


# STRATEGIC MANDATE AGREEMENT

Ryerson University  
Ministry of Advanced Education and Skills Development  
2017-20

SIGNED for and on behalf of the Ministry of  
Advanced Education and Skills Development  
by:



Sheldon Levy  
Deputy Minister

Date

SIGNED for and on behalf of Ryerson University by:



Mohamed Lachemi  
President

October 31, 2017

Date



# Table of Contents

---

## **Section 1: Introduction**

Preamble

Institutional Vision, Mission, Mandate

Aspirations

## **Section 2: Shared Objectives and Priorities for Differentiation**

1.0 Student Experience

2.0 Innovation in Teaching and Learning Excellence

3.0 Access and Equity

4.0 Applied Research and Excellence Impact

5.0 Innovation, Economic Development and Community Engagement

## **Section 3: Strategy, Sustainability and Partnerships**

6.0 Enrolment Strategy & Program Direction

- International Strategy
- Strategic Areas of Program Strength and Expansion
- Financial Sustainability

7.0 Institutional Collaborations and Partnerships

## **Section 4: Ministry Commitments**

# Preamble

---

This Strategic Mandate Agreement between the Ministry of Advanced Education and Skills Development and Ryerson University outlines the role the University currently performs in Ontario's postsecondary education system and how it will build on its current strengths to achieve its vision and help drive system-wide objectives and government priorities.

The Strategic Mandate Agreement (SMA):

- Identifies and explains the shared objectives and priorities between the Ontario government and the University;
- Outlines current and future areas of program strength;
- Supports the current vision, mission, and mandate of the University and established areas of strength within the context of the University's governing legislation;
- Describes the agreed-upon elements of the new university funding model, including:
  - a University's enrolment plans as well as their projections of their enrolments relative to their corridor midpoint and any desired changes to their corridor during the period of this SMA; and
  - differentiation areas of focus including metrics and targets.
- Provides information on the financial sustainability of the institution; and
- Informs Ministry decision-making and enables Ministry to align its policies and processes to further support the University's areas of strength.

The term of the SMA is from April 1, 2017 to March 31, 2020.

The agreement may be amended in the event of substantive policy or program changes that would significantly affect joint commitments made in the SMA (e.g. Major Capacity Expansion, Highly Skilled Workforce, etc.). Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

# Ontario's Vision for Postsecondary Education

---

Ontario's colleges and universities will drive creativity, innovation, knowledge, skills development and community engagement through teaching and learning, research, and service.

Ontario's colleges and universities will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality and globally competitive outcomes for students and Ontario's economy.

## Ryerson University Vision, Mission and Mandate

---

### **Mission**

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. **(Ryerson University Mission Statement, 1994)**

### **Mandate**

Ryerson University is a leading institution of innovation and entrepreneurship that responds to societal need through high-quality, professional, and career-related bachelor, masters, and doctoral programs, and relevant scholarly, research, and creative activities.

Ryerson is student focused, providing an emphasis on experiential learning, creativity, entrepreneurship, adult learning, and transfer pathways from colleges and other universities. Ryerson is an inclusive, diverse learning community. In its role as a City Builder, Ryerson enhances access and civic engagement, and has a positive, transformative effect on its neighbourhood and the broader community.

### **Vision**

Ryerson University will be a comprehensive innovation university, recognized as a national leader in high-quality professional and career-related bachelor, masters, and doctoral programs, and relevant research. It will be a global leader in interdisciplinary, entrepreneurial zone learning. Ryerson's students, graduates, and faculty will contribute significantly to Ontario's and Canada's economic, social, and cultural well-being.

Ryerson will expand its strong foundation of distinctive career-related academic programs and related scholarly, research, and creative activities, producing graduates who enable change. Ryerson will enhance its leadership in experiential learning, adult learning, and transfer pathways. As a City Builder, Ryerson will build partnerships that foster social and cultural innovation, and economic development.

# Aspirations

---

*The Ministry recognizes the importance of supporting institutions to evolve and acknowledges the strategic aspirations of its postsecondary education institutions. The SMA is not intended to capture all decisions and issues in the postsecondary education system, as many will be addressed through the Ministry's policies and standard processes. The Ministry will not be approving any requests for capital funding or new program approvals, for example, through the SMA process.*

## **Institutional Aspirations**

Ryerson University has, throughout its history, been an institution of change and innovation. It is distinctive in its approach to both undergraduate and graduate education, with a focus on programs and research that address societal need. Professional and career-related education is the core of Ryerson's mission and an outward-looking orientation is embedded in the Ryerson University Act (1977), where the objects of Ryerson include the advancement of applied knowledge and research in response to existing and emerging societal needs and in support of the cultural, economic, social, and technological development of Ontario.

Over the past 15 years, Ryerson has introduced new graduate and undergraduate programs that respond to societal need and have demonstrated very high levels of student demand. Continuing to respond to the external environment and meeting the needs of students and communities is vital to Ryerson's ability to fulfill its mandate.

Ryerson plans to continue its distinctive educational evolution by expanding professional and career-related undergraduate and graduate programs for Ontario students. Ryerson also plans to respond to the changing environment for professional and career-related education by establishing a Law School that meets emerging needs of the profession, and; enhancing the transition to the labour market for graduates and others by establishing the Ryerson Institute for Labour Market Information.

## **Ryerson Law School<sup>1</sup>**

Ryerson is developing an innovative law program that enhances access to justice for Canadians and responds to the present and future needs of users of legal services and to the needs of society and the profession. The Law School will include intensive practice elements and mentorship relationships with practitioners. Special attention will be paid to experiential programming such as boot camps, intensive modules, and student "firms."

The program will respond to recent changes in the legal profession; for example, there will be an emphasis on technology and lean process management. It will stress how these new delivery methods can improve access to justice and respond to Ontario's unmet legal needs. It will also ensure graduates have the transferrable skills (e.g., communications, digital literacy, relationship-building and change management) to be career-ready.

The program will promote affordability, especially for those students based in the Greater Toronto Area (GTA) who currently go elsewhere to pursue their legal education. An intake of 150 students is proposed. Total domestic enrolment is included in the overall university enrolment projections outlined in sections 7.1.1 and 7.1.2 of this agreement. A capital plan for the Law School is under development. With its community

---

<sup>1</sup> While the ministry acknowledges the aspirations of Ryerson University in this regard, at this time the ministry will not support a new Law School in Ontario for operating funding consideration.

connections, commitment to equity, diversity and inclusion, and demonstrated strengths in innovation, Ryerson is well positioned to offer a new law program.

### **Ryerson Institute for Labour Market Information**

The Ryerson Institute for Labour Market Information will leverage the strengths of Ryerson's award-winning<sup>2</sup> career education team and the Magnet platform (see Section 1.2 for information on Magnet) to enhance the transition to the labour market for graduates from Ontario colleges and universities as well as for other Ontario residents. This ongoing initiative will include:

- A sophisticated, user-friendly labour market information portal
- Work-integrated learning matching and tracking
- Advanced employment matching
- Enhanced career education resources
- Labour market research capabilities

During the ramp-up phase, the Institute is expected to directly serve more than 100,000 individuals and 10,000 employers. Services will be available to all Ontarians, and Ryerson will require support from government to provide these services.

The Institute addresses a number of the challenges identified in the report from the Premier's Highly Skilled Workforce Panel. It will improve employment outcomes for jobseekers and for students seeking work-integrated learning opportunities, streamline hiring efforts for employers, and provide important, reliable labour market information. In addition, the Institute will increase access to opportunities for unemployed and underemployed populations who may face barriers to meaningful employment, aiding jobseekers who self-identify as members of various employment equity groups. |

---

<sup>2</sup> Magnet won the 2016 Outstanding Achievement Award from the Canadian Association of Career Educators and Employers

# Shared Objectives and Priorities for Differentiation

---

## 1.0 Student Experience

*This section captures institutional strengths in improving student experience, outcomes and success. This section recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways; retention; student satisfaction; co-curricular activities and records; career preparedness; and student services and supports.*

### **Institutional Approach to Improving Student Experience**

[Ryerson's commitment to high-quality student experiences, inside and outside the classroom, is reflected in a comprehensive array of programs and initiatives to support student engagement, outcomes and success of its undergraduate, graduate and continuing education students. The first priority of the current Academic Plan, *Our Time to Lead*, is to "Enable Greater Student Engagement and Success through Exceptional Experiences". Ryerson is continually improving services for students at all stages of their academic careers, from pre-arrival to entry into their professional lives, to support academic success, personal well-being, and career opportunities. Services offered both campus-wide and as part of Ryerson's academic programs include: Orientation; retention (the Fresh Start program); foundation courses (to help students develop university-level skills, attitudes and learning strategies); peer mentoring and tutoring (the Tri-Mentoring program and Faculty-specific initiatives); career services; mental health support, and; specific supports for graduate students. In response to feedback from students, Ryerson has also provided additional study spaces for students, most prominently in the new Student Learning Centre, which opened in 2015. |

### **Examples of Institutional Initiatives**

#### **Transition to Labour Market**

Ryerson has a multi-faceted commitment to supporting labour market transitions for graduates in its academic programs. Ryerson's professional and career-related academic programs include significant experiential learning opportunities to prepare students for the workforce, as well as outreach and community engagement initiatives to match students with potential employers. Ryerson's nationally recognized <sup>3</sup>Career Centre was significantly restructured in 2014 to employ Faculty-based career education specialists and to offer specialized support to

---

<sup>3</sup> Canadian Association of Career Educators and Employers (CACEE) 2016 Award for Excellent in Innovation: Student Engagement

help students connect their academic, co-curricular and personal experiences. CareerBoost, a revitalization of Ryerson's Work Study program, offers nearly 1,000 experiential learning positions on campus to students, where students and employers clearly articulate and track learning outcomes from work study.

Ryerson has also introduced Magnet, an initiative founded in partnership with the Ontario Chamber of Commerce in 2014, to effectively and efficiently match students with employment opportunities reflecting their skills, preferences, and talent. Since its inception, Magnet has become a growing network of over 86,000 individuals, 190 labour- and community-based organizations, and over 10,200 employers. Students from each of Ontario's colleges and universities now use Magnet.

Ryerson will leverage the strengths of its career education team and the Magnet platform to create the Ryerson Institute for Labour Market Information. The Institute will include a labour market information portal; enhanced career education resources; work-integrated learning matching and tracking; advanced employment matching; and academic research and analysis of labour market information.

### **Student Services and Supports**

Ryerson provides comprehensive academic and support services, including student learning support and mental health and well-being support, and has worked to improve the student experience by consolidating support services in central, highly visible locations. Consolidation of all student learning support programs in the Student Learning Centre in 2015 has led to an increase in demand for all of these programs. Ryerson also recently opened the ServiceHub, a one-stop-shop that unites all of the services provided by the Office of the Registrar in a single location, including application and admissions, submission and pick-up of documents, student financial assistance, enrolling in courses, questions about tuition, fees, schedules, exams, and more. Ryerson is dedicated to providing mental health support for its students by continually improving its campus-wide and Faculty-level counselling services and by launching new initiatives to meet student demand. The Centre for Student Development and Counselling altered its intake and triage system in order to address wait times. As a result, over 60 per cent of students requesting appointments are offered walk-in or same-day counselling, nearly 85 per cent of students are seen within two weeks and remaining students are offered other appropriate resources or support. Overall average wait times for counselling appointments have been reduced by more than 50 per cent. New initiatives have been similarly successful. Since its launch in 2016-17, ThriveRU, an initiative to encourage student excellence by fostering mental well-being, has engaged over 3,000 students and nearly 100 faculty and staff, with over 25,000 blog reads and more than 40 programs and events to date. In 2016-17, Ryerson launched SHARP (the Student Health and Resilience Program), a peer educator and mentor program that takes health and wellness education to students across the campus. To date, over 5,000 students have engaged with outreach and 52 students have engaged with one-on-one peer work.

### **Co-curricular Activities and Portfolios**

Ryerson provides a wide range of co-curricular options for students and has initiated a pilot program to develop student co-curricular portfolios. The Student Initiatives Fund, a student-run board, supports new student initiatives aimed at providing community building opportunities and high-impact experiences for Ryerson students. RU Leadership, a student leadership development program, was successfully launched in 2015-16, with an emphasis on the importance and value of exposure to different backgrounds, values, beliefs, and



experiences, and a strong focus on leadership development for members of marginalized student groups. Ryerson is currently piloting Level-Up, a co-curricular portfolio that will roll out across campus to all students in 2017-18 and will be fully integrated with Ryerson’s existing online learning management system, Desire2Learn. Ryerson’s Faculties offer co-curricular activities, including competitions, conferences, workshops, events, mentorships, leadership summits, international placements, research opportunities, boot camps, hackathons, pop ups, and student-led experiential learning opportunities. Student societies are actively engaged in supporting initiatives of interest to students across Ryerson. Faculty-level initiatives include programs and events to support student mental health, such as: The Stay Sharp Program in the Ted Rogers School of Management; RySciMatch, a non-credit mentoring program to provide undergraduate science students with research opportunities; the Arts Undergraduate Research Assistants program, which supports research assistantships for students in arts, humanities and social sciences; the Ryerson Engineering Competition, which is run by the Ryerson Engineering Student Society; and RU Dining, a student-run dining room that provides experiential learning opportunities for students in the Hospitality and Tourism Management program.]

## Metrics and Targets

Institutional Metrics	Institutional Targets	System-Wide Metrics	Institutional Targets for System-Wide Metrics
<ul style="list-style-type: none"> <li>• [Number of students building ePortfolios</li> <li>• Registrations in courses with experiential learning ]</li> </ul>	<ul style="list-style-type: none"> <li>• [400 – 500</li> <li>• 95,000 – 110,000 ]</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of fourth year students with two High-Impact Practices (HIPs) or average number of HIPs per student (from the National Survey of Student Engagement)</li> <li>• Year 1 to Year 2 retention (from the Consortium for Student Retention Data Exchange)</li> <li>• Proportion of operating expenditures on student services, net of student assistance (as reported in the Council of University Finance Officers data)</li> </ul>	<ul style="list-style-type: none"> <li>• [48% – 58%</li> <li>• 87% – 92%</li> <li>• 8% – 12%]</li> </ul>

# 2.0 Innovation in Teaching and Learning Excellence

---

*This section focuses on innovative efforts, including pedagogical approaches, program delivery and student services that contribute to a highly skilled workforce and ensure positive student outcomes.*

*This section captures institutional strengths in delivering high-quality learning experiences, such as experiential, entrepreneurial, personalized and digital learning, to prepare students for rewarding careers. It includes recognition of student competencies that improve employability.*

*It begins to identify indicators of quality that are currently available and within an institution's control.*

## **Institutional Approach to Innovation in Teaching and Learning Excellence**

Ryerson is a leader in experiential learning, adult and online learning and innovative curriculum design. Ryerson's polytechnic roots have influenced its mix of programs as well as the structure of its curriculum, which has been specifically tailored to meet accreditation, professional and labour market needs. The professional and career-related focus of Ryerson's programs provides students with a strong foundational knowledge and practical skills, both within their disciplines and through experiential learning opportunities. Ryerson will continue to provide undergraduate and graduate students with opportunities to develop the broad transferrable knowledge and competencies that enable successful career building and transitioning. Ryerson will continue to strengthen its experiential learning offerings, integrate entrepreneurship and career education into its curriculum, and enhance zone learning to meet the changing needs and expectations of students and employers. |

## **Examples of Institutional Initiatives**

### **Innovative Pedagogical Approaches**

Ryerson has an ongoing commitment to enhance teaching and learning and innovative pedagogy. The Learning and Teaching Enhancement Fund supports faculty-led projects aimed at the development and implementation of innovative approaches to teaching. Projects have a direct impact on the student learning experience and range from new approaches in the classroom to digital apps that students use in their academic work. The Teaching About Diversity Fund provides seed money for research on equity, diversity, inclusion, and access. The Faculty of Engineering and Architectural Science is also establishing a Pedagogical Innovation Fund to support curricular enhancements, improved classroom delivery methods and hybrid learning opportunities.

Ryerson offers workshops for faculty on a broad range of teaching issues, including skills for assessment and innovations in course delivery (such as hybrid and online learning), experiential learning, mental health and

wellness, and open education resources. The Learning and Teaching Office (LTO) provides a Professional Development in Teaching Program for teaching assistants and graduate assistants that is accredited by the Staff and Educational Development Association. The LTO has a wide range of partnerships with other universities, the City of Toronto, and the Province of Ontario. The most recent annual teaching and learning conference was attended by 600 faculty and staff, reflecting the substantial level of engagement and interest in the quality of the learning experience.

### **Experiential and Entrepreneurial Education**

Experiential learning is a carefully designed mix of activities and environments including co-op, internship, service learning, clinical placements, practica, lab work, field study, and simulations. Most undergraduate programs at Ryerson (93 per cent) include experiential learning and over 100,000 student registrations annually are in courses with an experiential learning component. Many undergraduate and graduate students have research opportunities with faculty members or industry partners. The G. Raymond Chang School of Continuing Education's Experiential Learning Exchange provides opportunities for students to build skills in high labour market demand areas through coach-based modules and master classes. The Interpersonal Skills Teaching Centre (ISTC) works closely with clients to build and deliver live, classroom-based simulations. The ISTC supports a number of Ryerson programs, including the Law Practice program, Retail Management, Collaborative Nursing and Internationally Trained Professionals Bridging Programs. Ryerson will continue to embed experiential learning in its undergraduate and graduate programs and is in the process of completing a review that will develop recommendations to modernize and better coordinate experiential learning activities across the institution.

Ryerson's model of entrepreneurial zone education builds on a track record of integrating innovation, entrepreneurship and experiential learning into its educational culture. Zone learning at Ryerson breaks down traditional discipline barriers by encouraging and enabling close collaboration across disciplines and with industry and community partners. Zone learning is also an invaluable educational platform, providing advanced experiential learning opportunities and preparing students to transition to the labour market. Ryerson has ten innovation zones offering advanced experiential learning opportunities in disciplines that include digital media, fashion, design fabrication, legal innovation, engineering, clean energy, science, social innovation, and biomedicine. Ryerson has successfully integrated entrepreneurial zone learning into its curriculum through: The Master of Digital Media program, which started in 2013 and is housed in the Digital Media Zone (DMZ); the Master of Engineering Innovation and Entrepreneurship program, situated in the iBoost Zone, and; developing optional specializations that allow students to participate in interdisciplinary zones.

### **Innovative Technologies**

Ryerson is a leader in online university education in Ontario, currently offering 242 degree-credit courses, 110 non-credit courses, two fully online degree programs, 25 certificates fully online, five blended degree programs and 14 blended certificates. Ryerson has a total online inventory of 369 degree-credit courses and 261 non-credit courses. Ryerson's online course infrastructure enables the cost-effective development of 50 to 60 new online courses annually. The Chang School of Continuing Education has been recognized <sup>4</sup>for its leadership in the

---

<sup>4</sup> 2016 Canadian Network for Innovation in Education (CNIE) Award of Merit for Excellence and Innovation in the Integration of

integration of technology in instructional design and teaching. Ryerson units such as the ISTC, Office of Co-operative Education, e-Learning, and the Chang School (Digital Education Strategies) are collaborating to continually enhance Ryerson’s inventory of blended and online modules and courses.]

## Metrics and Targets

Institutional Metrics	Institutional Targets	System-Wide Metrics	Institutional Targets for System-Wide Metrics
<ul style="list-style-type: none"> <li>• Online learning registrations in credit courses</li> <li>• Registrants in teaching and learning professional development activities</li> </ul>	<ul style="list-style-type: none"> <li>• 17,000 – 20,000</li> <li>• 1,200 – 1,600</li> </ul>	<ul style="list-style-type: none"> <li>• Composite score on NSSE questions related to students’ perceived gains in higher order learning outcomes</li> <li>• Proportion of programs with explicit curriculum maps and articulation of learning outcomes</li> <li>• Graduation rate (from the Consortium for Student Retention Data Exchange)</li> </ul>	<ul style="list-style-type: none"> <li>• 2.5 – 3.0</li> <li>• 65% – 80%</li> <li>• 68% – 72%</li> </ul>

## 3.0 Access and Equity

*This section recognizes institutions for their efforts in improving postsecondary education equity and access. Institutions play an important role in providing equitable and inclusive environments that make it possible for students from diverse communities to thrive and succeed.*

*Institutions will also be recognized for creating equitable access opportunities that can include multiple entrance pathways and flexible policies and programming, with the focus on students who, without interventions and support, would not otherwise participate in postsecondary education. Examples include outreach to marginalized youth, transition, bridging and access programs for adults with atypical education histories and who do not meet admission requirements.*

## **Institutional Approach to Improving Access and Equity**

Ryerson reflects and embraces the diversity of Toronto and offers a learning environment that is enriched by a diverse profile of students. Ryerson has a strong commitment to providing access and support for underrepresented groups — in particular first-generation students, Indigenous people, persons with disabilities and internationally educated professionals — through initiatives targeted to the specific needs of these students.

Ryerson is the most applied-to university in Ontario with the highest ratio of applications to registrants. Given Ryerson's location and the attractiveness of its programs, it is anticipated that robust demand will continue. Ryerson has almost 6,800 first-generation students, more than 450 Indigenous students and about 1,200 students with disabilities. Based on National Survey of Student Engagement data, it is estimated that 55 per cent of undergraduate students identify as a member of a visible minority group.

In 2012, Ryerson created the position of Assistant Vice-President/Vice-Provost, Equity, Diversity and Inclusion (EDI), to identify and address systemic barriers among the academic and administrative functions of Ryerson and to create a visible presence for equity, diversity, and inclusion. Units within the EDI umbrella collaborate across Ryerson to provide learning and engagement opportunities, mentoring and support services that enhance the success of its diverse student body.

## **Examples of Institutional Initiatives**

### **Improving Access**

Ryerson has improved access and support for marginalized youth, adults with atypical education histories and older adults through the recently expanded Spanning the Gaps program. Spanning the Gaps has a series of programs including: Bridges to Ryerson, a transitional program for mature students who have foundational educational gaps and lack formal admissions requirements; Ryerson University Now, which aims to encourage high school students and community members to participate in postsecondary education by offering them a credit course from the Chang School of Continuing Education; Quick Start, a week-long workshop to help prepare graduating high school students for success in university-level studies, and; Road to Ryerson, a program for high school students recommended by the Toronto District School Board who have the potential to become successful university students. Other Spanning the Gaps partners include Newcomers Women's Services Toronto, City Adult Learning Centre, Scadding Court Community Centre and Central Technical School.

Ryerson's Tri-Mentoring program, which matches first-year students with upper-year students in the same program or with similar interests, and upper-year students with external mentors, has been expanded to include group mentoring to students from equity-seeking groups, such as Arab women in science, students with disabilities, Latinx and Portuguese students, mature students, women in science, technology, engineering and math (STEM), and LGBTQ students. Ryerson's Career Centre has launched an employer education program,

Investing in Inclusion, which brings together employer partners from across the GTA to learn how to embed inclusive recruitment into their hiring practices.

Ryerson's Faculty of Community Services is home to a leading centre of excellence for disability studies and accessible practices and the Faculty's School of Disability Studies provides leadership on accessibility issues. Ryerson's Academic Accommodation and Support Services offers a range of supports for students with various types of disabilities to fully participate in their academic experience, including Campus Accessibility Tours, which provide guided tours of accessible routes around campus.

Ryerson has a long-standing partnership with First Nations Technical Institute (FNTI), through which Indigenous students are able to earn a Bachelor of Social Work and a Certificate, Advanced Certificate, and Bachelor of Arts in Public Administration and Governance. Ryerson Aboriginal Student Services supports urban Indigenous students from outreach and the admissions process through to graduation. Ryerson also offers a number of workshops on Aboriginal Education and Equity, Diversity and Inclusion practices.

### **Community Outreach to Enhance Access**

Ryerson's Faculties have developed outreach initiatives to increase the representation of women and disadvantaged groups in STEM disciplines and business programs. The Faculty of Engineering and Architectural Science's Women in Engineering program, which includes a partnership with Hydro One, provides education for female students of all ages considering engineering as a career and promotes a friendly and supportive environment in which women can pursue their engineering studies. The Faculty of Science's Office of Outreach, SciXchange, works with community partners such as Visions of Science Network for Learning, Pathways to Education and Girls Who Code to develop mentoring programs for underrepresented and marginalized youth, and to engage women, Indigenous youth, and other under-represented groups in STEM disciplines.

The Ted Rogers School of Management is part of a three-way partnership with Daniels Corporation and the Regent Park employment services office, Dixon Hall, to provide small business entrepreneurs in the Regent Park community with in-house mentorship by fourth-year Ryerson entrepreneurship students. The Faculty of Communication and Design has launched the Indigenous Communication and Design Network, which celebrates Indigenous artists, makers and the creative community through the creation of Indigenous art, storytelling and research. Ryerson's Digital Media Zone, in collaboration with Pathways to Education, offers Start Something, an after-school program that helps youth in low-income communities graduate high school and transition to postsecondary education and the workplace, while delivering entrepreneurial education to students who might not otherwise receive it.

### **Continuing Education**

The G. Raymond Chang School of Continuing Education at Ryerson is a leader in innovative, quality, lifelong learning. It offers more than 1,500 individual courses, seminars and workshops, 84 career-related certificate programs and access to 13 part-time degree programs. These are delivered by instructors with extensive work experience in occupations that are directly relevant to the courses they teach and who are committed to adopting new modes of delivery and new teaching methods. The Chang School has strong ties to business and industry as well as public and not-for-profit institutions, offering opportunities for skills development and career

advancement through certificates, course series and professional development offerings, including programs in high-demand areas such as cyber security and digital forensics, data analytics, and geographic information systems.

Through bridging programs for credentialed professions such as midwifery and social work, the Chang School enables internationally trained professionals to achieve their career goals in Canada. The Internationally Trained Medical Doctors program recently welcomed its fifth cohort and continues to support non-clinical careers in health policy, research and management for foreign-trained physicians.

Ryerson also offers four Professional Masters Diplomas — highly specialized programs that enable students to continue their careers while augmenting their degrees and experience at the graduate level — and is planning to expand the number of Professional Masters Diplomas significantly over the next few years. Ryerson will continue to make opportunities available for those desiring to change careers, pursue advanced training and build brighter futures through education.

### Metrics and Targets

Institutional Metrics	Institutional Targets	System-Wide Metrics	Institutional expected value
<ul style="list-style-type: none"> <li>• Certificates awarded</li> <li>• Students in transitional and bridging programs</li> </ul>	<ul style="list-style-type: none"> <li>• 900 – 1,200</li> <li>• 400 – 600</li> </ul>	<ul style="list-style-type: none"> <li>• Number and proportion of the following groups at an institution:               <ul style="list-style-type: none"> <li>A. Indigenous students,</li> <li>B. First-generation students</li> <li>C. Students with disabilities, and</li> <li>D. Francophone students</li> </ul> </li> <li>• Share of OSAP recipients at an institution relative to its total number of eligible students</li> <li>• Number of transfer applicants and registrations, as captured by the Ontario University Application Centre</li> </ul>	<ul style="list-style-type: none"> <li>• 300 – 500 (1.0% – 1.7%)</li> <li>• 5,500 – 8,000 (18.5% – 27.7%)</li> <li>• 800 – 1,600 (2.7% – 5.4%)</li> <li>• 150 – 200 (0.5% – 0.7%)</li> <li>• 60% – 70%</li> <li>• 2,000 – 5,000 transfer applicants 500 – 1,000 transfer registrants</li> </ul>

## 4.0 Research Excellence and Impact

---

*This section captures institutional strengths in producing high-quality research on the continuum of fundamental and applied research through activity that further raises Ontario's profile as a globally-recognized research and innovation hub. It also acknowledges that research capacity is strongly linked with graduate education.*

### **Institutional Approach to Research Excellence and Impact**

Scholarly, research and creative activity (SRC) has been fundamental to Ryerson's evolution as a comprehensive innovation university. SRC is important for graduate programs, experiential opportunities for undergraduate students, Ryerson's innovation ecosystem and external partnerships. Ryerson aspires to improve its standing among Canada's top 10 non-medical research universities in terms of research funding and impact. To advance its SRC agenda, Ryerson will continue to engage more undergraduate and graduate students and faculty members in collaborative and interdisciplinary SRC pursuits and focus on attracting strong researchers, external funding and partners. Ryerson's research focus includes a mandate to ensure that research activities benefit society through communities of practice, commercialization activities and dissemination. ]

### **Examples of Institutional Initiatives**

#### **Growing Scholarly, Research and Creative Activity**

The second of four priorities identified in Ryerson's Academic Plan, *Our Time to Lead*, is to "Increase SRC Excellence, Intensity & Impact". Ryerson's research agenda is growing rapidly and is based on a solid foundation of scholarly, research and creative activity. In 2015-16, Research Infosource ranked Ryerson fifth in sponsored research funding among Ontario non-medical/doctoral universities, and tenth nationally among non-medical/doctoral universities, while Tri-Council funding increased by 19 per cent over the previous year and citations increased by 29 per cent. Total research funding at Ryerson has increased by nearly 400 per cent since 2000, to a total of \$47.1 million in 2015-16, and peer-reviewed publications have increased by more than 700 per cent over the same period. Ryerson has seen substantial year-over-year increases in its number of invention disclosures and a corresponding increase in the amount of commercialization and technology transfer activity, including the number of supported patents, licences and startup companies arising from University-created intellectual property. Ryerson is currently allocated 20 Canada Research Chairs, an increase from 15 in 2010. Ryerson researchers are increasingly coalescing around areas of focus, excellence and impact — as reflected in a growing number of Faculty-based and institutional centres, institutes and collaborative teams — and are known for being able to solve practical problems using collaborative research methods and partnering with industry, government, and not-for-profit organizations.

Ryerson's researchers and graduate students drive innovation by developing new technologies and services and improved processes and by creating new companies and social enterprises. In collaboration with industry and



community partners they work to improve the quality of life for Ontarians and Canadians, create jobs and drive economic growth. In 2016-17, Ryerson undertook more than 200 research collaborations with industry partners including GE Healthcare, Microsoft, Enbridge, Bombardier Aerospace, Blackberry, BASF Canada, Kraft Foods, Siemens, Rockwell Automation and others. The Institute of Innovation and Technology Management, Ryerson Institute for Aerospace Design and Innovation, Entrepreneurship Institute, Social Innovation Initiative and Centre for Urban Energy are among the many focal points of innovation-oriented research and practice.

As Ryerson continues to further its research growth over the course of this Strategic Mandate Agreement, it will work to develop indicators that allow for tracking the extent to which scholarly, research and creative activity conducted at Ryerson has an impact on communities. This is in keeping with Ryerson's mandate to support the cultural, economic, social and technological development of Ontario.

### **Research Infrastructure**

To strengthen SRC intensity and impact, Ryerson is making significant investments in new and revitalized research spaces. The Centre for Urban Innovation, which will be completed in 2018, will be home to researchers and innovators with strong industry links in alternative energy, water management, food production, data analytics and urban infrastructure. The facility will house the Centre for Urban Energy, Ryerson Urban Water Institute, Data Analytics Lab, Smart Infrastructure Hub and Food Research Lab. Also in 2018, a campus-wide renewal of research infrastructure will be completed that will provide modernization and sustainability upgrades to research laboratories and infrastructure in Ryerson's science, engineering and design buildings and a Creative Innovation Hub. In October 2016, Ryerson opened a purpose-built, 12,000-square-foot Biomedical Research Facility located in the MaRS Discovery District, featuring high-tech, collaborative laboratory space to support research in a broad range of disciplines. These infrastructure enhancements will support faculty members, new researchers, and graduate students and will also enable experiential research opportunities and participation of undergraduate students in research.

### **Collaboration and Partnerships**

Collaboration with industry and community partners is an important part of Ryerson's research agenda. Ryerson is growing its multi-partner grants, receiving a \$2.5 million Social Sciences and Humanities Research Council Partnership Grant, a \$5 million Natural Sciences and Engineering Research Council of Canada (NSERC) Network Grant and a \$7.4 million Ontario Centre for Workforce Innovation Grant in 2016-17, as well as Canada Foundation for Innovation awards supporting new research space and infrastructure. Innovation requires a strong research culture and an ability to leverage creative assets to generate economic growth. In partnership with St. Michael's Hospital, Ryerson faculty members and students collaborate with St. Michael's scientists and clinician-scientists in new facilities at the Li Ka Shing Knowledge Institute. The partnership includes shared facilities in iBEST (the Institute for Biomedical Engineering, Science, and Technology), a state-of-the-art laboratory facility and the Biomedical Zone, a startup incubator for biomedical and healthcare ventures specializing in biomechanical products and technologies. Ryerson also maintains a vibrant teaching and research relationship with Sunnybrook Health Sciences Centre.

Led by a Ryerson researcher, the NSERC Energy Storage Network (NEST) received a \$5 million investment from the federal government to create greener technologies for energy storage. The NEST team includes 27

professors from 15 universities and eight provinces, working to create a more reliable, environmentally responsible and efficient power system. Ryerson is also part of the World Cities University Network, developed with the goal of bringing together top universities in major world cities to address cultural, environmental, and political issues. Ryerson will continue to establish university-industry research partnerships through support for joint funding applications and increased opportunities for interaction and engagement with industry and other partners, including international research collaborations.

Ryerson leads a successful Canadian Accelerator and Incubator program, in collaboration with the University of Ontario Institute of Technology and Simon Fraser University, connecting young entrepreneurs and innovators with expertise in commercialization and startup initiatives and links to the innovation ecosystem, which contributes to economic development within the region.

**Metrics and Targets**

<b>Institutional Metrics</b>	<b>Institutional Targets</b>	<b>System-Wide Metrics</b>	<b>Institutional Targets for System-Wide Metrics</b>
<ul style="list-style-type: none"> <li>• Invention disclosures</li> <li>• Number of creative outputs</li> <li>• Industry and other non-government funding</li> </ul>	<ul style="list-style-type: none"> <li>• 40 – 70</li> <li>• 120 – 160</li> <li>• \$9 million – \$15 million</li> </ul>	<ul style="list-style-type: none"> <li>• Tri-council funding (share by council to total Ontario universities)</li> <li>• Number of papers, 5-year average, per full-time faculty</li> <li>• Number of citations, in a 5-year period, per paper</li> </ul>	<ul style="list-style-type: none"> <li>• 0.5% – 4.0%</li> <li>• 0.5 – 1.5</li> <li>• 3.0 – 6.0</li> </ul>

# 5.0 Innovation, Economic Development and Community Engagement

---

*This section recognizes the unique role institutions play in contributing to their communities and to economic development, as well as to building dynamic partnerships with business, industry, community members and other colleges and universities. It focusses on regional clusters, customized training, entrepreneurial activities, jobs, community revitalization efforts, international collaborations, students, partnerships with Aboriginal Institutes and a program mix that meets needs locally, regionally and beyond.*

## **Institutional Approach to Innovation, Economic Development and Community Engagement**

Ryerson fosters innovation and job creation through its model of entrepreneurial zone learning and promotes economic development and community engagement through its city building initiatives. Innovation, economic development and community engagement span two of the four priorities identified in Ryerson's Academic Plan, *Our Time to Lead*: "Foster an Innovation Ecosystem" and "Expand Community Engagement and City Building." Innovation at Ryerson is fed by academic programs and SRC activity, as well as its pioneering zone learning model. Ryerson will continue to expand its multidisciplinary innovation zones and expand its external engagement and outreach, including among students, faculty, researchers and staff. |

## **Examples of Institutional Initiatives**

### **Innovation Zones**

Since its launch in 2010, Ryerson's highly ranked <sup>5</sup>DMZ has incubated more than 270 startups that have attracted \$283 million in follow-on investment and created 2,630 jobs. <sup>6</sup>Based on the successful DMZ model, Ryerson has opened nine additional incubators with links to industry and community partners that have spun off more than 300 new ventures. Ryerson currently houses the DMZ, Clean Energy Zone, Fashion Zone (a partnership with Joe Fresh), Design Fabrication Zone, Transmedia Zone, SocialVentures Zone, Launch Zone, Legal Innovation Zone, Biomedical Zone (a partnership with St. Michael's Hospital), and iBoost, a technology startup housed in the Faculty of Engineering and Architectural Science. Ryerson Futures Inc. (RFI), an entity owned by Ryerson and situated within the DMZ, provides seed funding for early stage companies and secures investor financing for startups. RFI currently has three partnerships in India, including with the Bombay Stock Exchange and an accelerator program based in Calgary, Alberta (Zone Startups Calgary).

---

<sup>5</sup> UBI Global World Top 25 University Business Incubators

<sup>6</sup> Ryerson Digital Media Zone (DMZ)

Ryerson's zone-based approach to innovation and entrepreneurship is recognized as an effective generator of highly skilled jobs, and as a driver of regional economic development and economic stimulus. Ryerson has been approached by municipalities outside the GTA about expanding zone learning into their communities to respond to local labour market needs. Ryerson will continue to grow its zone learning ecosystem with an anticipated expansion to the City of Brampton <sup>7</sup>in partnership with Sheridan College. The Brampton site will include joint programming and an Innovation Hub that will bring together students, faculty and industry. Potential partners include Cisco and Siemens.

Social innovation is a key component of innovation at Ryerson. Ryerson's zone network includes the SocialVentures Zone, which supports students in accelerating their ideas for social change and developing them into sustainable and viable initiatives. Ryerson's Ashoka Change Team works closely with companies, community organizations, and governments to promote social change, create jobs, and develop the next generation of committed changemakers, providing hands-on institutional support to social entrepreneurs. The Faculty of Community Services is a leader in social innovation at Ryerson, housing the John C. Eaton Chair in Social Innovation and Entrepreneurship, offering co-curricular activities and events to promote social innovation, and offering an interdisciplinary Minor in Social Innovation.

### **Community Engagement and City Building**

Ryerson is strongly committed to building a more visible presence in neighbouring communities through external engagement and outreach among students, faculty, researchers and staff and through physical evolution of its downtown Toronto campus.

Ryerson has a significant array of community engagement and outreach partnerships. For example, in partnership with OCAD University, University of Toronto and York University, the Ryerson University Lifeline Syria Challenge (RULSC) was designed to resettle Syrian refugees and to provide experiential learning and applied research opportunities for students. RULSC has raised close to \$5 million, with 88 teams sponsoring a total of 431 individuals to settle in Canada. The Presidents of Toronto's four universities also collaborate every year on a research project for City of Toronto policy development. In the fall of 2015 they collaborated on StudentMoveTO, an effort to collect detailed student transit data to learn more about where students live, how they commute and how they schedule work, studies, and daily activities. This year, the focus is on affordable housing. Ryerson currently has more than 50 partnerships with the City of Toronto, many involving students, in projects ranging from youth engagement to green street designs, development of substance misuse prevention programs, use of big data to better understand road networks and partnerships with the Toronto Police Service (TPS). This includes a close relationship with students in Ryerson's Geographic Analysis program, involving student internship positions and coursework focused on actionable projects with the TPS.

Ryerson Student Affairs has a number of highly successful community engagement initiatives. Housing and Residence Life's Your Neighbour Program placed nearly 85 student staff with community partners such as St. Stephen's House and the United Way for a daylong outreach and engagement program that focuses on

---

<sup>7</sup> While requests for capital project funding are outside the scope of the SMA process, the ministry acknowledges Ryerson University's aspiration with respect to the major capacity expansion bid process for Brampton and Milton.

education, community service and strategic engagement. VolunteerLink, an online portal to match students with community service/engagement opportunities, has 470 active student participants, 55 unique volunteer opportunities, and 36 community partners (including Ronald McDonald House, St. Joseph’s Health Centre, Volunteer Toronto, the Ontario Universities’ Fair, Toronto Fringe Festival, and the Toronto International Film Festival). Ryerson varsity student athletes also volunteered 3,000 hours of community service in 2016-17 and developed a new partnership called the Rams Care program with partners including Jays Care, Nike, Toronto Community Housing and Boys and Girls Clubs. Ninety-seven per cent of Ryerson varsity athletes participate in community service.

Ryerson’s Faculties, Schools and departments also have significant collaborations and partnerships. The Faculty of Community Services offers programs with a community engagement focus. The Faculty of Science has adopted a philosophy of Connected Science, with science communication and community outreach as key priorities. The Faculty of Arts emphasizes Community-Engaged Learning and Teaching, which includes experiential learning and research opportunities, presentations, events, and workshops. The Ted Rogers School of Management’s Scotiabank Changemakers program provides students with opportunities to participate in internships with not-for-profit organizations, furthering opportunities for employment and continued volunteerism. Ryerson also houses the City Building Institute, a multidisciplinary centre focused on issues relevant to city regions nationally and globally and the Centre for Urban Research and Land Development, which studies the economic impact of urban policies in the Greater Golden Horseshoe Area. These institutes bring together political leadership, policy ideas and people from diverse backgrounds to address critical urban challenges by delivering high-quality teaching, research, and public engagement on urban issues.

Ryerson plays a unique role as a city builder in the City of Toronto, enabling constructive community transformation by improving the urban ecosystem, fostering economic development, enhancing the city’s social and cultural fabric, contributing to meaningful civic engagement and building enduring relationships with community organizations, industry, and government. Ryerson’s Master Plan has been a catalyst for downtown renewal, integrating educational environments within a mixed-use urban setting. In 2015, Ryerson opened the Student Learning Centre, a student-centric building with new spaces to study, collaborate, share ideas and learn outside the classroom. In 2018, three major projects will be completed: the Centre for Urban Innovation, a research, incubation and commercialization hub; a new student residence located on Jarvis Street in downtown Toronto, a public-private partnership with MPI Group, and; the Daphne Cockwell Health Sciences Complex, which will house Ryerson’s Schools of Nursing, Midwifery, Nutrition, and Occupational and Public Health, as well as design fabrication, office, and residence space.

**Metrics and Targets**

<b>Institutional Metrics</b>	<b>Institutional Targets</b>	<b>System-Wide Metrics</b>	<b>Institutional Targets for System-Wide Metrics</b>
------------------------------	------------------------------	----------------------------	--

<ul style="list-style-type: none"> <li>• Student enrolment in innovation zones (FFTE)</li> <li>• Registrations in entrepreneurship courses</li> <li>• Number of start-ups</li> </ul>	<ul style="list-style-type: none"> <li>• 900 – 1,000</li> <li>• 5,000 – 6,000</li> <li>• 250 – 350</li> </ul>	<ul style="list-style-type: none"> <li>• Graduate employment rates</li> <li>• Of those graduates who are working full time, what proportion are working in related jobs</li> </ul>	<ul style="list-style-type: none"> <li>• 76% - 84% after 6 months</li> <li>• 85% - 93% after two years</li> <li>• 85% - 95%</li> </ul>
--	---	--	--

# 6.0 Enrolment Strategy and Program Direction

---

## Enrolment Plan and Corridor Midpoints

*This section also establishes the agreed-upon corridor midpoint that will form the basis of enrolment-related funding over the course of the SMA period.*

### Corridor Midpoint

For funding purposes **79,515.21** Weighted Grant Units (WGU) will be the corridor midpoint value for Ryerson University. This value was determined using the institution’s actual enrolment (expressed as WGUs) from the 2016-17 academic year. Ryerson University will receive funding consistent with this level of enrolment and subject to the policies contained within the *Ontario University Funding Model Technical Manual, May 2017, Version 1.0*.

### Projected Funding-Eligible Undergraduate Enrolments

*Below is the institutions projected enrolment of funding-eligible undergraduate enrolments for Ryerson University*

	<b>Projected 2017-18</b>	<b>Projected 2018-19</b>	<b>Projected 2019-20</b>
<b>Undergraduate Full-time Headcounts</b>	27,067	27,584	27,985

*Note – for this table, Full-time Headcount should be reported for Fall term only.*

### Graduate Allocation – SMA 2017-2020

*Below are the allocation of funding eligible graduate spaces for Ryerson University*

	<b>Target 2017-18</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>
<b>Masters</b>	1,623	1,623	1,623
<b>PhD</b>	340	352	364
<b>Total</b>	1,963	1,975	1,987

*Note – allocation shown in FTEs*

## Projected International Enrolment

	Projected 2017-18	Projected 2018-19	Projected 2019-20
<b>Undergraduate</b> Full-time Headcounts	1,300	1,614	1,970
<b>Masters</b> Full-time Headcounts	164	159	159
<b>Doctoral</b> Full-time Headcounts	84	94	101
<b>Total Enrolment</b> Full-time Headcounts	1,548	1,867	2,230

*Note: International enrolments include all funding-ineligible international students.*

## International Enrolment Strategy and Collaboration

Ryerson's internationalization strategy includes increasing international enrolment to mitigate potential constraints on domestic enrolment increases. Ryerson is expanding programming to attract international students. This includes an expanded English as a Second Language (ESL) program (Ryerson English as an Alternative Language or REAL program) that provides a clear pathway into Ryerson degree programs for students who are academically qualified but need to improve their facility with English to succeed. The program includes academic advising services, cultural immersion activities and cultural competency training for students adapting to life at Canadian universities.

Ryerson's current international enrolment is small compared with other Ontario universities (3.2 per cent of all students compared to 10.3 per cent for the system in 2015-16). Even with the most optimistic projections for international student growth (shown in the table above), it will only account for 6.0 per cent in 2019-20 and not result in a large financial exposure for Ryerson.

The Board of Governors is responsible for overseeing the Ryerson's enrolment strategy. It has reviewed Ryerson's international enrolment strategy and will be updated annually by management as it monitors Ryerson's enrolment targets and projections.



## **Strategic Areas of Program Strength and Expansion**

### **Program Areas of Strength**

- Digital Economy, Innovation and Entrepreneurship
- Design, Technology and Manufacturing
- Management, Administration and the Economy
- Creative Industries
- Communities, Diversity and City Building
- Culture and Communications
- Health, Wellness and Related Sciences
- Built Environment and Spatial Analysis

The proposed areas of program strength are intended to inform program approval processes.

### **Program Areas of Expansion**

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

# Financial Sustainability

*The Ministry and the University recognize that financial sustainability and accountability are critical to achieving institutional mandates and realizing Ontario’s vision for the postsecondary education system. To this end, it is agreed that:*

*It is the responsibility of the governing board and senior administrators of the University to identify, track, and address financial pressures and sustainability issues. At the same time, the Ministry has a financial stewardship role. The Ministry and the University agree to work collaboratively to achieve the common goal of financial sustainability and to ensure that Ontarians have access to a full range of affordable, high-quality postsecondary education options, now and in the future.*

*The University remains accountable to the Ministry with respect to effective and efficient use of provincial government resources and student resources covered by policy directives of the Ministry, or decisions impacting upon these, to maximize the value and impact of investments made in the postsecondary education system.*

<b>System-wide Metrics</b>	<b>2015-16 Actuals</b>
• Net Income / (Loss) Ratio	6.33%
• Net Operating Revenues Ratio	10.93%
• Primary Reserve Ratio	60 days
• Interest Burden Ratio	1.71%
• Viability Ratio	48%

# 7.0 Institutional Collaborations and Partnerships

---

Ryerson is one of the most transferred-to universities in the Province. In 2016-17, 20 per cent of Ryerson's undergraduate population, 6,900 students, had previous college or university experience. However, as colleges add more and more degrees in response to changes in public policy, Ryerson's population of transfer students is expected to decline in the future.

The Ryerson, Centennial, George Brown Collaborative Nursing Degree Program is a leader in collaborative nursing education, allowing students to study the same curriculum at any of three locations in their first and second years before moving to Ryerson for years three and four. Ryerson and George Brown College share facilities in the Sally Horsfall Eaton Centre for Studies in Community Health at Ryerson's downtown campus, creating a model of efficiencies and shared services for students.

The Ryerson Midwifery Education Program is a collaborative program with McMaster and Laurentian universities. Midwifery students from all three universities have opportunities for shared learning at events and all three sites welcome midwifery students from diverse backgrounds. Upon graduation, students are able to practise competently and safely as beginning practitioners in any Ontario maternity care setting.

Ryerson's partnerships with the FNTI provide programs for mature Indigenous students delivered in First Nations Communities and at Ryerson. Indigenous students are able to earn a Certificate, an Advanced Certificate and a Bachelor of Arts in Public Administration and Governance; and an advanced standing Bachelor of Social Work degree.

Ryerson offers a joint graduate program with York University in Communication and Culture (Master's and PhD), that combines expertise and opportunities for advanced study of media and cultural technologies, as well as communication politics in practice and theory. Ryerson also offers joint programs in Early Childhood Studies with York University (a concurrent Bachelor of Arts and Bachelor of Education) and George Brown College (a direct-entry full-time degree completion program).

Since 2011, graduate students in Ryerson's Clinical Psychology program have provided free mental health assessments and psychotherapy to some of the city's neediest residents at the St. Michael's Hospital family practice. The hospital-based clinic setting has been integrated into Ryerson's curriculum to create a true partnership between the clinical psychology training clinic and the university teaching hospital. This model is supported by public and private sectors, including Bell Canada.

## **Educational Innovation in Brampton**

In March 2017, Ryerson submitted an Expression of Interest to the Ministry of Advanced Education and Skills Development in relation to establishing a site at Brampton<sup>8</sup> in consultation with Sheridan College Institute of Technology and Advanced Learning. This collaboration will directly address societal and economic needs of the region, including the accommodation of demographic growth in Peel.

The proposed collaboration leverages the complementary interests and capabilities of Sheridan and Ryerson and includes an emphasis on experiential learning, entrepreneurship, adult learning, and transfer pathways. For example, students will benefit from Ryerson's experience with zone learning and entrepreneurial education, as well as both institutions' experience in providing co-operative education and internship programs. The site will also leverage the extensive industry partnerships of both institutions, including more than 300 Sheridan partners in Brampton.

Given the complementary strengths of each institution, Ryerson and Sheridan will explore collaboration in four areas: 1. Transfer and pathways opportunities; 2. Joint programs; 3. Pooling of curriculum offerings where it enriches student learning and experience; and 4. An Innovation Hub that connects students to external organizations and companies in the region. The institutions will also seek to collaborate on the delivery of ancillary services to maximize efficiencies that can be realized through the larger scale afforded by the number of Ryerson and Sheridan students in Brampton.

#### **Joint Bachelor of Science with Lakehead University**

Ryerson is currently working with Lakehead University to develop a joint Bachelor of Science in the Physics of Medical and Industrial Imaging. Students will focus on the application of physics to medical diagnosis and industrial testing by undertaking a combination of courses in physics, supplemented with relevant biology and chemistry topics. Experiential learning is a key component of the program, and will include research on medical devices at scientific institutes/universities, clinical trials at affiliated hospitals, and fabricating and analyzing materials with industrial partners. Students will also be mentored on how to commercialize medical and industrial devices.

The proposed program builds on work that Ryerson and Lakehead have been undertaking since 2015, as the two institutions share expertise in medical physics, molecular imaging, treatment modalities and computational biomedical physics. During the summer of 2016, for example, a group of Ryerson students attended the NSERC Collaborative Research and Training Experience program's summer school on medical imaging, jointly hosted by the Faculty of Science and Environmental Studies of Lakehead University and Thunder Bay Regional Health Research Institute. In this four-month summer session, students undertook tutorials and seminars focused on research in biomedical imaging and clinical application.

---

<sup>8</sup> While requests for capital project funding are outside the scope of the SMA process, the ministry acknowledges Ryerson University's aspiration with respect to the major capacity expansion bid process for Brampton and Milton.

## 8.0 Ministry/Government Commitments

---

- The SMA2 process has focused on implementing the first stages of the new funding model and demonstrating the ongoing commitment by all colleges and universities to student success. Future growth will only be funded through negotiated changes to an institution's funded enrolment corridor . Through the SMA2 cycle, the ministry will continue to work closely with institutions to ensure all dimensions of the funding model are implemented.
- In a memo to colleges and universities dated March 7, 2017, the ministry committed to using the SMA2 (2017-20) process as a transitional phase to commence the collaborative and joint development of performance metrics and targets, tied to funding, for SMA3 (2020-23). The ministry reiterates this commitment and reaffirms that metrics and targets included in SMA2 are not tied to funding at this time and are a beginning point for further discussions with the sector prior to their application in SMA3. Colleges and universities will have the opportunity to reset and realign metrics prior to the application of metrics in SMA3. The ministry will also engage other stakeholders as part of discussions on a broad metrics strategy.
  - The ministry commits to establishing a joint working group with each of the sectors and to begin detailed discussions in fall 2017 on metrics/targets and to seek input on the performance measurement methodology for SMA3.
- Colleges, universities and the ministry all benefit from processes that are transparent and non-duplicative. The ministry commits to work with colleges and universities to continue to streamline processes and seek opportunities to further reduce red tape (in part through increased access to other tools) , including reducing or eliminating duplicated reporting requirements.
- Through SMA2 discussions, the ministry has heard concerns about the challenges of delivering breadth in programming for Francophone and Francophile students, including the cost and funding of such delivery. Starting in fall 2017, the ministry commits to consulting institutions who have a formal mandate for bilingual and/or French-language delivery to review the delivery of French-Language programming and consider these concerns.
- In 2016, an extension of the existing tuition policy framework was announced to support a major reform in OSAP. The ministry will engage with both the college and university sectors around the next tuition policy framework, including examining the issue of tuition anomalies in certain professional programs as a result of past changes to tuition policy, and, for colleges, examining tuition levels relative to competitive college tuition frameworks in Canada.
- In recent years and during the SMA process, there has been an increased interest in the creation of a new polytechnic designation in the Ontario postsecondary education system. Starting in fall 2017, the ministry commits to undertake a review that examines whether improved benefits for students and employers are sufficient to make such a change. The ministry commits to working collaboratively with institutions across the sectors on this review.
- The ministry commits to continue to work collaboratively with universities to assess the anticipated need for additional graduate spaces related to programs that are currently under development.

- Starting in fall 2017, the ministry commits to undertake a review of the university Northern Grant working collaboratively with universities to examine whether the criteria for access and allocations of the Northern Grant represent an equitable approach.