



BOARD OF GOVERNORS
Monday, January 28, 2013
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, January 28, 2013 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: P. Yaffe (Chair), M. Al Zaibak, P. Ataei, C- A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Frazer, J. Fukakusa, B. Halilovic, C. Hilkene, G. Kapelos, S. Kassim, S. Levy, M. Maheux, G. Mak, R. Mendelson, A. Piroz, A. Rasoul, H. Rosen, F. Salvati

Regrets: N. Mohamed, K. Raahemifar, B. Richards

Board Secretariat:

J. Shin Doi, General Counsel and Secretary of the Board of Governors
C. Redmond, Governance Officer

Others Attending:

J. Isbister, Interim Provost and Vice President Academic
J. Hanigsberg, Vice President Administration & Finance
A. Kahan, Vice President University Advancement
A. Levin, Interim Vice Provost Faculty Affairs
C. Evans, Vice Provost Academic
H. Lane Vetere, Vice Provost Students
P. Stenton, Deputy Vice Provost University Planning
J. Winton, Assistant Vice President Financial Services
L. Allen, Assistant Vice President Human Resources
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
B. Piercy, Acting Assistant Vice President, Public Affairs, Marketing and Communication
E. Stroback, Executive Lead Capital Projects and Real Estate
A. Casey, Executive Director, Office of the Provost
M. Ng Director, Office of the President
V. Fox, Executive Director, Digital Media Zone
M. Saunders, President, Ryerson Futures Inc.
C. Hack, Executive Director, Undergraduate Admissions & Recruitment
T. Pham, Director, Campus Facilities & Sustainability
G. Hauck, Dean, Faculty of Communication and Design
L. Weinthal, Chair, School of Interior Design
A. Mitchell, Professor, School of Interior Design
P. Vankessel, Senior Project Manager

1. **IN-CAMERA DISCUSSION (Board Members Only)**
2. **IN-CAMERA DISCUSSION (Senior Management Invited)**
3. **END OF IN-CAMERA SESSION**
4. **INTRODUCTION**

Chair's Remarks

The Chair noted that Adam Kahan distributed a helpful Ryerson Fact Sheet and encouraged Board members to use it.

The Chair welcomed Board members and noted that the March Board meeting has been rescheduled for Wednesday, March 20, 2013. The Chair also reminded members of the upcoming Board Retreat beginning with a dinner on Thursday, March 21, 2013 at the Sears Atrium, between 6:00 p.m. and 9:00 p.m. followed by the Retreat meeting on Friday, March 22, 2013, at Heaslip House between 9:30 a.m. and 2:00 p.m.

The Chair noted that the Globe and Mail had recently published an article on Architecture as an instrument for Civility and had quoted George Kapelos extensively. The article was written to showcase the annual collaborative exercise that the School of Architectural Science holds in January.

The Chair reported that Rena Mendelson is organizing another fabulous evening of musical theatre on May 5, 2013 to raise funds for the Des McAnuff Scholarship. Ms. Yaffe asked that Board members save the date in their calendars.

The Chair acknowledged the gifts at the table. The water bottles are courtesy of the Faculty of Communication and Design and the DMZ calendars are compliments of University Business Services, one of Julia Hanigsberg's units. There is also a set of photo image cards from the Ryerson Image Centre's current exhibition, "Human Rights, Human Wrongs".

Approval of the January 28, 2013 Agenda

The agenda was approved as presented.

5. REPORT FROM THE PRESIDENT

The President spoke of the recent liberal leadership transition and the fact that Ryerson provided the venue for the leadership convention.

The President spoke of the significance and impact of the new exhibition at the Ryerson Image Centre – Human Rights and Human Wrongs and encouraged members to attend.

The President asked Gerd Hauck, Dean, Faculty of Communication and Design ("FCAD") to

introduce Annick Mitchell, former Chair of the School of Interior Design and Lois Weinthal, the new Chair. Dean Hauck reported that AZURE magazine rated Ryerson University, Pratt and Parson the top three interior design schools in the world. Dean Hauck also added that FCAD had been awarded the best design University Annual Report in 2012.

The President asked Charmaine Hack, Executive Director, Undergraduate Admissions & Recruitment to discuss the recent Ontario Secondary school application statistics. These statistics are a benchmark as to how each university is doing in terms of attracting new applications. Ryerson is up in first, second and third choice applications by 11.7% as compared to the system increase of 4.6%. Ryerson's market share has grown since 2000 and is now moving towards the University of Toronto in terms of overall number of applications received. At this point Ryerson is leading the province in increase in applications. Ms. Hack spoke to some of the factors that may have contributed to this increase such as the launch of six new programs.

The President added that this type of application response reflects well on the University. The downside is that the University is becoming less accessible to students.

The President congratulated several members of the Ryerson community specifically: Board Chair Phyllis Yaffe who will be receiving an Honorary Doctorate from the University of Manitoba on May 28, 2013; Raymond Chang and Mitch Fraser and Jocelyne Côté-O'Hara for having received the Queen Elizabeth Jubilee Medal; Gervan Fearon's appointment as Provost of Brandon University and Stephen Kassim and the student organizers for hosting a successful TEDX conference.

The President mentioned several other successful events at the University such as the the Future Sustainability of Canada's Pension Conference at the Mattamy Athletic Centre at the Gardens; the NHL Players' Association Charity Hockey Game; and the TRSM MBA Games.

The President also referred to an article by Christopher Hume that named the Mattamy Athletic Centre at the Gardens and the Ryerson Image Centre among the top ten of Toronto's best of new architecture of 2012.

Jocelyne Côté-O'Hara commented on the Mattamy Athletic Centre as a venue for the Leadership Convention. The Vice President, Administration and Finance said that she would be happy to discuss her comments after the Board meeting.

6. REPORT FROM THE SECRETARY

Julia Shin Doi reported that the Board Secretariat is conducting its Annual Board Elections March 4th to 7th. Two faculty, one staff, one alumnus and three students will begin their terms on the Board on September 1, 2013.

The Secretary spoke of a recent incident where confidential Board materials had been mislaid. To ensure that this does not happen again a shredding bin has been placed outside the Board room. Ms. Shin Doi also reminded members that recording of meetings is not permitted other than by the Secretariat. It is hoped that by September 2013 Board materials will be accessed using a secure Board portal. To ensure a future measure of security a voluntary sign in sheet has been instituted for members of the public gallery.

7. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

Canadian University Student Survey Consortium (CUSC) - Graduating Student Survey 2012: Highlights Report

John Isbister highlighted results from the Graduating Student Survey 2012. This triennial survey is one of a series of student surveys conducted by Ryerson as a member of the Canadian University Survey Consortium. Survey questions relate to students' satisfaction with their academic programs; university experience, their growth and development; debt as well as information about employment and plans for future education. The Provost assured Board members that the survey was very positive and something that the University should take pride in.

Board members asked questions about other universities' results, the quality of teaching assistants, issues in individual programs, and the mentoring of teaching assistants by the faculty.

8. REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE

Sustainability at Ryerson

Julia Hanigsberg introduced Tonga Pham, Director, Campus Facilities & Sustainability who is a Chemical Engineer and a part-time student in the MBA program at Ryerson.

Ms. Pham reported that in 2012, Campus Facilities and Sustainability ("CFS") revised its sustainability program to focus on all three elements of the triple bottom line – social, environmental and economic. Previously the program was centered on environmental initiatives such as utility conservation and waste diversion rates. CFS updated the program to ensure that Ryerson students, faculty and staff are included, consulted and engaged in this revised program. Partnership have been formed with several stakeholder at the University such as the Digital Media Zone, Centre for Urban Energy, Ryerson Builds to name a few.

Ms. Pham presented information on Ryerson's new sustainability program including its mandate; methodology, measurable successes and plans for the future.

9. DISCUSSION ITEMS

Report from the Chair of the Finance Committee

Michele Maheux introduced an overview of the Finance Committee Report and asked the President to explain in more detail the budget process.

Introduction to the 2013-14 Budget Process

The President presented the information on the budget process used in past years. This year the environmental scan will precede the performance indicators. The scan will give Board members a picture of the environment that Ontario universities find themselves in and the fiscal pressures that will affect the budget process.

Budget 2013-14: Part One – Environmental Scan

Paul Stenton reported that the external economic environment will have a significant impact on the 2013-14 University budget, affecting Government operating grants, tuition levels and financial assistance needs. As part of the context for setting the 2013-14 University budget, a review of some key elements of the environment faced by Ontario universities is presented. Enrolments drive most of the University's operating revenue and are therefore a critical part of budget planning. Paul Stenton reviewed the key budget principles and strategic priorities that will be taken into consideration through the budget process.

Board members raised questions about Ryerson's international tuition fee strategy.

Update on Ryerson Futures Inc.

Julia Shin Doi spoke to the background of RFI and named the directors and officers of the corporation. RFI was incorporated on May 28, 2012. The corporate structure, current activities and future plans of RFI are being presented to the Board of Governors for information purposes.

Julia Shin Doi acknowledged the presence of Valerie Fox, Executive Director, Digital Media Zone and asked Matt Saunders, President of RFI to present information on the corporation.

At this point Gerald Mak joined the meeting.

Matt Saunders, President of RFI presented the current activities and future plans of RFI. He described the early stage companies to which RFI provided strategic and business development advice.

Board members asked general questions, in particular comparisons with MARS.

The Chair reminded Board members that RFI is a separate entity and has its own Board of Directors.

10. CONSENT AGENDA

Approval of the November 26, 2012 Minutes

The minutes were approved as presented.

11. TERMINATION