



BOARD OF GOVERNORS
January 29, 2021
2:30 p.m. to 4:30 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 January 29, 2021, at 2:30 p.m.

ATTENDANCE:

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

Regrets: H. Harb, N. Mohamed

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

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 & Executive Director, Communications
R. Frankle, Assistant Vice-President, Development
J. Grass, Assistant Vice-President, University Relations
R. Iannacito-Provenzano, Vice-Provost, Faculty Affairs
B. Lesser, Chief Information Officer
S. Liss, Vice-President, Research and Innovation
K. MacKay, Vice-Provost, Academic
G. Mallon, Assistant Vice-President, Facilities Management and Development
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
A. Snobar, CEO, DMZ Ventures
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 first Board meeting of the year.

3.2. Approval of the January 29, 2021 Agenda

The agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

M. Lachemi welcomed new Board member S. Ragunathan. M. Lachemi provided an update on the University's response to Ontario's stay-at-home order.

M. Lachemi advised that seven (7) Order of Ontario recipients are connected to the University. M. Lachemi congratulated the recipients.

M. Lachemi reported that Ted Rogers School of Management's Bachelor of Commerce program was ranked number one (1) in Canada in Corporate Knights magazine's Better World MBA rankings, and that its MBA program was ranked number three (3) in Canada and number eight (8) globally. M. Lachemi reported that the University also ranked first for research income growth on Research Infosource's 2020 list of the fifty (50) top research universities in Canada. M. Lachemi congratulated S. Liss for this incredible accomplishment.

M. Lachemi reported that the University will likely exceed enrolment projections across all categories for 2020-21. M. Lachemi provided an update on recruitment for Fall 2021, noting that the University received the highest number of domestic applications in Ontario.



M. Lachemi shared a video from the University's new marketing campaign, "World of Innovation" created by J. Grass, Assistant Vice-President, University Relations; J. Wentzell, Director of Marketing; and the marketing and creative team.

4.1. Opportunities Working Group: Digital Strategy

M. Lachemi informed Board members that B. Lesser, S. Liss, and C. Shepstone are leading the Digital Strategy initiative, one (1) of four (4) projects by the Opportunities Working Group. M. Lachemi reported that the project aims to develop a University-wide digital strategy that aligns with its strategic plans, values, and priorities.

B. Lesser reported that the Opportunities Working Group conducted community consultations to develop a people-focused understanding of the University's IT needs and to develop a framework for IT planning, decision-making, and investments. B. Lesser spoke to the University's response to the pandemic and its approach to addressing service gaps and implementing improvements to existing IT systems. B. Lesser outlined the next steps of the project and action items for the Fall term.

B. Lesser answered questions about the University's cybersecurity concerns and the safeguards in place to mitigate potential risks. B. Lesser responded to questions about the role of the Cybersecure Catalyst in addressing the University's concerns. B. Lesser answered questions about the University's research and use of quantum computing. S. Liss advised that the Federal government has provided the research community with guidelines for protecting research data.

5. **REPORT FROM THE SECRETARY**

J. Shin Doi provided an update on the 2021 Board of Governors elections, advising that the Board Secretariat is hosting an information session for potential students, staff, faculty, and alumni nominees on February 4 and 5, 2021. J. Shin Doi noted that important dates related to the 2021 Board of Governors elections for student, staff, faculty, and alumni nominees are available on the Board of Governors website.

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

S. Zolfaghari reported an increase in the total number of students enrolled in the Fall 2020 term. S. Zolfaghari spoke to the University's strategies to mitigate risk throughout the current recruitment cycle. S. Zolfaghari provided highlights of the University's strategies to ensure applicants convert to new students in 2021-2022. S. Zolfaghari



spoke to the decrease in undergraduate program enrolment in the Chang School's online courses, noting that the University is examining the reasons for the decline. S. Zolfaghari advised that continuous learner enrolment at the Chang School grew for the first time in a fall term since 2017. S. Zolfaghari also advised that full-time undergraduate program enrolment in faculty-aligned courses declined by 8, and speculated that this is likely a result of the faculties offering a similar remote delivery method as the Chang School and, therefore, decreasing differentiation.

7. DISCUSSION ITEMS

7.1. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

7.1.1. Introduction to the 2021-22 Budget Process

D. Porter reported that the Finance Committee met on January 20, 2021. D. Porter advised that M. Lachemi and G. Craney presented the introduction to the 2021-22 Budget Process. M. Lachemi was available to answer questions.

8. TERMINATION