



BOARD OF GOVERNORS
March 30, 2021
2:00 p.m. to 4:00 p.m.
Video and Teleconference

M I N U T E S

Minutes of a meeting of the Board of Governors of Ryerson University (the "University") held on March 30, 2021, at 2:00 p.m.

ATTENDANCE:

Present: S. Babikian, N. Campbell, J. Cockwell (Vice-Chair), J. Dallaire, C. Ellis, C. Evans, J. Fukakusa, J. Gonzales, R. Graham, H. Harb, D. Jardine, M. Kolios, M. Lachemi, A. McKee, N. Mohamed, C. Paisley, D. Porter, S. Ragunathan, T. Rubman, S. Sinha (pending renewal), T. Staffieri (Chair), M. Wright

Regrets: C. Garay, W. Soliman

Board Secretariat:

J. Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
K. Liss, Legal Counsel and Governance Advisor
V. Luckiram, Governance Coordinator
J. MacInnis, Associate General Counsel and Assistant Secretary of the Board of Governors
A. Mall, Legal Counsel and Governance Officer

Others in Attendance:

D. Brown, Vice-President, Administration and Operations
T. Conte, Executive Director, Office of the Vice-President, Administration and Operations
G. Craney, Deputy Provost and Vice-Provost, University Planning
M. Forbes, Chief of Staff and Executive Director, Communications
R. Frankle, Assistant Vice-President, Development
J. Grass, Assistant Vice-President, University Relations
R. Iannacito-Provenzano, Vice-Provost, Faculty Affairs
S. Liss, Vice-President, Research and Innovation
K. MacKay, Vice-Provost, Academic
G. Mallon, Assistant Vice-President, Facilities Management and Development
M. Martin-Griem, Executive Director, Office of the Vice-President, Research and Innovation
M. McEachrane Mikhail, Executive Director, Office of Provost and Vice-President, Academic
J. McKee, Chief Financial Officer



J. McMillen, Vice-Provost, Students
I. Mishkel, Vice-President, University Advancement and Alumni Relations
J. O'Donnell, Chief Human Resources Officer
D. O'Neil Green, Vice-President, Equity and Community Inclusion
R. Simm, Managing Director, KPMG Corporate Finance Inc.
I. Verechaka, Vice-President, KPMG Corporate Finance Inc.
D. Young, Dean and Professor of Law, Faculty of Law
S. Zolfaghari, Interim-Provost and Vice-President, Academic

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

3. INTRODUCTION

3.1. Chair's Remarks

T. Staffieri opened his remarks with an acknowledgement of the land and welcomed Board members to the Board meeting.

3.2. Approval of the January 29, 2021 Agenda

The agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi congratulated Board member S. Sinha on ranking third on the Medical Post's 2021 Power List, which is compiled through interviews with doctors regarding who they think has power within Canada's healthcare system.

M. Lachemi reported that the provincial government delivered its 2021 budget, which described the government's top three (3) priorities as combatting COVID-19, supporting long-term care, and caring for the people of Ontario.

M. Lachemi reported that the government announced a planning grant to support the University in developing a proposal for a medical school in Brampton and that the University has requested One Million Dollars (\$1,000,000) from the province to aid in the development of the full business case for the first new medical school in almost two (2) decades. M. Lachemi explained that planning for the medical school is led by the School of



Medicine Planning Committee, chaired by S. Liss, and that a series of community consultations for students, faculty, staff and alumni will begin this spring.

M. Lachemi reported that on February 19, 2021, the University officially launched the satellite campus in Cairo, Egypt, which will enable the University to expand programming into the Middle East and North Africa region. M. Lachemi advised that classes begin in September 2021, with select degree programming from the University's Faculty of Communication and Design and the Faculty of Engineering and Architectural Science.

M. Lachemi provided an update on Fall 2021 planning and advised that the University continues to monitor provincial regulations related to physical distancing and public health guidelines.

M. Lachemi shared a video which reflected upon the past year and how the University community rose to the challenge.

4.1. Opportunities Working Group: Agile Workforce

M. Lachemi reported that Chief Human Resources Officer, J. O'Donnell is leading the Agile Workforce initiative, one (1) of four (4) projects by the Opportunities Working Group.

J. O'Donnell provided an overview of the Agile Workforce's Organizational Agility and Flexibility project, which aims to develop a forward-thinking approach to how and where work is done across the University. J. O'Donnell explained that the Organizational Agility and Flexibility project considers new ways of working that take into account the adaptability of processes and procedures, technology, and workspaces.

J. O'Donnell explained that all faculty and staff were invited to complete a survey, which aimed to gain a thorough understanding of the experiences of working, teaching and researching remotely and how best to provide additional support for faculty and staff as remote work continues through April 2021.

5. **REPORT FROM THE SECRETARY**

J. Shin Doi welcomed A. Mall, Legal Counsel and Governance Officer, to the University and the Board Secretariat team.



5.1. 2021 Board Elections Report

J. Shin Doi congratulated newly elected staff, faculty and student Board members who will begin their terms in September 2021 and M. Kolios for being re-elected to the Board. J. Shin Doi thanked the Returning Officer, C. Dempsey, and members of the Election Procedures Committee who are overseeing the election process. The elections report is posted on Diligent and the Board website.

6. REPORT FROM THE INTERIM-PROVOST AND VICE-PRESIDENT ACADEMIC

S. Zolfaghari reported that Dean Pam Sugiman was recommended for re-appointment as Dean of the Faculty of Arts. S. Zolfaghari provided updates on the University's plans for the Fall 2021 academic term and spoke to the digital advertising strategy developed to increase international enrolment. S. Zolfaghari also provided an overview of the University's initiatives and activities celebrating Black History Month and highlighted the important research initiatives that have evolved throughout the last year during the pandemic.

7. DISCUSSION ITEMS

7.1. REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE

J. Cockwell reported that the Executive Committee met on February 24, 2021 and approved the appointment of new Board member, S. Ragunathan, to the Employee Relations and Pensions Committee pursuant to Article 20.1 of the By-Laws.

7.2. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

7.2.1. Fiera Capital Report – December 31, 2020

D. Porter reported that Fiera Capital presented their quarterly report at the March 23, 2021 Finance Committee meeting

7.2.2. 2021-22 Budget: Government Funding Update and Budget Strategy

D. Porter reported that G. Craney presented the 2021-22 Budget: Government Funding Update and Budget Strategy at the March 23, 2021 Finance Committee meeting. The materials are available on Diligent.



7.3. REPORT FROM THE VICE-PRESIDENT RESEARCH AND INNOVATION

7.3.1. Scholarly, Research and Creative (SRC) Activities at Ryerson: Scaling SRC Through Partnership and Collaboration

S. Liss provided Board members with an overview of the University's scholarly, research, and creative activities. S. Liss spoke to the University's new and upcoming partnerships and collaborations, highlighting some of the past year's key successes. S. Liss outlined the University's priorities for the upcoming year.

8. TERMINATION