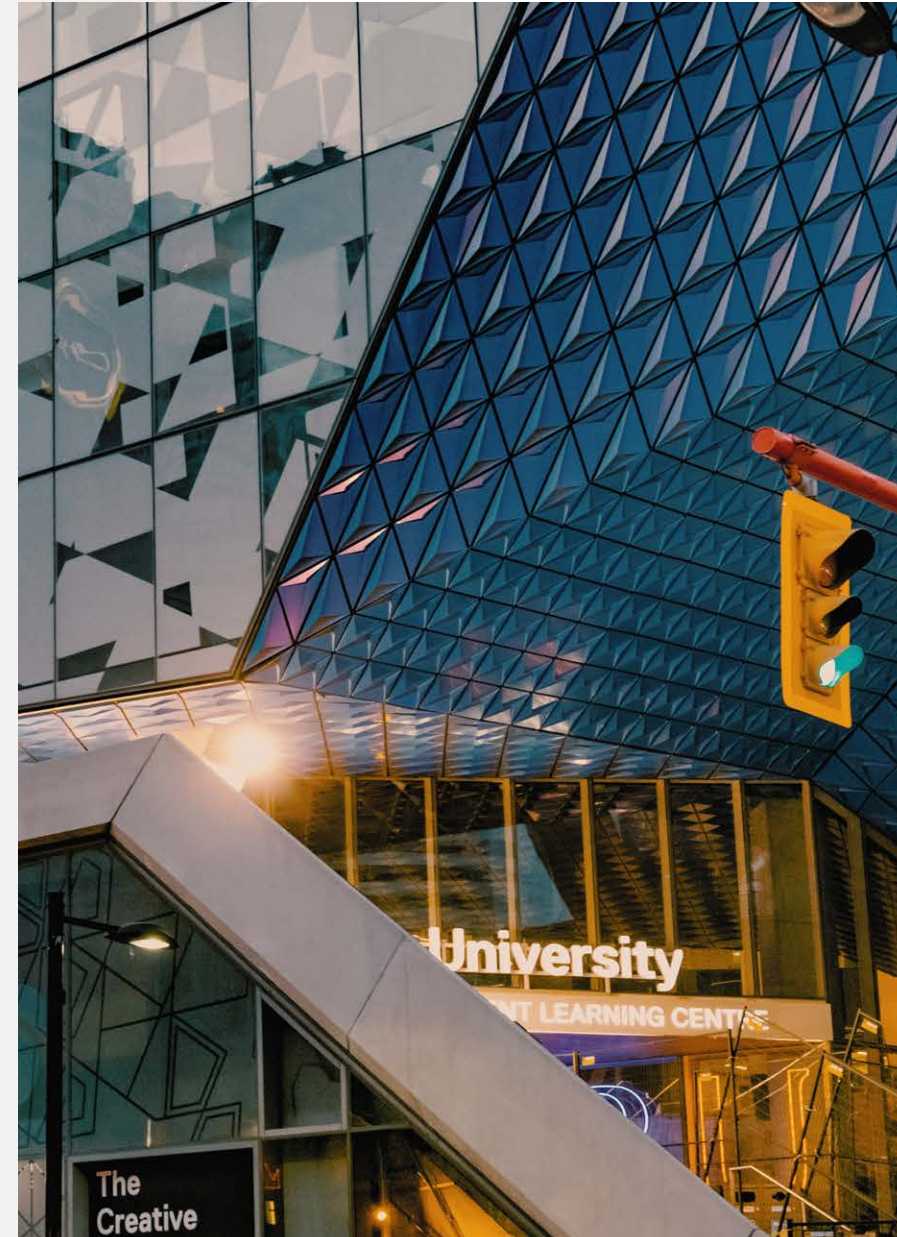
**Scholarly, Research and Creative (SRC)
Activities at Ryerson**
Continuing Our Trajectory of Success
by Scaling SRC

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

MARCH 29, 2022

**Ryerson
University**

Office of the
Vice-President,
Research & Innovation



Recent Success



FY 2020–2021

\$102.2M total research
revenue

↑29.8% total Tri-Agency
funding (\$26.33M)

 **1,472** academic
publications

Research Infosource Inc.

20 Year Spotlight

University Research Income Growth*

FY 2001–2020

1st total university income growth (↑1,071.3%)

2nd not-for-profit research (↑1,589.3%)

3rd corporate research (↑228.8%)

*Comprehensive Universities

Ranked **21st**
in 2020 from
27th in 2015



Publication Growth*

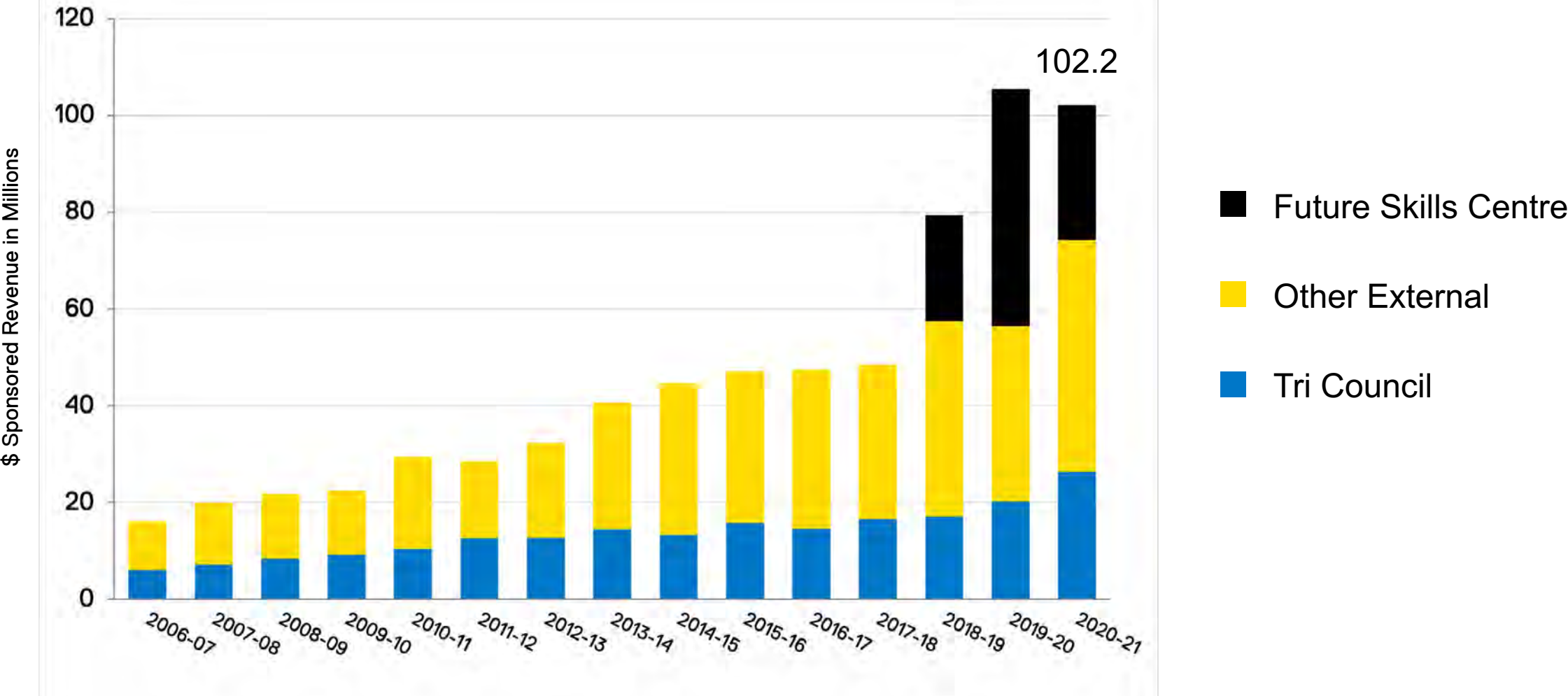
FY 2000–2019

1st total research publication growth (↑1,084%)

1st university international collaboration (↑2,523.5%)

1st university cross-sector collaboration (↑2,066.7%)

Sponsored Research Revenue



School of Medicine



On March 15, the Ontario provincial government announced it will be moving forward to establish our School of Medicine in Brampton.

Collaboration and engagement ensures the School of Medicine is developed *with* community *for* community.

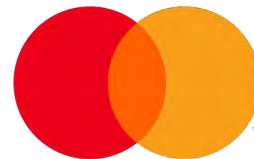
Rogers Cybersecure Catalyst



National Cybersecurity Consortium (NCC)
to lead the Government of Canada's new Cyber
Security Innovation Network (February 2022)

New programs (March 2022)

- Mastercard Emerging Leaders in Cyber Initiative
- Mastercard Cyber Range Capstone Program



Future Skills Centre



160+ development projects
across Canada

5,000+ partnerships in 20
economic sectors

10,000 Canadians received
skills training

1,727 participants

Future Skills Summit, February 2022

Featured Researchers



Ebrahim Bagheri
Engineering and
Architectural
Science



Rupa Banerjee
Ted Rogers School
of Management



Umberto Berardi
Engineering and
Architectural
Science



Art Blake
Arts



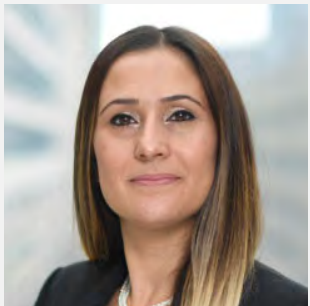
Tara Collins
Community
Services



Anton de Ruiter
Engineering and
Architectural
Science



Judy Finlay
Community
Services



April Khademi
Engineering and
Architectural
Science



Miranda Kirby
Science



Atefeh Mashatan
Ted Rogers School
of Management



Michael Olson
Science



Karl Szpunar
Arts



Cheryl Thompson
The Creative
School



Anna Triandafyllidou
Arts

Future Opportunities

Now is the time to build on our success and solid foundation of excellence to scale SRC Activities at Ryerson.

- Continue to grow industry relationships
- Build on excellence to compete for competitive programs (e.g., Canada Excellence Research Chair and Canada First Research Excellence Fund)
- Remain disciplined and focused on executing our Strategic Research Plan



Thank you.





BOARD OF GOVERNORS MEETING
March 29, 2022

AGENDA ITEM: Faculty of Community Services Society Referendum Proposal

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The Faculty of Community Services Society (the “FCSS”) is seeking approval from the Board of Governors (“Board”) to hold a referendum among undergraduate Faculty of Community Services students, asking for their support to create a levy to support their activities, which will include professional development and mental health initiatives.

BACKGROUND:

The FCSS is the only student society at Ryerson University (the “University”) that does not charge a levy. Students have been organizing for several years to plan a referendum in order to charge a levy fee to Faculty of Community Services (“FCS”) students. Currently, the faculty supports the society with central operating funds.

The FCSS has been working with the Dean’s Office and Office of the Vice-Provost, Students (“OVPS”) on materials for a Board of Governors presentation to support a student levy of sixty dollars (\$60 per annum) to support student activity. Like other faculties, this money will be held centrally by the University in a cost center, and student leaders will be required to abide by all financial policies and procedures set out by the University. Faculty societies are part of the University, and are bound by all University policies and procedures. In addition, FCSS has provided a series of governing documents and surveys from students indicating support for their proposal.

The Board referendum procedures require that any increase in the fees students pay be subject to referendum, and that referendum question be approved by the Board. If the Board approves the referendum question, the Election Procedures Committee will be asked to approve a referendum, specific to the FCS for the 2022-23 academic year. If the referendum is successful, the University will implement the fee in the next academic year, pursuant to the requirements of the policy.

This matter is being presented to the Board in the Winter term since much of the preparatory

work has been completed in this academic year by this year's team. The referendum will not take place until the appropriate time, in Fall 2022 or later.

OVPS and the FCS are supportive of holding the referendum.

Communications Strategy

OVPS and the FCS will communicate directly with undergraduate FCS students. Communication related to the referendum will follow the board's policies and procedures.

Proposed Referendum Question

Do you agree to the creation of a fee of \$60 per academic year (inclusive of the Fall and Winter terms) to support the operation of a Faculty of Community Services Society, to be paid by all students enrolled in full-time undergraduate degree programs in the Faculty of Community Services, starting after September 2023, and indexed annually to the Toronto Consumer Price Index?

☐ Yes

☐ No

Please see the attached documentation for more information.

DRAFT RESOLUTION

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum at a time to be determined, for all Ryerson University undergraduate students in full time degree programs, to seek approval for the creation of an annual fee of sixty dollars (\$60) to support the operations of the Faculty of Community Services Society (FCSS);

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Vice-Provost Students.

PREPARED BY:

Name: Chris Martin, Director of Operations & Strategic Initiatives, Office of the Vice Provost Students

Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board

Date: March 4, 2022

APPROVED BY:

Name: Jen McMillen, Vice-Provost, Students

Date: March 4, 2022



Faculty of Community Services Society

Presented to the Ryerson University Board of Governors

Background & Purpose

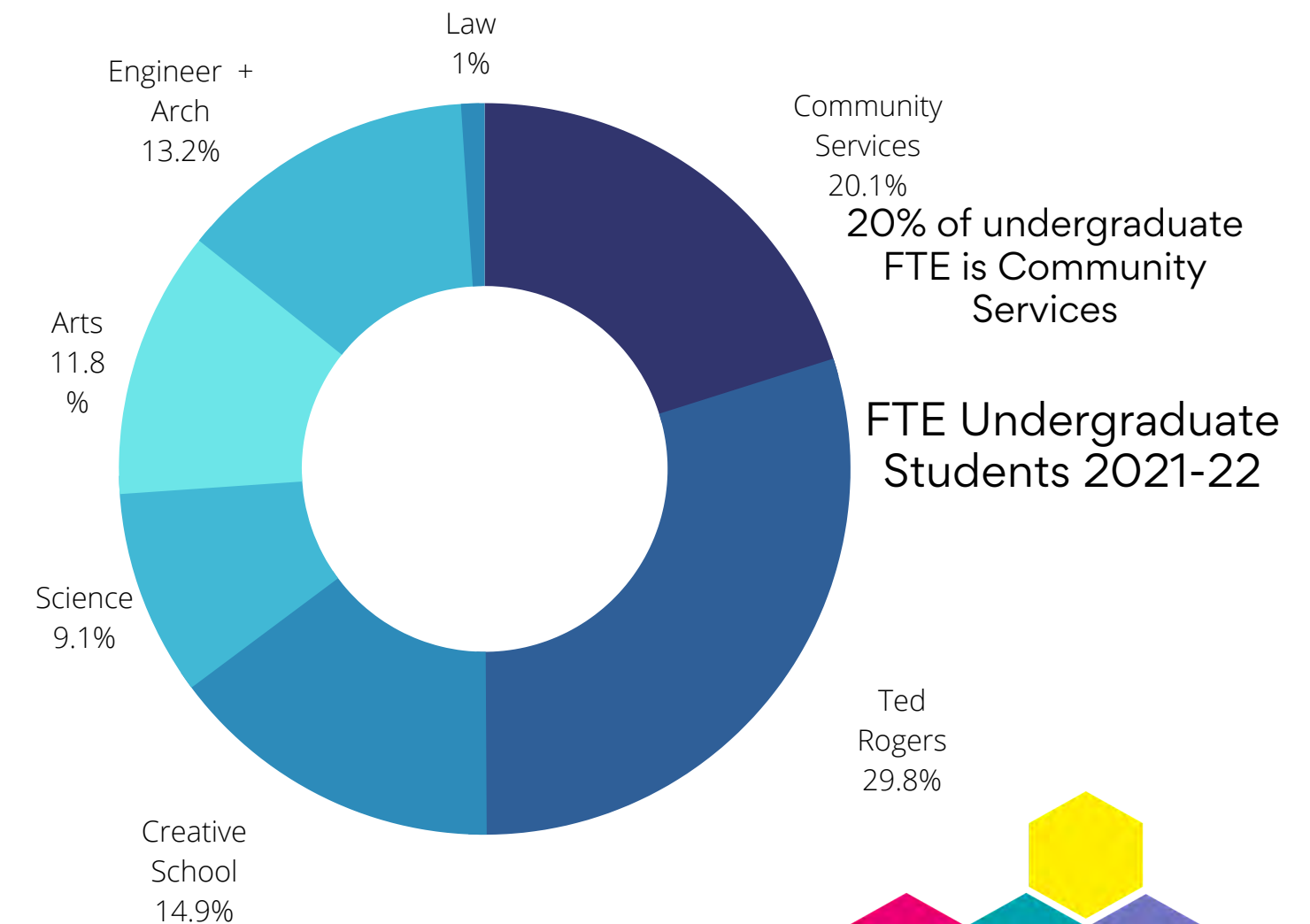
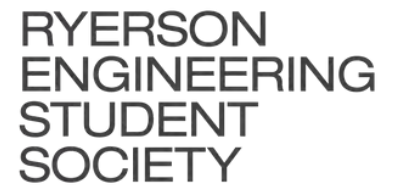
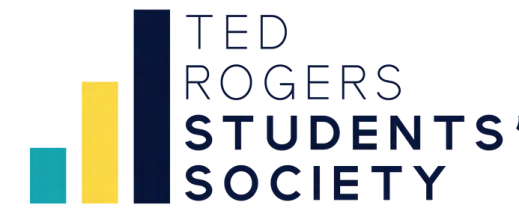


Needs of Community Services Students

1. MENTAL HEALTH
2. ACADEMIC ADVOCACY
3. PROFESSIONAL DEVELOPMENT
4. UNITY

Background & Scope

- Every Faculty has a Student Society which represents the needs of students within their given Faculty.
- The Student Societies focus on bringing students together in formal and informal ways, creating supports and programming beneficial to students in their respective Faculty, and mobilize students to engage in experiential learning, professional development and mental health opportunities.
- Most of the societies have been in operation for 5+ years.
- Most Student Societies (other than the Faculty of Community Services Society (FCSS) and Law) include a fee to students, which is included in the Ryerson consolidated budget.



Survey 2021

- 1,219 Surveys Completed. 1,113 Full-time Equivalent = 18.5% of total amount of full-time equivalent undergraduate students (6031 FTE Students).

Child and Youth Care

92 / 685 = 13.4%

Collaborative Nursing

Ryerson

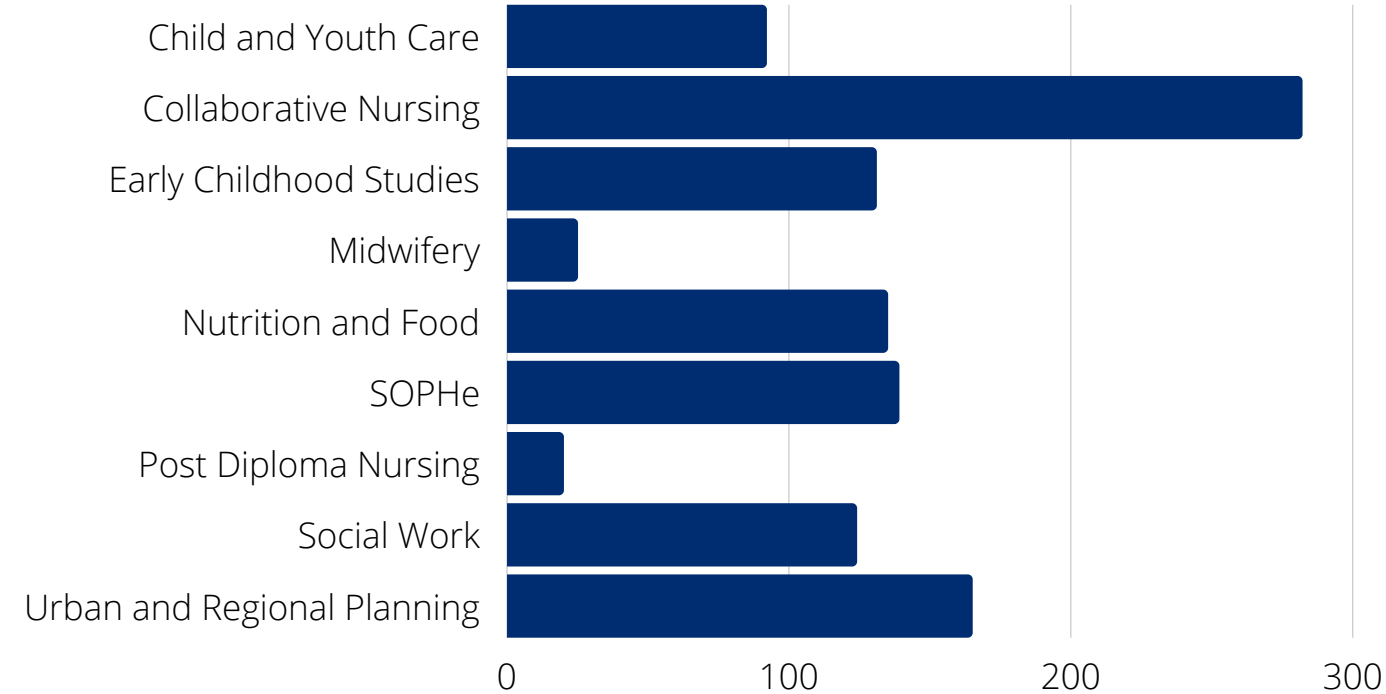
282 / 736 = 38.3%

Early Childhood Studies

131 / 701 = 18.6%

Midwifery

25 / 77 = 32.4%



Nutrition

135 / 472 = 28.6%

SOPHe

139 / 775 = 17.9%

Post Diploma Nursing

20 / 216 = 9.2%

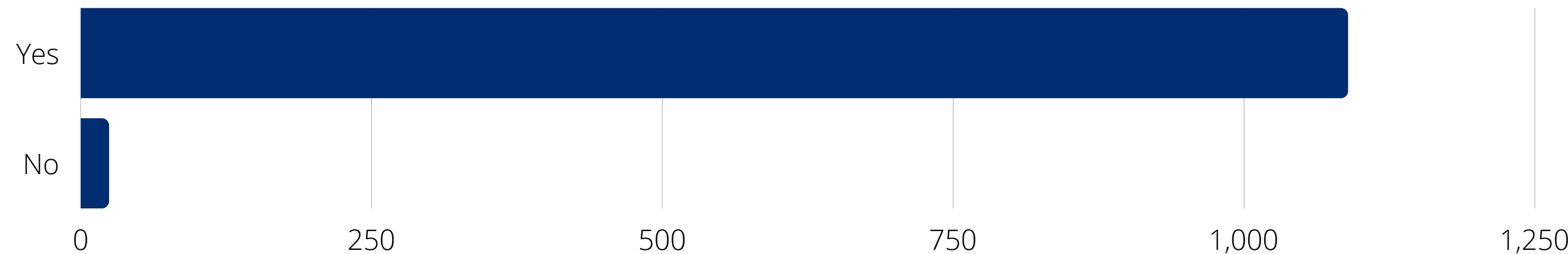
Social Work

124 / 837 = 14.8%

Urban Planning

165 / 430 = 38.3%

- Do you think there is a value in collaborating with other FCS students?

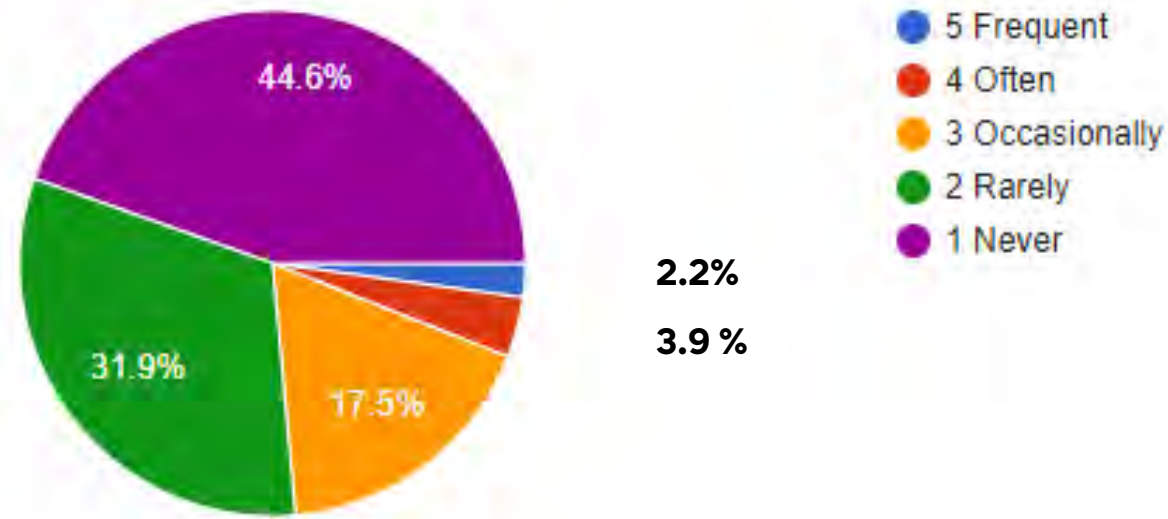


1089 yes | 24 for no

Survey 2021

On a scale of 1 -5, {1 being seldom, 5 being frequent} how often do you work with FCS students outside of your own program?

1,113 responses



Midwifery



98% Yes

25/ 77 = 32.4%

Nutrition



96.2% Yes

135/ 472 = 28.6%

SOPHe



97% Yes

139/ 775 = 17.9%

Child and Youth Care



95.7% Yes

92/ 685 = 13.4%

Social Work



94.3% Yes

124/ 837 = 14.8%

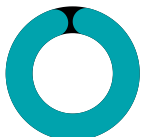
Early Childhood Studies



95.2% Yes

131/ 701 = 18.6%

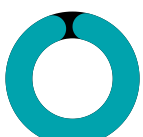
Collaborative Nursing



98.6% Yes

282 / 736 = 38.3%

Urban Planning



98% Yes

165 / 430 = 38.1%

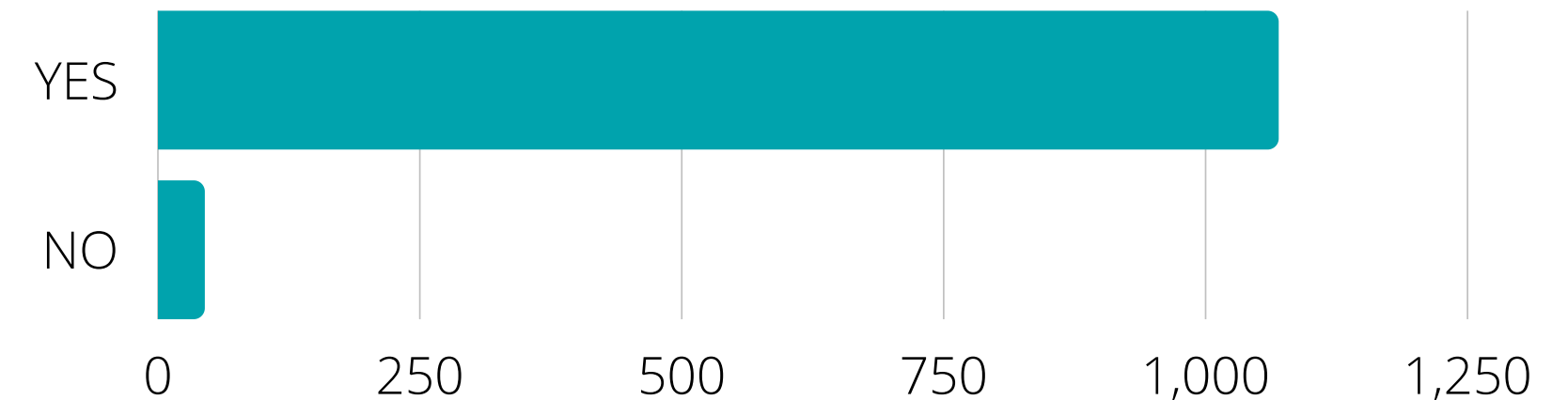
Post Diploma Nursing



88.9% Yes

20 / 216 = 9.2%

Would you support a levied student society in FCS?



Full Time Equivalent Students
Per Program Ratio for levy
support \$60.00

Median = 95.7% Community
Services students would
support \$30.00 per
Fall/Winter



Description and Request of Fee

The Faculty of Community Services Society (FCSS) is **requesting the Board of Governors support a referendum** related to the FCSS being permitted to charge a **\$60 levy per academic year**, to each FCS undergraduate full time equivalent student enrolled to **support the FCSS' activities**.

We intend to **offer professional development, and mental health initiatives**. We also intend to offer group grants for conferences, academic, networking, social events, and support for our FCSS clubs, collegial affiliated groups, plus collegial course unions.

All of this will grow our community and **unite** us all to do greater change within the university, and outside.



Levy Comparison



FCSS
Proposed Per Academic Term
\$60.00



TRSS
Per Academic Term
\$74.32



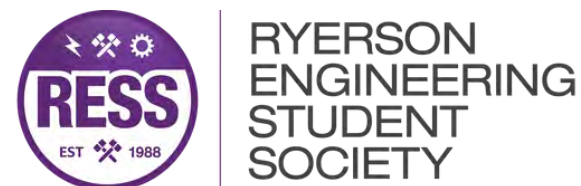
RLAS
Per Academic Term
\$65.62



SCS
Per Academic Term
\$68.26



Arc.Soc
Per Academic Term
\$107.14



RESS
Per Academic Term
\$73.94



RSS
Per Academic Term
\$62.96



Submitted Question

Do you agree to the creation of a fee of \$60 per academic year (inclusive of the Fall and Winter terms) to support the operation of a Faculty of Community Services Student Society, to be paid by all students enrolled in full-time undergraduate degree programs in the Faculty of Community Services, starting after September 2023, and indexed annually to the Toronto Consumer Price Index?

☐ Yes

☐ No

FCSS 2022-23 levy breakdown

Proposed

Description

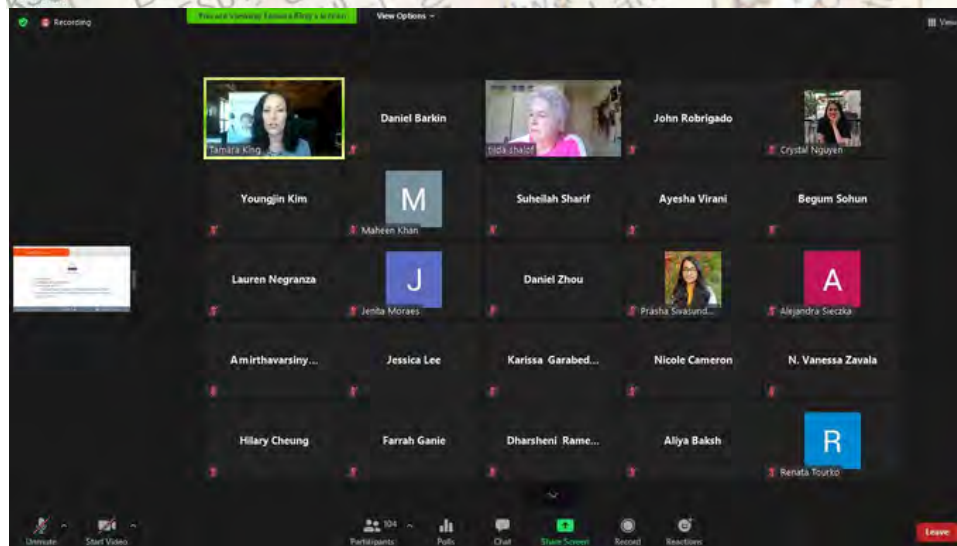
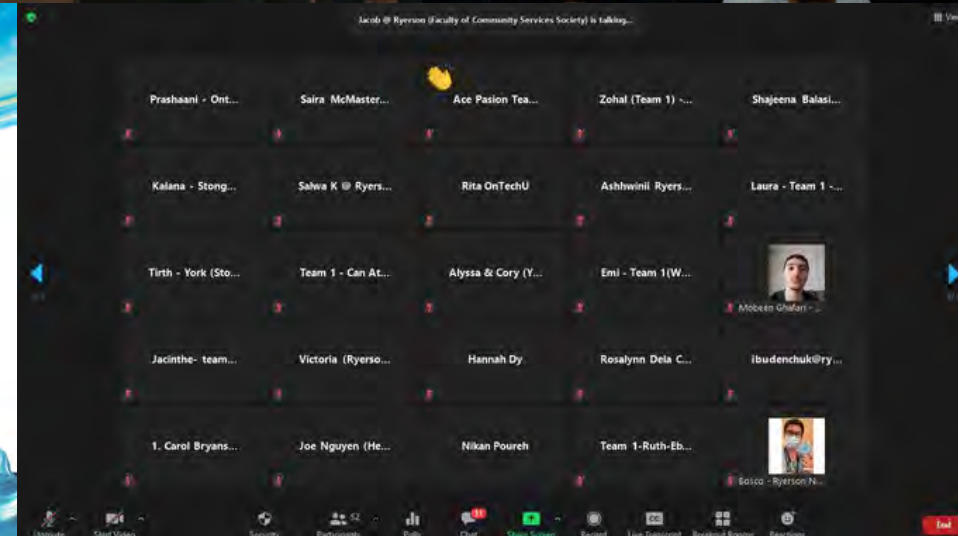
Administration/Operational	\$16,600	Fund the operations of the society. (Marketing Budget, Website, merch, honorariums ect.).
Course Union Funding	\$90,000	Provide a reasonable budget to course unions to fund their communities.
Student Club Funding	\$40,000	Provide a budget to FCS clubs to build a community for their areas of interest.
Mental Health	\$70,000	Care Packages, Formal, Tax Clinic, Lounge Infrastructure to combat compassion fatigue.
Professional Development	\$45,000	Free (CPR, LEED, First Aid, Naloxone, hemp) Project funding, paying for conferences.
FCSS Frosh 22	\$38,600	Provide a memorable Frosh to the second largest undergraduate faculty.
SAGM/AGM	\$2,400	Money for food, printing, and prizes.
Awards	\$9,100	Student club awards, and historically marginalized communities.
Community Engagement	\$15,000	To engage our student body with tabling, and showcasing the amazing work.
FCS Conference	\$35,160	To host our 10th annual FCS Conference at a venue with social like TRMC in TRSS.
$\$60.00 \times 6,031 \text{ FTE Students} = \mathbf{\$361,860}$		

What we want to fund:

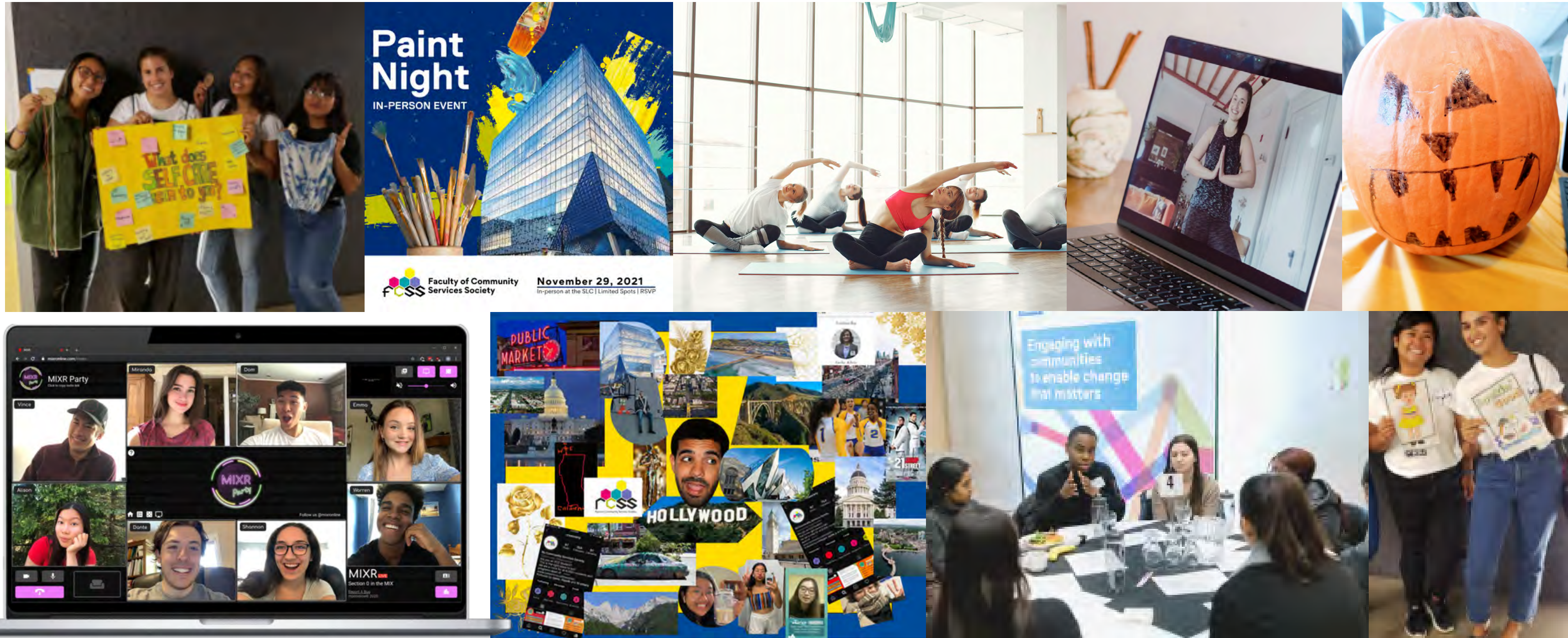


Formals, Graduation Gala, Public Art Installations, DCC Student Led Cafe. Frosh, Sleeping Pods for Compassion Fatigue, Interdisciplinary Emergency Simulation Conference, Discount Card, Wellness Anxiety Care Bags, Wellness Furniture Infrastructure, and more!

Programing in Professional Development



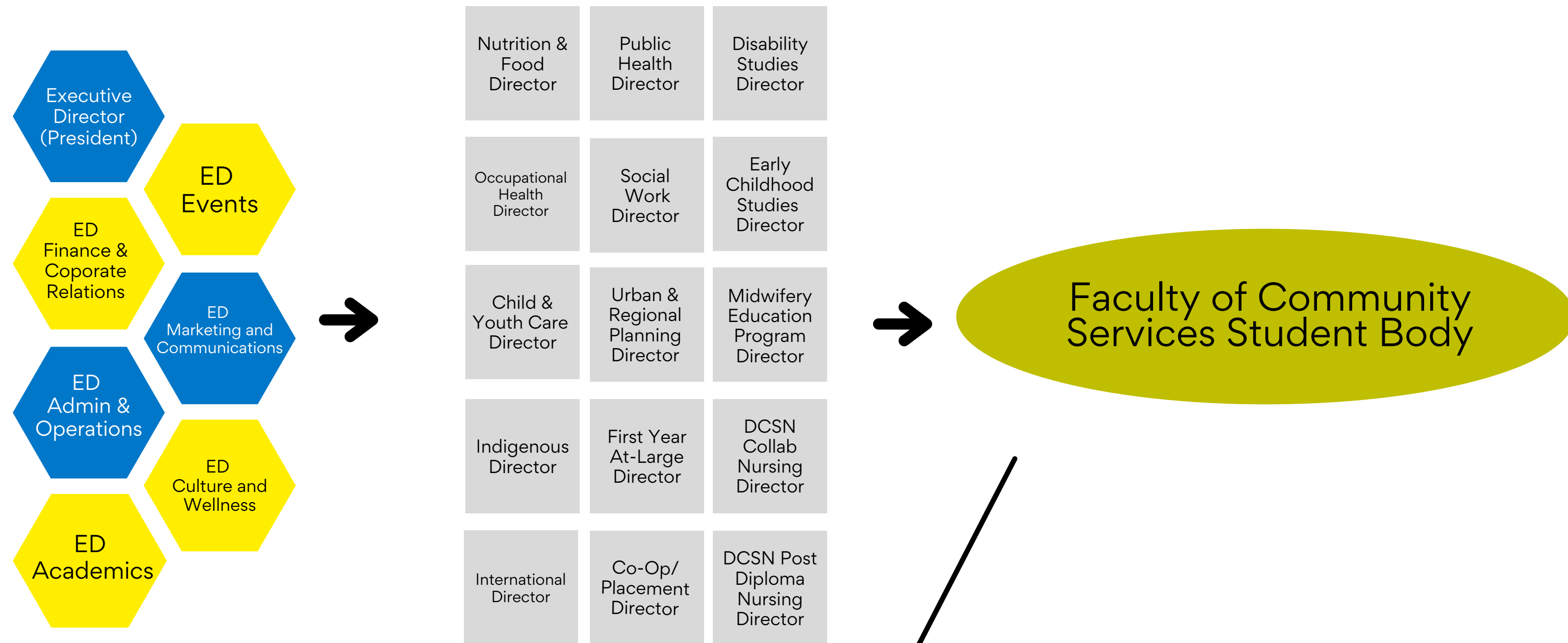
Programing in Mental Health



Programing in Unity



Governance, Bylaws, Policy Documents



Student
Society
Manager

BIPOC
Director

2SLGBTQIA+
Director

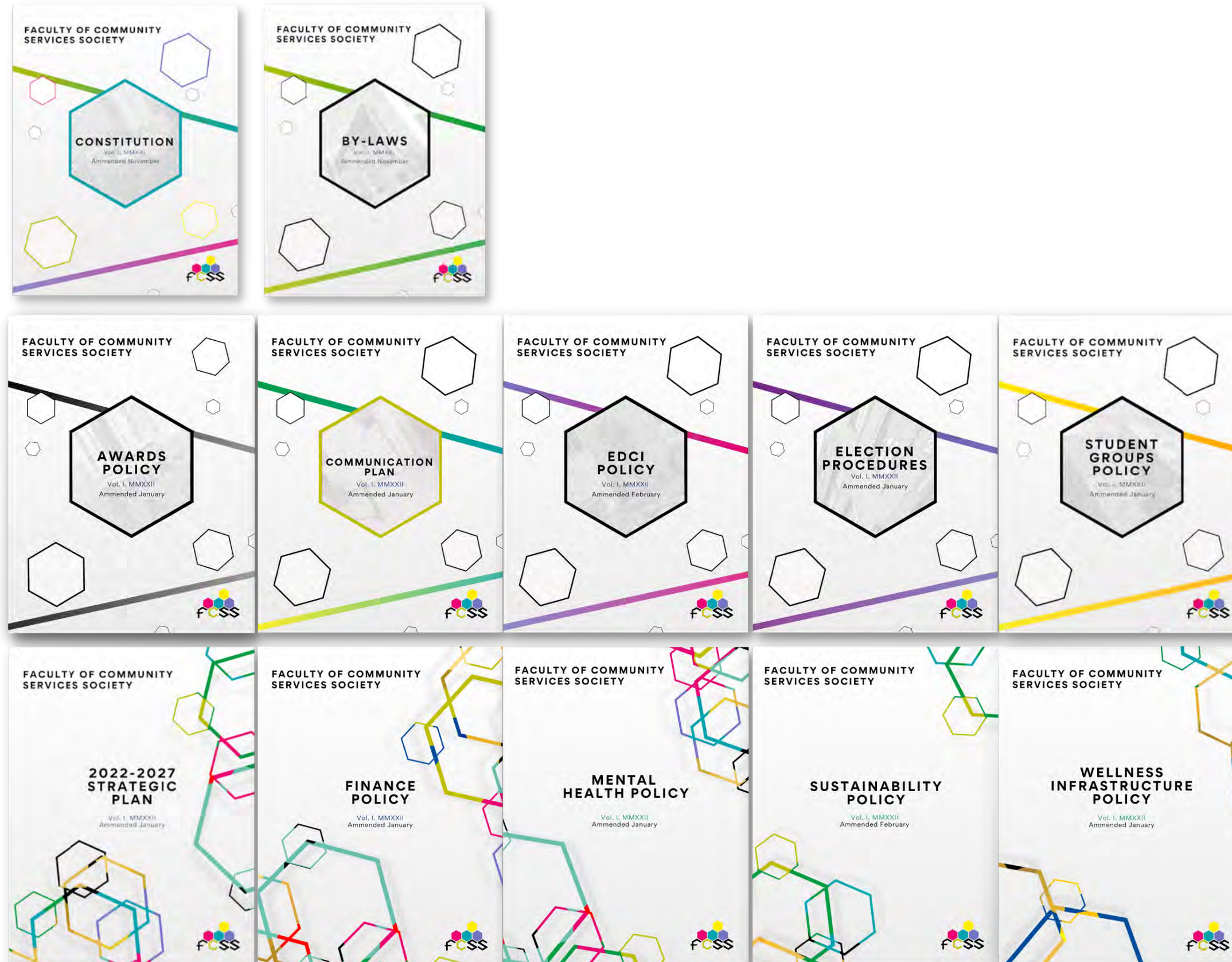
Parent
Director

EDCI
Commissioner

Sustainability
Commissioner

Chair
Person

Governance, Bylaws, Policy Documents



The FCSS has submitted several governance documents to the Board of Governors including:

1. Constitution
2. By-Laws
3. Finance Policy
4. Student Group Policy
5. Strategic Plan
6. Communication Plan
7. EDCI Policy
8. Mental Health Policy
9. Wellness Infrastructure Policy
10. Sustainability Policy
11. Elections & Campaign Policy
12. Awards Policy

Operational Planning

The FCSS has developed an Implementation Plan ready to collect fees in 2023-24, should a successful referendum be approved in 2022.



**Finalizing
(Updating)
Finance Policy with
Dean's Office**

**Operate Events as
in 2021-2022
season with a ample
budget from Dean's
Office**

**Work with key
stakeholders to
increase potential**

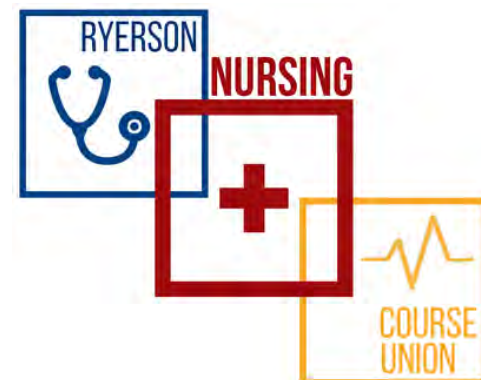
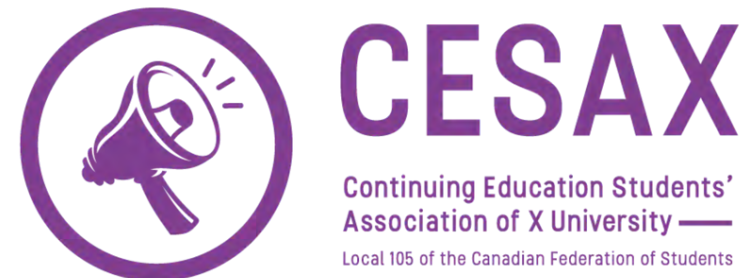
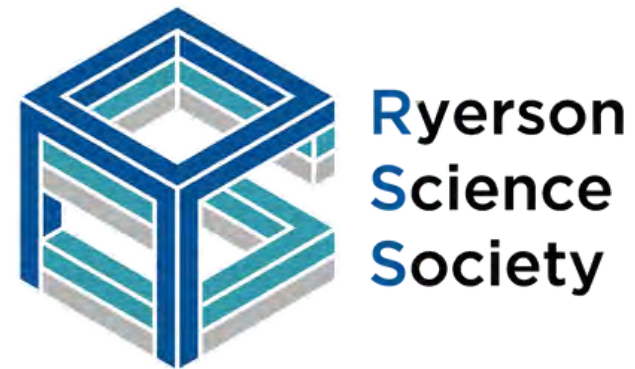
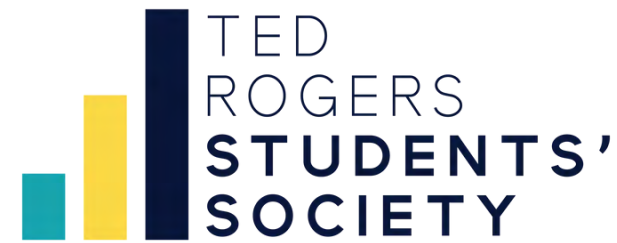
**Expanding our
office footprint
space to meet the
growth.**

**Host our second
Election in
February 2023 via
Opinio**

A detailed 5 year strategic plan is included in our submission that includes, after operations begin, expanding our physical presence on campus, programs, initiatives, and event offerings while continuing to work collegially with our Dean's office.

Evidence of Existing Support

Click on Logo for support letter



We are building a unified community for the future *changemakers* in our society



@rcssociety



@rcssociety



@rcssociety



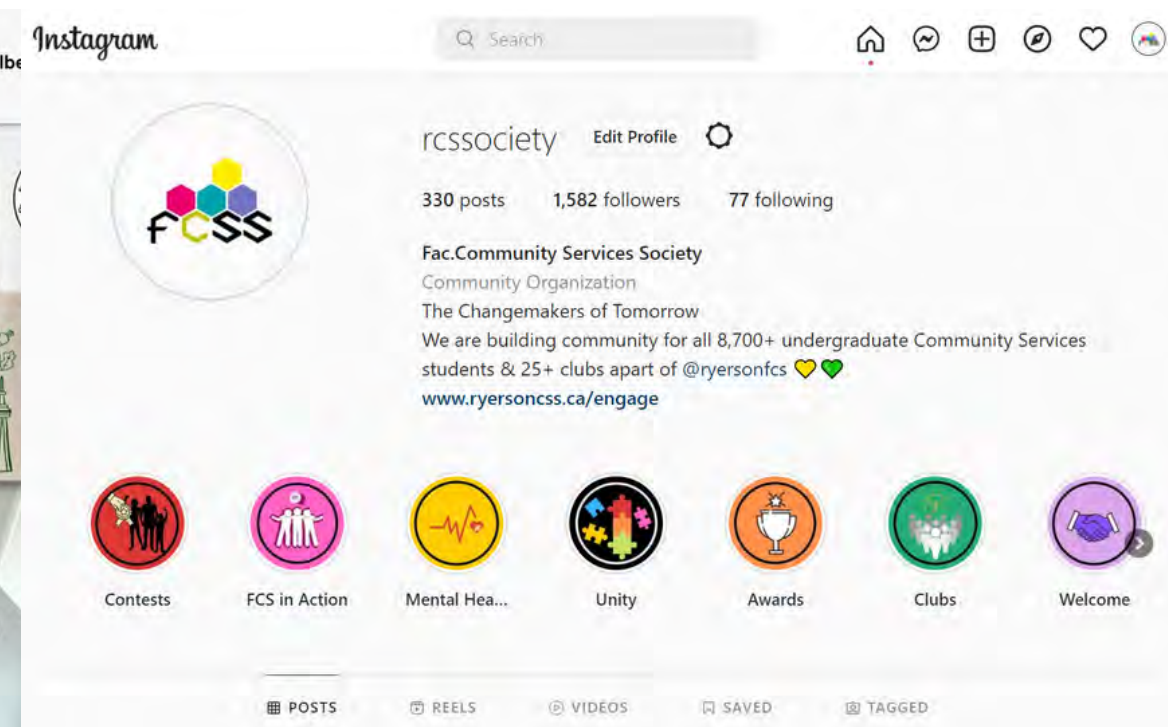
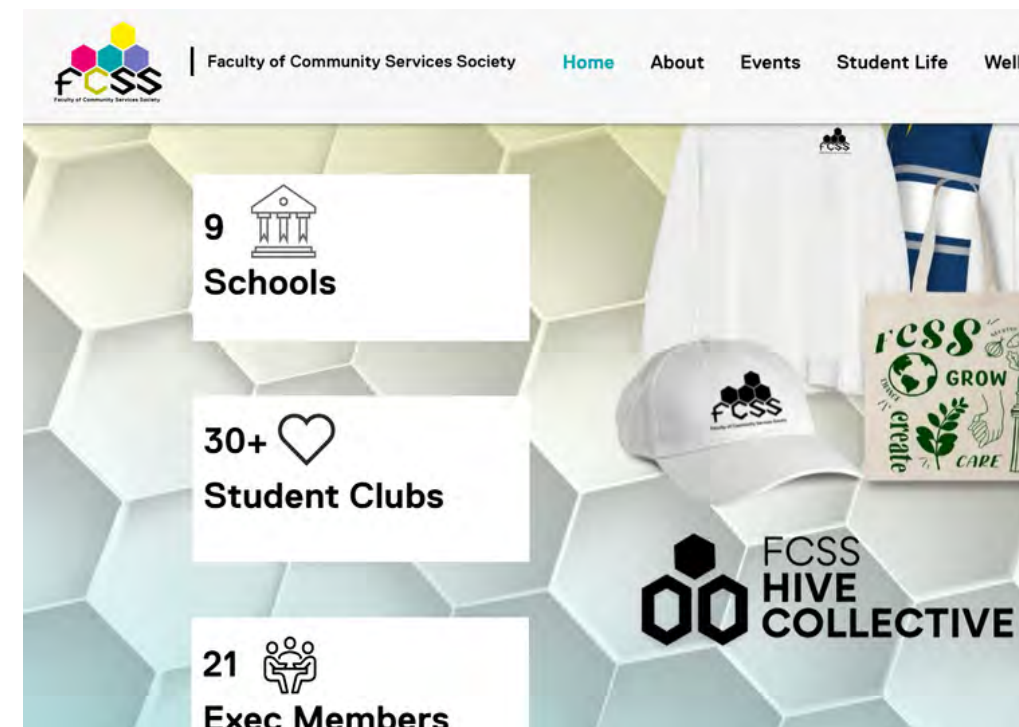
@rcssociety



@rcssociety



ryersoncss.ca



Big Thanks To Our Student Society Board



Karen Huang
ED Finance
Public Health and Safety
Board of Director
President Public Health and
Safety Course Union



Trinity Ho
ED Administration and
Operations
BOG student
representative



Jacob Circo
Chairperson
Former FCS Student
Senator
Former RSU Course Union
Board of Director



Rido Creer
Collaborative Nursing Board
of Director
2nd year rep NCU



Prashajini Sivasundaram
ED Academics
FCS Student Senator



Arsh Braich
Sr. Collaborative Nursing
Board of Director
Nursing Course Union



Derek O'brein
Sr. Nutrition and Food
Board of Director
Executive VP of the
Nutrition Course Union



Caroline Meek
Child and Youth Care
Board of Director
Co-President CYC Course
Union



Sabrina Yeun
Nutrition and Food Board of
Director
FCSS Sustainability Council
Co-Chair
Nutrition Course Union



Kirthheega Jeevanathan
Occupational Health &
Safety Board of Director
Science X-Change



Kyle Frame
Occupational Health and
Safety Board of Director
President Occupational
Health and Safety Course
Union



Rosie
Disability Studies Board of
Director



Kawsar Yassin
Midwifery Education
Program Board of Director



Peter Chung
Social Work Board of
Director
Co-Chair of the Social Work
Students' Union



Kennedy Byron
ED Culture & Wellnes



Sarah Qaheri
Nutrition and Food Board
of Director
President of the Nutrition
Course Union



Victoria Dao
ED Academics
President of the Early
Childhood Studies Course
Union



Jaleena Trapsi
Early Childhood Studies
Board of Director
ECS Course Union



Daniel Barkin
The ED and ED Marketing
President of Planning
Undergraduate Course
Union



Kathy Staniszewski
ED Events
CYC Course Union President



Laura Weiner
EDCI Commissioner



Faculty of Community Services Society

We are **All** the *Changemakers* of Tomorrow

DRAFT RESOLUTION

RE: Faculty of Community Services Society Referendum Proposal

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum at a time to be determined, for all Ryerson University undergraduate students in full time degree programs, to seek approval for the creation of an annual fee of sixty dollars (\$60) to support the operations of the Faculty of Community Services Society (FCSS);

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Vice-Provost Students.

March 29, 2022

BOARD OF GOVERNORS MEETING
March 29, 2022

AGENDA ITEM: Ryerson University (the “University”) Performance Indicators - March 2022 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 the University’s performance over a wide range of issues of interest to the Board of Governors.

BACKGROUND:

The Performance Indicators allow the Board of Governors 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 2020-21 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 University Performance Indicators — March 2022 Report will be disseminated broadly within the University community and posted on the University’s website.

PREPARED BY:

Name: Glenn Craney, Deputy Provost, International and University Planning
Date: March 21, 2022

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice-President, Academic
Date: March 21, 2022



Ryerson University Performance Indicators

March 2022

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Introduction

Ryerson University 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 2020-21 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 Performance 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 University 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-four Ryerson University Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (7 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

The financial capacity indicator introduced in March 2017 comprises 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.

First incorporated into this document in March 2021, the Strategic Mandate Agreement SMA3 indicator includes ten metrics used by the Ministry of Colleges and Universities to assess institutional performance under the Strategic Mandate Agreement 2020-2025 signed in August 2020:

- **Graduate Earnings:** Median earnings of graduates after two years.
- **Experiential Learning:** Percentage of graduates from undergraduate programs who had one or more EL opportunities while at Ryerson.
- **Skills & Competencies:** A new institution-specific metric to be determined with the ministry.
- **Graduate Employment Rate in Related Field:** Among graduates employed full-time, the percentage employed in fields related to skills learned in their area of study at Ryerson.
- **Institutional Strength/Focus:** Enrolment in strength/focus areas as percentage of total enrolment.
- **Graduation Rate:** The graduation rate from undergraduate programs.
- **Research Funding & Capacity:** Ryerson's percentage share of the Ontario system.
- **Innovation (Private Sector Research Funding):** Dollar value of private sector research funding.
- **Community/Local Impact:** Total enrolment as a percentage of the population in Toronto.
- **Economic Impact: Number of Start ups:** The number of start ups in the Zone ecosystem.

Table A summarizes the indicators included in the report and the update schedule for each indicator.

Comparator Groups

In order to provide a context for Ryerson University'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 University because the mix of programs offered at other institutions differs from that at Ryerson University and/or they differ in size.

Ontario Universities

This comparator group includes all reporting Ontario universities from among: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD University (OCAD U), Ontario Tech, Ottawa, Queen's, Ryerson University, 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 2021 participants were: Alberta University of the Arts, Ambrose University (Alberta), Athabasca University (Alberta), Brock University, Burman University (Alberta), Carleton University, Concordia University (Quebec), Concordia University of Edmonton (Alberta), Lakehead University, MacEwan University (Alberta), McMaster University, Mount Royal University (Alberta), Mount Saint Vincent University (Nova Scotia), Nipissing University, Redeemer University, Ryerson University, Saint Mary's University (Nova Scotia), Simon Fraser University (British Columbia), St. Mary's University (Alberta), The King's University (Alberta), Thompson Rivers University (British Columbia), Trinity Western University (British Columbia), University of Calgary (Alberta), University of King's College (Nova Scotia), University of Lethbridge (Alberta), University of New Brunswick (New Brunswick), University of Northern British Columbia (British Columbia), University of Regina (Saskatchewan), University of the Fraser Valley (British Columbia), University of Victoria (British Columbia), University of Winnipeg (Manitoba), and Wilfrid Laurier University.

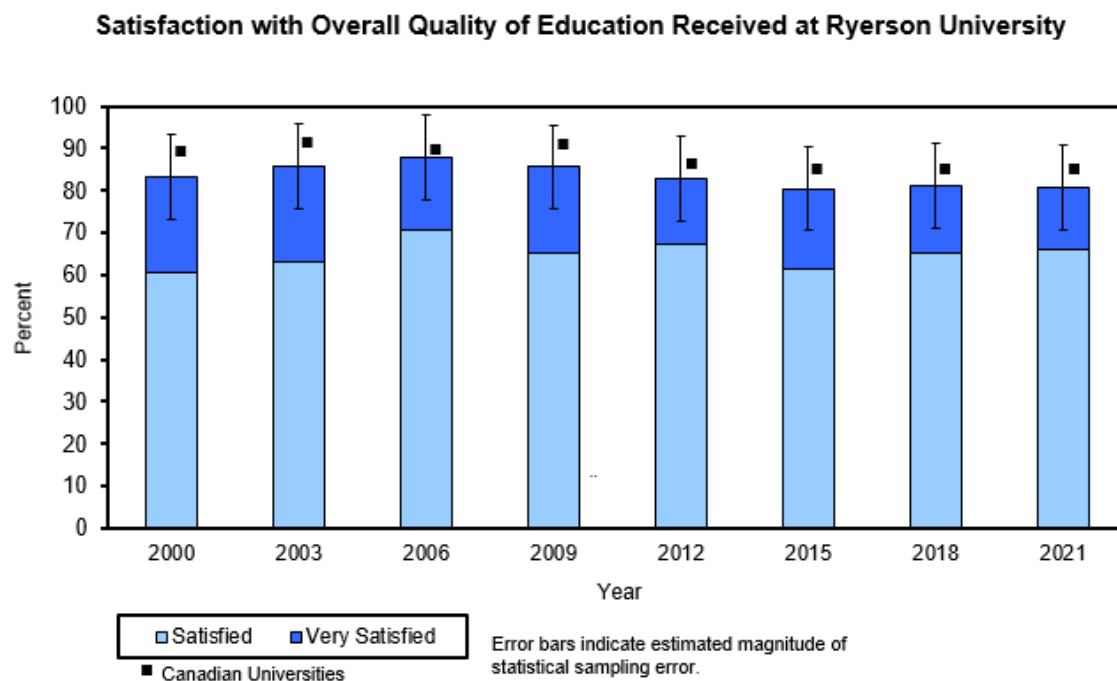
U.S. Peers

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2020, 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, California State University, Fullerton, California State University, Los Angeles, California State University, Sacramento, Florida International University (Miami, FL), San Francisco State University, The University of Texas at Arlington.

Table A: Ryerson Performance Indicators Classification

Performance Indicators by Primary Category	Figure Number	Update Schedule	Indicator May Provide Useful Information For Assessing:			
			Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial (Fall)	X		X	X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Biennial (Fall)	X		X	
Applications : Registrants Ratio	1.3	Annual (Fall)	X		X	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			X
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	X	X	
Percentage of Students Retained from Year I After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	X		X	
MTCU Graduation Rate	1.6	Annual (Fall)	X		X	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	X		X	
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	X			X
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	X		X	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	X			
Total External Research Funding	1.11	Annual (Fall)	X			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	X	X	X	
Library Expenditures per FFTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (Fall Headcount)	1.14	Annual (Fall)	X			X
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		X	X	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		X	X	
Long Term Debt per FFTE Student	2.3	Annual (Summer)		X	X	
Endowment per FFTE Student	2.4	Annual (Summer)	X	X	X	X
Ryerson University Endowment Fund	2.5	Annual (Summer)		X		X
Financial Capacity Ratios	2.6	Annual (Winter)		X	X	
Strategic Mandate Agreement SMA3 Metrics	2.7	Annual (Winter)	X	X	X	
EFFECTIVE MANAGEMENT						
Student : Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff : Faculty Ratio	3.3	Annual (Summer)			X	
Student : Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to University	4.1	Annual (Summer)		X		X
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		X		X
Annual Level of Donation Commitments	4.3	Annual (Summer)		X		X
Annual Level of Donations Received	4.4	Annual (Summer)		X		X
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5	Annual (Summer)	X			X

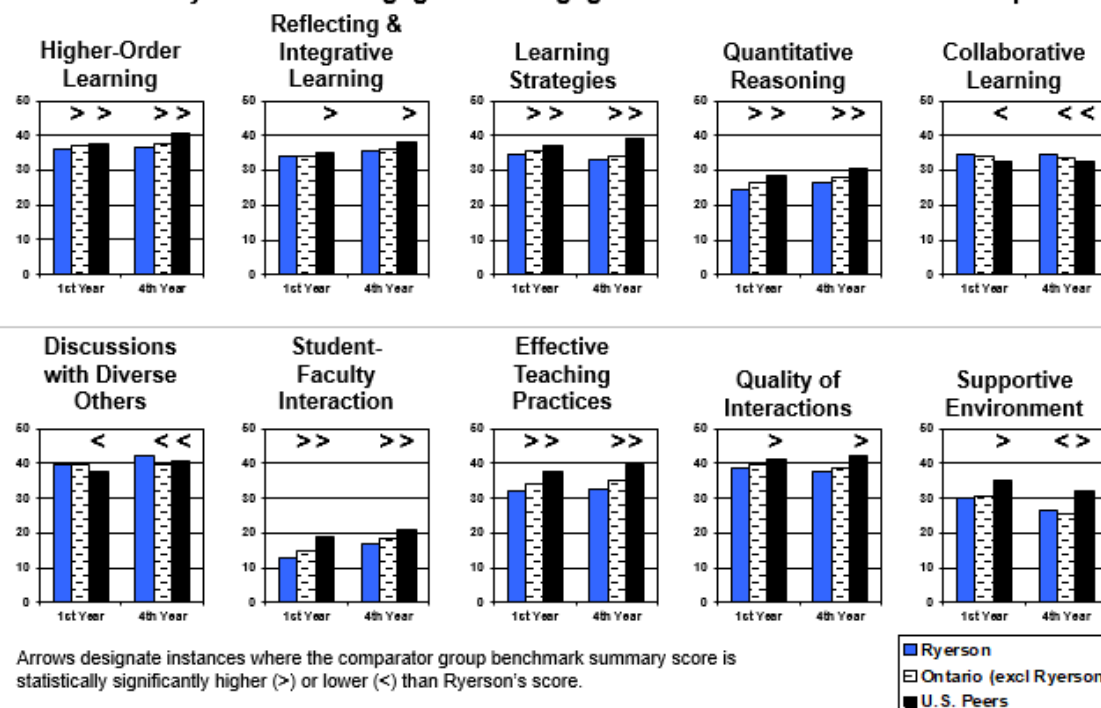
Figure 1.1



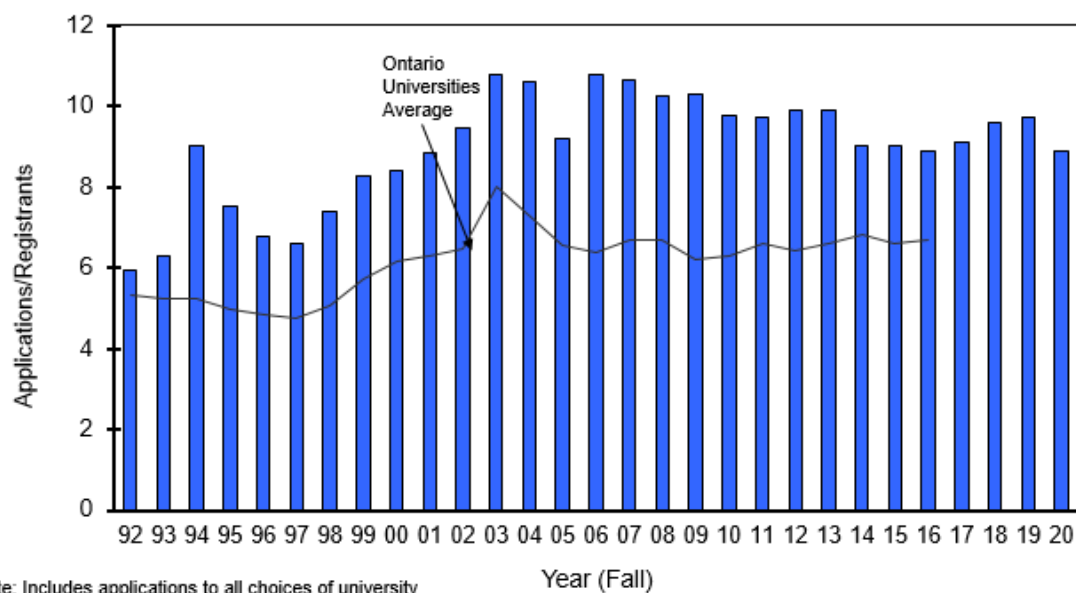
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

National Survey of Student Engagement: Engagement Indicator Scores and Comparisons

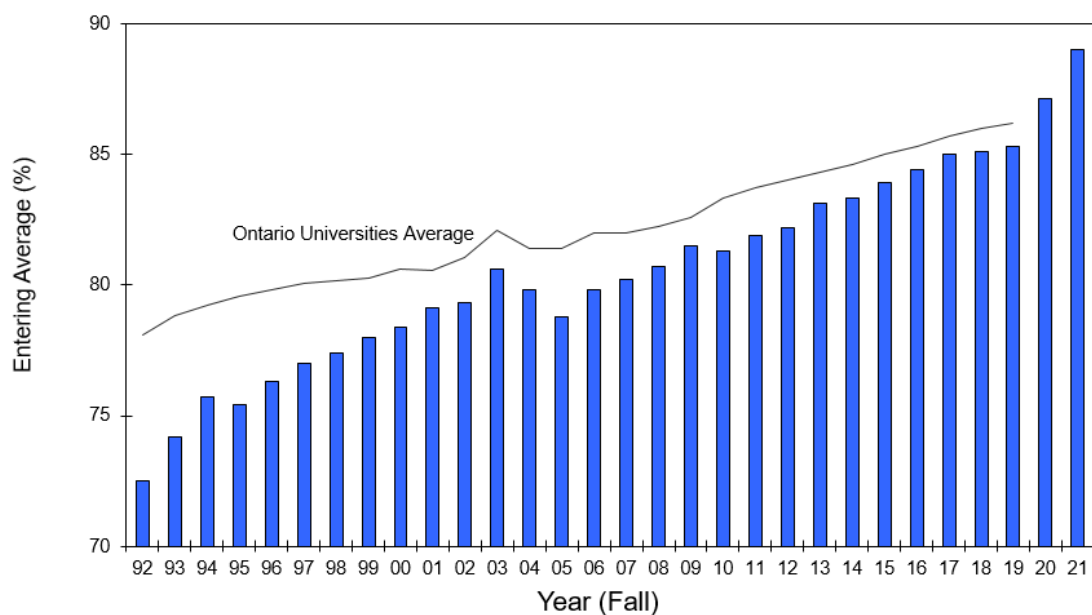


Source: National Survey of Student Engagement 2020 (triennial)

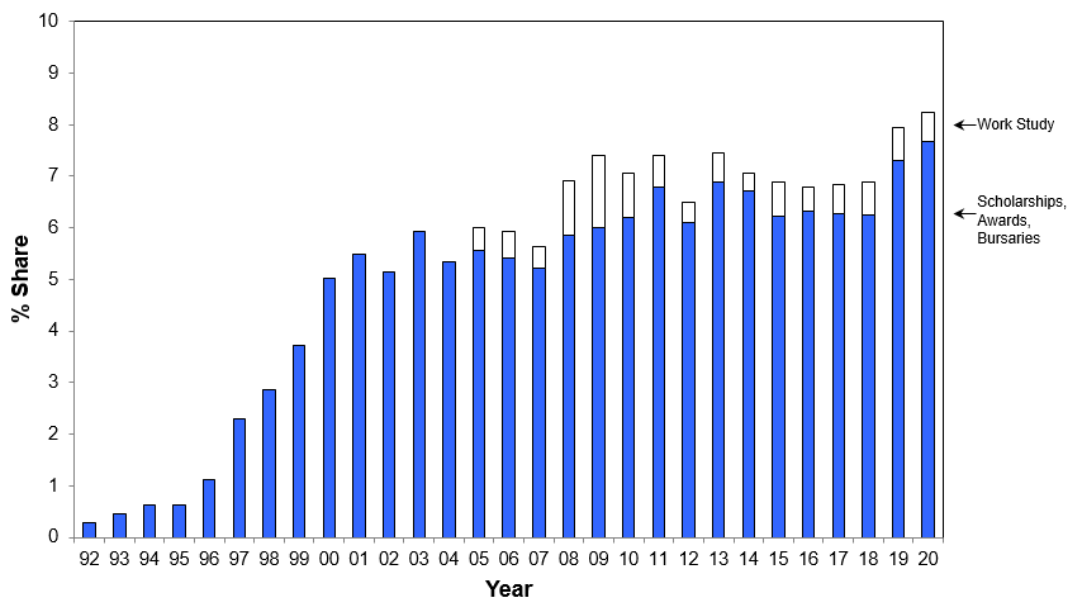
Figure 1.3**Applications : Registrants Ratio**

Note: Includes applications to all choices of university

Source: Ontario Universities' Application Centre

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

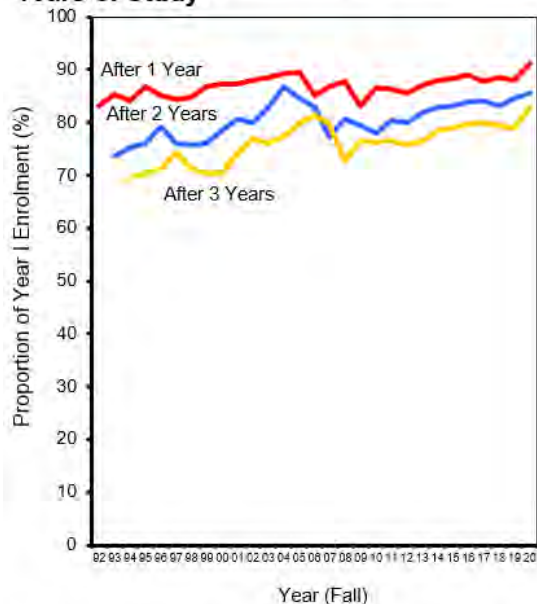
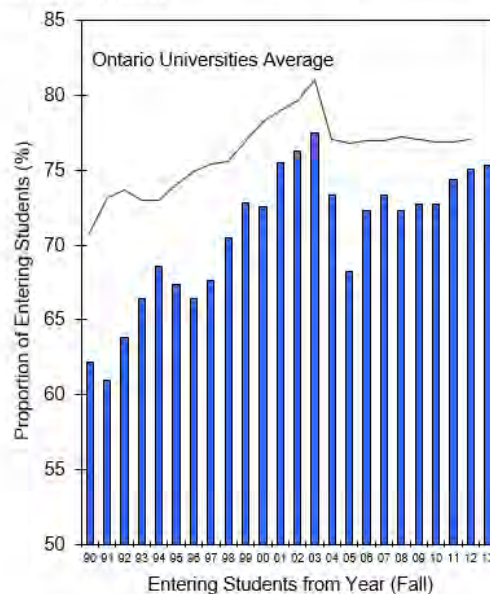
Source: Ontario Universities' Application Centre; Ryerson Student Information System

Figure 1.5
Scholarships and Bursaries as Share of Total Operating Expenditures


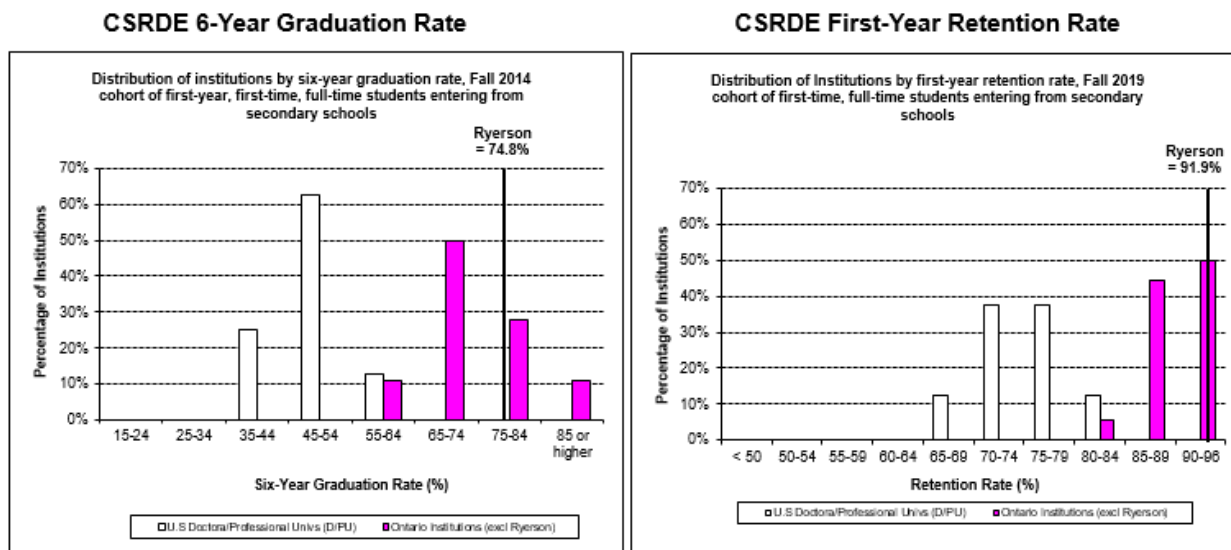
Work Study component shown as white bars beginning in 2005-06.

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

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


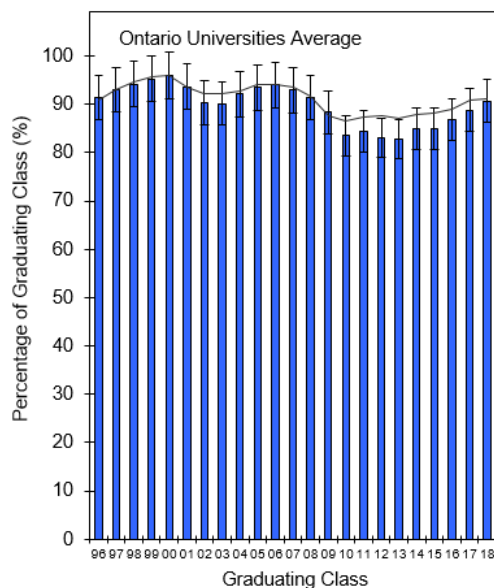
Sources: Ryerson Student Information System; Ministry of Colleges and Universities

Figure 1.7


Source: Consortium for Student Retention Data Exchange (CSRDE)

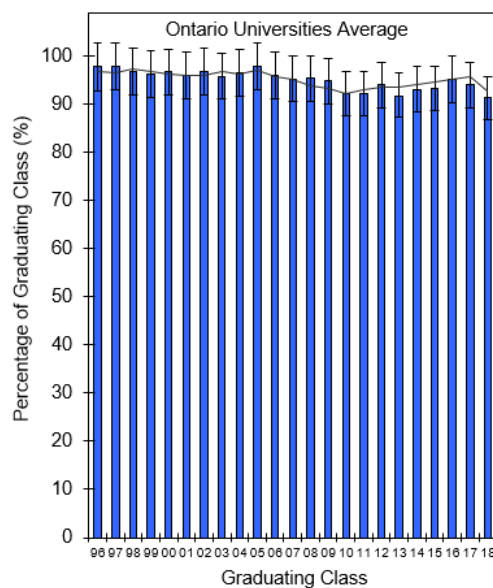
Figure 1.8

MCU Employment Rate: 6 Months After Graduation



Source: Ministry of Colleges and Universities

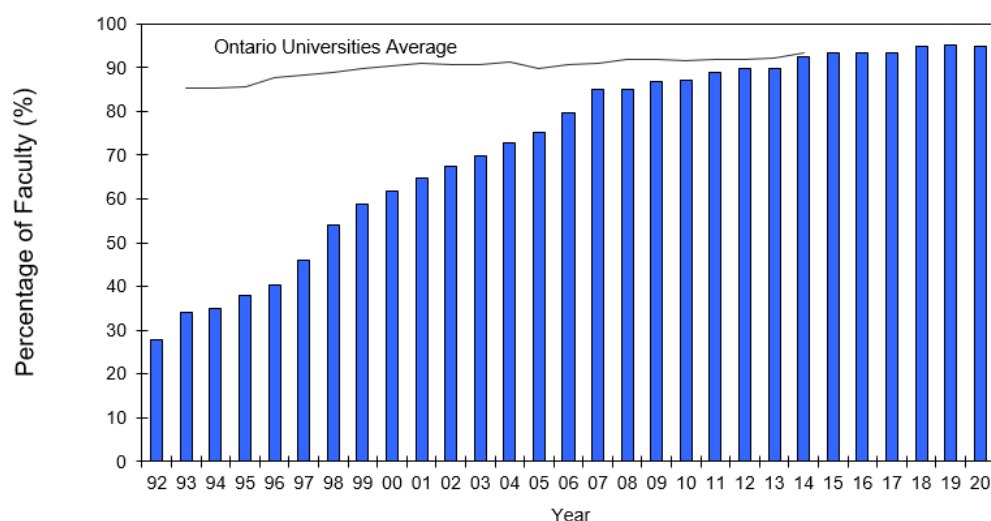
MCU Employment Rate: 2 Years After Graduation



Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

Percentage of Faculty with Doctoral Degrees

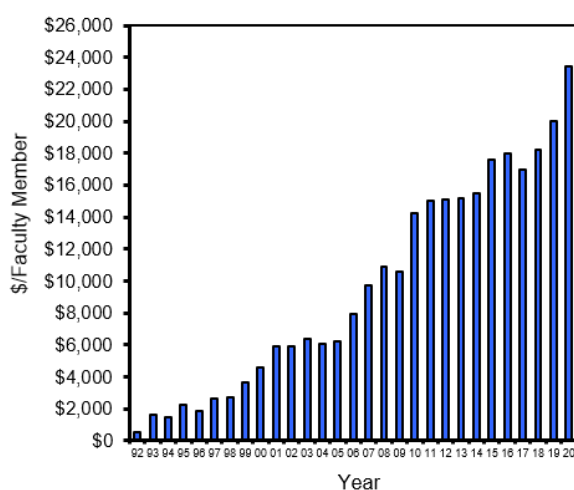


Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture,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

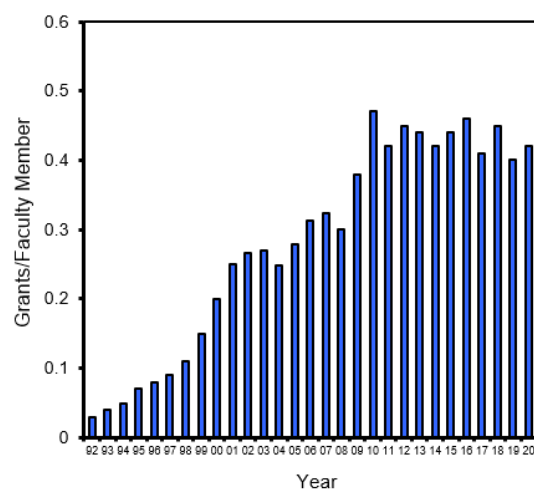
Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

Value of Peer-Adjudicated Research Grants per Eligible Faculty Member

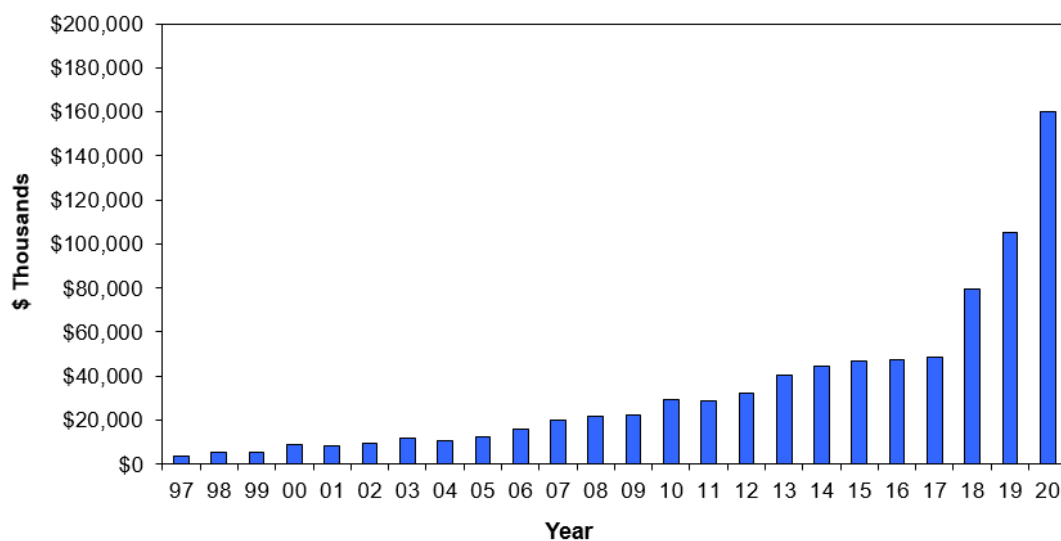


Number of Peer-Adjudicated Research Grants per Eligible Faculty Member



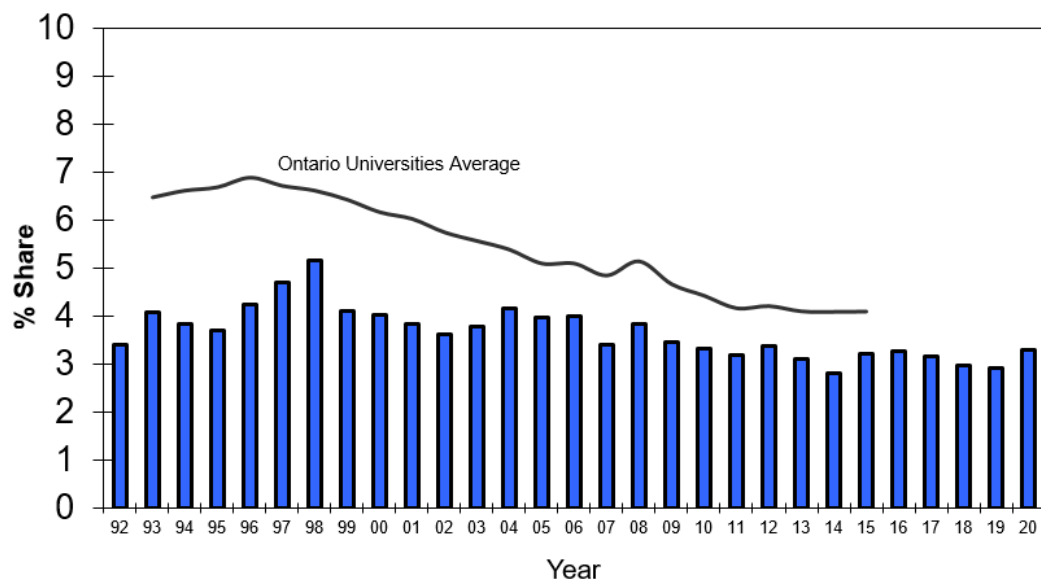
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

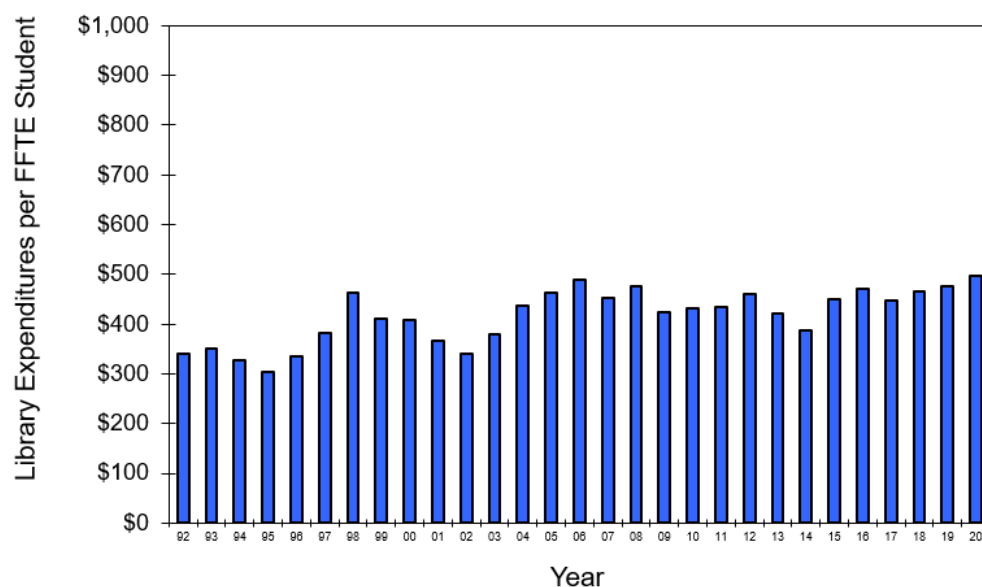
Note: Fiscal year beginning in year shown

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

Figure 1.12**Library Expenditures as Share of Total Operating Expenditures**

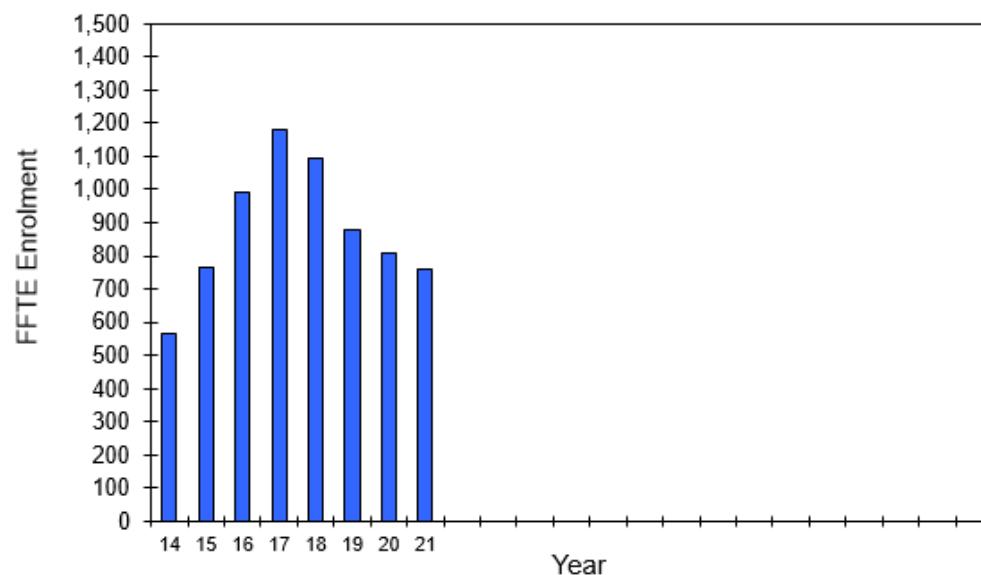
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

Figure 1.13**Library Expenditures per FFTE Student**

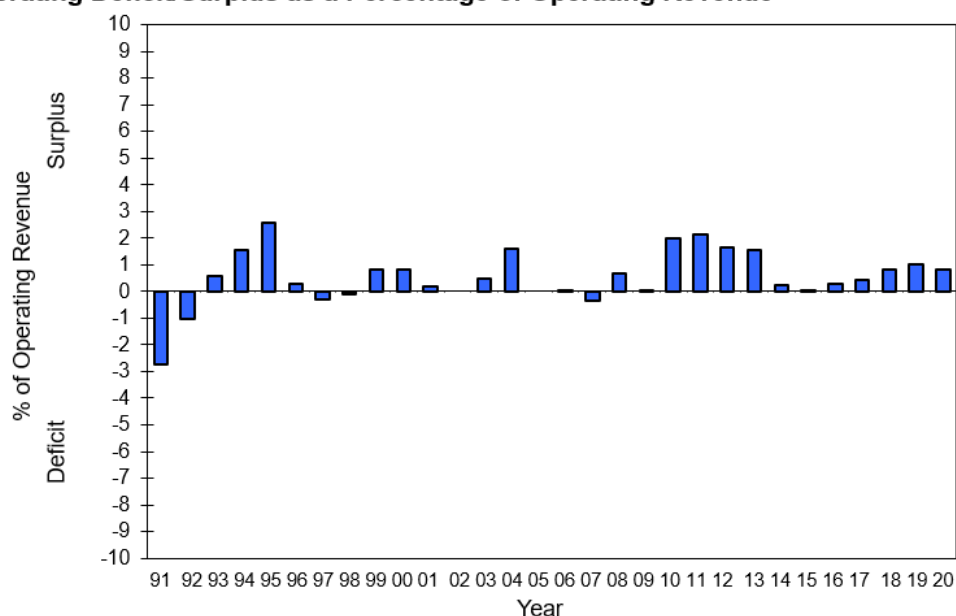
Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System

Figure 1.14**Zone Learning Enrolment (FFTE)**

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

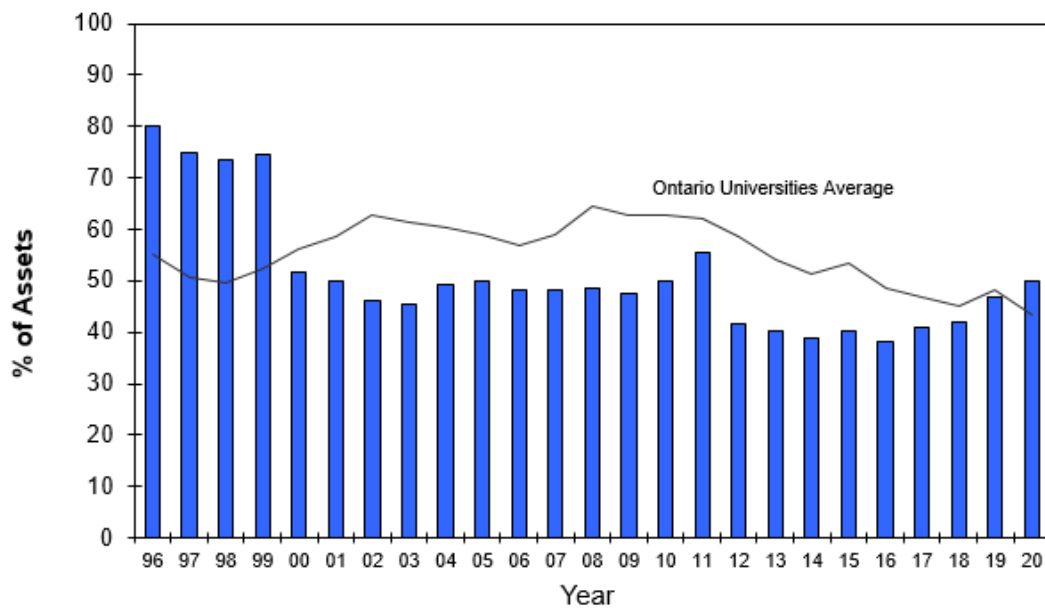
Source: Ryerson Student Information System

Figure 2.1**Operating Deficit/Surplus as a Percentage of Operating Revenue**

Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown.

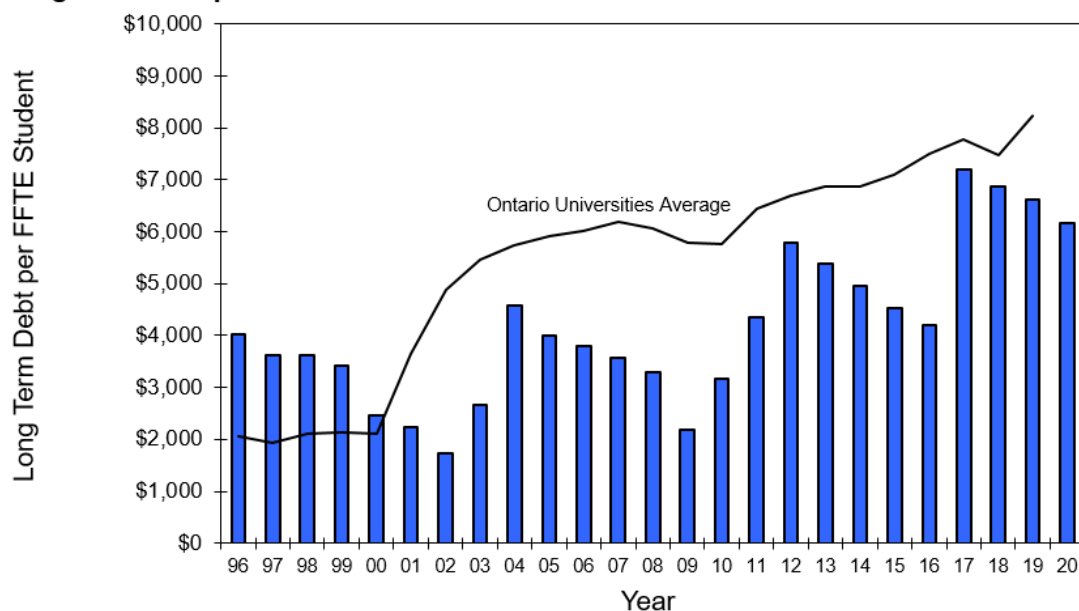
In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements

Figure 2.2**Total Liabilities as Share of Total Assets**

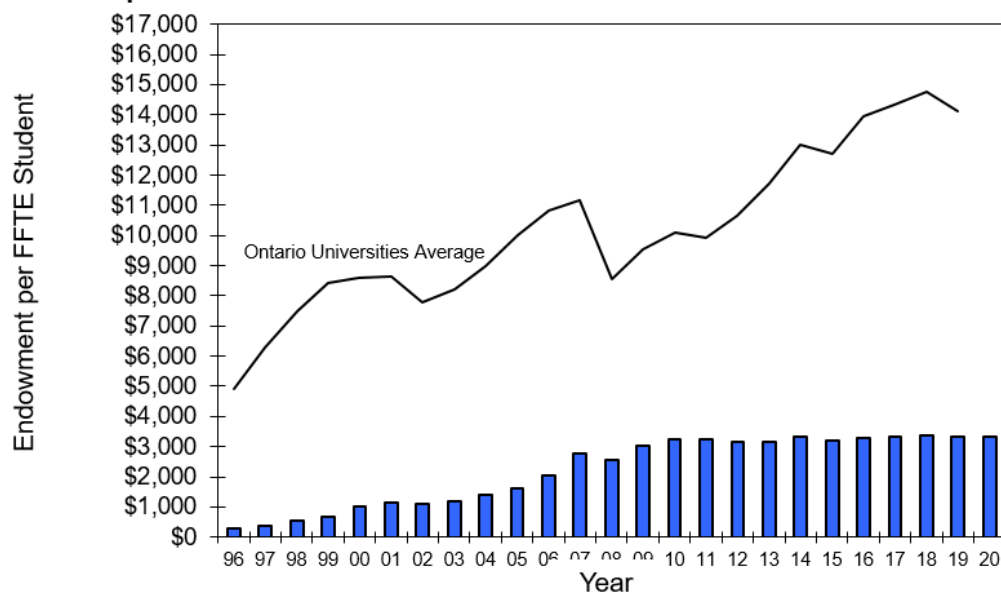
Note: Comparators exclude data for UOIT. Data for Laurentian and Nipissing unavailable for most recent year shown. Fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3**Long Term Debt per FTE Student**

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

Sources: Audited Financial Statements; Council of Ontario Universities

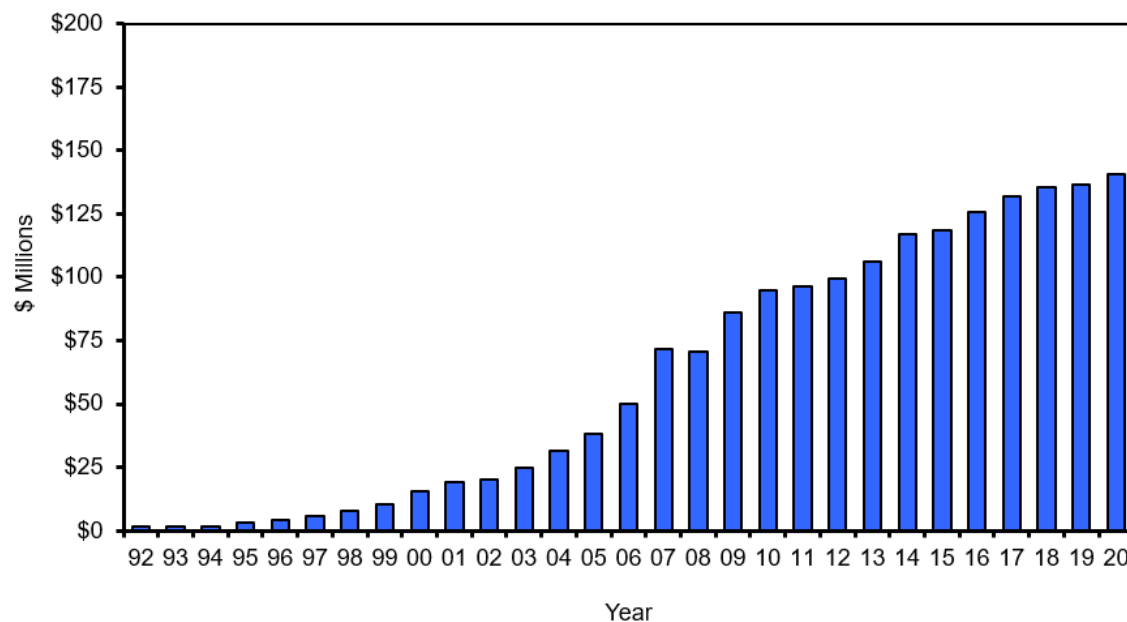
Figure 2.4**Endowment per FTE Student**

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

Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.5

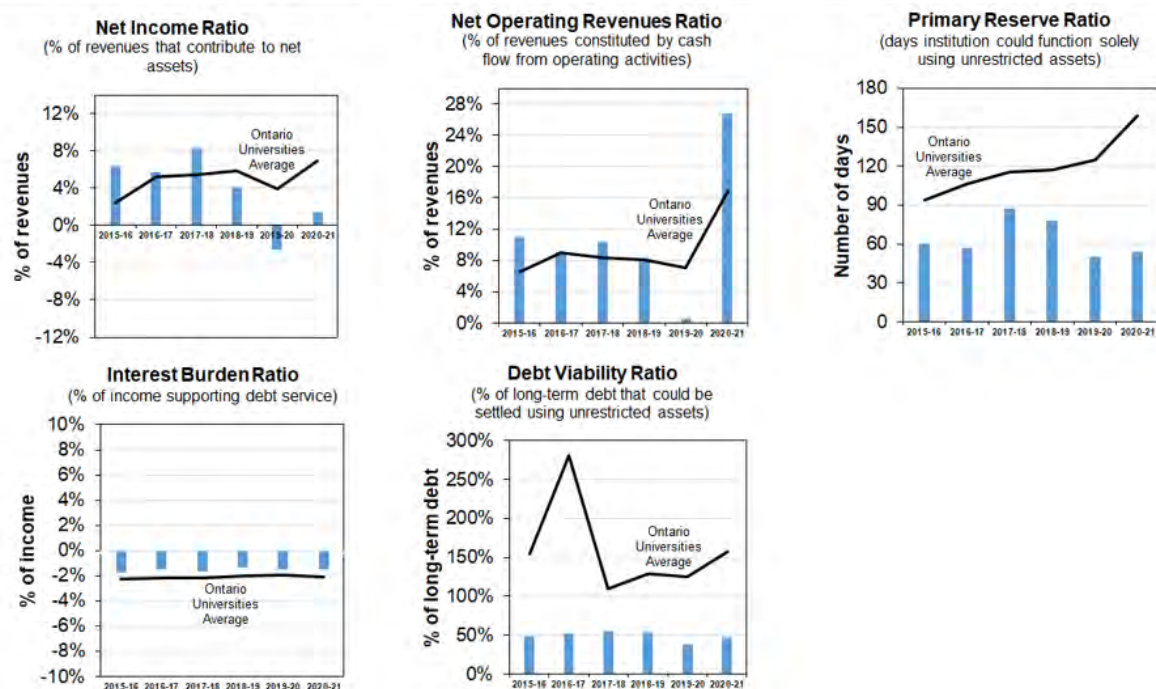
Ryerson University Endowment Fund



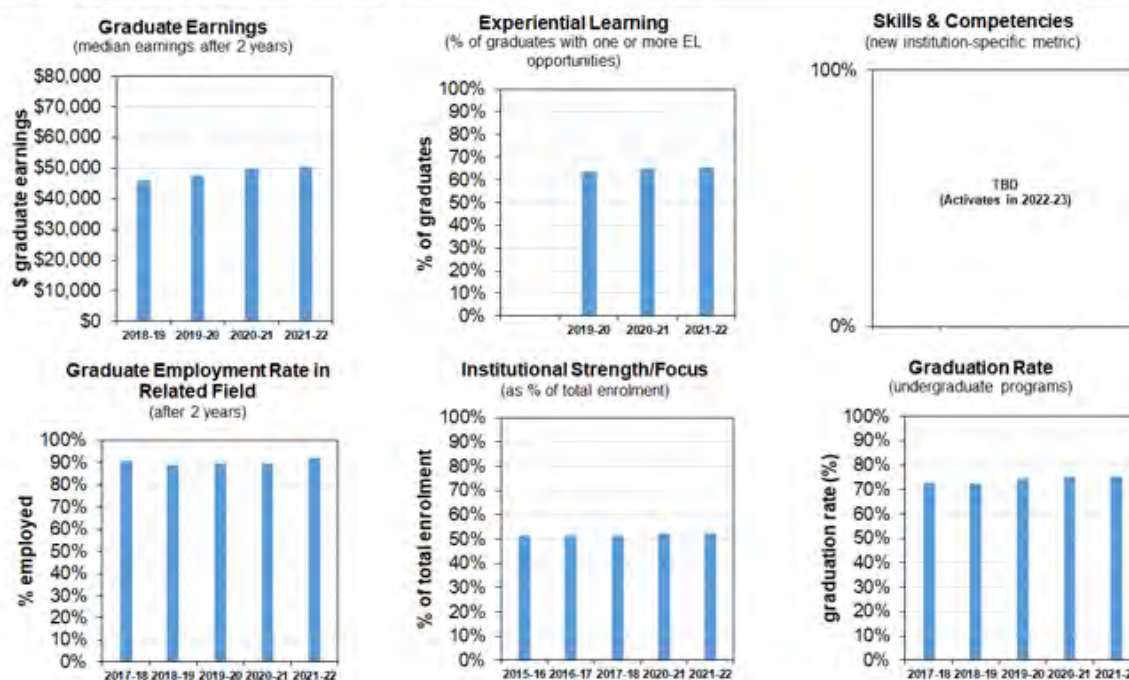
Note: Fiscal year beginning in year shown

Source: Audited Financial Statements

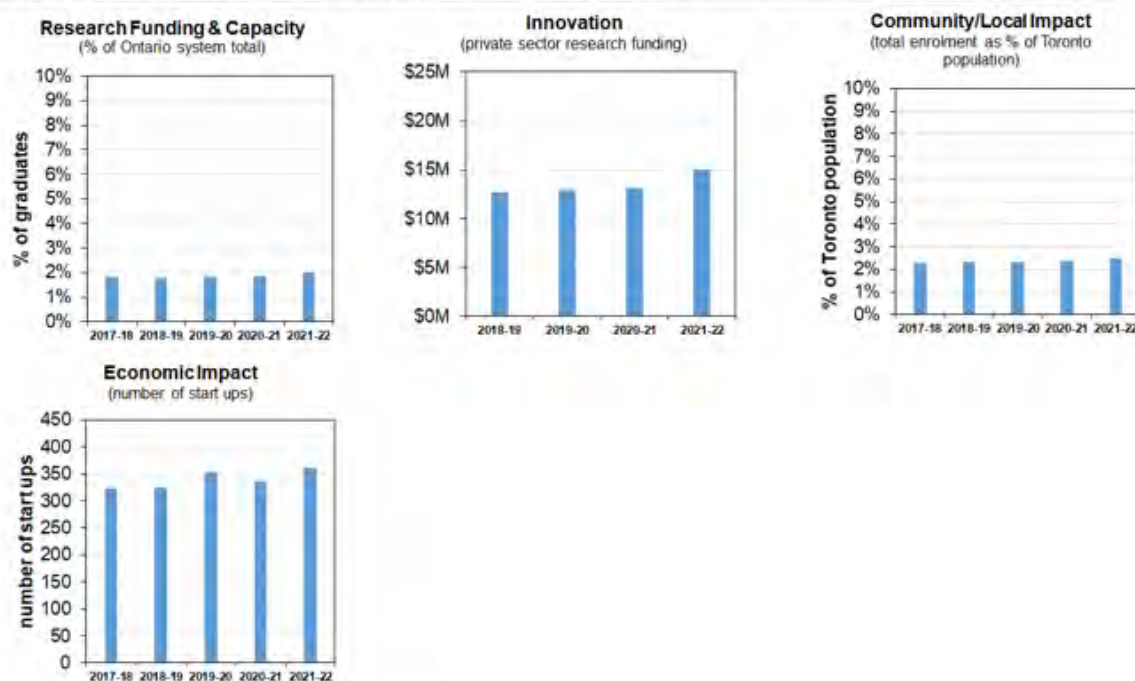
Figure 2.6 Financial Capacity Ratios



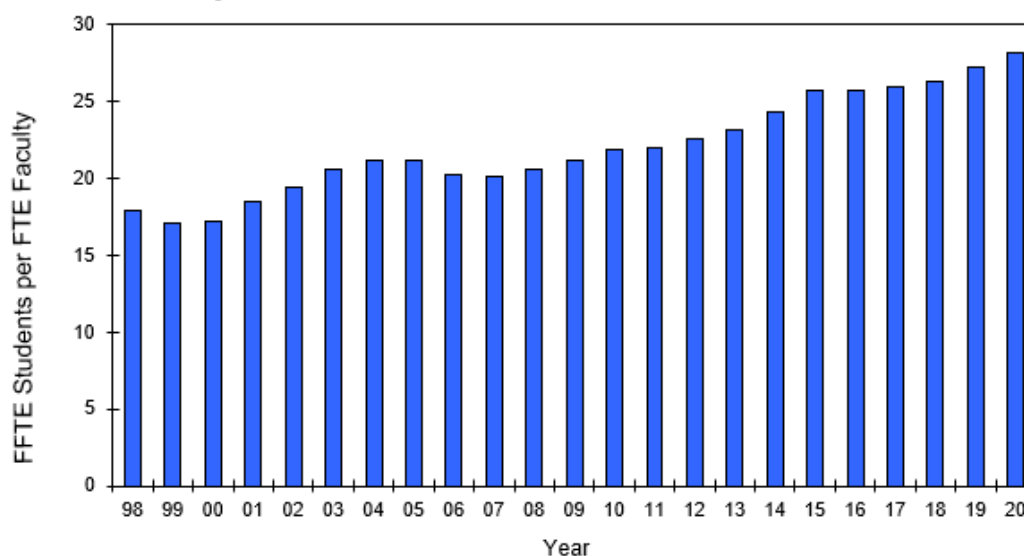
Source: Council of Ontario Universities

Figure 2.7 Strategic Mandate Agreement SMA3 Metrics


Source: Ministry of Colleges and Universities

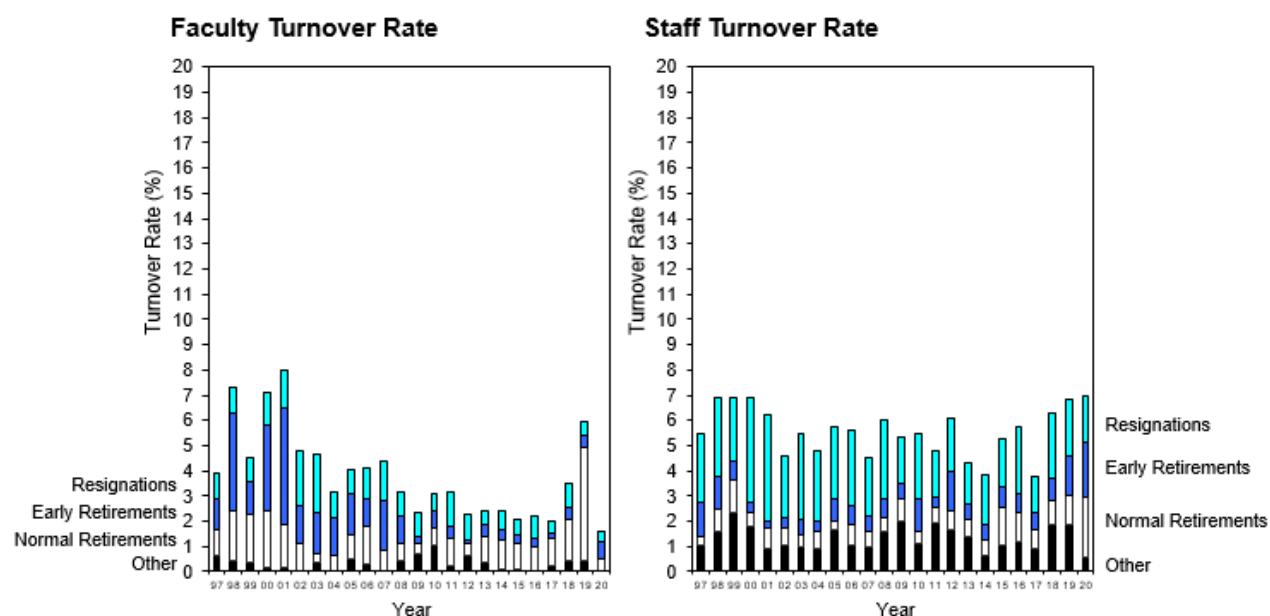
Figure 2.7 Strategic Mandate Agreement SMA3 Metrics (Cont'd)


Source: Ministry of Colleges and Universities

Figure 3.1**Student : Faculty Ratio**

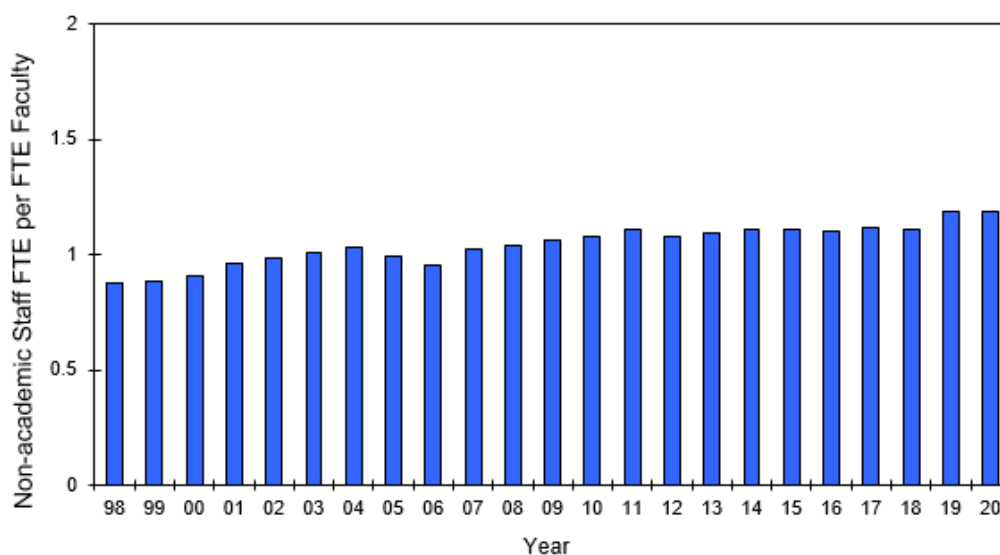
Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Continuing Education Division

Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

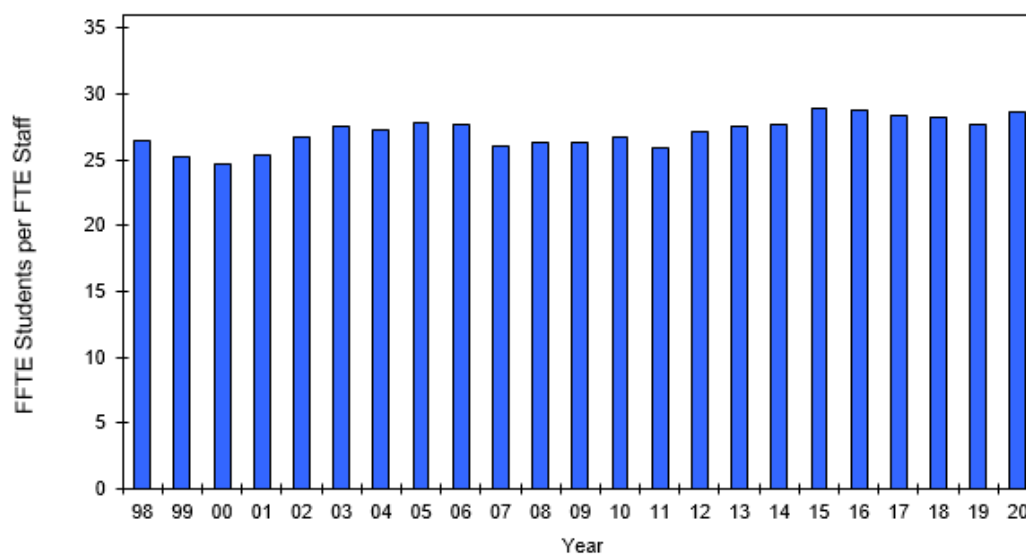
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

Figure 3.3**Staff : Faculty Ratio**

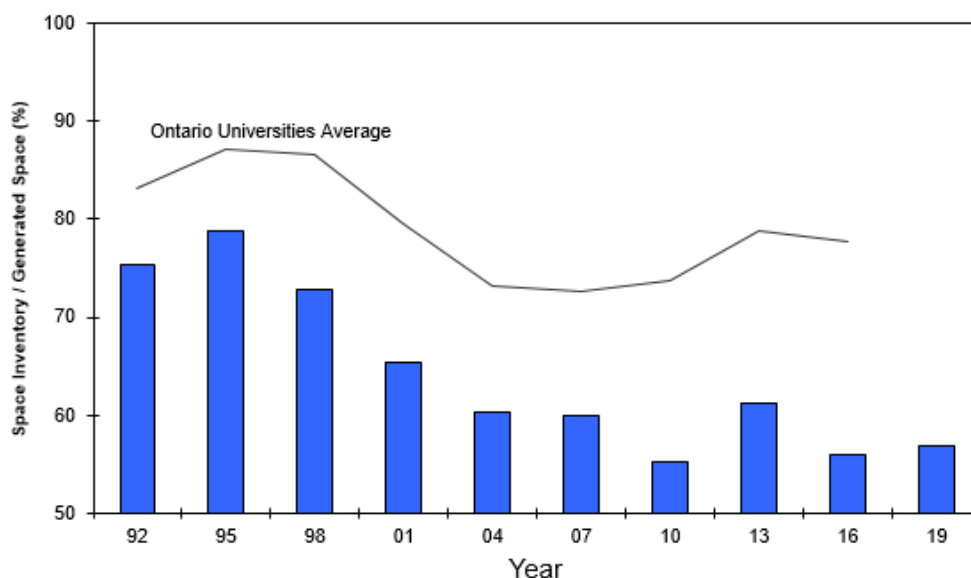
Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not.

Source: Ryerson Human Resources data

Figure 3.4**Student : Staff Ratio**

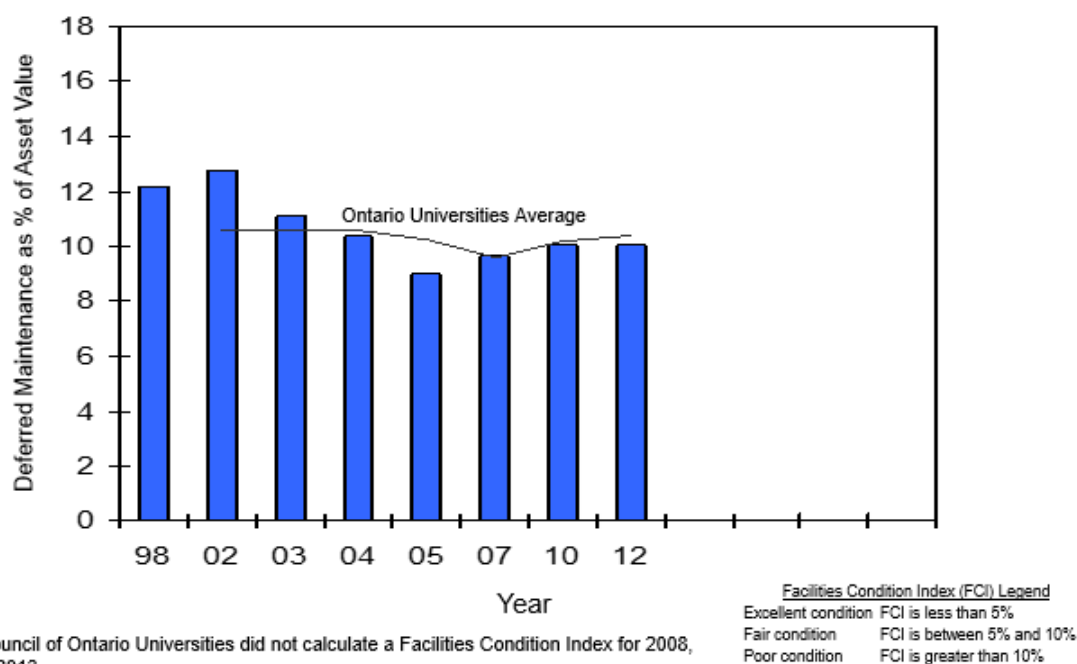
Note: Staff FTE and FFTE Students both include Continuing Education Division

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)

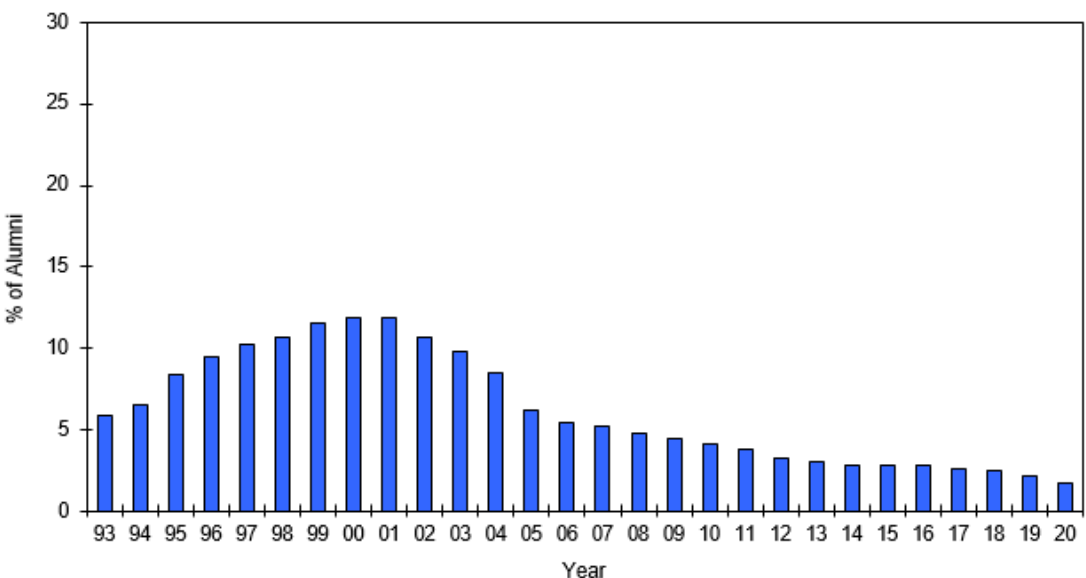
Figure 3.6**Facilities Condition Index (Deferred Maintenance / Current Asset Value)**

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)

Figure 4.1

Percentage of Alumni Who Made a Donation to University

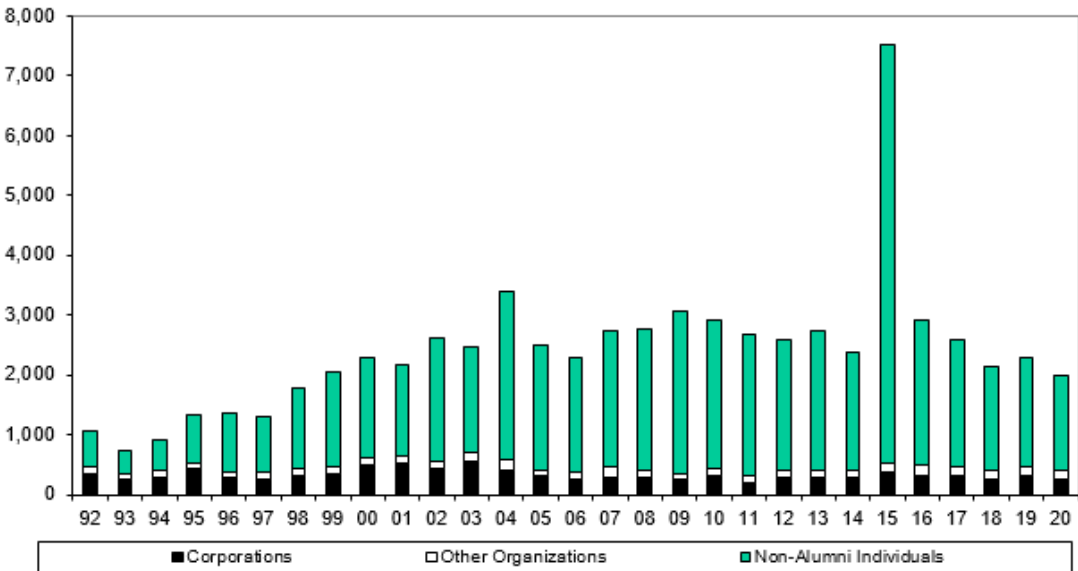


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

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

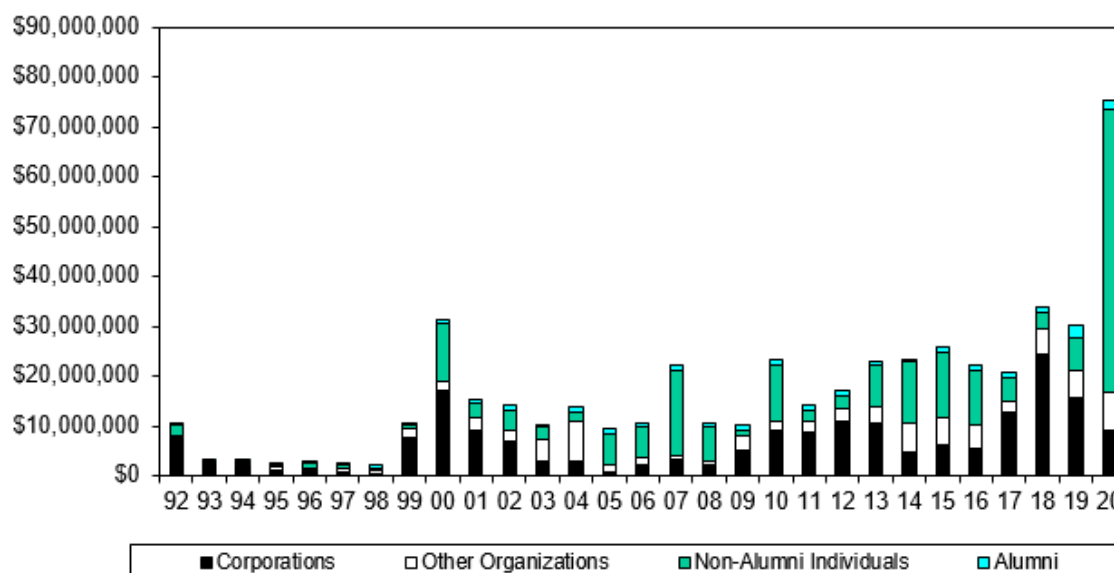
Figure 4.2

Annual Number of Non-Alumni Donors



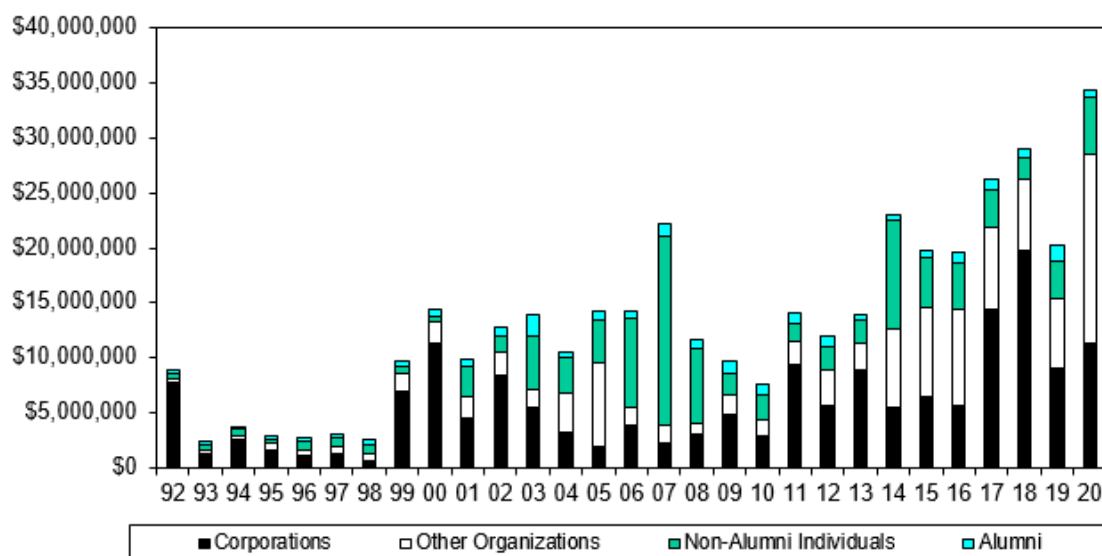
Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/ societies, foundations and organizations. Lifeline Syria initiative accounted for 4,948 (2015-16), 604 (2016-17), and 6 (2017-18) non-alumni individual donors.

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

Figure 4.3**Annual Level of Donation Commitments**

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

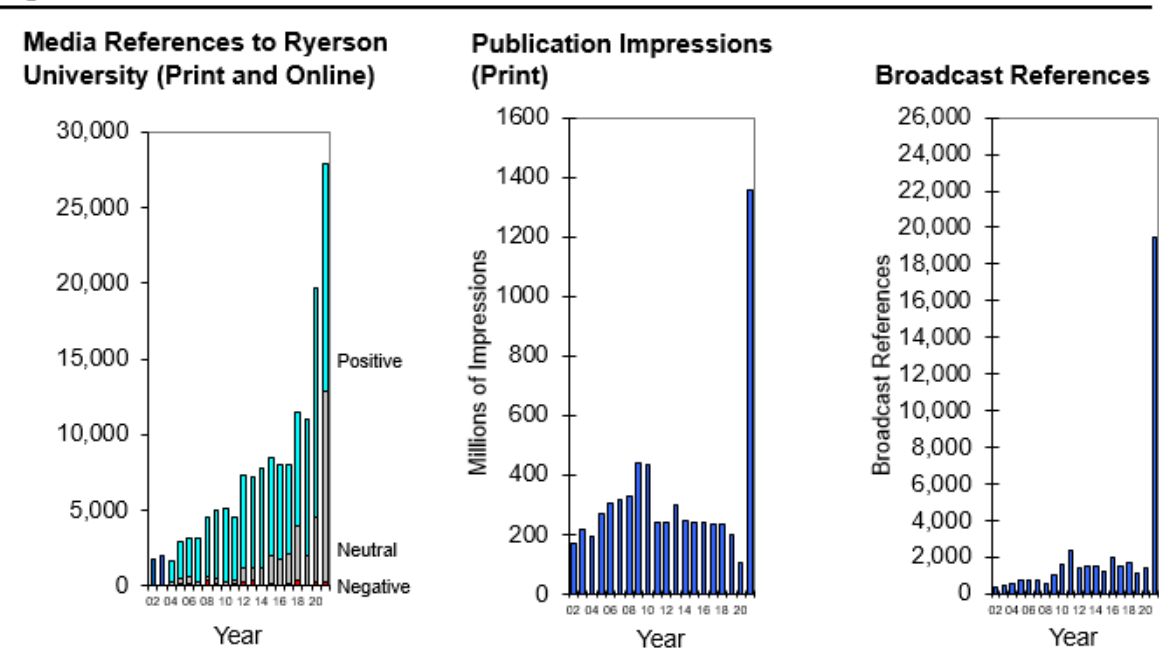
Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.4**Annual Level of Donations Received**

Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for \$3.01 million (2015-16), \$0.54 million (2016-17), \$29,205 (2017-18), and \$25,000 (2018-19) from non-alumni individuals.

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

Figure 4.5



Note: In 2021, the Central Communications unit changed its data vendor to Meltwater. Meltwater currently has the world's largest media source base and its greater capacity for capturing media coverage accounts in large measure for the order of magnitude increase over prior years. The improved coverage for 2021 and future years does come at the expense of direct comparison to 2020 and earlier.

Source: Central Communications