



BOARD OF GOVERNORS
April 28, 2022
3:00 p.m. to 5:00 p.m.
Video and Teleconference

M I N U T E S

Minutes of a meeting of the Board of Governors of Toronto Metropolitan University (the "University") held on Thursday, April 28, 2022, at 3:00 p.m. by video and teleconference.

ATTENDANCE:

Present: S. Babikian, N. Campbell, J. Cockwell (Vice-Chair), J. Dallaire, S. Dworkin, J. Fukakusa, C. Garay, R. Graham, M. Lachemi, D. Miller, M. Mullings, C. Paisley, D. Porter, S. Ragunathan, C. Randall, R. Rodrigues, S. Sinha, W. Soliman, T. Staffieri (Chair)

Regrets: H. Al-Jarrah, T. Ho, M. Kolios, G. Leong, N. Mohamed, E. Shim, B. Venkatesh

Board Secretariat:

J. Shin Doi, General Counsel, Secretary of the Board of Governors, and University Privacy Officer
V. Luckiram, Governance Coordinator

J. MacInnis, Associate General Counsel and Assistant Secretary of the Board of Governors
A. Mall, Senior Legal Counsel and Governance Officer

Others in Attendance:

G. Craney, Deputy Provost and Vice-Provost, University Planning
C. Finlay, Executive Director, Rogers Cybersecure Catalyst
M. Forbes, Chief of Staff and Executive Director, Communications
R. Frankle, Assistant Vice-President, Advancement
J. Grass, Assistant Vice-President, University Relations
S. Liss, Vice-President, Research and Innovation
K. MacKay, Vice-Provost, Academic
G. Mallon, Assistant Vice-President, Facilities Management and Development
J. McKee, Chief Financial Officer
J. McMillen, Vice-Provost, Students
I. Mishkel, Vice-President, University Advancement and Alumni Relations
L. Nater, Senior Presentation Technology Specialist
J. Neiman, Director, Pension and Benefits
J. O'Donnell, Chief Human Resources Officer
J. Simpson, Provost and Vice-President, Academic
S. Zolfaghari, Vice-President, Administration and Operations

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Welcome

3.1.1 Land Acknowledgement

T. Staffieri provided the acknowledgment of the land.

3.1.2 Chair's Remarks

3.2 Approval of the April 28, 2022 Agenda

The agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi provided an update on the renaming of the University and the successful launch of the new name. M. Lachemi acknowledged the work of the University Renaming Advisory Committee (the "Committee") under the leadership of J. Simpson and T. De Mello, the marketing team who created many impressive videos, and the communications team which managed the media strategy. M. Lachemi reported that a detailed communications plan was created to inform the community, generate excitement, demonstrate a commitment to core values, and protect the reputation of the University.

M. Lachemi explained that every communication channel was used including negotiating a media exclusive with the *Globe and Mail*. M. Lachemi advised that the goal was to establish the University's narrative from the outset and for people to hear the University's story first which was why the *Globe and Mail* exclusive article ran immediately following the Board meeting.

M. Lachemi reported that his op-ed was in the *Toronto Star* electronically on Tuesday afternoon with a print version in Wednesday's paper. M. Lachemi provided statistics documenting the impressive results of the communications and media outreach, noted that the analysis of the coverage showed that the sentiment was overwhelmingly neutral, and reported a high level of engagement on social media.

One Board member noted that there was an article that reported that some members of the University community and Indigenous community felt that the process was not inclusive. J.

Dallaire advised that the mandate was followed, there were many venues for people to provide input, and due diligence was done. M. Lachemi advised that he reached out to Indigenous leaders both inside and outside the community including Chief R. S. LaForme and Senator M. Sinclair. M. Lachemi further advised that the process was very inclusive after learning from the Standing Strong Task Force. M. Lachemi noted that with a large community of current students and alumni, there will always be some voices that raise concerns. M. Lachemi further noted the representation of Indigenous students, faculty, and staff on the Committee.

5. REPORT FROM THE SECRETARY

5.1 Re-Election of Board Chair

T. Staffieri recused himself for this agenda item. J. Shin Doi advised that Board Chair, T. Staffieri indicated that he would like to be re-elected as Chair of the Board of Governors. J. Shin Doi opened up nominations for the position of Board Chair pursuant to section 12.1 of the By-laws. J. Shin Doi advised that at the May 30, 2022 Governance Committee meeting the nominations for Board Chair will close, and Board members will elect a new Chair. J. Shin Doi called for nominations. S. Babikian nominated T. Staffieri and D. Porter seconded the motion. J. Shin Doi explained that section 12.3 of the By-laws requires nominations in writing and oral or written assent from the nominee before the election on May 30, 2022.

5.2 Board Election Update

J. Shin Doi reported that the Student Board elections were held from April 4, 2022, to April 7, 2022. J. Shin Doi congratulated J. Fakhim, K. Bhatia, and J. Kuriakose, who were elected as Student Board members for the academic year 2022-23.

J. Shin Doi thanked the Election Procedures Committee members who are overseeing the elections process: S. Tawil, Staff Representative; M. Fast, CESAR Representative; J. MacInnis, Assistant Secretary of the Board; I. Sakinofsky, RFA Representative; J. Shin Doi, Secretary of the Board; S. Satish, RSU Representative; as well as C. Dempsey, Returning Officer; and the Board Secretariat team.

6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

J. Simpson advised that her written report was included in the materials. J. Simpson commented that the University has a track record now to build upon the other twenty-one (21) recommendations in the Standing Strong Taskforce Report.

7. DISCUSSION ITEMS

7.1 Report from the Chair of the Finance Committee

D. Porter reported that the Finance Committee met on April 21, 2022, and G. Craney and

J. McKee presented the 2022-23 Budget Priorities and Expenditures.

7.1.1 2022-23 Budget Priorities and Expenditures

M. Lachemi advised that the University is in a constrained growth environment with the Province continuing to restrict domestic enrolment levels. M. Lachemi reported that the 2022-23 tuition fee framework has been released by the government, and the University is entering the fourth year where domestic fees are decreased by ten percent (10%) below 2018-19 levels. M. Lachemi noted that the soon-to-be-released Ontario 2022-23 budget will be reviewed for any impact on the sector or the University itself.

M. Lachemi noted that the University's fiscally responsible and transparent approach ensures that the University remains forward-looking. M. Lachemi advised that despite the fiscal challenges, the University is in a position to make some selected strategic investments that will be done on a one-time basis with funds from the reserves that support urgent University-wide priorities.

G. Craney noted that the budget is being presented in a continued time of constraint and uncertainty, with COVID-19 still affecting international enrolment. G. Craney advised that the government has not changed operating grants for core activities over the last decade and the tuition fee freeze continues to cause challenges for presenting a balanced budget. G. Craney further advised that a balanced budget is still being presented to manage the uncertainty and focus on strategic priorities.

G. Craney explained that the University has strong domestic demand and will not have any challenges meeting its domestic enrollment targets, although the targets for domestic students remain capped by the province. G. Craney further explained that the budget envisions a continuing increase of international students. G. Craney advised that four (4) years ago, there was a decrease of ten percent (10%) in tuition fees and the tuition fee freeze for the last three (3) years continues to provide challenges in setting the budget. G. Craney noted that international fees remain unregulated and the strategy is to remain slightly under the principal average with a five percent (5%) proposed increase in international students for this year. G. Craney reported that the University will take advantage of the permitted increase of out-of-province domestic fees.

G. Craney explained that no change is expected to the operating grants. G. Craney advised that the financial schedules show a small decrease in the total number of operating grants from the province which relates to the international student recovery from the province that clawbacks about seven hundred and fifty dollars (\$750) per student when international students increase. G. Craney noted that in terms of compensation, the University is well within the compensation framework which is mostly driven by the collective agreements.

G. Craney outlined the comprehensive consultation budget process and noted that the feedback received from the community included supporting students academically, financially, and socially with a focus on mental health and student wellness, and recognizing

the unique need of international students. G. Craney further noted that feedback also included supporting the return to campus of faculty and staff; focusing on how remote work can enhance the university framework, and ensuring the safety of the University community.

G. Craney reported that given the base constraints of the University, the strategic investments this year will be limited and focused on one-time funding from institutional reserves. G. Craney noted the three priority areas as community wellness and equity; new initiatives such as the new school of medicine; and investments into the future with respect to digital strategy, the future of work, revenue-generating activities and international recruitment. G. Craney advised that the budget has allocated Six Million Five Hundred Thousand Dollars (\$6,500,000) to address all the renaming efforts.

G. Craney discussed the strategies used to balance the budget with revenue projected to increase by two point six percent (2.6%) and cost escalation projected to increase by a net four percent (4%) balanced with a two percent (2%) budget reduction. J. McKee provided an overview of the finance and fee schedules of the budget.

It was moved, seconded and carried that:

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2022-23 Budget be approved as presented.

It was moved, seconded and carried that:

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2022-23 Domestic Tuition Fees (including Continuing Education); International Fees; Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Meal Plans be approved as presented.

7.2 Report from the Chair of the Employee Relations and Pensions Committee

7.2.1 Amendments to the Ryerson Retirement Pension Plan Statement of Investment Policy and Procedures

R. Graham reported that the Employee Relations and Pensions Committee met on April 21, 2022, and it approved the Amendments to the Ryerson Retirement Pension Plan Statement of Investment Policy and Procedures.

It was moved, seconded and carried that:

BE IT AND IT IS HEREBY RESOLVED:

THAT the proposed amendments to the Ryerson Retirement Pension Plan Statement of

Investment Policies and Procedures be approved as presented.

8. CONSENT AGENDA

T. Staffieri moved to adopt the consent agenda.

8.1 Approval of the March 29, 2022 Minutes

The minutes were approved as presented.

9. FOR INFORMATION

9.1 Report from the Chair of the Employee Relations and Pensions Committee

9.1.1 OMERS 2021 Investment Fund Review

10. TERMINATION

NEXT MEETING: June 30, 2022