



*Ryerson Performance Indicators*

---

*March 2018*

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## Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2016-17 data.

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through Senate's Progress Indicators.

The Ryerson Performance Indicators provide technically sound measures that were chosen for their relevance, the reliability of underlying data, the ongoing accessibility to underlying data, and the clarity of what is measured. Nevertheless, care should be taken in drawing conclusions from these indicators.

Cautions include:

- the Indicators only measure what is quantifiable and where data are available
- comparator information is based on standardized data and measures that reflect "average" universities
- comparators are not designed as benchmarks
- Ryerson is unique when compared to the program mix, enrolment and budgets of other Canadian universities

There are thirty-three Ryerson Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (6 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

First introduced in March 2017, is an additional financial capacity indicator comprising five ratios:

- **Net Income / (Loss) Ratio:** Measures the percentage of revenues that contribute to net assets. The objective of this ratio is to track trends in the institution's net earnings.
- **Net Operating Revenues Ratio:** Operating cash flow as a proportion of revenues. This ratio provides an indication of the extent to which an institution is generating positive cash flows in the long run to be financially sustainable.
- **Primary Reserve Ratio:** Number of days an institution could function using only its resources that can be expended without restrictions. This ratio provides an indication of the university's financial strength and flexibility.
- **Interest Burden Ratio:** Proportion of total expenses supporting the annual cost of servicing debt. This is an indicator of debt affordability, as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt.
- **Viability Ratio:** Proportion of long-term debt that could be settled using only resources that can be expended without restrictions. This ratio provides an indication of the funds on hand to settle long-term obligations.

Table A summarizes the indicators included in the report and the update schedule for each indicator. Table B identifies which indicators may be suitable for assessing progress on the University's strategic priorities: Enable Greater Student Engagement and Success through Exceptional Experiences; Increase SRC Excellence, Intensity and Impact; Foster an Innovation Ecosystem; Expand Community Engagement and City Building.

### **Comparator Groups**

In order to provide a context for Ryerson's performance, the indicators have also been calculated where possible for groups of other universities. The comparator groups are not necessarily ideal comparators for Ryerson because the mix of programs offered at other institutions differs from that at Ryerson and/or they differ in size.

#### **Ontario Universities**

This comparator group includes all Ontario universities: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD University (OCADU), University of Ontario Institute of Technology (UOIT), Ottawa, Queen's, Ryerson, Toronto, Trent, Waterloo, Western, Wilfrid Laurier, Windsor, and York.

#### **Canadian University Survey Consortium Graduating Student Survey Canadian Universities**

This comparator group is only used for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2015 participants were: Brock University, Carleton University, Concordia University, Concordia University College of Alberta, Dalhousie University, Lakehead University, MacEwan University, McGill University, Memorial University of Newfoundland, Mount Royal University, Nipissing University, Redeemer University College, Ryerson University, Saint Mary's University, Simon Fraser University, St. Francis Xavier University, St. Thomas University, The King's University College, Thompson Rivers University, Trinity Western University, Université de Moncton, Université de Sherbrooke, University of Lethbridge, University of Manitoba, University of New Brunswick, University of Ontario Institute of Technology, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, ,University of Victoria, University of Waterloo, University of Winnipeg, Vancouver Island University, Wilfrid Laurier University.

#### **U.S. Peers**

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2017, it includes participating public U.S. institutions that are urban, commuter universities with more than 20,000 students, and in either the *Doctoral Universities* or *Master's Colleges & Universities: Larger Universities* Carnegie categories: California State Polytechnic University-Pomona (Pomona, CA), California State University-Los Angeles (Los Angeles, CA), California State University, Fullerton (Fullerton, CA), California State University, Sacramento (Sacramento, CA), Florida International University (Miami, FL), San Francisco State University (San Francisco, CA), San Jose State University (San Jose, CA), The University of Texas at Arlington (Arlington, TX), and The University of Texas at San Antonio (San Antonio, TX).

Table A: Ryerson Performance Indicators Classification

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

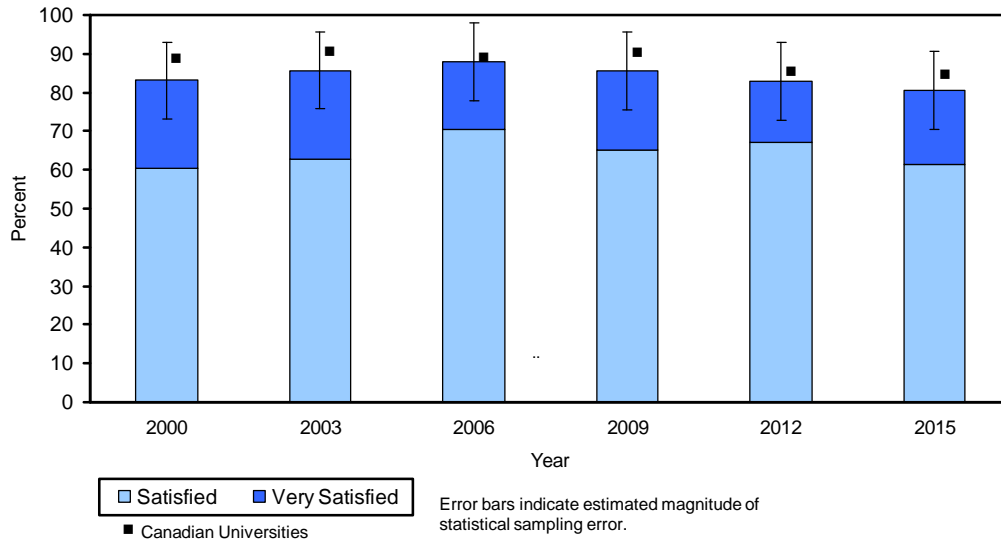
Table B: Ryerson Performance Indicators and Strategic Priorities

Performance Indicators by Primary Category	Figure Number	Indicator May Provide Useful Information For Assessing Progress on the University's Strategic Priorities (2014-2019)			
		Enable Greater Student Engagement & Success Through Exceptional Experiences	Increase SRC Excellence, Intensity & Impact	Foster an Innovation Ecosystem	Expand Community Engagement & City Building
<b>STRATEGIC DIRECTION</b>					
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	X			X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	X			X
Applications to Registrants Ratio	1.3	X			X
Mean Entering Average from Secondary School	1.4	X			
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	X			
Percentage of Students Retained from Year 1 After 1, 2, and 3 Years of Study	1.6	X			
MAESD Graduation Rate	1.6	X			X
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	X			X
MAESD Employment Rate: 6 Months and 2 Years After Graduation	1.8	X			X
Percentage of Faculty with Doctoral Degrees	1.9	X			
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10		X		
Total External Research Funding	1.11		X		
Library Expenditures as Share of Total Operating Expenditures	1.12	X			
Library Expenditures per FFTE Student	1.13	X			
Zone Learning Enrolment (FFTE)	1.14	X		X	X
<b>FINANCIAL CAPACITY</b>					
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1				
Total Liabilities as Share of Total Assets	2.2				
Long Term Debt per FFTE Student	2.3				
Endowment per FFTE Student	2.4				X
Ryerson University Endowment Fund	2.5				X
Financial Capacity Ratios: Net Income / (Loss) Ratio; Net Operating Revenues Ratio; Primary Reserve Ratio; Interest Burden Ratio	2.6				
<b>EFFECTIVE MANAGEMENT</b>					
Student to Faculty Ratio	3.1	X			
Faculty Turnover Rate	3.2	X	X		
Staff Turnover Rate	3.2	X			
Staff to Faculty Ratio	3.3		X		
Student to Staff Ratio	3.4	X			
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5				
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6				
<b>UNIVERSITY PROFILE</b>					
Percentage of Alumni Who Made a Donation to the University	4.1				X
Annual Number of Non-Alumni Donors	4.2				X
Annual Level of Donation Commitments	4.3				X
Annual Level of Donations Received	4.4				X
Media References to Ryerson: Publication Clippings, Publication Impressions and Broadcast References	4.5				X

### Strategic Direction Indicators

Figure 1.1

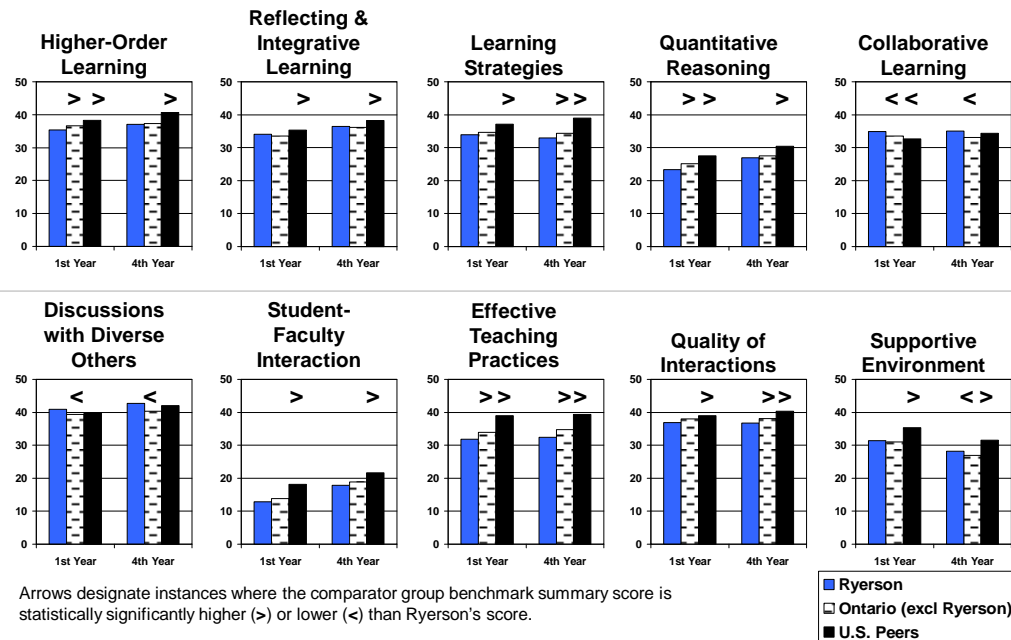
#### Satisfaction with Overall Quality of Education Received at Ryerson



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

Figure 1.2

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

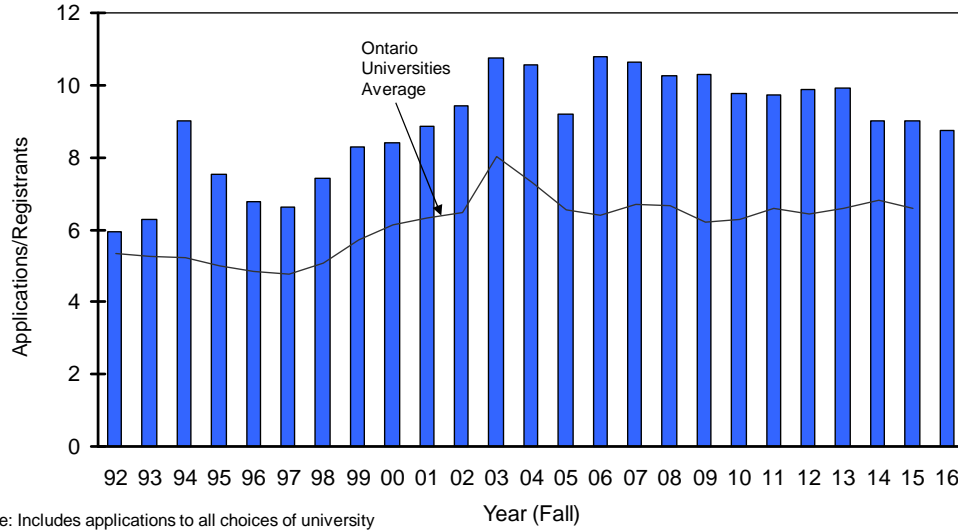


Source: National Survey of Student Engagement 2017 (triennial)



Figure 1.3

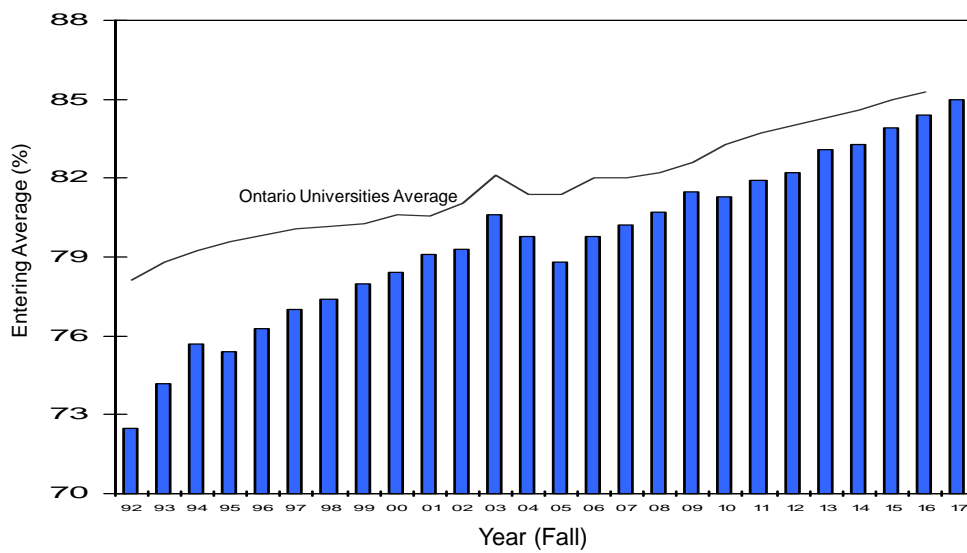
**Applications : Registrants Ratio**



Source: Ontario Universities' Application Centre

Figure 1.4

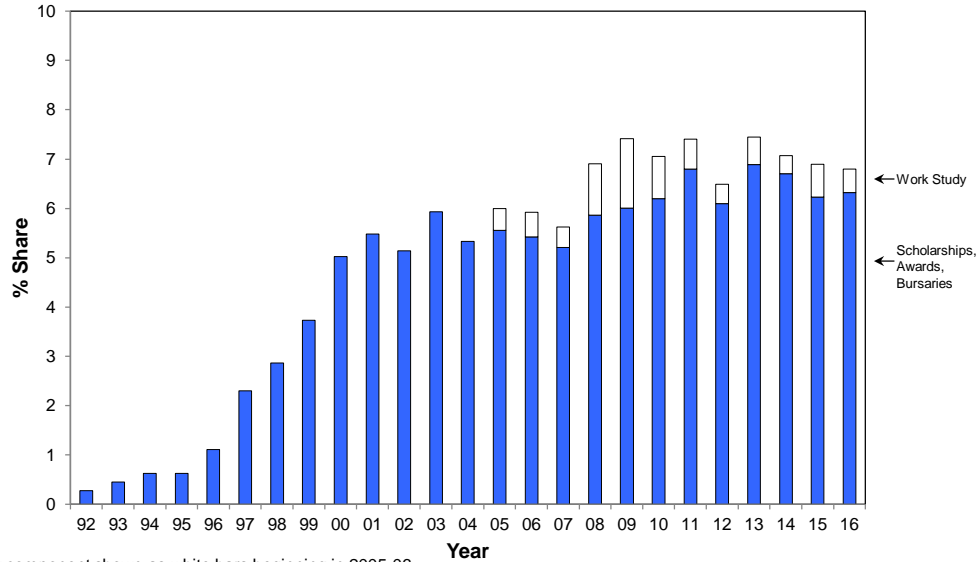
**Mean Entering Average from Secondary School**



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

**Figure 1.5**

**Scholarships and Bursaries as Share of Total Operating Expenditures**



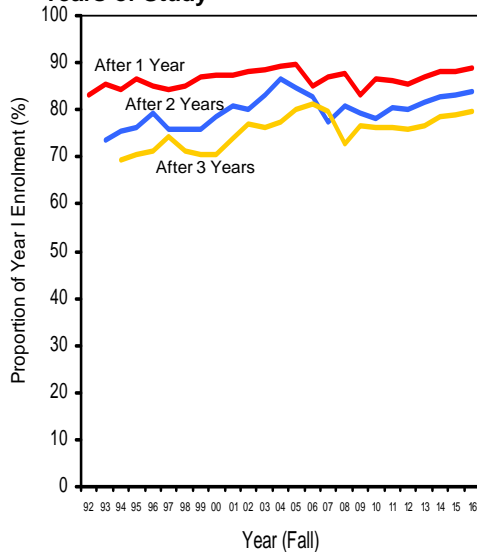
Work Study component shown as white bars beginning in 2005-06.

Note: Fiscal year beginning in year shown.

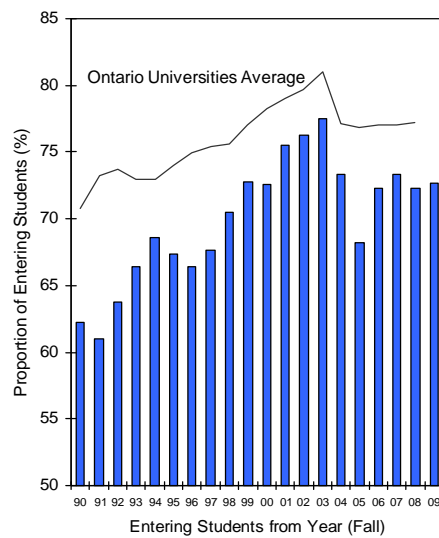
Sources: Ryerson Financial Services data

**Figure 1.6**

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

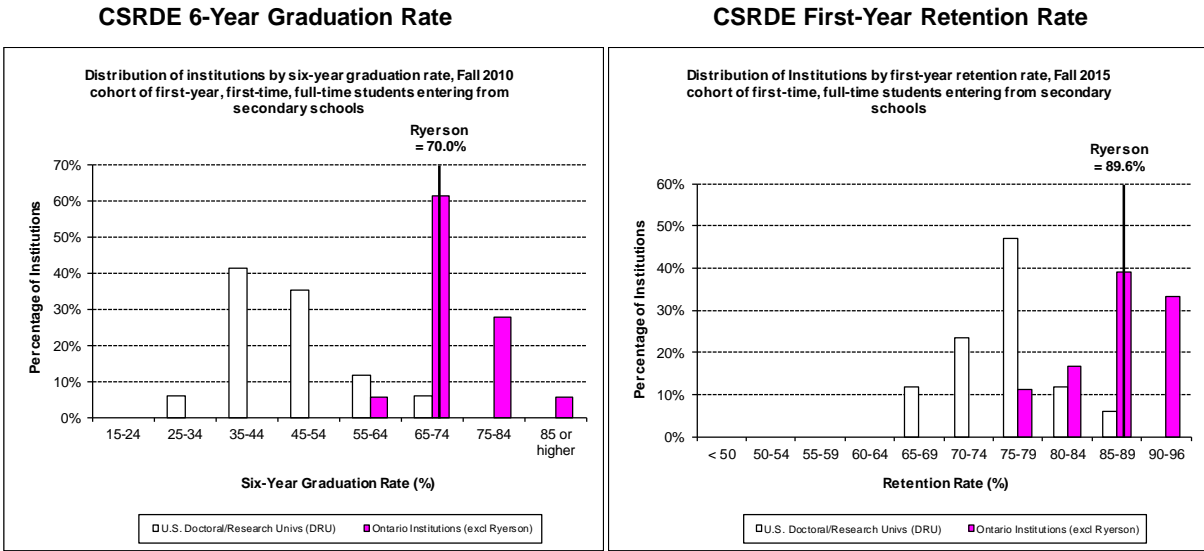


**MAESD Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years**



Sources: Ryerson Student Information System; Ministry of Advanced Education and Skills Development

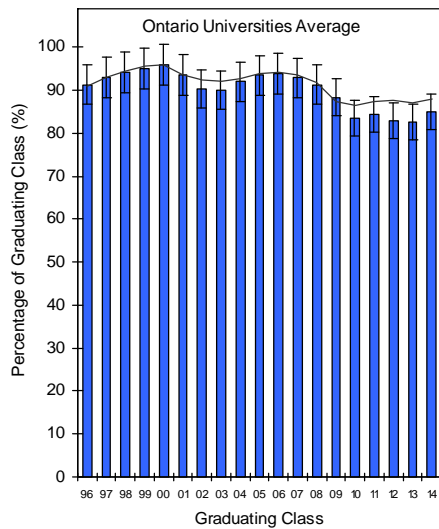
Figure 1.7



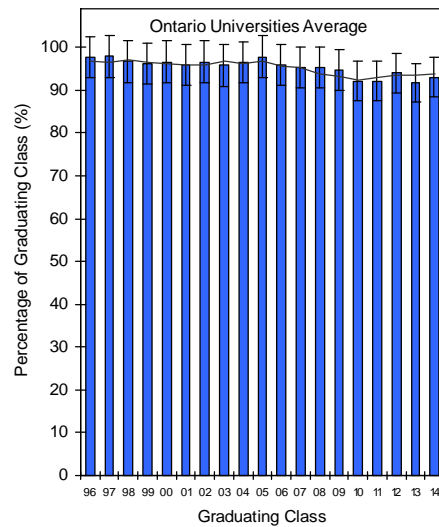
Source: Consortium for Student Retention Data Exchange (CSRDE)

Figure 1.8

### MAESD Employment Rate: 6 Months After Graduation



### MAESD Employment Rate: 2 Years After Graduation

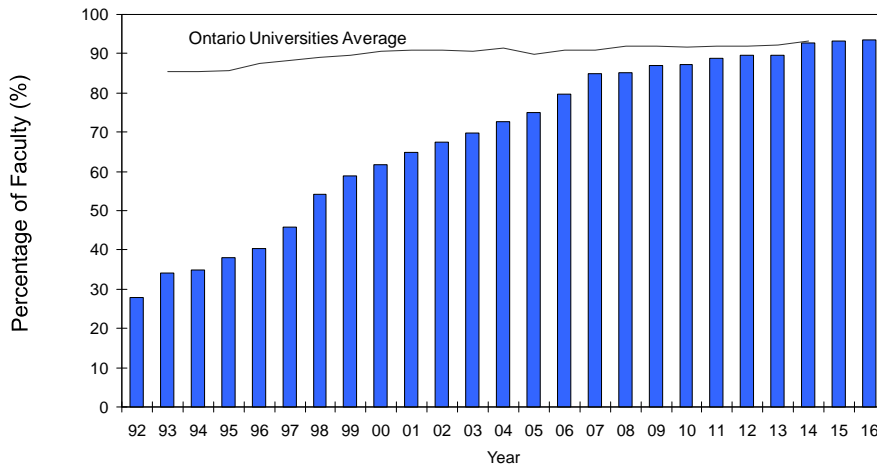


Source: Ministry of Advanced Education and Skills Development

Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

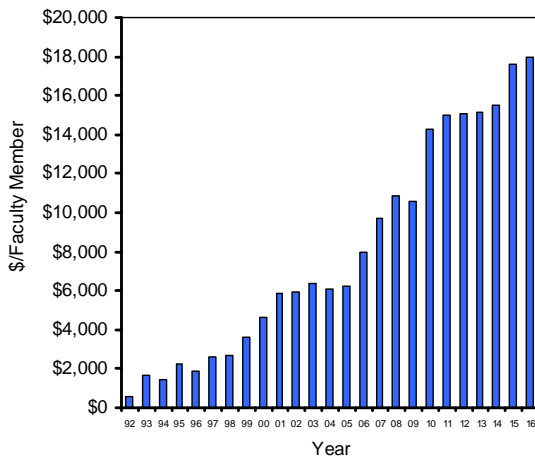
Percentage of Faculty with Doctoral Degrees



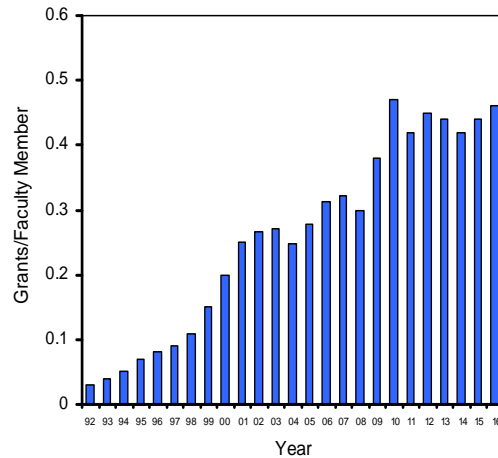
Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, and Nursing; Hospitality and Tourism Management excluded beginning with 1998  
 Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

Value of Peer-Adjudicated Research Grants per Eligible Faculty Member



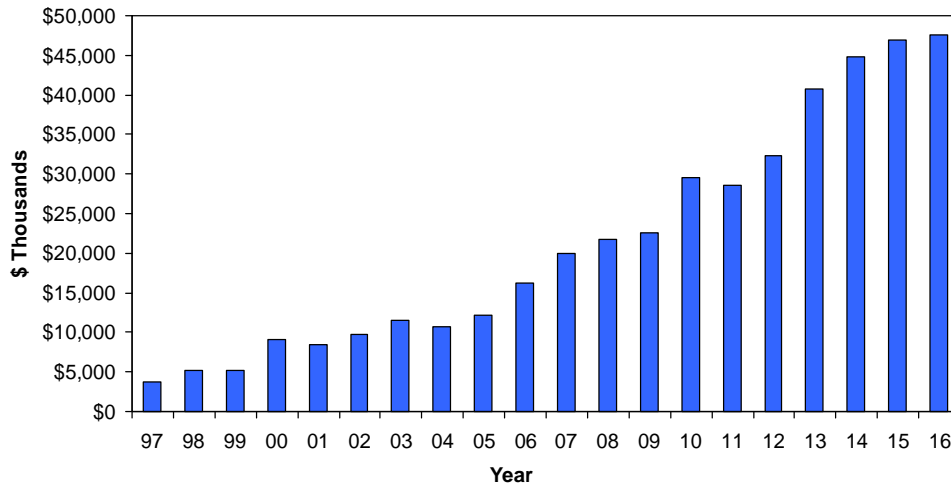
Number of Peer-Adjudicated Research Grants per Eligible Faculty Member



Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded rather than expenditures; fiscal year beginning in year shown  
 Source: Ryerson Office of the Vice-President Research and Innovation data

Figure 1.11

**Total External Research Funding**

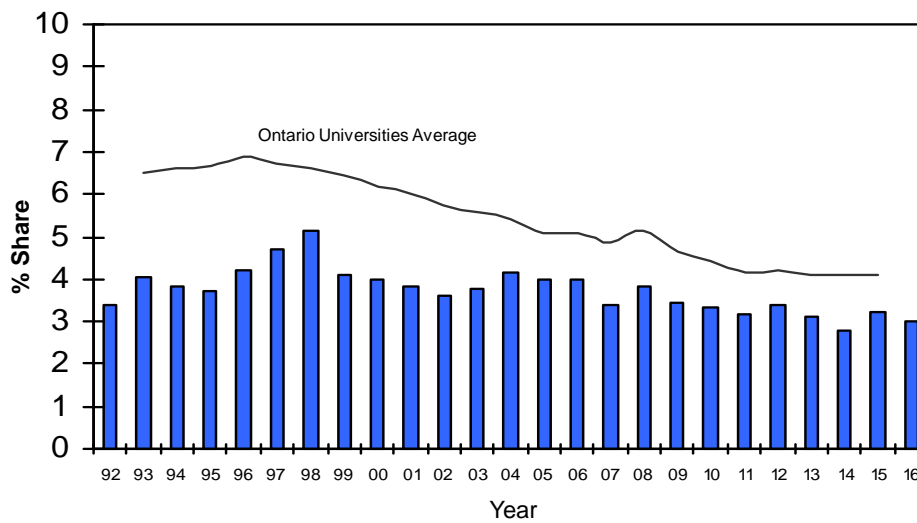


Note: Fiscal year beginning in year shown

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

Figure 1.12

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

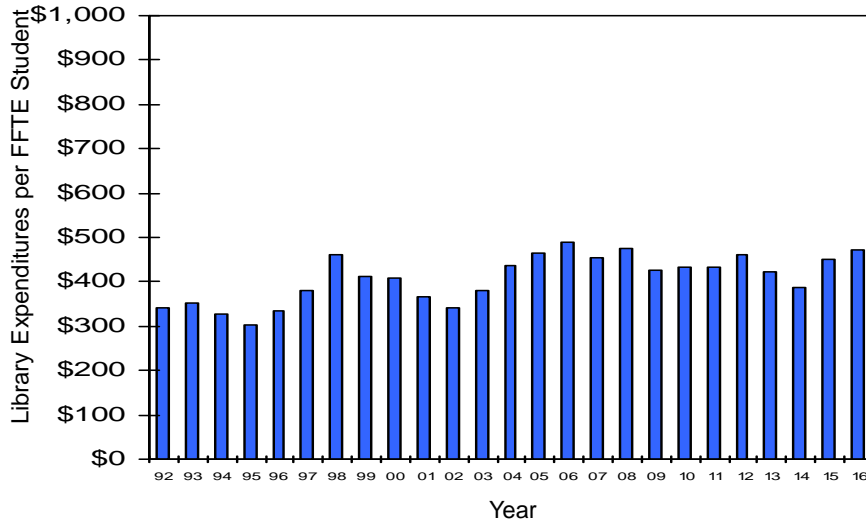


Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

**Figure 1.13**

**Library Expenditures per FFTE Student**

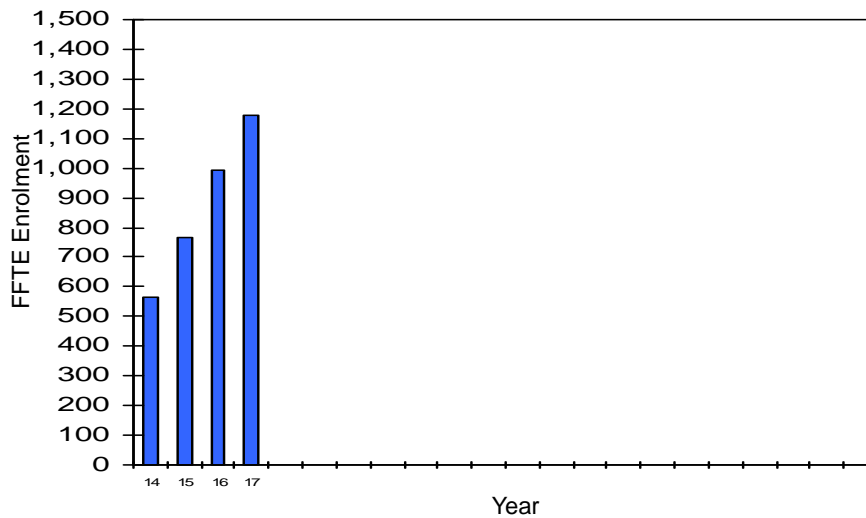


Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System

**Figure 1.14**

**Zone Learning Enrolment (FFTE)**



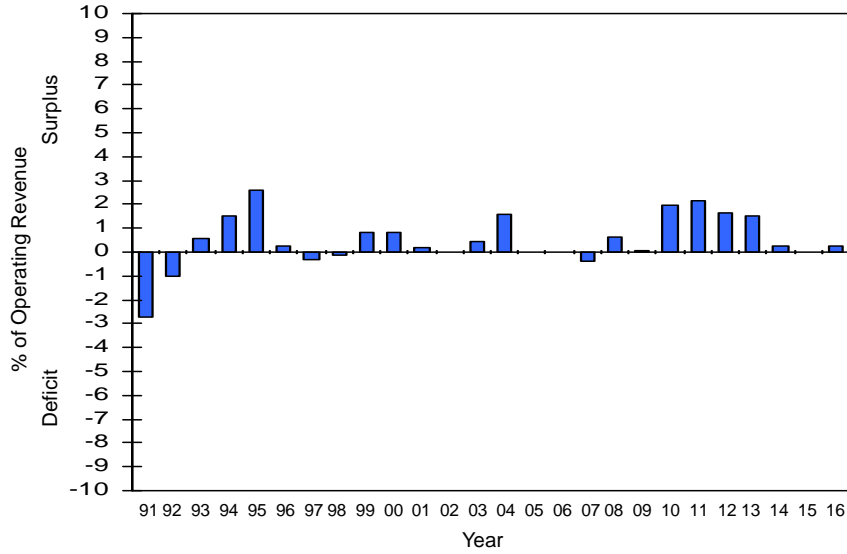
Note: Zone Learning registrant fiscal full-time equivalent enrolment (FFTE). Includes Zone registrants in Digital Media Zone (DMZ) and other Zones, including those being operated on a pilot basis.

Source: Ryerson Student Information System

### Financial Capacity Indicators

Figure 2.1

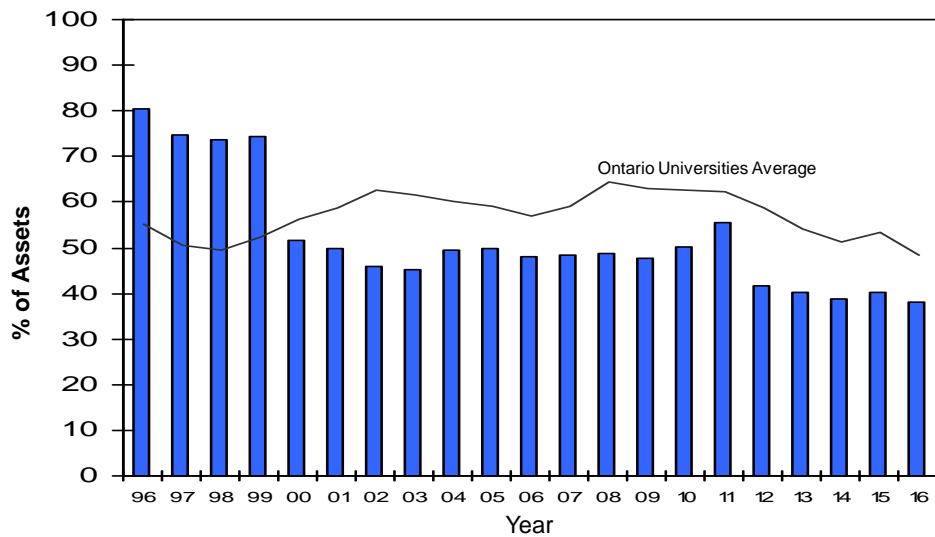
Operating Deficit/Surplus as a Percentage of Operating Revenue



Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years. Source: Audited Financial Statements

Figure 2.2

Total Liabilities as Share of Total Assets

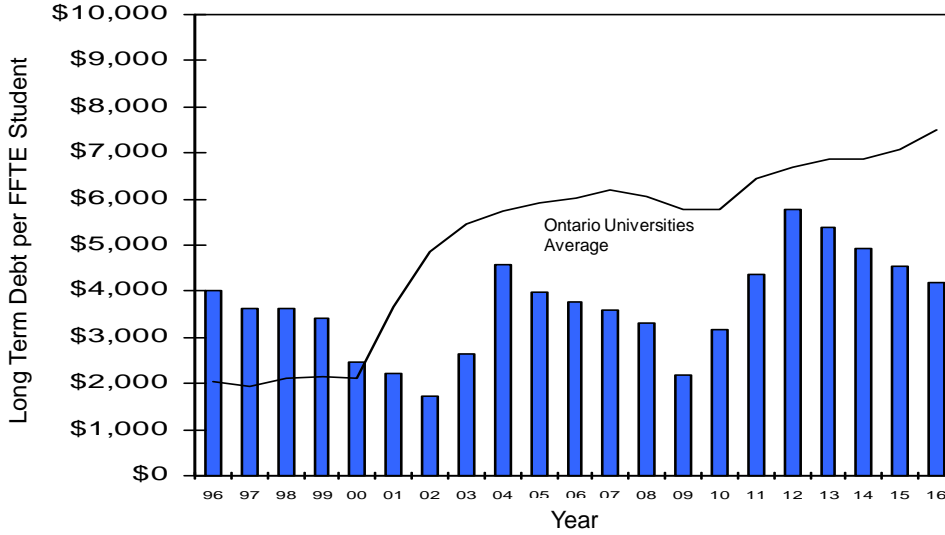


Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

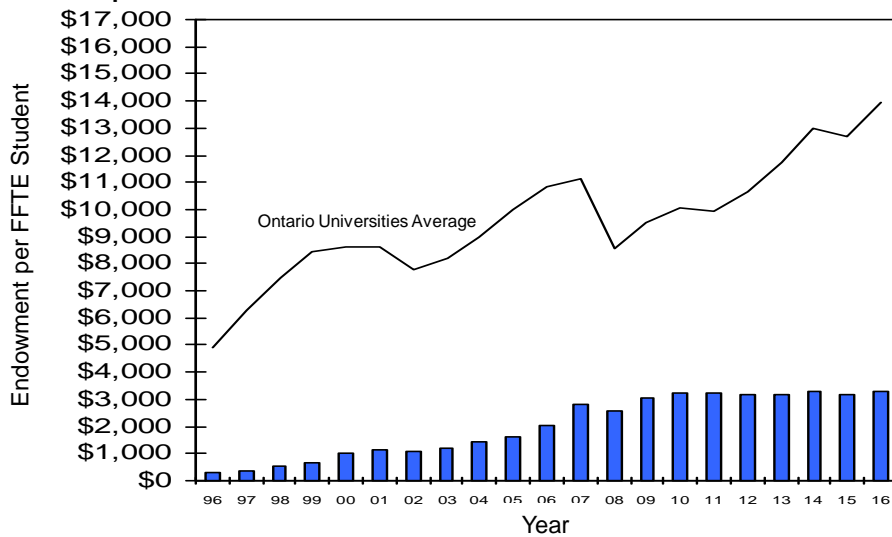
Long Term Debt per FFE Student



Note: Comparators exclude data for UOIT; FFE includes students eligible and ineligible for funding; fiscal year beginning in year shown  
 Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.4

Endowment per FFE Student

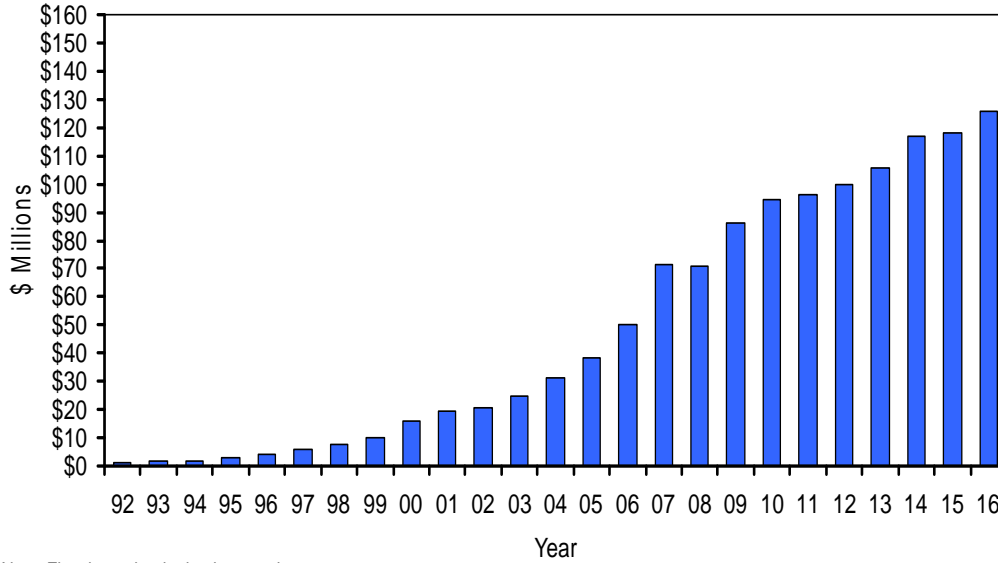


Note: FFE includes students eligible and ineligible for funding; fiscal year beginning in year shown  
 Sources: Audited Financial Statements; Council of Ontario Universities



Figure 2.5

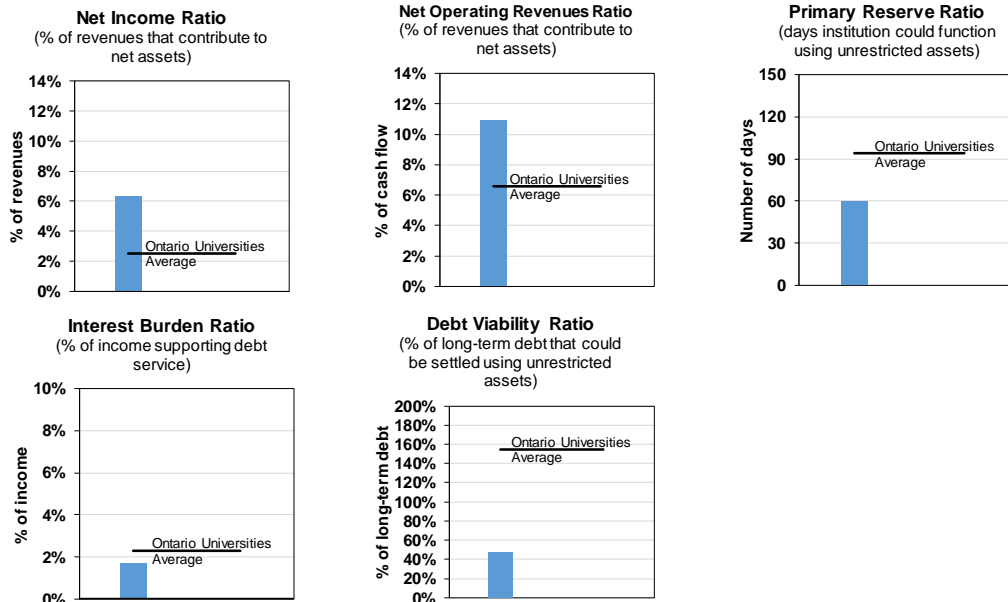
**Ryerson University Endowment Fund**



Note: Fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.6 Financial Capacity Ratios, 2015-16\*



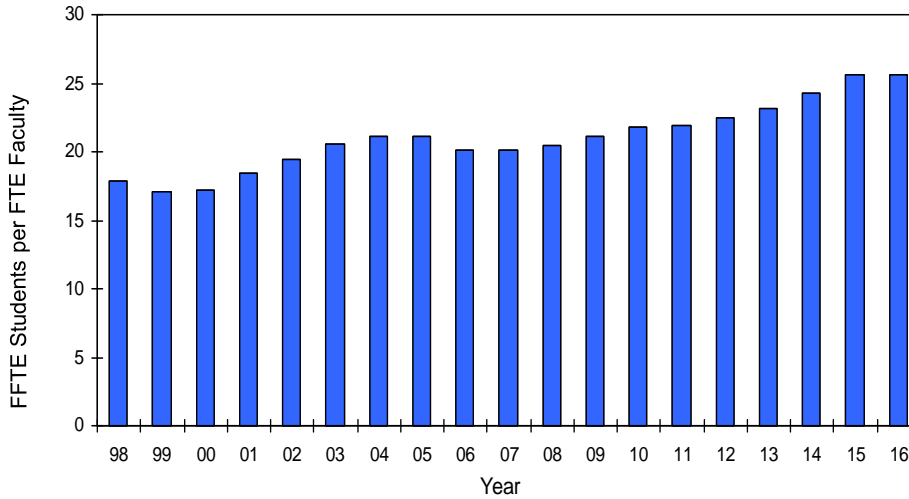
\*2015-16 is the latest year for which results are currently available. The anticipated date for 2016-17 results to be released by COU is April 2018.

Source: Council of Ontario Universities

### Effective Management Indicators

Figure 3.1

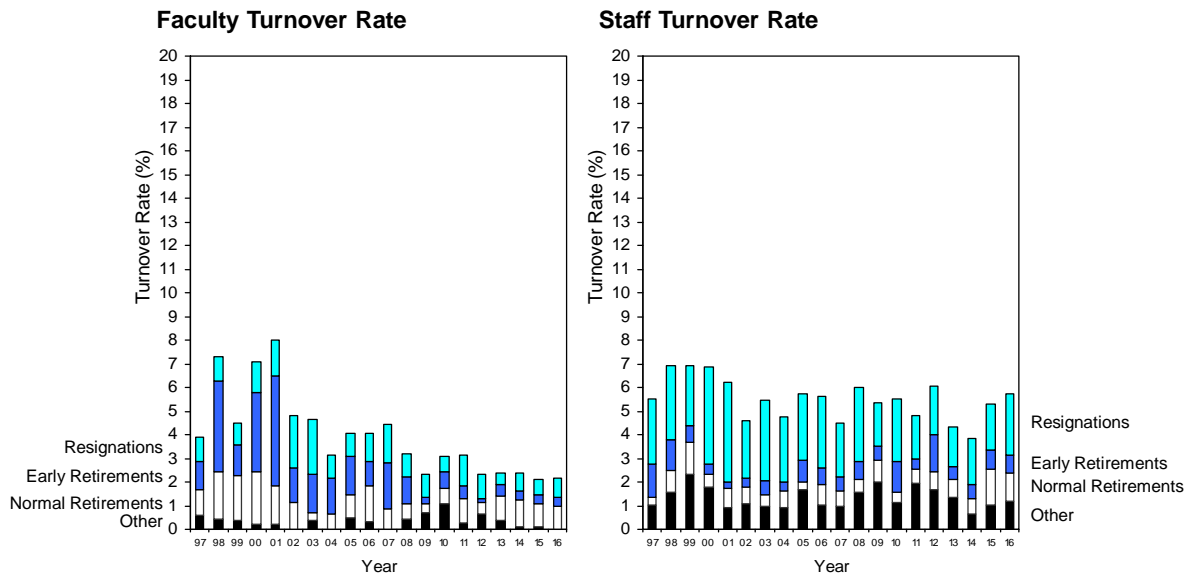
#### Student : Faculty Ratio



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

Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

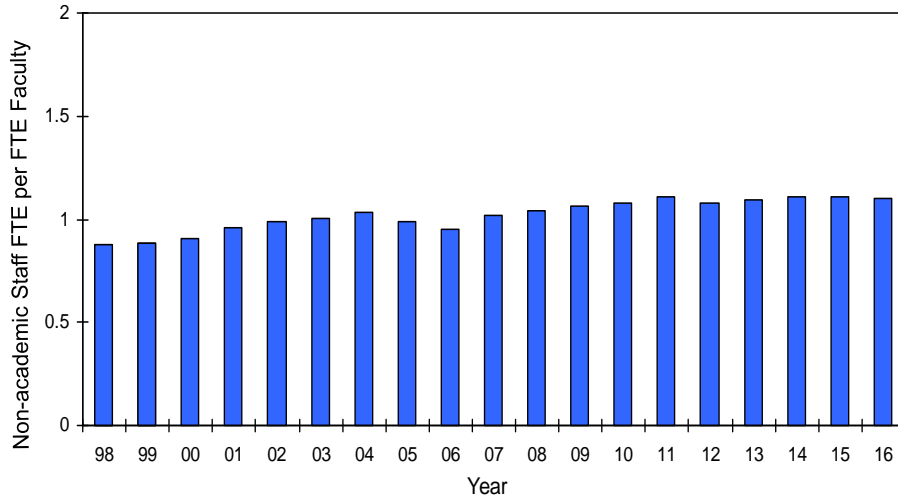


Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data

**Figure 3.3**

**Staff : Faculty Ratio**

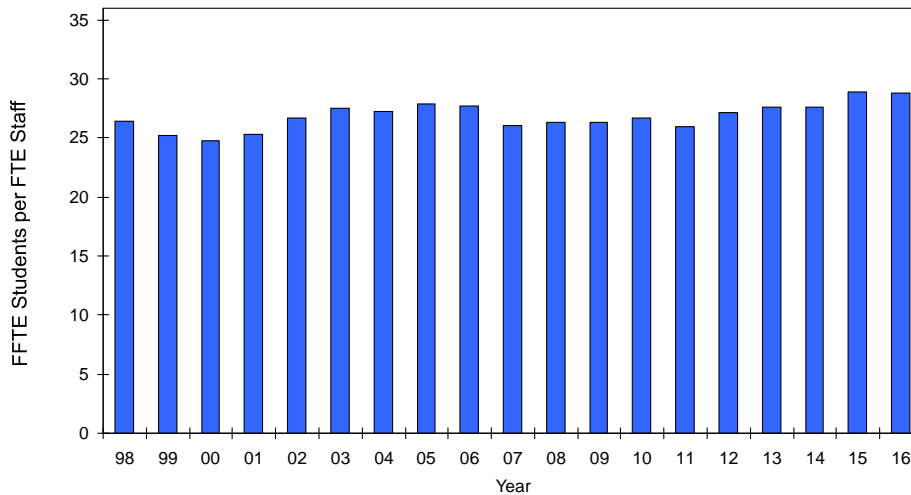


Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not.

Source: Ryerson Human Resources data

**Figure 3.4**

**Student : Staff Ratio**

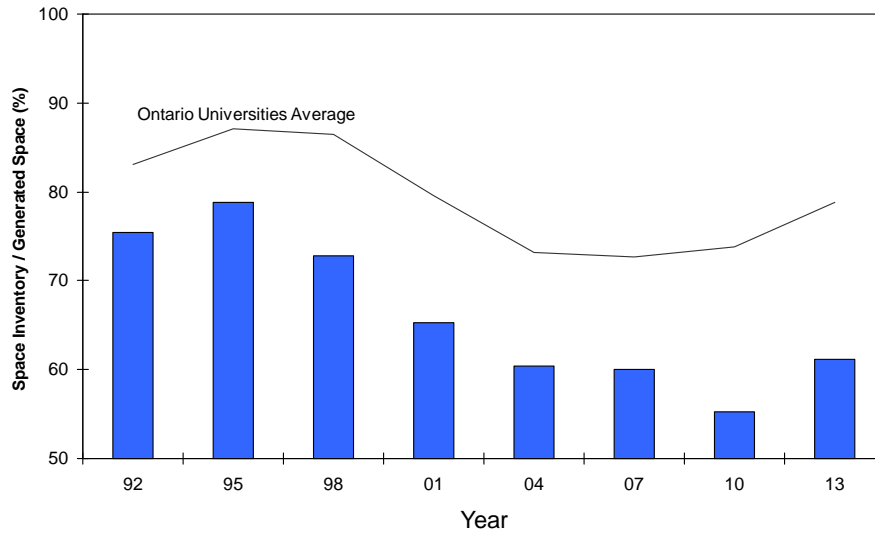


Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data

**Figure 3.5**

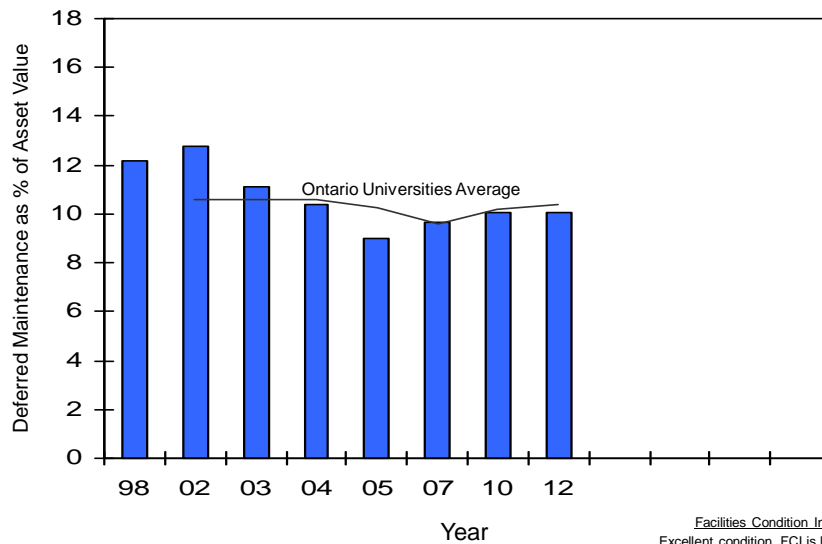
**Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities**



Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method; 2013 is the latest year for which data are currently available.  
 Source: Council of Ontario Universities (triennial)

**Figure 3.6**

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



**Facilities Condition Index (FCI) Legend**  
 Excellent condition FCI is less than 5%  
 Fair condition FCI is between 5% and 10%  
 Poor condition FCI is greater than 10%

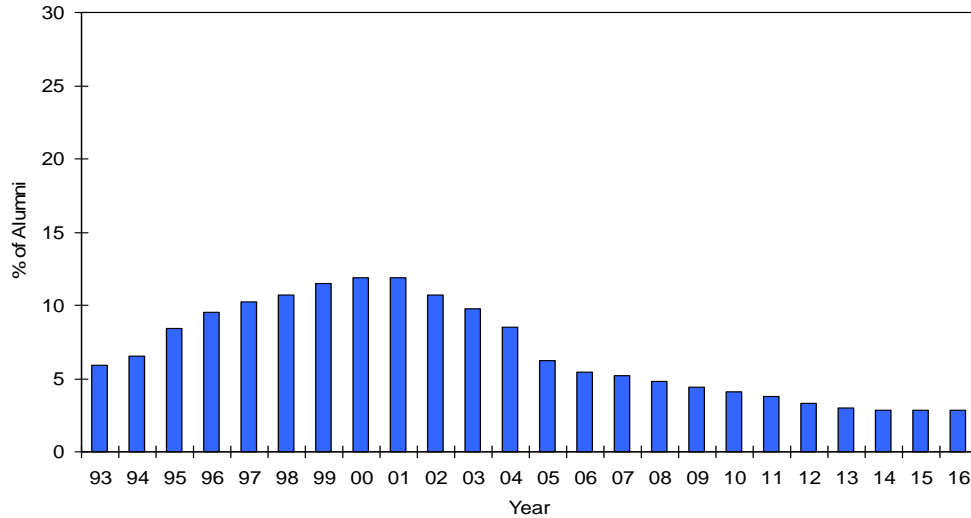
Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008, 2009 or 2013.

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

### University Profile Indicators

**Figure 4.1**

#### Percentage of Alumni Who Made a Donation to University

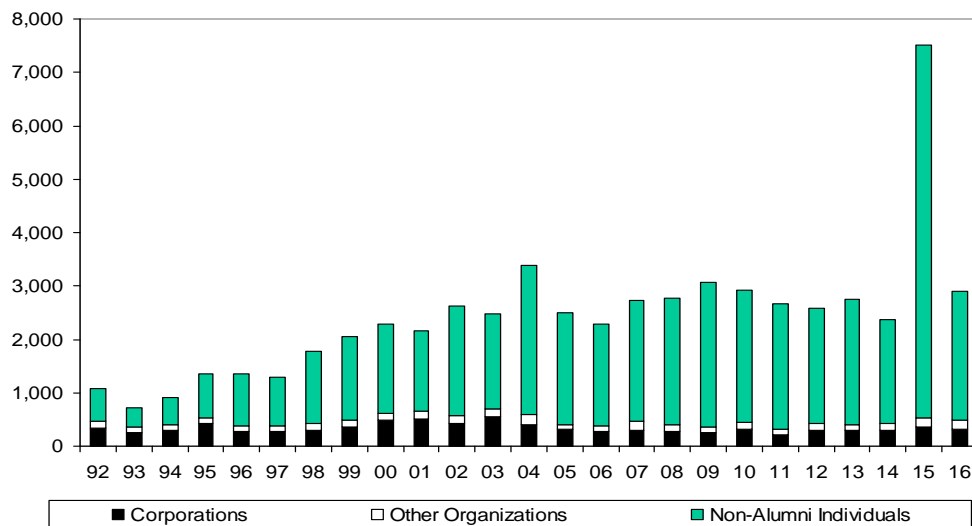


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

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

**Figure 4.2**

#### Annual Number of Non-Alumni Donors

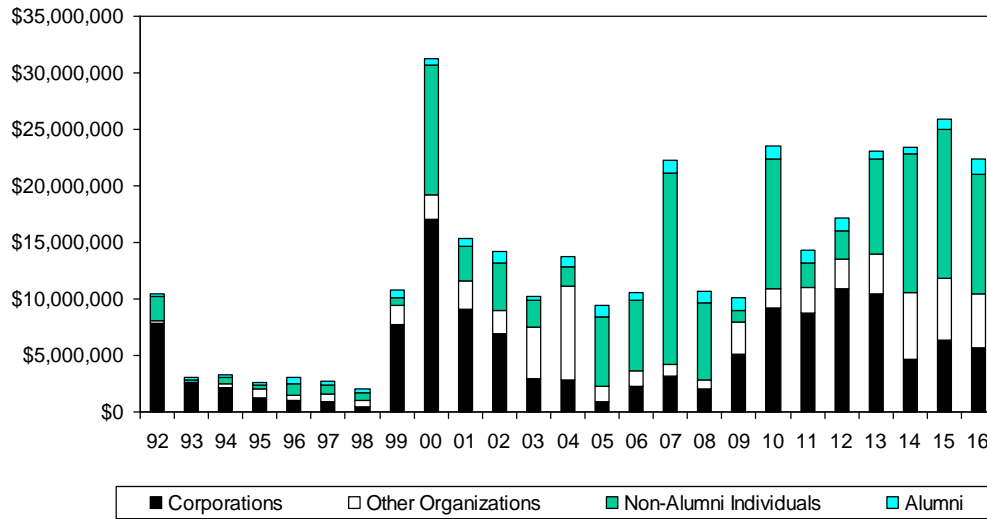


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for 4,946 (2015-16) and 604 (2016-17) non-alumni individual donors.

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

**Figure 4.3**

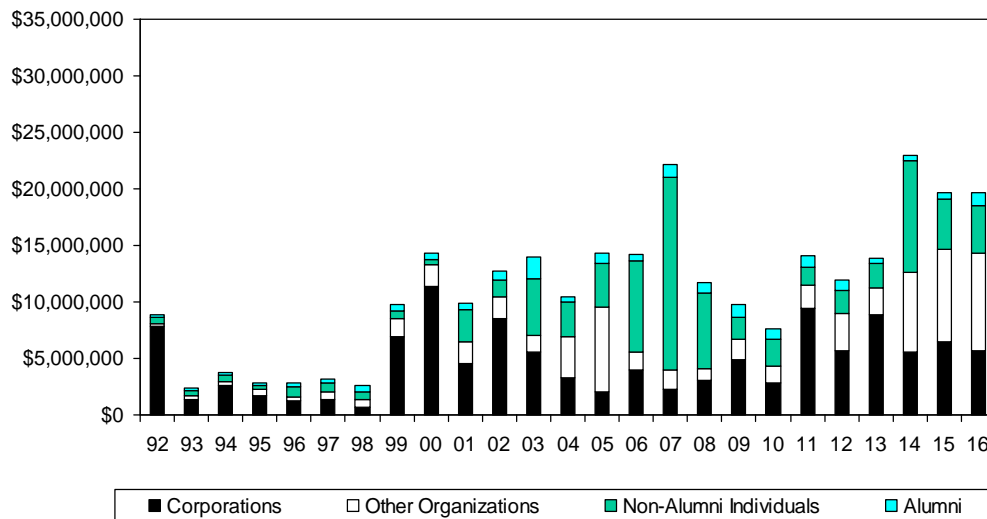
**Annual Level of Donation Commitments**



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

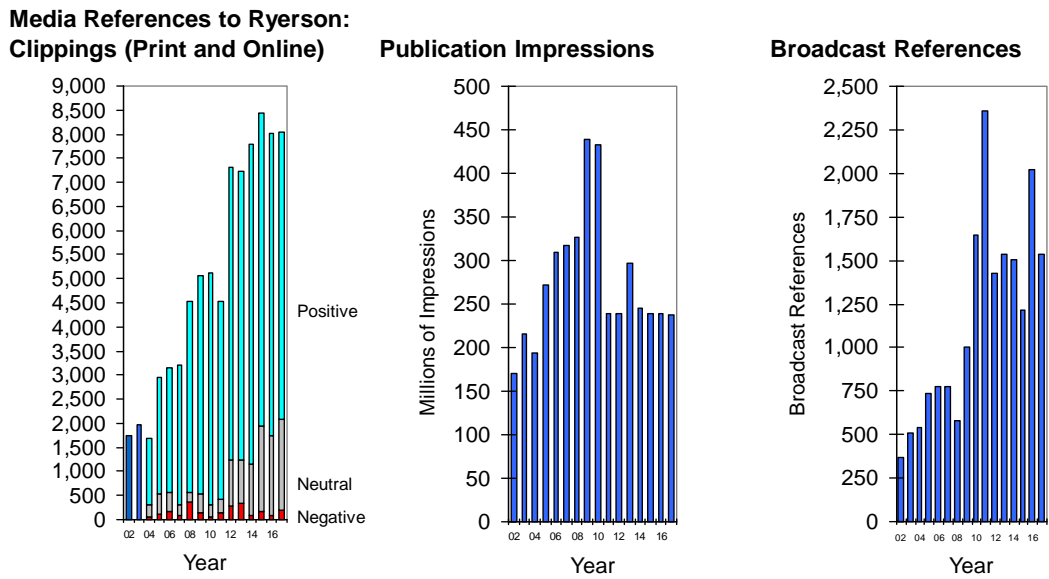
**Figure 4.4**

**Annual Level of Donations Received**



Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for \$3.01 million (2015-16) and \$0.54 million (2016-17) from non-alumni individuals.  
 Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.5



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

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