

**BOARD OF GOVERNORS**  
**January 28, 2020**  
 Jorgenson Hall – JOR 1410  
 380 Victoria Street  
**12:00 p.m. to 2:00 p.m.**

Time	Item	Presenter/s	Action	Page
12:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Mitch Frazer	Information	
12:15	2. IN-CAMERA DISCUSSION (Executive Group Invited)			
	<b>END OF IN-CAMERA SESSION</b>			
	4. INTRODUCTION			
	4.1 Chair's Remarks	Mitch Frazer	Information	
	4.2 Approval of the January 28, 2020 Agenda	Mitch Frazer	<b>Approval</b>	
12:45	5. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information	<b>16-21</b>
1:00	6. REPORT FROM THE SECRETARY	Julia Shin Doi	Information	<b>22-26</b>
1:15	7. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Michael Benarroch	Information	<b>27-30</b>
1:30	8. DISCUSSION ITEMS			
1:45	8.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer		
	8.1.1 Introduction to the 2020-21 Budget Process	Mohamed Lachemi Michael Benarroch Glenn Craney	Information	<b>31-38</b>
	8.1.2 Review of Revenue and Expenditures for proposed Doctor of Philosophy in Management	Joanne McKee Michael Benarroch Glenn Craney	<b>Approval</b>	<b>39-43</b>
	9. CONSENT AGENDA			
	9.1 Approval of the November 28, 2019 Minutes	Mitch Frazer	<b>Approval</b>	<b>44-47</b>

**10. FOR INFORMATION**

10.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information	<b>48-49</b>
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**11. TERMINATION**

**2:00 NEXT MEETING OF THE BOARD – March 31, 2020**

## **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.”

### **8.1.2 Review of Revenue and Expenditures for proposed Doctor of Philosophy in Management**

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BE IT AND IT IS HEREBY RESOLVED:

THAT on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenue and expenditures presented, the new Doctor of Philosophy (Ph.D.) in Management is a) deemed financially viable, and b) may be offered September 2020 at the discretion of the Provost and Vice President Academic.

**Ryerson University**  
**President's Update to the Board of Governors**  
**January 28, 2020**

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**APPOINTMENT**

*Jenny O'Donnell* has been appointed Ryerson's chief human resources officer effective February 17, 2020. Jenny joins Ryerson from the Liquor Control Board of Ontario, where she was vice-president and senior vice-president, human resources and where she championed equity, diversity, and inclusion (EDI) and helped the organization significantly increase representation of women in leadership positions. Previously, she held various leadership roles with the Ontario Public Service, most recently as director, learning and development. Jenny holds a postgraduate certificate in education from Ulster University and a BSc in geosciences from Queen's University Belfast, as well as certificates in advanced human resources and change management from Queen's University (Ontario).

**CONGRATULATIONS**

Among 39 recipients of the Order of Canada invested by Governor General Julie Payette on November 21, 2019 were six with Ryerson connections. Filmmaker *James Cameron* (Honorary Doctor of Laws, 1998) became a companion of the order; *Heather Reisman* (Honorary Doctor of Commerce, 2006) became an officer of the order; and *Ronald Besse* (Business Management – Business Administration, 1960), *Mitchell Cohen* (Honorary Doctor of Laws, 2013), *Ken Greenberg* (vice-chair and co-founder of the Ryerson City Building Institute), and *Nadir Mohamed* (Board member) became members of the order.

*Wendy Cukier*, professor of entrepreneurship and strategy at TRSM and founder of Ryerson's Diversity Institute, was named one of the "2019 Top 100" by the Women's Executive Network, as a Public Sector Leader. The citation called Wendy a "transformational leader, social innovator and change-maker."

*Joanne McKee*, Ryerson's chief financial officer, has won the 2019 Council of Finance Officers – Universities of Ontario (COFO-OU) Distinguished Leadership Award for the second time. The award, voted on by her peers, marks Joanne's outstanding contributions both to COFO-OU and to the management of higher education.

*Julia Simioni*, fourth-year journalism student at Ryerson, has won the Barbara Turnbull Award, given annually to an FCAD student with a physical disability who, according to a writeup in the Toronto Star, "best embodies former Star journalist Turnbull's characteristics: tenacity, perseverance and a positive attitude in the face of significant challenges." Simioni, who lives with a benign tremor, is the newsletter editor at the Ryerson Review of Journalism and aspires to be a magazine feature writer.

**PARTNERSHIP**

**BRAMPTON INNOVATION ZONE** – On January 7, Ryerson and the City of Brampton announced an agreement to establish the Brampton Innovation Zone. Set to open in early 2020 in the downtown

Innovation District, the Zone builds on a 2019 memorandum of understanding that reaffirmed Ryerson's commitment to Brampton. The Zone will be modelled on Ryerson's existing zone network, offering mentorship and access to valuable resources for Brampton-based entrepreneurs, with the aim of training and retaining local talent and creating an innovation ecosystem in the city. Startups in a range of industries will be connected to local partnering organizations and enabled to scale up and access national and international markets.

## EVENTS

**CREATIVE INNOVATION STUDIO** – On November 19, FCAD launched the Creative Innovation Studio at 110 Bond Street, a multidisciplinary space fostering innovative research, collaboration, and fabrication across the creative arts. It houses four incubators—the Design Fabrication Zone, the Fashion Zone, the Music Den, and the Transmedia Zone—as well as studio space and HQ, a new venue and convening space. The Global Learning Centre in the nearby Image Arts Building also falls under the Studio's umbrella. At the launch, FCAD community members showcased their cutting-edge work in areas such as virtual and augmented reality, digital audio, and 3D-printed clothing.

**CYBERSECURITY CONFERENCE** – On November 19, Rogers Cybersecure Catalyst co-hosted the one-day conference "Cybersecurity, Cross-Border Trade, and the Digital Economy" with the United States Consulate General in Toronto. Bringing together speakers from politics, industry, academia, and law enforcement from the United States and Canada, the event focused on the urgent need for cross-border logistics and cooperation in order to address cyber threats. Among the participants were U.S. Consul General Greg Stanford (who argued for alignment between Canada and the U.S. on 5G), U.S. Chargé d'Affaires Richard M. Mills, Jr., Ontario Solicitor General Sylvia Jones, and Prabmeet Sarkaria, MPP for Brampton South and associate minister of small business and red tape reduction.

**DAPHNE COCKWELL HEALTH SCIENCES COMPLEX** – On November 25, Ryerson celebrated the opening of the Daphne Cockwell Health Sciences Complex. A major addition to the campus, with 175,000 square-feet of new space for teaching, research, and study and a 332-bed residence tower, the building embodies Ryerson's holistic, collaborative approach. It houses the Daphne Cockwell School of Nursing, the School of Nutrition, the School of Occupational and Public Health, and the Midwifery Education Program—as well as the Creative Technology Lab. The Honourable Ross Romano, Ontario's minister of colleges and universities, delivered remarks praising Ryerson for providing "students with the learning environment and opportunities to be ready for the jobs of today and tomorrow," and members of the Ryerson community were invited to tour the complex, with its innovative teaching spaces, including simulated hospital wards and demonstration kitchens.

**ACCESSIBLE FASHION SHOW** – On December 3, students in two courses co-facilitated by Fashion at FCAD and the British Council—the MA in Diversity in Fashion and the undergraduate course Fashion Promotions—produced Beauty to be Recognized, which they billed as the world's "first-ever crip fashion show based on relaxed performance." Audience members were encouraged to be themselves—including moving around and vocalizing—as were the show's 25 models, all of whom identified as either disabled or allies, and who selected their own clothes. The student organizers' aim was to foster

accessibility and inclusion in the world of fashion, which is often viewed as being intimidating and exclusionary.

**DAY OF REMEMBRANCE** – On December 6, Ryerson participated in the National Day of Remembrance and Action on Violence Against Women. Community members gathered at the Tree of Hope in the Kerr Hall Quad for a vigil, and then in the Podium building for speakers and discussion focusing on the theme “mourning to action.” The keynote speaker was Sarain Fox—an Indigenous activist, choreographer, dancer, and television host—and there was a performance by the Queer Songbook Orchestra. The event was co-presented by eight campus organizations.

### ***from the President’s Calendar***

*November 19, 2019:* I met with Ralph Lean, counsel at Gowling WLG, and Brian Cooper, CEO of lifestyle marketing agency MKTG, to discuss sports programs at Ryerson.

*November 19, 2019:* I was delighted to host an event to welcome incoming Indigenous faculty at Ryerson. I delivered remarks affirming Ryerson’s commitment to reconciliation and celebrating the faculty members as changemakers and role models for Indigenous and non-Indigenous students.

*November 19, 2019:* I met with The Honourable Ross Romano, Ontario’s minister of colleges and universities, to discuss the ongoing collaboration between Ryerson and the ministry.

*November 19, 2019:* I led a town hall at which students, faculty, and staff were consulted about Ryerson’s new strategic vision. Community members provided thoughtful ideas and responses to questions about attracting and retaining talented people, meeting the needs of our increasingly diverse community, and what Ryerson should look like in 2030.

*November 20, 2019:* I hosted a lunch for Ryerson leaders to encourage them to take part in United Way giving.

*November 20, 2019:* In Mississauga, Vice-President, University Advancement and Alumni Relations Ian Mishkel and I met former Mississauga mayor Hazel McCallion and members of the De Gasperis family to discuss Ryerson’s Faculty of Law.

*November 21, 2019:* Along with Provost and Vice-President Academic Michael Benarroch, Vice-President, Equity and Community Inclusion Denise O’Neil Green, and Vice-President, Administration and Operations Deborah Brown, I participated in a Ryerson Leadership Community of Practice panel moderated by Vice-Provost, Students Jen McMillen. We spoke to leaders from across Ryerson about the role of leadership at all levels in supporting the university’s vision, academic plan, and culture.

*November 21, 2019:* I was pleased to deliver remarks at the retirement celebration for Catherine Redmond, Ryerson’s outgoing governance officer, whose experience, knowledge, advice, generosity, and dedicated service will be greatly missed.

*November 21, 2019:* I attended a United Nations Association in Canada dinner honouring Walied Soliman, global chair of Norton Rose Fulbright Canada and the association’s 2019 Global Citizen Laureate.

*November 22, 2019:* I attended *Sociology Meets Social Innovation*, the Sociology capstone student fair, where I learned about the exciting work being done by Ryerson sociology students in their final year of undergraduate study.



- November 25, 2019:* I was proud to attend the official opening of the Daphne Cockwell Health Sciences Complex, and to deliver remarks celebrating this important new building, in which Ryerson and community partners will work together to make our city healthier, more resilient, and more humane.
- November 25, 2019:* I attended a ceremony in Brampton where former Ontario premier Bill Davis was given the Key to the City.
- November 26, 2019:* I was pleased to attend an event celebrating the 2019–20 recipients of the Savitri & Anju Virmani Scholarships for Women in STEM, at which Ryerson recognized the generosity of Anju Virmani, who created the award, and of her mother, Savitri.
- November 26, 2019:* At The FCAD Catalyst, I delivered remarks introducing a live recording of a Foundations for Opportunity podcast featuring Toronto Raptors “superfan” Nav Bhatia.
- November 27, 2019:* I welcomed Kirill S. Mikhaylov, the consul general of Russia, to campus, where he was the special guest of the International Issues Discussion series event, “Russian-Canadian Relations: History and Potential.”
- November 28, 2019:* Ian Mishkel and I met with Edward Rogers, chair of Rogers Communications, to continue our discussion of Ryerson’s Master Plan and Vision 2030.
- November 28, 2019:* At the Daphne Cockwell Health Sciences Complex, I hosted a recognition event for Ryerson Board member, honorary doctor of commerce (2004), and supporter Jack Cockwell to thank him for his generosity and vision, and to unveil a plaque in honour of his mother, after whom the building is named.
- November 29, 2019:* I led a second town hall to consult students, faculty, and staff about Ryerson’s new strategic vision.
- November 29, 2019:* I hosted a Community Holiday Celebration, at which members of the Ryerson community shared memories, enjoyed refreshments, and partook in festivities.
- December 2, 2019:* Ian Mishkel and I met with former Ontario premier Bob Rae to update him on the progress of Ryerson’s Faculty of Law.
- December 2, 2019:* I welcomed Ryerson alumnus Majid Jowhari, MP for Richmond Hill, to campus and gave him a tour of the DMZ.
- December 2, 2019:* Along with Deborah Brown and Assistant Vice-President, University Relations Jennifer Grass, I had a lunch meeting with Kristyn Wong-Tam, city councillor for Toronto Centre, to discuss Ryerson’s role in city-building and community engagement.
- December 3, 2019:* I met with The Honourable Navdeep Bains, Canada’s minister of Innovation, Science and Industry, to discuss Ryerson’s ongoing collaboration with the federal government.
- December 3, 2019:* I attended a Canadian Club lunch at which RBC senior vice-president John Stackhouse, George Brown College president Anne Sado, and Minister Romano addressed the question, “How Will We Prepare Learners for the Workforce of 2020 and Beyond?”
- December 3, 2019:* I participated in a conference call with Brampton mayor Patrick Brown and Algoma University president Asima Vezina, as part of an ongoing discussion about collaboration between Ryerson, Algoma, and the city of Brampton.
- December 4, 2019:* I welcomed Toronto mayor John Tory to campus, where he attended the Canadian Media Innovation Showcase at the DMZ.
- December 4, 2019:* At the inaugural Cybersecurity Research Lab showcase, I delivered remarks congratulating Director Atefeh Mashatan and her team on their stellar work in developing cybersecurity solutions that make good business sense.

- December 5, 2019:* I participated in a joint meeting of the executive heads and chairs of the Council of Ontario Universities (COU).
- December 5, 2019:* I participated in a COU executive heads round table.
- December 5, 2019:* I was pleased to attend the Ryerson Faculty Association holiday party.
- December 6, 2019:* Along with Jennifer Grass, I met with Peter Bethlenfalvy, president of the Treasury Board Secretariat of Ontario, to discuss the post-secondary education sector.
- December 6, 2019:* At Ryerson's ceremony marking the National Day of Remembrance and Action on Violence Against Women, I delivered opening remarks calling on men to prioritize addressing gender-based violence.
- December 9, 2019:* Along with Ian Mishkel, Assistant Vice-President International Anver Saloojee, and Deputy Provost and Vice-Provost, University Planning Glenn Craney, I visited Rowan University in Glassboro, New Jersey, to develop our relationship with an institution that shares our values of innovation, entrepreneurship, and city-building.
- December 10, 2019:* I met with James Meddings, president of the Federal Economic Development Agency for Southern Ontario, to discuss collaboration with FedDev in the area of innovation.
- December 10, 2019:* I had an introductory meeting with Aliza Lakhani, regional CEO and Dean, Northeastern University–Toronto, to discuss Northeastern's work in Toronto.
- December 10, 2019:* Along with Ian Mishkel, I met with Ronald Besse, Ryerson alumnus (Business Administration '60) and member of the Order of Canada, to discuss Ryerson's Master Plan.
- December 10, 2019:* I delivered remarks at a recognition event for entrepreneur, social activist, and philanthropist Aditya Jha (Honorary Doctor of Laws, 2009), thanking him for his engagement and generosity as a donor and advisor who has developed relationships across various faculties at Ryerson.
- December 11-12, 2019:* In Ottawa, I attended a reception and dinner for a regular meeting of the National Research Council, followed by the meeting itself the next day.
- December 13, 2019:* I attended an Empire Club lunch at which Toronto Raptors president Masai Ujiri accepted the inaugural Nation Builder of the Year Award on behalf of the Raptors.
- December 13, 2019:* I had an introductory meeting with Apoorva Srivastava, India's new consul general in Toronto, to discuss Ryerson's partnership with India.
- December 13, 2019:* I stopped by CUPE 233's annual holiday party to thank the custodians, groundskeepers, and maintenance workers the union represents for their essential contributions to Ryerson.
- December 19, 2019:* I greeted Bill Morneau, Canada's minister of finance, to Ryerson, where he held a holiday reception.
- December 20, 2019:* Jennifer Grass and I met with Kamal Khera, MP for Brampton West and parliamentary secretary to the Minister of International Development, to discuss Ryerson's ongoing work in Brampton and our commitment to the city.
- December 20, 2019:* Jennifer Grass and I met with Ruby Sahota, MP for Brampton North, to discuss Ryerson's ongoing work in Brampton and our commitment to the city.
- December 20, 2019:* Jennifer Grass and I met with Maninder Sidhu, MP for Brampton East, to discuss Ryerson's ongoing work in Brampton and our commitment to the city.
- December 20, 2019:* Jennifer Grass and I met with Sonia Sidhu, MP for Brampton South, to discuss Ryerson's ongoing work in Brampton and our commitment to the city.

*January 7, 2020:* Along with Deborah Brown, I met with Dan Casey, president of Cresford, to discuss Ryerson's ongoing partnership with the developer.

**MEMORANDUM**

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors  
Heather Driscoll, Director, Governance  
Jennifer MacInnis, Assistant Secretary

Subject: Report from the Secretary

Date: January 20, 2020

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**1. Board Member Re-appointment**

We are pleased to report that Jack Cockwell has been reappointed on November 28, 2019 to the Board of Governors as a Lieutenant-Governor-in-Council representative until November 27, 2022.

**2. Governance Essentials Training**

Thank you to the university leaders, listed below, who provided the thoughtful and informative content that makes up the training that the Board Secretariat provides to Board members.

**(a) Financial Literacy – Module 2:** On January 16, 2020, Joanne McKee, Chief Financial Officer, led a discussion of the budget process, how Ryerson builds key objectives into the budget, and the relationship between the budget and annual financial statements.

**(b) Upcoming Sessions:** All Board members are welcome to attend the following upcoming training sessions:

- a. University Advancement – Ian Mishkel, Vice President University Advancement, February 27, 2020, 12:00-1:00 pm.
- b. Sexual Violence Policy – Denise O’Neil Green, Vice President Equity and Community Inclusion, February 27, 2020, 1:00-3:00 pm.

**3. June Board Meeting Location**

The June 30, 2020 Board meeting will be held in the Cara Commons at the Ted Rogers School of Management. More details will follow.

**4. Emergency Procedures**

An Emergency Procedures overview, which is included in the materials, outlines the procedures that individuals should follow in the event that an emergency were to take place during a Board or Committee meeting on the 14<sup>th</sup> floor of Jorgenson Hall. We kindly ask all Board members to review it.

If any Board member is unable to safely evacuate from the 14th floor without assistance please let us know and we will develop an accommodation plan.

We also encourage Board members to sign up for the RyersonSafe Mobile App, the university's new tool for mass notification that sends alerts in urgent situations that pose an immediate safety or security risk to the community. The instructions for downloading and installing the RyersonSafe Mobile App are found in the Emergency Procedures overview in your materials.

Thank you to Denise Campbell, Executive Director, from Community Safety and Security and Amanda Barber, Environmental Health and Safety, for their assistance.

## **5. Elections Report**

The nomination period for candidates for this year's Board elections will take place between February 3, 2020 and February 12, 2020.

The Board elections for students, faculty and staff will take place between March 2 and March 5, 2020 and June 15 to 26, 2020 for alumni.

In preparation for the elections, the Election Procedures Committee will meet on February 13, 2020 to review nominations, and on March 6, 2020 to approve the results.

## **What to do in the case of an emergency on campus**

In an emergency or if you have immediate safety or security concern, please call 911. In an instance where you are in need of assistance but it is not an emergency please call Ryerson security at: external phones: 416-979-5040 or internal phones: 5040 or 555040.

### **RyersonSafe**

The University has launched RyersonSafe, a system that will send mass alerts to the University in urgent situations that pose an immediate safety or security risk to the community. Through RyersonSafe alerts will broadcast across six channels including email, twitter and digital signage around the University. The fastest way to get the alerts will be through the RyersonSafe mobile app (that can be downloaded free) and via text messages. Please see the RyersonSafe website ([ryerson.ca/ryersonsafe](http://ryerson.ca/ryersonsafe)) for more information on the app and signing up for text alerts.

### **Fire Situation**

The Jorgenson building complex is served by a two-stage fire alarm system. In the event of an alarm, a Board or Committee meeting will immediately terminate. The following procedures are for building occupants:

If you hear the 1<sup>st</sup> stage alert tone:

- Listen for further announcements.
- Be prepared to evacuate upon hearing the 2nd stage tone.

If you hear the 2<sup>nd</sup> stage alarm tone

- Proceed to the nearest exit.
- Leave the building and go to the designate assembly areas (towards Yonge street or down Gerrard street).
- Do not re-enter the building until instructed to do so.
- Do not use the elevators.

If you encounter smoke in the stairwell

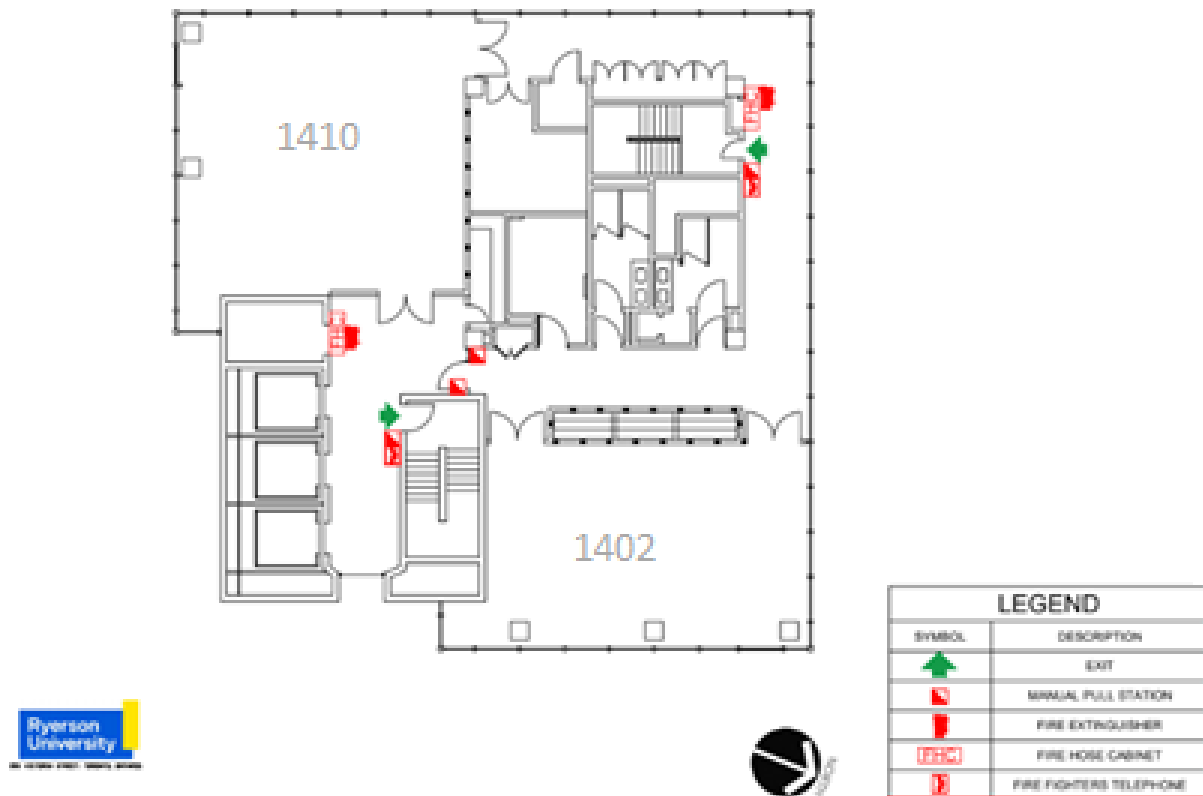
- Proceed to the nearest crossover floor. Crossover floors for this building are: 5, 10 and 14.
- Proceed to the next closest exit indicated. Alternate exit stairwells are indicated on the Emergency Evacuation Plans posted near stairwells.
- Leave the building.
- Do not re-enter the building until instructed to do so.

Any individuals unable to evacuate should take shelter on the landing of the nearest exit stairwell. The exit stairwell's in the building are constructed to prevent the mitigation of smoke and flame into the stairwell. Upon entering the exit stairwell phone 911 and provide them with your location. The stairwells are provided with an alphanumeric numbering system that identifies the stairwell and floor which you are located on. In the event of disruption to cellular services, fire fighter telephones are provided at the entrance of each stairwell. Breaking the glass and picking up the handset will allow you to communicate with building security staff or the fire fighters located at the fire alarm panel. If there is no answer, you may wait for by the phone until someone acknowledges the call provided there is no smoke or flames on

your floor and you feel it is safe to do so. In the event that this is not possible, you may leave the phone off hook and wait in the stairwell. Someone will be sent to investigate.

## Floor Plan

### FSP-14 JORGENSON HALL 14TH FLOOR



## Medical Situations

A medical emergency is a potentially life-threatening medical condition that requires immediate care. If it is safe to do so, call 911. Be prepared to provide a description of what is happening, your location, your name, address and telephone number. Remain on the line to provide additional information if requested to do so by the call taker. Do not hang up until the call taker tells you to do so or emergency services arrives on scene.

## Bomb Threat

If there is a bomb threat on campus, Ryerson security will evacuate the relevant buildings and provide direction as to where individuals should proceed.

### **Active Attacker**

While the chances of an active threat situation occurring on campus are extremely low, the training provided for Ryerson community members in case it happens is “Get out. Hide. Fight”.

If you can, get out. If you're in an open area, look for your nearest, safest escape and get there as quickly as you can. Keep solid structural objects between you and the attacker and get as far away from them as possible. If it is safe to do so, call 911.

If you can't leave, hide. Hide with as many others as you safely can. Get behind solid structures that can't be penetrated by weapons or weapon fire. Lock, barricade and stay away from the door. Close windows, blinds and turn off lights. Stay quiet and mute phones. Wait until help arrives.

As a last resort, fight. You should only confront an active attacker if you have somehow become trapped in a space with no escape. The goal is to create a counter measure. Use any object to attempt to distract, stop or incapacitate the active attacker so you can get away.

### **Accommodation Plan**

If you have a health conditions or an impairment that may affect your ability to safely evacuate a building, an accommodation plan can be created for you. Such a plan will identify where to wait safely for help during an emergency if elevators cannot be used; will detail an individual to wait for evacuation with you during an emergency; and will advise emergency response teams such as Ryerson Security and Emergency Services, firefighters and paramedics, that assistance is required for your evacuation. Please advise us if you would like an accommodation plan developed for you.



# Ryerson University Board of Governors

## Provost and Vice-President, Academic

### Report for meeting of January 28, 2020



**BOARD GREETINGS** – At Ryerson, the 2010s closed out with celebrations, and the 2020s begin with renewed commitment and optimism. Data on enrolment figures indicates the Yeates School of Graduate Studies (YSGS) met its fall 2019 targets and the Chang School’s figures are trending upward.

Here is an update on how our university is laying the foundation for an even brighter decade ahead.

Academic Plan: The 2020-25 Academic Plan will be presented to Senate the evening of January 28, 2020. To ensure that the plan reflects the vision and goals of the entire Ryerson community, the Office of the Provost and the University Planning Office (UPO) consulted with more than 1,750 students, faculty and staff over the course of the spring/summer (phase one) and the fall (phase two) via 28 interactive town-hall meetings. Recurring themes included the need to ensure a clear focus on inclusive student experiences, to amplify Indigenous initiatives, to underscore the role of graduate studies, to provide a broader understanding of innovation, and to cultivate reciprocal relationships with local, regional, national and global communities.

The 2020-25 Academic Plan contains seven updated values (Excellence; Equity, Diversity and Inclusion; Mutual Respect and Shared Success; Sustainability; Boldness; Wellbeing; and Access), which are rooted in academic freedom, and five updated priorities (The Student Experience; Scholarly, Research and Creative (SRC) Activity and Graduate Studies; Advancing Indigenous Initiatives; Innovation: Continuing to Challenge the Status Quo; and Community and Urban Partnerships), which will allow Ryerson to adopt a broader international lens.

To better align resources and to allow flexibility in responding to a changing environment, implementation strategies for the 2020-25 Academic Plan will be outlined in a separate Strategy Guide.

New Buildings: Two new flagship buildings opened in November 2019: the Daphne Cockwell Health Sciences Complex and the Creative Innovation Studio. Both show how far the university has come in fostering innovative, collaborative, cross-disciplinary and experiential education. The buildings will provide space and resources to help keep the Ryerson community on the cutting edge of research, experiential learning and city building.

Renewal: At the Faculty of Community Services (FCS), the PhD in Urban Health has been approved by Quality Council. At the Ted Rogers School of Management (TRSM), the PhD in Management is in its final stages of approval. Both anticipate a start date of September 2020. Meanwhile, at the Faculty of Communication and Design (FCAD), the PhD in Media and Design Innovation and the MFA in Dramatic Writing are making progress through the approval process. The Faculty of Law has advanced its commitment to reimagining legal education by hiring its founding dean, Donna E. Young, whose record of research, practice and leadership makes clear the strength of her vision in fostering partnerships and in encouraging diversity.

Digital Advances: The Office of Social Innovation (OSI) has launched a new website, which highlights a new mandate and set of offerings for Ryerson community members, and which showcases the ways the OSI engages with complex systemic social, environmental and economic issues. Experiential Learning has launched a website with information on resources and tools on and off campus. Over the course of the fall term, the new integrated Awards Management System of the Registrar's Office enabled over 7,600 students to submit applications for awards, which were vetted by over 300 reviewers and which led to 2,000 students receiving awards with a total value of \$4.5 million. The Legal Innovation Zone has opened its virtual doors to the world, going global with four interrelated online programs that enable entrepreneurs to create thriving companies.

Collaborations and Partnerships: Over the fall term, five of Ryerson's zones launched programs matching students with start-ups to complete specific tasks and projects over the course of a semester. The results have been promising: the Design Fabrication Zone is now setting up programming to assist in developing skills for students participating in its matching program, and some of the matched students in the Transmedia Zone have now transitioned into leading their own ventures. In December, 70 FCAD students presented their creative, climate change-focused work developed in partnership with students at peer institutions in Finland, Germany and London (UK) as part of the new Global Campus Studio Supercourse. Also in December, the I-INC Lab2Market program – a two-year pilot project developed by Ryerson, Dalhousie University and Memorial University – started accepting applications for its first cohort, which Ryerson will host in May 2020. Up to 20 teams of graduate students from southern Ontario and Atlantic Canadian universities will participate in a seven-week program designed to help them commercialize their intellectual property.

## **APPOINTMENTS**

*Donna E. Young* has been appointed the founding dean of Ryerson University's Faculty of Law, effective January 1, 2020. Donna joins us from the Albany Law School, where she was President William McKinley Distinguished Professor of Law and Public Policy. Her teaching focused on criminal law, employment and labor law, and feminist and critical race theory. She was concurrently a faculty member in the Department of Women's, Gender, and Sexuality Studies at SUNY Albany, and she helped forge a strategic partnership between the two institutions. Previously, in Rome, Italy, she was a consultant at the International Development Law Organization and a visiting scholar at the Faculty of Law at the University Roma Tre. Before joining academia, Donna worked in the legal department of the City of New York Mayor's Office of Labor Relations, in litigation at Toronto's Cornish Roland Barristers & Solicitors, and at the Ontario Human Rights Commission. Raised in North York, Donna holds a BSc (honours) in psychology from the University of Toronto, an LL.B. from Osgoode Hall Law School, York University, and an LL.M. from Columbia University School of Law.

*John Papadopoulos* has been appointed the Ryerson Library's inaugural head law librarian effective February 10, 2020. John holds a JD and a Master of Information Studies, both from the University of Toronto, where he has been director of the John W. Graham Library and Trinity College Archives, as well as chief law librarian at the Bora Laskin Law Library. Previously, he worked at a succession of Toronto law firms as reference librarian and information coordinator. At Ryerson, he will be responsible for building an innovative library whose resources and student services complement and support the new

Faculty of Law's unique curriculum and programming. He will work closely with the Dean of Law, Donna E. Young, to welcome the faculty's first cohort of students in 2020–21.

## CONGRATULATIONS

*Cheri Bradish*, director of the Future of Sport Lab and Ted Rogers Director of Sport Business Initiatives at TRSM, received the Academic Achievement in Sport and Entertainment Award at the Sport, Entertainment, and Venues Tomorrow (SEVT) conference, held in Columbia, South Carolina. She is the first Canadian recipient of the award, which recognizes the impact of Cheri's research, teaching, and fostering of meaningful dialogue between academics and industry professionals.

*The Ted Rogers MBA Program* was ranked #5 in Canada in *Bloomberg Businessweek Best Business Schools 2019-20*, based on interviews and surveys of faculty, administrators, and students at MBA programs worldwide. In the categories "Learning" and "Entrepreneurship," Ryerson placed #2 and #3, respectively, in Canada.

## EVENTS

**FALL OPEN HOUSE** – On November 9, 2019, a record 12,661 guests attended Ryerson's Fall Open House. Visitors arrived from as far afield as Afghanistan, Azerbaijan, Bangladesh, Brazil, China, Columbia, India, Iran, Jamaica, Mexico, Morocco, Nigeria, Pakistan, Peru, Poland, Qatar, Slovakia, Trinidad and Tobago, Turkey, the United Kingdom, and the U.S.A. Faculty, students and staff hosted faculty fairs, program and admissions sessions, workshops, and tours – including the new Daphne Cockwell Health Sciences Complex.

**CREATORS GRANT SHOWCASE** – On November 19, 2019, the Ryerson Library hosted a showcase for the exciting work of the four recipients of the inaugural Library Creators Grant. Offered through the Isaac Olowolafe Jr. Digital Media Experience Lab (DME), the grants offered funding and resources in February to students for projects addressing systemic issues. [Kelly Bang](#), a second-year architectural science student, presented her art installation *Kaleidoscope*, designed to help women feel safer walking at night on campus. [Paul Benson](#), a first-year disability studies student who lives with MS, presented his documentary on people with disabilities who create positive social change. [Alannah Fricker](#), a third-year social work student and founder of Canadian Students for Sensible Drug Policy (CSSDP) at Ryerson, presented her website HarmReductionTO (at [www.harmreductionto.ca](http://www.harmreductionto.ca)), aimed at addressing the overdose crisis and reducing social stigma towards those who use drugs. [Hansel Igbavoa](#), a third-year entrepreneurship and strategy student, presented a video aimed at demystifying Black hair and normalizing its beauty.

**GLOBAL LEGAL INNOVATION** – On December 4, 2019, the Legal Innovation Zone launched an online service to support legal tech entrepreneurs around the world. Each of its four interactive programs is relevant to a different stage of a startup's development. Joining two existing programs – Innovator's Canvas, which offers entrepreneurs feedback on their ideas, and Incubate, which helps market-ready companies grow sustainably – are Concept Framework and Sprint Studio, which respectively help entrepreneurs develop their ideas into proofs of concept and turn these into market-ready products. All

programs but Incubate are free, and together, they are designed to meet a global demand for legal innovation from entrepreneurs and consumers alike.

**ATHLETICS** – Across varsity sports, the Rams finished the first half of 2019–20 with an impressive cumulative record of 61 wins, 30 losses and 5 draws. Women’s Soccer advanced to the OUA quarter-finals for the first time in the program’s history. Women’s Volleyball and Women’s Basketball finished 2019 ranked #2 and #5 in Canada respectively, and the men’s hockey, soccer and wrestling teams were ranked in the national Top 10. Men’s Hockey forward Mathew Santos, a third-year geographic analysis student, was selected to represent U SPORTS in a two-game exhibition series against Canada’s World Junior team. With key student athletes returning to the roster after injuries in the fall, the Rams are looking forward to a strong 2020, which will include hosting the OUA Figure Skating Championship at the Mattamy Athletic Centre in February.

Thank you for your many contributions in 2019, which have positioned Ryerson very well for the year ahead. We look forward to steady growth and success throughout 2020 as we continue to push the boundaries of learning, innovation and community engagement.



**BOARD OF GOVERNORS MEETING**  
**January 28, 2020**

**AGENDA ITEM:** Introduction to the 2020-21 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

**SUMMARY:**

An overview of the 2020-21 budget process.

**BACKGROUND:**

The presentation provides an overview of the 2020-21 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 8, 2020

**APPROVED BY:**

Name            Michael Benarroch, Provost and Vice President, Academic  
Date             January 8, 2020



# 2020-21 Budget Process

Board of Governors  
January 2020

**Ryerson  
University**

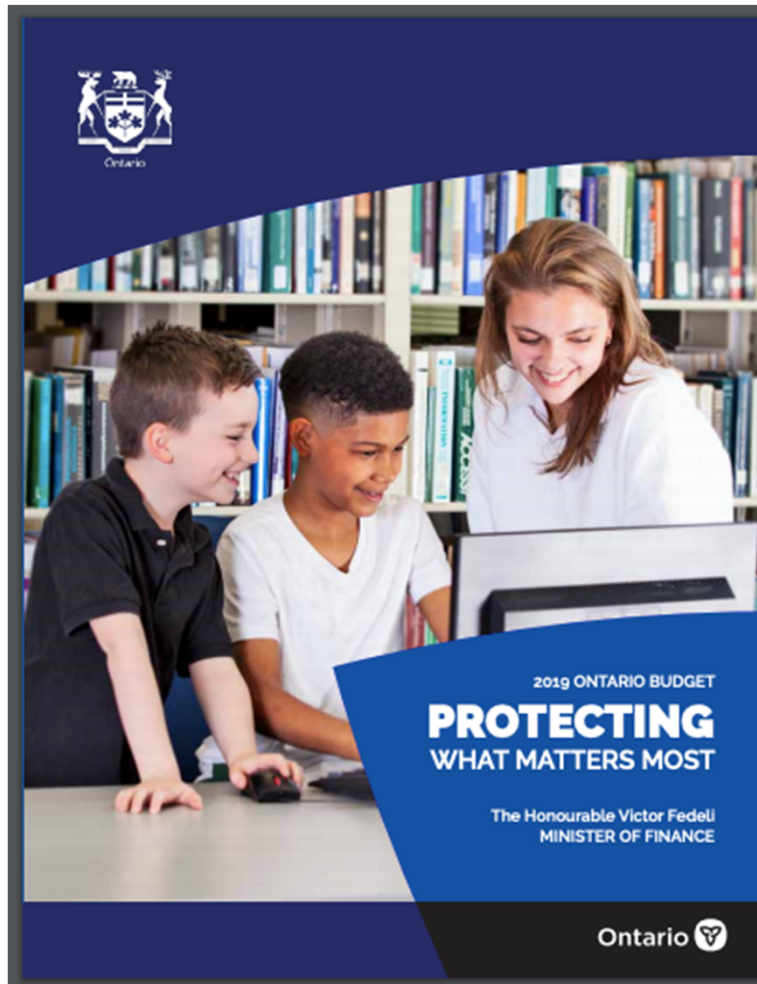


# Context – Budget Process

- 2020-21 Budget process begins in an constrained fiscal environment.
  - Tuition fees remain frozen at last year's levels.
  - No new domestic spaces from the province.
  - Beginning to build international spaces.
- Management is developing 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.



# Provincial Context: Budget/Fall Economic Statement





# 2020-21 Budget Time Lines – 4 Board Finance Meetings

- Board process includes 4 presentations:

January

- Budget Process

February

- Environmental Scan

March

- Government Funding Update
- Budget Strategy

April

- Full Budget for Approval

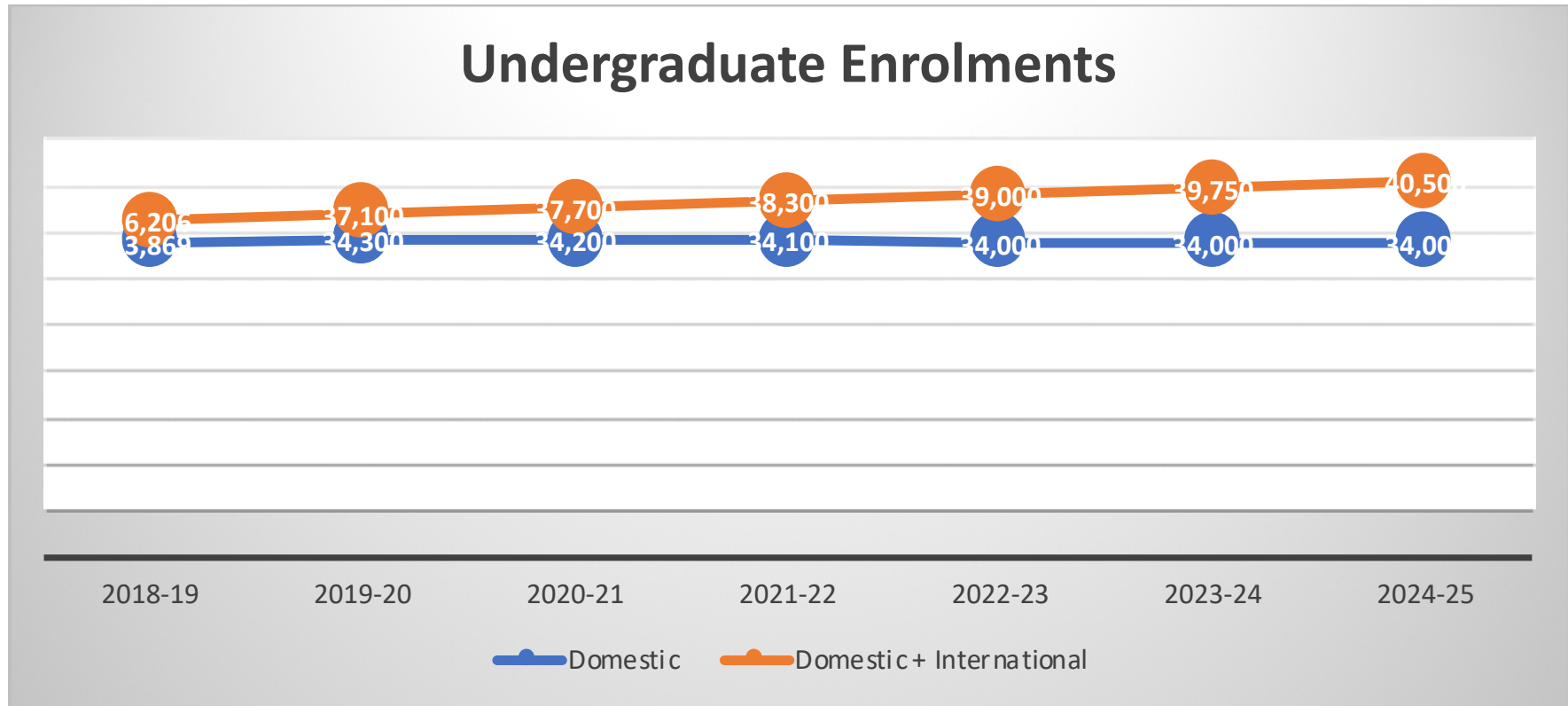
# 2020-2021 Budget – Community Consultation

- 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

# Budget Principles – Strategic

- Prioritize students
- Protect Ryerson's core business
- Be fair and transparent
- Remain forward looking
- Conduct wide consultations with the community

# Appendix – Projected Enrolment Growth: Undergraduate





## **BOARD OF GOVERNORS MEETING**

**Date: January 28, 2020**

**AGENDA ITEM:** Review of Revenue and Expenditures for proposed Doctor of Philosophy in Management

### **STRATEGIC OBJECTIVES**

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

**ACTION REQUIRED:** Approval

### **SUMMARY:**

The attached documents are:

1. A Program Summary including analysis of projected revenue and expenditures
2. A Board Resolution

The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with Ryerson's mission, builds on existing academic strengths, and responds to student demand and societal need.

The proposed program has been approved internally by Senate and has been submitted to the Ontario Universities Council on Quality Assurance (the Quality Council) for approval. The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available.

### **BACKGROUND:**

The focus of the PhD in Management program is to carry out rigorous scientific research about complex management problems in a rapidly changing and globally-oriented economy. The program is designed to develop graduates who are skilled in research that includes a theoretical and practical understanding of the challenges that organizations experience, and who are able to disseminate that research in a wide range of venues.

The program is unique due to its specializations and their interdisciplinary nature: Digital Enterprise and Social Media; Real Estate Studies; Retail and Consumer Services; Strategy, Innovation and Entrepreneurship. It is consistent with the Ted Rogers School of Management's commitment to impact, engagement, and relevance.

Students will conduct research projects informed by current industry trends and issues and with objectives to make policy recommendations and offer meaningful and implementable solutions to complex issues that are significant for the industry and society.

The program is designed to be completed in four years, and comprises nine one-term graduate courses (three core, three electives, and three required research seminars), passing the candidacy examination and a proposal defense, and completing a dissertation based on independent, original scholarship.

The PhD in Management program will be offered by the Ted Rogers School of Management in a cost effective manner.

**COMMUNICATIONS STRATEGY:** Information on the approved program will be posted on the Ryerson website and used in recruitment literature.

**PREPARED BY:**

Name            Glenn Craney, Deputy Provost and Vice Provost, University Planning  
Date             January 10, 2020

**APPROVED BY:**

Name            Michael Bennaroch, Provost and Vice-President, Academic  
Date             January 10, 2020

# Ryerson University

## New Program Approval Summary for Board of Governors

<b>Name of Program:</b> Management		<b>Degree:</b> Doctor of Philosophy (PhD)			
<b>Proposed starting date:</b> September 2020		<b>Proposed Tuition Fee (2020-21):</b> \$7,612.63			
<b>Brief program description:</b>					
<ul style="list-style-type: none"><li>• The PhD in Management program focuses on developing the skillset to conduct rigorous scientific research about complex management problems in a rapidly changing and globally-oriented economy. The program is designed to develop graduates who are skilled in research that includes a theoretical and practical understanding of the challenges that organizations experience, and who are able to disseminate that research in a wide range of venues.</li><li>• The program is unique due to its specializations and their interdisciplinary nature: Digital Enterprise and Social Media; Real Estate Studies; Retail and Consumer Services; Strategy, Innovation and Entrepreneurship. It is consistent with the Ted Rogers School of Management’s commitment to impact, engagement, and relevance.</li><li>• Students will conduct research projects informed by current industry trends and issues and with objectives to make policy recommendations and offer meaningful and implementable solutions to complex issues that are significant for the industry and society.</li><li>• The program is designed to be completed in four years. In addition to completing a major piece of original, applied research, students will complete nine courses (three core courses, three electives, and three required research seminars).</li><li>• Initial intake for the proposed program is 6 students, with a planned steady-state enrolment of 24 FTE.</li></ul>					
<b>Evidence of societal need and student demand:</b>					
<ul style="list-style-type: none"><li>• With the growing complexity of the global economy, there is not only a societal need for highly trained doctoral talent to advance knowledge and its application, but a market need for expertise in key sectors of the evolving business world to drive growth and competitiveness.</li><li>• In general, PhD programs in business worldwide have experienced increased application volume with the number of applicants outpacing the available spaces. For example, the Rotman School of Management generally admits only 15-20 doctoral students from a pool of 400-500 applicants each year.</li><li>• A recent survey by the University of British Columbia indicates that its business post doctorates are by far the most likely to be employed in higher education, and a search of higher education employment opportunities shows a substantial number of Canadian and international faculty vacancies across the specializations in Ryerson’s PhD in Management program.</li><li>• In addition, graduates of PhD programs in business are employed in diverse careers outside the post-secondary sector – in industry, government, and non-government organizations.</li><li>• With education and innovation as important priorities articulated by the federal and provincial governments, Ryerson’s proposed PhD in Management is well positioned to address the unmet need in producing highly-educated researchers with subject matter expertise as well as advanced analytical and problem-solving skills. The proposed specializations are well-suited to fuel innovation and economic competitiveness, improve organizational performance, address digital and technological changes and promote impactful research that has local, national and global relevance.</li></ul>					
<b>Fit with Ryerson mission, Strategic Mandate Agreement and resources:</b>					
<ul style="list-style-type: none"><li>• The program builds on the existing master’s programs offered by the Ted Rogers School of Management which is ready to deliver the new program in a cost-effective manner. The PhD in Management program will be housed in and administered by Ted Rogers School of Management whose facilities, resources, and infrastructure will be used to support the program.</li><li>• The program is consistent with Ryerson’s Strategic Mandate Agreement (SMA), and was specifically mentioned as a program area for growth in the University’s 2017-2020 SMA submission to Government.</li></ul>					
<b>Program Costing</b>					
<b>Summary of enrolment, revenue and expenditures at steady-state (details on next page)*</b>					
	<b>Year A</b>	<b>Year B</b>	<b>Year C</b>	<b>Year D</b>	<b>Steady State</b>
Enrolment (Annualized FTE)	4.0	10.0	16.0	22.0	24.0
Total Revenue	\$143,531	\$358,827	\$574,124	\$789,420	\$861,185
Direct Costs including OTO	\$167,424	\$170,757	\$212,243	\$253,729	\$295,214
Total Expenditures	\$201,130	\$247,523	\$332,068	\$416,613	\$472,451
Annual funds to be allocated for institutional costs including student support/(deficit)	(\$57,599)	\$111,305	\$242,056	\$372,807	\$388,734
*The program will be launched upon receipt of a sufficient number of funded doctoral spaces. These may come from newly allocated spaces from the Ministry of Colleges and Universities and/or the redistribution of existing spaces from within the University.					

**Table 1: Estimated Enrolment, Revenue and Expenditures - PhD in Management**

	Year A 2020/21	Year B 2021/22	Year C 2022/23	Year D 2023/24	Steady State
<b>a) Enrolment</b>					
Annualized FTE	4.0	10.0	16.0	22.0	24.0
<b>b) Revenue</b>					
Tuition fees	\$ 27,405	\$ 68,514	\$ 109,622	\$ 150,730	\$ 164,433
Grants	\$ 116,125	\$ 290,314	\$ 464,502	\$ 638,690	\$ 696,753
<b>TOTAL Revenue</b>	<b>\$ 143,531</b>	<b>\$ 358,827</b>	<b>\$ 574,124</b>	<b>\$ 789,420</b>	<b>\$ 861,185</b>
<b>c) Expenditures</b>					
Instructional and research related salaries	\$ 102,857	\$ 102,857	\$ 137,143	\$ 171,429	\$ 205,714
Administration and co-ordination support salaries	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Non-salary operating	\$ 6,667	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Benefits and pensions related to direct salaries	\$ 27,900	\$ 27,900	\$ 35,100	\$ 42,300	\$ 49,500
<b>Subtotal Direct Costs</b>	<b>\$ 167,424</b>	<b>\$ 170,757</b>	<b>\$ 212,243</b>	<b>\$ 253,729</b>	<b>\$ 295,214</b>
Library	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
New buildings financing (10% of incremental revenue)	\$ 14,353	\$ 35,883	\$ 57,412	\$ 78,942	\$ 86,119
New buildings operating (10% of incremental revenue)	\$ 14,353	\$ 35,883	\$ 57,412	\$ 78,942	\$ 86,119
<b>Subtotal Indirect Costs</b>	<b>\$ 33,706</b>	<b>\$ 76,765</b>	<b>\$ 119,825</b>	<b>\$ 162,884</b>	<b>\$ 177,237</b>
<b>Total Ongoing Expenditures</b>	<b>\$ 201,130</b>	<b>\$ 247,523</b>	<b>\$ 332,068</b>	<b>\$ 416,613</b>	<b>\$ 472,451</b>
One-time costs/investments					
<b>TOTAL Expenditures</b>	<b>\$ 201,130</b>	<b>\$ 247,523</b>	<b>\$ 332,068</b>	<b>\$ 416,613</b>	<b>\$ 472,451</b>
Annual funds to be allocated for institutional costs including graduate student support/ (deficit)	\$ (57,599)	\$ 111,305	\$ 242,056	\$ 372,807	\$ 388,734



## **DRAFT RESOLUTION**

**RE: Review of Revenue and Expenditures for proposed Doctor of Philosophy in Management**

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**BE IT AND IT IS HEREBY RESOLVED:**

THAT on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenue and expenditures presented, the new Doctor of Philosophy (Ph.D.) in Management is a) deemed financially viable, and b) may be offered September 2020 at the discretion of the Provost and Vice President Academic.

January 28, 2020



**BOARD OF GOVERNORS**  
**Thursday, November 28, 2019**  
**Daphne Cockwell Health Sciences Complex**  
**288 Church Street**  
**11:30 a.m. to 1:00 p.m.**  
**MINUTES**

Minutes of a meeting of the Board of Governors of Ryerson University (the "University") held on Thursday, November 28, 2019, at 11:30 a.m.

**ATTENDANCE:**

**Present:** M. Al Zaibak, K. Bahnan, I. Chandran, J. Cockwell, J. Dallaire, C. Ellis, M. Frazer (Chair), J. Gonzales, H. Harb, M. Lachemi, M. Kolios, R. Khonsari, C. MacDonald, A. McKee, C. Paisley, D. Porter, M. Rodrigues, S. Sinha, T. Staffieri (Vice-Chair)

**Regrets:** J. Fukakusa, S. Bukhari, M. Ien, N. Mohamed

**Board Secretariat:**

J. Shin Doi, General Counsel and Secretary of the Board of Governors  
H. Driscoll, Director, Governance  
V. Luckiram, Governance Coordinator  
J. MacInnis, Senior Legal Counsel and Assistant Secretary

**Others in Attendance:**

M. Benarroch, Provost and Vice President, Academic  
D. Brown, Vice President, Administration and Operations  
G. Craney, Deputy Provost and Vice Provost, University Planning  
F. Forbes, Chief of Staff & Executive Director, Communications  
J. Grass, Assistant Vice President, University Relations  
S. Liss, Vice President, Research and Innovation  
K. MacKay, Vice Provost, Academic  
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  
J. McMillen, Vice Provost, Students  
I. Mishkel, Vice President, University Advancement and Alumni Relations  
D. O'Neil Green, Vice President, Equity and Community Inclusion

**1. IN-CAMERA DISCUSSION (Board Members Only)**

**2. IN-CAMERA DISCUSSION (Executive Group Invited)**

**END OF IN-CAMERA DISCUSSION**

**3. INTRODUCTION**

**3.1. Chair's Remarks**

M. Frazer opened his remarks with the acknowledgment of the land. He thanked the Law School for supplying padfolios and pens and Facilities Management and Development for providing the bamboo utensils to Board members. He also thanked the Secretariat for providing honey produced at the apiary located on one of the University's rooftops as part of the University's Urban Farm.

M. Frazer said that it was M. Al Zaibak's last meeting after nine years of membership and thanked him for his service.

M. Frazer wished everyone a happy holiday and reminded board members about the recognition ceremony for J. Cockwell occurring immediately after the board meeting.

**3.2. Approval of the November 28, 2019 Agenda**

The agenda was approved as presented.

**4. REPORT FROM THE PRESIDENT**

M. Lachemi announced that M. Benarroch was appointed president and vice-chancellor of the University of Manitoba and congratulated him on this well-deserved recognition. M. Lachemi advised that a search committee would be established very shortly to find a replacement.

M. Lachemi reported that the official opening of the Daphne Cockwell Health Sciences Complex was on Monday, November 25, 2019, and that the Minister of Colleges and Universities attended. He thanked J. Cockwell for his generosity and recognized his mother, Daphne Cockwell, a nurse, for her compassion, care, and inspiration to the community.

M. Lachemi advised that the deadline to apply to law school in Ontario was November 1 and the University had received over one thousand and nine hundred applications for one hundred and fifty spaces at the new law school. M. Lachemi noted that in the inaugural year, the University is the second most-applied to law school in Ontario relative to places available.

M. Lachemi reported that over the last few months, the University has hosted representatives from all political parties. M. Lachemi said the goal is to familiarize them with the University's strengths as an innovative city builder.

M. Lachemi thanked M. Al Zaibak for his service of nine years as a Board member and presented him with a token of appreciation on behalf of the University.

M. Lachemi introduced Jenny Liu who recently graduated with a Ph. D. in psychology, and received the University's Gold Medal and the Board of Governors' Leadership Award and Medal. She presented a mental health app she developed that measures resilience and that has been receiving interest from universities and corporations around the world.

M. Lachemi wished Board members a wonderful holiday season in December.

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

J. Shin Doi recognized Catherine Redmond for her years of service and contributions to the University. She thanked the board team for their hard work and for hosting the board meeting in Daphne Cockwell Health Sciences Complex. J. Shin Doi also thanked I. Mishkel, R. Frankel, D. Brown, and G. Mallon for organizing the reception in honour of J. Cockwell that followed the Board meeting.

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

M. Benarroch spoke to the requirements of the Ministry of Colleges and Universities to develop, implement, and comply with a free-speech policy. He explained that the University held a large public consultation and created a free-speech website containing the component documents that constitute the University's free-speech policy. M. Benarroch noted that the University has submitted its free-speech policy to HEQCO, which is the governing body overseeing the process.

M. Benarroch provided an update on the Strategic Mandate Agreement (SMA3), speaking to the enrolment setting and related government funding. He noted that negotiations will go from October 2019 to March 2020.

M. Benarroch announced the appointment of Cory Searcy as the vice-provost and dean of the Yeates School of Graduate Studies (YSGS), formerly the interim dean of YSGS.

## **7. DISCUSSION ITEMS**

### **7.1. Sexual Violence Policy**

D. O'Neil Green provided an overview of the amendments made to the sexual violence policy. She discussed the policy check-in process during which community consultations were held and provided a summary of the key amendments made to the policy. D. O'Neil Green acknowledged the core advisory group for their hard work and contributions; namely, C. Barker, G. Basanta, T. De Mello, and M. Mullings.

### **7.2. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE**

#### **7.2.1. Fiera Capital Report - September 30, 2019**

M. Frazer provided a summary of the Finance Committee meeting held on November 21, 2019. He explained that A. Marshall and N. Trottier of Fiera Capital provided an overview of the third-quarter performance of the Endowment Fund, which performed well.

**7.2.2. Financial Statements (unaudited) for the Period Ending October 31, 2019**

M. Frazer said that J. McKee reviewed the second-quarter results as at October 31, 2019, and the University is on target to meet the approved budget.

**It was moved, seconded and carried:**

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the Financial Statements (unaudited) for the period ending October 31, 2019 be approved as presented.**

**7.2.3. Revenue and Expenditures for Bachelor of Fine Arts in Professional Music**

M. Frazer reported that M. Benarroch provided an overview of the Bachelor of Fine Arts in Professional Music.

**It was moved, seconded and carried:**

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenue and expenditures presented, the new Bachelor of Fine Arts in Professional Music is deemed financially viable and is approved to be offered September 2021 at the discretion of the Provost and Vice President Academic.**

**8. TERMINATION**

# University Relations

## Monthly Metrics & Reach



### November 2019

#### Media Relations

- Pitched local media on partnership with Ryerson grad's company Sock Footage, which placed their first sock vending machine in the Hub Cafe. The story was covered by CBC, Global News, AM640, BlogTO and the DailyHive.
- APTN covered FCAD's Creative Native Youth project with Buffy Ste. Marie
- Conducted media outreach on the official opening of the Daphne Cockwell Health Sciences Complex.
- Conducted media outreach for Rogers Cybersecure Catalyst event, Cybersecurity, Cross-Border Trade, and the Digital Economy: Enabling Smart, Secure Systems
- Compiled and distributed a collection of faculty experts available for comment on various breaking news topics including China-Canada relations, Black Friday, Trump Impeachment, federal politics (various topics) and Don Cherry firing.

#### Publications

- Ryerson Today (RT) produced 13 editions in November 2019
- 64,868 subscribers
- Highest open rate was the edition with the story titled Michael Benarroch named president and vice-chancellor of University of Manitoba (39 %)); second-highest open rate was the issue with subject line: Ryerson-led program inspires the next generation of Indigenous creatives (36.9%). (Note: industry average is 16.1 %)

- Featured a number of stories on entrepreneurship, to focus on Global Entrepreneurship Week
- Special RT edition on World Access to Higher Education Day on Nov. 25.

#### Marketing

- Kicked off phase one and two of the 2019-20 Graduate Studies Recruitment Campaign (full campaign runs through to June). In-house creative featured in Google search, display and social ads as well as videos on TTC platform screens. The new Union Station large-format platform screen features two videos profiling alumni.
- Developed a comprehensive print insert for Alumni Weekend 2020, to be placed in the centre of the January issue of the Alumni Magazine (nearly 150,000 copies to be distributed in total).
- Finalized reporting for the Law Recruitment Campaign (ran August 22 through November 2). The campaign was very successful and led to strong application numbers. The report will be presented in the new year.
- Led a social campaign for Global Entrepreneurship Week featuring a video created in-house promoting entrepreneurship at Ryerson (Nov. 18-24).

#### Website

- Comparing November 2019 to November 2018, ryerson.ca saw a 12.8% increase in visits, 16.0% increase in visitors, and 13.3% increase in pages viewed.
- Increase in mobile visits was 32.6%



### Social Media

- **Instagram:** Gained 903 followers to reach 28.9K.
- **Facebook:** Gained 212 fans to reach 75K.
- **Twitter:** Gained 227 followers to reach 56.7K.
- **LinkedIn:** Gained 2.1K followers to reach 231K.  
Social engagements totalled 3.1K.
- **Giphy:** 2.5M views of gifs and stickers

### Digital Marketing

- Planned and managed digital campaigns to support Global Entrepreneurship Week and MEIE online info session.
- Working with agency partners on digital campaigns for domestic recruitment for TRSM, MBA and Grad Studies.