

# BOARD OF GOVERNORS

January 31, 2022

3:00 p.m. to 5:00 p.m.

Video and Teleconference

Live Stream Link: <https://youtu.be/6clqDnEZAc0>

Time	Item	Presenter(s)	Action
3:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
	END OF IN-CAMERA SESSION		
	3. INTRODUCTION		
	3.1 Welcome	Tony Staffieri	Information
	3.1.1 Land Acknowledgement		
	3.1.2 Chair's Remarks		
	3.2 Approval of the January 31, 2022 Agenda	Tony Staffieri	Approval
	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	5. DISCUSSION ITEMS		
	5.1 Report from the Chair of the Finance Committee	David Porter	Information
	5.1.1 Introduction to the 2022-23 Budget Process	Mohamed Lachemi Jennifer Simpson Glenn Craney	Information
	6. FOR INFORMATION		
	6.1 REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	6.2 REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Jennifer Simpson	Information
	6.3 University Relations Monthly Metrics and Reach	Jennifer Grass	Information

**7. CONSENT AGENDA**

7.1 Approval of the November 29, 2021 Minutes

Tony Staffieri

**Approval**

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

**5:00 9. TERMINATION**

**NEXT MEETING OF THE BOARD – March 29, 2022**

## **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.”

## **APPOINTMENTS**

*Steven Liss* has been reappointed vice-president, research and innovation for a five-year term starting March 31, 2022. During his first term, Steven has led unprecedented growth and reputational positioning of the University's scholarly, research, and creative (SRC) enterprise, while demonstrating a deep commitment to equity, diversity, and inclusion principles. His leadership has helped ensure that the University's annual research and contract revenues have grown substantially: 63 per cent in 2018–19 and a projected 31 per cent for 2019–20. He has directed the University's Strategic Research Plan (SRP), led the establishment of Rogers CyberSecure Catalyst, and led the University's winning proposal to establish and lead the Future Skills Centre. Currently, he is chairing the planning committee to establish the new school of medicine.

*Saeed Zolfaghari* has been appointed vice-president, administration and operations effective January 10, 2022. Saeed has been at the University since 1999, when he joined the Department of Mechanical and Industrial Engineering as assistant professor. Most recently, during 2020–21, he was interim provost and vice-president, academic, and his leadership was integral to our navigating the initial and significant challenges posed by the pandemic. In that position, he also co-chaired both the Truth and Reconciliation Strategic Working Group and the Presidential Implementation Committee to Confront Anti-Black Racism. His prior roles at the University have included vice-provost, faculty affairs (2014–20), senior advisor of academic space planning (2010–14) and program director for industrial engineering (2004–2012). His new portfolio involves people, infrastructure, and operations, and ensuring that students, faculty, and staff can call the University a vibrant place to learn and work.

## **CONGRATULATIONS**

*Chancellor Janice Fukakusa* has been appointed to the Order of Canada by Governor General Mary Simon. Janice has been cited for "her leadership and mentorship in banking, and for her boundless community engagement, notably in education and health care." Other University notables who were appointed to the Order include former distinguished visiting professor Sandra Chapnik and honorary doctors Murray Sinclair (as a companion of the Order) and Mohamad Fakih.

*Andrew Young* (Business Technology Management '11), who currently works for the University as a web developer, and *Sabrina Craig* (Business Technology Management '19), were jointly named the #1 most influential Torontonians of 2021 by *Toronto Life* magazine for co-directing Vaccine Hunters Canada. The magazine stated that in helping "some 1.2 million Canadians find vaccine doses," they have "brought us closer to herd immunity than the government ever could."

*Dan Horner*, professor of criminology, and *Farzin Vejdani*, professor of history, have been selected as the 2021–2022 Ryerson Fellows at Massey College at the University of Toronto. They have been provided with space at the college and resources to continue their current research projects. Horner's is entitled

“On the Edge of Town: Authority, Social Change, and Environmental Upheaval on Montreal’s Urban Fringe, 1830–1860,” and Vejdani’s is “Private Sins, Public Crimes: Policing, Punishments, and Authority in Nineteenth-Century Iran.”

*Denise O’Neil Green*, vice-president of equity and community inclusion, has been named one of the 100 Inspirational D & I Leaders for 2021 by the UK-based network Diversity and Inclusion Leaders. The list of international leaders from different sectors was voted on by 350+ international diversity and inclusion professionals; out of the 100, Denise was one of only two Canadians to be honoured.

*Kate Salter*, senior corporate counsel, has received a Rising Star Award from *Lexpert* magazine, as part of its 2021 cohort of “leading lawyers under 40.” The lawyers were cited for their outstanding contributions to their profession, including in community involvement.

## **EVENTS & INITIATIVES**

**FORUM ON ANTI-ASIAN RACISM** – On November 9 and 10, the Faculty of Arts virtually hosted the second annual National Forum on Anti-Asian Racism, during which more than 100 speakers addressed over 1,100 registrants, with a focus on racism in higher education. Following the inaugural forum hosted by the University of British Columbia in 2021, this year’s forum had the theme “Building Solidarities,” and it highlighted the relationship between anti-Asian racism and racism against Black, Indigenous, and other racialized people. The event’s 24 sessions together explored topics such as representation, accountability, addressing racism in the classroom, dismantling systems of oppression, and mobilization. Links to session recordings, as well as a resource package for students, educators, professionals, and the wider public, are available at [www.ryerson.ca/national-forum-on-anti-asian-racism](http://www.ryerson.ca/national-forum-on-anti-asian-racism).

**MEDICAL SCHOOL ENGAGEMENT** – Over the course of the fall term, the University hosted a second stage of consultation and engagement about the proposed medical school in Brampton. Consultations included a Brampton and Peel community survey online; a series of five virtual engagement sessions for the University community led by Vice-President, Research and Innovation Steven Liss, who chairs the School of Medicine Planning Committee; six virtual Town Halls aimed at Brampton and Peel community members and hosted by the City of Brampton; an additional Town Hall with the William Osler Health System; and small-group engagements with clinicians and other medical experts, led by the University’s Senior Medical Advisory Committee. The largest of these consultations, a Tele Town Hall hosted by Mayor Patrick Brown, involved 6,365 participants. Overall, 94% of survey participants and 100% of the townhall participants for whom we have data saw the proposed medical school as very beneficial or moderately beneficial. They shared a strong vision for the benefits the MD program could offer to the region in terms of health outcomes, economic growth, and equity, diversity, and inclusion.

**REMEMBRANCE DAY CEREMONY** – On November 11, the University hosted its Remembrance Day ceremony online, for the second year in a row. The ceremony featured reflections by Elder Joanne Dallaire on Indigenous soldiers and by Provost Jennifer Simpson about imagining and working to create a better future, a poetry reading by actor Laith Al-Kinani (Performance Acting ’21), and a presentation about Black Canada and the Great War read by Phill Rego, communications specialist at the Ceremonials Office. The ceremony closed with wreath laying in the quad, by myself (on behalf of administration and staff), by Jennifer (on behalf of faculties), and by Laith (on behalf of students and alumni).

**HONORARY DOCTORATES** – Sincere thanks to all those involved in honorary doctorate nominations, and to the Awards and Ceremonials Committee. On November 15, during a special ceremony, we honoured three recipients of honorary doctorates:

*Brian Gluckstein* (Interior Design '79) – designer of hotels, condominium towers, luxury residences, and fine china; founder of GlucksteinHome, the largest designer home brand in Canada; former director of the Children's Aid Foundation; Doctor of Fine Arts

*Wes Hall* – founder and executive chairman, Kingsdale Advisors (strategic counselling for public companies); founder, Black North Initiative (addressing systemic barriers affecting Black Canadians in business); university lecturer; *Dragon's Den* "dragon"; Doctor of Laws

*Louise Penny* (Radio and Television Arts '79) – former CBC Radio journalist, bestselling author of the Armand Gamache series of crime novels, co-author with Hillary Rodham Clinton of bestseller *State of Terror*; founder, Three Pines Foundation Fund for dementia care; Doctor of Letters

**HOLOCAUST EDUCATION WEEK** – From November 15 to 18, in collaboration with Hillel Ryerson and the Ryerson Students' Union (RSU), the University hosted its annual Holocaust Education Week. Its theme was "strength and solidarity," and events encouraged the University community to understand the lived experiences of survivors and appreciate their strength of character. A virtual memorial ceremony on November 18 featured testimony by retired engineer, businessman, and pilot Elly Gotz, who survived the Kovno ghetto and the Kaufering subcamp of Dachau. Other events included a virtual Lunch & Learn session with Rabbi Aaron Greenberg, who discussed stories of resistance during the Holocaust, and the photo exhibition "Spots of Light: To Be a Woman in the Holocaust," held in-person at the RSU Building.

**REMEMBRANCE AND ACTION ON VIOLENCE AGAINST WOMEN** – On December 6, the University hosted its annual memorial for the National Day of Remembrance and Action on Violence Against Women. Speakers included sociology professor Megan Scribe, alumnus Serena Lalani (Journalism '18), and poet Keneisha Charles. Optional breakout sessions offered attendees the chance to discuss ways to support survivors on campus. The event was part of the University's participation in the international campaign 16 Days of Activism Against Gender-Based Violence, which ran from November 25, the International Day for the Elimination of Violence against Women, until 10 December, Human Rights Day. Along with the memorial, online events included workshops and panel discussions about issues such as sexual violence, intimate partner violence, and sexual harassment in the workplace. Event hosts included Consent Comes First, RyeAccess, RyePride, the Ted Rogers Pride Alliance, the Black Business Students Association, the Office of Sexual Violence Support and Education, the Faculty of Engineering and Architectural Science, Ryerson Student Union, the Centre for Safer Sex and Sexual Violence, and Ryerson Athletics and Recreation. On December 3, the Anne Marie D'Amico Foundation, which was established in honour of alumnus Anne Marie D'Amico (Business Management '10), who was killed in the Toronto van attack in 2018, hosted its annual fundraising event, The Turtle Project, at Meridian Hall. The live-entertainment event raised money for the North York Women's Shelter, to help women and children live a life free of violence.

*from the President's Calendar*

*November 2, 2021:* I recorded remarks for the University's Remembrance Day ceremony, which was once again held online this year.

*November 2, 2021:* I recorded opening and closing remarks for the National Forum on Anti-Asian Racism hosted by the Faculty of Arts on November 9–10. I spoke about the role of universities in building alliances for change, and in fostering the kinds of open conversations the forum encouraged.

*November 3, 2021:* I met online with Marc Newburgh, CEO of Hillel Ontario, about the best ways for the University to continue supporting Jewish students.

*November 3, 2021:* At a virtual townhall with William Osler physicians, allied health professionals, and community engagement staff, I gave a presentation about our plans for the medical school and how the University and William Osler can collaborate to improve medical care in Brampton.

*November 4, 2021:* I attended the memorial service for former Ontario premier Bill Davis at Roy Thomson Hall.

*November 4, 2021:* I had a lunch meeting with Magdy El Kady, president and board chair of Universities of Canada in Egypt, about furthering his organization's partnership with our university.

*November 4, 2021:* Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met online with Michael Serbinis, founder and CEO of health enterprise operating system League and chair of the Perimeter Institute, to discuss the University's strategic imperatives.

*November 5, 2021:* I chaired a regular meeting of the strategy and planning group of the Council of Ontario Universities (COU).

*November 15, 2021:* I attended the online Fall 2021 Honorary Doctorate Ceremony, for which I had recorded opening and closing remarks welcoming and congratulating the honorees.

*November 15, 2021:* I participated in a community consultation at Brampton City Hall about the proposed medical school, during which I gave a presentation about the University's vision for healthcare education and for working together with the city and the local community. Also in attendance were Rowena Santos and Paul Vicente, respectively the regional and city councillors for Brampton wards 1 and 5.

*November 16, 2021:* I hosted Nina Tangri, Ontario's associate minister of small business and red tape reduction, for a tour of the Creative School and the DMZ, where she was introduced to the Women Founders and Black Innovation programs.

*November 16–18, 2021:* I attended the University's seven virtual convocation ceremonies, for which I had pre-recorded remarks.

*November 16, 2021:* I gave remarks during an online consultation about the proposed medical school with members of the Carpenters Union from Peel region, seeking their opinions, ideas, and support.

*November 17, 2021:* At Massey College, as a High Table guest, I attended a dinner celebrating Muslim communities. Honorary doctor Mohamad Fakhri and Board member Walied Soliman gave remarks.

*November 19, 2021:* At the Mubarak Mosque in Brampton, I participated in a consultation about the proposed medical school with members of the Ahmadiyya Muslim Jamaat, during which I delivered remarks inviting Ahmadi Muslims in Brampton to share their opinions and ideas and lend us their support.

*November 22, 2021:* As a member of the 2026 FIFA World Cup Toronto City Builders, I participated in a lunch with a delegation from FIFA to discuss preparations for the World Cup.

*November 22, 2021:* I participated in another community consultation at Brampton City Hall about the proposed medical school, which was attended by Charmaine Williams and Pat Fortini, respectively the city and regional councillors for Brampton wards 7 and 8.



*November 22-24, 2021:* I participated in Universities Canada's Digital Mission to Vietnam, during which representatives of universities in Vietnam spoke about opportunities for collaboration with universities in Canada.

*November 23, 2021:* I met online with representatives of the Canadian Muslim COVID Taskforce—Co-Chairs Hashim Khan and Rufaida Muhammad, and professor at the Dalla Lana School of Public Health Shaza Fadel—to seek their support for our proposed medical school and their feedback on our priorities for healthcare and healthcare education.

*November 23, 2021:* I was interviewed by Radio Canada journalist Serge Olivier for a segment about the proposed medical school that aired the same day.

*November 23, 2021:* I participated in a community consultation at Brampton City Hall about the proposed medical school, which was attended by residents of Brampton wards 2 and 6.

*November 24, 2021:* I met online with representatives of the World Sikh Organization—Vice-President Ontario Sharanjeet Kaur, Director of Administration Jaskaran Sandhu, and Legal Counsel Balpreet Singh—to seek their support for the proposed school of medicine and solicit their feedback on our related priorities.

*November 26, 2021:* Along with Steven Liss and Rogers Cybersecure Catalyst Executive Director Charles Finlay, I gave Prabmeet Sarkaria, president of the Treasury Board of Ontario, a tour of Cyber Catalyst.

*November 29, 2021:* I met online with representatives of the Muslim Medical Association of Canada (MMAC), including the organization's president, Aleem Hussain, to seek the MMAC's support for our proposed medical school and its feedback on our related priorities.

*November 30, 2021:* I attended the online Devon Lord Brooks Platinum Athletes' Breakfast, which celebrated student athletes who maintain an academic average of 80% or higher. I was pleased to give remarks congratulating the winners for persevering under difficult circumstances and representing our university so well.

*November 30, 2021:* Board Chair Tony Staffieri, Chancellor Janice Fukakusa and I hosted a lunch celebrating honorary doctors from this year and last. We gifted them each a framed photograph of the Indigenous ring on campus. In attendance were Donette Chin-Loy Chang, Silvio De Gasperis, Mitch Frazer, Brian Gluckstein, Wes Hall, and Gregory Regis.

*November 30, 2021:* Along with Ian Mishkel, I met online with Naomi Azrieli, chair and CEO of The Azrieli Foundation, and representatives of her foundation, to continue our conversation about the University's commitment to confronting antisemitism.

*November 30, 2021:* I was interviewed by Prabhjot Sohal, reporter for Red FM Toronto, for a segment on the Evening Show about the proposed medical school.

*November 30, 2021:* In Mississauga, I toured the SEVA Food Bank and met with some of its board members and supporters to discuss our proposed medical school in the Peel region and to seek their support and their feedback.

*December 1, 2021:* I hosted Deborah Flint, president and CEO of the Greater Toronto Airport Authority, for a campus tour, including the DMZ, the Creative Industries program, and the Synaesthetic Media Lab.

*December 1, 2021:* I attended "True North Rising," a virtual event hosted by the student forum, International Issues Discussion. The guest speaker was Canada's vice-regal consort, Whit Fraser, who spoke about his work in the Arctic, having been a reporter, the founding chair of the Canadian Polar Commission, and executive director of the national Inuit organization, Inuit Tapiriit Kanatami.

*December 2, 2021:* I attended the Creative School's Global Campus Studio 2021 showcase, during which Ryerson students presented projects they co-created with students in Amsterdam, Hong Kong, Santiago, and Seoul.

*December 2, 2021:* I met online with Scott Altschuler, vice-president of university partnerships and Alastair Summerlee, consultant at Academic Partnerships in Dallas, Texas, to find out about the organization's work assisting working adults to earn university degrees.

*December 2, 2021:* As a member of the academic advisory council for Aurora College in the Northwest Territories, I participated in a regular council meeting.

*December 3, 2021:* I chaired a regular meeting of COU executive heads.

*December 4, 2021:* Brampton Mayor Patrick Brown and I hosted a Tele Town Hall about the proposed school of medicine, during which Brampton residents participated via audio on their phones. I gave remarks about our proposal and took questions from callers.

*December 6, 2021:* I attended the inaugural Giants of Africa Inclusive Leadership Forum, which was hosted by Giants of Africa founder, and Toronto Raptors president and vice-chairman, Masai Ujiri (Honorary Doctor of Laws '17).

*December 6, 2021:* I attended the University's memorial for the National Day of Remembrance and Action on Violence Against Women, thanking our community for solidarity and calling for more awareness of, and action on, the national crisis of violence against women and gender-oppressed people.

*December 6, 2021:* Along with Glenn Craney, deputy provost and vice-provost, university planning, I hosted Shelley Tapp, Ontario's deputy minister of colleges and universities, for a tour of the Daphne Cockwell Complex, taking in the practical nursing lab, the Healthcare User Experience Lab, and the Design and Technology Lab.

*December 7, 2021:* Along with Glenn Craney and Assistant Vice-President, University Relations Jennifer Grass, I met with representatives of the real estate organization NorthWest HealthCare Properties, including Managing Director, Canada Dave Casimiro, to discuss the University's plans for a medical school.

*December 7–8, 2021:* As co-chair, I participated in a two-day online meeting of the Tri-Agency Institutional Programs Secretariat's Advisory Committee on Equity, Diversity, and Inclusion Policy (ACEDIP).

*December 8, 2021:* I spoke with Jordan Bitove, publisher of the Toronto Star, to continue our conversation about potential collaboration.

*December 9, 2021:* I met with Ted Hewitt, president of the Social Sciences and Humanities Research Council of Canada (SSHRC), to discuss the potential for collaboration on SSHRC's new initiatives.

*December 9, 2021:* I was interviewed by Akash Sidhu, then business reporter for 680 News, for a segment about the proposed medical school.

*December 9, 2021:* I met with Cathy Séguin, executive director and president of the Canada Arab Business Council, as well as Scott Jolliffe, the organization's chair, to continue our conversation about potential collaboration with the council.

*December 13, 2021:* I met with Charlotte Yates, president and vice-chancellor of Guelph University, to update her on our plans involving Brampton.

*December 13, 2021:* Along with Associate Director, Government Relations Matthew Baker, I had an introductory meeting online with François-Philippe Champagne, minister of innovation, science, and industry, about the University's work in the areas of innovation and economic development.

*December 14, 2021:* I had a virtual meeting with Jordan Bitove and other members of his team at the Toronto Star to continue our conversation about potential collaboration.

*December 14, 2021:* I chaired a special meeting of COU executive heads, at which Minister Tapp and Chief Medical Officer of Health Kieran Moore spoke about the current situation with COVID-19.

*December 15, 2021:* I hosted a virtual meeting during which I introduced Peter Bethlenfalvy, Ontario's minister of finance, to Helen Vari, president of the George and Helen Vari Foundation.

*December 17, 2021:* I chaired a regular meeting of the COU's board of directors.

*December 17, 2021:* I attended a special convening of Universities Canada about the post-secondary sector's response to recent developments in the COVID-19 pandemic.

*December 20, 2021:* Along with Ryerson International Interim Executive Director Todd Carmichael, I met with representatives of Astrum University in Tashkent, Uzbekistan, to discuss possible collaboration.

*December 20, 2021:* I hosted a virtual farewell event for outgoing vice-president, administration and operations Deborah Brown, at which I was pleased to have the opportunity to thank her for her contributions and present her with a framed photo of Yonge Street from the Ryerson Image Centre's Black Star Collection.

*December 21, 2021:* I met online with Navitas president and CEO of university partnerships for North America, Brian Stevenson, and members of his leadership team, to discuss furthering our ongoing collaboration.

*December 21, 2021:* As a member, I attended a regular meeting of the Continental African Scholars Network Canada.

*December 22, 2021:* As part of Expo Dubai 2020, I participated in the virtual panel discussion "Internationalization of Higher Education in Egypt." Other panel members included Ashraf Hussein, president of King Salman International University; Wadiah Atiyah, executive officer—MENA for Cintana Education; Abdelhamid El-Zoheiry, president of EMUNI University; and Ayman Ashour, Egypt's deputy minister for higher education and scientific research for universities.

*December 22, 2021:* I spoke with Natural Sciences and Engineering Research Council of Canada (NSERC) President Alejandro Adem about the potential for collaboration on NSERC's new initiatives.

**BOARD OF GOVERNORS MEETING**  
**January 31, 2022**

**AGENDA ITEM:** Introduction to the 2022-23 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 2022-23 budget process.

**BACKGROUND:**

The presentation provides an overview of the 2022-23 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, 2022

**APPROVED BY:**

Name: Jennifer Simpson, Provost and Vice President, Academic

Date: January 20, 2022

# 2022-23 Budget Process

**Board of Governors**  
January 2022

**Ryerson  
University**







## Renaming in process

In August 2021, the university announced that it would begin a renaming process to address the legacy of Egerton Ryerson and build a more inclusive future.

Let's write the next chapter together.

[ryerson.ca/next-chapter](https://ryerson.ca/next-chapter)

# Context – Budget Process

- The 2022-23 budget process begins with a continuation of the constrained fiscal environment:
  - Tuition fee framework is uncertain (planning for continuation of current domestic freeze)
  - No new funded domestic spaces from the province and significant unfunded enrolment
  - Continuing to build international spaces in an uncertain environment
  - Inflation and impact of continued pandemic are risks
- 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:

## 2021 Ontario Fall Economic Statement

- Focused on ending the pandemic and promoting economic growth to support recovery
- New spending is focused on health care, infrastructure, and supporting people and businesses
- Small, targeted investments in postsecondary with a focus on research and skills training
- No change to Provincial operating grants for 2021-22
- \$21.5 B budget deficit projected for 2021-22 and \$19.6 B for 2022-23 as of November 2021





# Budget Principles – Strategic

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



# 2022-2023 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 in the evening)
  - Meetings with Student Board members
  - Meetings with RSU and CESAR
  - Meetings with Union Reps

# 2022-2023 Budget Timelines – Board Finance Meetings

Board process includes four presentations:

January

Budget Process

February

Environmental Scan

March

Government Funding Update  
Budget Strategy

April

Full Budget for Approval

**MEMORANDUM**

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors, and  
University Privacy Officer; A. Mall, Senior Legal Counsel and Governance Officer

Subject: Report from the Secretary

Date: January 31, 2022

---

**1. Governance Essentials Training**

**Making Ryerson's Values of Equity, Diversity, and Inclusion an Intentional Practice:** On December 16, 2021, Denise O'Neil Green, Vice-President, Equity and Community Inclusion, guided Board members through a discussion of equity, diversity and inclusion at Ryerson University (the "University") using a series of engaging case studies and scenarios. The session focused on the opportunities, considerations, risks and responsibilities related to academic research, human rights, accessibility, representation of students, faculty and staff as well as other complex equity issues.

**Introduction to Performance Measurement at Ryerson:** On January 27, 2022, Glenn Craney, Deputy Provost and Vice-Provost, University Planning, provided Board members with a comprehensive understanding of how the University measures institutional and management effectiveness and the transparency that this process provides. The session focused on the purposes, audiences, and limitations of performance measures and included a detailed overview of the University's performance indicators, core performance measures, and Senate progress indicators, as well as Ministry of Colleges and Universities' performance measures.

Upcoming governance essentials training programs are scheduled as follows:

**Financial Literacy - Module 2**

February 10, 2022, 1:00 p.m. to 2:30 p.m.

Presenter: Joanne McKee

**Marketing**

March 28, 2022, 3:00 p.m. to 4:00 p.m.

Presenter: Jennifer Grass

**Advancement**

March 28, 2022, 4:00 p.m. to 5:00 p.m.

Presenter: Ian Mishkel

**Sexual Violence Policy**

April 27, 2022, 1:00 p.m. to 3:00 p.m.

Presenters: Farrah Khan, Remi Warner

**2. Generous Futures: Dismantling Anti-Asian Racism - December 9, 2021**

Chancellor Janice Fukakusa spoke at a panel discussion on December 9, 2021, focusing on the role that giving plays in dismantling anti-Asian racism presented by the University's Alumni Relations/Engagement office.

**3. Board of Governors Elections 2022**

The Election Procedures Committee approved the dates for the 2022 Board of Governors Elections. There will be six positions open for election: one faculty position; three student positions; one staff position; and one alumni position. The nomination period is from February 7, 2022 to February 16, 2022. The voting period for the Administrative Staff, Faculty, and Student Board of Governors elections is from March 7, 2022 to March 10, 2022, and the voting period for the Alumni Board of Governors election is from June 10, 2022 to June 21, 2022. Student Board Members will be speaking at upcoming candidate information sessions for Board elections.

**4. Budget Process Website**

Information about the University's budget process is posted at:

<https://www.ryerson.ca/budget/>

---

## **BOARD GREETINGS**

I hope Board members have had a good start to the new year. As we begin the winter term and 2022, I am pleased to highlight the university's continued success in supporting students and faculty research and creative work. The university as a whole continues to adapt to changing circumstances given ongoing COVID-19 challenges. Following my initial six months as Provost, I am pleased to have the opportunity to work alongside colleagues with an exceptional commitment to the university's success.

As might be expected, much of my work over the last six months has involved working with colleagues to ensure a safe on-campus environment for all community members and to support the provision of virtual courses and learning environments for our students. In addition to this work, I have had the privilege to work on several other important initiatives.

The University Advisory Renaming Committee, of which I serve as chair, continues to make good progress and looks forward to providing President Lachemi with a short list of names this spring. I am also pleased to be engaged with discussions connected to the university's proposed School of Medicine, and our campus in Cairo, Egypt. Drawing on my own research and administrative expertise related to equity in higher education, I have identified and begun to discuss with colleagues three equity themes which I will pursue throughout my tenure as Provost. I look forward to continuing work on these efforts, as well as contributing to the university's budget process and our return to campus this term.

Here is some of the inspiring work that departments, faculty and students have done in recent months.

**Equity, Diversity and Inclusion (EDI)** – In November, Zone Learning officially opened its website's marketplace, which provides links to products and services by members and alumni, highlighting those with BIPOC and/or women founders.

Students in the Faculty of Arts have fostered inclusion by leading development and funding of the Faculty of Arts Student COVID-19 Relief Fund, which is making available \$400 for each eligible student facing hardship due to the pandemic.

In collaboration with the Office of the Vice-President, Equity and Community Inclusion (OVPECI), the Office of the Vice-Provost, Faculty Affairs (OVFA) has set up a faculty working group to develop an EDI learning series for broad audiences, including faculty, academic leaders and evaluation committees. The group has developed the workshop, "Towards an Inclusive Hiring Model," which provides strategies for attracting and evaluating diverse candidates fairly, and for having difficult conversations within

committees about EDI matters. The OVFPFA has also added an applicant diversity self-ID form to the university's faculty recruitment portal to help search committees assess outreach efforts.

**Advancing Excellence in Research and Training** – From October 25 to 30, the Academic Integrity Office (AIO) held its second annual Academic Integrity Awareness Week, with 20 online events for students, faculty, and staff. The workshops, panels and presentations were focused on ensuring that research and student work is carried out ethically and properly, while supporting accessibility and wellbeing.

The OVFPFA, in collaboration with internal and external partners, is running a leadership series for chairs and directors across the university that teaches a wide range of skills touching on finance, academic and student issues, wellbeing, and inclusivity.

This term, the Library is making the materials and textile collection, Material Connexion, available to students and faculty; it supports learning and research across disciplines from the arts to science to business. It is accessible online as a database and in-person as a library of samples of materials and examples of related processes.

Creative School professor Linda Zhang has been selected as the inaugural Library researcher-in-residence (LRiR). The LRiR program is designed to enhance the Library's role as a centre of interdisciplinary SRC (Scholarly, Research, and Creative) work. Professor Zhang's residency, which began on January 10, will allow her to develop her research program further, and to collaborate with librarians and other faculty from across campus.

**Experiential Learning** – From November 8 to 12, Zone Learning participated in the annual Global Entrepreneurship Week, hosting more than 30 events that reached nearly 60,000 people online and in-person. Guided learning sessions, workshops, challenges and social events ranged from introducing students to innovation skills, to exploring thought leadership among established entrepreneurs.

On December 2, The Creative School's multi-country co-creation initiative, Global Campus Studio, hosted a showcase of student work conducted collaboratively and remotely in the fall term between continents. Partner institutions were Amsterdam University of Applied Sciences; Amsterdam Fashion Institute; Universidad Del Desarrollo in Santiago, Chile; Seoul Institute of the Arts; and Hong Kong Baptist University. Projects focused on ways to facilitate remote collaboration and participation, collaborate and build community virtually, and overcome challenges to creating and experiencing art posed by the pandemic.

## CONGRATULATIONS

*Sarah Elton*, professor of sociology, has received an inaugural Early Career Investigator Award from the Gairdner Foundation, which recognizes research that makes a positive impact on human health. She was selected to receive the award by Yi Guan and Joseph Peiris, recipients of the John Dirks Canada Gairdner Global Health Award. Peiris cited Elton's "very original and unconventional and cross-disciplinary" research on the relationship between human health and non-human nature.

*Pamela Palmater*, chair of Indigenous governance, has won the Narrative Audio Award from the 2021 imagineNATIVE Film and Media Arts Festival for “The Boy and the Whale,” an episode in her ongoing podcast series *Warrior Kids*, which educates Indigenous and non-Indigenous children about Indigenous cultures and values.

The *Ted Rogers MBA program* has attained the #3 rank in Canada for the second year in a row—and the #11 rank worldwide—in the Corporate Knights 2021 Better World Ranking. Rankings are based on five factors: sustainability-focused articles published by faculty in peer-reviewed journals, citations of those articles, core courses incorporating sustainable development topics, research institutes and centres focused on sustainable development, and gender and racial diversity among faculty.

## EVENTS AND INITIATIVES

**Minor in Innovation and Zone Learning** – On November 9, the RTA School of Media and the Department of Computer Science jointly announced the university’s new minor in Zone Learning, which students will be able to declare starting in September 2022. The minor represents a unique opportunity for students to gain academic credentials for zone activities. It incorporates the current open elective course ZON 100 (Zone Learning Project I), which allows students to develop their passion projects with an instructor’s guidance, and its sequel, ZON 200 (Zone Learning Project II). Students taking the minor will also be able to take courses from The Creative School, the Faculty of Science, the Ted Rogers School of Management, and the Faculty of Arts. Significantly, the minor will improve access to zone learning by offering students the chance to join a zone as a part of (not in addition to) a full course load.

**LegalVoices Conference** – On November 13, the Lincoln Alexander School of Law hosted the virtual conference LegalVoices, in which leaders in the legal community discussed advancing action on equity, diversity and inclusion in the Legal sector. Chile Eboe-Osuji, distinguished international jurist and special advisor to the president, served as conference chair. Mahmud Jamal, the newest member of Canada’s supreme court, gave a keynote address, in which he outlined and built on existing arguments for diversifying Canada’s judiciary, affirming that when it comes to hiring “diversity in all its forms is itself a component of merit.” Plenary and breakout sessions focused on areas such as racial justice, physical and mental health during the COVID-19 pandemic, and legal professionalism in Indigenous practice areas. Panellists included Ontario’s chief justice, George R. Strathy, superior court judges Todd Ducharme and Shaun S. Nakatsuru, and, in a final panel on “Reimagining Legal Education with an EDI Lens,” the deans of seven Ontario law schools, including Ryerson’s Donna E. Young. The conference attracted over 2,000 unique viewers with a steady stream of 250–300 active participants throughout its day-long programme.

**iBEST Symposium** – On November 19, the Institute for Biomedical Engineering, Science, and Technology (iBEST) held its annual iBEST Symposium online. Keynote speakers were Rebecca Fahrig (head of innovation for the business area Advanced Therapies at Siemens Healthcare GmbH), who spoke about “The first coronavirus pandemic: Decoding SARS-CoV-2,” and Samira Mubareka (infectious diseases physician at Sunnybrook Health Sciences Centre), who spoke about “Innovating in Image-guided Therapy: The Challenges, Failures and Successes.” The conference also included a panel on research excellence and EDI, a forum on collaboration, and an iBEST trainee poster competition.



**City Partnership Summit** – On November 23 and 24, the university took part in the inaugural CivicLabTO Academic Summit: Collaborating on Renewal & Resilience. Emerging from CivicLabTO, the strategic partnership on research and innovation between the City of Toronto, and the eight local higher-education institutes, including Ryerson, the summit focused on building back better in Toronto, through an equity lens. Ryerson participants included five professors and lecturers; City Building Ryerson’s executive director, Cherise Burda; and film students Beth Warrian and Fatemeh Saba Forouzan, who presented short films they directed that ask provocative questions about public space and social equity. This year’s summit was hosted by York University; next year’s will be co-hosted by Ryerson and Centennial College.

**Hack Against Hate** – From November 23 to 26, the DMZ, and relief and development charity, Penny Appeal Canada, hosted the competition Hack Against Hate, in which more than 40 teams of Canadian high school students participated. Teams were asked to devise and build a prototype of a digital tool to combat hate crimes. Four prizes of \$5,000 each were awarded. The winning projects included an app to help make pride parades safer; a bot to both filter hateful content from and to educate users on social media platforms; a tool for raising awareness of racial bias among social media users; and an AI tool that detects hate speech online.

**Athletics** – On December 18, Ontario University Athletics (OUA) paused university sport due to the impact of COVID-19, extending the winter break that was originally slated to end on January 6. Prior to this, Ryerson was treated to the welcome sight of Rams’ eight varsity teams’ return to the pitch, court and ice after a full season off in 2020–21. The women’s soccer team reached the OUA quarterfinal, and the men reached the semifinal. The women’s basketball team is unbeaten through six games and ranked #6 in the country. Both women’s and men’s hockey teams have spent time in the national rankings; the latter is currently #10 in Canada. In November, the hockey teams held the Teddy Bear Toss charitable event jointly, which helped the university community donate nearly 400 stuffed toys to the Salvation Army and the CTV Toy Mountain campaign.



# MarComm Results

October-December 2021

Prepared by:  
Central Communications &  
University Relations  
(Marketing and Creative  
Services)

January, 2022





# Executive Summary

Highlights from October - December 2021

- Supported strategy communications for the medical school with website updates, media relations, owned media content & paid social media promotion
- Updated Next Chapter website, supported and promoted community engagement period for renaming across all channels
- Launched new Provost blog - “Off the Fence” - for conversations on higher education and public life.
- Supported Fall Convocation virtual ceremony
- Launched awareness campaigns for The Creative School, MBA, international recruitment and The Chang School
- Planned and executed World Access to Higher Education campaign with the Provost & Vice-President, Academic, including video, special RT and social media

## Earned Media



**9,890** Media Hits



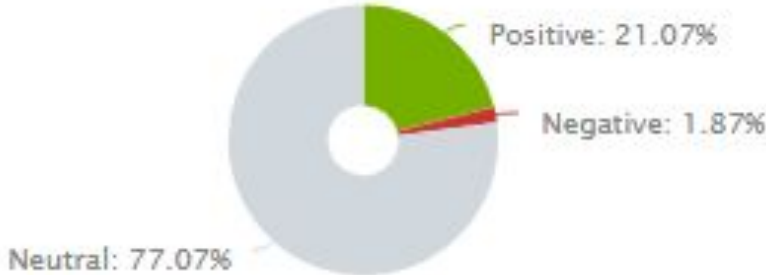
**9.9B** Potential Reach



**92.3M** AVE  
Advertising Value Equivalency



**21% Positive** Sentiment



## Social Media



**35K** New Followers



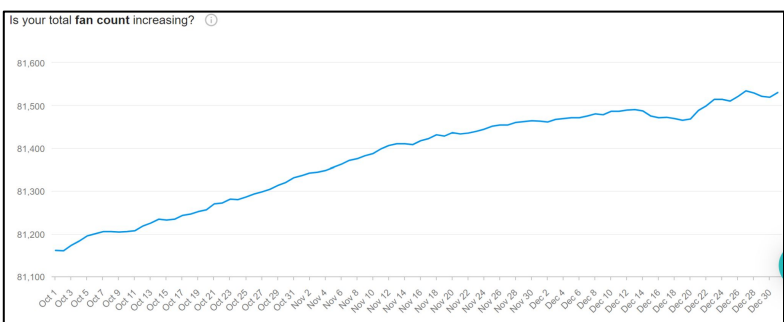
**76.1M** Impressions



**626K** Engagements



**268K** Link Clicks  
(organic and paid)



# Earned Media Detail

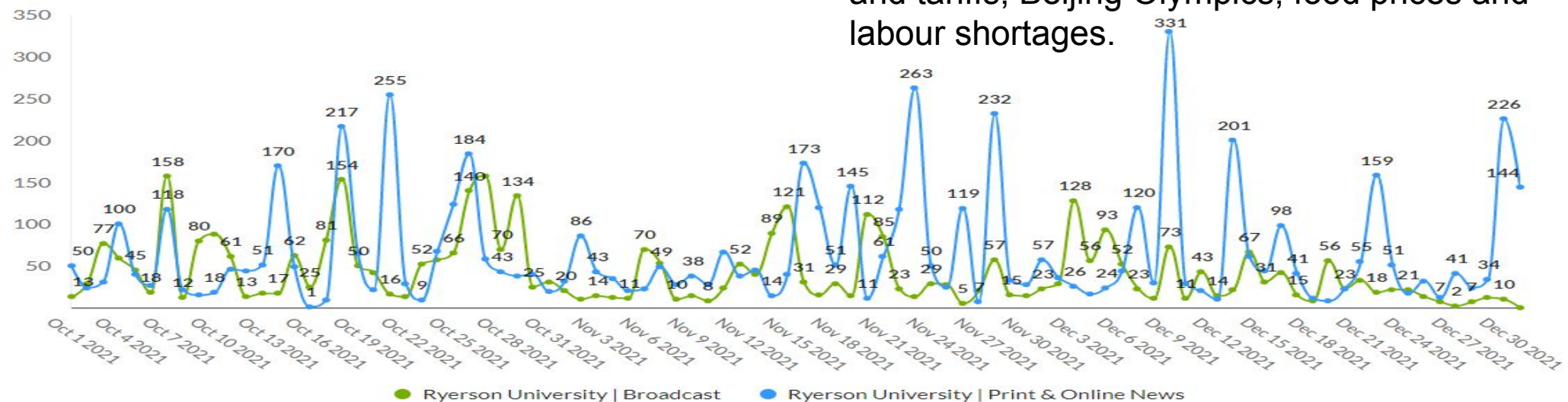
## Results highlights

- Ryerson University had 9,890 media hits in the final quarter of 2021 with a total potential reach of 9.9 billion.
- The top performing news story of the quarter was on alumni/fashion designer Erdem Moralioglu who was honoured at Windsor Castle.
- The Advertising Value Equivalency (AVE) on media coverage secured during the quarter is \$92.3 Million.

## Proactive pitching highlights:

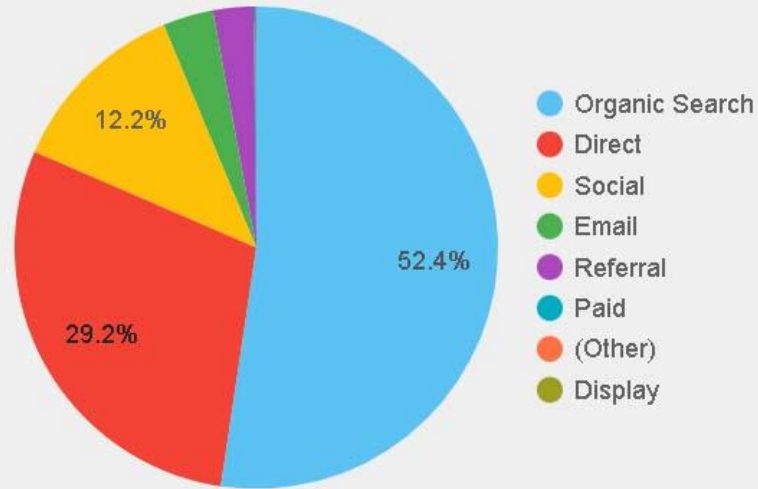
- The media relations team secured coverage with CBC news, Breakfast Television, ByBlacks and the Caribbean Camera for new the Black Studies minor launching next fall.
- The team pitched Trevor Hart's research around World AIDS Day, securing coverage on CTV news, TVO The Agenda and CIUT89.5FM.
- Ryerson Faculty Experts were pitched to media daily to speak on timely news, including: Covid-19 variants and vaccines, Electric Vehicle tax credit and tariffs, Beijing Olympics, food prices and labour shortages.

Media Exposure

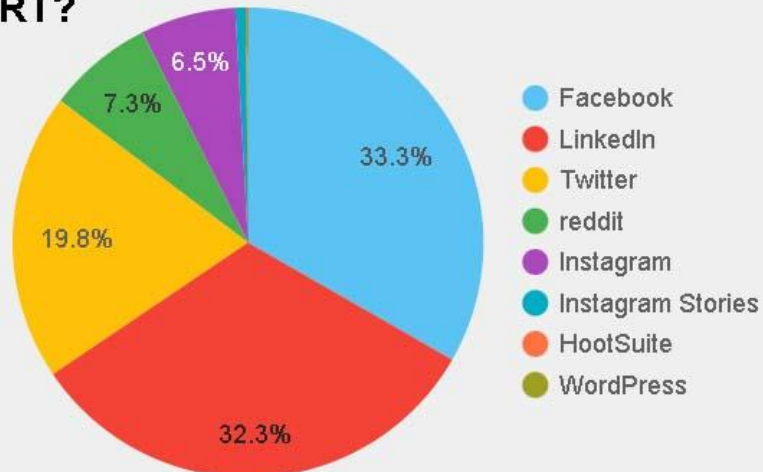


# Owned Media Detail

Which channels are driving traffic to RT?



Which social networks are driving traffic to RT?



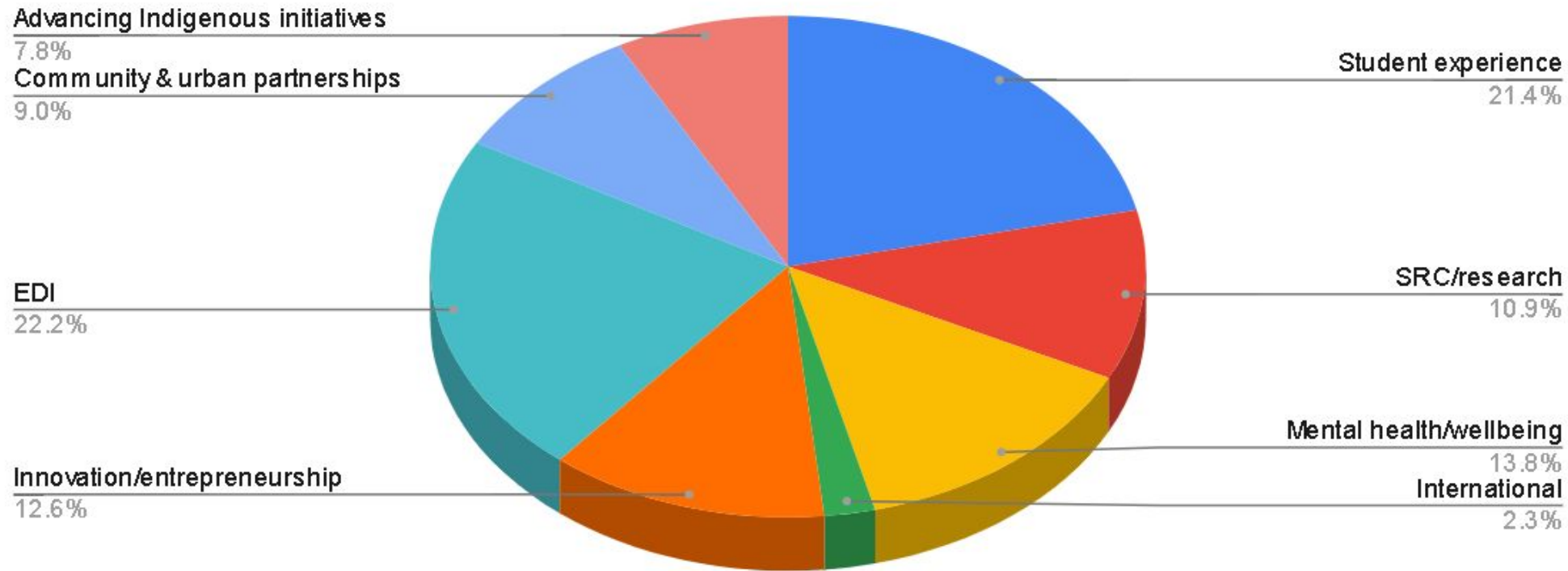
## Ryerson Today:

The Ryerson Today newsletter is emailed to over 70,000 staff, faculty and students three times a week during the school year.

- The edition with the most opens this quarter was the November 16 issue, “Update on finding a new name for the university,” with a 58.3% open rate
- The best performing story this quarter was “A message from President Lachemi on the winter 2022 term” with 12,356 newsletter clicks
- The 18-24 demographic lead readership
- We saw a 33% increase in page sessions this quarter over the same period last year.

# Storytelling

The following “priority themes” were covered in Ryerson Today stories throughout the 2021 year\*:



Central Communications began tracking RT story themes last year and will look to balance these strategic themes and in the coming year.

\*This information will be shared on annual basis in the report ending December 31.

# Organic Social Media Detail



- 135.3K video views
- 228K engagements



- 10.5K likes
- 11K engagements



- 1.6K reactions
- 1.7K engagements



- 6.5M video views
- 383K engagements



- 2.1K reactions
- 2.3K engagements

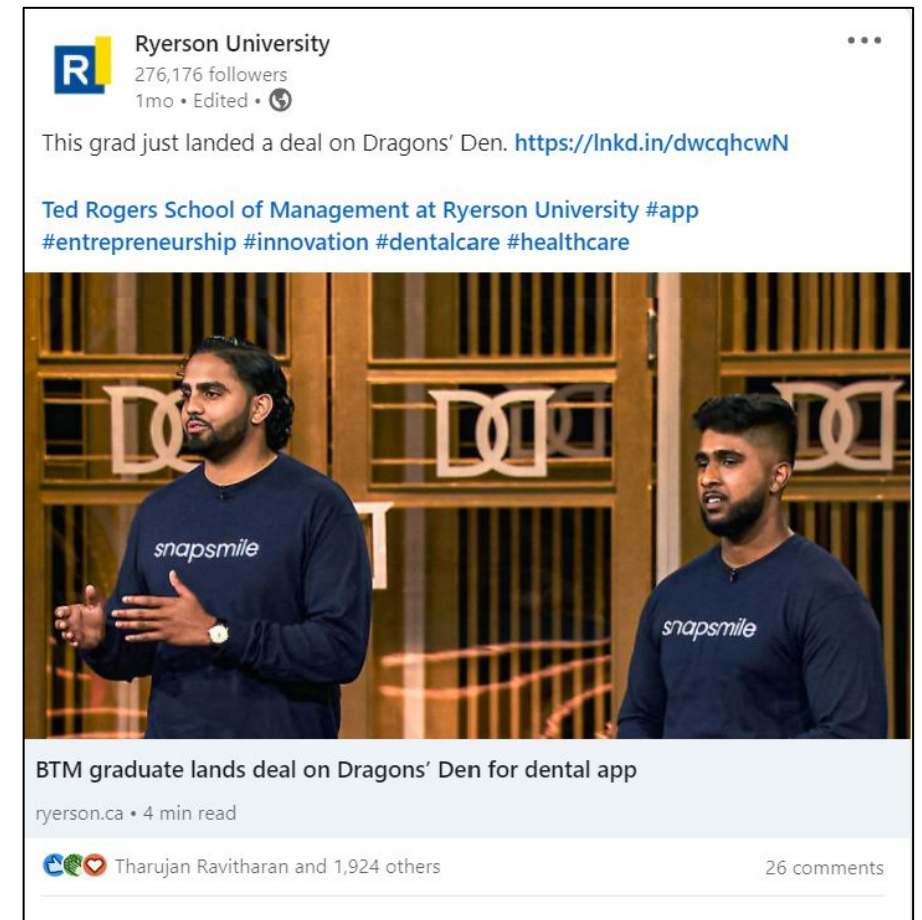
## Highlights



- Reached 1M likes on TikTok
- Top Canadian higher ed institution on TikTok for following and engagement
- Major increase in viewership of video content via TikTok and Instagram Reels



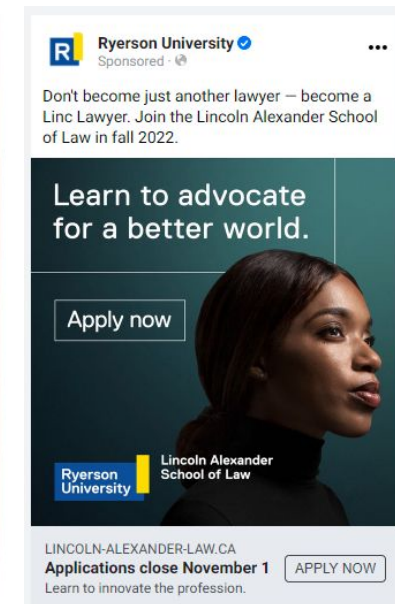
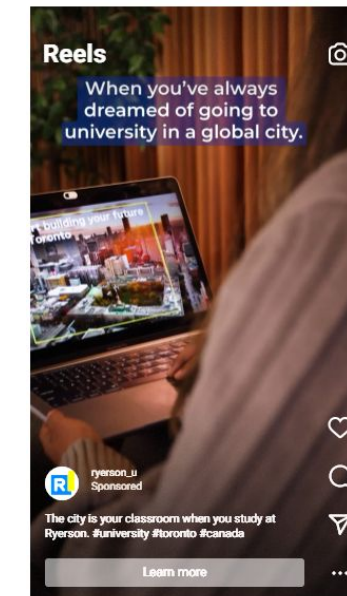
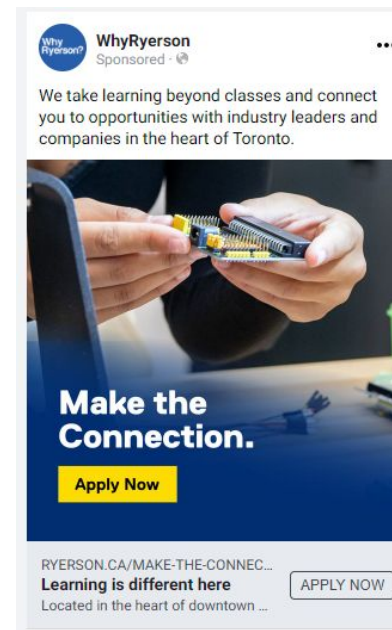
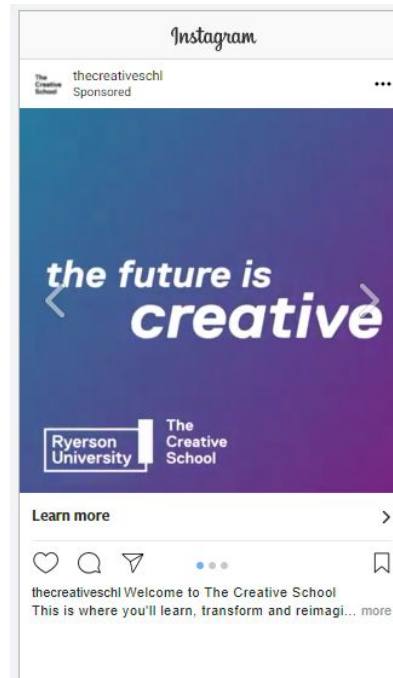
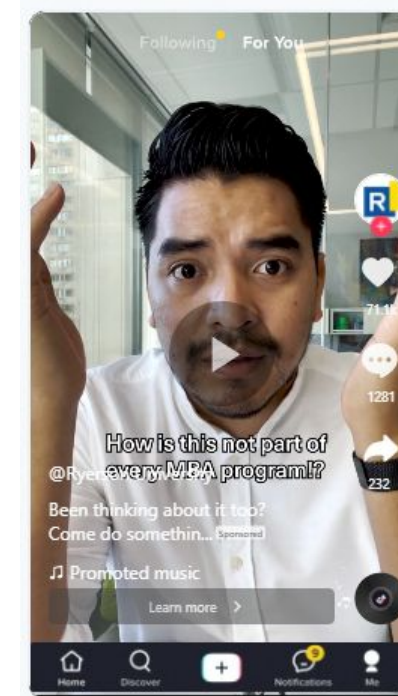
# Top Social Posts





# Paid Media Details

- Managed in-house, we launched new digital campaigns for:
  - the Alumni Generous Futures Season 2 series,
  - new TikTok campaigns for MBA and BComm recruitment,
  - Advancement Year-End Giving and Giving Tuesday,
  - Campus Renaming Survey,
  - Brampton Medical School Townhall events,
  - inaugural National Forum on Anti-Asian Racism
- Continued working with agency partners on campaigns for:
  - the International Enrolment Office,
  - Office of the Registrar domestic undergraduate recruitment,
  - The Creative School renaming, and
  - Lincoln Alexander School of Law fall recruitment.



# Web Traffic Detail

Comparisons are Q4 2021 and Q4 2020

- **18.0% increase** in sessions  
4.90 million (2021) vs 4.16 million (2020)
- **32.4% increase** in users  
2.40 million (2021) vs. 1.81 million (2020)
- **19.1% increase** in pageviews  
15.7 million (2021) vs. 13.2 million (2020)

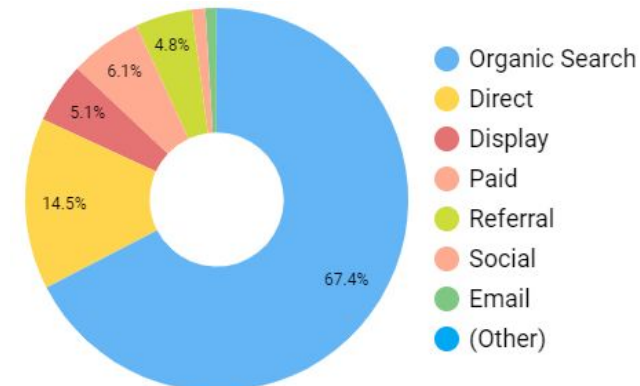
## Top Countries by Pageviews

	Country	Pageviews ▾
1.	Canada	3,735,772
2.	India	491,860
3.	Bangladesh	166,380
4.	United States	141,679
5.	Iran	118,553
6.	Pakistan	115,568
7.	Nigeria	72,142
8.	United Arab Emirat...	55,197
9.	Egypt	54,473
10.	China	44,748

## Top Pages by Pageviews

Page Title ?	Pageviews ? ↓
	15,735,926 % of Total: 100.00% (15,735,926)
1. Ryerson University Home - Ryerson University	1,005,398 (6.39%)
2. International Undergraduate Admissions - International Applicants - Ryerson University	700,728 (4.45%)
3. Choose>Ryerson Login - Admissions - Ryerson University	426,932 (2.71%)
4. Undergraduate Programs - Programs - Ryerson University	320,385 (2.04%)
5. Programs - Graduate - Ryerson University	215,362 (1.37%)
6. How to Apply - Admissions - Ryerson University	212,507 (1.35%)
7. my.ryerson Portal - Computing and Communications Services - Ryerson University	192,002 (1.22%)
8. Admission Requirements - Admissions - Ryerson University	180,093 (1.14%)
9. International Virtual Events - International Applicants - Ryerson University	154,218 (0.98%)
10. Programs - Ryerson University	148,785 (0.95%)

## How visitors got to our website by % of Pageviews





# Creative Examples

IEO Recruitment Campaign



Fall 2021 Virtual Convocation



The Creative School Brand Campaign



The Chang School Winter Campaign



TRSM MBA Recruitment Campaign

