



**BOARD OF GOVERNORS**  
**January 31, 2019**  
 Jorgenson Hall – JOR 1410  
 380 Victoria Street  
**12:00 p.m. to 1:00 p.m.**

<b>Time</b>	<b>Item</b>	<b>Presenter/s</b>	<b>Action</b>	<b>Page</b>
<b>12:00</b>	<b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>	Mitch Frazer	Information	
	<b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>			
	<b>END OF IN-CAMERA SESSION</b>			
<b>12:15</b>	<b>3. INTRODUCTION</b>			
	3.1 Chair's Remarks	Mitch Frazer	Information	
	3.2 Approval of the January 31, 2019 Agenda	Mitch Frazer	<b>Approval</b>	
<b>12:20</b>	<b>4. REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information	<b>22-26</b>
	<b>5. REPORT FROM THE SECRETARY</b>	Julia Shin Doi	Information	<b>27</b>
	<b>6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC</b>	Michael Benarroch	Information	<b>28-30</b>
	<b>7. DISCUSSION ITEMS</b>			
<b>12:40</b>	<b>7.1 REPORT FROM THE VICE CHAIR OF THE FINANCE COMMITTEE</b>	Mitch Frazer		
	7.1.1 Introduction to the 2019-20 Budget Process	Mohamed Lachemi Michael Benarroch Glenn Craney Joanne McKee		<b>31-38</b>
	<b>8. CONSENT AGENDA</b>			
	8.1 Approval of the November 26, 2018 Minutes	Mitch Frazer	<b>Approval</b>	<b>39-43</b>
	<b>9. FOR INFORMATION</b>			
	9.1 University Relations Monthly Metrics and Reach	Jennifer Grass	Information	<b>44-45</b>

**10.           TERMINATION**

**1:00           NEXT MEETING OF THE BOARD – March 28, 2019**

## **MISSION STATEMENT**

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.

By-Law No. 1 Being the General By-Laws of Ryerson University

**ARTICLE 9**

**CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA**

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

### 3.2 Approval of the Agenda

---

BE IT AND IT IS HEREBY RESOLVED:

***THAT the January 31, 2019 agenda be approved as presented.***

### 8.1 Approval of the November 26, 2018 Minutes

---

BE IT AND IT IS HEREBY RESOLVED:

***THAT the November 26, 2019 minutes be approved as presented.***

## **CONGRATULATIONS**

*Canada Research Chairs* newly announced at Ryerson are Professor David Gauntlett, School of Creative Industries, Tier 1 CRC in Creative Innovation and Learning, and Professor Sharareh Taghipour, Department of Mechanical and Industrial Engineering, Tier 2 CRC in Physical Asset Management. Professor Ali Mazalek, RTA School of Media has been renewed as a Tier 2 CRC in Digital Media and Innovation.

*The DMZ* has been named by Waterstone Human Capital as one of Canada's Most Admired Corporate Cultures 2018/19 in the Broader Public Sector category. Represented by the DMZ, Ryerson was the only educational institution to receive this recognition in 2018.

*Gaëlle Morel*, exhibitions curator at the Ryerson Image Centre (RIC), was granted the rank of Chevalier de l'Ordre des Arts et des Lettres (Knight of the Order of Arts and Letters) by the French Ministry of Culture, which has recognized her significant contribution to "furthering the arts in France and throughout the world." Having joined Ryerson as the first-ever RIC curator in 2011, Gaëlle, who holds a Ph.D. from the Sorbonne, has curated various high-profile exhibitions, often in collaboration with international galleries.

*Ryerson University* was named one of Greater Toronto's Top Employers by Mediacorp Canada for the fifth year in a row. Among the reasons given for our selection were Ryerson's location, amenities, focus on wellbeing (both physical and mental), and employee benefits.

*The Student ServiceHub*, designed by Gow Hastings Architects, and the *REAL Institute*, designed by Kearns Mancini Architects, each captured one of the Interior Designers of Canada (IDC)'s inaugural Value of Design Awards (VODA) at the Design Symposium in September. The awards highlight the best of design thinking, defined by the IDC as the "empathetic, inventive and iterative process focused on the human experience within interior spaces." The Student ServiceHub won an Award of Excellence, while the REAL Institute garnered an Award of Merit.

## **PARTNERSHIP**

**ZONE STARTUPS VIETNAM** – In November, I led a delegation from Ryerson that travelled to Ho Chi Minh City to officially open Zone Startups Vietnam. Led by director Toan Nguyen, a former research and development scientist and engineer with the Royal Canadian Mint, the initiative adds a third country and eighth city to the Zone Startups accelerator network. It will offer mentorship and seed capital to promising, innovative companies, and it will bring the Next Big Idea competition to Vietnam, offering startups market access to North America.

## EVENTS

**HOLOCAUST EDUCATION WEEK** – Ryerson held its second annual Holocaust Education Week from November 5 to 9. Events included a discussion with the producer and director of the documentary *The Accountant of Auschwitz*, and a memorial ceremony featuring a speech by Austrian Holocaust survivor Sol Noyman. Photography exhibitions displayed around campus depicted the Holocaust's devastating effect on the European Jewish population as well as other marginalized communities.

**RYERSON ON YONGE STREET** – On November 27, Ryerson celebrated its past, present, and future on Yonge Street. The university hosted a ceremony to rename the SLC as the Sheldon & Tracy Levy Student Learning Centre, in honour of Ryerson's eighth president, under whose transformative leadership the building was designed and built. Ryerson also announced a new partnership with residential developer Cresford, which will donate 20,000 square feet of space—an entire floor of their Yonge Street Living building at the southeast corner of Yonge and Gerrard—to the university. As well, Ryerson revealed that in 2019, a new Master Plan for city-building will be unveiled, to address the university's space challenges creatively and strategically.

**WOMEN'S ENTREPRENEURSHIP HUB** – On December 3, Canada's Ministry of Small Business and Export Promotion announced that Ryerson has been chosen to lead the consortium charged with delivering the Women Entrepreneurship Knowledge Hub (WEKH). The Hub, which will include eight regional hubs from Vancouver to Halifax, as well as nearly 50 supporting organizations, is aimed at encouraging more women to start businesses. Its role will include challenging stereotypes, bolstering inclusivity among mainstream organizations, engaging women's organizations, tracking the status of women's entrepreneurship in Canada, and building awareness of success stories.

**BLACK INNOVATION FELLOWSHIP** – In early 2019, Ryerson, in collaboration with Isaac Olowafe Jr., founder of asset management firm Dream Maker Corp., will launch the Black Innovation Fellowship (BIF), to support Black-entrepreneur-led startups. The initiative is being billed as the first of its kind in Canada, and it aims to address challenges faced by Black entrepreneurs—especially immigrants and women—in starting and growing businesses. Winners will be provided with support and mentorship from Black business and technology leaders, as well as connections to investors and other members of the innovation community.

### *from the President's Calendar*

*November 9, 2018:* Along with provost and vice-president, academic Michael Benarroch, I delivered remarks at the Ryerson community's annual Remembrance Day ceremony in the Kerr Hall Quad. Together, we reflected on the sacrifices of those who fought to preserve our freedom, and also on the plight of those who are living in conflict today.

*November 19, 2018:* Along with a delegation from Ryerson, I attended the launch of Zone Startups Vietnam (ZSV) in Ho Chi Minh City. Matt Saunders, president, Ryerson Futures / Zone Startups, and I gave remarks to the gathering, which included Canadian diplomats, Vietnamese business and government leaders, and representatives from the Asia Pacific Foundation and the current cohort of ZSV incubating companies.

*November 20, 2018:* At a Ryerson alumni reception in Hong Kong, I was part of a panel (along with Matt Saunders and assistant vice-president, international Anver Saloojee) moderated by vice-president, university advancement and alumni relations Ian Mishkel, discussing the role of universities in thought leadership for innovation and entrepreneurship.

*November 21, 2018:* I delivered remarks at a Hong Kong Canadian Chamber of Commerce event and took part in a discussion with Ian Mishkel and Anver Saloojee.

*November 22, 2018:* Along with Ian Mishkel and Anver Saloojee, I visited Hong Kong Polytechnic University, where we met with administrators and deepened research ties between our institutions.

*November 23, 2018:* I welcomed the Honorable Bill Morneau to an event organized by the Leadership Lab, in collaboration with various student societies and the Ryerson Students Union, at which students were invited to learn about his journey to becoming Canada's Minister of Finance.

*November 26, 2018:* I met with federal Conservative Party leader Andrew Scheer as well as Kevin O'Leary (of TV's *Shark Tank* and *Dragon's Den*) prior to a Q&A on campus, organized by the student group Ryerson Campus Conservatives.

*November 26, 2018:* I attended the Annual General and Steering Committee Meeting of the Incubate Innovate Network of Canada (I-INC).

*November 26, 2018:* I welcomed Ontario's Minister of Finance, Vic Fedeli, to campus at an event where he and Minister of Education, Lisa Thompson discussed the importance of financial literacy with 15 youth leaders.

*November 27, 2018:* I gave opening remarks at the annual Devon Lord Brooks Breakfast recognizing varsity athletes who have achieved an 80% average or higher, and the Devon Lord Brooks awards recognizing academic excellence, athletic performance, and service to the community.

*November 27, 2018:* Along with Ian Mishkel, I met with Sam Blyth, CEO and founder of Blyth Academy, to explore opportunities for collaboration with Ryerson.

*November 27, 2018:* I was pleased to deliver welcoming remarks at a ceremony to rename the SLC as the Sheldon & Tracy Levy Student Learning Centre, and to announce a new partnership with residential developer Cresford, which will donate an entire floor of a Yonge Street building to the university.

*November 28, 2018:* I met with lawyer and philanthropist Neil Davis, of Davis Webb lawyers, to discuss areas of collaboration in Brampton.

*November 28, 2018:* I met with five Brampton city councillors, as well as members of the city's staff, to discuss collaboration between Ryerson and Brampton.

*November 28, 2018:* Along with Jennifer Grass, assistant vice-president, university relations, I met with Heather Watt, chief of staff for Deputy Premier and Minister of Health and Long-Term Care Christine Elliott to discuss Ryerson's strategy for, and involvement in, health care.

*November 30, 2018:* Along with Ian Mishkel, I met with photographer, filmmaker, entrepreneur, and Ryerson alumnus Ed Burtynsky to discuss ideas for the next Ryerson fundraising campaign.

*November 30, 2018:* I hosted a Community Holiday Celebration, at which members of the Ryerson community shared memories, enjoyed refreshments, and partook in the festivities.

*December 4, 2018:* I attended a meeting with the executive heads of the Council of Ontario Universities (COU).

*December 5, 2018:* I attended a meeting of the COU's Task Force on Funding Advocacy, Scenarios and Tactics (FAST) to develop a unified set of sector-wide recommendations to government on the form



that funding cuts should take in the university system, as well as the policy and regulatory tools government can provide to help mitigate the impact of the funding reduction.

*December 5, 2018:* I met with Carl Rodrigues, president of enterprise mobility management firm SOTI, to discuss potential collaboration and partnership with Cybersecure Catalyst.

*December 6, 2018:* I delivered remarks at Ryerson's annual memorial ceremony marking the National Day of Remembrance and Action on Violence Against Women. The focus of this year's memorial was "mourning to action," and the keynote speaker was Notisha Massaquoi, executive director of Women's Health in Women's Hands Community Health Centre, which provides specialized primary healthcare for racialized women.

*December 6, 2018:* I had an introductory meeting with Rod Phillips, Ontario's Minister of the Environment, Conservation and Parks, to discuss Ryerson's environmental strategy.

*December 6, 2018:* Along with Anver Saloojee and director, Ryerson International Todd Carmichael, I met with Leonard Hutabarat, consul general of Indonesia, to discuss potential partnership with institutions in Indonesia.

*December 7, 2018:* I was very pleased to meet with Andrea Barrack, vice-president, global corporate citizenship at TD Bank Financial Group, to sign an agreement between Ryerson and TD, through which the TD Bank Road to Success initiative was created. This partnership involves a \$1 million donation from TD to the Chang School, providing support for the President's Awards to Champion Excellence (PACE), and helping students move seamlessly from academic bridging programs to career-oriented undergraduate degrees.

*December 7, 2018:* Along with Tom Duever, dean of FEAS, I met with representatives from the Gillam Group to discuss a proposal for a Master's degree in Construction Management.

*December 7, 2018:* I videotaped a keynote address for the Arab Innovation Summit in Rabat, Morocco, which was attended by over 300 undergraduate students from the Middle East/North Africa region, as well as Abdullah Snobar, executive director of the DMZ.

*December 10, 2018:* I attended the Board of Governors holiday reception, hosted by Board Chair Mitch Frazer and his wife, Leslie Frazer.

*December 11, 2018:* I was interviewed by The Globe and Mail's Joe Friesen for an article published on December 17 with the headline "Ryerson going ahead with law school after Ontario government rejects funding."

*December 12, 2018:* I met with chancellor emeritus and former mayor of Toronto David Crombie to update him about developments at Ryerson that overlap with his areas of expertise and experience.

*December 13, 2018:* Along with Ian Mishkel, chancellor emeritus Lawrence Bloomberg, and vice-president, administration and operations Deborah Brown, I met with Hariri Pontarini Architects to discuss the Ryerson Master Plan to be unveiled later in the year. Siamak Hariri received an honorary doctorate from Ryerson in 2016.

*December 13, 2018:* Along with Ian Mishkel, I met with Ryerson supporter Sajjad Ebrahim to discuss relationship-building.

*December 17, 2018:* I met with Yung Wu, CEO of MaRS, to discuss further innovation-related partnership between our institutions.

*December 17, 2018:* I met with German Consul General Thomas Schultze to explore ways to further partnership between Ryerson and German academic institutions.

*December 18, 2018:* I was interviewed by the Toronto Star's Ilya Bañares for an article that was published the same day with the headline "Ryerson moving forward with law school despite Ontario government funding rejection."

*December 18, 2018:* I met with Katarina Homolova, community outreach/ethnic media advisor for federal official opposition leader Andrew Scheer, to discuss Ryerson and its role in the GTA.

*December 18, 2018:* I spoke live on air with the hosts of CBC Radio's *Here & Now* about Ryerson's plans for the Law School.

*December 19, 2018:* I met with Hazel McCallion, former mayor of Mississauga, to learn from her perspective on Ontario's transition to its new government.

*December 19, 2018:* I spoke with Ontario's attorney general and Minister Responsible for Francophone Affairs, Caroline Mulroney, to give her Ryerson's perspective on why the province needs a new law school.

*December 19, 2018:* Along with Justice Michael Tulloch, I met with Isaac Olowafe Jr., Ryerson supporter and founder of asset management firm Dream Maker Corp., about expanding the Black Innovation Fellowship program.

*December 20, 2018:* Along with Ian Mishkel, I met with Northland Power founder and philanthropist Jim Temerty and Leah Temerty Lord, managing director of the Temerty Foundation, to discuss a proposal for supporting the Ryerson Image Centre.

*December 21, 2018:* I spoke with Anthony Lacavera, the new chair of the DMZ's advisory board, about his vision for the future of the DMZ.

## **MEMORANDUM**

To: Board of Governors

Cc: Mohamed Lachemi, President and Vice Chancellor

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors

Subject: Report from the Secretary

Date: January 31, 2019

---

### **1. Board of Governors Elections 2019**

The nomination period for the 2019 Board of Governors Elections will begin on February 4, 2019 and close on February 13, 2019. There are three student positions, two faculty positions, and one staff and one alumni position up for election. Voting for staff, faculty and students will take place March 4 to 7, 2019 and voting for alumni will take place June 17 to 28, 2019. An external Returning Officer for Board Elections and Referenda will be assisting with the process.

### **Governance Essentials Training**

Governance Essentials Training provides Board members with an introduction to corporate governance and financial oversight. Since the last Board meeting, Board members have participated in the Financial Literacy Training Module Two - Budgets, led by Joanne McKee, Chief Financial Officer. Based on the survey evaluations, Board members found the session well organized and commented that J. McKee explained the budget in a way that was both interesting and easy to understand.

Materials from all Governance Essentials sessions are posted on the Board Portal.

The upcoming Governance Essentials Training sessions are: Pension Literacy – February 1, 2019, 12:00 p.m. to 2:00 p.m.

### **2. Board Retreat 2019**

The Annual Board Retreat will follow the January 31, 2019 Board meeting and will be held at the Centre for Urban Innovation (CUI), 44 Gerrard Street East, Room 319 from 1:00 p.m. to 5:00 p.m. A tour of the CUI will follow the Retreat for those interested in attending.

**Ryerson University Board of Governors  
Provost and Vice-President Academic  
Report for meeting of January 31, 2019**

---



**BOARD GREETINGS** – As Ontario’s universities adapt to the policies of a new provincial government, Ryerson continues to forge ahead proactively with new ventures and partnerships, and to further our commitment to academic excellence.

Law School: Interim dean Anver Saloojee, along with other senior members of Ryerson’s administration, has coordinated a public response to the government’s decision regarding funding. Interviews with president Lachemi in the Globe & Mail and Toronto Star, and on CBC Radio, have helped get the word out that Ryerson is indeed going ahead with its plans for the Law School. Early this calendar year, a permanent faculty dean will be selected, and the formal cross-appointment process for tenured faculty members who have J.D.’s and LL.B.’s will begin.

Partnerships: The Faculty of Arts is partnering with the Centre for the Study of Democratic Institutions (CSDI) at the University of British Columbia on the 2019 Summer Institute for Future Legislators (IFLR) in Toronto. The program, to be held at Ryerson in June, will provide mentorship and training on meaningful democratic engagement at all levels of government. Former elected representatives will share their expertise with a cross-partisan, diverse group of participants. As well, the Ryerson Library has partnered with the Aga Khan Museum and the Aga Khan Documentation Centre at MIT to devise a project focusing on pluralism and citizenship, which has been submitted to the Canada Council for grant funding. The Chang School’s program Spanning the Gaps has secured \$1,000,000 in funding from TD Bank for its transition program for disadvantaged students to access higher education. The school has also signed a memorandum of understanding with BMO to develop and deliver training and related initiatives.

Experiential Learning: The appointment of Anita Abraham as Experiential Learning Director will help Ryerson expand and strengthen our experiential learning programs, which are rapidly gaining in scope importance. FCAD has raised \$100,000 to enable over 60 students in need of financial support to experience the faculty’s international opportunities.

Other New Initiatives and Programs: The federal government has selected Ryerson to lead the Women Entrepreneurship Knowledge Hub. This Canada-wide program, developed with a grant of \$8.6 million, will be spearheaded by the Diversity Institute, in collaboration with the Brookfield Institute for Innovation and Entrepreneurship and the Ted Rogers School of Management. The Yeates School of Graduate Studies is developing the Graduate Leadership Institute (GLI), an initiative intended to help graduate students become leaders, with an emphasis on fostering “human skills” such as active listening and collaborative problem-solving. The Yeates School is also aiming to launch doctoral programs in Building Science and Urban Health in fall 2019.

## APPOINTMENTS

**Anita Abraham** has been appointed Ryerson's experiential learning director effective February 2019. In this new role, she will lead, develop, coordinate, and evaluate curricular experiential learning initiatives throughout the university. She has extensive experience leading campus-community initiatives focused on social innovation and experiential learning, and has previously worked at Guelph, Waterloo, and Wilfrid Laurier universities. Most recently, Anita was executive director of the charity Meal Exchange, where she managed a team working with student leaders on more than 40 university and college campuses across Canada, aiming to combat food insecurity and [increase the availability of healthy food](#).

**Lynn Lavallée** has been appointed the FCS's first Strategic Lead, Indigenous Resurgence effective January 1, 2019. She will provide strategic leadership, collaborating with the Dean of FCS, FCS faculty members, and distinguished visitors to develop programming initiatives that promote Indigenous resurgence in the academy. Among them will be a speaker series in February 2019. Lynn, who first came to Ryerson in 2005, was previously the associate director of the School of Social Work, the chair of the Ryerson Research Ethics Board, and a member of Ryerson's Senate, before she joined the University of Manitoba in September 17 as vice-provost, Indigenous engagement. We are lucky and proud to have her back.

## CONGRATULATIONS

*Architectural science undergraduate students Elizabeth Young, Shengnan Gao, Alvin Huang, Justin Arbesman, and Nicole Burdyniewicz* placed first in the Canadian Centre for Architecture's Interuniversity Charrette 2019. The theme of the CCA's 23<sup>rd</sup> annual competition was *Housing One by One*, and teams were charged with devising prefabricated, affordable homes. Ryerson's team won for their design *In Between*, which featured 1-metre-wide hexagonal units. Inspired by bees' honeycombs, the units can be combined in various configurations to fit into laneways and other unused spaces.

*The Chang School's marketing and communications team* won three gold Marketing Awards, beating entrants from across North America, at the University Professional Continuing Education Association (UPCEA)'s Marketing Awards luncheon in Long Beach, California. The group won for their 2017-18 Print Catalogue, the Fall 2018 Chang School Digital Campaign (*A Future That Fits*) and the Fall 2017 Chang School Radio Campaign (*A Future That Fits*).

*Temirlan Toktabek*, a global management studies and entrepreneurship strategy student at TRSM, along with his collaborator, OCADU student Anna Pogossyan, beat students from over 300 other universities in 16 countries to win the inaugural Red Bull Basement University competition, held in Berlin in December. Their winning design for an app, Vacant, helps students find space to study on campus by using real-time data transmitted by motion sensors under desks.

## EVENTS

**WOMEN IN THE HOUSE** – From November 5 to 6, 12 female Ryerson graduate and upper-undergraduate students travelled to Ottawa, where they toured political sites, observed Question

Period in parliament, and shadowed and networked with female MPs from different parties. The Faculty of Arts' pilot program, Ryerson Women in the House, was developed by professor Tracy Raney (political science) and distinguished visitor Peggy Nash (Faculty of Arts and Faculty of Community Services), formerly an MP herself, as a way to empower female students and encourage them to enter into politics. Students who participated have spoken about the confidence, insight, inspiration, and motivation they gained through the experience.

**OPEN HOUSE** – On November 10, the university hosted its largest-ever open house. 13,600 guests were in attendance, hailing from across Canada as well as the United States, Mexico, Panama, England, Pakistan, India, Bangladesh, Korea, China, Nigeria, and Uganda. We salute the many faculty members, program administrators, students, and staff who volunteered their time to host faculty fairs, program and admissions sessions, campus and program tours, workshops, and a range of other activities. Together, they offered visitors a welcoming and informative experience.

**TECH CONFERENCE** – On November 16, the Canadian Society for Entrepreneurship and Innovation - Ryerson Chapter organized the one-day conference *Talent to Talent*, which connected aspiring entrepreneurs with business leaders. At workshops, panel discussions, and keynote sessions, expert speakers from the fields of business development, government, banking, and law spoke about issues such as academia-industry collaboration and the changing realities of the business climate in Ontario and Canada.

**TORONTO ARTS COUNCIL COLLABORATION** – On November 30, Ryerson Design Solutions held a showcase to highlight the exciting results of its Fall 2018 supercourse, which involved a collaboration between FCAD and the Toronto Arts Council. Together, they developed the TAC-FCAD Digital Solutions Incubator, which draws on TAC funding and students' ideas and expertise and aims to address the challenges faced by community-based arts organizations, including securing access to resources and funding, and ensuring stability over time.

**ATHLETICS** - The Ryerson Rams finished off the first half of the 2018–19 season with remarkable success: five of our six teams were either tied for or in sole possession of first place in the OUA. Each of those five teams (Men's Basketball and Hockey, and Women's Basketball, Hockey, and Volleyball) finished 2018 ranked in the top 10 in Canada—a first for Ryerson. After the opening weekend of 2019, three teams were ranked in the top five nationally: Women's Volleyball at #4, Women's Basketball at #3, and Men's Basketball at #2. In March, Ryerson will host the USports Women's Basketball National Championships at the Mattamy Athletic Centre, where Canada's top eight teams will compete.



**BOARD OF GOVERNORS MEETING**  
**January 31, 2019**

**AGENDA ITEM:** Introduction to the 2019-20 Budget Process

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information only

**SUMMARY:**

An overview of the 2019-20 budget process.

**BACKGROUND:**

The presentation provides an overview of the 2019-20 budget process including the context, timelines, community consultation, and strategic principles.

**COMMUNICATIONS STRATEGY:** N/A.

**PREPARED BY:**

Name            Glenn Craney, Deputy Provost and Vice Provost, University Planning  
Date            January 14, 2019

**APPROVED BY:**

Name            Michael Benarroch, Provost and Vice President, Academic  
Date            January 14, 2019



# 2019-20 Budget Process

Board of Governors  
Meeting January 2019

**Ryerson  
University**





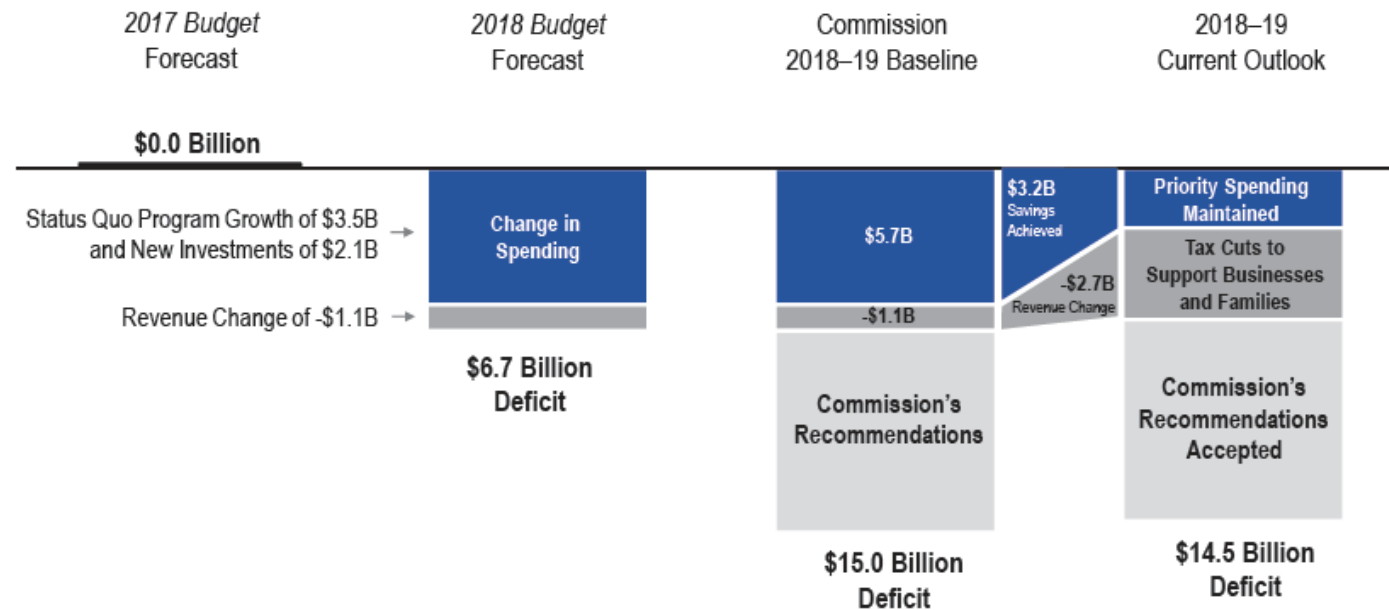
# Context – Budget Process

- 2019-20 Budget Process begins in an uncertain fiscal environment.
  - A new Provincial government has been elected on a platform of budget reductions.
- Management has developed a plan to deliver a balanced budget that focuses on key priorities while protecting Ryerson's reputation.
- Budget development will include full input from the community with Board check-ins January, February, March and April.

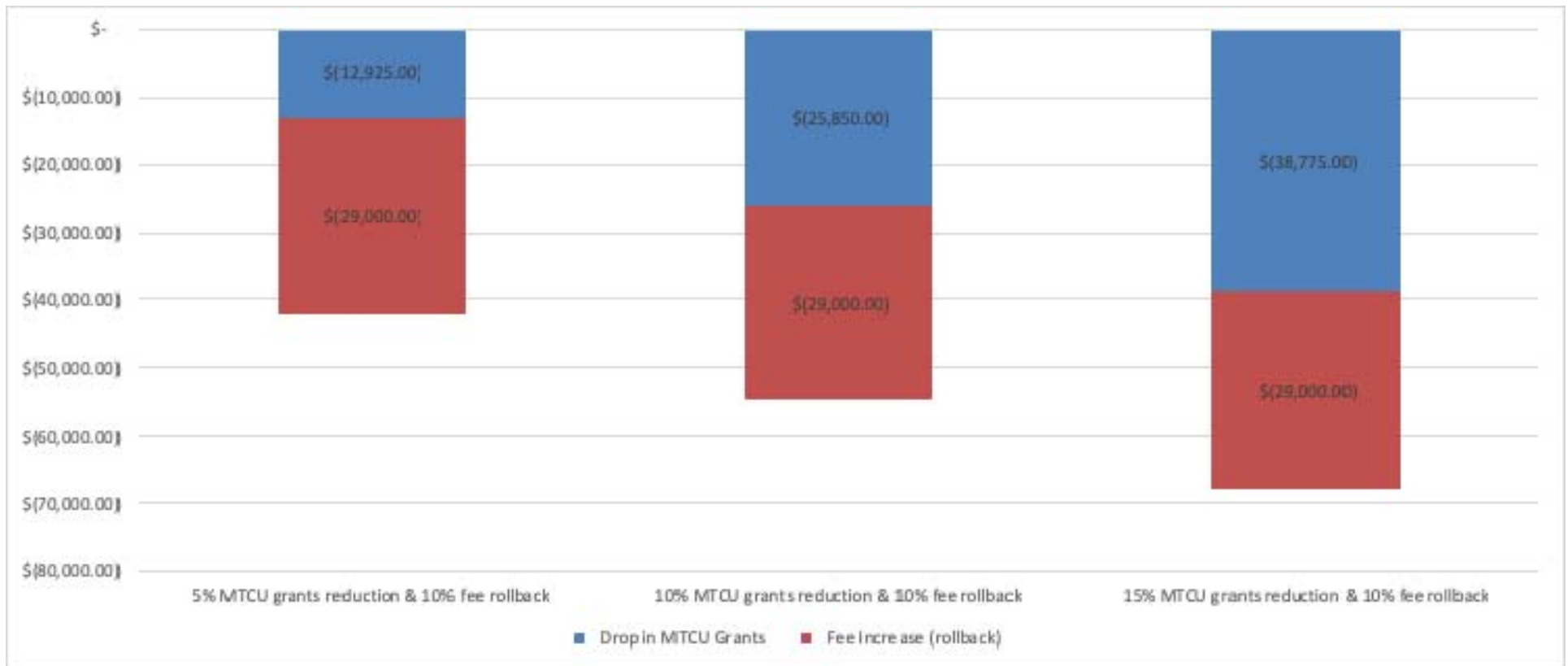
# Budget Context - Fall Economic Statement

**Chart 1.2**  
**EVOLUTION OF THE 2018–19 OUTLOOK**

Fiscal Balance  
(\$ Billions)



# Budget Context – 3 Budget Reduction Scenarios



**Revenue = MTCU Grants + Tuition Fees**

# 2019-20 Budget Time Lines – 3 Board Meetings and 4 Finance Meetings

- Board process includes 4 presentations:

January

- Budget Process

February

- Environmental Scan

March

- Government Funding Update
- Budget Strategy

April

- Full Budget for Approval

# 2019-20 Budget – Community Consultation

- As in previous years, we will consult broadly with the Ryerson community
- Internal consultations
- Consultation will include
  - 3 Open Town Halls (2 during the day, 1 at night)
  - Meetings with Student Board members
  - Meetings with RSU and CESAR
  - Meetings with Union Reps
- January launch of an 'Ideas' campaign to solicit ideas on how to reduce expenditures.

# Budget Principles – Strategic

- Budget is Balanced
- Focus on Students Experience
- Protect University's Core Business
- Protect Priority Initiatives
- Prioritize Revenue Generation Opportunities



**BOARD OF GOVERNORS  
November 29, 2018  
Jorgenson Hall – JOR 1410  
380 Victoria Street  
12:00 p.m. to 2:00 p.m.  
MINUTES**

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Thursday, November 29, 2018 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

**ATTENDANCE:**

**Present:** M. Al Zaibak, L. Amleh, S. Bukhari, J. Cockwell, C. Ellis, S. Faruqi, M. Frazer (Chair), S. Gellman, S. Gosal, H. Harb, M. Lachemi, C. MacDonald, C. Paisley, G. Pathak, M. Rodrigues, O. Ullah

**Regrets:** J. Fukakusa, M. Ien, N. Mohamed, S. Sinha, T. Staffieri (Vice Chair)

**Board Secretariat:**

G. Basanta, Senior Legal Counsel and Assistant Secretary of the Board of Governors  
C. Redmond, Governance Officer  
J. Shin Doi, General Counsel and Secretary of the Board of Governors

**Others Attending**

S. Ahmed, Co-Founder, Ryerson Leadership Lab  
R. Balicsak, Principal, Colliers Project Leaders  
K. Bardeesy, Distinguished Visiting Professor/Special Adviser to the President  
J. Beebe, Senior Advisor, Democratic Engagement, Faculty of Arts  
M. Benarroch, Provost and Vice President, Academic  
D. Brown, Vice President, Administration and Operations  
A. Casey, Executive Director, Office of the President  
G. Craney, Deputy Provost and Vice-Provost, University Planning  
I. Crookshank, Interim Vice Provost, Students  
J. Grass, Assistant Vice President, University Relations  
G. Mallon, Interim Assistant Vice-President, Facilities Management and Development  
M. McEachrane Mikhail, Executive Director, Office of Provost and Vice President Academic  
J. McKee, Chief Financial Officer  
I. Mishkel, Vice President, University Advancement and Alumni Relations

1. **IN-CAMERA DISCUSSION** (Board Members Only)
2. **IN-CAMERA DISCUSSION** (Executive Group Invited)

### **END OF IN-CAMERA SESSION**

At this point C. Ellis and O. Ullah joined the meeting.

### **3. INTRODUCTION**

#### **3.1 Chair's Remarks**

M. Frazer opened his remarks with the acknowledgement of the land and thanked the Vice Provost's Office and the Board Secretariat for providing small tokens for each Board member. M. Frazer noted that it was the last Board meeting of 2018 and wished everyone a happy holiday season. He thanked Board members for their contribution to the University's governance and for making his first year as Chair a wonderful experience. M. Frazer reminded Board members about the Year End reception on December 10, 2018 at the Law Society of Ontario Convocation Hall.

#### **3.2 Approval of the November 29, 2018 Agenda**

### **4. REPORT FROM THE PRESIDENT**

M. Lachemi congratulated M. Ien on being awarded a Canada's Most Powerful Women: Top 100 award; R. Frankle for recently receiving a Lifetime Achievement Award from the Association of Fundraising Professions; S. Henstra, Faculty member for winning the 2018 Governor General's Literary Award for Fiction and J. Tunnaill for receiving his second Governor General's Award for his two-play volume.

M. Lachemi reported that twenty Ryerson researchers were awarded NSERC discovery grants totaling over \$2.2 million and a total of \$10.1 million in NSERC's latest funding cycle.

M. Lachemi reported that Ryerson's men's and women's basketball is currently ranked #2 in the country, men's hockey is ranked #4 and women's volleyball is ranked #5. M. Lachemi added that all sports teams at Ryerson performed very well so far in the season.

M. Lachemi reported that the University had held a celebration of the re-naming of the Student Learning Centre as the "Sheldon and Tracy Levy Student Learning Centre".

M. Lachemi spoke of the success of the women's volleyball team. The team won their first conference title, had a perfect 25-0 season and captured Ryerson's first-ever national championship in any sport. A video was played to celebrate their success and was produced by Zack Underhill, 3rd year RTA Sport Media student.

M. Lachemi reported on his recent trip to Vietnam and Hong Kong and the ongoing partnerships and relationships that had been forged there.



M. Frazer spoke of the great progress of the University and said he wished to pay tribute to the leadership of the University.

#### 4.1 Can Study US Presentation

M. Frazer reported that from October 9, 2018 to October 14, 2018 twenty Ryerson students visited Chicago to experience political life in the United States, just weeks before the midterm elections. This was an initiative organized by the Ryerson Leadership Lab and the Democratic Engagement Exchange in the Faculty of Arts. K. Bardeesy, Distinguished Visitor Professor and Founder of the Leadership Lab and J. Beebe, Advisor to the Dean of Arts on Democratic Engagement, and S. Ahmed shared highlights of the initiative with the Board.

K. Bardeesy, and J. Beebe spoke of their activities to foster democratic engagement and partnerships and their recent trip to Chicago with the twenty Ryerson students before the US mid-term election. A video was played to showcase the success of the trip and student engagement.

M. Al Zaibak said he really appreciated K. Bardeesy and J. Beebe's leadership and was very impressed by the quality of student engagement. He thanked Ryerson management and academic leadership for their support of this initiative.

Questions were asked about possibly increasing the number of student participant on the next trip scheduled for May, 2019.

M. Frazer said he thanked the presenters for a first class event and making Ryerson proud.

#### 4.2 Marketing and Creative Services Update

J. Grass provided an update on Ryerson's marketing and creative services. She spoke to some key new hires, the new branding for the Centre for Cybersecurity; updated advertising that emphasized city building, and alumni engagement and faculty named as Fellows of the Royal Society of Canada. J. Grass presented a video profiling Ryerson students who had challenges accessing education. J. Grass thanked the Provost for championing the production of the video.

### **5. REPORT FROM THE SECRETARY**

J. Shin Doi reminded Board members about the Council of Chairs of Ontario Universities conference opening that evening. She reported on the RU PASS Referendum results and spoke of the Election Procedures Committee's decision to accept the recommendations of the Returning Officer, deny the challenges to the RU-Pass Referendum, and uphold the RU-Pass Referendum results. J. Shin Doi thanked R. Babin, J. Hicks, J. Zboralski and G. Basanta for their participation in the decision. J. Shin Doi thanked V. Luckiram and C. Redmond for their work on the referendum.

### **6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC**

M. Benarroch reported that dynamism and renewal are the watchwords as University enters the end of the 2014-19 academic plan. M. Benarroch spoke of the creation of space such as the Centre for Urban Innovation; the launch of new programs and courses; the expansion of experiential learning; and educational travel and exchange programs. M. Benarroch spoke of the expansion of Truth and

Reconciliation initiatives on campus and the appointment of new senior leadership; K MacKay, Vice Provost Academic; J. McMillen, Vice Provost, Students; and S. Ruparelia, Jarislowsky Democracy Chair.

M. Benarroch spoke of the recent successes of students and faculty and new partnerships such as Future Sports Lab and Nishnawbe Aski Nation (NAN) housing partnership. M. Benarroch also reported on recent events and conferences at the University.

## 7. DISCUSSION ITEMS

### 7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that the Finance Committee met on November 26, 2018. At the meeting D. Pennycook, Executive Vice Chairman of Fiera Capital, provided an overview of the 3rd quarter performance of the University's Endowment Fund and Fiera's planned changes to the asset mix benchmark.

A review of the Revenue and Expenditures for a proposed Doctor of Philosophy in Building Science and a Doctor of Philosophy in Urban Health was reviewed and recommended for approval.

M. Frazer asked J. McKee to provide details of the 2nd Quarter un-audited Financial Statements and G. Craney to provide an update on enrolment as part of the Finance Committee Report.

#### 7.1.1 Financial Statements (unaudited) for the period ending October 31, 2018

J. McKee gave a brief overview of the financial statements and reported that the operating results are on track to meet the Board-approved budget.

BE IT AND IT IS HEREBY RESOLVED:

***THAT the Financial Statements (unaudited) for the period ending October 31, 2018 be approved as presented.***

#### 7.1.2 Review of Revenue and Expenditures for proposed Doctor of Philosophy in Building Science and Doctor of Philosophy in Urban Health

BE IT AND IT IS HEREBY RESOLVED:

***THAT, on the basis of the review carried out, the program approvals by Senate, and on the basis of the planned revenue and expenditures presented, the new Doctor of Philosophy (Ph.D.) in Urban Health is deemed financially viable and is approved to be offered September 2019 at the discretion of the Provost and Vice President Academic.***

BE IT AND IT IS HEREBY RESOLVED:

***THAT, on the basis of the review carried out, the program approvals by Senate, and on the basis of the planned revenue and expenditures presented, the new Doctor of Philosophy (Ph.D.) in Building Science is deemed financially viable and is approved to be offered September 2019 at the discretion of the Provost and Vice President Academic.***

### 7.1.3 2018-19 Enrolment Update

G. Craney reported that the University has met its enrolment targets for 2018/19 which underpins the overall budget. The University is implementing a strategy to decrease the domestic enrolment to the 2016 enrolment corridor and increase it to intake more international students. Ryerson University currently has the lowest proportion of international students in the province but would like to move closer to the Ontario average.

## 8. CONSENT AGENDA

M. Frazer said he would move to adopt the consent agenda and terminate the meeting if there were no requests to remove items out of the consent agenda and into the discussion items.

### 8.1 Approval of the September 26, 2018 Minutes

The minutes were approved as presented.

### 8.2 Controller and Director of Finance Signing Authority

BE IT AND IT IS HEREBY RESOLVED:

***THAT the Controller and Director of Finance be delegated powers and authorized to sign documents as may be required to conduct routine banking business transacted under the direction of the Chief Financial Officer.***

## 9. FOR INFORMATION

M. Lachemi wished everyone a wonderful holiday season in December and said he looked forward to continuing the University's work of providing students with a quality education and its initiatives to continue city building.

M. Lachemi reminded Board members of the community holiday celebration the next day and thanked the Board Chair for hosting the Board of Governors' Year End reception on December 10, 2018.

O. Ullah spoke briefly of the success of the RU Pass referendum and the participation of student volunteers in the referendum's success. He thanked the Board for appreciating the students, continuing to mark their accomplishments and keeping them first when making Board decisions.

## 10. TERMINATION

# University Relations

## Monthly Metrics & Reach



### UR Highlights: November & December 2018

- Promoted World Access to Higher Education Day - November 28. Full marketing and communications support with website, video and digital campaign (including Globe and Mail homepage takeover - Nov. 30 to Dec. 2).
- Developed city-building ad campaign with placement in outlets across Canada.
- Developed and launched marketing and communications materials for Ryerson's United Way campaign, including website and video.

### Media Relations

- Placed an exclusive Globe and Mail feature on donor Isaac Olowolafe and the Black Innovation Fund.
- Media push on the future of Ryerson's Law School, featuring President Lachemi and Anver Saloojee, with coverage in The Globe and Mail, Toronto Star, Metro Morning and Here and Now.
- Provided media relations support on the launch of CURLD's seminar *"Missing Links" in the Battle for More Affordable Housing*
- Compiled holiday season faculty experts list, which was sent to over 130 journalists
- Planning and drafting of content for Future Skills Centre website, announcement and launch.
- Press release and media relations support for the renaming of the Sheldon and Tracy Levy Student Learning Centre.
- On-going planning for Women's National Basketball Championships.

### Publications

- Produced 19 editions of Ryerson Today (RT)
- 60,157 subscribers
- Highest open rate for the two months was the President's message on Law School (41.1 per cent), second-highest open rate was "Enjoy the winter break!" (37.8 per cent)
- Other popular stories: A student's research into food-blog safety is celebrated at prestigious Undergraduate Awards in Dublin; Top stories of 2018; Growing up with the United Way.

### Marketing

- Celebrated achievements of three Ryerson faculty named Fellows of the prestigious Royal Society of Canada with a full-page ad in The Globe and Mail.
- Developed city-building ads highlighting Ryerson researchers and how they are reimagining the city of the future. Ads appeared in insertions in The Globe and Mail, The Hill Times, National Post, Montreal Gazette, Halifax Chronicle Herald, and University Affairs Magazine.
- Produced more than 44 projects during November/December including Access to Higher Education campaign digital assets, Royal Society of Canada ad, city-building ads (with OVPRI), Alumni event banners, a series of ads for Ryerson University magazine, and more.
- Developed new visual identities for Disability Studies and the Design Fabrication Zone, and a refreshed identity for the Biomedical Zone.
- Completed new marketing template designs for Faculty of Community Services and ran workshop for more than 25 staff/faculty from across FCS.



- Developed and launched marketing materials for Ryerson's United Way campaign including video.
- More than 106 new photos were uploaded to the DAM including photos from the Ryerson Pow Wow.
- Over 542 images were downloaded from the DAM.

#### Website

- Comparing November / December 2018 to November / December 2017, we saw a 4.86% increase in pages viewed on ryerson.ca
- Total number of pages viewed:
  - Nov / Dec 2018: 7.70 million pages viewed
  - Nov / Dec 2017: 7.34 million pages viewed
- Over the same period, there was an 8% increase in users coming from organic search year over year. Much of this is due to the search engine optimization and responsive templates being adopted across Ryerson's website. 73% of our website visitors came from search engines.

#### Social Media

- **Instagram:** Gained 1K followers to reach a total of 19K. Six of the most popular posts in the history of our Instagram account occurred in the past two months – which set a new benchmark for engagement at 1,822.
- **Facebook:** Follower count increased by 578 to reach a benchmark of 70K. Engagement increased by 490 to reach 2.6K
- **Twitter:** Followers increased by 1K.
- **LinkedIn:** Followers increased by 608. December posts yielded an engagement spike - 1,938 total likes, comments, and shares.
- **Giphy:** 2.4M views

#### Digital Marketing

- Access campaign generated 2.3 million paid ad impressions (Globe and Mail and affiliate sites, social media) and 257K video starts, 84K of which played to 100% completion.
- Led digital campaigns for YSGS (multi-channel, managed in-house) and working with agency partners to support campaigns for MBA, TRSM (domestic undergrad recruitment), FCAD (undergrad recruitment in key U.S. markets), and Science (domestic grad recruitment).