

SENATE MINUTES OF MEETING**Tuesday, March 2, 2021****Via Zoom Video Conference****MEMBERS PRESENT:**

EX-OFFICIO:	FACULTY:	STUDENTS:
L. Barnoff	R. Adams	J. Saber
D. Brown	S. Benvie	I. Sakinovsky
D. Cramb	T. Burke	J. Schmidt
G. Craney	D. Checkland	T. Schneider
T. Duever	M. Dionne	D. Scofield
C. Falzon	L. Escandon	N. Thomlinson
C. Hack	S. Farshadfar	C. Thompson
G. Hepburn	A. Ferworn	M. Vahabi
R. Iannacito-Provenzano	N. George	I. Young
M. Lachemi	E. Ignagni	
S. Liss	L. Kolasa	
K. MacKay	L. Lavallée	
J. McMillen	A. McWilliams	
D. O'Neil Green	P. Moore	
C. Searcy	J. Neil	
C. Shepstone	R. Noble	
P. Sugiman	D. Oguamanam	
D. Taras	R. Ravindran	
D. Young	H. Rollwagen	
S. Zolfaghari	S. Sabatinos	

SENATE ASSOCIATES:**ALUMNI:**

A. M. Brinsmead	N. Di Cuia
J. Dallaire	S. Rattan
R. Kucheran	

REGRETS:**ABSENT:**

C. Falzon	L. Armstrong
J. Girardo	G. Bramesfeld
I. Mishkel	N. Ponce de Leon Elphick
H. Ramzan	A. Valeo
	H. Zarrin

1. Call to Order/Establishment of Quorum

2. Land Acknowledgement

"Toronto is in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect."

3. Approval of the Agenda

Motion: *That Senate approve the agenda for the March 2, 2021 meeting.*

R. Ravindran moved; N. Thomlinson seconded.

Motion Approved.

4. Announcements - None

5. Minutes of the Previous Meeting

Motion: *That Senate approve the minutes of the January 26, 2021 meeting.*

A. McWilliams moved; N. George seconded.

Motion Approved.

6. Matters Arising from the Minutes - None

7. Correspondence - None

8. **Reports**

8.1 Report of the President

8.1.1 President's Update

The President Reported:

1) Provost Announcement

President Lachemi announced the appointment of the new Provost, Jennifer Simpson, who joins us on July 1, 2021. Jennifer is currently the Dean of the Faculty of Humanities and Social Sciences at Memorial University. She is an experienced researcher, a proven leader, and well versed in strategic, innovative change.

S. Zolfaghari, will continue in the Interim Provost role until July, 2021. There will be opportunities to recognize Saeed's leadership and contributions to the university in the coming months.

2) Congratulations – Ryerson Award Winners

Ryerson Award winners were announced last week. The awards celebrate the achievements of faculty and staff in teaching, research, administration, service and leadership.

This year, 141 recipients are being honoured, including 66 individuals and 7 teams. There was a total of 337 employees nominated for an award this year.

We will celebrate the Ryerson Awards virtually on April 29, 2021.

3) Ryerson launches satellite campus in Cairo

Last week, we officially launched the satellite campus in Cairo, Egypt. As you know, this will enable Ryerson to expand programming into the Middle East and North Africa (MENA) region. Egypt is at the intersection of the Middle East and North Africa and is ideally located to serve as a bridge between the region and Canada. For Ryerson, this marks a new phase in our international strategy. Establishing a global presence where the need is great, and where demand is strong for a Canadian style education.

Classes begin in September, 2021 with select degree programming from our Faculty of Communication and Design, and Faculty of Engineering and Architectural Science. The physical presence will be facilitated by our partner, Universities of Canada in Egypt.

4) Budget Update

As a sector, we are experiencing financial repercussions as a result of the pandemic that will have long-term implications for our students and the communities we serve. At Ryerson, the good news is that despite many challenges, the university remains in good financial standing. However, we must remain prudent and plan ahead.

Since moving to a remote model last March, our usual expenses have not changed. At the same time, we have incurred additional costs and losses in direct response to the pandemic. Just a few examples are:

- investments in emergency student bursaries,
- development of online courses,
- new software licenses and electronic library materials, and
- a significant decrease in ancillary revenues

This year, we once again find ourselves in a constrained environment - the Province continues to restrict the total number of domestic spaces through the Strategic Mandate Agreements. In addition, we are in our second year of a two-year tuition fee framework that decreased fees by 10% two years ago and froze tuition fees into this year. This cut and freeze has had a real impact on our operating revenue.

While we continue to work towards our International plan and expect to have an increase in international enrolments for next year; the environment continues to be challenging as Immigration and Citizenship Canada is very delayed in processing student visas.

Despite these risks and challenges, we will continue to be forward looking and support institutional priorities within a balanced budget framework.

Last week, we started the budget consultation process with the community. We have held two virtual town halls. A third town hall is scheduled this Thursday, March 4 at 11:30 am. I encourage you to attend if you haven't had a chance to do so yet.

5) Planning for Fall 2021

We know that faculty and students are eager to know what activities might be taking place on campus in the fall. Academic leaders and the Scenario Planning Group continue to meet regularly in order to plan and operationalize our approach for the Fall 2021. There are still extensive variables that will need to be addressed and there are many factors that will influence the final decision. Whatever decisions we make, it will be based on extensive consultation especially with all faculties and departments and will be done in accordance with public health and government guidelines and regulations. One thing that is very important, as many people are asking about other universities' decisions, the context of Toronto is quite different from any other city in the Province. We are in downtown and you have seen that the numbers in the GTA are quite high compared to other places. The other consideration that is important for us is that being in downtown Toronto, we are concerned about community members, faculty, student and staff and we are also taking into consideration that we need to navigate through the subway and the transit system in the GTA. It is not something that we can do in isolation, it is something that has to take into consideration all those partners. We are doing a lot of planning, that in my opinion is too early to make a final decision. We have made the commitment to give everyone including faculty, staff and students at least three months' notice before the beginning of the semester.

Comments/Questions:

- Q.** Is Ryerson planning to develop a medical school? There were eight mentions of Ryerson's strategy for healthcare education in the President's calendar and specifically on page 18 of the Senate agenda. Can you please explain what this is about?
- A.** I think given the pandemic and the need to bring new ideas for healthcare in general, we have started some discussion about how can Ryerson contribute to development of new modules, new techniques and new education programming. The province and the country deal with healthcare. As you know we have many programs related to healthcare; of course, we do not have a school of medicine but we have many programs in this area, and the strategy that we have is that we have started and the consultation will include everybody who is interested within our community. There is a feasibility committee to really ask the question, can Ryerson contribute to the training and education of the next generation of medical doctors. This consultation is led by the Vice-president of Research and Innovation, Steven Liss, and we will be having a series of consultation with our community to speak about the possibility. Brampton and the Peel region can be used as a platform for a new type of medical school but it's too early to decide upon that as we need to have consultation and conversation within our community.
- C.** Thank you for your answer but I'm still not sure if it's a yes or no. What I do feel is that this is how the Faculty of Law started. I really would appreciate a firm yes or firm no. You speak of consultations that have started, I would like to know when they started and who will be consulted? As you know from your recent budget, I see that most of the talks about the university is that we are a business and the approach to the education system is along those

lines. Most of the budget (55%) come from students, so technically, we are the biggest stakeholder and I would appreciate if students can actually be included right at the beginning – what questions to ask, who is going to benefit. For example, I know that there are already a lot of programs, e.g. midwifery, nursing, dietician, psychology. After five years of the Truth and Reconciliation Report - they have very clearly and very specifically given statistics on how to indigenize the curriculum because Ryerson committed to equity, diversity and inclusion. Maybe we should be investing in this and we can become the beacon and example for other universities to follow how to indigenize post-secondary education and be a true partner with Truth and Reconciliation. We already have issues with not meeting the budget that we need (approximately \$26M), but now we want to start a medical school. My concern also is that there is a cap of how many graduate students as doctors can actually have placements in big cities such as Toronto. Most of those placements, even if they graduate, will have to go to the north, which would not be a bad idea, but I just would like to have a more transparent process. If it is no, we'll take it; if it is a yes, let's talk about it.

A. As I said, we are considering the possibility of providing a new type of education for medical doctors, but it's not just yes or no. It has to come through consultation and discussion and also discussion with stakeholders outside. Of course, students will be included in the consultation, but when you're starting something like a medical school, you need to have a conversation with stakeholders and this is one of the reasons that I mention the possibility of using the campus in Brampton. Our approach to this, if everything goes well and if we get the support from our community, is actually going to be different - in line with what you have mentioned. Most of the medical schools now have affiliation with hospitals in big cities; that's the reality now. We want to have affiliation with different communities and you mentioned the aspects of the indigenous communities, those are important aspects for us. We need to make sure that we cover areas like mental health, which has become a huge problem, and I can tell you that the discussion is focusing on primary care, on working with the communities. Also, we want to work with communities and expand the use of technology to measure the needs of patients. We would like to have an inter-professional practice including social workers. It is not just about medical doctors, but about the wholistic approach to this. The other thing that is important, that's why I think this is a valid point, is the provision of culturally competent medicine that is opening the door for commitment to equity, diversity and inclusion. We have seen some statistics on this that there are many communities that are behind. If you go to hospitals in downtown Toronto, you have world-class hospitals, but unfortunately, many communities are struggling with this including indigenous communities. When we talk about communities in Brampton, it is a very good example of varied communities, because 74% of the population in Brampton is visible minorities. You have a lot of medical issues that are related to those cultural practices and that's what we really need to pay attention to, not just medical doctors that we are consulting with in downtown Toronto. So, I think this approach is needed and we have this conversation. It's not yes or no, students will be included but we need to include stakeholders who will benefit from this. Is there a need for a medical school? All the numbers are saying that many people are going overseas to get their credentials and they are paying much more than what they would pay here in Ontario. So maybe that's also another aspect of making it more affordable for families that are sending their kids to the UK, Ireland, Caribbean and U.S., because those are opportunities for students at a very high

cost. It's a conversation that needs to take place and I can guarantee you that everybody will be invited to the consultation, including students.

C. You are right on the issues of the social determinants of health. Thank you for the answer. The answer is yes, Ryerson is looking into a faculty of medicine and in that respect, somebody has had to make a decision to say, let's start the consultation, so that initial decision was taken without the students knowing about it. So that's my only ask, that if we are moving somewhere, I would appreciate if there is honest, open, transparent consultation with the biggest stakeholder of the budget of this university. The follow-up that I wanted to make is that 84% of what causes diseases is not biological, but it's racism, poverty and all the discrimination in housing, minimum wage, and poverty. All of those things is what keep us safe. Maybe we need to expand and be an ally for health through the social determinants of health and that will be a very affordable type of education that many students can get. As a health member, I'm a patient and have been an inter-professional education health member for the University of Toronto for the last 10 years. If all the care is now patient-centred care, and if Ryerson is going to make such a big decision which is then going to affect the budget, then I think we need to be counted and consider looking at the social determinants of health and introducing a program on Anti-Black Racism would be of much bigger help to move forward the health of workers and students in general.

A. Thank you for your comments. Let me clarify. You talk of the decision-making process, this is a big endeavour for the university. This decision has to be made by Senate, not by me and so it will be through a lot of consultations. The other thing that you mentioned is the budget. Actually, the budget for medical schools - a lot of the funding is coming from the Ministry of Colleges and Universities and most of the funding is coming from the Ministry of Health. Basically, we have to convince the Ministry of Health for a new batch of funding for us. We are not going to spend money that is allocated for our programs for a new medical school, this is something that we need to convince the government to invest in a new medical school. This is why I said this is the beginning of the conversation.

About the consultation process, I will invite the Vice-president of Research and Innovation, Steven Liss who will be the lead on all of this.

C. - Steven Liss:

Thank you for the questions and comments – all very important. The trajectory and the steps that were taken with respect to the Faculty of Law are very different and to that extent we have actually begun to set up some of the structures that will support these processes going forward. That doesn't necessarily mean that we have begun the process, it is important that we begin the structure to be able to ascertain all the necessary steps not only internally, but also externally. There is a tremendous amount of stakeholder engagement to the extent that it applies to the communities that we see the medical field being directed towards and the curriculum to serve Ontarians, Canada and the regions that we are looking to work well, and also to ensure that we have a commitment from government with respect to a green light that signals the intent to expand medical places, not only the existing medical schools which are currently advocating for additional spaces, but also positioning our place to focus on social determinants. To that extent, there have been extensive discussions with medical leaders, various others e.g. deans of medicine, those working with organizations, like the Ontario Medical Association, that have been strongly encouraging a

focus on social determinants of health and a trajectory for medical education that's different from currently operating medical programs. With that in mind, there is a lot of work to do. Since the need to set up the infrastructure to support the process has been part of the focus right now with respect to consultation with the President's office and other efforts to engage our government and the key decision-makers, but also to position ourselves well to be able to undertake the feasibility, the academic planning process and all the other elements that will lay the foundation for the type of community engagement that you speak of. It is much more complex, it is not sequential, many of these things run parallel and many things are running behind the curtains before we can get out there in a more formal way to actual reshape the process. I know that is a really unusual way in which our academic programs unfold, but I think it serves us to be well prepared once we get the green light to move forward and this is what we've been doing up to this point. To your concern, we are not getting ahead of the important consultations or the process, but as the President has indicated, Senate is really critical and, certainly, the fiscal position of the university with relationship to the ability to launch the medical school will be paramount and, of course, we will have to seek the approval of the Board of Governors which overseas those decisions as well. We want to build a coalition and that will include all members of the Ryerson constituency – faculty, staff and students and I have been very energized by the support that we have had thus far as we get discussions around that effort.

8.2 Communications Report (included in agenda)

8.3 Report of the Secretary

8.3.1 Update on Senate Elections 2021-2022

The Secretary of Senate announced the student and faculty elections, which take place March 1-4 and March 8-11 respectively.

8.4 Committee Reports

8.4.1 Report #W2021-2 of the Academic Standards Committee (ASC): K. MacKay

8.4.1.1. Periodic Program Review for the Computer Engineering Program, Bachelor of Engineering (Computer Engineering) – Faculty of Engineering and Architectural Science

Motion: *That Senate approve the Periodic Program Review for the Computer Engineering Program, Bachelor of Engineering (Computer Engineering) – Faculty of Engineering and Architectural Science.*

K. MacKay moved; A. McWilliams seconded.

Motion Approved.

8.4.1.2. Certificate review for Landscape Design - Chang School

Motion: *That Senate approve the certificate review for Landscape Design – Chang School.*

K. MacKay moved; T. Duever seconded.

Motion Approved.

8.4.1.3. Certificate modifications to Landscape Design - Chang School

Motion: *That Senate approve the certificate modifications to Landscape Design – Chang School.*

K. MacKay moved; G. Hepburn seconded.

Motion Approved.

8.4.2 Report #W2021-2 of the Academic Governance and Policy Committee (AGPC):

S. Zolfaghari

8.4.2.1. Interim Provost's Update

The Interim Provost Reported:

1) Addition Updates - Planning for Fall 2021

In planning for Fall 2021, a number of return-to-campus course delivery options are being considered, which reflect a variety of scenarios. As we have done in the past, our planning activities are based on broad consultations with the online communities, the planning working group, teaching task force, deans, chairs and directors to ensure that the plan meets academic requirements.

There are many factors to consider as we review our options, such as the areas that would benefit most from in-person instructions, the technology needs of faculty and students, and the evolving public health advice. However, the most pressing at the moment is space.

- The government's two-metre distancing requirements are preventing most universities from holding classes on campus; it is just not possible given classroom sizes. With this in mind, the Ontario Council of Academic Vice-Presidents is reviewing the regulations and discussing where there might be flexibility. Ultimately, we want students to have a positive learning experience, even if it's not on campus, and we do not want to put any members of our community at risk.
- Further, we need to be prepared to pivot relatively quickly if provincial health and safety regulations change; flexibility in learning and teaching will be key. We have done that a few times in the past year, so we have to continue to be prepared. To this end, we have a subgroup in place that is exploring vaccinations and testing, and how we should proceed as a community when the time comes. There are lots of unknowns ahead of us, which can make planning a challenge, but we are preparing for our eventual full return. We're also considering which learning and teaching models we should further develop and maintain after the pandemic is over. Ultimately, our priority remains the health and safety of our community, and we will continue to follow and adhere to government directives in our planning for the fall term and beyond. We hope to share our finalized approach soon, as

we're aware of the many scheduling deadlines across the university that are dependent on these decisions. I thank you for your patience, understanding and support.

2) The budget planning and reporting process

Balancing the budget is a complex task that requires input from our academic and administrative leaders, as well as the broader Ryerson community. Budget consultation is an important part of the process and a reflection of our commitment to being open and transparent. We have done two town halls and the next one is scheduled for this Thursday.

There are five complementary plans that play a role in our budget planning:

1. Academic Plan
2. Campus Master Plan
3. Strategic Research Plan
4. International Strategy Plan
5. University Advancement Plan

Uniting these plans is the Ryerson Strategic Vision 2020-2030. This overarching framework serves as the foundation or roadmap, moving Ryerson toward the same vision and goals. From these plans, we also take into consideration guiding principles to plan our annual budget. These include:

- prioritizing students;
- protecting Ryerson's core business;
- being fair and transparent;
- remaining forward looking; and
- conducting wide consultations with the community.

These principles are paramount to how we plan for the future, especially as we look to a post-pandemic world. As always, we are committed to Ryerson being an innovative social leader and to bringing our bold vision to life.

Q. Are there any plans to provide guidelines or directives? The Center for Excellence in Learning and Teaching (CELT) came to mind. How do they decide what gets prioritized, e.g. studio-based courses might be first, lecture-based courses can stay online longer? Is there going to be a rough guideline to help us make those kinds of decisions?

A. **S. Zolfaghari**

Our planning is sourced at the unit – department and Faculty level. We have to look at the needs of the individual programs and models as studios and labs and experiential learning which have specific requirements. We can't have one formula that fits everyone, but we have to be mindful of the specific needs of different programs, and that's what we have done so far. There are some exceptions to in-person activity. They were allowed under the provincial regulations and at the same time, we are concerned about everyone's personal

wellbeing. We have broad consultations and the information comes from the various academic units which tell us which courses and curriculum models are doable programs and we take that into consideration.

A. **G. Craney**

We continue to talk to the Centre for Excellence in Teaching and Learning and they continue to provide guidance about online and hybrid courses to move forward, and the challenge is to bring this all together. I think the key point here is the consultations that the deans are having within each Faculty to decide what the ideal possibility is as we look to see what Fall looks like. The overall challenge again is really about availability of room size. The biggest challenge is the 2-metre social-distancing restrictions. As long as this remains in place, then our ability to use our classrooms is severely limited, so we need to take that into consideration. Right now, there are no plans for the province to lift that restriction so we continue to monitor as we move through the rest of the semester.

8.4.2.2. Masters of Social Work Graduate Program Council Bylaws (C. Searcy)

Motion: *That Senate approve the proposed Masters of Social Work Graduate Program Council Bylaws.*

C. Searcy moved; L. Lavallée seconded.

Motion Approved.

8.4.2.3. TRSM Graduate Programs Council Bylaws (C. Searcy)

Motion: *That Senate approve the proposed TRSM Graduate Programs Council Bylaws.*

C. Searcy moved; R. Ravindran seconded.

Motion Approved.

9. Old Business - None

10. New Business as Circulated

N. Thomlinson presented the following motion. M. Dionne seconded.

Motion: *That Senate delete the following course change forms under the Consent Agenda due to duplication errors.*

AAC forms (pp. 17, 21, 23, 27-31, 33-36, 41-43, 45, 48, 50, 52, 54, 56, 58, 73-75, 79-86), and CCS forms (pp. 18, 20, 22, 24, 26, 38-40, 44, 47, 49, 51, 53, 55, 57, 60, 62, 64, 66, 68, 69, 70, 71, 72, 76, 87-91).

N. Thomlinson stated that the official record of Senate should contain the correct information, hence the motion.

D. Bell reported that the Registrar's Office confirmed that there were technical issues with the downloading of the forms, hence the duplications and they will make corrections. They were not able to complete the problem in time to submit a corrected version to Senate today.

Motion Approved.

11. Members' Business

J. Rodrigues announced Happy Women's Day to all staff, faculty and students, who identify as women at Ryerson and the wider community. Hopefully, this year, our dream of equity pay and sexist misogynistic practices will be eliminated with your help.

President Lachemi also wished Happy Women's Day to all women.

12. Consent Agenda:

12.1 Course Change Forms:

- From FoA and FCAD

https://www.ryerson.ca/senate/senate-meetings/agenda/2021/CourseChangeForms_FoA_and_FCAD_March2021.pdf

- From FCS, FEAS, FoS and TRSM

https://www.ryerson.ca/senate/senate-meetings/agenda/2021/CourseChangeForms_FCS_FEAS_FoS_TRSM_March2021.pdf

13. Adjournment

Meeting adjourned at 6:07 p.m.