

BOARD OF GOVERNORS
January 29, 2021
2:30 p.m. to 4:30 p.m.
Video and Teleconference
 Livestream: <https://youtu.be/QBcXtHGJtYs>

Time	Item	Presenter(s)	Action
2:30	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
2:50	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
END OF IN-CAMERA SESSION			
3:20	3. INTRODUCTION		
	3.1 Chair's Remarks	Tony Staffieri	Information
	3.2 Approval of the January 29, 2021 Agenda	Tony Staffieri	Approval
3:25	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	4.1 Opportunities Working Group: Digital Strategy	Brian Lesser	Information
4:10	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information
4:15	6. REPORT FROM THE INTERIM-PROVOST AND VICE PRESIDENT ACADEMIC	Saeed Zolfaghari	Information
4:20	7. DISCUSSION ITEMS		
	7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	David Porter	Information
	7.1.1 Introduction to the 2021-22 Budget Process	Mohamed Lachemi Saeed Zolfaghari Glenn Craney Joanne McKee	Information
	8. CONSENT AGENDA		
	8.1 Approval of the November 30, 2020 Minutes	Tony Staffieri	Approval

9. FOR INFORMATION

9.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information
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4:30 10. TERMINATION

NEXT MEETING OF THE BOARD – March 30, 2021

Index of Presenters

Board Members:

Mohamed Lachemi, President & Vice-Chancellor

David Porter, Chair of the Finance Committee

Tony Staffieri, Board Chair

Executive Group Members:

Glenn Craney, Deputy Provost and Vice-Provost, University Planning

Jennifer Grass, Assistant Vice-President, University Relations

Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer

Saeed Zolfaghari, Interim-Provost and Vice-President, Academic

Senior Management and Other Presenters:

Brian Lesser, Chief Information Officer

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.”

Ryerson University
President's Update to the Board of Governors
January 29, 2021



CONGRATULATIONS

Ryerson notables who were appointed to the Order of Canada on November and December 2020 include former presidents *Sheldon Levy* (as Officer) and *Brian Segal*; Chair of the Advisory Committee of the Centre for Labour Management Relations *Peggy Nash* (as Officer); honorary doctors *Martha Billes*, *Sally Horsfall Eaton*, and *Peter E. Gilgan* (as Officer); and Fashion Design alumna and guest lecturer Susan Keiko Langdon.

Ryerson notables who were appointed to the Order of Ontario on January 1, 2021 include *Sean Conway*, honorary fellow at the Centre for Urban Energy; Distinguished Visiting Professor *Hershell Ezrin*; honorary doctor *Hazel McCallion*; and Professor Emeritus of Law *Audrey Loeb*.

Three Ryerson professors have been awarded Tier 2 Canada Research Chairs. *Damien Lee* (Department of Sociology) has been named Chair in Biskaabiiyang and Indigenous Political Resurgence. *Reza Arani* (Electrical, Computer and Biomedical Engineering) is Chair in Smart Grid Cyber-Physical Security, and *Ali Tavallaei*, from the same department, is Chair in Systems and Devices for Cardiovascular Interventions. In addition, Prof. Anatoliy Gruzd (Information Technology Management) has had his Tier 2 CRC renewed; previously Chair in Social Media Data Stewardship, he is now Chair in Privacy-Preserving Digital Technologies.

Ryerson researchers' stellar work and exciting promise have resulted in the university's ranking first for research income growth among comprehensive universities—and first, by percentage, among all Canadian universities—in Research Infosource Inc.'s 2020 list of the 50 top research universities in Canada.

Yanique Brandford, an MSc candidate in Biomedical Physics, has won the inaugural Canada's Hero Award from poverty activism organization Global Citizen. The \$10,000 prize will support her work as co-founder of the non-profit organization Help A Girl Out (HAGO), which focuses on reducing period poverty (i.e., poverty associated with menstruation and the need for hygiene and sanitary products) in Canada and in developing countries.

The G. Raymond Chang School of Continuing Education, in collaboration with *Marketing and Creative Services*, won a Gold Crisis Management Marketing Award in the University Professional and Continuing Education Association (UPCEA)'s 2020 Marketing and Enrollment Awards. The award recognized The Chang School's Spring/Summer 2020 advertising campaign "This Way Forward" as having demonstrated a significant ability to pivot and "implement new plans during these testing times."

In the 2020 Philanthropy Awards held by the Association of Fundraising Professionals' Greater Toronto Chapter, Chancellor *Janice Fukakusa* was recognized as Outstanding Volunteer, and Assistant Vice-President, Engagement *Krishan Mehta* was named Outstanding Fundraising Professional.

PARTNERSHIPS

CITY OF TORONTO COVID-19 RESEARCH PROJECTS – On November 9, the City of Toronto announced its piloting of a partnership model for collaboration on research with Toronto's higher education institutions. Eight collaborative research projects related to COVID-19 are underway or have recently been completed; Ryerson is partnering (or has partnered) with the City on seven:

- 1) **The Association Between Socio-Demographic Characteristics and COVID-19 Incidence and Severity** – a partnership with Toronto Public Health
- 2) **Digital Access: Who is Underserved and Why?** – a partnership with the City's Technology Services Division and Humber College, Seneca College, the University of Toronto, and York University
- 3) **Low-Cost Decontamination Process for Disposable N95 Masks** – a partnership with the Office of Emergency Management and Toronto Paramedic Services
- 4) **Plausible Futures: What Economic and Labour Market Trends Might the City See Over the Next Three to Five Years?** – a partnership with the Economic Development and Culture Division
- 5) **Supply Disruption Risk for Personal Protective Equipment (PPE) Procurement** – a completed partnership with the Office of Emergency Management and York University, who together issued a report recommending changes to policies and procedures to offer better protection for City employees and the public
- 6) **Telework Study – GHG [greenhouse gas] Emission Impacts & Employee Performance** – a partnership with the Environment and Energy Division
- 7) **Toronto Ambient Air Quality Impacts from COVID-19** – a partnership with the Environment and Energy Division and the University of Toronto

SUZANNE ROGERS FASHION INSTITUTE – On November 18, the Edward and Suzanne Rogers Foundation announced a \$1-million gift to the Suzanne Rogers Fashion Institute (SRFI) at the Ryerson School of Fashion. The gift will secure funding for the institute for a further five years. The SRFI was founded in 2016 with an original gift of \$1 million from the foundation. It welcomes upper-year undergraduate students and recent graduates in fashion design with outstanding potential as fellows. They are given opportunities tailored to their education and professional needs, including master classes, mentorship, and funding to enter competitions and study abroad. The foundation's contributions to the institute together represent the largest contribution a donor has made in direct support of emerging fashion designers in Canada.

DEVELOPING SKILLS IN ATLANTIC CANADA – On November 25, the Future Skills Centre (FSC) announced two new partnerships to advance skills development in Atlantic Canada. College Transformation des Collèges is a two-year, \$3.45-million partnership with Atlantic Colleges Atlantique (ACA), which brings together the region's seven public colleges. The initiative will address labour shortages and skills gaps in priority sectors. It will establish a virtual innovation centre and focus on engaging with, and removing barriers to the participation of, underrepresented groups. The Early Childhood Education Lab is a 16-

month, \$900,000 partnership with NouLAB, a social innovation lab at the University of New Brunswick. With the support of the four Atlantic provinces' provincial governments, the project will analyze the early childhood education (ECE) workforce and aim to develop strategies to help daycare operators train and retain educators.

WORKERS AND THE LABOUR MARKET -- On December 14, the FSC announced a two-year, \$3-million partnership with Canada's Labour Market Information Council to help Canadians make informed decisions about work. Together, the organizations will create a cloud-based data repository with easy access to practical information about the shifting labour market. They will develop resources to offer guidance and career planning for workers, whether they are just entering the job market, in mid-career, or considering a change of career.

AEROSPACE RESEARCH – In December, Ryerson and business mobility and internet of things firm SOTI (Soft Object Technologies Incorporated) announced a five-year partnership in aerospace research and education. As SOTI launches its new aerospace division, it is investing \$2.5 million in Ryerson to lead research initiatives, as part of which it will support a research chair in the field. The division's research will focus on the use of small, autonomous aerial drones in healthcare (such as long-term care homes) and the search-and-rescue sector. Students in the Faculty of Engineering and Architectural Science (FEAS) and the Faculty of Science (FoS) will receive experiential learning opportunities including co-ops, internships, scholarships.

EVENTS AND INITIATIVES

EGERTON RYERSON TASK FORCE – On November 10, Ryerson announced the members of the Egerton Ryerson task force to examine the legacy of our university's namesake. Co-chairing the task force will be Joanne Dallaire, elder (Ke Shay Hayo) and senior advisor – Indigenous Relations and Reconciliation, and Catherine Ellis, Board member and professor of history. Task force members include professors T'hohahoken Michael Doxtater (Creative Indigenous Practices), Riley Kucheran (Design Leadership), Heather Rollwagen (Sociology), and Gerald McMaster (Tier 1 CRC in Indigenous Visual Culture and Curatorial Practice, OCADU); Indigenous Human Resources Lead, Recruitment and Retention Tracey King; former vice-president, academic Dennis Mock; president of the Ontario Black History Society Natasha Henry; liaison librarian Cecile Farnum; and students Tay Rubman (History) and Julia Spagnuolo (Urban & Regional Planning); as well as Amorell Saunders N'Daw (partner and equity, diversity, and inclusion lead at human resources firm Knightsbridge Robertson Surette) and Frank Walwyn (partner at WeirFoulds LLP).

NATIONAL GC NETWORK – On November 19, *Canadian Lawyer* magazine announced the launch of the National GC Network, which has been spearheaded by Julia Shin Doi, Ryerson's general counsel, secretary of the Board of Governors, and university privacy officer. The network comprises 13 racialized general counsel from Toronto and western Canada, who are embarking on a series of initiatives aimed at advancing equity, diversity, and inclusion within their organizations and beyond. The group plans to promote and provide educational opportunities for racialized lawyers as well as to arrange mentorship for people of diverse backgrounds.

EDWARD BURTYNSKY ARCHIVE – On November 24, the Ryerson Image Centre (RIC) announced a multi-year donation of archival photographs by world-renowned photographer and Ryerson alum Edward Burtynsky (Photographic Arts, '82). The RIC has received the first instalment, of 142 works dating from 1976 to 1989, some of which Burtynsky originally submitted to his Ryerson instructors in his student portfolios. Burtynsky credits his Ryerson instructor Ron Gooblar, who assigned him to photograph “evidence of man,” with prompting him to observe the world as if he were an alien, studying the relationship between humankind and the environment. This concept continues to influence his large-scale work today. The RIC has made 25 of Burtynsky’s early photographs public in a virtual gallery at ryersonimagecentre.ca/collection/the-edward-burtynsky-collection.

DAY OF REMEMBRANCE – On December 4, Ryerson community members participated in a virtual memorial for the National Day of Remembrance and Action on Violence Against Women. The event provided a chance to mourn the women killed in 1989 at L’Ecole Polytechnique in Montreal as well as women and girls who have been killed more recently. Their names were read aloud by Arianna Economou and Carol Wasef, co-presidents of Ryerson’s Women in Engineering Student Society. Farrah Khan, manager of the Consent Comes First office, spoke about how to support co-workers or students who may be subject to violence. Toronto poet Cassandra Myers gave a reading, and the event concluded with support and action breakout groups, including a room for “Men as Allies.” The memorial was hosted by Consent Comes First, the Faculty of Engineering and Architectural Science, Student Affairs, CESAR, Human Rights Services, OVPECI, and Ryerson Athletics and Recreation.

LEGAL INTERVENTION IN MAJOR CASES – Between December 16 and 23, the Centre for Free Expression was granted the right to intervene as a friend of the court in three major court cases—two before the Supreme Court of Canada and one before the Ontario Court of Appeal. The latter case, Canadian Federation of Students v. Ontario (Colleges and Universities), is an appeal of the Divisional Court’s decision to quash the Ontario Cabinet’s directive to allow college and university students to opt out of ancillary fees. The Supreme Court cases are Canadian Broadcasting Corporation v. Her Majesty the Queen, et al., which concerns courts’ discretionary publication bans of evidence, and City of Toronto v. Attorney General of Ontario, an appeal of the decision that found the Ontario government could unilaterally alter Toronto city council seats and boundaries during an election.

from the President’s Calendar

November 9, 2020: For the online announcement of the City of Toronto’s new research partnership model with Toronto’s higher education institutions, I delivered remarks about how both students and GTA businesses will benefit.

November 9, 2020: I met online with professors and instructors in the Faculty of Arts, checking in on how they are dealing with the challenges posed by the pandemic.

November 10, 2020: Along with other Ryerson leaders, I participated in a session led by Senator Wanda Bernard on anti-black racism.

November 10, 2020: I had an introductory meeting with Sandeep Goel, president & CEO of ICICI Bank Canada to discuss the potential for collaboration between our institutions.

November 10, 2020: I met with Naveed Mohammad, president and CEO of the William Osler Health System, to discuss potential partnership related to health care in Brampton.

November 10, 2020: I participated in a Universities Canada online meeting with Deborah Paul, Canada's ambassador to Vietnam, about international student recruitment and opportunities in the country.

November 11, 2020: I attended Ryerson's virtual Remembrance Day ceremony, for which I had pre-recorded remarks encouraging all community members to reflect on and remember all those affected by wars and conflicts around the world.

November 12, 2020: I met online with members of the Ryerson International team, checking in on how they are dealing with the challenges posed by the pandemic.

November 12, 2020: For the launch of Ryerson's Strategic Vision, I was pleased to participate in a panel discussion online with Dean of the Faculty of Community Services Lisa Barnoff; Vice-Provost, Students Jen McMillen; and Chief Human Resources Officer Jenny O'Donnell.

November 17, 2020: I was pleased to attend the virtual Graduation Celebration for members of the Class of Fall 2020, for which I had pre-recorded remarks.

November 17, 2020: I had an introductory online meeting with Abdul Hameed, consul general of Pakistan in Toronto, exploring opportunities for future partnership.

November 17, 2020: I met online with Ryerson honorary doctor and former Department of History faculty member Margaret MacMillan to discuss Ryerson's task force on the legacy of Egerton Ryerson.

November 17, 2020: I met online with provincial Associate Minister of Small Business and Red Tape Reduction Prabmeet Sarkaria to continue our discussion about Ryerson's presence in Brampton.

November 18, 2020: I participated in a Universities Canada online meeting with Marco Mendicino, Canada's minister of Immigration, Refugees and Citizenship. We discussed the federal government's plans for helping bring international students to Canada.

November 19, 2020: I attended a virtual meeting of the Empire Club of Canada, during which Associate Minister Sarkaria spoke with Lisa Raitt, former deputy leader of the federal Opposition and now vice-chair of global investment banking at CIBC Capital Markets, about the impact of the pandemic on small businesses in Ontario.

November 19, 2020: I attended a meeting organized by the McConnell Foundation about the role of universities in engaging with and supporting their local communities.

November 19, 2020: I participated in a Universities Canada online meeting with Peter MacArthur, Canada's ambassador to The Philippines about international student recruitment and opportunities in the country.

November 20, 2020: I met online with faculty members in Urban and Regional Planning, checking in on how they are dealing with the challenges posed by the pandemic.

November 22, 2020: I attended OCAD University's online gala "A Virtual Happening," which celebrated former president and vice-chancellor Sara Diamond.

November 23, 2020: I attended FCAD's annual SRC showcase RUBIX, which was hosted virtually this year and featured 38 innovative projects from faculty members pushing boundaries in creative industries, design, and media.

November 24, 2020: I had an introductory meeting with Adam Nanjee, managing director, Canada and global FSI lead at Microsoft, to discuss opportunities for collaboration with Ryerson.

November 24, 2020: I met online with faculty members in the Department of History, checking in on how they are dealing with the challenges posed by the pandemic.

November 25, 2020: I had an introductory meeting with André Roy, president of the Université de l'Ontario français.

November 25, 2020: I was a panellist for The Canadian Urban Institute (CUI)'s event "Cities in the Time of COVID-19: What is the future of universities in cities?" In a discussion moderated by the CUI's president and CEO, Mary Rowe, I, along with University of Toronto President Meric Gertler and MacEwan University President and Vice-Chancellor Annette Trimbee, spoke about post-pandemic changes in curricula and business models in academia, and universities' role in rebuilding cities.

December 1, 2020: I was pleased to deliver remarks at an online commemoration of the life of Ryerson supporter George Vari (Honorary Doctorate '07), who passed away in December 2010. I had the opportunity to thank his wife, Helen Vari (Honorary Doctorate '17), of the George and Helen Vari Foundation, for her generosity and commitment to Ryerson engineering students.

December 1, 2020: I delivered remarks online to a cohort of Ryerson students participating in the last session of their 11-week holistic Thriving in Action program. I emphasized the university's support for them as they balance academic and other demands and encouraged them to use what they have learned in the program to attain their dreams.

December 1, 2020: Along with Assistant Vice-President, University Relations Jennifer Grass, I met online with Lisa Raitt to further Ryerson's ongoing conversation and working relationship with her, which began when she was in politics.

December 2, 2020: I attended the 2020 Philanthropy Awards ceremony hosted online by the Association of Fundraising Professionals' Greater Toronto Chapter, during which Janice Fukakusa and Krishan Mehta received awards.

December 2, 2020: I delivered introductory remarks at the virtual event Motivate to Create, which was organized by fourth-year RTA School of Media student Eunice Yeung, as a way to encourage students to remain motivated and positive. I offered the students advice about finding support and pursuing innovation as a tool to enrich their lives.

December 3, 2020: I met online with faculty members in the Department of Mechanical and Industrial Engineering, checking in on how they are dealing with the challenges posed by the pandemic.

December 3, 2020: I participated in a Universities Canada online meeting with Marcel Lebleu, Canada's ambassador to Colombia, about international student recruitment and opportunities in the country.

December 3, 2020: Along with Jennifer Grass and Deputy Provost and Vice-Provost, University Planning Glenn Craney, I met online with Naveed Mohammad and Ann M. Ford, executive vice-president, strategy and corporate services with the William Osler Health System, to discuss potential collaboration on healthcare education.

December 4, 2020: For Ryerson's virtual memorial for the National Day of Remembrance and Action on Violence Against Women, I delivered introductory remarks about the tragic focus the pandemic has placed on gender-based violence. I reiterated Ryerson's commitment to addressing and preventing violence against women.

December 4, 2020: I participated in a regular online meeting of the executive heads of the Council of Ontario Universities (COU).

December 4, 2020: As a member, I participated in a meeting of the advisory committee of the accelerator OneEleven.

December 7, 2020: Along with a small group of executive heads from Universities Canada, I participated in an online meeting with Sean Fraser, parliamentary secretary to the ministers of finance and middle class prosperity and associate minister of finance, during which we discussed aligning Universities Canada's priorities with those of the federal government.

December 7, 2020: I met online with Ryerson librarians, checking in on how they are dealing with the challenges posed by the pandemic.

December 7, 2020: I participated in a Universities Canada online meeting to go over the results of the organization's survey on Indigenous education and reconciliation, and to discuss strategy for Indigenizing the academy.

December 8, 2020: As a member, I participated in an online meeting of the National Research Council.

December 8, 2020: Along with other Ryerson leaders, I participated in an online meeting with representatives of Navitas to discuss COVID-19's global impact on student mobility.

December 9, 2020: I chaired an online meeting of Ryerson's Opportunities Working Group.

December 9, 2020: I had an introductory online meeting with Adam Kassam, president-elect of the Ontario Medical Association, to discuss Ryerson's vision for healthcare education.

December 10, 2020: I had an introductory meeting with representatives of developer Concord Pacific to discuss collaboration on real estate and capital development.

December 10, 2020: I met online with representatives of Navitas to discuss opportunities to serve international students overseas.

December 14, 2020: Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met online with Steve Gupta, founder and chairman of developer The Gupta Group to discuss fundraising.

December 15, 2020: As a cabinet member, I attended a regular online meeting of the United Way Campaign Cabinet.

December 15, 2020: At a joint online meeting of the executive group and the academic planning group, I delivered remarks welcoming guest speaker Paul LeBlanc, president of Southern New Hampshire University and board chair of the American Council on Education, who gave us his informed perspective on the present and potential future of online education.

December 17, 2020: I met online with faculty members from the Department of Architectural Science, checking in on how they are dealing with the challenges posed by the pandemic.

December 17, 2020: Along with other Ryerson leaders, I participated in an online discussion with representatives of Deloitte about organizational agility and flexibility, and the future of work at Ryerson.

December 18, 2020: I welcomed David Piccini, parliamentary assistant to Ross Romano, Ontario minister of colleges and universities, to campus for a walking tour of Ryerson, which we filmed to echo the province's announcement of its investment in capital funding for colleges and universities. Ryerson will receive \$16 million through 2022–23 for renewal, maintenance, and repairs of facilities and buildings.

December 18, 2020: I chaired a regular online meeting of the board of directors of COU Holding Association Inc.

December 18, 2020: Along with Vice-President, Administration and Operations Deborah Brown and Assistant Vice-President, Facilities Management and Development Glenda Mallon, I met online with the leadership of real estate developer Fengate to discuss potential partnership in capital project development.

December 21, 2020: As incoming co-chair, I participated in an online information session about the Tri-Agency Institutional Programs Secretariat's Advisory Committee on Equity, Diversity, and Inclusion Policy (ACEDIP).

December 22, 2020: As a founding member, I participated in an online meeting of the Coalition of Innovation Leaders Against Racism (CILAR).

December 23, 2020: Along with Co-Founder and Executive Director of the Ryerson Leadership Lab Karim Bardeesy, Chang School Dean Gary Hepburn, and Glenn Craney, I met online with Mitchell Davidson, executive director of the StrategyCorp Institute of Public Policy and Economy, to discuss the future of microcredentials in Ontario.

BOARD OF GOVERNORS
January 29, 2021

AGENDA ITEM: Digital Strategy

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

The Digital Strategy project is one of four projects to come out of the Opportunities Working Group. Led by the Chief Information Officer, the Vice-President, Research and Innovation, and the Chief Librarian, the Digital Strategy project aims to develop a university-wide digital strategy that aligns with Ryerson's strategic plans, values and priorities.

BACKGROUND:

The Opportunities Working Group was created in April 2020 in response to the pandemic. The objective of the group is to identify opportunities and key partnerships to advance the university in the context of the challenges that the pandemic presents, and to create strategies to support these new opportunities. The Digital Strategy project is one of four priority projects of the Opportunities Working Group.

PREPARED BY:

Name: Nina Elmazaj, Manager, Special Projects, Office of the President
Date: January 22, 2021

APPROVED BY:

Name: Mohamed Lachemi, President and Vice-Chancellor
Date: January 22, 2021

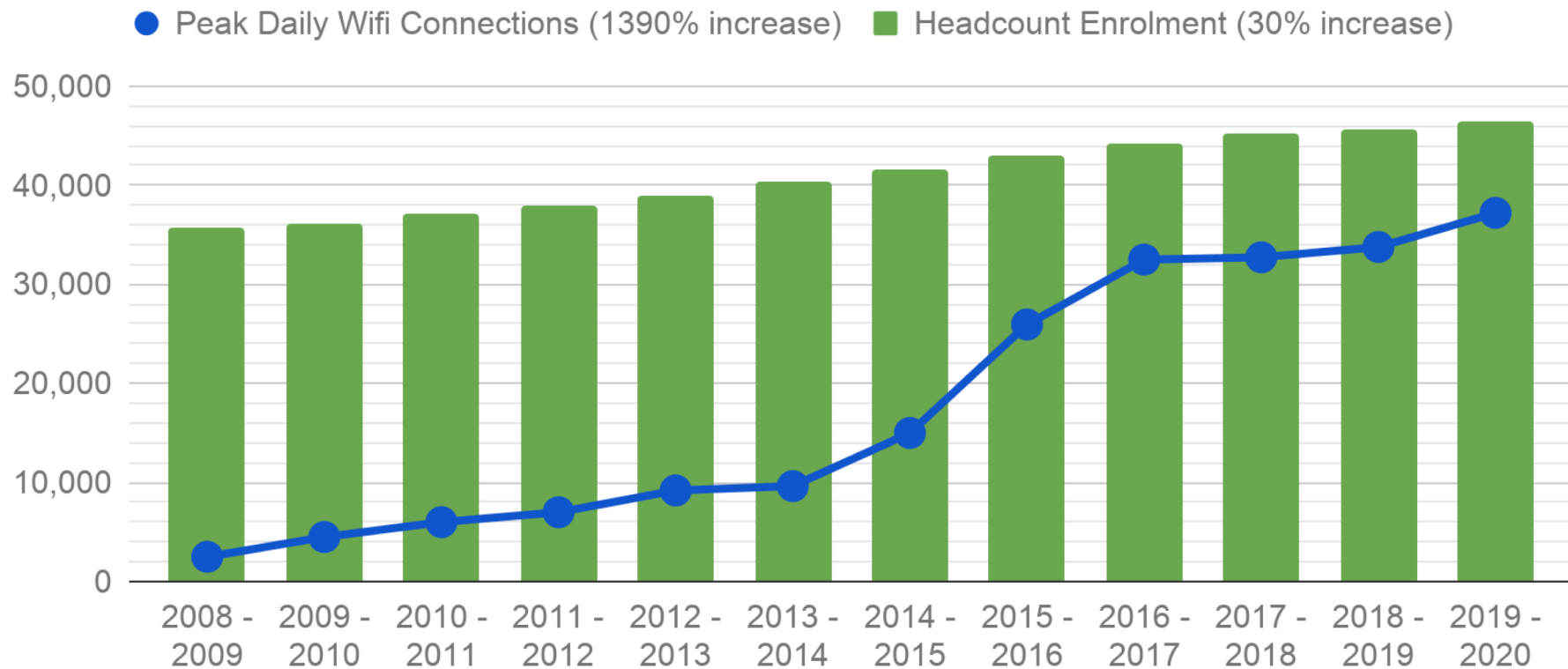
Digital Strategy consultation update

Brian Lesser, CIO, Carol Shepstone, Chief Librarian, Steven Liss, VPRI

Digital strategy consultation - pre pandemic

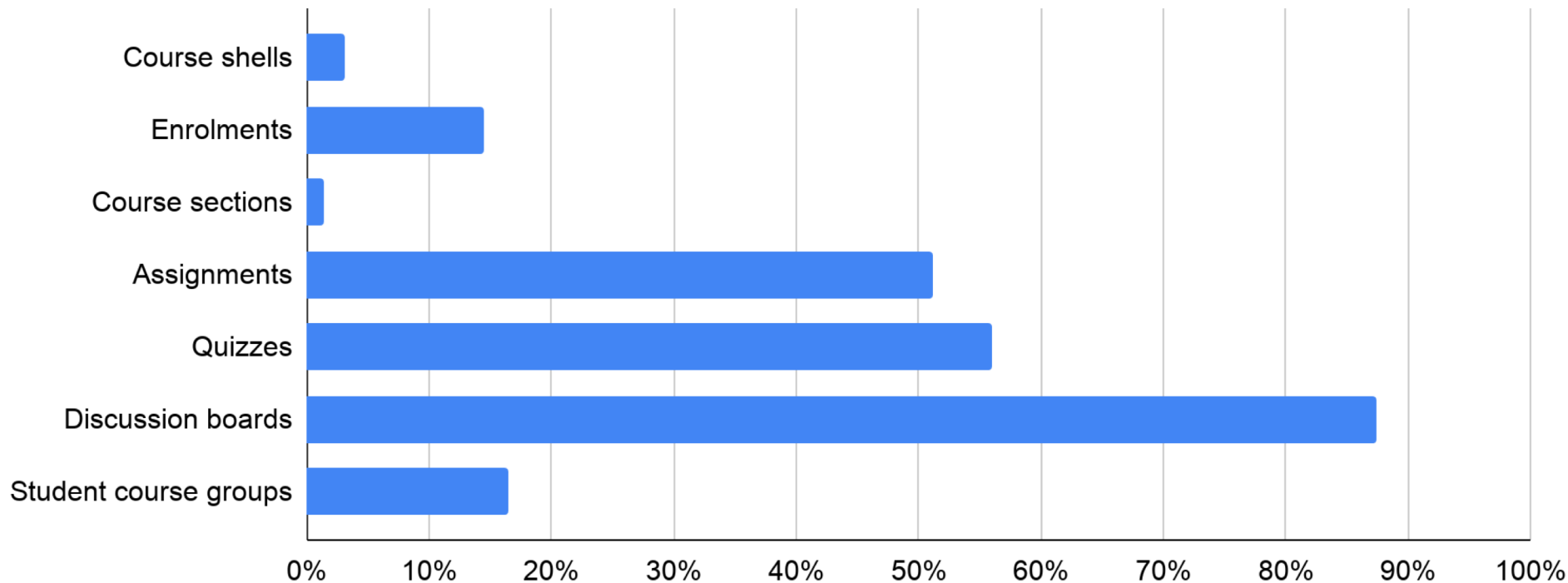
- Better align IT to the strategic plans of the University:
 - Academic Plan and the academic plans of our faculties
 - Strategic Vision 2020 - 2023
 - Strategic Research Plan
 - International Strategy
 - Campus Master Plan
- Strategy and framework for IT planning, decision making, investments, etc.

Pervasive digital services & investments

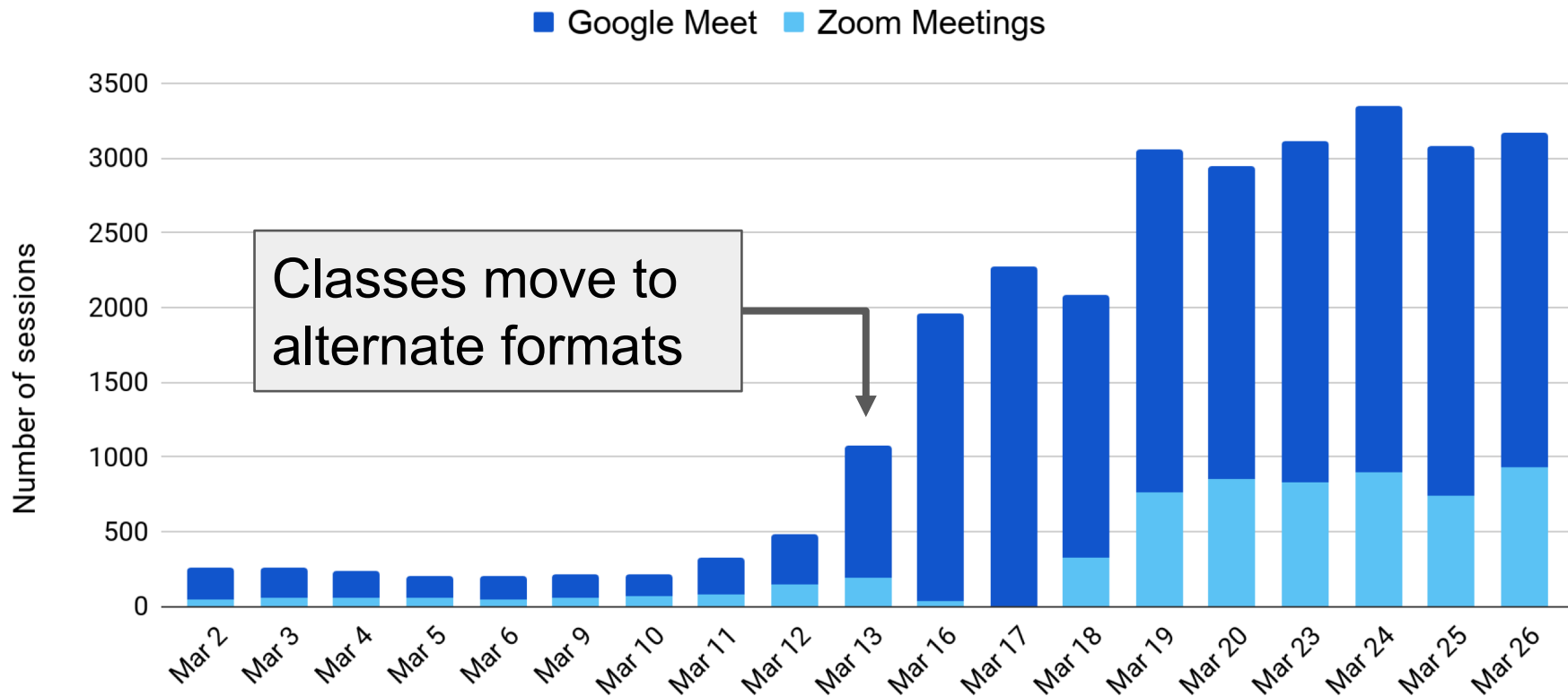


The pandemic further intensified use of IT

Increases in Learning Management System Usage Fall 2019/2020



Scalability in the cloud



Pandemic response

Paused the consultation (March - June)

The pandemic added a new short-term focus:

1. **Short term** improvements that make things better during the pandemic.
2. **Longer term** strategic plan that aligns with the academic plan and Ryerson's values and priorities.

Collecting “digital moments”

A digital moment is when someone reflexively turns to a system to do something. The idea of a digital moment is to capture the intent of the person at that moment and to think about an activity / task / process or event that occurs today and imagine what it should look like in the future.

Analysis of digital moments

A digital moment is an event that triggers a series of cascading actions and data exchanges across a network of people, organizations and things to achieve a singular objective.

Taken together they can help us plan the introduction and integration of new systems and improvements in existing systems.

Digital moment - RFA Faculty Annual Reports

"Instead of having to update CV on different digital platforms (CCV, Ryerson CV, Google Scholar, OrcID profile), it would be great to use a single entry point like CCV or OrcID that can be easily imported (automatically) when submitting RFA annual report."

Digital moment - Grade revision

"Many times we run around the university trying to get signatures. It is especially stressful for students when the process involves something critical, like grade revisions. Tools like DocuSign help but need to be used more widely across the university."

Note: "INC" grade revisions went online in December 2020.

Themes so far

- Don't make me enter the same data more than once (especially into different systems).
- Operational efficiencies are needed - too much manual work (via email) to accomplish simple tasks. Efficiencies are possible in many areas using Google Workplace with a modest effort or with add-on tools (workflow for approvals, data analysis, etc.)
- Governance - providing better information for IT decision makers
- Education and training - people are not aware of what is available

Fall term actions

- Expansion of the library's digital collections (1,500 full text journals, over 10,000 ebooks, 42,000 streaming videos, etc).
- Better manage and mature the security of the Google Cloud Platform
- Focus on more effective ways to use Google Workspace
- Investigating adding document approval and workflow support in Google Workspace
- Working towards replacing Ryecast with a more capable video capture and streaming service.

Strategy development

- Complete consultation - in the summer if possible
- Draft strategy in the fall term for community review:
 - Student experience
 - Scholarly, research and creative (SRC) activities
 - Learning and teaching
 - Enterprise services
 - Cybersecurity
- Other areas of focus: IT Governance, accessibility, supporting flexible work.

Questions / suggestions / discussion



MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer; Eunkyung Josie Lee, Director, Administration and Governance; Vidya Luckiram, Governance Coordinator

Subject: Report from the Secretary

Date: January 29, 2021

1. Governance Essentials Training: Marketing and Advancement

Thank you to Jennifer Grass, Assistant Vice-President, University Relations, for providing an overview of Ryerson's brand and marketing strategies on January 19, 2021. Thank you also to Ian Mishkel, Vice-President, University Advancement for presenting Ryerson's fundraising history and goals and priorities of the advancement portfolio on January 19, 2021. The materials from the training sessions are posted on Diligent.

2. Updated Board and Committee Meeting Dates

The Board and Committee meeting dates for the 2020-2021 Board year have been revised so that no meetings are scheduled on Fridays pursuant to the Ryerson Recharge initiative. The revised list of Board and Committee meeting dates for the 2020-2021 will be emailed to all Board members and posted on Diligent.

3. Diligent available on Desktop and Devices

The Diligent Boards Web Director platform provides access to Board and committee materials from any web-connected device using an updated and streamlined web interface. To access the online platform, please go to <https://web.diligentboards.com> in a Chrome, Edge Chromium, Safari, or Firefox browser. When you login for the first time, enter Ryerson University's site name (ryersonuniversity) followed by your login credentials. You will be prompted to update your email address and complete the security questions. An email will be sent to that address containing a six-digit security code to enter in the field that appears. Once the code is entered, you will be redirected to the Current Books hub. Diligent Customer Support is available twenty-four (24) hours a day, seven (7) days of the week: 1-866-262-7326.

BOARD GREETINGS

I extend my best wishes for a happy new year to the Ryerson Board and community. Even though we remain apart, it is important for us to stay as connected as possible. This term, we will build on the strong foundations we laid in 2020.

Units across campus are working individually and together to assess and deliver the support students need to thrive in these challenging times. We will continue to offer engaging educational experiences and research opportunities, to find creative ways forward in alignment with the province's evolving learning and teaching guidelines, and to fulfill our commitments, including the cultivation and protection of wellbeing and the advancement of Indigenous initiatives. We also continue to plan for welcoming students, faculty and staff back to campus, as well as for bringing new students to our community when it is safe to do so.

Winter 2021 Academic Program Delivery – Due to the lockdown that went into effect in November, all classes that were able to move to a virtual format this semester are now being taught remotely. Any experiential learning opportunities that can take place remotely are also being offered in this format. In compliance with provincial guidelines, exceptions were only made if the work could not be reproduced virtually (e.g. with nursing and midwifery clinical labs). Where in-person instruction is required, but a student does not feel safe coming to campus, plans to provide alternatives to meet course requirements are being made. SRC activity continues to move forward, as appropriate.

Ultimately, students are advised not to come to campus and should only be on site as required for the completion of their studies. Faculty members and contract lecturers who have been using their campus offices for teaching activities are being asked to work from home.

Supporting Students – During the fall term, the Ted Rogers School of Management (TRSM) ran a pilot program that connected advisors with students who were at risk of not completing their studies. As a result, 83 students who had short-term withdrawals or had failed to enrol in fall/winter courses eventually enrolled in W21 courses.

The Yeates School of Graduate Studies (YSGS) has provided more than 200 Graduate Student Tuition & Ancillary Fee Vouchers for students who have experienced mental health challenges, lab closures, lack of access to study space, and increased familial demands during the pandemic.

Ryerson's COVID-19 readiness plan was approved by the federal and provincial governments in the fall term, allowing international students to return, or to begin their journey to Canada for study. The plan specifies how Ryerson will engage and support students proactively as they navigate travel and quarantine requirements. Further, International Student Support has collaborated with the Registrar's

Office to survey over 3,100 international students about their location and potential travel plans, and will make services available to support incoming students as they navigate the process of coming to Canada.

The Ryerson Library has calculated that between fall 2018 and the end of 2020, its rollout of Open Educational Resources (OER)—which are openly licensed and published on Library created and hosted platforms—has saved students approximately \$375,000 in textbook costs. The Library's OER infrastructure and publishing programs continue to grow in line with virtual delivery.

In November, Ryerson responded quickly to an electrical fire at the Neill-Wycik co-op apartment building on Gerrard St. E, a source of off-campus student housing. Within 24 hours, an emergency response team contacted over 150 students to assess impact and support needs. Nearly 30 students received emergency bursaries, and over 60 were housed and fed temporarily at no cost, with Daphne Cockwell Complex (DCC) and Sheldon & Tracy Levy Student Learning Centre (SLC) hours extended to provide safe study space.

Indigenization – In November, under the direction of Professor Lynn Lavallee, Indigenous Resurgence within the Faculty of Community Services (FCS) launched a new website at ryerson.ca/fcs/indigenous-resurgence. Intended to support Indigenous students, faculty and staff, it includes news, event listings, a blog about Indigenous matters in academia, information on student awards and placement opportunities, and curriculum ideas and sources to support research.

The Fashion Zone's Indigenous Fashion Support program ran its first cohort in the fall term and garnered media mentions, government interest, and industry partnership requests. The Zone has begun discussions with EntrepreNorth to Indigenize programming.

The Chang School has hired a new Aboriginal Research Officer to support the research required for the review of the Certificate in Aboriginal Knowledges, and the new certificate in Training for Child and Youth Mentors in Aboriginal Communities.

Chang School Enrolment – Continuous learner enrolment at the Chang School grew for the first time in a fall term since 2017; this growth was very strong, up by more than 9%. Part-time program course enrolment also grew by 14%, however full-time undergraduate program enrolment in Faculty-aligned courses declined by 8%. This is likely a result of the Faculties offering a similar remote delivery method as the Chang School and, therefore, decreasing differentiation.

CONGRATULATIONS

In Corporate Knights magazine's Better World MBA rankings, *TRSM's* Bachelor of Commerce (BComm) program was ranked #1 in Canada, and its MBA program was ranked #3 in Canada and #8 globally. Rankings are based on five factors: sustainability-focused articles published by faculty in peer-reviewed journals, citations from those articles, core courses incorporating sustainable development topics, research institutes and centres focused on sustainable development, and gender and racial diversity among faculty.

JeRI: The Journalism Representation Index, a project run by professors from the School of Journalism and the Department of Computer Science, has received funding through the Google News Initiative's competitive Innovation Challenge. Powered by an AI "brain," JeRI will analyze news stories and their sources to determine whose voices are being heard and whose are not in an effort to hold journalists and newsrooms accountable.

School of Interior Design professor *Stephanie Davidson* won the award for Best Presentation given in the Interior Design Educators Council's symposium *Teach to Reach*, which was held virtually on September 25, 2020. Her presentation "99 Rooms: Drawing from Home" was based on her teaching of the course Introduction to Digital Communication in winter 2020, during which she helped students adapt to remote instruction by encouraging them to use rooms from their homes as case studies whose distinctive features they examined critically.

PARTNERSHIPS

TechTalent Accelerator – In partnership with the Computing Technology Industry Association (CompTIA), Ryerson has launched an initiative to help students from all faculties gain experience in the technology industry. The TechTalent Accelerator, which has received funding from the Ontario Ministry of Labour, Training and Skills Development, will run two programs: ExploreTech and ExperienceTech, both of which will launch in February 2021. The former will be open to all students and will include seminars on innovation and access to the annual 45-hour team-based hackathon HackTech. The latter is a training and internship program open to students in the final year of their undergraduate or graduate programs. It offers four training modules, a two-day job shadow at collaborating technology companies and an internship lasting at least four months. Companies that have partnered with the accelerator include AMD, Benchmark, Cisco, CompuCom, Cybersecurity Compliance Corp., Datex, Hewlett Packard, Intel, Lenovo, ProServeIT, Veritas and The Winning Practice.

#Lights-On – Ryerson University's School of Creative Industries at the Faculty of Communication & Design (FCAD) has partnered with the Toronto Arts Council and the Toronto Arts Foundation to create the initiative #Lights-On: Recovery and Reboot in Live Entertainment. It brings together leaders and experts from a wide range of fields to help Toronto's live entertainment sector recover from the devastating impact of the pandemic. On November 12, as part of its outreach activities, #Lights-On announced the release of a guide for the safe reopening of live entertainment venues. Accessible online at [lights-on.guide](#), it is designed to help venue managers and organizers develop procedures specific to their venues for lowering the risk of transmission among staff, artists and customers. The guide will be continually updated to reflect changes to legislation and public health recommendations.

LED Printer – Ricoh Canada has installed a Pro TF6250 flat-bed UV LED printer in the Creative Technology lab at FCAD, where it is available for use by students throughout the faculty's 26 programs. The device is able to print images of up to 2.5 metres by 1.3 metres on a range of material up to 110 millimetres thick, including glass, metal, wood and foam core. Originally designed for businesses creating décor, graphics and signs, the printer will be integrated into FCAD's Graphics and Communications Management curriculum. Other potential uses include printing set backgrounds for the

School of Performance, archival prints for the School of Image Arts and interior finishes for the School of Interior Design. FCAD will be collaborating with Ricoh on workshops about applications for the printer.

EVENTS AND INITIATIVES

Two Women In Power – On November 26, the Ryerson Democracy Forum and Women in the House program co-hosted the event “Two Women in Power: How They Made History,” featuring former premiers Kathleen Wynne (Ontario) and Rachel Notley (Alberta), who spoke virtually with host and Ryerson visiting practitioner Martin Regg Cohn. The former premiers, both of whom remain Members of Provincial Parliament, addressed questions including systemic problems with gender imbalance in politics, the ways women premiers have worked together to help achieve common goals, and reasons why women seem to be more likely than men to continue representing their local constituents after losing elections as leaders—whether out of dedication or perhaps, as Premier Notley suggested, being “guilted into” staying.

Industry Challenge Awards – On December 3, the Ryerson Venture Zone in Brampton held its inaugural Industry Challenge Awards Event, showcasing the top health and wellness innovations being devised by the Zone’s startup teams. Hosted by ET Canada Entertainment reporter Sangita Patel, the online event featured a keynote speech by Sonny Kohli, co-founder and chief medical officer of healthcare platform Cloud DX. Brampton Mayor Patrick Brown gave out a total of \$20,000 in awards to the top three teams, as determined by judges from industry and community partners. First prize (\$5,000 cash plus \$5,000 in business reimbursements) was won by MedaKi, which organizes same-day delivery of over-the-counter products from pharmacies.

Land Defenders and the Ransom Economy – On December 9, in partnership with North American social justice organization The Leap, Yellowhead Institute hosted the virtual event “The Ransom Economy: What #ShutDownCanada Reveals About Indigenous Land Rights.” Hosted by Geography and Environmental Studies Acting Professor Anne Spice, the panel discussion was moderated by Leap co-founder Naomi Klein and featured Indigenous land defenders Kanahus Manuel, Suzanne Patles, Molly Wickham and Skyler Williams. Together, they discussed international Indigenous human rights, injunctions, the criminalization of land defenders, the uncertainties of Canadian claims to land and sovereignty, and strategies for achieving Indigenous self-determination.

BOARD OF GOVERNORS MEETING
January 29, 2021

AGENDA ITEM: Introduction to the 2021-22 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 2021-22 budget process.

BACKGROUND:

The presentation provides an overview of the 2021-22 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 20, 2021

APPROVED BY:

Name: Saeed Zolfaghari, Interim Provost and Vice President, Academic

Date: January 20, 2021

2021-22 Budget Process

Board of Governors
January 2021

**Ryerson
University**



Context – Budget Process

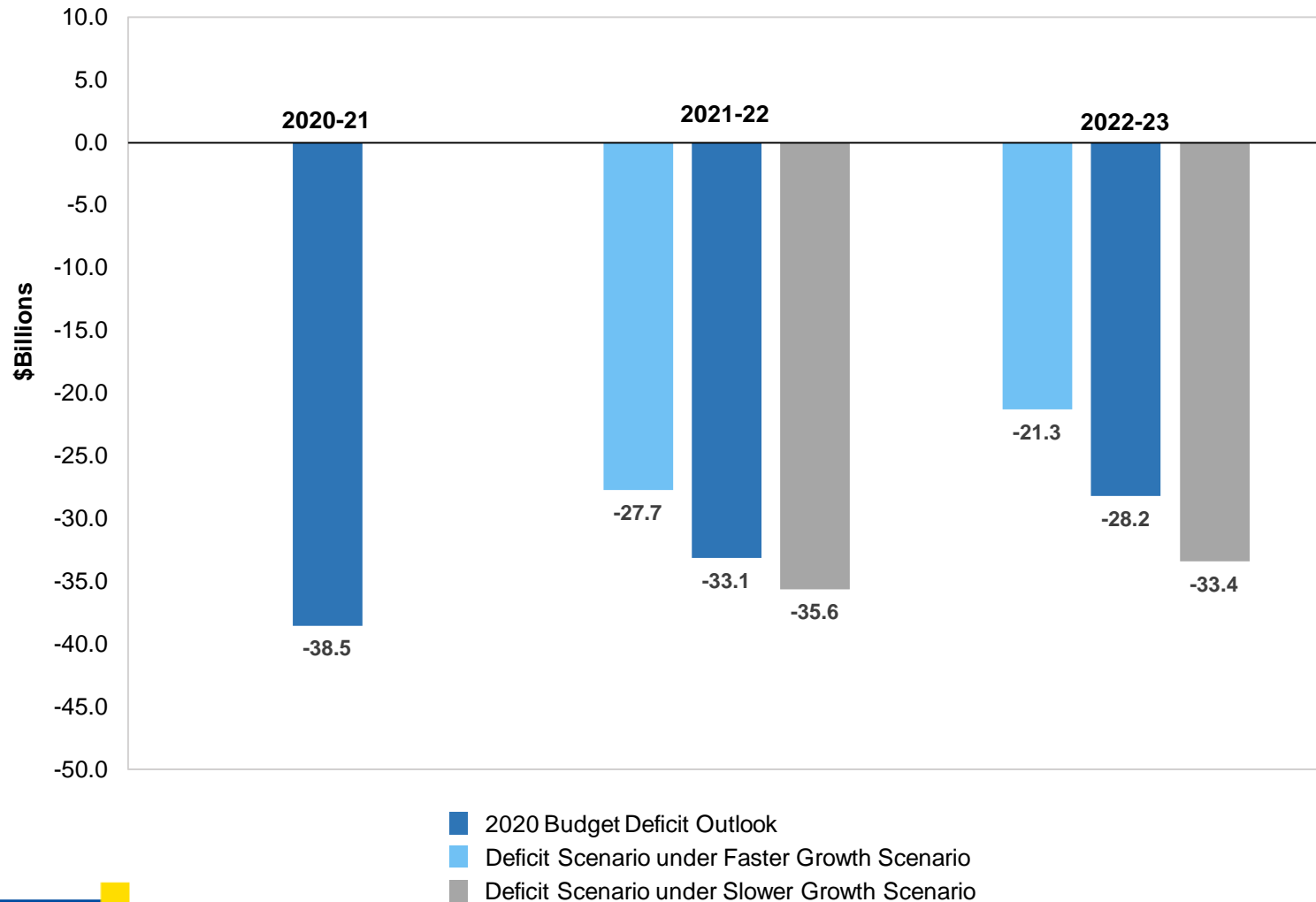
- 2021-22 Budget process begins in a constrained fiscal environment:
 - Tuition fee framework is uncertain
 - No new domestic spaces from the province
 - Continue to build international spaces in a challenging environment
- Management is developing a plan to deliver a balanced budget that focuses on 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: 2020 Ontario Budget

- Focused on the response to COVID19
- \$45 billion in support over three years to support 3 key themes – Protect, Support & Recover
- Small investments in postsecondary, no cuts for 2020-21
- \$38.5B budget deficit projected for 2020-21 and \$33.1B for 2021-22



Provincial Context: 2020 Ontario Budget



2021-2022 Budget Time Lines – 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

2021-2022 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 daytime, 1 evening)
 - Meetings with student members of the Board
 - Meetings with RSU and CESAR
 - Meetings with union representatives

Budget Principles – Strategic

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



Marketing & Communications

Monthly Metrics & Reach



November 2020

Media Relations

- Supported the RIC in pitching media on Edward Burtynsky donation, securing coverage with the Toronto Star, Canadian Press (which was then picked up by 75 media outlets), and CBC Radio.
- Media trained Catherine Ellis and Joanne Dallaire, co-chairs of Egerton Ryerson Task Force.
- Provided media relations support to Future Skills Centre as it announced NouLAB was joining Atlantic Canada partners to enhance skills training. Secured coverage in Academia, Huddle and Education News.
- Secured coverage in Betakit for iBoost on new program to help commercialize deep tech research.
- Pitched and promoted the P.J. Patterson, Jamaica's sixth prime minister, memoir launch for Alumni Relations.
- Conducted media outreach for the Faculty of Arts "IID panel: The day after - Making sense of the U.S. election" securing coverage on 980 CFPL Global News Radio.
- Generated extensive media coverage by pitching Ryerson faculty experts on various breaking news topics including the U.S. election and its impact, Donald Trump's campaign lawsuits, the Ontario budget, COVID-19 zones, lockdown changes and vaccine announcements.

Publications

- Ryerson Today published 13 editions in November
- Most clicked edition, at 44.5%, was the Nov. 23 issue with a community update on new lockdown restrictions and how they affect campus.
- Most clicked story was 'Members announced for Presidential Task Force' with 1,495 clicks.
- November 16 was a special edition on Access to education, from the Provost office.
- Work on Winter 2021 edition of Ryerson University Magazine continued.

Marketing

- Finalized the Strategic Vision Plan (print and digital experience) and worked, in collaboration with Central Communications, on a video and visuals for the virtual launch event (Nov. 12).
- Worked with International Enrolment on the development and execution of a new recruitment campaign. The Awareness phase launched Nov. 30 and the Recruitment phase, which will target 10-15 countries, launches Feb.
- Wrapped Law Recruitment campaign (ran Aug. 20 to Nov. 1). Results were very positive and contributed to a significant increase in applications for Ryerson Law.
- Developed creative for OVPRI Globe and Mail print ad announcing Ryerson's two recent Royal Society of Canada honourees (Nov. 27).
- Activated platinum sponsorship for Toronto Region Board of Trade Transportation Summit (Nov. 25),



which included panel moderator Cherise Burda from City Building Ryerson.

- Led Brand Positioning project for the Faculty of Law to help develop their Mission, Vision, Key Message and Differentiators.
- Developed and kicked off the Chang School Winter Campaign focused on adult learners and undergraduates. Also created a digital campaign for Chang School to target adult learners in Calgary (set to launch Dec.).
- Created retargeting assets for TRSM MBA Campaign.
- Finalized design of the YSGS 2020 Viewbook.
- Completed templates/assets for the Ryerson Venture Zone's new brand/identity.
- Created a Remembrance Day Virtual Ceremony video for the Ryerson community.
- Working with University Advancement on the development of a Year-End Campaign, focused on increasing donations to support student mental health (kicks off Dec. 1).

Website

- Comparing November 2019 to November 2020, the website experienced a drop of 2.4% in visits, a drop of 2.9% in pages viewed, but a slight increase in visitors by 0.6%.

Social Media

- **Facebook:** Gained 374 fans to reach 78.2K. Most engaging post was a fall campus photo gallery.
- **Instagram:** Gained 381 followers to reach 35.4K. Most engaging post featured a red and pink sunset in the Ryerson neighbourhood.
- **Twitter:** Gained 77 followers to reach 59.4K. Most engaged-with tweet was a comms announcement about the Neill-Wycik fire.
- **LinkedIn:** Gained 2,298 followers to reach 252K. Most engaging post was about Ryerson being one

of the first Canadian universities to adopt a name pronunciation tool.

Digital Marketing

- Launched (and managing in-house) the International Enrolment Office large-scale international undergraduate recruitment campaign and the digital campaign for Advancement's Giving Tuesday and Year-End Giving. Also launched a short event campaign for Arts.
- Continued working with agency partners on the Reputation campaign, The Chang School's winter enrolment campaign including a Calgary campaign and an info session campaign, YSGS recruitment campaign, TRSM's BComm recruitment campaign and the MBA recruitment campaign.
- Created online dashboards and analytics reports for various campaigns and clients.
- Facebook advertising continues to require many hours of troubleshooting across most campaigns for the digital team.

Marketing & Communications

Monthly Metrics & Reach



December 2020

Media Relations

- Pitched feel-good story about Social Venture Zone start-up MusicShare's program to support socially isolated seniors. Secured interviews and coverage with CTV News, CJBK AM London, Zoomer. Magazine, Zoomer radio and CJRU The Scope at Ryerson.
- Created and distributed media pitches on CERC's new report indicating that Canada ranks fourth in the world for immigrant-friendly policies. Obtained coverage in the Globe & Mail, Toronto Star, Narcity, DailyHive and more.
- Conducted media relations on Future Skills Centre's investment in PEI bioscience sector, securing coverage with CBC Island Morning radio, The Chronicle Herald and Academica.
- Pitched story about a Chang School survey that contradicts an OCUFA poll on negative impact of online learning, obtaining coverage in Global News Radio.
- Reached out to Toronto media regarding City Building Ryerson's partnership with Peel Region's Smart Freight Centre.
- Ryerson faculty experts were widely pitched and quoted on various breaking news stories, including COVID-19 lockdowns, caring for the elderly, and the new vaccine. Ryerson experts also spoke on topics such as the US election result, Brexit and Canadian real estate trends.

Publications

- Nine editions of Ryerson Today were published in December.
- Edition with the most opens of 47.3% was Dec. 23 with a statement about new public health guidelines regarding out of province travel.
- Top clicked story was In Memoriam with 1,474 clicks and 2,277 pageviews.
- Winter 2021 edition of Ryerson University Magazine complete and set to arrive in mailboxes early January 2021.

Marketing

- Finalized the design for the print version of the Campus Master Plan.
- Developed video to promote new FCAD Professional Music Program on social channels.
- Launched a digital campaign for the Chang School to target adult learners in Calgary. Initial results include driving 80% new visitors to the site and over 12,900 page views.
- The YSGS digital Recruitment Campaign continues. Phase 2 (focused on areas of interest) and Phase 3 (aimed at retargeting) launched in December.
- TRSM's Bachelor of Commerce digital campaign is performing well. Initial metrics include: 4M impressions, 60K video views and 2.7K conversions.
- Led campaign with University Advancement to promote year-end giving during December. Paid and organic advertising reached Ryerson alumni



through Facebook, LinkedIn and Instagram.

Donations will support the Centre for Student Development and Counselling.

- Developed and distributed a Ryerson holiday card video for faculty, staff, alumni, and the wider Ryerson community. The video featured design elements from this year's Reputation Campaign.
- Designed a report for SciXchange (FOS) focused on milestones from their first three years. It highlights the contributions that students, faculty and staff have made supporting science outreach and exploration in the community.
- Created a wordmark for Centre for Urban Energy (CUE) 10th anniversary.
- Collaborated with the Central Communications team on Ryerson's 2020 United Way campaign. The month-long initiative included updates to the Ryerson campaign website, email marketing, organic social posts and thank you letters to leadership donors.
- Planning is underway for phase 2 of the International Enrolment campaign. This campaign will focus on key decision-making factors for international students in the aim to drive applications (launches Feb.). Phase 1 is currently in market.
- Working with International Enrolment to develop a social campaign promoting one-on-one meetings for International students with recruitment officers and student ambassadors (launches in Jan.).
- Developing key messaging and visuals for the Faculty of Law's inaugural legal tech conference (March 6).

Website

- Comparing December 2020 to December 2019, we saw an 18.5% increase in visits, a 25.61% increase in users, and an increase of 15% in pages viewed.

Social Media

- **Facebook:** Gained 466 followers to reach 78.7K. Most engaging post was about Ryerson being one of four Canadian universities to adopt NameCoach, a name pronunciation tool, which had 454 engagements.
- **Instagram:** Gained 708 followers to reach 36.1K. Most engaging post was a reshare of a nighttime photo of the SLC, which had 2.8K engagements.
- **Twitter:** Most engaging tweet was a photo gallery of snowy winter images.
- **LinkedIn:** Gained 2012 followers to reach 253.3K. Most engaging post was about Ryerson being one of four Canadian universities to adopt NameCoach, a name pronunciation tool, which had 791 engagements.

Digital Marketing

- Launched (managing in-house) a recruitment campaign for the FEAS Master of Engineering Innovation and Entrepreneurship (MEIE) program.
- Continued campaigns in market for the International Enrolment Office, Advancement's Year-End giving, Arts events, The Chang School's winter enrolment, YSGS recruitment, TRSM's BComm recruitment and the MBA recruitment campaign.
- Working with agencies in preparation for several campaigns launching in the new year.
- Created online dashboards and analytics reports for various campaigns and clients.