# 2020-2025 Strategic Mandate Agreement

RYERSON UNIVERSITY

350 VICTORIA ST
TORONTO ON M5B 2K3

Ontario

MINISTRY OF COLLEGES AND UNIVERSITIES

# Contents

# Signing Page

## 2020-2025 Strategic Mandate Agreement

### Signed Between

### Ryerson University

### And

### Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of Colleges and Universities by:

SIGNED for and on behalf of Ryerson University by:

Shelley Tapp
Deputy Minister

Mohamed Lachemi
President and Vice-Chancellor

August 28, 2020
Date

August 31, 2020
Date

---

*This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.*

*The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.*

*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. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.*

*The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.*

# Introduction
## *Preamble*

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and Ryerson University is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the university's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

# Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

# Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the university's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

With over 46,000 students and 3,000+ faculty and staff, Ryerson is a major contributor to the Toronto economy and the greater prosperity of Ontario and Canada. This impact extends to Ryerson students and the contributions they make — both to the economy and local organizations through internships, co-op terms and work placements. Ryerson's success is demonstrated through major achievements across critical areas impacting key provincial milestones including skills and job outcomes, community and economic impact and productivity. This success extends to teaching and experiential learning; scholarly, research, and creative (SRC) activities; and vital partnerships involving community, government and industry.

Over the last five years, undergraduate enrolment increased 17 per cent while graduate enrolment increased 23 per cent. One reason students choose Ryerson is because of opportunities to apply their learning in real-world situations. Over the same period, Ryerson saw a significant increase in the development of co-op programs and experiential learning.

Ryerson is cultivating a student experience that equips graduates with the knowledge, skills and competencies to contribute to local and global communities and flourish in an ever-changing world. This aligns with Ryerson's mission of advancing knowledge and research to address societal need and providing programs of study that balance theory and application and that prepare students for careers in professional and quasi-professional fields. From its earliest days, experiential learning has been a cornerstone of the Ryerson experience.

Students are choosing Ryerson in part because of its achievements in SRC activities — including a significant increase in external research funding and establishing research chairs in critical policy areas. They are also excited by Ryerson's commitment to fostering an innovation ecosystem, showcased in its labs, partnerships, teaching and Zone Learning network. Equally, they value the university's significant contributions to community engagement and city-building.

Given its downtown location, Ryerson is especially well-positioned to play a role as communities in Toronto and beyond navigate the social, economic, political, environmental, cultural, physical and technological aspects of growth and change. Going forward, Ryerson will continue seeking new ways and partnerships to advance conversation and action around safe, resilient, inclusive and sustainable cities. Equally, Ryerson will continue harnessing and sharing expertise — at the forefront of policy-oriented discussions on key urban issues such as affordable housing, renewable energy, health, water policy, future land use, smart infrastructure, urban design, migration and settlement, democratic governance, community and individual well-being.

The COVID-19 pandemic began in the months prior to this 2020-2025 Strategic Mandate Agreement and necessitated a delay in finalizing the agreement. There is continuing uncertainty regarding the future impacts of the COVID-19 outbreak on the performance of Ontario's post-secondary institutions on the SMA3 metrics throughout the five-year term of the agreement.

Ryerson University is resilient. Its students, faculty, and staff came together from the earliest days of the pandemic to continue the learning, teaching, research, and service priorities of our university community. Ryerson will continue to undertake the best possible efforts in the face of the ongoing challenges of COVID-19.

Ryerson will continue broadening its societal impact by developing stronger global ties, strengthening its focus on city-building. This calls for enhancing Ryerson's expertise as an urban study and thought leader.

Excellence in learning and teaching, outstanding programs and services that support students, committed faculty and staff and an unwavering commitment to holistic student well-being both inside and outside the classroom coupled with a Ryerson approach to learning — emphasizing bold thinking and big ideas — will help Ryerson in achieving its objective of becoming Canada's leading comprehensive innovation university.

# Performance-Based Funding
## Notional Annual Allocation

For the 2020-2025 SMA cycle, Ryerson University's annual allocation of performance-based funding has been calculated by the ministry in accordance with the university funding model and Ontario's Performance-based Funding Technical Manual. Ryerson University's notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

| | 2020-21* | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|---|---|
| Differentiation Envelope | $57,715,800 | $84,738,382 | $111,761,769 | $138,785,155 | $152,296,848 |
| Performance-based Grant | $57,715,800 | $84,738,382 | $111,761,769 | $138,785,155 | $151,795,328 |

*\* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.*

*\*\*Further details on calculations are available in Ontario's Performance -based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.*

*\*\*\*The notional allocations presented above are estimates based on 2019-20 final operating grant totals.*

## Institutional Weighting Strategy

The performance-based funding mechanism in this SMA enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

| | Institutional Assigned Weightings & Notional Performance-based Funding | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2020-21 | | 2021-22 | | 2022-23 | | 2023-24 | | 2024-25 | |
| | Max 35%, Min 10% | | Max 30%, Min 5% | | Max 25%, Min 5% | | Max 25%, Min 5% | | Max 25%, Min 5% | |
| **Metric** | (%) | ($) | (%) | ($) | (%) | ($) | (%) | ($) | (%) | ($) |
| 1. Graduate Employment Rate in a Related Field | 10% | $5,771,580 | 5% | $4,236,919 | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |
| 2. Institutional Strength/Focus | 30% | $17,314,740 | 30% | $25,421,515 | 25% | $27,940,442 | 25% | $34,696,289 | 25% | $37,948,832 |
| 3. Graduation Rate | 20% | $11,543,160 | 10% | $8,473,838 | 10% | $11,176,177 | 10% | $13,878,516 | 10% | $15,179,533 |
| 4. Community/Local Impact – Student Enrolment | 20% | $11,543,160 | 20% | $16,947,676 | 25% | $27,940,442 | 25% | $34,696,289 | 25% | $37,948,832 |
| 5. Economic Impact (Institution-specific) | 10% | $5,771,580 | 10% | $8,473,838 | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |
| 6. Research Funding & Capacity: Federal Tri-Agency Funding Secured | 10% | $5,771,580 | 5% | $4,236,919 | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |
| 7. Experiential Learning | -- | -- | 10% | $8,473,838 | 10% | $11,176,177 | 10% | $13,878,516 | 10% | $15,179,533 |
| 8. Research Revenue Attracted from Private Sector Sources | -- | -- | 5% | $4,236,919 | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |
| 9. Graduate Employment Earnings | -- | -- | 5% | $4,236,919 | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |
| 10. Skills & Competencies | -- | -- | -- | -- | 5% | $5,588,088 | 5% | $6,939,258 | 5% | $7,589,766 |

# Priority Areas and Performance Metrics
## Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, the allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

### Skills & Job Outcomes

*This priority area seeks to measure and evaluate the university's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:*

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

### Economic & Community Impact

*This priority area seeks to measure and evaluate the university's role in supporting Ontario's economy. Metrics measure the attraction of federal research funding; funding from private sector sources; the positive economic impact on local economies brought by students at an institution, and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:*

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Research Funding & Capacity: Federal Tri-Agency Funding Secured
- Research Revenue Attracted from Private Sector Sources

### Productivity, Accountability & Transparency

*To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:*

- Faculty Activity
- Faculty Compensation

# Skills & Job Outcomes
## Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Ryerson University and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a 'participation weighting' of 5% of annual performance-based funding notional allocation for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

**Graduate Employment Rate in a Related Field**

| Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation |
|---|
| **Metric initiated in 2020-21** |
| Narrative |

Ryerson University's history is rooted in innovative, career-driven education, beginning as a postsecondary institute designed to combine technical education with academic theory.

In keeping with that original vision, part of Ryerson's special mission remains the twin objectives of a) advancing applied knowledge and research to address societal need, and b) delivering programs of study that balance theory and application and that prepare students for careers in professional and quasi-professional fields.

The Ryerson Career and Co-op Centre plays a vital role in helping students transition to jobs and careers beyond their time at Ryerson. With the vision of "Building Careers for Life" and the mission of "[empowering all Ryerson students] to maximize their potential as skilled professionals, ready to develop meaningful careers," the Centre uses a new and unique model of career support that is both Faculty-based and mobile — with programs delivered in person, in Faculties of study and online. For example, dedicated faculty-based career education specialists assist students by building Faculty-specific career development programs.

The Centre offers guidance to current students, recent grads and alumni, as well as instructors and staff. It also works closely with employers and organizations, connecting them with Ryerson students and providing opportunities for them to engage with students directly through on-campus events and activities. The Centre's work is based on six Principles of Support:

| | |
|---|---|
| **Full student lifecycle** | Empowering students to carve out their careers from pre-arrival through to professional life |
| **On campus & In faculties** | Bringing expertise on the diverse career paths and industry trends related to each program of study |
| **Across campus** | Engaging students to recognize and integrate their co-curricular experiences into career planning |

| | |
|---|---|
| **Into campus** | Fully leveraging community partnerships to create a gateway where students and professionals meet and mutually benefit |
| **Meeting unique needs** | A marker in providing distinct partnerships, support, and access to equity-seeking groups |
| **Multiple access points & methods of learning** | Delivering an offering that is accessible 24/7 and across campus |

As a university, Ryerson provides all students with a broad range of skills that will let them compete in the labour market and drive the Ontario economy of today and the economy of tomorrow. As such, Ryerson considers all meaningful employment including those directly related to their original field of study and not directly related to their field of study to be a positive outcome.

**Institutional Strength/Focus**

*Innovation and Entrepreneurship; Design and Technology; Management and Competitiveness; Creative Economy and Culture; and Health and Technology*

Proportion of enrolment (FFTEs, domestic and international, all terms for undergraduate students and Summer and Fall terms for graduate students) in an institution's program area(s) of strength

**Metric initiated in 2020-21**

Narrative

Ryerson University remains firmly on the path established under the 2017–20 Strategic Mandate Agreement which incorporates undergraduate and graduate programs spanning our strength and focus in five key areas:

- Innovation and Entrepreneurship
- Design and Technology
- Management and Competitiveness
- Creative Economy and Culture
- Health and Technology

After exhaustive discussion with the Ryerson community it was determined that areas of strength were focused in areas that met our overall mission and experienced high:

- Student demand;
- Graduation rates; and
- Employment rates.

For enrolment in Ryerson's areas of institutional strength/focus, there were 8.2 applications per available student space, a 73.3% graduation rate, and a 94.9% employment rate two years after graduation.

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

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

All of Ryerson's programming keeps pace with rapid technological and demographic changes and purposely provide graduates with the skills and training to directly connect them to marketplace in order to advance Ontario's economy.

Our entire suite of over 120 undergraduate and graduate degree program offerings link to two overarching principles: societal need and student demand. At the intersection of mind and action, Ryerson students' classroom learning is enhanced by real-world knowledge and experience. Our students highly value this experience. They also know Ryerson has a history of being bold, of exercising ingenuity, examining and challenging the status quo and identifying where different approaches may be required. These are two critical factors driving enrolment demand, contributing to why Ryerson has one of the highest number of first-choice applications in Ontario and is one of the most applied-to universities in the province relative to the number of available spaces.

Spanning all faculties, Ryerson's programs emphasize the development of transferable skills that contribute to the knowledge economy and a highly skilled workforce.

*Source: Provided by Institutions, validated by University Statistical Enrolment Report (USER)/Ministry of Colleges and Universities*

**Graduation Rate**

| Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years |
| --- |
| **Metric initiated in 2020-21** |
| Narrative |

As an educational institution, it is of paramount importance that all Ryerson students have an excellent student experience which results in graduation and a seamless transition to the next phase of their lives, whether that be launching a business, entering the labour market or further education.

Ryerson University tracks and publishes graduation rates for all undergraduate and graduate students enrolled in our programs. These results are reported to the Board of Governors through Ryerson Performance Indicators and to the Senate through Ryerson Progress Indicators and Related Statistics. Graduation rates are also a factor in setting yearly target intakes for each program.

Beyond the metrics, we use graduation rate information to make program adjustments and inform the types of supports students need to get them to the finish line. Ryerson offers a wide array of multi-faceted programs that focus on wellness and mental health while supporting academic achievement. Some examples of institutional initiatives:

- Student Learning Support — SLS is a group of services and programs helping students engage more effectively in their academic studies. That includes teaching essential academic skills and study techniques, provided by dedicated professionals including educators, counsellors, teachers, academics, mentors and coaches.
- Tri-Mentoring Program — A centralized model offering mentorship opportunities to students of all identities across all Faculties, this program matches first- and upper-year students in the same program or with similar interests to help incoming students successfully transition into university. Mentors, in turn, have the opportunity to be matched with an industry professional. Through mentoring, the program facilitates student learning, leadership and employment — getting students involved and having them make valuable connections.
- In addition to university-wide initiatives, individual Faculties also undertake activities aimed at supporting graduation rates. For example, the Business Career Hub offers career development opportunities tailored to each student's individual needs and program specialization. Career consultants are specialists in all Ted Rogers School of Management's program areas and meet with

students to ensure that they have the academic, professional and interpersonal skills needed to succeed in the workplace.

Our student-focused initiatives include dedicated efforts to focus on student wellness — vital to each student's academic and personal success. ThriveRU launched in 2016-17 and encourages student excellence by fostering mental well-being; to date, more than 3,000 students and nearly 100 faculty and staff have participated in more than 40 programs and events. Also launched in 2016-17, SHARP (the Student Health and Resilience Program) is a peer educator and mentor program delivering health and wellness education to students across campus. To date, more than 5,000 students have participated in outreach.

*Source: University Graduation Rate Data Collections*

**Graduate Employment Earnings**

| Median employment earnings of university graduates, two years after graduation |
|---|
| **Metric initiated in 2021-22** |
| Narrative |

Students choose Ryerson because of our professional-oriented programs that have direct links to the labour market.  As such, we are focused on ensuring that students can enter the labour market onto a career trajectory that has both society impact and earnings success.  We provide exceptional career management support to both current and graduating students. These supports are not only for our recent graduates, but alumni are also invited to use the services of the Ryerson Career and Co-Op Centre for up to five years after graduating — at no cost. These supports include:

- career advising, to help clarify their short and longer-term goals;
- job search coaching, to help candidates with their proactive efforts to find work in their respective fields;
- interview coaching, to assist candidates prior to their interviews; and
- advising on how candidates 'package' or market themselves to prospective employers through resume and profile reviews for both Ryerson's own Magnet job site as well as traditional career-related websites such as LinkedIn

There are many additional offerings supporting Ryerson students in their career endeavours and which contribute to raising their earning potential following graduation. Some examples of institutional initiatives:

- Magnet — A not-for-profit, digital social innovation platform, Magnet was co-created by Ryerson in partnership with the Ontario Chamber of Commerce in 2014. Its mission is to accelerate inclusive Canadian economic growth by advancing careers, businesses and communities by connecting people, businesses and organizations to opportunities through intelligent matching technology, which was developed in Ryerson's Digital Media Zone (DMZ) ecosystem.
- Career Compass — A nationally recognized and award-winning career resource, Career Compass helps post-secondary students (including undergraduate and graduate students) as well as recent graduates seeking expert advice on how to successfully build their careers and find career opportunities.
- Career Boost — Ryerson's on and off-campus jobs portal plays a role in connecting students to employment opportunities

The On Campus Program — This newly rebranded program provides Ryerson's undergraduate students with hundreds of on-campus paid work experience opportunities each year, experiences that enhance their future earning potential once they complete their programs of study.

*Source: Educational and Labour Market Longitudinal Platform/Statistics Canada*

**Experiential Learning**

| Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s) |
|---|
| **Metric initiated in 2021-22** |
| Narrative |

From Ryerson's earliest days, experiential learning has been a hallmark of our model of education, which emphasizes relevance and carefully integrates theory and practice. It provides students with hands-on learning experiences that contribute to their personal and career development. These opportunities are curated in a diverse array of formats and structures and occur in a variety of settings both on and off campus.

Ryerson actively partners with a wide range of collaborators including not-for-profit organizations, small and medium-sized enterprises, large corporations and public sector organizations who want to host Ryerson students and actively participate in experiential learning (EL) opportunities. There are many benefits for these partner organizations and for Ryerson students who provide EL partner organizations with fresh perspectives on challenges; contribute new and creative ideas and thinking; and bring a more diverse mindset with them, in addition to the latest knowledge and skills and perspective. For the organization, EL opportunities can also serve as a pipeline for future talent; for Ryerson students, they are potential future employers.

One of the newest examples of EL at Ryerson is the new Law program, which begins in Fall 2020. For years, it has been challenging for many law students to find articling positions to complete their requirements for licensing (Law Society of Ontario, Professional Development & Competence Committee, Options for Lawyer Licensing: A Consultation Paper, 2018, p. 7). Ryerson's new law program has been designated as an Integrated Practice Curriculum (IPC), which includes a professional placement within the program itself. As a result, students who graduate from Ryerson's Faculty of Law will not be required to article or complete the Law Practice Program in order to be licensed as lawyers.

In addition, Ryerson appointed a new director of experiential learning in February 2019. The director's mandate is focused on working with university stakeholders to strategically expand curricular experiential learning. It includes ensuring ongoing development of comprehensive and high-impact experiential learning programs and facilitating program leadership and academic support across all faculties at Ryerson. A major pillar of this role involves fostering relationships with public, private and community partners to develop, create and deliver new experiential learning opportunities that will benefit all Ryerson students at both the undergraduate and graduate levels.

Experiential learning helps to ensure not only that students are career ready, but also informs the ways in which students perceive their roles as community members and citizens. The Ryerson view is that students become more fully engaged with communities, service providers and industries as partners in their learning experiences. Going forward, Ryerson will continue providing interdisciplinary and experiential learning opportunities that broaden student perspectives and offer first-hand, practical experience addressing real-world local and societal problems.

To prepare for this metric's activation as an SMA3 funding metric, Ryerson is currently developing a mechanism for tracking graduates who have participated in an experiential learning opportunity while enrolled as students at the university.

*Source: Institutions*

**Skills & Competencies**

<table>
<tr><td>Education and Skills Online: Random sample of students (domestic and international)</td></tr>
<tr><td>**Metric initiated in 2022-23**</td></tr>
<tr><td>Narrative</td></tr>
<tr><td>

Ryerson University will participate in the Education and Skills Online assessment.

Ontario universities have also piloted an assessment approach based on the work that students actually submit to fulfil their degree requirements. Valid Assessment of Learning in Undergraduate Education (VALUE) is an assessment method, developed by the Association of American Colleges and Universities, that uses rubrics to assess students' own authentic course work for their level of achievement of higher-order cognitive skills that are valued by both educators and employers. The VALUE results are actionable for improving teaching and learning.

Ryerson plans to continue to participate in VALUE rubrics as an important companion assessment beyond the Education and Skills Online appraisal.

</td></tr>
</table>

*Source:  Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)*

# Economic & Community Impact

Metrics will be initiated over three years as new data is collected and validated.  For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Ryerson University and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

**Community/Local Impact of Student Enrolment**

| Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located |
| --- |
| **Metric initiated in 2020-21** |
| Narrative |

With over 46,000 students and 3,000+ faculty and staff, Ryerson is a major contributor to the Toronto economy and the greater prosperity of Ontario and Canada. This impact extends to Ryerson students and the contributions they make — both to the economy and local organizations through internships, co-op terms and work placements.

Ryerson has made significant contributions in community engagement and city-building. This includes appointing the first vice-president of equity and community inclusion, being named Canada's first Ashoka Changemaker Campus and seeing Ryerson join the WC2 group of universities working to address cultural, environmental and social issues affecting global cities. Building on a tradition spanning more than seven decades, we will continue engaging with our local communities. This includes delivering valuable community services and social programming and building on our SRC excellence. We are committed to equity, diversity and community inclusion.

Ryerson's long-term economic contributions include developing career-ready graduates and creating new knowledge through scholarship, innovative research and creative activity. Accordingly, the thousands of highly qualified Ryerson alumni, whose work contributes to powering the prosperity and well-being of the city, province and country, are perhaps our most valuable contribution to community/local impact.

With its prominent location in the heart of downtown Toronto, its programs and facilities attract increasing numbers of students, faculty and staff, and also serve as a magnet for local and international visitors. For example, the Ryerson Image Centre (RIC) exists for the research, teaching and exhibition of photography and related media and is an active partner within the academic fabric of the university, the cultural network of greater Toronto, and the national and international artistic community.

Ryerson is among the most urban schools in Ontario and Canada. Its research and findings impact both the local community and other cities nationally and worldwide in a multitude of areas including sustainability, migration, traffic and other critical urban issues.

Some examples of institutional initiatives:

- The Centre for Urban Energy — The CUE is an academic-industry partnership that explores and develops sustainable solutions to urban energy challenges.

- Ryerson Urban Water — RUW is a multidisciplinary collective involving more than 40 experts in six faculties working on water conservation strategies including green roofs and urban forests, low-impact development and municipal master planning, engineered wetlands and wastewater mitigation strategies.
- The City-Building Institute — CBI is a unique collaboration between Ryerson and prominent Greater Toronto Area (GTA) city-builders. It produces policy research and shares insights about addressing diverse urban challenges and promoting healthy neighbourhoods, cities and regions.
- The Ryerson Institute for Infrastructure Innovation — RIII is a catalyst for innovation on infrastructure design, construction, financing, maintenance and operations adopting a systems approach and multidisciplinary research to address infrastructure issues.
- The Centre for Urban Research and Land Development — An expert-led research centre dedicated to formulating policies and solutions to address urban growth and change concerns in the Greater Golden Horseshoe region.
- The Ryerson 2030:Campus Master Plan will guide campus development during this period of unprecedented growth in downtown Toronto, through a commitment to urban intensification, pedestrianization, and design excellence.

*Source: University Statistical Enrolment Report (USER), Ministry of Colleges and Universities, Census Data/Statistics Canada*

**Economic Impact (Institution-specific)**

| Number of Startups |
|---|
| Number of startups present as reported to Canada Accelerator and Incubator Program(CAIP)/Campus Linked Accelerators (CLA) programs, and equivalent reporting after conclusion of these funding programs. |
| **Metric initiated in 2020-21** |
| Narrative |

Ryerson's Zone Network is a key feature of our Innovation Ecosystem.  Ryerson students have the opportunity to hone skills that will enable them to launch their careers as new entrepreneurs with fully formed business that have been incubated during the course of their undergraduate and/or graduate degrees.

The total number of start-ups supported by Ryerson is a key metric that measures our economic and community impact and the success of our students. This critical barometer underscores being one of our fundamental values – being bold – which has always differentiated Ryerson from other post-secondary institutions in Ontario and Canada. Today that boldness is perhaps best manifested in a carefully curated ecosystem, founded on Zone Learning pedagogy and dedicated 'zones' in forward-facing industries.

Our current Ryerson-made zones include:

- Biomedical Zone — Within St. Michael's Hospital, this physician-led zone is a health technology incubator that fosters and grows early-stage health technology companies, offering unprecedented access to the healthcare environment and the resources and supports needed to develop biomedical or healthcare ventures
- Clean Energy Zone — An incubator focused on clean, sustainable energy innovations, including electric vehicles, renewable energy, energy storage and distribution, microgrids and net-zero carbon emissions city-building
- Design Fabrication Zone — From concept development to three-dimensional prototyping and more, this zone facilitates incubation and acceleration of ideas and business innovations, strategically propelling them into real-life application
- Digital Media Zone (DMZ) — A world and industry-leading tech accelerator, the DMZ is helping high-potential, Canadian tech start-ups build sound businesses by connecting them with customers, capital, experts, entrepreneurs and influencers.

- Fashion Zone — One of Canada's first incubators for fashion-inspired business, this zone provides opportunities in Canadian fashion relating to the development of innovative products, services and technologies.
- iBoost — An acceleration platform space designed for customer-centric problem- solving directed at entrepreneurial technology students
- Legal Innovation Zone — The first legal tech incubator focused on building better legal solutions and techniques for legal service consumers and the justice system
- Science Discovery Zone — An R&D space offering ties to groundbreaking work in sciences, focusing on evidence-based innovation,  practical problem-solving leading to new discoveries.
- Social Ventures Zone — A space directed to next-generation changemakers, transforming ideas into action to create positive and viable social change
- Transmedia Zone — An incubator for innovation in storytelling, media and the creative industries

Ryerson's DMZ is the world's top-ranked, university-based business incubator by UBI Global.  This ranking recognizes Ryerson's commitment to helping high-growth tech startups scale up, fostering a vibrant startup community and fuelling Canadian innovation. As Canada's leading growth accelerator, the DMZ is powered by a highly-educated, globally-connected talent pool and unique support programs and includes a vital network of mentors, partners and startups. In keeping with Ryerson's ethos of being bold and forward-thinking, the DMZ is leading the way in tech and innovation and changing the status quo.

*Source: Reports to Canada Accelerator and Incubator Program (CAIP)/Campus Linked Accelerators (CLA) programs*

**Research Funding & Capacity: Federal Tri-Agency Funding Secured**

| Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities |
| --- |
| **Metric initiated in 2020-21** |
| Narrative |

Excellence in scholarly, research and creative (SRC) activity is a cornerstone of Ryerson's identity. Ryerson is a hub for world-leading researchers working to solve complex real-world problems.

Led by intellectual curiosity and a desire for sustainable change, Ryerson's researchers are creating evidence-based solutions and activating real-world transformation. Ryerson's distinctive core mission — to serve societal need — responds to the demand for highly-skilled creative and critical thinkers who address increasingly interconnected, complex problems and work towards effective solutions.

Our SRC engagement is strengthened by a willingness to cross disciplinary boundaries, break down barriers, build collaborations and take risks to advance inquiry, discovery, knowledge and creative works. Incubating local, national and international networks and communities of practice, Ryerson's researchers are generating and applying knowledge across a broad range of disciplines, fields, professions and private, public and non-profit sectors.

Central to Ryerson's success is a focus on SRC excellence and impact. Ryerson is enabling SRC growth by supporting strategic hiring priorities, driving multidisciplinary SRC initiatives, growing graduate programming and training and recognizing distinction in SRC activity. Success also includes a commitment to the full spectrum of community engagement and knowledge translation towards improving quality of life through sustainable social, physical and technological innovation. Ryerson's strengths in SRC activity, innovation and entrepreneurship are reflected through named research chairs, recognized research centres and commercialization activity with industry. Together, they highlight Ryerson's national and international leadership.

Ryerson is driving SRC intensity, impact, and excellence in six themed areas:

- Urban Innovation
- Justice, Equity & Society
- Culture & Creativity
- Work, Skills, Industry
- Health & Well-Being
- Technology & Intelligent Systems

These six areas are neither exhaustive nor prescriptive. They are intended to respond to societal needs while advancing transformative knowledge and channelling how Ryerson's SRC community will do its part, in the years and decades ahead, to address complex problems demanding bold and creative solutions.

Some examples of institutional initiatives:

- Future Skills Centre — Ryerson was selected to lead the consortium for this pan-Canadian initiative, connecting the ideas and innovations generated across Canada so that employees and employers can succeed in the labour market, and to ensure that local, regional, and national economies thrive.
- Rogers Cybersecure Catalyst — A national centre for cybersecurity that is leveraging Ryerson's resources and entrepreneurial spirit to solve critical cybersecurity challenges and seize new opportunities; it is driving collaborations that are empowering Canadian businesses and supporting government agencies.
- Centre for Urban Innovation — Located in a recently renovated heritage building in downtown Toronto, the CUI clusters together researchers and innovators tackling challenges posed by urban growth, from alternative energy and water management, to data analytics, smart urban infrastructure, and nutrition.
- Canada Research Excellence Chair (CERC) in Migration and Integration — Ryerson was one of nine universities (of more than 50 to apply) to receive the opportunity to establish a CERC. The CERC in Migration and Integration explores the links between migration and post-migration processes, forced and voluntary mobility, internal and international migration and the role of countries of origin and transit.
- And inclusive of the Fall 2018 allocation, Ryerson has 23 Canada Research Chairs: three Tier 1 and twenty Tier 2 that addressing research themes spanning: Urban Innovation; Justice, Equity and Society; Culture and Creativity; Work, Skills, Industry; Health and Well-Being; and Technology and Intelligent Systems.

*Source: Tri-Agency Institutional Programs Secretariat*

**Research Revenue Attracted from Private Sector Sources**

| Research revenue attracted from private sector sources |
| --- |
| **Metric initiated in 2021-22** |
| Narrative |

Partnerships with private sector collaborators fit well with Ryerson's special mission of advancing applied knowledge and research to address societal need.

Ryerson is known for advancing innovation — home to some of Canada's top researchers, adopting practical, collaborative approaches to problem-solving in critical sectors. Collaborations empower Ryerson's researchers to pursue diverse projects, products and processes. In return, Ryerson offers its partners access to world-class expertise and insights.

In November 2019, Ryerson was ranked second for corporate research income growth among comprehensive universities, and among the top 10 non-medical universities in Research Infosource Inc's annual top-50 list of Canadian research universities. In the 2017-18 fiscal year, Ryerson grew its corporate research income by just over 40 per cent and is now ranked fourth among comprehensive universities for cross-sector collaboration. Between 2014 and 2018, Ryerson received 449 grants for collaborative projects involving organizations in other sectors. Ryerson ranked 26th in Canada's Top 50 Research Universities 2019 rankings, receiving $48.664 million in sponsored research income in the 2017-18 fiscal year.

Some examples of institutional initiatives:

- Collaborating on smart fabrics — Textile computing is where digital technology becomes a built-in part of fabric, enabling the creation of 'smart' clothing or other smart textile products that often incorporate sensors or continuous monitoring such as shirts capable of measuring blood pressure.

- Ryerson's Faculty of Communication and Design (FCAD) has partnered with Cirque du Soleil to launch the Future of Live Entertainment Lab (FOL!E). This initiative combines FCAD's leadership in the global creative industries, with Cirque du Soleil's expertise as a live entertainment global leader, to create a laboratory that focuses on using technology to enhance human performances, developing methodologies for live audience analytics, and generating deep insights into social and economic paradigms shaping the industry. The first round of projects supported include robotics and performance, using sensor tech to create interactive experiences for audiences, and exploring new forms of engagement and conversation through journalism.

Ryerson's Office of the Vice-President, Research and Innovation — OVPRI builds collaborative, cross-university partnerships, including working with Ryerson International towards greater global SRC partnerships and initiatives and the Yeates School of Graduate Studies to support highly qualified personnel at the graduate and post-graduate levels. OVPRI is strengthening the lab-to-market innovation ecosystem by providing support in the areas of knowledge, technology transfer and commercialization.

As a comprehensive innovation university, Ryerson is a valuable partner on industry, government and community issues. Meanwhile, Ryerson's collaborative research projects, synergistic networks and novel collaborations are creating quality employment and training which, in turn, is providing economic and quality-of-life benefits for society.

*Source: Council of Ontario Finance Officers (COFO)*

# Productivity, Accountability and Transparency
## Reporting Metrics – Attestation

*This priority area of the Ontario government supports the government's goal of increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system.*

*These metrics are not tied to funding, and are used to measure and report on the following indicators:*

- *Faculty Activity*
- *Faculty Compensation*

## Faculty Activity

*Information regarding Ryerson University Faculty Activity will be made publicly available in Year 3 (2022-23).*

## Faculty Compensation

*Information regarding Ryerson University Faculty Compensation will be made publicly available in Year 3 (2022-23).*

# Enrolment Profile

*In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability to institutions. These enrolment corridor midpoints for universities were established as part of the 2017-20 Strategic Mandate Agreements (SMA2), and account for adjustments related to graduate expansion and teacher education achieved targets.*

## Corridor Midpoint

For funding purposes **80,402.82** Weighted Grant Units (WGUs) will be the corridor midpoint value for the five-year period from 2020-25 for Ryerson University.  Enrolment-related funding will be will distributed consistent with this level of enrolment and subject to the funding framework set out in the *Ontario University Funding Formula Reform Technical Manual, May 2017, Version 1.0.* Funding eligible enrolments are defined by the *Ontario Operating Funds Distribution Manual.*

| 2019-20 Midpoint (A) | 2019-20 Funded Graduate Growth (Master's) (B) | 2019-20 Funded Graduate Growth (Doctoral) (C) | 2019-20 Teacher Education Growth (D) | 2020-25 SMA3 Midpoint (A+B+C+D) |
|---|---|---|---|---|
| 79,515.21 | 479.59 | 408.02 | - | 80,402.82 |

*Note: The midpoints presented in this table were established using final 2019-20 enrolment data.*

## Projected Funding-Eligible Enrolments

*Below is Ryerson University's projection of funding-eligible enrolments as of March 31, 2020.*

|  | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|---|---|
| Undergraduate FFTE | 34,000 | 34,400 | 34,400 | 34,400 | 34,400 |
| Master's FFTE | 1,790 | 1,800 | 1,810 | 1,830 | 1,830 |
| Doctoral FFTE | 450 | 470 | 500 | 530 | 530 |
| **Total FFTE** | **36,240** | **36,670** | **36,710** | **36,760** | **36,760** |

*Note: This table reports on Fiscal Full-Time Equivalents.  These include all terms for undergraduate students and Fall and Summer terms for graduate students.*

## Projected International Enrolment

*Below is Ryerson University's projection of funding-ineligible international student enrolments as of March 31, 2020*

|  | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|---|---|
| Undergraduate FFTE | 3,200 | 3,900 | 4,600 | 5,300 | 5,700 |
| Master's FFTE | 300 | 300 | 300 | 310 | 330 |
| Doctoral FFTE | 100 | 110 | 120 | 140 | 170 |
| **Total FFTE** | **3,600** | **4,310** | **5,020** | **5,750** | **6,200** |

*Note: This table reports on Fiscal Full-Time Equivalents.  These include all terms for undergraduate students and Fall and Summer terms for graduate students.*

# Appendix: Historical Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

| Ryerson University | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SMA3 Metric** | **Historical Data** | | | **SMA3 Performance** | | | | | | | | | |
| | | | | **2020-21** | | **2021-22** | | **2022-23** | | **2023-24** | | **2024-25** | |
| | | | | APT | Actual | APT | Actual | APT | Actual | APT | Actual | APT | Actual |
| **1. Graduate Employment in a Related Field** | *2016-17* | *2017-18* | *2018-19* | 89.04% | | | | | | | | | |
| | 90.95% | 89.05% | 89.41% | | | | | | | | | | |
| **2. Institutional Strength/ Focus** | *2016-17* | *2017-18* | *2018-19* | 49.92% | | | | | | | | | |
| | 51.26% | 51.42% | 51.46% | | | | | | | | | | |
| **3. Graduation Rate** | *2016-17* | *2017-18* | *2018-19* | 72.38% | | | | | | | | | |
| | 72.78% | 72.46% | 74.44% | | | | | | | | | | |
| **4. Community/ Local Impact of Student Enrolment** | *2016-17* | *2017-18* | *2018-19* | 2.28% | | | | | | | | | |
| | 2.26% | 2.31% | 2.33% | | | | | | | | | | |
| **5. Economic Impact (Institution-specific)** | *2016-17* | *2017-18* | *2018-19* | 320 | | | | | | | | | |
| | *323* | *325* | *354* | | | | | | | | | | |
| **6. Research Funding & Capacity: Federal Tri-Agency Funding Secured** | *2016-17* | *2017-18* | *2018-19* | | | | | | | | | | |
| | $11,639,827 | $11,781,225 | $12,333,060 | | | | | | | | | | |
| | 1.83% | 1.77% | 1.82% | 1.78% | | | | | | | | | |
| **7. Experiential Learning** | *2016-17* | *2017-18* | *2018-19* | | | | | | | | | | |
| | # | # | # | | | | | | | | | | |
| | % | % | % | | | | | | | | | | |
| **8. Research Revenue Attracted from Private Sector Sources** | *2016-17* | *2017-18* | *2018-19* | | | | | | | | | | |
| | $ | $ | $ | | | | | | | | | | |
| **9. Graduate Employment Earnings** | *2016-17* | *2017-18* | *2018-19* | | | | | | | | | | |
| | $ | $ | $ | | | | | | | | | | |
| **10. Skills & Competencies** | | | | | | | | Survey initiated | E.g. Yes | | | | |