



**BOARD OF GOVERNORS**  
**Monday, March 31, 2014**  
**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, March 31, 2014 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

**ATTENDANCE:**

**Present:** Phyllis Yaffe (Chair), M. Al Zaibak, P. Ataei, C.A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Dionne, M. Frazer, B. Halilovic, G. Kapelos, S. Levy, M. Maheux, N. Mohamed, K. Noor, H. Rosen, D. Shivraj, D. Sookram, K. Varma, C. Yim

**Regrets:** C. Hilkenne, B. Richards J. Fukakusa (Vice Chair)

**Board Secretariat:**

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

**Others Attending**

M. Lachemi, Provost and Vice President Academic  
J. Hanigsberg, Vice President Administration & Finance  
A. Kahan, Vice President University Advancement  
W. Cukier, Vice President Research and Innovation  
P. Stenton, Deputy Provost and Vice Provost University Planning  
M. Ng, Director, Office of the President  
J. Isbister, Vice Provost Faculty Affairs  
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion  
H. Lane Vetere, Vice Provost Students  
C. Evans, Vice Provost Academic  
J. Winton, Chief Financial Officer and Assistant Vice President Financial Services  
C. Sass-Kortsak, Assistant Vice President, Human Resources  
E. Stroback, Executive Lead Capital Projects and Real Estate  
J. Mactavish, Dean, Graduate Studies  
A. Casey, Executive Director, Office of the Provost and Vice President Academic  
A. Bonato, Associate Dean, Graduate Studies  
M. Murphy, MBA Student

R. Lawrence, RSU Vice-President, Education  
P. Shannon, Chair, Theatre School

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

### **1. INTRODUCTION**

#### **1.1 Chair's Remarks**

The Chair congratulated Janice Fukakusa for being named CFO of the Year and to Nadir Mohamed for being appointed Ryerson Distinguished CEO in Residence for the 2014/15 year.

The Chair mentioned several items given to Board members, specifically an invitation to the School of Interior Design April 24 Year End Show; the TRSM's Diversity Institute Report; the Faculty of Science's 2013 Annual Report and a copy of the Ryerson Review of Journalism's Spring Magazine.

The Chair also took the opportunity to remind Board members of upcoming events and those that had recently occurred such as the April 3 Mass Exodus show; the Colm Wilkinson Tribute concert on May 11; and the very successful Blue and Gold Ball held on March 28, 2014.

The Chair mentioned that the Vice President Education of the Ryerson Students' Union, Roshelle Lawrence has asked to speak to the Board about the 2014-15 Budget.

The Chair concluded her remarks by requesting that Performance Indicators and Performance Measures Report be presented at a future Board meeting.

#### **1.2 Approval of the March 31, 2014 Agenda**

The agenda was approved as presented.

### **2. PRESIDENT'S REPORT**

The President mentioned the success of the Blue and Gold Ball. The President asked Adam Kahan to present the news that Phyllis Yaffe and her husband John Feld had left a very generous estate gift of \$1,000,000 to Ryerson.

The President then updated Board members on the Strategic Mandate Agreement and the fact the University's agreement has not been signed with the government yet. The President reported that the government's view of the agreement may have a positive effect on the 2014-15 budget.

The President also spoke of the major capital expansion document released by the government.

The two-step process may require submissions by universities at some point in the summer months.

The President spoke of his recent trip to South Africa and India and presented a video on the opening of the India DMZ startup in Mumbai.

The President then introduced Jennifer Mactavish, Dean, Yeates School of Graduate Studies, who gave background information on the Graduate Education Video Competition. Dean Mactavish introduced Associate Dean, Anthony Bonato and MBA student Michael Murphy who had won first place in a competition amongst graduate students on the themes of creativity, connectedness and entrepreneurship.

President welcomed Chair of the Theatre School, Peggy Shannon and congratulated her on her work on the upcoming Colm Wilkinson Tribute Fundraiser.

### **3. SECRETARY'S REPORT**

#### **(a) Board Election Update**

Julia Shin Doi reported on the results of the recent Board elections held from March 3 to 6, 2014. Tyler Webb, Joseph Vukovic and Noah Geist were elected to a one year term as student members of the Board. Lamy Amleh was elected to a two year term as a Faculty member and Carrie-Ann Bissonnette was re-elected to a second two year term as staff member on the Board. All new Board members will begin their terms on September 1, 2014.

Stephen Pumple, Abe Snobar and Rhiannon Trail are the Alumni candidates running the 2014 elections which will be held June 16 to 27 June.

The Secretary thanked members of the Board Secretariat for their excellent work in assisting with the Board Elections.

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

#### **(a) Update on the Academic Plan Process**

Mohamed Lachemi spoke to progress of the Academic Plan Process and breadth of consultation and engagement that had taken place.

The central vision of the plan is for Ryerson to become the Canada's leading comprehensive innovation university. This vision resonates with both external and internal communities. To achieve the vision the University is being asked to focus on four priorities: student engagement and success; increasing SRC excellence, intensity and impact; fostering an innovation ecosystem and expanding community engagement and city-building.

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

Michèle Maheux reported that the Finance Committee met on February 24 and March 18. At the February 24 meeting three new professional Masters Diplomas in: Aerospace Design Management; Enterprise Information Security, Privacy and Data Protection; and Dietetics were recommended for approval as well as a presentation on the third quarter financial statements.

At the March 18 meeting the Provost and the Vice Provost University Planning provided contextual information for the budget decisions that will be made in April. At the same meeting Fiera Capital presented an overview of Ryerson's endowment fund investments.

### Introduction: Budget Overview

The President provided an overview to the 2014-15 budget presentation and discussed the critical path for the budget rollout. This meeting will review the environmental scan and fees context only

### 2014-15 Budget: Part One Environmental Scan

Mohamed Lachemi reported on the 1% cuts to the 2013/14 operating grants and the actual and projected enrolment numbers for the new few years.

### 2014-15 Budget: Part Two – Fees Context

Paul Stenton spoke to the University's authority to charge fees; the new government fee administration polices; the effect of fees on the operating revenues and fee comparison with other Universities and the fact that the University does not have de-regulated programs.

Paul Stenton concluded his presentation by reporting that financial support for students in need has increased in recent years and that the net tuition fee paid by students is considerably lower than the sticker fee. The earnings premium of a university education makes it one of best investments a student can make.

### Ryerson Students' Union Presentation

Rochelle Lawrence, RSU Vice-President, Education presented a petition of 5,000 signatures to the Board to request that Board members lobby the government to reduce tuition fees by 30%.

Ms. Lawrence spoke of student debt; solving debt by effectively using the University's carry forward funds differently; providing more transparency in the use of the Strategic Allocation Fund; and less reliance on tuition fees and budget cuts from academic departments.

Darius Sookram, Khatera Noor, Darren Shivraj and Curtis Yim responded to the presentation and spoke of the financial implications that not having a fee increase would have on the University; the support that the University does give its students in terms entrepreneurial and experiential learning and the rewards that an investment in a university education can give.

#### Fiera Capital Report - December 31, 2013

Janice Winton gave a brief overview on the Fieira Capital Report as of December 31, 2013 and reported the University's endowment funds increased by 14.5%.

### **6. CONSENT AGENDA**

#### 6.1 Approval of the January 27, 2014 Minutes

The minutes were approved as presented.

#### 6.2 Third Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

***That the Third Quarter Financial Statements be approved as presented.***

#### 6.3 Review of Revenue and Expenditures for new Professional Masters Diplomas

##### (a) Aerospace Design Management

BE IT AND IT IS HEREBY RESOLVED:

***THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diplomas (PMDip) in Aerospace Design Management is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.***

##### (b) Enterprise Information Security, Privacy and Data Protection

BE IT AND IT IS HEREBY RESOLVED:

***THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diploma (PMDip) Enterprise Information Security, Privacy and Data Protection is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.***

(c) Dietetics

BE IT AND IT IS HEREBY RESOLVED:

***THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new Professional Masters Diploma (PMDip) in Dietetics is deemed financially viable, approved and to be offered September 2014 at the discretion of the Provost and Vice President Academic.***

7.4 Trading Resolution

BE IT AND IT IS HEREBY RESOLVED:

***THAT the Board of Governors of Ryerson University may, from time to time:***

- (a) establish and maintain one or more trading accounts with investment dealers to deal with and in any securities;***
- (b) purchase, invest in or otherwise acquire, sell, trade, possess, transfer, exchange, pledge or otherwise dispose of, or realize upon, and generally deal in and with any and all forms of securities including, but not limited to, shares, stocks, bonds, debentures, notes, scrip, participation certificates, rights to subscribe, option warrants, certificates of deposit, mortgages, choses in action, evidences of indebtedness, commercial paper, certificates of indebtedness and certificates of interest of any and every kind and nature whatsoever, secured or unsecured, whether represented by trust, participating and/or other certificates or otherwise; and***

***THAT the Board of Governors give all authority necessary for the purpose of any dealings with and in any securities, to such extent and in such manner as the Board of Governors may determine, as the case may be, with respect to any such securities or with respect to any transaction, including authority to give written or oral instruction to the investment dealer with respect to said transactions, deemed by any two of the following officers of the University to be proper in connection therewith, provided that such officers may not be the same person:***

***Chair  
Vice Chair  
President and Vice Chancellor  
Provost and Vice President Academic***

***Vice President Administration and Finance  
Secretary of the Board  
Chief Financial Officer and Assistant Vice President Financial Services***

***or by such officers of the University or persons as the Board may by resolution from time to time so authorize.***

## **8. TERMINATION**