

# 2021-22 Budget Priorities & Expenditures

Board of Governors

April 2021

Ryerson  
University



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# I. Situational Overview



# Overview

- We present Ryerson's 2021-22 proposed budget in a continued time of constraint and uncertainty.
- The COVID-19 pandemic continues to create:
  - Enrolment uncertainty related to international students
  - Additional costs related to remote work and teaching
  - Significant losses in our ancillary operations
- Government has not:
  - Decreased operating grants;
  - Provided significant support to offset COVID-19 costs;
  - Provided certainty around tuition fees for next year
- We are presenting a balanced budget that manages this uncertainty with best estimates and assumptions.

# Key Drivers of the Operating Budget

## COVID-19 Pandemic:

- Continued ancillary revenue losses and ongoing impacts to costs and supports into 2021-22
  - No in-year support from the Province to mitigate impact of pandemic and cover extraordinary costs
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## Enrolment:

- Strong domestic demand: Ryerson has a large number of applications to spaces
  - Plan to keep domestic enrolment to stay within level capped by Government; international enrolment projected to be at similar level to 2020-21
  - Limited ability to expand international recruitment given Immigration Canada's current processing times
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## Government Fee Policy:

- Assumption of tuition fee freeze for 2021-22
  - International fees remain unregulated
  - Student Choice Initiative (ancillary fee) uncertainty
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## Government Grants:

- System caps funding of domestic undergraduate and graduate enrolments
  - No decreases to operating grants
  - Limited grants to support specific activities – Virtual Learning, Micro-credentials, Deferred Maintenance
  - Strategic Mandate Agreement – no link to funding in 2021-22
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## Compensation:

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

# COVID-19 Costs / Supports

- Projected \$30.8M in COVID-19 impacts for 2020-21
  - Combined increased expenses, revenue losses, expected savings
- Additional 2020-21 supports included:
  - Teaching and learning supports to virtualize classes
  - Additional TA/GA to support faculty
  - Funding to support student wellness and mental health
  - Digital Google/Zoom licences, technology to access on-campus labs
  - Provision of PPE
- Significant decreases in revenue will continue into 2021-22 across all business units – e.g., Residences, Food Services, Parking.
- Our continued strategy is to balance using institutional reserves.

# Government Funding – 2021 Budget

- The Province tabled its budget on March 24, 2021
- Confirmed no decrease in operating grant funding
- Small investments in Government priorities
  - Virtual Learning Strategy, Micro-Credentials, Digital Passport
  - Deferred Maintenance/Capital Equipment Fund
  - Intellectual Property
  - Research Support
- Planning grant for New Medical School in Brampton

# Tuition Fees

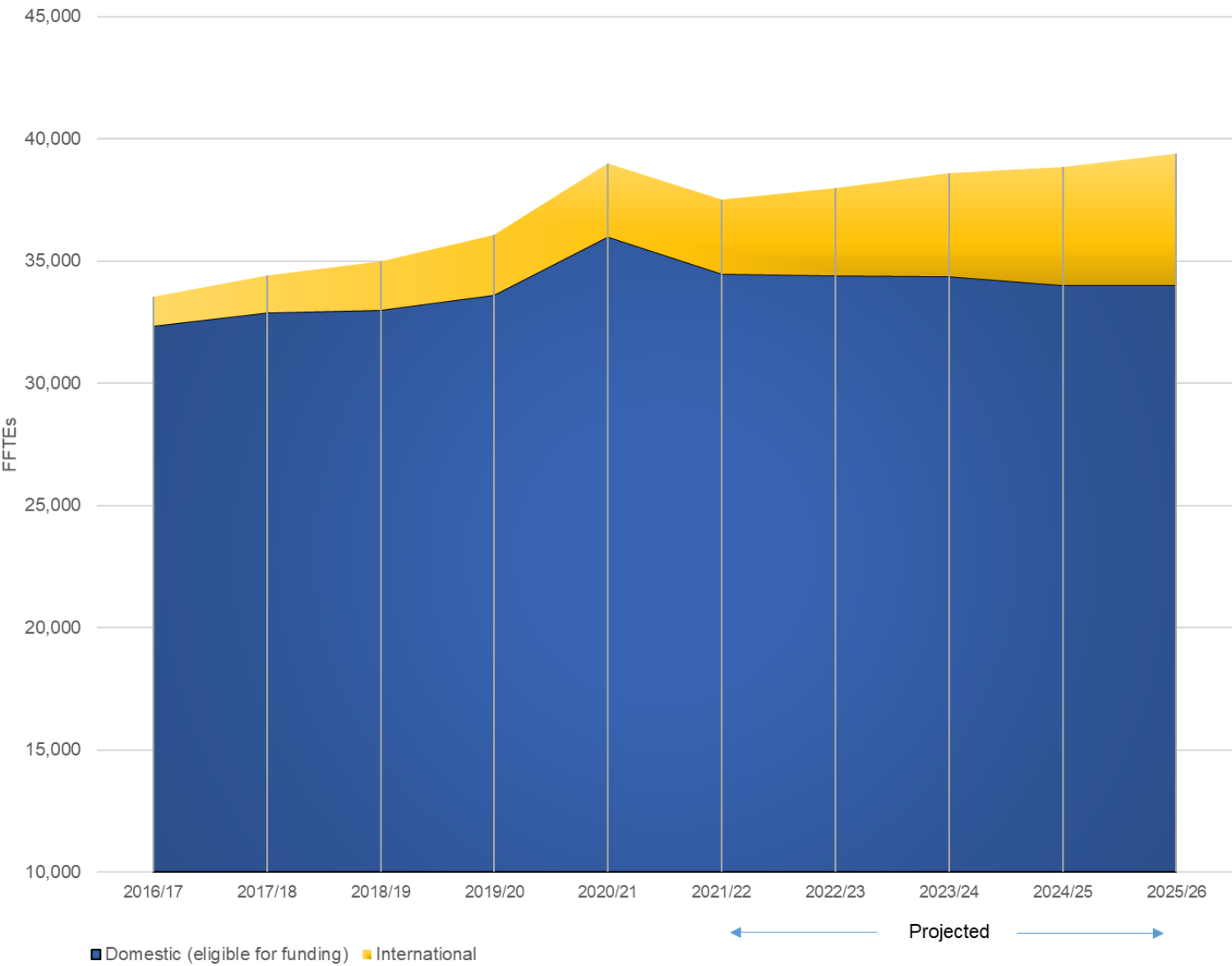
- Assuming a continuation of tuition fee freeze
- 2019-20 saw a **decrease of 10%** to domestic tuition fees in comparison to 2018-19 levels. Tuition remained frozen in 2020-21
- Impact of reductions and freeze will echo into future years, as any subsequent increases will be based on the lower fee level and can never be recovered
- International fees remain unregulated



# Enrolment Projections

- Ryerson remains very competitive
  - Highest number of applications from domestic secondary students in Ontario; 3rd highest overall for first-choice applications
- Significant decrease in international applications for Fall 2021
- Domestic enrolment to decrease in order to stay within levels capped by Government
- Expecting 950 Year 1 international students in Fall 2021 with overall international enrolment at similar level to 2020-21

# Enrolment Plan: Undergraduate



# Enrolment Plan

	Undergraduate					Graduate				
	Domestic Year 1 in FT Undergraduate Programs Headcount ~	International Year 1 in FT Undergraduate Programs Headcount ~	Total Year 1 in FT Undergraduate Programs Headcount ~	Year over Year Change	Total Undergraduate FFTEs*	Year over Year Change	Graduate FT and PT Headcount^	Year over Year Change	Graduate Fall FTE ^	Year over Year Change
13-14	7,761	271	8,032	9.4%	29,541	7.2%	2,358	0.4%	2,104	0.0%
14-15	7,939	274	8,213	2.3%	31,414	6.3%	2,419	2.6%	2,164	2.9%
15-16	8,148	353	8,501	3.5%	32,900	4.7%	2,529	4.5%	2,213	2.3%
16-17	8,215	480	8,695	2.3%	34,318	4.3%	2,548	0.8%	2,312	4.5%
17-18	8,138	677	8,815	1.4%	35,265	2.8%	2,537	-0.4%	2,371	2.6%
18-19	8,037	841	8,878	0.7%	36,300	2.9%	2,718	7.1%	2,453	3.5%
19-20	8,479	963	9,442	6.4%	36,159	-0.4%	2,926	7.7%	2,618	6.7%
20-21 Est.	8,860	1,022	9,882	4.7%	39,000	7.9%	3,000	2.5%	2,721	3.9%
21-22 Proj.	8,670	950	9,620	-2.7%	37,800	-3.1%	3,010	0.3%	2,730	0.3%
22-23 Proj.	8,670	1,557	10,227	6.3%	38,400	1.6%	3,040	1.0%	2,760	1.1%
23-24 Proj.	8,670	1,795	10,465	2.3%	38,700	0.8%	3,070	1.0%	2,790	1.1%

~ The plan is to reduce domestic Year 1 intake to gradually bring domestic undergraduate enrolment to the corridor and increase the intake of international students

\* Includes CE enrolments.

^ Graduate enrolments exclude Professional Master's Diplomas.

# Enrolment – Risk Mitigation

## Spring/Summer - Domestic and International

- Expand the number of online offerings to Ryerson students
- Open up spaces to non-Ryerson students

## Fall - International

- Assume decreased intake into Fall 2021
- Intensify recruitment efforts with focus on yield and conversion
- Ryerson University International College (RUIC): Partnership with Navitas
- Satellite campus: Universities of Canada in Egypt

# Strategic Mandate Agreement 3 (SMA3)

- Government remains committed to SMA3 (2020-2025) and implementing the performance-based funding model approved as part of 2019 Ontario Budget.
- Activation of performance-based funding **delayed** until 2022-23 due to COVID-19. However, data collection for metrics continues to activate as per original schedule.
- There is risk of COVID-19 affecting performance on metrics in latter years of SMA3 due to slip-year/lagging nature of SMA data.
- Ryerson successfully completed the Ministry's SMA3 Year One Annual Evaluation and met or exceeded 2020-21 allowable performance targets.

# SMA3 Funding Metrics: 2020-21 Targets

SMA3 Funding Metric	Historical Results* (Most Recent Years)	2020-21 Target*	2020-21 Minimum Allowable*	2020-21 Result*
Graduate Employment Rate in Related Field	91.0%, 89.1%, 89.4%	90.2%	89.0%	89.6%
Institutional Strength/Focus ( <i>as % of total enrolment</i> )	51.3%, 51.4%, 51.5%	51.5%	49.9%	52.1%
Graduation Rate	72.8%, 72.5%, 74.4%	73.5%	72.4%	75.1%
Research Funding & Capacity ( <i>% of Ontario system total</i> )	1.8%, 1.8%, 1.8%	1.9%	1.8%	1.9%
Community/Local Impact ( <i>total enrolment as % of Toronto population</i> )	2.3%, 2.3%, 2.3%	2.3%	2.3%	2.4%
Economic Impact: Number of start-ups ( <i>institution-specific metric</i> )	323, 325, 354	336	320	335
Graduate Earnings ( <i>median earnings after 2 years</i> )	\$45,993; \$47,494, \$49,675	NA ( <i>Activates in 2021-22</i> )		NA
Experiential Learning	63.7%, 65.0%, 65.5%	NA ( <i>Activates in 2021-22</i> )		NA
Innovation (Private Sector Research Funding)	\$12.7M, \$12.9M, \$13.1M	NA ( <i>Activates in 2021-22</i> )		NA
Skills & Competencies	NA	NA ( <i>Activates in 2022-23</i> )		NA

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

^ Universities were advised on August 14, 2020 that: "Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years – Year 1 (2020-21) and Year 2 (2021-22) of SMA3. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned." Metrics will be activated for data collection as originally scheduled.

# II. 2021-22 Budget Development Process

# Goals and Guiding Principles

- Reinforce Ryerson's mission and strategic priorities
- Maintain balanced operating budget
- **Guided by five principles:**
  - Prioritize students
  - Protect Ryerson's core business
  - Be fair and transparent
  - Remain forward-looking
  - Conduct wide consultations within 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

*Together, these serve as the blueprint for informed and focused decision-making*



# Budget Development Timeline

## **November:**

- Ontario 2020 budget released; focused primarily on response to pandemic

## **January:**

- Update to Board and university-wide update

## **February/March:**

- Academic and administrative units asked to develop plans for 3.5% base reduction
- Community budget consultations
- Hands-on sessions with budget managers from Faculties and Divisions
- Update to Board

## **March/April:**

- Ontario 2021 budget released March 24
- Preparation of university budget based on budget consultation process for approval by President and Board of Governors

# Budget Feedback

- Continue to support students academically, financially and socially through this challenging time
  - Key focus on mental health and student wellness
  - More digital opportunities for students to engage with Ryerson
- Support faculty, instructors and staff through remote work and return to campus
  - Focus on the safety of the community
  - Build on the lessons learned from remote work
  - Pay attention to wellbeing
- Focus on our values and our priorities – emerge from the pandemic stronger

# III. 2021-22 Budget



# 2021-22 Strategy to Balance

- Revenue growth of \$16M
  - Enrolments
  - International tuition fees
  - Chang School net revenues
- Expenditure growth of \$32M
  - Unavoidable inflationary pressures including salaries and benefits
  - Teaching costs for new students
  - Recruitment costs for new international students
  - Deferred maintenance
  - New debt strategy
- Balanced with budget reduction of 3.5%

# Effects of 3.5% Base Budget Reduction

- Implemented an across-the-board 3.5% budget reduction
- Reduction strategies are aligned with Ryerson values and strategic priorities
- Many different strategies to balance:
  - 60% of decrease was to non-salary operating
    - Travel, professional development funds, special events/outreach, hospitality
  - Reductions to limited number of courses
  - Limited number of position closures, staff reductions

# Investment Strategy

- Aggressive use of institutional reserves to support on-going COVID-related costs and strategic priorities
- Priorities to be supported in 2021-22 include:
  - Ongoing COVID-19 costs
  - Student supports - Mental health and wellbeing and first-year experience
  - Supporting employees - Agile workforce
  - Teaching & learning support and experiential learning
  - Digital strategy including more online learning opportunities
  - International recruitment and student support

# 2021-22 Budget Schedules

Schedule 1 OPERATING BUDGET

Schedule 2 OPERATING GRANTS

Schedule 3 CONSOLIDATED BUDGET

Schedule 4 PROJECTED BALANCE SHEET

Schedule 5 PROJECTED CASH FLOW STATEMENT





# Schedule 1: Operating Budget

\$000	2020-21 \$ APPROVED PRELIMINARY BUDGET	2020-21 \$ ORIGINAL BASE BUDGET	2021-22 \$ ESTIMATED BUDGET	\$ Increase (decrease)	% Increase (decrease)
<b>REVENUES:</b>					
Operating Grants (Schedule 2)	\$ 259,994	\$ 259,994	\$ 260,627	\$ 633	0.2%
Tuition Fees excluding Continuing Education	305,173	305,173	320,289	15,116	5.0%
<b>Domestic Fees</b>					
Rate Changes				-	0.0%
Enrolment / Mix changes				9,295	3.0%
<b>International Fees</b>					
Rate changes				3,470	1.1%
Enrolment / Mix changes				2,351	0.8%
OTO provision for loss of International Fees Growth related to COVID-19	(14,344)				
Chang School - Tuition Fees**	56,000	56,000	54,210	(1,790)	-3.2%
Other Revenue	10,334	10,334	11,684	1,350	13.1%
<b>TOTAL REVENUES</b>	<b>\$ 617,157</b>	<b>\$ 631,501</b>	<b>\$ 646,810</b>	<b>\$ 15,309</b>	<b>2.4%</b>
<b>EXPENSES:</b>					
<b>Departmental Budgets - opening balance</b>	507,686	507,686	524,790		
Allocations - transferred to base budgets	2,233	2,233	-		
International Costs	10,840	10,840	9,927		
Base Budget Reductions	(7,293)	(7,293)	(15,774)		
Inflation, Compensation, Benefits	13,986	13,700	14,534		
Other Reductions	(2,376)	(2,376)			
<b>Departmental Budgets - ending balance</b>	525,076	524,790	533,477	8,687	1.7%
Reduction to International growth expenses relating to COVID- 19	(8,930)				
Provision for OTO costs/losses relating to COVID- 19	15,000				
Chang School - Direct costs**	44,000	44,000	41,200	(2,800)	-6.4%
Student Financial Assistance	18,355	18,355	18,355	-	0.0%
Utilities and other non salary provisions	28,489	28,489	29,811	1,321	4.6%
Current Interest on debt	10,867	10,867	17,967	7,100	65.3%
Infrastructure Maintenance	5,000	5,000	6,000	1,000	20.0%
<b>TOTAL EXPENSES</b>	<b>\$ 637,857</b>	<b>\$ 631,501</b>	<b>\$ 646,810</b>	<b>\$ 15,309</b>	<b>2.4%</b>
REVENUES LESS EXPENSES (Deficit representing net OTO COVID- 19)	(20,700)	(0)	(0)	0	
TRANSFER FROM INTERNALLY RESTRICTED FUNDS *	20,700	0			
<b>REVENUES LESS EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>		
* transfer will neutralize the impact on the unrestricted deficit					
** 21-22 Chang School Budget adjusted to better reflect 20-21 actuals. Net contribution increase of \$1M; 8.3%.					

# Schedule 1A: 2019-20 Operating Results

\$000	2019-20 \$ APPROVED BUDGET	2019-20 \$ ACTUAL RESULTS *
<b>REVENUES:</b>		
Operating Grants	\$ 264,073	\$ 259,296
Tuition Fees	283,353	289,813
Chang School	55,523	52,621
Other Revenue	9,584	15,332
<b>TOTAL REVENUES</b>	<b>612,533</b>	<b>617,063</b>
<b>EXPENSES:</b>		
Departmental Budgets - including allocations	507,686	523,280
Chang School - Direct Costs	43,595	39,867
Student Financial Assistance	18,355	18,355
Utilities and other non salary provisions	27,930	32,552
Current Interest on debt	10,867	8,704
Infrastructure Maintenance	4,100	12,068
<b>TOTAL EXPENSES</b>	<b>612,533</b>	<b>634,826</b>
<b>BUDGET REVENUES LESS EXPENSES, before year end OTO allocations</b>	<b>-</b>	<b>(17,763)</b>
<b>ONE TIME ONLY (OTO) ALLOCATIONS</b> Carry forwards transfers used / (unspent)		<b>24,265</b>
<b>REVENUES LESS EXPENSES AND ALLOCATIONS</b>	<b>\$ -</b>	<b>\$ 6,502</b>

\* Actuals will include spending from base budgets, OTO funds and carry forward budgets.

# Schedule 2: Operating Grants

\$000	2020-21 \$ APPROVED BUDGET	2021-22 \$ ESTIMATE	2021-22 over (under) 2020-21 budget
<b>GRANTS</b>			
<b><u>ENROLMENT ENVELOPE (CORE GRANT)</u></b>			
Core Operating Grant (COG)	\$ 174,619	\$ 147,579	\$ (27,040)
Accessibility (growth) grants - UG base	-	-	-
Accessibility (growth) grants - Graduate	14,404	14,404	-
<b>TOTAL CORE OPERATING GRANT</b>	189,023	161,983	(27,040)
<b><u>DIFFERENTIATION ENVELOPE</u></b>			
Performance / Student Success Funding	57,976	85,107	27,131
Research Overheads	433	433	-
<b>TOTAL DIFFERENTIATION ENVELOPES</b>	58,409	85,540	27,131
<b><u>TOTAL ENROLMENT &amp; DIFFERENTIATION ENVELOPES</u></b>			
	247,432	247,523	91
<b><u>SPECIAL PURPOSE GRANTS</u></b>			
Municipal Tax Grant (net of Clawback)	2,140	2,294	154
Graduate Capital Incremental funding	-	-	-
Accessibility grants for students with disabilities	724	724	-
Other Targeted Grants (notional - offset in expenses)	1,427	1,427	-
Collaborative Nursing grants	5,500	6,000	500
<b><u>GRANT CLAWBACKS</u></b>			
International Student Recovery (ISR)	(2,500)	(2,630)	(130)
<b><u>FEDERAL GRANTS</u></b>			
Federal research overhead grant	5,271	5,289	18
<b>TOTAL GRANTS</b>	<b>\$ 259,994</b>	<b>\$ 260,627</b>	<b>\$ 633</b>

# Schedule 3: Consolidated Budget

\$000	Operating Fund (Schedule 1)	Student Funded Special Activities (1)	Ancillary Fund (2)	Research Funds & Restricted Grants (3)	Trust and Endowment Funds (3)	Capital Fund (3) & NFP Adjustments (4)	2021-22 Estimated Budget
<b>Revenue Summary</b>							
Government grants (Provincial & Federal)	\$ 260,627			\$ 106,923		\$ 4,983	\$ 372,533
Research and other grants and contracts				41,003			41,003
Tuition fees including Chang School	374,499	23,469					397,968
Student Levy - Athletic and Recreation Centre			1,597				1,597
Sales and services			14,979				14,979
Donations recognized					10,343		10,343
Amortization of deferred capital contributions						11,226	11,226
Investment and other income	11,684						11,684
<b>Total Revenues</b>	<b>\$ 646,810</b>	<b>\$ 23,469</b>	<b>\$ 16,576</b>	<b>\$ 147,926</b>	<b>\$ 10,343</b>	<b>\$ 16,209</b>	<b>\$ 861,332</b>
<b>Expense Summary</b>							
Salaries and wages	398,090	14,668	6,094	51,774	2,758		473,384
Employee Benefits	77,970	2,934	1,605	10,355	552		93,415
<b>Salaries, Wages and Benefits</b>	<b>476,060</b>	<b>17,601</b>	<b>7,699</b>	<b>62,129</b>	<b>3,310</b>		<b>566,799</b>
Materials, supplies, repairs and maintenance (4)	95,614	5,867	11,974	49,818	2,069	(29,584)	135,758
Bursaries and scholarships	57,169				4,964		62,133
Interest on debt - Capital Expansion	17,967		4,667				22,634
Sub-grants to partner institutions				35,979			35,979
Student levy - Ath & Rec - Interest on debt, + RAC & MAC operations			1,597				1,597
Amortization of capital assets						45,793	45,793
<b>Total Expenses</b>	<b>\$ 646,810</b>	<b>\$ 23,469</b>	<b>\$ 25,937</b>	<b>\$ 147,926</b>	<b>\$ 10,343</b>	<b>\$ 16,209</b>	<b>\$ 870,693</b>
<b>Revenues less Expenses (Expenses over Revenues)</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (9,361)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (9,361)</b>

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

(2) Ancillary fund (Residence and UBS operations) deficits will be managed with institutional reserves.

(3) Externally restricted funds - unexpended restricted funds are deferred at year end. Includes restricted grants for Future Skills, Magnet & Cybersecure Catalyst.

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

# Schedule 4: Projected Balance Sheet

\$000	April 30, 2021 Projected*	April 30, 2022 Projected	Comments
<b>ASSETS</b>			
Cash and cash equivalents & short term investments	\$ 107,752	\$ 142,203	See schedule 5
Other current assets	55,279	55,279	
Total current assets	163,031	197,482	
Investments	389,208	624,208	Capital Projects, includes estimated new debt \$250M in 21-22
Employee future benefits - pension **	5,570	5,570	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Long - term note receivable	3,944	3,610	
Capital assets, net	1,251,636	1,260,427	Capital Projects
	<b>\$ 1,813,390</b>	<b>\$ 2,091,298</b>	
<b>LIABILITIES AND NET ASSETS</b>			
Total current liabilities	109,378	109,378	Estimate; based on prior year data
Employee future benefits - other **	25,510	25,510	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Long-term debt	261,360	503,026	Capital projects financed net of principal repayments; includes estimate of new debt \$250M in 21-22
Long-term Lease Obligation		46,000	Estimate; DCC monetization
Fair Value of Interest Rate Swap **	29,735	29,735	Unchanged from April 30, 2020; will change based on updated market conditions
Deferred revenue contributions	176,409	176,409	Estimate; based on prior year data
Deferred capital contributions	267,371	266,145	Estimate; External contributions for capital projects
<b>Net assets</b>			
Invested in capital assets	713,867	696,218	Capital assets less deferred capital contributions and long term debt
Internally restricted - employee future benefits **	(19,940)	(19,940)	Unchanged from April 30, 2020; will change based on updated actuarial estimates
Internally restricted - other ("Carry forwards")	339,645	330,284	Year end budgets carried forward to next fiscal year, includes transfer of ancillary deficit
Unrestricted surplus/deficit**	(227,019)	(209,370)	Net impact of consolidated and capital budgets
Endowments	137,074	137,903	Estimate - will change based on updated market conditions
	<b>\$ 1,813,390</b>	<b>\$ 2,091,298</b>	

\* as projected for the year for the Q3 statements

\*\* Amounts based on prior year end audited financial statement - will change based on actuarial estimates and market conditions

# Schedule 5: Projected Cash Flow Statement

\$000	April 30, 2021 Projected*	April 30, 2022 Projected	Comments
<b>OPERATING ACTIVITIES</b>			
Revenue less expenses	\$ 1,848	\$ (9,361)	As per consolidated budget - schedule 3
Add (deduct) non- cash items			
amortization of capital assets	45,793	45,793	As per consolidated budget - schedule 3
amortization of deferred capital contributions	(12,324)	(11,226)	As per consolidated budget - schedule 3
Unrealized loss (gain) on interest rate swap	(5,632)		Not estimated - updated based on market conditions
Unrealized gain on investments	(7,719)		Not estimated - updated based on market conditions
Net change in deferred revenue contributions	61,276	-	Assumes no significant net change in 2021-22
Net change in non-cash working capital balances	(4,554)	-	Assumes no significant net change in 2021-22
<b>Cash provided by operating activities</b>	<b>78,688</b>	<b>25,206</b>	
<b>FINANCING AND INVESTING ACTIVITIES</b>			
Contributions received for capital purposes	10,221	10,000	Estimate based on current capital plan; to be updated
Endowment contributions	789	829	Estimate; to be updated based on year end results
Acquisition of capital assets	(35,419)	(54,584)	Estimate based on current capital plan; to be updated
Decrease in Notes Receivable	330	334	
Long term debt principal repayments	(7,818)	(8,334)	
Increase in debt financing		250,000	Includes estimated new debt \$250M in 21-22
Increase in long-term lease obligation		46,000	Estimate; DCC monetization
Decrease/(Increase) in investments, other adjustments	(59,171)	(235,000)	Includes estimated new debt \$250M and internally financed capital expenses
<b>Cash used in financing and investing activities</b>	<b>(91,068)</b>	<b>9,245</b>	
<b>Net increase (decrease) in cash during the year</b>	<b>(12,380)</b>	<b>34,451</b>	
Cash and cash equivalent, beginning of period	120,132	107,752	
<b>Cash and cash equivalents, end of period</b>	<b>\$ 107,752</b>	<b>\$ 142,203</b>	

\* as projected for the year for the Q3 statements

# IV. 2021-22 Fee Schedules

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    - ii. International Fees
    - iii. Continuing Education and Special Fees
  - B. Non-Tuition Fees
  - C. Department Lab/Ancillary Fees
  - D. Service Fees
  - E. Student Residence Fees and Meal Plans



# 1. Fee Change Highlights

<b>Tuition Fees - Domestic Students</b>	As per provincial guidelines, domestic students will see no change in their tuition fees for 2021-22. The exception is the PMDip in Accounting, which is being increased to align with market demand and comparator programs elsewhere. As this program does not receive government funding, it is not subject to the provincial fee policy.
<b>Tuition Fees - International Students</b>	International fees are increased by 3% to 5% depending on program. The international MBA fee is increased by a greater amount to align somewhat with comparator programs elsewhere.
<b>Compulsory Non-Tuition Related Fees</b>	CPI: All applicable fees have been increased by the annualized Toronto CPI to two decimal places, which is 0.29% according to Statistics Canada. The Government's appeal on the Student Choice Initiative (SCI) was heard from March 23 to 24, 2021. A decision may not come for several months. The university's fee structure has been aligned with the student choice initiative since the beginning of 2019-20, though the rules have not been in effect. In the event of a successful appeal, external student groups will be asked to sign accountability agreements in order to receive compulsory fee revenue. In the event that the appeal is denied, the university will continue to collect fee revenue as compulsory. Ryerson Graduate Student Union (RGSU): The referendum-based fees for the Ryerson Graduate Student Union are included. The university is currently in the final stages of completing an operating agreement with RGSU.
<b>Department Lab/Ancillary Fees</b>	Three new fees: Faculty of Law - first fee established for student materials and association membership. School of Professional Communication - first established fee for student materials. School of Urban Regional Planning - first fee for student materials. One fee reduction: School of Architectural Science has reduced the fee to reflect expected costs. One fee increase: School of Midwifery has increased the fee due to escalating costs. Two temporary fee reductions due to COVID-19: Schools of Architectural Science and Urban Regional Planning temporarily reducing fee due COVID-19 restrictions on travel (field trips).
<b>Service Fees</b>	No increases in services fees. The university has undertaken an initiative to provide students with a secured, personalized credential wallet for academic credentials and documents. Digital transcripts and letters are provided through MyCreds, a national credential network. Transcripts and letters offered through this service are subject to applicable taxes.
<b>Residence Fees</b>	All residence rent fees to increase by 2%. Communication fee for DCC residence to increase from \$316 to \$416 due to higher speed internet service (similar to Pitman Hall Residence). Billing related to HOEM residence (for which Ryerson partners with Canadian Student Communities Inc.) has been reassigned under HOEM.
<b>Meal Plan</b>	The "All You Care To Eat Meal Plan" allows unlimited access each day to the Pitman and ILLC Dining Halls. The 5 day meal plan is an available option to all students living in Pitman apartments, but is mandatory for the DCC residence. The 7 day meal plan is available to all students living in residence. Meal plan rates are to increase by 3.5% over 2020-21. On a per diem basis, the meal plan cost is \$24.72/day, increasing from \$23.81/day. The 7 day meal plans are compulsory for students living in Pitman single, semi private or double rooms, in the ILC, and provide unlimited access to the Pitman or ILC Dining Halls. Meal plans are non refundable or transferable. Flex dollars can be spent at all participating retail locations on campus. Students can top up their Flex dollars and carry over the funds to the next academic year. The Apartment Declining Balance Food Fund is available only to students living in the Pitman Apartments, and may be spent at any Ryerson Eats food locations. It will increase from \$1,000 to \$1,200 in 21-22. These funds may be carried over to the next academic year and may be topped up. Food admin fee will increase from \$30 to \$35 in 21-22.

# 2. Tuition Fees *A) i) Domestic Tuition Fees*

	2020-21 Tuition Fee				2021-22 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1		Year 2		Year 3		Year 4	
	\$	\$	\$	\$	\$	% Change	\$	% Change	\$	% Change	\$	% Change
<b>Category 1 - Arts and Science programs.</b>												
<b>Arts &amp; Science Undergraduate Programs</b>												
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	6,110.35	6,110.35	6,110.35	6,092.56	6,110.35	0.0%	6,110.35	0.0%	6,110.35	0.0%	6,092.56	0.0%
Post Degree 2 Year Occupational/Public Health	6,696.60	6,696.60		-	6,696.60	0.0%	6,696.60	0.0%			-	
All other undergraduate programs	6,223.09	6,223.09	6,223.09	6,204.96	6,223.09	0.0%	6,223.09	0.0%	6,223.09	0.0%	6,204.96	0.0%
<b>Category 2 - Professional Undergraduate Programs and Graduate programs.</b>												
<b>Professional Undergraduate Programs</b>												
Engineering	10,189.39	10,189.39	10,189.39	9,966.19	10,189.39	0.0%	10,189.39	0.0%	10,189.39	0.0%	9,966.19	0.0%
Computer Science	8,562.75	8,562.75	8,562.75	8,375.20	8,562.75	0.0%	8,562.75	0.0%	8,562.75	0.0%	8,375.20	0.0%
Business FT & PT (Business Mgt, Accounting & Finance, Hospitality & Tourism Mgt, Retail Mgt, Business Technology Management)	8,402.63	8,402.63	8,402.63	8,218.57	8,402.63	0.0%	8,402.63	0.0%	8,402.63	0.0%	8,218.57	0.0%
Architectural Science	9,551.43	9,551.43	9,551.43	9,342.20	9,551.43	0.0%	9,551.43	0.0%	9,551.43	0.0%	9,342.20	0.0%
Law (new in 2020)	21,168.00				21,168.00	0.0%	21,168.00					
<b>Graduate Programs</b>												
Master's programs in: Criminology and Social Justice ; Literatures of Modernity; Philosophy; Psychology; Immigration & Settlement; Physics; Molecular Science; Computer Science; Applied Mathematics; Engineering MAsc Programs, MAsc Building Science	8,153.12	8,153.12			8,153.12	0.0%	8,153.12	0.0%				
MArch Architecture	9,483.54	9,483.54			9,483.54	0.0%	9,483.54	0.0%				
MBA Programs (MBA in Business and MBA in Mgmt of Technology & Innovation)	20,095.66	20,095.66			20,095.66	0.0%	20,095.66	0.0%				
MPC Professional Communications	14,651.07	14,651.07			14,651.07	0.0%	14,651.07	0.0%				
MEng Computer Networks	18,963.74	18,963.74			18,963.74	0.0%	18,963.74	0.0%				
MA in Communication and Culture *	4,306.52	4,306.52			4,306.52	0.0%	4,306.52	0.0%				
MDM Digital Media	16,277.86	16,277.86			16,277.86	0.0%	16,277.86	0.0%				
Master of Engineering Innovation and Entrepreneurship (MEIE)	18,963.74	18,963.74			18,963.74	0.0%	18,963.74	0.0%				
All other Master's Programs (1 or 2 year programs) - includes: Engineering MEng Programs, MBSc Building Science, MAsc Computer Networks, MN Nursing, MScM in Management and MAsc in Environmental Applied Science & Management, Community Health Care MHA	9,220.12	9,220.12			9,220.12	0.0%	9,220.12	0.0%				
PhD in Communication & Culture*	4,306.52	4,306.52	4,306.52	4,306.52	4,306.52	0.0%	4,306.52	0.0%	4,306.52	0.0%	4,306.52	0.0%
All other PHD Programs	7,612.63	7,612.63	7,612.63	7,612.63	7,612.63	0.0%	7,612.63	0.0%	7,612.63	0.0%	7,612.63	0.0%
Professional Master's Diploma in Accounting	7,662.80				9,500.00	24.0%						
Professional Master's Diploma in Aerospace Design Management	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Dietetics	1,560.00				1,560.00	0.0%						
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	5,500.00				5,500.00	0.0%						
Professional Master's Diploma in Energy and Innovation	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Canadian Business	10,150.00				10,150.00	0.0%						
Professional Master's Diploma in Financial Analysis	10,150.00				10,150.00	0.0%						
Professional Master's Diploma in Finance for Social Innovation	6,500.00				6,500.00	0.0%						
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers	10,150.00				10,150.00	0.0%						

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

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

Professional Master's Diplomas (PMDips) are cost-recovery programs and are not subject to the Ministry of Colleges and Universities tuition free framework.

The Master of Engineering Innovation and Entrepreneurship (MEIE) program was approved for funding by the Ministry as of Winter 2018 and ceased to be a cost-recovery program at that time.

\* Tied to partner institution.

# 2. Tuition Fees *A) ii) International Fees*

Undergraduate Tuition Fees	2020-21 Tuition Fee								2021-22 Proposed Tuition Fee							
	Year 1		Year 2		Year 3		Year 4		Year 1		Year 2		Year 3		Year 4	
	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.	\$	% Incr.
Engineering	36,750.00	5.0%	36,750.00	5.0%	30,513.00	5.0%	30,513.00	5.0%	36,750.00	0.0%	36,750.00	0.0%	36,750.00	0.0%	32,038.65	5.0%
Architecture	31,500.00	5.0%	31,500.00	5.0%	28,602.00	5.0%	28,602.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	30,032.10	5.0%
Business	31,500.00	5.0%	31,500.00	5.0%	28,602.00	5.0%	28,602.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	33,075.00	5.0%	30,032.10	5.0%
Nursing	28,350.00	5.0%	28,350.00	5.0%	26,964.00	5.0%	26,964.00	5.0%	29,767.50	5.0%	29,767.50	5.0%	29,767.50	5.0%	28,312.20	5.0%
Law (new in 2020)	31,168.00								31,168.00							
All Others	27,300.00	5.0%	27,300.00	5.0%	26,964.00	5.0%	26,964.00	5.0%	28,665.00	5.0%	28,665.00	5.0%	28,665.00	5.0%	28,312.20	5.0%
Graduate Tuition Fees	Year 1		Continuing Students						Year 1		Continuing Students					
	\$	% Incr.	\$	% Incr.					\$	% Incr.	\$	% Incr.				
Master's in Communication and Culture	22,190.00	3.0%	22,190.00	3.0%					22,860.00	3.0%	22,860.00	3.0%				
Master's in Environmental Applied Science and Management	22,190.00	3.0%	22,190.00	3.0%					22,860.00	3.0%	22,860.00	3.0%				
MEng Computer Networks	33,520.00	3.0%	33,520.00	3.0%					34,530.00	3.0%	34,530.00	3.0%				
MASc Computer Networks	24,040.00	3.0%	24,040.00	3.0%					24,760.00	3.0%	24,760.00	3.0%				
Master's in Immigration and Settlement Studies	22,190.00	3.0%	22,190.00	3.0%					22,860.00	3.0%	22,860.00	3.0%				
MA in Film & Photo Preservation & Collections Mgmt	28,860.00	3.0%	28,860.00	3.0%					29,730.00	3.0%	29,730.00	3.0%				
MBA in Business and MBA in Mgmt of Technology & Innovation	38,740.00	3.0%	38,740.00	3.0%					46,350.00	19.6%	46,350.00	19.6%				
MScM in Management	22,840.00	3.0%	22,840.00	3.0%					23,530.00	3.0%	23,530.00	3.0%				
MA in Fashion	25,460.00	3.0%	25,460.00	3.0%					26,220.00	3.0%	26,220.00	3.0%				
MEng, MASc in Engineering, MArch Architecture, MASc/MBSc in Building Science	24,040.00	3.0%	24,040.00	3.0%					24,760.00	3.0%	24,760.00	3.0%				
Master of Engineering Innovation and Entrepreneurship (MEIE)	33,890.00	3.0%	33,890.00	3.0%					34,910.00	3.0%	34,910.00	3.0%				
All other current and new Masters programs	22,190.00	3.0%	22,190.00	3.0%					22,860.00	3.0%	22,860.00	3.0%				
PhD in Communication and Culture (for all years)	21,260.00	3.0%	21,260.00	3.0%					21,900.00	3.0%	21,900.00	3.0%				
All current and new PhD programs (for all years)	21,260.00	3.0%	21,260.00	3.0%					21,900.00	3.0%	21,900.00	3.0%				
Professional Master's Diploma in Accounting	19,162.80	12.1%	19,162.80	12.1%					19,162.80	0.0%	19,162.80	0.0%				
Professional Master's Diploma in Canadian Business	18,000.00	5.3%	18,000.00	5.3%					18,000.00	0.0%	18,000.00	0.0%				
Professional Master's Diploma in Mgt of Technology and Innovation for Chief Information Officers	18,000.00	5.3%	18,000.00	5.3%					18,000.00	0.0%	18,000.00	0.0%				
Professional Master's Diploma in Financial Analysis	18,000.00	5.3%	18,000.00	5.3%					18,000.00	0.0%	18,000.00	0.0%				

# 2. Tuition Fees *A) iii) Continuing Education & Special Fees*

<b>Continuing Education Tuition Fees</b> (course fees)			
Tuition fees for domestic students enrolled in degree credit courses are consistent with government policy and will remain unchanged at the 2020-21 levels			
International students enrolled in degree credit courses: 3 times domestic fee per course.			
International student online cohorts, not resident in Canada, online degree credit courses: 1.0 to 2.0 times domestic fee per course.			
Domestic and International Students enrolled in non-credit courses: in most cases, the average annual fee increase will be 3%.			
	2020-21 Tuition Fee \$	2021-22 Proposed Tuition Fee \$	% Increase over 2020-21
<b>Special Fees</b>			
<b>English as a Second Language Foundation Program (2 terms)</b>	32,900.00	32,900.00	0.0%
<b>English as a Second Language Foundation Program (1 term)****</b>	16,900.00	16,900.00	0.0%
<b>English as a Second Language Foundation Program (3 terms)</b>	39,900.00	39,900.00	0.0%
<b>English Boost Program</b>		8,995.00	
<b>International University Foundation Program</b>	33,000.00	33,000.00	0.0%
**** Students will also pay an additional \$6,750 for 3 Chang School courses in the Winter term.			
<b>Tuition Fees for Students Not Registered in a Program:</b>			
<b>Undergraduate Tuition Fees</b>			
Special Students, domestic - professional programs (per hour) *	352.66	352.66	0.0%
Special Students, domestic - all other programs (per hour)	267.37	267.37	0.0%
Special Students, Visa - Engineering, Architecture (per hour)	1,391.90	1,461.50	5.0%
Special Students, Visa - other programs (per hour)	1,093.63	1,148.31	5.0%
Audit Students - professional programs (per hour)*	135.88	135.88	0.0%
Audit Students - all other programs (per hour)	125.81	125.81	0.0%
<b>Graduate Tuition Fees</b>			
Special Students - domestic (per course) **	1,753.15	1,753.15	0.0%
Special Students - international (per course)***	3,532.24	3,638.21	3.0%
* Engineering, Architectural Science, Computer Science, Business Mgt, Hospitality & Tourism Mgt, Retail Mgt, Accounting & Finance, Business Technology Management			
** Canadian Visiting Grad Students (CVGS) pay \$500, as long as they are registered and paying fees to their home University			
*** Includes international students in Professional Master's Diploma programs (PMDip), except PMDip Canadian Business, PMDip Financial Analysis, and PMDip Mgt of Technology and Innovation for Chief Information Officers.			

# 2. B) Non-Tuition Fees - University Fees

Full-Time Undergraduate and Graduate Students		
	2020-21	2021-22
<b>COMPULSORY - All Students</b>		
<b>Athletics and Recreation*</b>	<b>\$224.62</b>	<b>\$225.27</b>
Ryerson Athletic Centre	\$77.79	\$78.02
Mattamy Athletic Centre	\$146.83	\$147.26
<b>Student Buildings</b>	<b>\$70.02</b>	<b>\$70.02</b>
Student Campus Centre	\$60.00	\$60.00
Oakham House	\$4.00	\$4.00
Special Incidental Reserve	\$4.00	\$4.00
Special Activities Reserve - 10%	\$2.02	\$2.02
<b>Career Services - Central*</b>	<b>\$32.32</b>	<b>\$32.41</b>
Student Services - 40%	\$32.32	\$32.41
<b>Academic Support - Central*</b>	<b>\$58.98</b>	<b>\$59.11</b>
Student Services - 53%	\$42.82	\$42.95
Special Activities Reserve - 80%	\$16.16	\$16.16
<b>Health and Wellness*</b>	<b>\$7.67</b>	<b>\$7.69</b>
Student Services - 7%	\$5.65	\$5.67
Special Activities Reserve - 10%	\$2.02	\$2.02

	2020-21	2021-22
<b>COMPULSORY - Program-Specific</b>		
<b>Academic Support - MBA Case Competitions</b>	\$233.09	\$233.76
<b>Academic Support - Canadian Nursing Students' Association</b>	\$10.00	\$10.00
<b>Career Services - TRSM</b>	\$58.24	\$58.41
<b>OPT OUT - Campus Wide**</b>		
<b>WUSC Student Refugee*</b>	<b>\$4.78</b>	<b>\$4.80</b>

\*All fees indexed for Toronto CPI of 0.29%. Components of these fees containing the Special Incidental Reserve, Special Activities Reserve, Student Campus Centre, and Oakham House have not been indexed as per past practice.

\*\*Opt Out fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to SCI is known.

# 2. B) Non-Tuition Fees – Collected on Behalf of Third Party Organizations

Fees Collected on Behalf of Third Party Organizations	RSU Fees - FT Undergraduate			Campus Media Fees		Graduate Student Fees (FT + PT)							
	RSU**	Sexual Assault Survivor Support Line	Good Food Centre	Ryerson Radio	EyeOpener		Ryerson Graduate Student Union	Ted Rogers Student Society	Ryerson Engineering Student Society	Ryerson Architectural Science Society	Ryerson Communication and Design Society	Ryerson Liberal Arts Society	Ryerson Science Society
Athletics and Recreation	\$2.18	\$0.00	\$0.00	\$0.00	\$0.00	\$2.46	\$0.00	\$0.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Career Services	\$9.73	\$0.00	\$0.00	\$1.23	\$0.00	\$12.80	\$16.76	\$4.90	\$29.54	\$10.23	\$21.87	\$2.28	\$2.28
Student Buildings	\$12.27	\$0.00	\$0.00	\$2.01	\$0.00	\$13.82	\$0.00	\$0.00	\$0.00	\$0.00	\$2.43	\$0.22	\$0.22
Health and Wellness	\$3.87	\$0.00	\$0.00	\$0.00	\$0.00	\$13.79	\$1.75	\$0.21	\$5.18	\$1.27	\$4.86	\$0.82	\$0.82
Academic Support	\$35.50	\$0.00	\$0.00	\$5.20	\$12.02	\$44.73	\$45.90	\$41.33	\$31.32	\$46.04	\$19.44	\$29.82	\$29.82
Campus Safety	\$0.99	\$5.25	\$5.25	\$0.00	\$0.00	\$11.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Compulsory Fee</b>	<b>\$64.54</b>	<b>\$5.25</b>	<b>\$5.25</b>	<b>\$8.44</b>	<b>\$12.02</b>	<b>\$99.42</b>	<b>\$64.41</b>	<b>\$46.64</b>	<b>\$66.05</b>	<b>\$57.54</b>	<b>\$48.60</b>	<b>\$33.14</b>	<b>\$33.14</b>
<b>Other Fee Name</b>	Ryerson Students' Union	Sexual Assault Survivor Support	Good Food Centre	CJRU Radio Ryerson	EyeOpener - Ryerson's Student Newspaper	Ryerson Graduate Students' Union	Ted Rogers Student Society	Ryerson Engineering Student Society	Ryerson Architectural Science Society	Ryerson Communication and Design Society	Ryerson Liberal Arts Society	Ryerson Science Society	Ryerson Science Society
<b>Other Fee*</b>	\$25.01	\$0.00	\$0.00	\$3.82	\$5.78	24.42	\$9.98	\$27.31	\$41.09	\$10.73	\$17.03	\$29.82	\$29.82
<b>Total Fees (Compulsory + Opt Out)</b>	<b>\$89.55</b>	<b>\$5.25</b>	<b>\$5.25</b>	<b>\$12.26</b>	<b>\$17.81</b>	<b>\$123.84</b>	<b>\$74.39</b>	<b>\$73.95</b>	<b>\$107.14</b>	<b>\$68.27</b>	<b>\$65.63</b>	<b>\$62.96</b>	<b>\$62.96</b>

Other Opt-Out Fees	Fee
Canadian Federation of Students - RSU	\$17.73
Health and Dental Plan Fee	Fee
Health and Dental - RSU	TBD
Health and Dental - RGSU***	TBD
Health and Dental - UHIP	TBD

All above fees are indexed based on Toronto CPI at 0.29%.

\*\*Opt Out fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to SCI is known. Adjustments to the fee splits have been made for RLAS and ARCSOC.

\*\*\*Final fees for 2020/21 confirmed by health plan providers in May.

## 2. B) Continuing Education Ancillary Fee Schedule

Fee	CESAR	Palin Foundation	University	Total
Athletics and Recreation	\$0.00	\$0.00	\$0.50	\$0.50
Career Services	\$0.00	\$0.00	\$3.18	\$3.18
Student Buildings	\$0.50	\$3.50	\$0.00	\$4.00
Health and Wellness	\$4.31	\$0.00	\$0.48	\$4.79
Academic Support	\$3.51	\$0.00	\$3.57	\$7.08
Campus Safety	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Compulsory Fee</b>	<b>\$8.32</b>	<b>\$3.50</b>	<b>\$7.74</b>	<b>\$19.55</b>
Total Other Fee	\$6.07	\$0.00	\$0.00	\$6.07
<b>Total Fee</b>	<b>\$14.39</b>	<b>\$3.50</b>	<b>\$7.74</b>	<b>\$25.63</b>

Other Opt Out Fees*	Total
Canadian Federation of Students	\$2.72
CESAR Health and Dental Plan Fee**	\$232.47

All appropriate fees have been indexed based on Toronto CPI at 0.29%.

\*Other Fees were formerly labelled "opt out fees" - and were optional as per the requirements of the Student Choice Initiative. Other fees will be charged on a compulsory basis until such a time as the outcome of the Government appeal of the Ontario Superior Court Ruling related to the Student Choice Initiative is known. Adjustment to fee split made for CESAR.

# 2. C) Department Lab/Ancillary Fees

## 3. Fee Schedule C. Departmental Lab/Ancillary Fees

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

Index:

### A: Category of Fee

- 1 Field trip fees.
- 2 Fees-learning materials/clothing retained by student.
- 3 Fees-materials used in production of items which become property of student.
- 4 Fees-material/ services when the University acts as broker with vendor for student.
- 5 Co-operative program fee
- 6 Internship

### B: Refund Policy

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

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>Aerospace Engineering AE001</b>						
Internship WKT89A	1,250.00			6	3	
<b>Architectural Science AS001 - Undergrad</b>						
ASC101-Communications Studio-First Year	102.50 (120.00)			1/2/3/4	2	Fee reduce to better reflect actual costs
ASC201-Design Studio-First Year		102.50 (120.00)		1/2/3/4	2	Fee reduce to better reflect actual costs
ASC301-Studio-Second Year	32.50 (50.00)			1/2/3/4	2	Fee reduce to better reflect actual costs
ASC401-Studio-Second Year		32.50 (50.00)		1/2/3/4	2	Fee reduce to better reflect actual costs
ASC520-Studio - Third Year	32.50 (50.00)			1/2/3/4	2	Fee reduce to better reflect actual costs
ASC620- Studio - Third Year		32.50 (50.00)		1/2/3/4	2	Fee reduce to better reflect actual costs
Architecture co-operative Education	3,500.00			5	3	
<b>Architectural Science Graduate Program AR001</b>						
MA1S Studio in Critical Practice / AR8101	65.00 (200.00)			1/2/3/4	2	Temporary reduction for 21/22, due to COVID restrictions on travel
MA2S Studio in Collaborative Practice / AR8103		0.00 (200)		1/2/3/4	2	Temporary elimination for 21/22, due to COVID restrictions on travel
<b>Biomedical Engineering BE001</b>						
Internship WKT88A	1250.00			6	3	
<b>Business Management BM001 - FT &amp; BM002 - PT</b>						
Full-time program undergraduate: all students	4.50	4.50		1/2/3/4	4	
Part-time program undergraduate: all students	1.80	1.80		1/2/3/4	4	
Accounting & Finance co-operative education	3,500.00			5	3	
Economics and Management Science co-operative education	3,500.00			5	3	
Entrepreneurship co-operative education	3,500.00			5	3	
Global Management Studies co-operative education	3,500.00			5	3	
Human Resources and Organizational Behavior co-operative education	3,500.00			5	3	
Law and Business co-operative education	3,500.00			5	3	
Marketing Management co-operative education	3,500.00			5	3	
Real Estate Management co-operative education	3,500.00			5	3	



# 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>Business Management (MBA)</b>						
MBA Full-time program graduate student placement fee	1,000.00	1,000.00		6	4	
MBA Part-time program graduate student placement fee (\$500 per term up to a max of \$1,000)	500.00	500.00		6	4	
<b>Business Management (MScM SA)</b>						
Full-time program graduate student placement fee (\$250 per term up to a max of \$1000)	250.00	250.00	250.00	6	4	
<b>Business Management (MHA (CC))</b>						
Full-time program graduate student placement fee (\$150 per term up to a max of \$600)	150.00	150.00	150.00	6	4	
<b>Business Technology Management IT001- IT016</b>						
Full-time program - all students	1.00	1.00		1/2/3/4	4	
Part Time program - all students	0.40	0.40		1/2/3/4	4	
Business Technology Management co-operative Education	3,500.00			5	3	
<b>Chemistry and Biology CB001/BI001/BE001</b>						
Chemistry co-operative Education	3,500.00			5	3	
Biomedical Science co-operative Education	3,500.00			5	3	
Biology co-operative Education	3,500.00			5	3	
<b>Computer Science CS001</b>						
Laser Printing Service (1st year only)	30.00	30.00		2	3	
Computer Science co-operative Education	3,500.00			5	3	
<b>Continuing Education (CE)</b>						
All Business course students (per course)	2.00	2.00	2.00	2	4	
All Business Technology course students (per course)	0.50	0.50	0.50	2	4	
- Bus Admin account code						
- ITM account code						
<b>Other CE (5144 &amp; 5145 for credit &amp; non credit respectively)</b>						
Arts - Digital Geography Certificate courses CODG -101, 102, 123, 124, 125, 126, 127, 132, 133, 135, 136, 210, 211, 212, 220, and 221	25.00	25.00	25.00	4	4	
Communications and Design - Graphic Communication Courses CGRA	40.00	40.00	40.00	3	4	
Communications and Design - CDMP 114, 118 Film and Sound Editing I	35.00	35.00	35.00	3	4	
Communications and Design - CDMP 223 Film Technology II	35.00	35.00	35.00	3	4	
Communications and Design - CDTH 431 Make-Up Artistry; Film Video TV	35.00	35.00	35.00	2	4	
Communications and Design - CDTH 448 Make-Up Tech:Theatre/Film	25.00	25.00	25.00	2	4	
Communications and Design - Techniques of Photography CDFP 320,	65.00	65.00	65.00	3	4	
Communications and Design - Approaches to Docu Photography CDFP ,392	75.00	75.00	75.00	3	4	
Communications and Design - Graphics Communications Certificate - CGCM120, 121, 250, 720	40.00	40.00	40.00	3	4	
Communications and Design - Graphics Communications Certificate - CGCM130, 230	20.00	20.00	20.00	3	4	
Communications and Design - CDFA 840 - Start your own Fashion Bus	25.00	25.00	25.00	3	4	
Communications and Design - CDTI110 130 Toy Prototyping, Toy Lab	200.00	200.00		3	4	
Community Services - Internationally Educated Professional Nutritionists - CFNS200	40.00	40.00	40.00	3	4	
<b>Chemical Engineering CH001</b>						
Chemical Engineering co-operative Education	3,500.00			5	3	
<b>Child and Youth Care</b>						
CYC302 (either Fall or Winter)	40.00			1	5	

# 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					CHANGE
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	
<b>Civil Engineering CV001</b>						
Internship WKT90A	1,250.00			6	3	
<b>Computer Engineering CE001</b>						
Internships WKT99A	1,250.00			6	3	
<b>Creative Industries CR001</b>						
Internship- all students in BA program	150.00			6	3	
<b>Contemporary Science - Co-operative Education</b>	3,500.00			5	3	
<b>Early Childhood Education EC001</b>						
CLD111	6.00			2	4	
CLD212	6.00			2	4	
CLD161	-	15.00		2	4	
CLD363 (for George Brown & Direct Entry Students only)		15.00		2	4	
CLD215	10.00			2	4	
CLD315	10.00			2	4	
<i>CLD 364 &amp; 419 are no longer offered</i>						
<b>Electrical Engineering EE001</b>						
Internship WKT99A	1,250.00			6	3	
<b>Fashion FA001/FA002</b>						
All students	140.00			1/2/3/6	1	
<b>Geographic Analysis GE001</b>						
GEO773 (optional field trip)	1,400.00			1	3	
GEO714	25.00	25.00		2/3	1	
GEO719	25.00	25.00		2/3	1	
GEO419	25.00	25.00		2/3	1	
GEO 643 - (compulsory field trip - **Fall or Winter based on enrollment)	150.00	**		1	3	
GEO724	25.00	25.00		2/3	4	
GEO301	25.00	25.00		2/3	1	
GEO 302	25.00	25.00		2/3	1	
GEO001/BA001 Plan - BAGEOANLYS - 1st year printing only	25.00	-		2/3	3	
GEO 131	50.00	50.00		1	3	
GEO 141	50.00	50.00		1	3	
GEO001/BA001 Plan - BAGEOANLYS - 2nd year	50.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 3rd year	35.00			2/3	3	
GEO001/BA001 Plan - BAGEOANLYS - 4th year	25.00			2/3	3	
EUS880 ( optional field trip; fee will vary by destination)		1,800.00		1	3	
<b>Graphic Communications Management GC001</b>						
All students	250.00			1/2/3/4/6	3	
<b>Hospitality and Tourism Management HT001</b>						
All students	28.00	28.00		1/2/3/4	4	
Hospitality and Tourism Management co-operative education	3,500.00			5	3	
<b>Image Arts IM001/IM002/IM003/PM001</b>						
All undergraduate students	160.00	-		1/2/3/4/6	4	
Master of Fine Arts	230.00			1/2/3/4/6	4	
All grad students in Photographic Preservation & Collections Management	230.00			1/2/3/4/6	4	

# 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>Industrial Engineering IE001</b>						
Internship WKT88A	1,250.00			6	3	
<b>Interior Design ID001</b>						
ID001 - 1st year	443.30			1/2/3/6	4	
ID001 - 2nd year	636.90			1/2/3/6	4	
ID001 - 3rd year	341.00			2/3/6	4	
ID001 - 4th year	313.50			2/3/6	4	
<b>International Economics and Finance IC001</b>						
Internship WKT77A & ECN 900	1,250.00			6	3	
<b>Journalism JO001/JN001</b>						
All graduate & undergraduate students						
- Grad account codes	150.00	150.00		2/3/4/6	3	
- UG account codes	150.00	150.00		2/3/4/6	3	
Undergraduate students taking summer magazine option	150.00		150.00	2/3/4/6	3	
<b>Faculty of Law</b>						
All Students	85.17 (0.00)			2/4	4	New fee: First ancillary fee established for new law program for student materials/association memberships
<b>Mechanical Engineering ME001</b>						
Internship WKT88A	1,250.00			6	3	
<b>Medical Physics - co-operative education PH001</b>	3,500.00			5	3	
<b>Midwifery MW001/MW002/MW003 -</b>						
MWF250	236.00			4	2	
MWF344	629.00 (579.00)			4	2	Increase in fee due escalating costs
MWF345			101.00 (51.00)	4	2	Increase in fee due escalating costs
<b>Nursing NU001 - NU009</b>						
All full-time						
NU001	11.00	11.00		2	3	
NU004	11.00	11.00		2	3	
NU005	11.00	11.00		2	3	
NU006	11.00	11.00		2	3	
NU008	7.75	7.75		4	3	
<b>Nutrition FN001</b>						
FND100		40.00		2/3	4	
FNS200	40.00			2/3	4	
FND401	15.00			2/3		
FN001 years 1 and 2	10.00	20.00		2/3	4	
FN001 years 3 and 4	15.00	15.00		2/3	4	
<b>PROGRAM NC001</b>						
<b>MHSc in Nutrition Communications NC8301/NC8302</b>						
NC8301; NC8302 -Practicum placement option (charged in 3rd and 4th semester of study)	1,550.00	1,550.00	1,800.00	6	4	
PM Diploma Dietetics (Graduate program) with SMH & Sick Kids	1,400.00	1,400.00	1,400.00	6	4	
PM Diploma Dietetics (Graduate program) -with North York General & Sunnybrook	1,400.00	1,400.00	1,400.00	6	4	
<b>Media Production RT 001/RT 002</b>						
RT001 and RT002 - all years	125.00			1/2/3/4/6	4	
RTA999 - Room & Board - RTA in LA program			1,500.00			

# 2. C) Department Lab/Ancillary Fees

PROGRAM	PROPOSED 2021-22 FEE					
	FALL	WINTER	SPRING	A CATEGORY	B REFUND	CHANGE
<b>New Media RT003</b>						
Undergraduate students - Media Students now included in the RTA School of Media are charged the RTA School of Media fee of \$160	160.00			1/2/3/4/6	4	
<b>Sports Media Program RT004</b>						
All undergraduate students	160.00			1/2/3/6	4	
<b>Graduate Studies - Media Production MD001</b>						
Media Production (M.A.)	25.00			4	4	
<b>Occupational and Public Health OC001/OC002/OC003</b>						
OHS823		200.00		1	4	
Public Health and Safety co-operative Education	3,500.00			5	3	
Occupational Health and Safety co-operative Education	3,500.00			5	3	
<b>ProComm</b>						
Undergraduate students	50.00			4	4	New fee for course materials
Graduate Students	50.00			4	4	New fee for course materials
<b>Retail Management RL001</b>						
Field Trips - all years	10.00	10.00		1/2/3/4	4	
Retail Management co-operative education	3,500.00			5	3	
<b>Social Work SW001</b>						
SWP132 (was SWP 130)	10.00			2/6	4	
SWP335	10.00			2/6	4	
SWP31A	10.00			2/6	4	
SWP50A	10.00			2/6	4	
<b>Theatre School TH001/TH002/TH003</b>						
Material fee (all students)	24.00			2	4	
THP 101 Production 1	185.00			2/3/4	4	
THP 201 Production 2	50.00			2/3/4	4	
THP 315 Corsetry		100.00		2/3	3	
THP 325 Ward 3		50.00		2/3	3	
THP 328 Carps 3		50.00		2/3	3	
THP 333 Accessories		20.00		2/3	3	
THP 422 Paint	50.00			2/3	3	
THP 538 Props	50.00			2/3	3	
THP 612 Dye		50.00		2/3	3	
THP 648 Welding		75.00		2/3	3	
<b>Urban and Regional Planning UP001/UP002/UP003</b>						
PLG531,532,533 (Field Research Project I, II, III.)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
PLG735,736 (Advanced Field Research I,V,VI)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
PLG731,732,733 (Advanced Field Research Project I, II, III.)	700.00 (0.00)			1	5	Temporary elimination for 21/22, due to COVID restrictions on travel
UP001/002/003/UR001 (Urban & Regional Planning & Urban Development programs)	60.00 (0.00)			4	2	New fee for course materials
PL8106 Planning Ethics	35.00 (0.00)			4	4	New fee for course materials
<b>Financial Mathematics co-operative education</b>	3,500.00			5	3	
<b>Mathematics and Its Applications co-operative education</b>	3,500.00			5	3	

# 2. D) Service Fees

	2020-21 Rate	2021-22 Rate	\$ Increase
Challenge Credits	\$ 175	\$ 175	\$ -
Letter of Permission****	\$ 40	\$ 40	\$ -
Late Fees (per month)	1.25%	1.25%	\$ -
Max Tuition Deposit undergraduate	\$ 600	\$ 600	\$ -
Max Tuition Deposit graduate*	\$500/\$1000	\$500/\$1000	
Tuition deposit - max non refundable portion (cancellation fee) - undergraduate**	\$ 500	\$ 500	\$ -
Tuition deposit - non refundable portion (cancellation fee) - graduate*	\$ 500	\$ 500	\$ -
Ryerson International Application (RIA) fee	\$ 150	\$ 150	\$ -
The Common Application Fee (TCA)	\$100 US	\$100 US	\$ -
Transcript - paper****	\$ 20	\$ 20	\$ -
Transcript - digital****	\$ 18	\$ 18	\$ -
Replacement / management of Graduation Document	\$ 70	\$ 70	\$ -
ID Card - initial issuance for CE	\$ 35	\$ 35	\$ -
ID Card Replacement	\$ 35	\$ 35	\$ -
NSF Cheque/Credit Card Rejections	\$ 50	\$ 50	\$ -
Unreturned convocation gowns/hoods	\$ 200	\$ 200	\$ -
Addition/Deletion to Registration Record	\$ 100	\$ 100	\$ -
Late Request for Graduation Audit	\$ 30	\$ 30	\$ -
Redeemable Failure Examination (supplemental exam)	\$ 50	\$ 50	\$ -
Grad Studies Application Fee	\$ 110	\$ 110	\$ -
Grad Studies Application Fee - MBA	\$ 150	\$ 150	\$ -
Convocation Cost Recovery	\$ 55	\$ 55	\$ -
Late Application to Graduate	\$ 50	\$ 50	\$ -
Late Application for Transfer Credit	\$ 50	\$ 50	\$ -
FCAD Portfolio Assessment Fee	\$ 50	\$ 50	\$ -
Architectural Science Portfolio Assessment Fee	\$ 50	\$ 50	\$ -
Supplemental Application Form	\$ 90	\$ 90	\$ -
Ryerson Application Fee (current students changing programs)	\$ 90	\$ 90	\$ -
Other Special Letters (to employers, etc.) ****/****	Various	Various	

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

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

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

\*\*\*\* Registrar's office has embarked on a digitalization initiative to provide students with a secured, personalized credential wallet for academic credentials and documents. Digital transcripts and letters are provided through MyCredits a national credential network. Transcripts and letters offered through this service are subject to applicable taxes.

# 2. E) Student Residence Fees and Meal Plans

Room Type	Program		Residence Student		Laundry	Communications Fee	Rent		Meal Plan **				Food Admin	Total 2021-22
	Fee \$	% Increase over 20-21	Fee \$	% Increase over 20-21	Fee \$	Fee \$	Fee \$	% Increase over 20-21	Meal Plan \$	% Increase over 20-21	Pitman apartment declining balance***	Flex \$	Fee \$	Fee \$
<b>Pitman Hall</b>														
Single	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$8,718.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$15,238.06
Semi-private (paired)	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$9,423.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$15,943.06
Double	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$7,111.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$13,631.06
Suite(apartment)	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$10,140.00	2.0%	\$3,899.00 \$5,464.00	3.5% 3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$15,095.06 \$16,660.06
											\$1,200.00		\$35.00	\$11,946.06
<b>ILLC</b>														
Single	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$10,727.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$17,147.06
<b>ILLC</b>														
Double	\$45.42	0%	\$59.64	0%	\$50.00	\$316.00	\$7,904.00	2.0%	\$5,464.00	3.5%		\$450.00	\$35.00	\$14,324.06
<b>Daphne Cockwell Complex</b>														
2 Bedroom Standard****	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$12,374.00	2.0%	\$3,899.00 \$5,464.00	3.5% 3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$17,329.06 \$18,894.06
4 Bedroom Standard****	\$45.42	0%	\$59.64	0%	\$50.00	\$416.00	\$11,767.00	2.0%	\$3,899.00 \$5,464.00	3.5% 3.5%		\$450.00 \$450.00	\$35.00 \$35.00	\$16,722.06 \$18,287.06

\* Governance fee is allocated to the Residence Council.

\*\* Meal plan was revamped in 18-19 as an "all you can eat" one rate meal plan with additional retail location flexibility.

\*\*\* Pitman apartment tenants may opt for a minimum mandatory meal plan.

\*\*\*\* Price differential between 2 and 4 bedrooms reflects the inclusion of kitchens in the 2 bedrooms allowing residents to choose the 5 vs 7 day meal plan.

# Appendices



# 2020-21 Core Performance Measures

Updated: March 19, 2021

Indicator	Short-term Results	Current Level (April 2021)	Previous Level (April 2020)	Short-term Target	Time-frame	Long-term Objective	
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>							
NSSE: Undergraduate entire educational experience rating* (triennial)	🟡	71.4% (2020)	74.8% (2017)	75% – 80%	2020-21	↔️	
CGPSS: Overall rating of the quality of graduate programs* (triennial)	🟢	86.2% (2019)	86.2% (2019)	83% – 88%	2022-23	↔️	
FTE enrolment as share of target	Undergraduate	🟢	108% (2020)	100% (2019)	100%	2020-21	↔️
	Graduate	🟢	107% (2020)	104% (2019)	100%	2020-21	↔️
CSRDE: Percentage of students retained from Year 1 after 1 Year	🟢	91.9% (2020)	88.6% (2019)	86% – 91%	2020-21	⬆️	
CSRDE: 6-year graduation rate	🟢	74.8% (2020)	73.8% (2019)	70% – 72%	2020-21	⬆️	
Master's completion rates within 3 years	🟢	89.3% (2020)	88.9% (2019)	89% – 91%	2020-21	↔️	
<b>Increase SRC Excellence, Intensity and Impact</b>							
Value and number of peer-adjudicated research grants per eligible faculty member	🟡	\$19,991 (2020)	\$18,221 (2018)	\$20,900	2020-21	⬆️	
	🟡	0.40 (2020)	0.45 (2018)	0.55	2020-21	⬆️	
Total External Research Funding	🟢	\$105.5M (2019)	\$79.4M (2018)	\$50M – \$60M	2020-21	⬆️	
<b>Foster an Innovation Ecosystem</b>							
Zone Learning Enrolment (FFTE)	🟡	811 (2020)	881 (2019)	900 – 1,000	2020-21	⬆️	
<b>Expand Community Engagement and City Building</b>							
Mean entering average from secondary school	🟢	87.1% (2020)	85.3% (2019)	83% – 85%	2020-21	⬆️	
Mean entering average in Master's programs	🟢	B+ (2020)	B+ (2019)	B+	2020-21	↔️	
Positive print and online references to Ryerson	🟢	15,102 (2020)	9,001 (2019)	5,700	2020-21	↔️	

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

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

\*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (CGPSS)



# Setting 2021-22 Core Performance Measures Targets

Updated: March 19, 2021

Indicator	Short-term Results	Current Level (April 2021)	Previous Level (April 2020)	Short-term Target	Time-frame	Long-term Objective	
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>							
NSSE: Undergraduate entire educational experience rating* (triennial)	🟡	71.4% (2020)	74.8% (2017)	75% – 80%	2023-24	↔️	
CGPSS: Overall rating of the quality of graduate programs* (triennial)	🟢	86.2% (2019)	86.2% (2019)	83% – 88%	2022-23	↔️	
FTE enrolment as share of target	Undergraduate	🟢	108% (2020)	100% (2019)	100%	2021-22	↔️
	Graduate	🟢	107% (2020)	104% (2019)	100%	2021-22	↔️
CSRDE: Percentage of students retained from Year 1 after 1 Year	🟢	91.9% (2020)	88.6% (2019)	86% – 91%	2021-22	⬆️	
CSRDE: 6-year graduation rate	🟢	74.8% (2020)	73.8% (2019)	70% – 72%	2021-22	⬆️	
Master's completion rates within 3 years	🟢	89.3% (2020)	88.9% (2019)	89% – 91%	2021-22	↔️	
<b>Increase SRC Excellence, Intensity and Impact</b>							
Value and number of peer-adjudicated research grants per eligible faculty member	🟡	\$19,991 (2020)	\$18,221 (2018)	\$20,900	2022-23	⬆️	
	🟡	0.40 (2020)	0.45 (2018)	0.55	2022-23	⬆️	
Total External Research Funding	🟢	\$105.5M (2019)	\$79.4M (2018)	\$70M – \$80M	2022-23	⬆️	
<b>Foster an Innovation Ecosystem</b>							
Zone Learning Enrolment (FFTE)	🟡	811 (2020)	881 (2019)	900 – 1,000	2021-22	⬆️	
<b>Expand Community Engagement and City Building</b>							
Mean entering average from secondary school	🟢	87.1% (2020)	85.3% (2019)	83% – 85%	2021-22	⬆️	
Mean entering average in Master's programs	🟢	B+ (2020)	B+ (2019)	B+	2021-22	↔️	
Positive print and online references to Ryerson	🟢	15,102 (2020)	9,001 (2019)	5,700	2021-22	↔️	

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

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

\*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (CGPSS)