

# Speakers

**Rachel DiSaia (they/them)** has fifteen years of academic administration and leadership experience and is currently the Director of Next Chapter Implementation and Coordination. They have an in-depth understanding and extensive experience in equity and inclusion work, project leadership, strategic planning, and policy development and interpretation. Rachel served as Engagement Manager for TMU's Standing Strong Task Force and then led and coordinated the implementation of the task force's recommendations, including the university renaming project.

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**Katherine Greflund (she/her)** has fifteen years of post-secondary education marketing and branding experience. As the marketing lead on the University Renaming Advisory Committee, Katherine provided strategic brand expertise throughout the process. Her work included managing external agencies to facilitate community engagement and name generation, developing a transparent and consultative framework for renaming and developing integrated marketing plans to ensure successful launch and post-launch adoption by the community.

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# Process-driven Change: Renaming the University

May 4, 2023

Toronto  
Metropolitan  
University



# Overview

- 1) Standing Strong Task Force Context
- 2) Framework for Renaming
- 3) Community Input Period
- 4) Development of a Shortlist
- 5) Toward our New Name
- 6) One year later



# **Beginning The Next Chapter: Standing Strong Task Force**

# Mechanism for Conversation

## Standing Strong Task Force Mandate

1. Conduct thorough, open, transparent **consultations** with Ryerson students, faculty, staff, alumni and others
2. **Examine and more fully understand** Egerton Ryerson's relationship with Indigenous Peoples, his links to the education system in Ontario, and his role in the development of residential schools in Canada, as well as interpret these findings in both their historical and modern context
3. Examine how other universities have dealt with the issues of statuary, memorials, and requests to rename and identify best practices
4. Develop principles to guide the recommended actions that Ryerson could take to respond to Egerton Ryerson's legacy and the findings of the consultations

### President Mohamed Lachemi names task force members examining Egerton Ryerson's history

14 representatives from Ryerson, other universities and the community will make recommendations on next steps

From the President

November 10, 2020



Ryerson University has announced the members of a Presidential Task Force to recommend actions to reconcile the legacy of Egerton Ryerson, the university's namesake.

I am pleased to announce the members of a Presidential Task Force to recommend actions to reconcile the legacy of Egerton Ryerson, our university's namesake. This is an important step in the truth and reconciliation process at Ryerson.

Over the past decade, the university has addressed Egerton Ryerson's legacy, leading to a 2010 statement about his role and, in 2018, the [installation of a plaque](#) next to the Egerton Ryerson statue on campus, contextualizing his role in the creation of Canada's residential school system which was devastating to the First Nations people in Canada.

In the past several months, communities around the world have been having important and challenging conversations about their relationships with historical figures. In some cases, these relationships have sparked protests and demonstrations, focused on monuments and statues memorializing these individuals. Our university community has not been exempt from this.

# Approach and Principles

- Guided by the belief that **no one is above, no one is below, no one is ahead and no one is behind. Regardless of age, stage or position, everyone's voice is equally valued**
- Maintained strict confidentiality to allow for the membership's understandings to evolve and change over time
- Applied Elder Dallaire's understanding of consensus
- Alignment with the university's values and previous commitments
- Recommendations to support the best interest of the overall university community



# Intentional Design

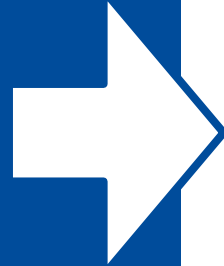
## Concurrent streams of work:

- Historical research
  - Archives
  - Scholars
  - Community submissions
- Community Engagement
  - Survey
  - Emails
  - Community Conversations
- Task Force members' own learning and unlearning
  - Extensive reading and reviewing of materials
  - Guest speakers on an array of topics determined by the membership
  - Ongoing group discussions

# Stakeholder Engagement

## Stakeholders

- Board of Governors
- Executive Group
- Senate
- Students
- Alumni
- Faculty
- Staff
- Donors
- Community Orgs.
- Government



## Consultation process

- Survey
- Community Conversation Report
- Email
- Media
- Engagement manager
- Paper submission

## Task Force

Reviews anonymized consultation report and provides recommendations to decision maker



- President
- Board of Governors



# Communication and Engagement

## Objectives:

- Establish an understanding of the process and scope
- Create pathways for community members to discuss with one another
- Promote direct communication to the Task Force
- Reduce risk of continued harm

## Mechanisms:

- Presentations
- Community conversation toolkit
- Survey
- Email
- Media and social media
- Community champions

# Outcomes

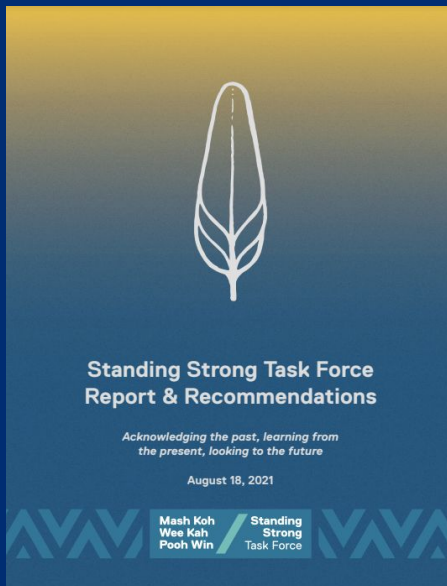
- [Final report with 22 recommendations](#) across 8 different areas to serve as a roadmap for change at the university
- Recommendations are the outcome of listening to various perspectives and ideas and balancing them against the task force mandate and institutional values and commitments
- Recommendations are intended to bridge the gap between current state and aspirations.

# Renaming the University

## Commemoration of Egerton Ryerson

Recognizing the harm caused to community members by the commemoration of Egerton Ryerson, the impossibility of upholding our institutional values while commemorating Egerton Ryerson and the necessity of advancing reconciliation, we recommend that:

4. The university rename the institution in a process that engages with community members and university stakeholders.



# A Framework for Renaming

# Why Start with Renaming

Renaming was prioritized in the interest of removing a barrier that was impacting:

- community members
- the university reputation and brand
- university efforts towards Truth and Reconciliation



# Defining the Renaming Process

In the weeks following the release of the Standing Strong Task Force report and the commitment to rename, we:

- developed the [Next Chapter microsite](#) to be source of truth for all SSTF recommendation implementation work
- [committed to announcing a new name](#) for the university within the academic year
- established a framework for renaming with executive leadership, an advisory committee and community engagement
- appointed the chair, vice-chair and membership of the [University Renaming Advisory Committee](#) (URAC) that would develop a shortlist of names and rationales
- identified the executive lead and project team to support the project

# Driving Principles

- Transparency
- University values
  - Unapologetically Bold
  - Intentionally Diverse & Inclusive
  - Dedicated to Excellence
  - Respectfully Collaborative
  - Champions of Sustainability
- Indigenous lens
- Responsive - not reactive
- Confidentiality
- Align with university governance and stakeholder model



# University Renaming Advisory Committee

The central mandate of the University Renaming Advisory Committee (URAC) was to **provide the President with a shortlist of new names** for the university, as well as to identify the strategic considerations of the strengths and possible challenges associated with each of the names on the shortlist.

The URAC reflected a cross-section of students, faculty, staff, and alumni in relation to their role at the university, their home unit, and their professional expertise and experience.

## Leadership



[Jennifer Simpson](#)  
Provost and Vice-President,  
Academic (Chair)



[Tanya \(Toni\) De Mello](#)  
Assistant Dean for Student  
Programming, Development  
and Equity, Lincoln Alexander  
School of Law (Vice-Chair)

## Members



[Julianna Alton](#)  
Undergraduate Student,  
History



[Donatella Chin-Loy Chang](#)  
Alumnus, Honorary Doctorate  
recipient



[Catherine Ellis](#)  
Associate Professor,  
Department of History



[Camilo Garsy](#)  
Alumnus, elected member of  
the Board of Governors



[Kiana Ghansbaghi](#)  
Dean, Faculty of Community  
Services, Senator



[Christie Hinde](#)  
Manager, Strategic  
Partnerships, Human  
Resources



[Andrew McWilliams](#)  
Chair, Department of  
Chemistry & Ecology; Vice-  
Chair of Senate



[Krishan Mehta](#)  
Assistant Vice-President,  
Engagement, University  
Advancement



[Kiana Meisner](#)  
Undergraduate student, Media  
Production



[Michael Mihalic](#)  
Indigenous Advisor, Professor,  
Entrepreneurship & Strategy



[Marcelle Mullings](#)  
Executive Director, Office of  
the Vice-President,  
Administration and Operations;  
elected member of the Board  
of Governors



[Frances Okoye](#)  
PhD student, Civil Engineering



[Valerie Pingle](#)  
Alumnus, Honorary Doctorate  
recipient



[Brian Segal](#)  
Former President of Ryerson  
University (1990-2000);  
Honorary Doctorate recipient



[Cheryl Thompson](#)  
Professor, Creative Industries  
Sector

# Supporting Partners

- Purpose of engaging external firms:
  - unique skills and experience
  - capacity for quick turnaround
  - added credibility to the process
- **Research agency** needed to adopt a methodology that aligned with guiding principles
- **Naming agency** needed a process for filtering names, identifying and mitigating risks, and exploring options

# Communication

Early establishment of:

- A pan-university marcomm group
- Next Chapter website
  - Committee Information
  - FAQs
  - Resources - *Renaming in process*
  - News
- Op-Eds about the importance of the name change
- Regular updates through university e-newsletter
- Media releases
- Alumni-focused communications
- Social media



# Community Input Period

# Broad Engagement

The University Renaming Advisory Committee worked quickly to identify:

- What information they needed from the community
- How community members could communicate with the committee
- What a formal input period would look like
- Who would be invited to participate in the input period

# Research Objectives

An inclusive approach was used to meet 3 core objectives for the research:

Understand **views on the values** that should be reflected by the new name

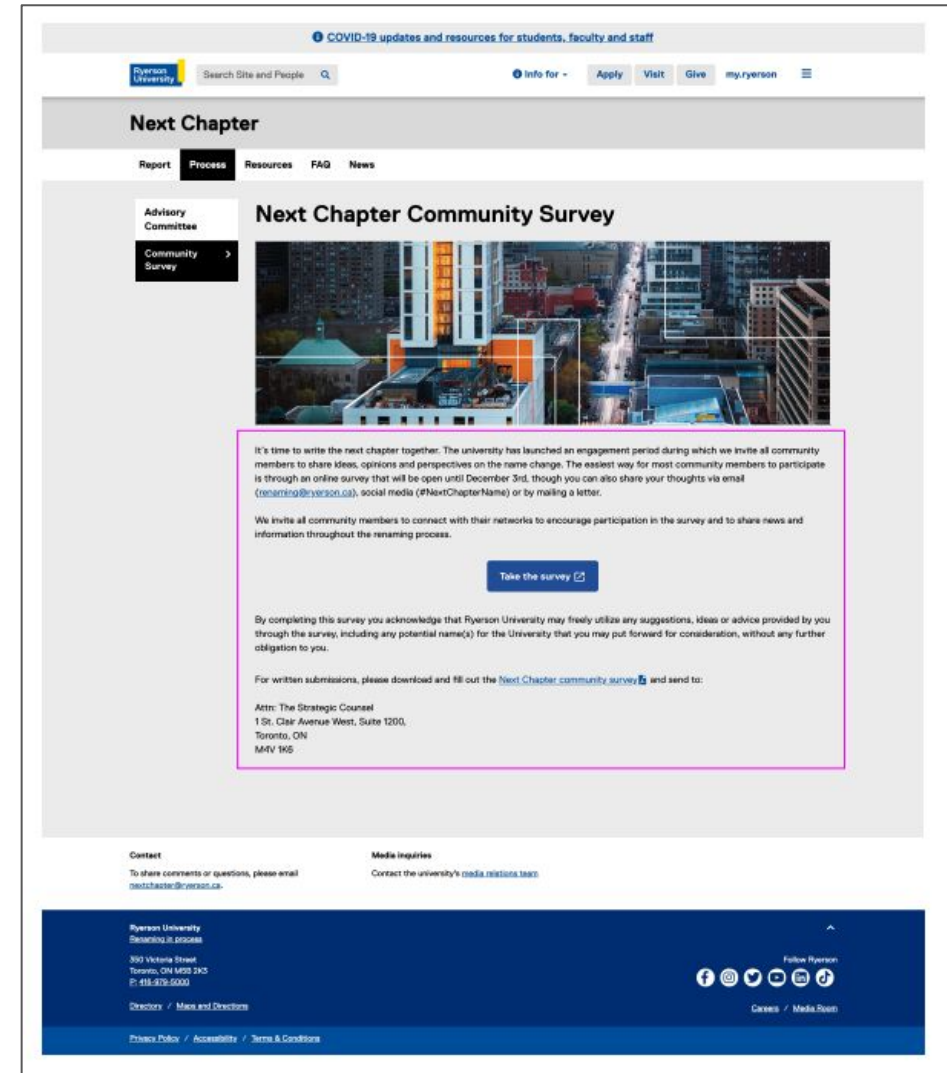
Understand **perceptions regarding the key categories** from which a name could be derived

Provide people an opportunity to **suggest a new name**

Optional demographic information used to drive outreach for increased participation from underrepresented groups.

# Inclusive and Accessible Community Engagement

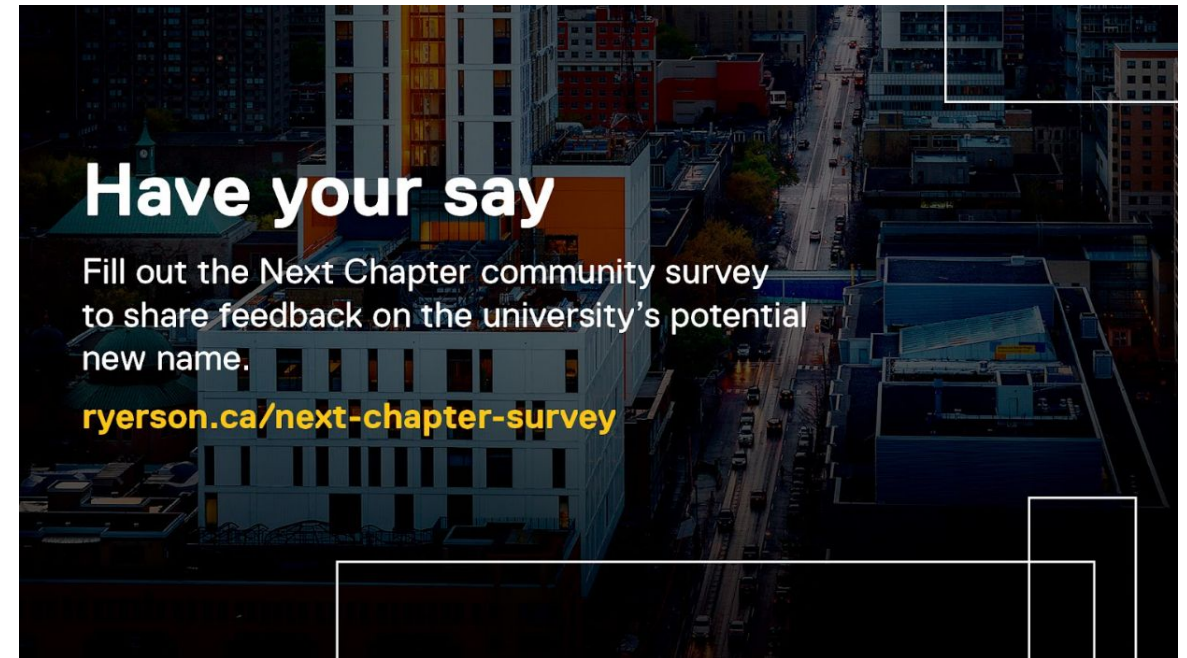
- Three week period in market
- All community members could participate
- Multiple methods of engagement
  - Survey - digital & print
  - Email
  - Social Media
  - Community conversations



# Ongoing Communication

Iterative outreach to get community members to participate through:

- Website
- Internal email
- Media releases
- Social media
- Community champions
- Updates to Next Chapter website



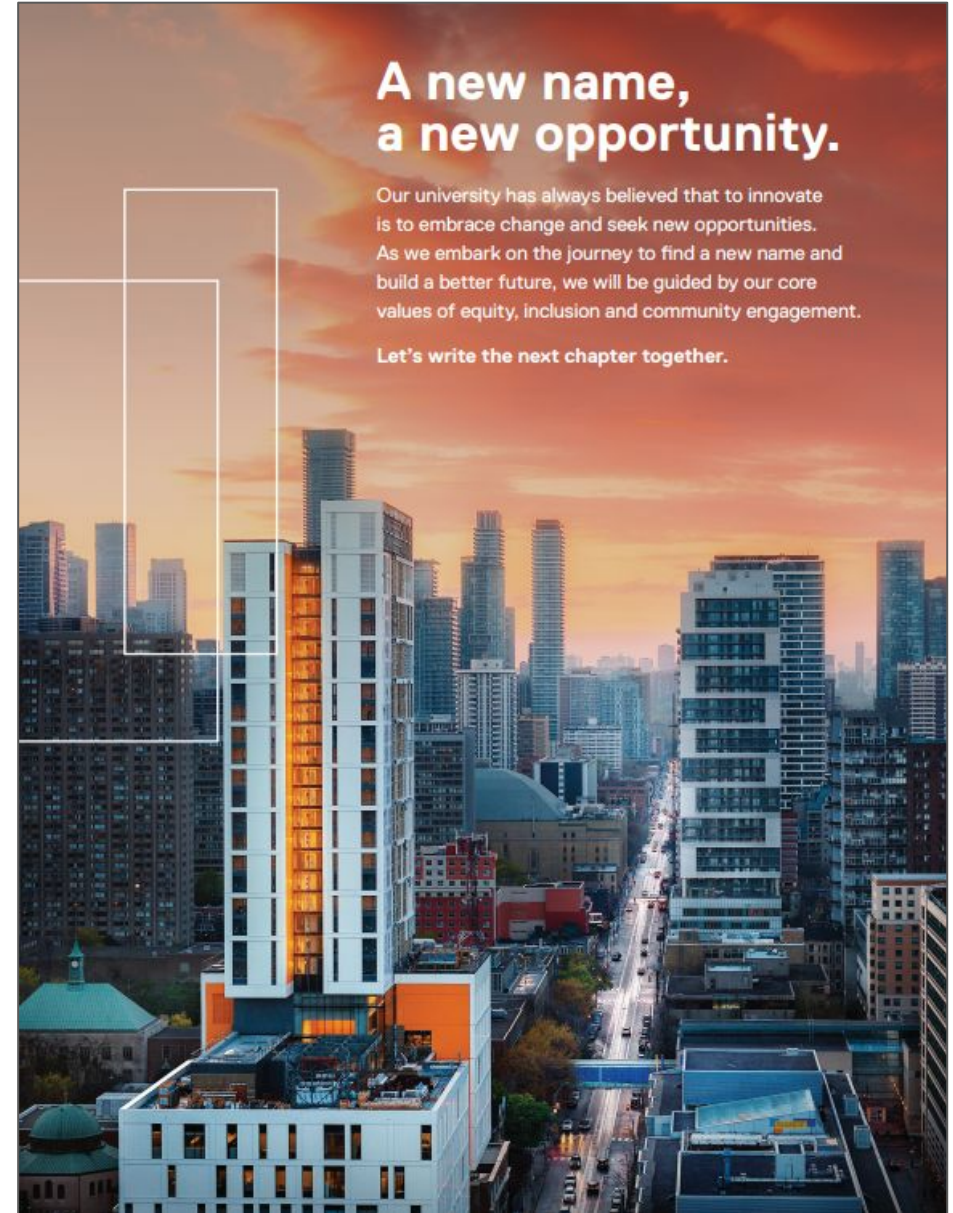


# The Community Had its Say

**30,000** responses

**2,600** unique names

The new name should reflect either it's  
**location** or a **shared value**



# Development of a Shortlist

# Community-Informed Parameters

- Guided by nine key parameters
- Names considered were not required to fulfil all of the criteria

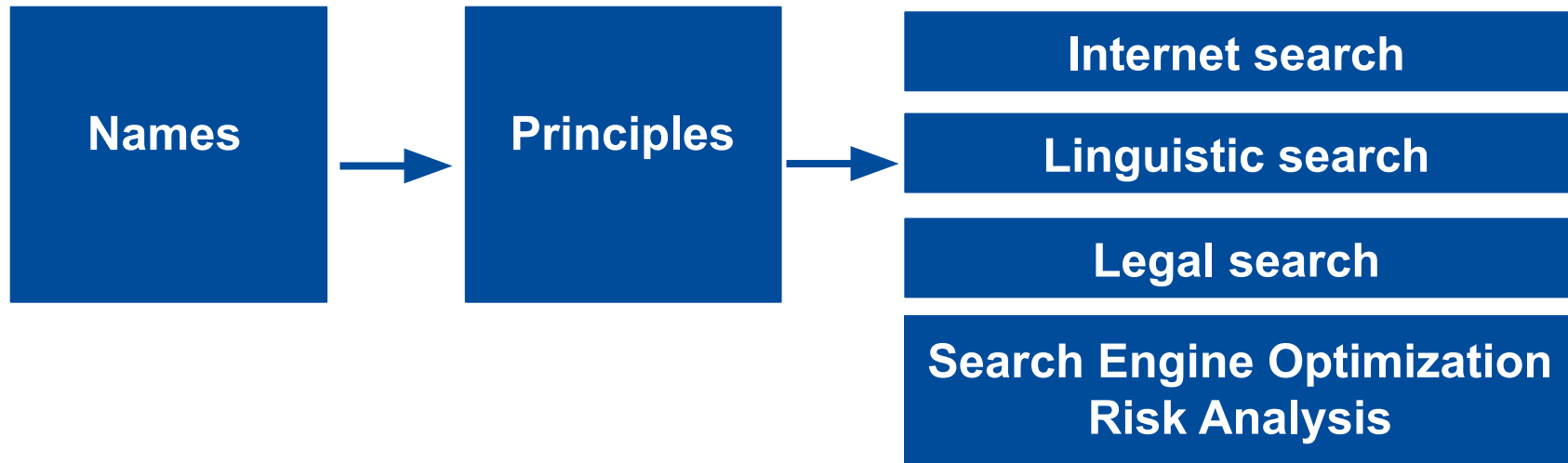
Is the name congruent with the institution's Strategic Vision?	+
Will the name stand out against competitors?	+
Does the name signal change?	+
Will the name be easily remembered?	+
Does the name feel like it belongs in the higher education market?	+
Is the name congruent with the institution's International Strategy?	+
Is the name timeless?	+
Is the name appealing?	+
Does the name consider the diversity of the community?	+

# Short-list Deliberation

- Importance of a shortlist that represented collective deliberation, knowledge and input
- Members were encouraged reconsider names that had previously been removed
- Model of perspective sharing and understanding that encouraged all members to ask questions and explore the strengths and gaps
- Task was not oriented toward popularity, likeability, or personal preference of names

# An Iterative Process

- Shared the complete list with all committee members
- Months of respectful deliberation
- Filtered through name selection mechanism





# Communication and Engagement

- Board of Governors
- Executive Group
- Senate
- Ongoing updates to Next Chapter website
- Regular updates to community through newsletter
- Op eds in TorStar and University Affairs
- “In Conversation with Jennifer Simpson and Tanya (Toni) De Mello” video
- Alumni influencer campaign
- Renaming process video





**THIS IS HOW WE WROTE  
THE NEXT CHAPTER**

# Toward our New Name

# Renaming Launch Strategy

## Media

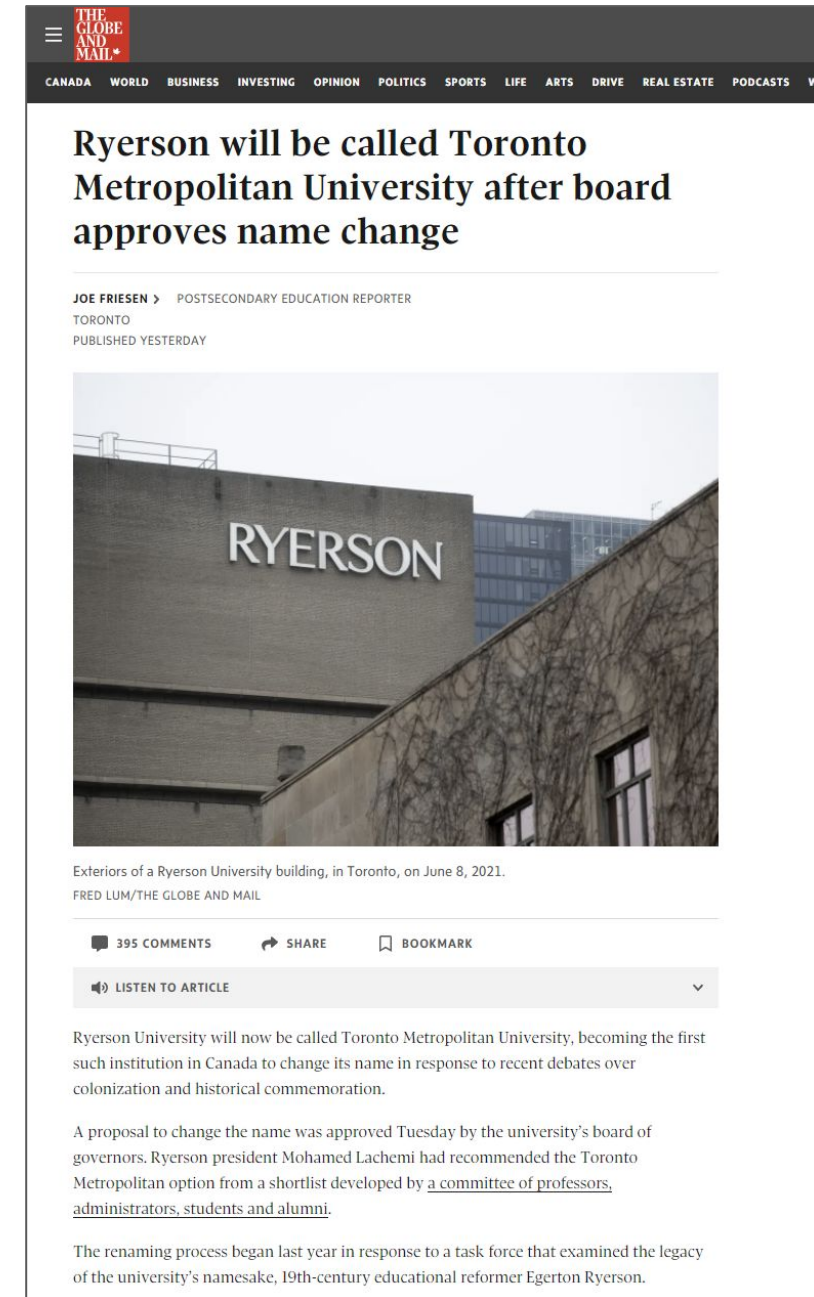
- [Globe and Mail Exclusive](#) (April 26) - story breaks
- Media release distributed - CDN & International newswires
- [Toronto Star op-ed by President](#) (April 26 online, April 27 print)
- University Affairs - [opinion piece by Provost](#) (May 11)

## Website traffic

- Updated Next Chapter site with G&M.
  - Within 24 hours of the announcement:
    - Next Chapter website pages were visited 15,745 times
    - Ryerson Today articles were visited 28,469 times

## Emails

- Over 80,000 to faculty, students, staff and alumni
- Ryerson Today email was opened 40,316 times in the first 24 hours



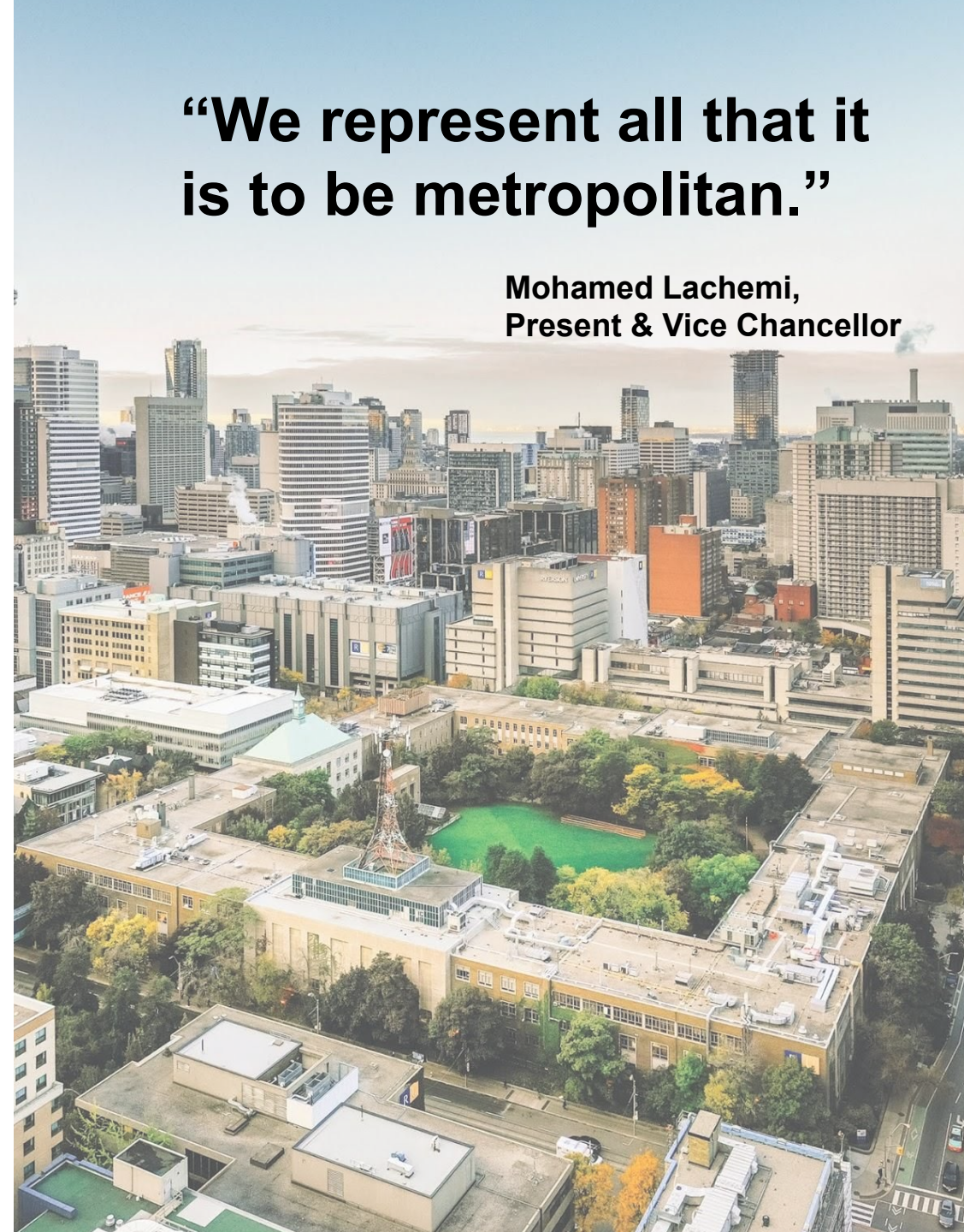


# We are Toronto Metropolitan University

To be metropolitan is to be **defined by big city life** – the diversity of its cultures, the density of its landscape, and the creativity bred by the proximity of so many people. Here, in this place, collaboration runs deep.

**“We represent all that it  
is to be metropolitan.”**

**Mohamed Lachemi,  
President & Vice Chancellor**





**OUR NEW CHAPTER  
BEGINS NOW**





# Amending the University Act

- New name was adopted and used immediately where possible
- Worked with government official to determine how best to change the university act to reflect the new name
- Name change was attached as an amendment to Bill 26 in November 2022
- Upon royal assent in December 2023, the university's official name was changed to TMU and all future documents will reflect the new name



# A Year Later







# Impact Across Campus: By the Numbers

**106,000+** Email addresses changed

**30,000+** Web pages updated

**20,000+** Signs across campus  
to be replaced

**10,500 kilos** Ryerson-branded  
material diverted from landfill

**325+** Logos created and updated

**70+** Social media profiles  
changed

**40+** Unit area names changed

**16** Large exterior signs removed

**1** University Act amended

**1** Athletics team name changed

**1** Mascot changed

# Additional 21 Recommendations

- Commemorative naming policy near completion
- Naming Review Committee to be established for Fall 2023
- Athletic team name and mascot determined
- Dissemination of materials about Egerton Ryerson's life & legacy
- Celebration of the history of the university's 75 years
- Appointment of Special Advisor for curriculum transformation
- New funding opportunities
- New placemaking on campus with art and gardens

Updates on all 22 recommendations can be found on the [Next Chapter Action Plan](#)

**Thank you**