

BOARD OF GOVERNORS  
October 1, 2024  
1:00 p.m. to 3:00 p.m.  
Video and Teleconference

Livestream Link: <https://youtube.com/live/dkN0sh-5rM8?feature=share>

Time	Item	Presenter(s)	Action
1:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
1:15	2. IN-CAMERA DISCUSSION (Executive Group Invited)		Information
	<b>END OF IN-CAMERA SESSION</b>		
1:50	3. <u>INTRODUCTION</u>	Tony Staffieri	
3.1	Welcome		
3.1.1	Land Acknowledgement		
3.1.2	Chair's Remarks		
3.2	<b>CONSENT AGENDA</b>	Tony Staffieri	
3.2.1	Approval of the October 1, 2024 Agenda		<b>Approval</b>
3.2.2	Declaration of Conflicts of Interest		Information
3.2.3	Approval of the June 27, 2024 Minutes		<b>Approval</b>
4.	<b>REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information
5.	<b>REPORT FROM THE SECRETARY</b>	Wendy Lawrence	Information
6.	<b>REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC</b>	Roberta Iannacito-Provenzano	Information
7.	<b>REPORT FROM THE VICE-PRESIDENT, ADMINISTRATION AND OPERATIONS</b>	Saeed Zolfaghari	Information
7.1	Administration and Operations Update	Saeed Zolfaghari	

**8. DISCUSSION ITEMS**

8.1 **REPORT FROM THE CHAIR OF THE GOVERNANCE COMMITTEE** Catherine Paisley

8.1.1 ~~Revised Board Committee Memberships 2024-2025~~ Wendy Lawrence **Approval**

8.2 **REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSIONS COMMITTEE** Louise Taylor Green

8.3 **REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE** David Porter

8.3.1 Review of Revenue and Expenditures for proposed First Professional Master of Interior Design Kimberley McCausland **Approval**

**9. FOR INFORMATION**

9.1 Toronto Metropolitan University Common Abbreviations Wendy Lawrence Information

9.2 University Relations Monthly Metrics and Reach Michael Forbes Information

**3:00 10. ADJOURNMENT**

**NEXT MEETING: November 28, 2024**

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## **MISSION STATEMENT**

The special mission of Toronto Metropolitan University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Toronto Metropolitan University is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Toronto Metropolitan University

**ARTICLE 9**

**CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA**

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

**Toronto Metropolitan University Board of Governors**  
**Report from the President**  
**October 1, 2024**



**BOARD GREETINGS** – I am pleased to welcome new and returning members of the Board of Governors to the 2024–25 academic session. Our community is truly grateful for your ongoing support, which continues to drive our holistic approach to education and our ambitious pursuit of excellence, and ensures that we are proceeding with confidence towards a bright, bold future.

**PRESIDENT’S ENTRANCE SCHOLARSHIPS**

TMU applicants with demonstrated exceptional academic accomplishments, leadership qualities, creativity, and independent thought are eligible for renewable scholarships valued at \$10,000 per year. Both national and international (\*) scholarships are awarded. We are proud to welcome the 2024–25 recipients:

Faculty of Arts – Annie Phou, History; Vincent Portis\*, Psychology

The Creative School – Kaytlan Bujilov, RTA New Media; Sheilae Siagian\*, Graphics Communications Management

Faculty of Community Services (FCS) – Kirin Alcorido, Social Work; Alero Etsano\*, Social Work

Faculty of Engineering and Architectural Science (FEAS) – Daniella Edeke\*, Mechanical Engineering; Camila Rabia, Aerospace Engineering

Faculty of Science (FOS) – Sienna Alves, Biology; Yigit Keremoglu\*, Math and Its Applications

Ted Rogers School of Management (TRSM) – Phuong Nguyen\*, Business Management; Abdullah Qureshi, Business Technology Management

**HONORARY DOCTORATES**

Sincere thanks to all those involved in honorary doctorate nominations, and to the Awards and Ceremonials Committee. At Fall Convocation, we will honour:

*Mark Bonham* – mutual fund manager and company founder; investment consultant; former president of Stoney Ridge Estate Winery; philanthropist and executive director of The Veritas Foundation; Doctor of Laws.

*Janice Fukakusa* – TMU chancellor; former chief administrative officer and chief financial officer of RBC; board member of many for-profit corporations and not-for-profit organizations; Doctor of Laws.

**APPOINTMENT**

*Donette Chin-Loy Chang* (Journalism ’78, honorary doctor of laws ’21) has been appointed TMU’s chancellor for a three-year term starting October 10, 2024. We are delighted to welcome into this role

someone who is already well known as a champion of TMU students. She has established bursaries at the DMZ, The Chang School, and the Lincoln Alexander School of Law (LASL), contributed to the Viola Desmond Awards program and the President's Awards to Champion Equity campaign, and created an emergency fund for students during the pandemic. Since graduating from TMU in 1978, she has worked as a reporter-producer and head of the Radio Canada International overseas service, a public relations strategist who has founded communications agencies both in Jamaica and in Canada, a visiting lecturer at the University of the West Indies, and a freelance journalist and journalism educator in Canada and the Caribbean. She has also served on the board of many non-profits. Donette will serve as TMU's sixth chancellor; her late husband, G. Raymond Chang, who worked closely together with her as a philanthropist, was TMU's third chancellor.

*Shelagh McCartney*, professor of urban and regional planning, has been named a member of the Royal Society of Canada's College of New Scholars, Artists, and Scientists. Her citation highlights the ways her "innovative partnership-based work addresses complex housing issues across Canada to build community wellness."

## **RECOGNITION**

TMU has ranked among the top 15% of universities evaluated worldwide in the 2024 **Times Higher Education Rankings** for the second year in a row. The rankings use the United Nations' Sustainable Development Goals (SDGs) to assess universities' impact across four areas: outreach, research, stewardship, and teaching. Despite an increase of 450 participating universities (up to 2,154), we advanced from last year's top 20% while progressing to the Top 100 in areas related to three specific SDGs: Reduced Inequalities (78<sup>th</sup>), Clean Water and Sanitation (88<sup>th</sup>), and Climate Action (100<sup>th</sup>).

## **CONGRATULATIONS**

*Brandon Arkinson* (Disability Studies '17) and *Maayan Ziv* (Radio and Television Arts '12 and Master of Digital Media '15) have each received Meritorious Service Decorations, which are Canadian honours awarded on King Charles III's behalf by Governor General Mary Simon. Maayan received the Meritorious Service Cross for founding the accessibility app AccessNow, which her citation calls "an essential tool in identifying and removing barriers." Brandon received the Meritorious Service Medal for founding the organization Moving Hope, which supports people in shelters in Greater Toronto; his citation mentions his support for "the most vulnerable members of his community" and his work in "restoring their dignity." Brandon also received the Sovereign's Medal for Volunteers for his work over the course of 15 years in "advocating for affordable housing and leading anti-bullying seminars."

## **PARTNERSHIPS**

**SCHOOL OF MEDICINE AFFILIATIONS** - The School of Medicine (SoM) has finalized affiliation agreements with Halton Healthcare and ErinoakKids; both organizations will provide clinical learning environments and access to research resources, as well as professional development opportunities for clinical faculty. Halton Healthcare operates three hospitals in the Halton region: Georgetown Hospital, Milton District Hospital, and Oakville Trafalgar Memorial Hospital. Together, they will provide additional clinical capacity in both suburban and rural contexts. ErinoakKids is Ontario's largest children's treatment centre, with

sites in Mississauga, Oakville, Orangeville, and Brampton (the main site). This affiliation will facilitate learner experiences in various specialties and support the school's commitment to interprofessional care.

## **EVENTS & INITIATIVES**

**SPRING CONVOCATION** – From June 10 to 20, TMU hosted 13 ceremonies, at which 8,399 graduands received their diplomas. In total, there were 6,917 undergraduates, 596 graduate students, 735 continuing education graduates, and 136 juris doctor graduates from LASL. Nine new honorary doctors gave convocation addresses. All ceremonies were held at the Mattamy Athletic Centre (MAC).

**ENABLING CHANGE** – On May 21, the Government of Ontario announced an award of approximately \$150,000 to TMU through its EnAbling Change fund for the development of The Enabling Accessible Healthcare Delivery project. This project is a learning resource that will be developed by the School of Disability Studies to facilitate the interaction of students in healthcare-related fields with disabled people in the community so that the students may gain insight and help deliver more accessible and sensitive healthcare. The project will be developed as a pilot for health-care related schools in FCS, with the ultimate goal of introducing it to the SoM.

**PRIDE MONTH** – Throughout the month of June, TMU held events to celebrate Pride Month. For the first time, the Global Inclusive Pride Flag (which replaces the 1978 version of the Pride Flag) was flown on top of the MAC. The Positive Space Pride Kick-off and Mixer, sponsored by the Office of the Vice-President, Equity and Community Inclusion and hosted by the Positive Space Faculty and Staff Network at the Urban Farm, was TMU's largest Pride event to date, with over 170 attendees. An online Book Talk event hosted by Alumni Relations featured Governor General's Award-winning author and alum Anuja Varghese (Nonprofit and Voluntary Sector Management '19). The virtual event "Improving 2SLGBTQIA+ Health Using Community Based Research," organized in collaboration with Positive Space's new 2SLGBTQ+ SRC Network, highlighted the work of the Health Outcome Promotion and Engagement (HOPE) Centre for Sexual and Gender Minority People. Athletics & Recreation held two group fitness classes for the 2SLGBTQ+ community: a Pride dance party and a Pride Ride spin.

**BLACK EXCELLENCE GRADUATION CELEBRATION** – On June 13, TMU hosted its fifth annual Black Students' Graduation Celebration. Approximately 150 Black graduands and graduates gathered with friends and relatives to enjoy live music; remarks by keynote speaker Grace Camille-Munroe, interim director of TMU's Black Scholarship Institute; and prize giveaways. At a private pre-celebration, the graduands and graduates decorated a memory book, wrote letters to their future selves, and signed thank-you cards to loved ones. The event was organized by the Black Excellence Committee – a collaboration between the Presidential Implementation Committee to Confront Anti-Black Racism; the Office of the Vice-President, Equity and Community Inclusion; the Tri-Mentoring Program and Student Life Programs; and the Talent Management Centre of Expertise.

**NSERC DISCOVERY GRANTS** – On June 14, the Natural Sciences and Engineering Research Council of Canada (NSERC) announced more than \$4.5 million in funding over the next five years for 24 TMU researchers. Twenty-two of them have received five-year Discovery Grants, which the council states "will support researchers venturing into uncharted territory to find solutions to pressing issues." Five of these

researchers have received an additional Discovery Launch Supplement, which provides early-career researcher support. In addition, two faculty members have received Research Tools and Instruments grants, which provide infrastructure support. TMU's successful applicants span the faculties of arts, engineering and architectural science, and science, as well as the TRSM.

**NATIONAL INDIGENOUS PEOPLES DAY** – On June 21, TMU celebrated National Indigenous Peoples Day with events in the Student Learning Centre (SLC) and the Kerr Hall Quad, and online. The day began with the lighting of a sacred fire in the quad and a sunrise ceremony led by Community Elder Jimmy Dick. In the SLC, Amy Desjarlais, lead facilitator of Rebirthed Teachings, performed a song; Joanne Okimawinew Dallaire, Elder (Ke Shay Hayo) and senior advisor, Indigenous relations and reconciliation, gave a welcome; head of Saagajiwe Michael Doxtator delivered a keynote teaching, and Elder Nokomis Mary Elliott gave a virtual knowledge sharing presentation. Other events included a lunch and spirit plate prayer and offering, a button-making session, a pow wow-themed workout, an Indigenous campus art tour, and a children's story time circle. The quad hosted an Indigenous vendors market. This year's event was organized by a collective of Indigenous and non-Indigenous colleagues led by Crystal Osawamick, manager of Indigenous events and special projects.

**ADDRESSING DEMENTIA** – On July 2, TMU announced a \$3-million donation from the Slight Family Foundation to the National Institute on Ageing (NIA) to lead a national campaign raising awareness about dementia, including its prevention, treatment, and care. The campaign will involve digital content hosted by the NIA and developed in collaboration with people living with dementia, as well as a network of partners. The NIA will also develop practical, best-in-class resources for those affected by dementia as well as their families and caregivers, and amplify them through the campaign.

### ***from the President's Calendar***

*June 7, 2024:* I met with former federal minister of finance Bill Morneau and former mayor of Toronto John Tory to update them about the LASL and TMU's acquisition of its future home at 277 Victoria Street.

*June 7, 2024:* I spoke by phone with David Wai, Ontario deputy minister of colleges and universities, to discuss resource requirements for the SoM.

*June 7, 2024:* I met online with Dante Morra, president of THP solutions at Trillium Health Partners (THP), to discuss the progress of the SoM and how TMU and THP can work together.

*June 10, 2024:* I met with Richard Abboud, founder and CEO of Forum Asset Management, about TMU's student housing needs and the potential for collaboration with his company.

*June 10, 2024:* I participated in the first spring convocation ceremony for FCS, at which philanthropist and advocate Nancy Sprott was awarded an honorary doctorate.

*June 11, 2024:* I participated in the second and third spring convocation ceremonies for FCS.

*June 12, 2024:* I participated in the first spring convocation for the Creative School, at which journalist Haroon Siddiqui was awarded an honorary doctorate.

*June 12, 2024:* I hosted the fifth and final virtual meeting of the search committee for TMU's next chancellor.

*June 12, 2024:* I participated in the second spring convocation ceremony for the Creative School.

*June 13, 2024:* I participated in the first spring convocation ceremony for FEAS, at which philanthropist Roslyn Bern was awarded an honorary doctorate.



*June 13, 2024:* I participated in the joint spring convocation ceremony for FEAS and the Yeates School of Graduate and Postdoctoral Studies (YSGPS), at which structural engineer Catherine Karakatsanis was awarded an honorary doctorate.

*June 14, 2024:* I participated in the joint spring convocation ceremony for the Faculty of Arts and YSGPS, at which lawyer and advocate Bernd Christmas was awarded an honorary doctorate.

*June 14, 2024:* I participated in the joint spring convocation ceremony for the FOS and YSGPS, at which Tony Chahine, founder and chief executive officer of health-care technology firm Myant, was awarded an honorary doctorate.

*June 18, 2024:* I met online with David Corbett, deputy attorney general of Ontario, to update him on TMU's response to the TMU external review report *Strengthening the Pillars*.

*June 19, 2024:* I participated in the joint spring convocation ceremony for TRSM and the Chang School.

*June 19, 2024:* I participated in the joint spring convocation ceremony for TRSM and LASL, at which environmental lawyer Theresa McClenaghan was awarded an honorary doctorate.

*June 19, 2024:* Along with Interim Executive Director, TMU Global Todd Carmichael; Provost and Vice-President, Academic Roberta Iannacito-Provenzano; and Assistant Vice-President, International Cory Searcy, I met online with a delegation from Western Sydney University led by Interim Vice-Chancellor and President Clare Pollock. We signed a Memorandum of Understanding between our two institutions based on research collaboration and sharing strategies for learning and teaching, internationalization, and sustainable development.

*June 20, 2024:* I participated in the second spring convocation for TRSM, at which Richard Rooney, vice-chair and co-founder of Burgundy Asset Management, was awarded an honorary doctorate.

*June 20, 2024:* I participated in the third spring convocation for TRSM, at which Ray Williams, financial services executive and co-founder and the board chair of the Black Opportunity Fund, was awarded an honorary doctorate.

*June 21, 2024:* Along with Roberta Iannacito-Provenzano, I met with three representatives of the American Canadian School of Medicine (otherwise known as the Caribbean Medical School)—founder Arvin Bagherpour, Dean Ramin Ahmadi, and Senior Advisor to the Dean Lloy Wylie—to continue our dialogue about potential partnership in the area of nursing education.

*June 21, 2024:* At the National Indigenous Peoples Day Celebration in the SLC, I was pleased to deliver opening remarks. On behalf of TMU, I reaffirmed that we recognize and honour the heritage, diversity, and incredible contributions of Indigenous peoples, and I encouraged all non-Indigenous community members to stand as allies.

*June 21, 2024:* I met with Deborah Flint (Honorary DLaws '23), president and CEO of the Greater Toronto Airports Authority (GTAA), to continue our dialogue about how TMU can work together with the GTAA during this time of expansion for Toronto Pearson International Airport.

*June 24, 2024:* I met with retired chief justice of Nova Scotia J. Michael MacDonald to discuss the ways TMU has responded to the recommendations outlined in *Strengthening the Pillars*.

*June 26, 2024:* Over lunch, I met with Jack Cockwell, honorary Board member at TMU and affiliated director at Brookfield Corporation, to discuss real estate opportunities around TMU campus.

*June 27, 2024:* Roberta Iannacito-Provenzano, Cory Searcy, and I met over dinner with a delegation from National School of Business Management (NSBM) Green University, near Colombo, Sri Lanka, to discuss potential collaboration between our institutions.

*June 28, 2024:* Todd Carmichael, Roberta Iannacito-Provenzano, Cory Searcy, and I welcomed Susil Premajayantha, minister of education in Sri Lanka, and the delegation from NSBM Green University, for a tour of the Business Career Hub and iBEST, followed by a lunch meeting to continue our conversation about potential collaboration.

*June 28, 2024:* I met online with David Wai to continue our conversation about resource requirements for the SoM.

*July 2, 2024:* Over breakfast, I met with Sukhdeep Kang, CEO of Armour Insurance Brokers and board member of the William Osler Health System, to continue our conversation about how she may be able to support the SoM.

*July 2, 2024:* In Brampton, Chief of Staff and Senior Director, Government Relations Matt Baker and I met with Executive Director Michael Gyovai and Program Director Abby Da Silva of BGC Peel (formerly Boys & Girls Clubs of Canada) to learn about their programming and discuss potential collaboration on the SoM.

*July 2, 2024:* Over lunch in Brampton, Matt Baker and I met with Vikram Khurana, CEO of incubator BHive, to discuss the SoM and fundraising opportunities in Brampton.

*July 3, 2024:* Over breakfast, I met with Marci Ien, federal minister for women and gender equality and youth, to update her on TMU's activities and initiatives.

*July 3, 2024:* Over lunch, DMZ Executive Director Abdullah Snobar and I had an introductory meeting with Alison Nankivell, CEO of MaRS Discovery District, to discuss ways our institutions can work together to support Toronto's innovation ecosystem.

*July 3, 2024:* In Brampton, Matt Baker and I attended the inaugural Brampton Charity Golf Tournament dinner hosted by Mayor Patrick Brown.

*July 4, 2024:* Over dinner, I met with Mamdouh Shoukri, president emeritus of York University, to discuss the state of the university sector in Canada.

*July 8, 2024:* I recorded welcoming video remarks for the fourth annual Brampton Venture Expo, which was hosted by the Brampton Venture Zone (BVZ) and the Brampton Innovation District on July 25. I highlighted the ways the BVZ is serving Brampton's diverse community and TMU's breadth of investment in Brampton.

*July 8, 2024:* Over lunch, Matt Baker and I met with the Ministry of Colleges and Universities' acting assistant deputy minister, Joshua Paul, and acting director, Lindsey Harrold, for an introductory meeting to discuss university initiatives and priorities ahead of negotiations for the fourth Strategic Mandate Agreement (SMA).

*July 9, 2024:* Matt Baker and I met with David Amborski, professor at the School of Urban and Regional Planning, founding director of the Centre for Urban Research and Land Development, and founding academic director of the City Building Institute, to discuss future collaboration on capital projects ahead of his retirement from TMU.

*July 9, 2024:* Over lunch, I met with Secretary of the Cabinet Michelle DiEmanuele (Honorary DLaws '23) to update her on the progress of the SoM and other TMU activities.

*July 9, 2024:* I spoke by phone with R. Stacey Laforme, former Gimaa (Chief) of the Mississaugas of the Credit First Nation, about TMU's commitment to reconciliation and our work with Indigenous communities.

*July 11, 2024:* Over lunch, Vice-President, University Advancement and Alumni Relations Krishan Mehta and I met with Richard Rooney to discuss the ways TMU will support students through the Student Wellness Centre.

*July 11, 2024:* I attended a meeting at the University Health Network (UHN) in my role as an external reviewer of the UHN’s educational mandate alongside former deputy minister of education Nancy Naylor.

*July 11, 2024:* By phone, I spoke with Brian Stevenson, president and CEO of North America university partnerships at Navitas, who updated me on the federal government’s new procedures for processing study and work permits for international graduate students.

*July 12, 2024:* In Brampton, SoM Founding Dean Teresa Chan, SoM Executive Director Sharanjeet Kaur, Krishan Mehta, Matt Baker, and I led members of the BVD Group of transportation companies—Amrinder Dhinsa, vice-president, Diversified Operations; Chanvir Dhillon, chief operating officer, BVD Petroleum; and Hardy Kang, director, Sales and Marketing, BVD Capital Corporation—on a tour of the SoM site to update them on our progress and continue our discussion about areas of potential collaboration.

*July 12, 2024:* Over lunch, I met with Kemoo (Mohammed) El Sayed (Civil Engineering, ’13), associate director of operations at infrastructure consultancy Comtech Group, to introduce him to TMU’s activities in Brampton.

*July 30, 2024:* In Woodstock, Ontario, Matt Baker and I met with MP Arpan Khanna (Oxford) to update him on TMU’s innovation agenda and healthcare-related activities.

*July 31, 2024:* Over Zoom, I spoke with John McCall MacBain, founder of the McCall MacBain Foundation and former chancellor of McGill University, to discuss the potential for collaboration on affordable housing for students.

*August 1, 2024:* Over lunch, I met with Peter Gilgan (Hon. D. Laws ’16), TMU supporter and chairman and CEO of Mattamy Asset Management, to update him on TMU’s activities.

*August 1, 2024:* I had an introductory meeting with Gary Williams, president and CEO of Infrastructure & Energy Development Group, to discuss potential collaboration on accelerating infrastructure project delivery in Ontario.

*August 1, 2024:* I met with Dr. Ali Al Obaidli, chief medical and academic affairs officer of the Abu Dhabi Health Services Company, to discuss potential collaboration on healthcare in the United Arab Emirates.

*August 6, 2024:* I was pleased to deliver welcoming remarks at the Vice-Provost, Faculty Affairs’ New Faculty and Academic Staff Orientation event. I spoke about recent TMU developments, the strength of our supportive community, and the opportunity to build a better future for our students and our university.

*August 6, 2024:* Matt Baker and I met with Geoff Grist and Edward Welch—respectively the chairman and founder and the CEO of Brook Restoration, which is working with TMU on our Signage Renaming Project—to discuss areas of potential future collaboration.

*August 6, 2024:* Over lunch, I had an introductory meeting with Omar Sachedina, chief news anchor and senior editor of CTV National News, about TMU’s activities and priorities.

*August 7, 2024:* In Brampton, Matt Baker, Sharanjeet Kaur, and I welcomed MPPs Hardeep Gerwal (Brampton East), Graham McGregor (Brampton West), Amerjot Sandhu (Brampton South), and Minister of Women Social and Economic Opportunity Charmaine Williams (Brampton Centre) to the SoM site for a tour and discussion of TMU’s resource needs for the next stages of infrastructure development.

*August 7, 2024:* In Brampton, Matt Baker, Sharanjeet Kaur, and I welcomed Deputy Mayor Harkirat Singh, Regional Councillor Pat Fortini (Wards 7 and 8), Councillor Rod Power (Wards 7 and 8) and members

of the City of Brampton Economic Development team and the MedTech Task Force to the SoM site for a tour and discussion of TMU's resource needs for the next stages of infrastructure development.

*August 8, 2024:* On Zoom, I met with Sébastien Leblanc, president of the Institut de Leadership in Quebec, to discuss potential collaboration with The Chang School in the area of leadership education.

*August 8, 2024:* Over lunch, I met with Nancy Naylor to coordinate our external review of the UHN education programs.

*August 8, 2024:* Over Zoom, Vice-President, Administration and Operations Saeed Zolfaghari, Roberta Iannacito-Provenzano, Matt Baker, and I met with the representatives of residential housing developers Podium Developments—Managing Director, Head of Investments, and Co-Founder Bernard Luttmmer and Managing Director, Head of Acquisitions, and Co-Founder Oskar Johansson—and Mike Porritt, vice-president, international, advisory services at off-campus student housing company Scion, to discuss student housing.

*August 9, 2024:* Sharanjeet Kaur, Matt Baker, and I met online with Michelle DiEmanuele, David Wai, and other representatives of the provincial government, to discuss funding for the School of Medicine from the Ministry of Colleges and Universities and the Ministry of Health.

*August 9, 2024:* In Brampton, Sharanjeet Kaur, Matt Baker, and I welcomed MP Ruby Sahota (Brampton North), MP Shafqat Ali (Brampton Centre), and MP Sonia Sidhu (Brampton South) to the SoM site for a tour and discussion of TMU's resource needs for the next stages of infrastructure development.

*August 10, 2024:* In Caledon, I met with Bobby Sniderman, owner of The Senator restaurant, to update him on the progress of the Campus Master Plan.

*August 12, 2024:* I attended a virtual Council of Ontario Universities executive heads meeting to discuss the fourth SMA.

*August 12, 2024:* Krishan Mehta and I met with Moez Kassam, co-founder and chief investment officer of Anson Funds, to discuss opportunities for supporting the SoM.

*August 12, 2024:* Over lunch, I met with Suresh Bhalla, philanthropist and board chair of the Sikh Foundation of Canada, to update him on the progress of the SoM.

*August 13, 2024:* Matt Baker and I attended a Mississauga Board of Trade breakfast event "Rise and Shine with Mayor Carolyn Parrish."

*August 13, 2024:* Over lunch at Myant's new facility in Mississauga, I met with Tony Chahine to discuss potentially expanding our institutions' collaboration to include the SoM.

*August 13, 2024:* Matt Baker and I met online with Simcoe-Grey MPP Brian Saunderson to discuss the Student Wellbeing Centre and its alignment with the provincial government's promotion of mass timber construction.

*August 14, 2024:* I prerecorded a video congratulating winners of the Ontario Chamber of Commerce's 2024 Ontario Business Achievement Awards. This year's theme is "Building Resilience in a Changing Economy," and the awards will be broadcast on November 17.

*August 16, 2024:* I gave a presentation on AI in higher education at the Qamous Academy for Research and Translation in the UK's virtual conference "Quality Education in the Arab World Using Artificial Intelligence." I spoke about the ways TMU uses AI in our innovation ecosystem at the Creative AI Hub and the DMZ, as well as in our teaching, learning, and research activities.

*August 19, 2024:* Over lunch, I met with Franca Gucciardi, acting chief operating officer at the Canadian Institute for Advanced Research (CIFAR), to update her on TMU's activities.

*August 19, 2024:* I met with J. Ken Rutherford, president of the Thornton-Smith Corporation, which owns the Thornton-Smith heritage building on Yonge Street, to discuss the revitalization of our neighbourhood.

*August 21, 2024:* Over lunch, I met with Donette Chin-Loy Chang to discuss her priorities as chancellor and those of the university.

*August 21, 2024:* Roberta Iannacito-Provenzano and I met with Alexander Vaccari, chief communications officer and vice-president of stakeholder relations at the Schroeder Ambulatory Centre (SAC), to discuss the progress of our collaboration in the area of healthcare education.

*August 22, 2024:* In Mississauga, Krishan Mehta, Matt Baker, and I met with Tony Chahine at Myant to continue our discussion about potential areas of collaboration on the SoM.

*August 26, 2024:* During the Law Practice Program’s introductory webinar, I was pleased to deliver remarks welcoming new candidates to the program.

*August 26, 2024:* At the academic orientation for engineering students hosted by the First-Year Engineering Office at FEAS, I was pleased to give welcoming remarks congratulating the students on their determination and resilience, and encouraging them to embrace TMU’s rich campus life.

*August 26, 2024:* At the Orientation Kick-Off event in the Kerr Hall Quad, I was pleased to welcome new students to the TMU community and encourage them to forge connections and memories during the orientation week activities.

*August 26, 2024:* Krishan Mehta and I spoke online with Alexandra Conliffe, chief executive officer of the McCall MacBain Foundation, about potential collaboration on TMU initiatives.

*August 26, 2024:* I met online with Graham Carr, president and vice-chancellor of Concordia University, to discuss activities and challenges on our campuses.

*August 27, 2024:* I participated in the virtual orientation session and presentation for new Board members.

*August 27, 2024:* Over lunch, Matt Baker and I had an introductory meeting with the new minister of colleges and universities, Nolan Quinn. We discussed his priorities for the ministry and opportunities for continued collaboration.

*August 28, 2024:* Roberta Iannacito-Provenzano and I met with philanthropist Stephen Jarislowsky and members of his team at the Stephen Jarislowsky Foundation to discuss the future of the Jarislowsky Democracy Chair.

*August 29, 2024:* In Richmond Hill, at the SAC, Roberta Iannacito-Provenzano and I met with Walter Schroeder and members of his team for lunch and a tour of the facility.

*September 3, 2024:* Sharanjeet Kaur, Matt Baker, and I met with Associate Minister of Mental Health and Addictions Michael Tibollo to identify shared priorities between the government and the SoM in the areas of mental health and wellbeing.

*September 4, 2024:* I was pleased to welcome Mayor Olivia Chow to campus for the Transport Futures annual GTHA Transit Summit, which this year was hosted for the first time in collaboration with TRSM.

*September 4, 2024:* With James Turk, director of the Centre for Free Expression (CFE), I met with the anti-corruption foundation Integrity Fellowship and Sanctuary’s founder and chair, James Wasserstrom, and executive director, Grant McLeod, to discuss potential collaboration with the CFE.

## 1. Orientation for New Board Members

The Orientation for new Board Members was held on August 27, 2024. The President and Secretary met with new Board members, provided an overview of Toronto Metropolitan University's (the "University") core business, governance structure, and explained how Board members can carry out their responsibilities while supporting the goals and vision of the University. The materials from the session are posted on Diligent in the Resources Centre.

## 2. Governance Essentials Training

The Governance Essentials Training program provides Board members with an introduction to corporate governance and financial oversight at the University. All Board members are encouraged to attend the training sessions. Participants who attend all the training sessions will be awarded a certificate of completion.

**Pension Literacy:** Thank you to Jan Neiman, Director, Pensions and Benefits, Rhea Bowen, Director, Retirement, WTW, and David Kenny, Managing Director, Retirement, WTW for presenting the first Governance Essentials session of the academic year, Pension Literacy, on September 19, 2024. Board members learned about actuarial concepts and how they apply to the Toronto Metropolitan University Pension Plan.

The upcoming sessions are as follows:

<b>Financial Literacy Module 1</b>	October 7, 2024, 10:00 a.m. to 12:00 p.m.
<b>Sexual Violence Policy</b>	October 28, 2024, 1:30 p.m. to 3:30 p.m.
<b>Research and Innovation</b>	November 13, 2024, 1:00 p.m. to 2:00 p.m.

## 3. Fall 2024 Convocation

The Fall 2024 Convocation ceremonies will be held on Tuesday, October 15, 2024, and Wednesday, October 16, 2024. All Board members are invited to attend the ceremonies and congratulate the graduants as part of the stage party. The registration form was distributed via email to all Board members on September 12, 2024.

#### **4. Policies for Board Review and Approval**

As part of the Board's responsibility for the governance of the University it must periodically review and approve certain policies. The Ministry of Colleges and Universities through its governing act has issued directives with respect to a student mental health policy, policies and rules to address and combat racism and hate, and requirements to provide students with information about educational costs. All three (3) directives require a university to report annually to its Board. As such, work is underway by University Management to meet these new requirements and update the Board beginning January 31, 2026.

#### **5. Board Resources**

We have included with this report a current list of the Board and Committee Dates for this Board cycle. You can also find this information in the following places: the Resource Center in Diligent, the tab under Current Books labeled Current Meeting Dates in Diligent, and on the [website for the Board of Governors](#).

#### **6. Board Secretariat Team**

We have included a chart outlining the Board Secretariat's key functions and contact names with this report.

## Board Secretariat Key Functions and Contacts

Board Secretariat Key Functions	
Board of Governors Meeting	Wendy Lawrence, Adela Mall
Audit Committee	Wendy Lawrence, Adela Mall, Vidya Luckiram
Employee Relations and Pensions Committee	Wendy Lawrence, Vidya Luckiram
Finance Committee	Wendy Lawrence, Vidya Luckiram
Governance Committee	Wendy Lawrence, Adela Mall
Investment Advisory Committee	Wendy Lawrence, Vidya Luckiram
Negotiations Committee	Wendy Lawrence, Vidya Luckiram
Property Committee	Adela Mall, Chelsea Amos
Election Procedures Committee	Wendy Lawrence, Heather Driscoll, Katherine Tatsiou
Election and Referendum	Wendy Lawrence, Adela Mall, Heather Driscoll, Katherine Tatsiou
Appointment of Board Members	Wendy Lawrence, Josie Lee
Committee Membership	Wendy Lawrence, Josie Lee, Adela Mall
Events	Josie Lee, Chelsea Amos
General Inquiry	Board Secretariat Team ( <a href="mailto:boardsecretariat@torontomu.ca">boardsecretariat@torontomu.ca</a> )
Search	Wendy Lawrence, Josie Lee
Training, Orientation, and Education	Wendy Lawrence, Josie Lee, Chelsea Amos

Board Secretariat Contacts		
Wendy Lawrence	Secretary of the Board of Governors	wendy.lawrence@torontomu.ca
Chelsea Amos	Administrative Coordinator	chelsea.amos@torontomu.ca
Josie Lee	Director, Administration and Governance	ejosiele@torontomu.ca
Vidya Luckiram	Governance Specialist	vidya.luck@torontomu.ca
Adela Mall	Senior Legal Counsel and Governance Officer	adela.mall@torontomu.ca



**BOARD OF GOVERNORS  
MEETING DATES 2024-25**  
(In Chronological Order)

<b>August 2024</b>	<b>Meeting</b>	<b>Time</b>
August 27, 2024	New Board Member Orientation	10:30 a.m. to 12:00 p.m.
<b>September 2024</b>	<b>Meeting</b>	<b>Time</b>
September 6, 2024	Investment Advisory Committee Meeting	9:30 a.m. to 11:00 a.m.
September 19, 2024	Pension Literacy	10:00 a.m. to 12:00 p.m.
September 25, 2024	Employee Relations & Pensions Committee Meeting	1:00 p.m. to 2:30 p.m.
September 26, 2024	Finance Committee Meeting	10:00 a.m. to 11:30 a.m.
<b>October 2024</b>	<b>Meeting</b>	<b>Time</b>
October 1, 2024	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
October 7, 2024	Financial Literacy Module 1	10:00 a.m. to 12:00 p.m.
October 28, 2024	Sexual Violence Policy	1:30 p.m. to 3:30 p.m.
October 29, 2024	Investment Advisory Committee Meeting	2:00 p.m. to 3:30 p.m. (TBC)
October 31, 2024	Governance Committee Meeting	10:00 a.m. to 11:30 a.m.
<b>November 2024</b>	<b>Meeting</b>	<b>Time</b>
November 12, 2024	Property Committee	2:30 p.m. to 4:00 p.m. (TBC)
November 13, 2024	Research and Innovation	1:00 p.m. to 2:00 p.m.
November 19, 2024	Employee Relations & Pensions Committee Meeting	10:00 a.m. to 11:30 a.m.
November 19, 2024	Audit Committee Meeting	1:00 p.m. to 2:30 p.m.
November 21, 2024	Finance Committee Meeting	10:00 a.m. to 11:30 a.m.
November 28, 2024	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.

<b>January 2025</b>	<b>Meeting</b>	<b>Time</b>
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January 16, 2025	Introduction to Performance Measurement	10:00 a.m. to 12:00 p.m.
January 23, 2025	Finance Committee Meeting	1:30 p.m. to 3:00 p.m.
January 30, 2025	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.

<b>February 2025</b>	<b>Meeting</b>	<b>Time</b>
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February 10, 2025	Financial Literacy Module 2	10:30 a.m. to 12:00 p.m.
February 19, 2025	Finance Committee Meeting	3:30 p.m. to 5:00 p.m.
February 20, 2025	Investment Advisory Committee Meeting	1:30 p.m. to 3:00 p.m. (TBC)
February 25, 2025	Property Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
February 26, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.

<b>March 2025</b>	<b>Meeting</b>	<b>Time</b>
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March 18, 2025	Marketing and Communications	10:00 a.m. to 11:00 a.m.
March 18, 2025	Advancement	11:00 a.m. to 12:00 p.m.
March 19, 2025	Finance Committee Meeting	1:00 p.m. to 2:30 p.m.
March 20, 2025	Audit Committee Meeting	1:30 p.m. to 3:00 p.m.
March 26, 2025	Board of Governors Meeting	1:30 p.m. to 3:30 p.m.

<b>April 2025</b>	<b>Meeting</b>	<b>Time</b>
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April 1, 2025	Equity, Diversity and Inclusion	1:00 p.m. to 3:00 p.m.
April 21, 2025	Employee Relations & Pensions Committee Meeting	1:00 p.m. to 2:30 p.m.
April 23, 2025	Finance Committee Meeting	2:30 p.m. to 4:00 p.m.
April 30, 2025	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.

<b>May 2025</b>	<b>Meeting</b>	<b>Time</b>
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May 21, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
May 27, 2025	Investment Advisory Committee Meeting	10:00 a.m. to 11:30 a.m.
May 28, 2025	Property Committee Meeting	1:00 p.m. to 2:30 p.m. (TBC)

June 2025	Meeting	Time
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June 13, 2025	Employee Relations & Pensions Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
June 16, 2025	Audit Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
June 26, 2025	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.

July 2025	Meeting	Time
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July 22, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m
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August 2025	Meeting	Time
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August 27, 2025	Governance Committee Meeting	2:00 p.m. to 3:30 p.m.
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**Board of Governors  
Meeting Dates 2024-25**  
(By Committee)

<b>Date</b>	<b>Meeting</b>	<b>Time</b>
<b>BOARD OF GOVERNORS</b>		
October 1, 2024	Board of Governors Meeting	1:00 p.m to 3:00 p.m.
November 28, 2024	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
January 30, 2025	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
March 26, 2025	Board of Governors Meeting	1:30 p.m. to 3:30 p.m.
April 30, 2025	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
June 26, 2025	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
<b>AUDIT COMMITTEE</b>		
November 19, 2024	Audit Committee Meeting	1:00 p.m. to 2:30 p.m.
March 20, 2025	Audit Committee Meeting	1:30 p.m. to 3:00 p.m.
June 16, 2025	Audit Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
<b>EMPLOYEE RELATIONS AND PENSIONS COMMITTEE</b>		
September 25, 2024	Employee Relations & Pensions Committee Meeting	1:00 p.m. to 2:30 p.m.
November 19, 2024	Employee Relations & Pensions Committee Meeting	10:00 a.m. to 11:30 a.m.
April 21, 2025	Employee Relations & Pensions Committee Meeting	1:00 p.m. to 2:30 p.m.
June 13, 2025	Employee Relations & Pensions Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
<b>FINANCE COMMITTEE</b>		
September 26, 2024	Finance Committee Meeting	10:00 a.m. to 11:30 a.m.
November 21, 2024	Finance Committee Meeting	10:00 a.m. to 11:30 a.m.
January 23, 2025	Finance Committee Meeting	1:30 p.m. to 3:00 p.m.
February 19, 2025	Finance Committee Meeting	3:30 p.m. to 5:00 p.m.
March 19, 2025	Finance Committee Meeting	1:00 p.m. to 2:30 p.m.
April 23, 2025	Finance Committee Meeting	2:30 p.m. to 4:00 p.m.
<b>GOVERNANCE COMMITTEE</b>		
October 31, 2024	Governance Committee Meeting	10:00 a.m. to 11:30 a.m.
February 26, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
May 21, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
July 22, 2025	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
August 26, 2025	Governance Committee Meeting	2:00 p.m. to 3:30 p.m.
<b>NEGOTIATIONS COMMITTEE</b>		
Scheduled as required.		
<b>INVESTMENT ADVISORY COMMITTEE</b>		
September 6, 2024	Investment Advisory Committee Meeting	9:30 a.m. to 11:00 a.m.
October 29, 2024	Investment Advisory Committee Meeting	2:00 p.m. to 3:30 p.m. (TBC)
February 20, 2025	Investment Advisory Committee Meeting	1:30 p.m. to 3:00 p.m. (TBC)
May 27, 2025	Investment Advisory Committee Meeting	10:00 a.m. to 11:30 a.m.
<b>PROPERTY COMMITTEE</b>		
November 12, 2024	Property Committee Meeting	2:30 p.m. to 4:00 p.m. (TBC)
February 25, 2025	Property Committee Meeting	10:00 a.m. to 11:30 a.m. (TBC)
May 28, 2025	Property Committee Meeting	1:00 p.m. to 2:30 p.m. (TBC)

**Canadian Statutory Holidays and University Specific Important Dates 2023-24**  
(In Chronological Order)

September 2, 2024	Labour Day
October 14, 2024	Thanksgiving Day
December 23, 2024	Start of Mid-Year Break
December 25, 2024	Christmas Day
December 26, 2024	Boxing Day
January 1, 2025	New Year's Day
January 3, 2025	End of Mid-Year Break
February 17, 2025	Family Day
April 18, 2025	Good Friday
May 19, 2025	Victoria Day
July 1, 2025	Canada Day
August 1, 2025	TMU Day *TBD
August 4, 2025	Civic Holiday

**Religious and Cultural Observances 2024-25**  
(In Chronological Order)

September 1, 2024	Installation of Holy Scriptures of Guru Granth Sahib - Sikhism *or September 4, 2024
September 2, 2024	Farvardegan - Zoroastrianism
September *, 2024	Religious year begins - Orthodox Christianity
September 6, 2024	Ganesh/Vinayak Chauth - Hinduism
September 8, 2024	Samvatsari/Paryushan Parva ends/Daslakshan Parva begins - Jainism
September 11, 2024	Nayrouz - Christianity
September 11, 2024	Ethiopian New Year - Rastafarian
September 15, 2024	Milad-un-Nabi - Islam
September 17, 2024	Anant Chaturdashi - Hinduism and Jainism
September 17, 2024	Kshamavani/Daslakshan Parva ends - Jainism
September 22, 2024	Harvestide/Fall Equinox - Wicca/Neo Pagan
September 30, 2024	National Day for Truth and Reconciliation (Orange Shirt Day)
October 2, 2024	Rosh Hashanah begins - Judaism
October 3, 2024	Sharad Navratri begins - Hinduism
October 4, 2024	Rosh Hashanah ends - Judaism
October 10, 2024	Durgaashtami - Hinduism
October 11, 2024	Yom Kippur begins - Judaism
October 12, 2024	Navratri ends - Hinduism
October 12, 2024	Vijaya Dashmi/Dassehra - Hinduism
October 12, 2024	Yom Kippur ends - Judaism
October 16, 2024	Sukkot begins - Judaism
October 17, 2024	Kathina Ceremony/Pavarana Day - Buddhism
October 20, 2024	Installation of Scriptures as Guru Granth - Sikhism
October 20, 2024	Karva Chauth - Hinduism
October 21, 2024	Avalokitesvara Bodhisattva's Pravrajya - Buddhism
October 23, 2024	Sukkot ends - Judaism
October 23, 2024	Shemini Atzeret begins - Judaism
October 23, 2024	Simchat Torah begins - Judaism
October 24, 2024	Shemini Atzeret ends - Judaism
October 24, 2024	Simchat Torah ends - Judaism
October 31, 2024	Reformation Day - Protestant Christianity
October 31, 2024	Samhain begins - Wicca/Neo Pagan
October 31, 2024	Diwali (Deepavali) - Hinduism
October *, 2024	Bandi Chhor Divas - Sikhism
November 1, 2024	All Saints Day - Christianity
November 1, 2024	New Year - Hinduism
November 1, 2024	Diwali/Lord Mahavir - Jainism
November 1, 2024	Bandi Chhor Divas - Sikhism
November 2, 2024	Crowning of Emperor Haile Selassie - Rastafarian
November 2, 2024	New Year/Enlightenment day of Gautamswami - Jainism
November 2, 2024	Birth of the Báb - Bahá'í

November 3, 2024	Birth of Baha'u'llah - Baha'i
November 3, 2024	Gnan Panchami - Jainism
November *, 2024	Nativity Fast begins - Orthodox Christianity
November 15, 2024	Birth of Guru Nanak Dev Ji - Sikhism
November 17, 2024	Dev Diwali - Jainism
November 24, 2024	Martyrdom of Guru Tegh Bahadur - Sikhism
November 25, 2024	Day of the Covenant - Baha'i
November 27, 2024	Ascension of 'Abdu'l-Baha - Baha'i
November 28, 2024	First Day of Advent - Christianity
December 1, 2024	First Day of Advent - Christianity
December 4, 2024	Installation of Guru Granth as Guru - Sikhism
December 6, 2024	Martyrdom of Guru Teg Bahadur - Sikhism
December 8, 2024	Bodhi Day (Rohatsu) - Buddhism
December 13, 2024	Birthday of Imam Aga Khan - Islam
December 17, 2024	Amitabha Buddha's Birthday - Buddhism
December 21, 2024	Yule/Winter Solstice - Wicca
December 25, 2024	Christmas - Christianity
December 25-January 2, 2025	Chanukah - Judaism
December 26, 2024	Zarathosht Diso (Death of Prophet Zarathushtra) - Zoroastrianism
December 26-January 1, 2025	Kwanzaa - African Canadian and American Celebration
December 31, 2024	Watch Night - Christianity
January 1, 2025	Gantan-sai (New Years) - Shinto/Holy Name of Jesus - Orthodox Christianity
January 5, 2025	Twelfth Night - Christianity
January 6, 2025	Epiphany - Christian/Feast of the Epiphany (Theophany) - Orthodox Christian
January 6, 2025	Dia de los Reyes (Three Kings Day) - Christian/Nativity of Christ - Armenian Orthodox
January 7, 2025	Nativity of Christ - Orthodox Christian/Christmas Day - Rastafarian
January 7, 2025	Feast of the Nativity - Orthodox Christian/Baptism of the Lord Jesus - Christianity
January 14, 2025	Feast Day of St. Basil - Julian Calendar
January 14, 2025	Punjabi Lohri - Hinduism (Punjabi)/New Year - Eastern Orthodox
January 15, 2025	Makar Sankranti - Hinduism
January 17, 202	Birthday of Guru Gobind Singh - Sikhism
January 18 - 25, 2025	Week of Prayer for Christianity Unity - Christianity
January 19, 2025	Feast of Epiphany - Orthodox Christianity
January 20, 2025	Timkat - Ethiopian Orthodox Christianity
January 21, 2025	World Religion Day - Baha'i
January 25, 2025	Mahayana New Year - Buddhism/Conversion of St. Paul - Christianity
January 27, 2025	St. Sava Divine Service - Christianity Serbian Orthodox
February 1, 2025	Imbolc (Candlemas) - Pagan/Wiccan
February 2, 2025	Candlemas - Presentation of Christ in the Temple - Christian
February 3, 2025	Setsubun (beginning of spring) - Shinto
February 10, 2025	Chinese New Year
February 13, 2025	Shrove Tuesday - Christian
February 14, 2025	Vasant Panchami - Hindu/Lent Begins - Christian/Ash Wednesday - Christian
February 15, 2025	Nirvana Day - Buddhist - Jain
February 24, 2025	Magha Puja Day - Buddhist
March 8, 2025	Maha Shivaratri - Hindu
March 10, 2025	Meatfare Sunday - Orthodox Christian
March 10, 2025	Ramadan begins - Islam
March 17, 2025	Cheesefare Sunday - Orthodox Christian
March 18 - May 4	Great Lent - Clean Monday - Orthodox Christian
March 20, 2025	Ostara - Vernal Equinox - Wicca/Neo Pagan/Naw-Rúz (New Year) - Baha'i/
March 20, 2025	Hindu New Year - Hindu/Norooz (New Year) - Persian/Zoroastrian
March 23 - 24, 2025	Purim begins - Judaism
March 24, 2025	Palm Sunday - Christian
March 25, 2025	Holi - Hindu
March 28, 2025	Lent Ends - Christian/Maundy Thursday - Christian
March 31, 2025	Easter (Western) - Christian
April 8, 2025	Ramadan finishes - Islam
April 9, 2025	Eid al Fitr begins- Islam
April 10, 2025	Eid al Fitr ends- Islam/Baisakhi (Vaisakhi) - Sikh

April 17, 2025	Ram Navami - Hindu
April 22 - 30, 2025	Passover/Pesach begins- Judaism
April 23, 2025	Hanuman Jayanti - Hindu
April 24-26, 2025	Theravadin New Year 3 days - Buddhism
April 27, 2025	Lazarus Saturday - Orthodox Christian
April 29, 2025	Good Friday - Christian
April 30, 2025	Passover ends - Judaism
May 1, 2025	Beltane
May 2, 2025	Twelfth Day of Ridvan - Baha'i
May 5, 2025	Easter (Pascha) - Orthodox Christian
May 5 - 6, 2025	Yom HaShoah - Judaism
May 9, 2025	Ascension of Jesus - Christian
May 12 - 13, 2025	Yom Ha Zikaron - Judaism
May 13 - 14, 2025	Yom Ha'Atzmaut - Judaism
May 19, 2025	Pentecost - Christian
May 23, 2025	Visakha Puja - Buddha Day - Buddhism
May 23 - 24, 2025	Declaration of the Bab - Baha'i
May 25 - 26, 2025	Lag B'Omer - Judaism
May 26, 2025	Trinity Sunday - Christian
May 30, 2025	Corpus Christi - Catholic Christian
June 6, 2025	Ascension of Jesus - Orthodox Christian
June 11, 2025	Shavout begins - Judaism
June 13, 2025	Shavout ends - Judaism
June 16, 2025	Guru Arjan martyrdom - Sikh
June 17, 2025	Eid al-Adha begins - Islam
June 19, 2025	Eid al-Adha ends - Islam/New Church Day - Swedenborgian Christian
June 20, 2025	Litha - Summer Solstice - Wicca/Neo Pagan
June 21, 2025	National Indigenous Peoples Day
July 9, 2025	Martyrdom of the Bab - Baha'i
July 15, 2025	St. Vladimir - Christian
July 21, 2025	Asalha Puja Day (Dhamma Day) - Buddhism
July 23, 2025	Emperor Haile Selassie birthday - Rastafarian
July 23, 2025	Pioneer Day- Mormon Christian
August 1, 2025	Lammas - Christian
August 1, 2025	Lughnasadh (Lammas) – Wiccan/Pagan
August 6, 2025	Transfiguration of the Lord - Orthodox Christian
August 12 - 13, 2025	Tish'a B'av - Judaism
August 13, 2025	Obon (Ulambana) - Buddhist/Shinto
August 15, 2025	Obon (Ulambana) ends - Buddhist/Shinto
August 15 , 2025	Assumption of Blessed Virgin Mary - Orthodox Christian
August 15, 2025	Assumption of Blessed Virgin Mary - Catholic Christian
August 19, 2025	Raksha Bandhan - Hindu
August 26, 2025	Krishna Janmashtami - Hindu
September 7, 2025	Ganesh Chaturthi - Hindu
September 11, 2025	Ethiopian New Year - Rastafarian
September 30, 2025	National Day for Truth and Reconciliation Orange Shirt Day
October 2, 2025	Rosh Hashanah begins - Judaism
October 3, 2025	Navaratri begins - Hindu
October 4, 2025	Rosh Hashanah ends - Judaism
October 11, 2025	Navaratri ends - Hindu
October 11 - 12, 2025	Yom Kippur - Judaism
October 16, 2025	Sukkot begins - Judaism
October 17, 2025	Birth of Baha'u'llah - Baha'i
October 20, 2025	Installation of Scriptures as Guru Granth - Sikh
October 23, 2025	Sukkot ends - Judaism
October 23 - 24, 2025	Shemini Atzeret - Judaism
October 24 - 25 , 2025	Simchat Torah - Judaism
October 31, 2025	Reformation Day - Protestant Christian
October 31, 2025	Samhain - Wicca/Neo Pagan
November 1, 2025	All Saints Day - Christian
November 2, 2025	Crowning of Emperor Haile Selassie - Rastafarian

November 15, 2025	Birth of Guru Nanak Dev Ji - Sikh
November 24, 2025	Martyrdom of Guru Tegh Bahdur - Sikh
November 25/26, 2025	Day of the Covenant - Baha'i
November 28, 2025	Ascension of 'Abdu'l-Baha - Baha'i
December 8, 2025	Bodhi Day (Rohatsu) - Buddhism
December 21, 2025	Yule - Christian
December 25, 2025	Chanukah Begins - Judaism
December 25, 2025	Christmas - Christian
December 26, 2025	Zarathosht Diso (Death of Prophet Zarathushtra) Zoroastrian
December 26, 2025	Kwanzaa
December 31, 2025	Watch Night - Christian

*Please inform the Board Secretariat Team of any additional observances that should be acknowledged.*



**BOARD GREETINGS** – To all new and returning members of the TMU Board of Governors, welcome to the 2024–25 academic year!

As we move into the fall semester, I am pleased to share with you a few highlights of encouraging developments over the summer. Together, they will help to sustain our community’s enthusiasm while advancing our commitments to inclusion, innovation, and excellence:

**ORIENTATION WEEK AND MOVE-IN** – This year’s Orientation Week took place from August 25 to September 2, with 5,872 students registered for 106 tailored events supported by 402 volunteers. The week emphasized holistic health with the theme "Be Well. Feel Well. Do Well." It kicked off with the annual move-in event, during which Housing and Residence Life welcomed more than 1000 students to TMU’s three residence buildings. Other highlights included the Invocation event in the Kerr Hall Quad, during which students attempted to break the world record for most high fives given to a mascot (in this case, Frankie B. Bold) in one minute, coming up just short of the record; SLC Live, during which every floor of the Student Learning Centre with music, food, games, and other activities, all organized by faculties and departments; an International Night Market on Gould Street featuring student vendors, music, and a dance party; the Sustainability Amazing Race, during which teams of students raced across campus to complete sustainability-related challenges; the annual Body Positivity Fashion Show and multi-genre concert Fiesta del Fuego; and the concluding event, “Escape the Soak,” a water fight in the Kerr Hall Quad.

## **RECRUITMENT**

In August, the School of Medicine (SoM) received its 500<sup>th</sup> application for a clinical faculty appointment. Clinical faculty members are healthcare professionals who will contribute clinical and classroom teaching; scholarly, research, creative, and innovation (SRCI) activities; service; and leadership. The SoM is confident that it will have the full complement of physicians needed to welcome Doctor of Medicine (MD) students in September 2025.

In 2024–25, TMU Bold varsity teams will together welcome a total of 51 new student-athletes: 37 from high school and 14 transfers. These athletes include players with previous professional experience, players who were captains at other universities, members of national teams, and former NCAA Division 1 players.

## **SUPPORTING STUDENTS**

The EL Hub has received approximately \$550,000 from Co-operative Education and Work-Integrated Learning (CEWIL) Canada for the new bursary program Pathways to Equity, which will financially support up to 530 under-resourced students in Fall 2024. It will offset costs associated with participating in unpaid work-integrated learning opportunities, such as travel, materials and supplies, memberships, childcare expenses, lost or missed income, and program fees.

The Ted Rogers School of Management (TRSM) has received a donation from CIBC to help students from under-represented groups access career-enhancing co-op opportunities. Up to 75 students each year will receive the CIBC Co-op Student Award for Equity and Excellence to cover the initial costs associated with accessing the co-op program.

This fall, the ServiceHub is introducing a chatbot that will offer students information and support in an accessible and efficient way, as well as a new live agent chat portal that will enable ServiceHub staff to communicate directly with applicants and students using their preferred methods of communication.

## **NEW COURSES AND PROGRAMS**

The SoM has listed its inaugural 16 residency programs on the Canadian Resident Matching Service. In keeping with the school's vision to prepare primary care physicians to care for diverse communities, the SoM is offering residency programs in family medicine; six enhanced skills programs related to family medicine; and nine high-demand specialty and subspecialty programs, including emergency medicine, pediatrics, and psychiatry.

TMU has received funds through the Ontario Microcredential Challenge Fund to develop the microcertificate Clinical Teaching for Academic Clinicians, which is being developed by The Chang School in collaboration with the School of Medicine. The microcertificate will comprise five microcredentials aimed at upskilling practicing healthcare professionals and training clinicians to teach students who will help fill gaps in the healthcare system.

The Faculty of Community Services is launching an intensive leadership education program in Child Sex Trafficking and Online Child Sexual Exploitation (CST and OCSE); set to start in January 2025, the program will be relevant to those in healthcare, education, social services, law enforcement, and the legal profession. It will bring together the experience and expertise of survivors, leading researchers, and community partners to prepare participants to build strategies to address CST and OCSE across organizations, sectors, and borders.

## **APPOINTMENTS**

*Sharanjeet Kaur* has been appointed chief administrative officer (CAO) of the SoM effective August 1, 2024. Sharanjeet joined the SoM in May 2022 as executive director; in that role, she led and recruited staff while advancing critical initiatives such as building construction, community engagement, program accreditation, and strategic and financial planning. As CAO, Sharanjeet will continue to direct daily administrative operations and oversee resource allocation while leading strategic initiatives and special projects, including the launch of integrated health centres.

Before joining TMU, she held a variety of strategic planning and policy roles in healthcare and education, most recently as director of executive projects and operations at William Osler Health System. Sharanjeet holds a master of public administration from the School of Policy Studies at Queen's University and a bachelor of science in applied health studies from the University of Waterloo.

*Kimberley McCausland* has been appointed as vice-provost, university planning, effective September 1, 2024. As interim vice-provost, university planning since September 1, 2023, Kimberley's oversight and direction of the University Planning Office (UPO) have added greatly to the university's performance and progress. Along with liaising with the Ministry of Colleges and Universities, Kimberley leads enrolment analysis and academic resource and budget planning, providing information for strategic and operational decision support.

She has also served as a key contributor to the development of the university's 2020-2025 and 2025-2030 academic plans. With nearly 25 years of experience in post-secondary institutional planning, Kimberley brings extensive knowledge and expertise to the role. Prior to serving as interim vice-provost, university planning, she acted as interim executive director of the UPO. In that role she led and supported work on the university's annual budget development and implementation. She also worked on enrolment analysis, performance measurement, data analysis, costing initiatives, student surveys and a range of reporting activities.

## **CONGRATULATIONS**

TMU interior design students *Nadar Al-Fahad*, *Dilara Cengiz*, and *Jacqueline Lai* captured second place out of 27 teams in the inaugural Daniels on Parliament (DOP) Student Design Competition, hosted by developers Daniels. Teams submitted designs to transform a condominium in Regent's Park into a "hyper-functional contemporary living space" and presented their ideas to a panel of experts. The TMU team also captured the People's Choice award, voted by DOP homeowners, and took home a total of \$4,000.

*Artem Duda*, who played defence for the TMU Bold Men's Hockey team in Winter 2024, has signed a three-year contract with the National Hockey League's expansion team in Utah.

*Kalysta Makimoto*, PhD student in biomedical physics, has received a 2024 Women's Health Care Scholars Award—one of ten given to Ontario graduate students by the Ministry of Health and Long-Term Care—for her work in helping identify Chronic Obstructive Pulmonary Disease in women. Her citation praises her “innovative research” in “addressing this critical health care challenge.”

*Jan Wozniak* (Psychology 2024) is one of the five recipients of the Ontario Ministry of Colleges and Universities' Autism Scholars Awards—and the first ever from TMU, which served as his sponsoring university. The award comes with \$18,000 and will assist with his graduate studies in social work at the University of Toronto.

*Janet Koprivnikar*, professor of chemistry and biology, has received the 2024 Henry Baldwin Ward Medal from the American Society of Parasitologists for her work, which focuses on infection and disease management in aquatic organisms. The award is for a mid-career parasitologist who has attained a position of leadership; Janet is the fifth female researcher to receive it out of 66 recipients.

## **EVENTS AND INITIATIVES**

**ROBOTS IN ARCHITECTURE** – From May 21 to 25, the Design + Technology Lab, in partnership with the John H. Daniels Faculty of Architecture and Design at the University of Toronto, co-hosted the biannual, international Robots in Architecture conference. The conference's theme was “Beyond Optimization,” which organizers called a “prompt” for participants to explore possibilities to “move beyond sterile parametric models and embrace the messy, stochastic reality of the incomputable.” TMU hosted four out of the conference's eight workshops at The Creative School's Design + Technology Lab, including the two runners-up for Best Workshop, “Dropship Joyride” (about robotic motion control for filmmaking) and “Choreographing Cable Robots” (about ways to work with cable-driven robots in architectural robotics).

**FASHIONING RESURGENCE** – From May 30 to June 1, TMU hosted the Fashioning Resurgence Symposium, as part of the Indigenous Fashion Arts Festival 2024. The symposium featured six workshops related to Indigenous fashion on the topics of artificial intelligence, grant writing for fashion arts, sustainability, fashion in galleries and museums, mindful merchandising, and fashion's role as a catalyst to reopen traditional trade routes among Indigenous communities. Panelists included fashion designers, artists, arts administrators, academics, and museum curators from across North America.

CANADIAN VOTE SUMMIT – On June 5 and 6, the Democratic Engagement Exchange at the Faculty of Arts, in partnership with Elections Canada, hosted the Canadian Vote Summit. Over 200 leaders from all levels of government as well as fields including policy, civil society organizations, the media, and election administration, gathered to discuss democratic and election issues such as election modernization and integrity, voter turnout and representation, and misinformation. The keynote speakers were Naheed Nenshi, former mayor of Calgary, and David Frum, staff writer for The Atlantic and former speechwriter for United States President George W. Bush. One summit workshop, “Building Democratic Resilience to Foreign Disinformation in Canada,” was organized with support from the Privy Council Office; participants were senior representatives from various fields, and their insight resulted in the report “[Responding to Foreign Interference and Disinformation in Canada’s Elections](#),” which offers recommendations for strengthening Canada’s defence of its democratic institutions.

**PERSONALIZING LAND ACKNOWLEDGMENTS** – On August 19, the Indigenous Education Council published [the resource](#) “Acknowledging the Land” on the Indigenous TMU website, to offer guidance and encouragement for TMU community members to create personalized land acknowledgments that reflect their own individual commitments to reconciliation. The web resource provides a six-step guide for creating such an acknowledgment, an FAQ that details the history of land acknowledgments at TMU, and links to additional resources to further learning.

## **ENROLMENT**

Preliminary information from the first two weeks of classes indicates that the total number of domestic students at the university is about 2% higher than this time last year, while the intake of new first-year domestic undergraduates is more than 5% higher. We are experiencing a decline in international enrolment this year. The total number of international students across the university is down by roughly 9% compared to last September. This decline is driven by decreased first-year intake, which is down by one third.

As students will make changes to registration and course loads over the coming weeks, information about final fall enrolment numbers will be available in November.

# Report from the Provost & Vice-President, Academic

Board of Governors Meeting  
Oct 1, 2024

Roberta Iannacito-Provenzano



Toronto  
Metropolitan  
University



## Orientation Week







## Priorities

### Enhance the Student Learning Journey for Greater Student Success

- Support a holistic student experience
- Strengthen academic programming

### Create Positive Impact Through SRC Excellence and Local and Global Collaboration

- Make impact through SRC and innovation
- Engage globally for a world of perspectives
- Lead as a city and community-builder

### Support People and Community

- Promote health, well-being and safety
- Embrace community inclusion and belonging

### Continue our Commitment to Truth and Reconciliation

- Advance Indigenous scholarship and education
- Build partnerships with Indigenous communities

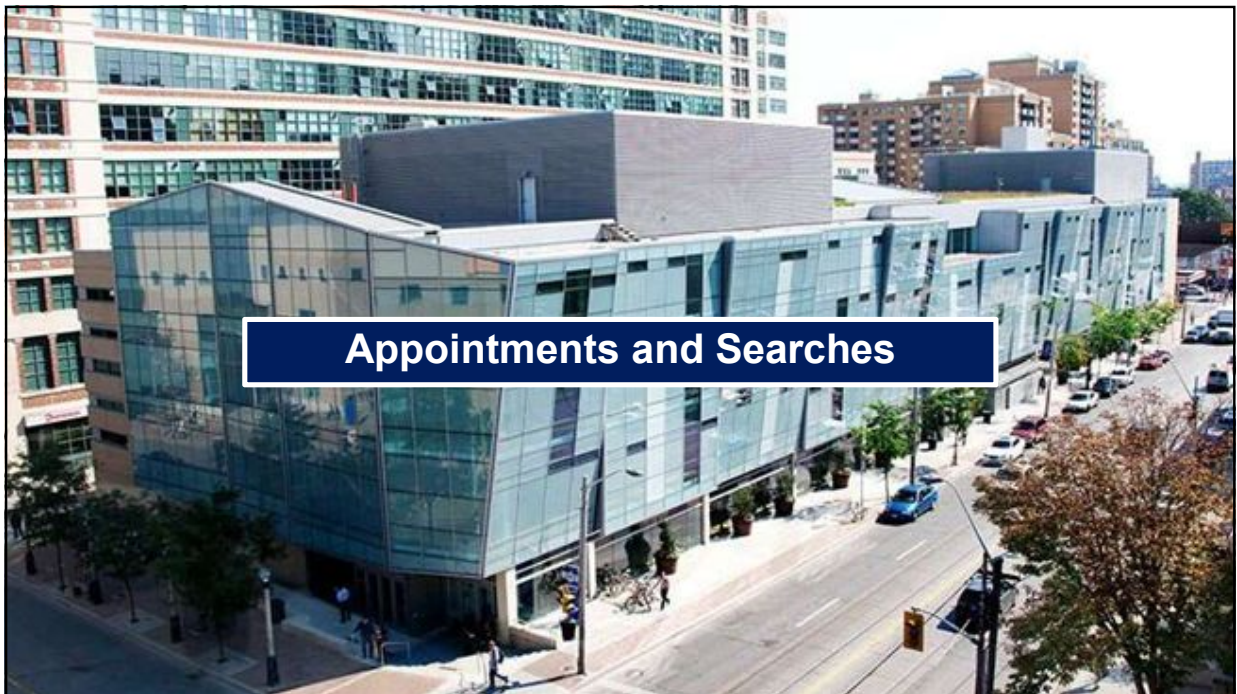
### Ensure Future-Readiness

- Prepare our students for evolving careers
- Reimagine learning and teaching
- Cultivate sustainability





**School of Medicine**

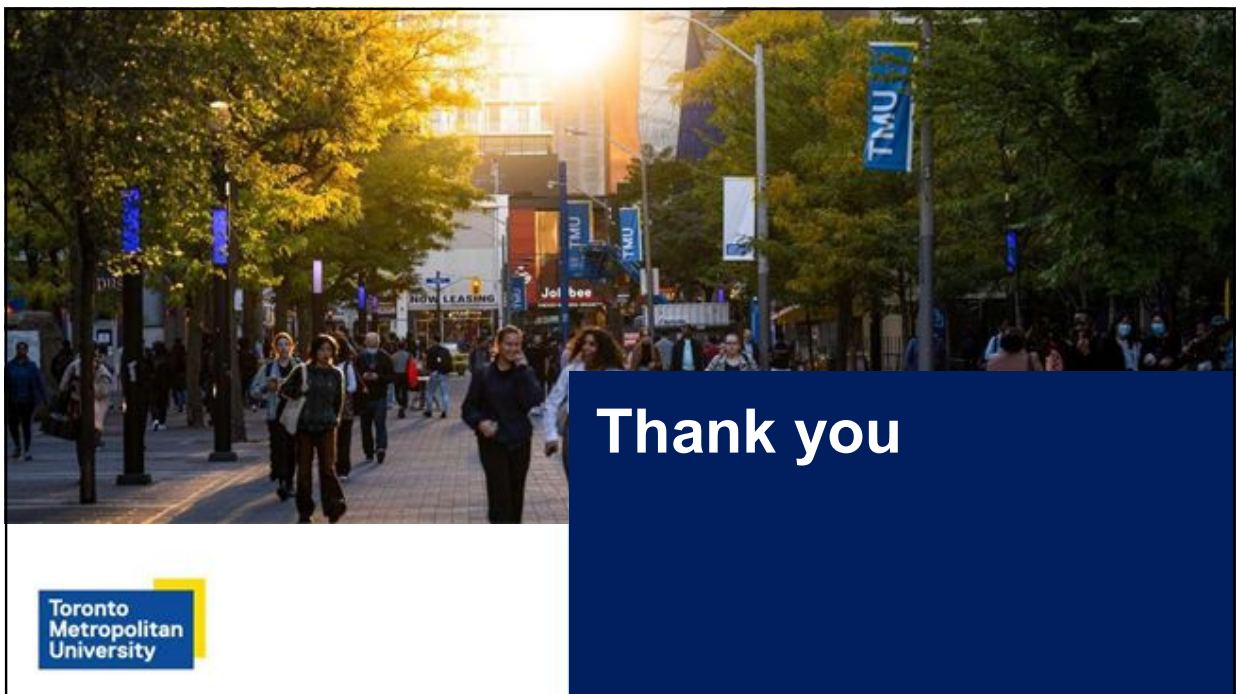


**Appointments and Searches**



## **Learning and Teaching**

**Indigenous Education Council Report 2023-24**



**BOARD OF GOVERNORS**  
**October 1, 2024**

**AGENDA ITEMS:** Report from the Vice-President, Administration and Operations

**STRATEGIC OBJECTIVES:**

- Academic
- Student Engagement and Success
- Space Enhancement
- Reputation Enhancement
- Financial Resources Management
- Compliance (e.g. legislatively required)
- Governance

**ACTION REQUIRED:** Information

**SUMMARY:**

This presentation is an overview of the administration and operations portfolio and a summary of key recent and ongoing contributions to Toronto Metropolitan University (the “University”).

**BACKGROUND:**

Administration and Operations delivers solution-oriented services and projects, aligned to the University’s strategic priorities. The portfolio is made up of seven (7) administrative units that work in partnership with colleagues across the University. This includes:

- Administration and Operations Communications
- Community Safety and Security
- Computing and Communications Services
- Facilities Management and Development
- Human Resources
- Internal Audit Services
- University Business Services

The group focuses on people, infrastructure and operations ensuring that students, faculty and staff can call the University a vibrant place to learn and work.

**ATTACHMENT:** Administration and Operations Update Presentation

**PREPARED BY:**

Name: Voula Cocolakis, Assistant Vice-President, University Business Services

Emily MacIntosh, Director, Communications, Administration and Operations

Glenda Mallon, Assistant Vice-President, Facilities Management & Development

Jenny O'Donnell, Chief Human Resources Officer

Date: September 18, 2024

**APPROVED BY:**

Name: Saeed Zolfaghari, Vice-President, Administration and Operations

Date: September 20, 2024

# Administration and Operations - Update

## Board of Governors

October 1, 2024



Office of the Vice-President,  
Administration & Operations



## Agenda

- **Refresher: Vice-President Administration and Operations & its area of focus**
- **A snapshot of key successes from the last year:**
  - Launch of TMU's first Sustainability Action Plan
  - The Urban Farm's Black Food Sovereignty Initiatives
  - Leadership Competencies launch for all academic and administrative leaders
  - A new Emergency Management Program at TMU



Office of the Vice-President,  
Administration & Operations



## Who we are



**7 administrative units**



**Focuses on people, infrastructure and operations**



**Responsibilities of the portfolio are complex and diverse**

## A snapshot of key initiatives



**Sustainability Action Plan**



**Emergency Management**



**Urban Farm**



**Leadership Competencies**





# Launch of TMU's first institutional-level Sustainability Action Plan

Toronto Metropolitan University  
Office of the Vice-President, Administration & Operations

## Overview of the plan

- The five-year plan is designed to guide our climate-action efforts
- It outlines three long-term goals to make meaningful Sustainability progress through a purposeful and unified approach.
- Goals are designed to provide short- and long-term benefit.
- Plan was developed through cross-campus consultation and with guidance from the university's Climate Change and Sustainability Advisory Committee.



# Goals of the Sustainability Action Plan

Goal	Significance
1. Secure a Platinum STARS sustainability rating by 2035	<ul style="list-style-type: none"> <li>The Sustainability Tracking, Assessment &amp; Rating System (STARS) is an industry-specific scorecard that helps us measure our progress. A Platinum rating indicates that TMU not only meets the highest scores in best practices, but has demonstrated that it has developed actionable strategies for continuous improvement in climate action and social equity.</li> </ul>
2. Become zero-waste by 2035	<ul style="list-style-type: none"> <li>Conscientious resource management can mitigate our ecological impact. Minimizing the waste we generate reduces our reliance on virgin materials and the energy required for extraction, fabrication, transportation and recycling. Good resource stewardship also supports social equity and improves health by supporting a circular economy and reducing pollution.</li> </ul>
3. Become Net-zero Scope 1 & 2 Emissions by 2045	<ul style="list-style-type: none"> <li>We're focusing on building energy efficiency and decarbonization of campus energy sources to reduce Scope 1 &amp; 2 emissions and developing data-driven methods to measure and reduce Scope 3 emissions.</li> </ul>



## TMU's sustainability initiatives earn Gold rating

- In June, TMU increased its STARS rating to Gold.
- TMU excelled in multiple categories including coordination and planning, campus engagement and academic research.
- This is a reflection of the significant progress made by TMU. The university submitted its first STARS report in 2020, earning a Silver rating.





# TMU Urban Farm featured on CityTV

Toronto  
Metropolitan  
University

Office of the Vice-President,  
Administration & Operations

## CityTV highlighted the TMU's Black Food Sovereignty Initiative

"We know that food - healthy affordable, nutritious culturally significant food can go a long way towards bringing communities together."

- **Nicole Austin**, program coordinator,  
The Black Food Sovereignty Initiative



City  
Alive  
CULTIVATING BLACK, CULTURAL PRODUCE ON  
URBAN ROOFTOP FARM

Toronto  
Metropolitan  
University

Office of the Vice-President,  
Administration & Operations



# Leadership Competencies create a shared vision of leadership at TMU

Collaboratively developed to apply to both  
academic and administrative leaders





# A new Emergency Management (EM) Program at TMU

## Key activities performed

**16**

Emergency management working group meetings

**14**

Consultations across the TMU community

**Reviewed**

Sector policies, plans, procedures, emergency management best practices

**Identified**

Key systemic barriers, gaps and opportunities for emergency management at TMU

**Created**

- Emergency Management Policy, Plan
- Emergency Communications Protocol
- Emergency Response Procedure
- List of Critical Functions at TMU

**Put progress into practice**

- Through tabletop exercises

## Emergency Management at TMU

The Emergency Management (EM) Program includes three components and is led by TMU's Community Safety and Security team.

- The policy sets the university's expectations for managing emergencies.
- The plan describes TMU's approach to emergency management, which is the focus of the document.
- Associated procedures to the EM Plan and EM Policy. This includes incident-specific and department-level procedures and other protocols.



# Questions?



**BOARD OF GOVERNORS**  
**October 1, 2024**

**AGENDA ITEMS:** Revised Board Committee Memberships 2024-2025

**STRATEGIC OBJECTIVES:**

- Academic
- Student Engagement and Success
- Space Enhancement
- Reputation Enhancement
- Financial Resources Management
- Compliance (e.g. legislatively required)
- Governance

**ACTION REQUIRED:** Approval

**SUMMARY:**

The Board of Governors (the “Board”) is being asked to approve the revised Board Committee Memberships 2024-2025, as set out in the attached chart.

**BACKGROUND:**

The Board approved the 2024-2025 Board and Committee Memberships on August 8, 2024. Since then, Sobi Ragunathan was re-appointed to the Board as a Lieutenant-General-in-Council appointee. The revised Board Committee Memberships 2024-2025 reflects this addition. On September 13, 2024, the Governance Committee recommended that the Board approve the revised Board Committee Memberships 2024-2025, as presented.

Annual appointment to the Committees is required under Section 15.6 of the *Toronto Metropolitan University By-laws*. The composition of each of the Committees is set out specifically in Sections 16.1, 17.1, 18.1, 19.1 and 20.1.

**ATTACHMENT:** Revised Board Committee Memberships 2024-2025




**PREPARED BY:**

Name: Adela Mall, Senior Legal Counsel and Governance Officer  
Date: September 14, 2024

**APPROVED BY:**

Name: Wendy Lawrence, General Counsel, Secretary of the Board of Governors and  
Chief Privacy Officer  
Date: September 14, 2024

**BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2024-2025 (September 2024)**

GOVERNANCE COMMITTEE	AUDIT COMMITTEE	NEGOTIATIONS COMMITTEE	EMPLOYEE RELATIONS & PENSIONS COMMITTEE	FINANCE COMMITTEE	INVESTMENT ADVISORY COMMITTEE	PROPERTY COMMITTEE
Chair: Catherine Paisley*	Chair: Catherine Paisley	Chair: Tony Staffieri*	Chair: Louise Taylor Green	Chair: David Porter	Chair: Janice Fukakusa	Chair: Nazmin Gupta
VC: Tony Staffieri*	VC: Meg Davis	VC: Catherine Paisley*	VC: David Porter	VC: Tony Staffieri	VC: N/A	VC: N/A
Mohamed Lachemi	N/A	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi
David Porter	David Porter	Meg Davis	Catherine Paisley	Catherine Paisley	David Porter	Meg Davis
Louise Taylor Green	Louise Taylor Green	Walied Soliman	Tony Staffieri	Nazmin Gupta	Vacant as of October 10, 2024	
Norie Campbell	Norie Campbell	N/A	Sobi Ragunathan	Vacant	N/A	N/A
Meg Davis	Sobi Ragunathan	N/A			Richard Rooney	N/A
N/A	Vacant	N/A	N/A	N/A	Bahir Manios	Ashi Mathur
Irene Gammel	N/A	N/A	Melanie Knight	Bala Venkatesh	N/A	John Mallovy
Tony Conte	N/A	N/A	Tony Conte	Marie Crosta	N/A	Alana De Gasperis
Cristobal Leal	N/A	Aasim Ul Haq Khwaja	Ahmed Elshahed	Cristobal Leal	N/A	Grace Lee Reynolds
Lisa-Marie Williams	N/A	Lisa-Marie Williams	Hyacinth Gawne	Neel Lee Chauhan	N/A	N/A
	Jack Cockwell			Jack Cockwell		Jack Cockwell

## BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2024-2025 (September 2024)

### Legend

-  Board Appointee / LGIC Appointee
-  President
-  Faculty
-  Staff
-  Student
-  Alumni
-  Honorary
-  External

\* Role reserved for Board Chair / Vice Chair



Recommended addition(s) in case of absences

**DRAFT RESOLUTION**

**RE: Revised Board Committee Memberships 2024-2025**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the revised Board Committee Memberships for 2024-2025, as presented.

October 1, 2024





## BOARD OF GOVERNORS

October 1, 2024

**AGENDA ITEM:** Review of Revenue and Expenditures for proposed First Professional Master of Interior Design

### STRATEGIC OBJECTIVES:

- Academic
- Student Engagement and Success
- Space Enhancement
- Reputation Enhancement
- Financial Resources Management
- Compliance (e.g. legislatively required)
- Governance

**ACTION REQUIRED:** Approval

### SUMMARY:

The proposed First Professional Master of Interior Design has undergone thorough assessments of academic quality and financial viability. It is consistent with Toronto Metropolitan University's mission, builds on existing academic strengths, and responds to student demand and societal needs. The proposed program has been approved internally by the Senate and the Ontario Universities Council on Quality Assurance (the "Quality Council"). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board of Governors will not be launched until the Provost and Vice-President, Academic, determines that sufficient student demand materializes and that the necessary resources are available.

### BACKGROUND:

The First Professional Master of Interior Design is a two (2) year program that would be the only such program in Ontario and the second one in Canada. Estimated intake is fifteen (15) domestic and three (3) international students per year.

### PREPARED BY:

Name: Kimberley McCausland, Interim Vice-Provost, University Planning

Date: September 10, 2024

### APPROVED BY:

Name: Roberta Iannacito-Provenzano, Provost and Vice-President, Academic

Date: September 10, 2024

## Toronto Metropolitan University

### New Program Summary for Board of Governors

<b>Name of Program:</b> First Professional Master of Interior Design	<b>Degree:</b> Master of Interior Design (MID)			
<b>Proposed starting date:</b> September 2025				
<b>Proposed tuition fees (2024-25):</b> Domestic (Ontario): \$9,220; Domestic (out-of-province): \$10,994; Int'l: \$28,650				
<b>Brief program description:</b> <ul style="list-style-type: none"> <li>• This two-year program will feature accreditation by the Council for Interior Design Accreditation for degree holders who wish to transition to interior design from another area of study. This would be the only such program in Ontario and the second in Canada.</li> <li>• The program consists of nine courses, including studios and seminars. Students will also complete a one-term Professional Study Practicum (internship) and a Creative Project or Major Research Project.</li> <li>• Estimated intake is 15 domestic and three international students per year. Some students will be expected to take two pre-entry courses to obtain foundational knowledge as a condition of admission.</li> </ul>				
<b>Evidence of societal need and student demand:</b> <ul style="list-style-type: none"> <li>• According to the Canadian Occupational Projection System, occupations related to interior design are expected to experience labour shortages in the coming years, with a greater number of job openings than job seekers.</li> <li>• Population growth, new home construction, real estate activity and home repair and maintenance contribute to this outlook. There is also a growing focus in the industry on sustainability in design practice, which is an area of emphasis in the program's curriculum.</li> <li>• Only 8% of interior designers in the province have a graduate or similar degree, potentially giving future MID graduates a competitive advantage when seeking senior positions in the industry.</li> <li>• Student demand is expected to be robust and is projected based on the volume and quality of applicants to TMU's undergraduate program in interior design that have a previous degree.</li> </ul>				
<b>Fit with TMU mission, Strategic Mandate Agreement and resources:</b> <ul style="list-style-type: none"> <li>• The program is consistent with the areas of focus and growth identified in TMU's Strategic Mandate Agreement, which include Design and Technology and the Creative Economy and Culture.</li> <li>• This program builds on the one-year Post-Professional Master of Interior Design program launched in Fall 2023, which has exceeded its enrolment target for Fall 2024 due to high domestic and international student demand. The one-year program is targeted at students with an educational or practice background in interior design, whereas the proposed two-year program is targeted at students with undergraduate degrees in other fields. The university has had a similar experience with its MA Fashion program, which has been very successful in attracting students with degrees in arts who are looking to develop their skills and expertise in a professional area of study and applied research.</li> <li>• Supervision of the major research projects will be done by the existing faculty members, and requirements for studio space can be met with minor alteration of existing facilities.</li> </ul>				
<b>Program Costing:</b>				
<b>Summary of enrolment, revenue and expenditures at steady-state (details below)</b>				
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Steady State</b>
Enrolment (Annualized FTE)	8.0	24.0	34.0	36.0
Total New Revenue	\$93,521	\$280,562	\$397,463	\$420,843
Direct Costs including OTO	\$230,233	\$175,199	\$175,199	\$175,199
Total Expenditures	\$248,937	\$231,312	\$254,692	\$259,368
Annual funds for institutional costs including student support /(deficit)	\$(155,416)	\$49,250	\$142,771	\$161,475

**Table 1: Estimated Enrolment, Revenue and Expenditures – First Professional Master of Interior Design**

	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
<b>a) Enrolment</b>				
Annualized FTE (domestic and international)	8.0	24.0	34.0	36.0
<b>b) Revenue</b>				
Tuition fees	\$ 93,521	\$ 280,562	\$ 397,463	\$ 420,843
<i>TOTAL Revenue</i>	<i>\$ 93,521</i>	<i>\$ 280,562</i>	<i>\$ 397,463</i>	<i>\$ 420,843</i>
<b>c) Expenditures</b>				
Instructional and research related expenses	\$ 115,798	\$ 124,930	\$ 124,930	\$ 124,930
Administration and co-ordination support salaries	\$ -	\$ -	\$ -	\$ -
Non-salary operating	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits and pensions related to direct salaries	\$ 23,835	\$ 25,269	\$ 25,269	\$ 25,269
Ongoing library costs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<i>Subtotal Direct Costs</i>	<i>\$ 164,633</i>	<i>\$ 175,199</i>	<i>\$ 175,199</i>	<i>\$ 175,199</i>
<i>Indirect Costs (20% of revenue)</i>	<i>\$ 18,704</i>	<i>\$ 56,112</i>	<i>\$ 79,493</i>	<i>\$ 84,169</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 183,337</i>	<i>\$ 231,312</i>	<i>\$ 254,692</i>	<i>\$ 259,368</i>
One-time costs/investments	\$ 65,600	\$ -	\$ -	\$ -
<b>TOTAL Expenditures</b>	<b>\$ 248,937</b>	<b>\$ 231,312</b>	<b>\$ 254,692</b>	<b>\$ 259,368</b>
Balance: Annual funds to be allocated for institutional costs including student support / (deficit)	\$ (155,416)	\$ 49,250	\$ 142,771	\$ 161,475

## **DRAFT RESOLUTION**

**RE: Review of Revenue and Expenditures for proposed First Professional Master of Interior Design**

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BE IT AND IT IS HEREBY RESOLVED:

THAT on the basis of the review carried out, the program approval of the Senate, and the planned revenue and expenditures as presented, the Board of Governors approves the proposed First Professional Master of Interior Design as financially viable, and that it may be offered at the discretion of the Provost and Vice President, Academic.

October 1, 2024

## TORONTO METROPOLITAN UNIVERSITY COMMON ABBREVIATIONS

### A

AAA Policy	Appointment of Academic Administrators (Also called “Triple A Policy”)
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
APAG	Academic Plan Advisory Group
ARC	Anti-Racism Coalition
ATB	Across the Board salary increase
AVPUR	Assistant Vice-President, University Relations

### B

BIP	Budget Incentive Program (Carry forward)
BIU	Basic Income Unit

### C

CAC	Counsellor Appointments Committee
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (TMFA Only)
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
COSSDGR	Chief of Staff and Senior Director, Government Relations
CLAC	Composition of Contract Lecturer Appointment Committee
CS	The Creative School
CSS	Community Safety and Security
CTO	Compensating Time Off
CUE	Centre for Urban Energy
CUPE	Canadian Union of Public Employees
CUPE 233	Maintenance and Trades employee union (sometimes referred to as “M&T”)
CUPE 3904	Sessional and Part-time Instructors union (sometimes referred to as “CUPE Unit 1” or “Unit 1”)
CUPE 3904	Evening Instructors (Chang School of Continuing Education; sometimes

Unit 2 referred to as “CUPE 2” or “Unit 2”)  
CUPE 3904 Teaching Assistants, Graduate Assistants, Lab Monitors & Exam  
Unit 3 Invigilators (sometimes referred to as “TA/GA's”, “CUPE 3” or “Unit 3”)

## **D**

DCC Daphne Cockwell Health Sciences Complex  
DSMVPMA Dean, School of Medicine and Vice-President, Medical Affairs  
DEC Departmental Evaluation Committee (for TMFA)  
DHC Departmental Hiring Committee  
DM Deputy Minister  
DMZ Digital Media Zone  
DMZV DMZ Ventures  
DOA Director of Administration

## **E**

eAppoint System used for decentralized contract entry (a service of eHR)  
ECI Equity and Community Inclusion  
eHire System used for decentralized recruitment and hiring (a service of eHR)  
eHR HR system used by the University for most system-based functions; based on  
Oracle PeopleSoft  
ERPC Employee Relations and Pensions Committee  
EHS Environmental Health and Safety  
ESL English as a Second Language  
eWaiver System used for tuition waiver requests by employees (a service of eHR)

## **F**

FOA Faculty of Arts  
FCP Federal Contractors Program  
FCS Faculty of Community Services  
FEAS Faculty of Engineering and Architectural Sciences  
FTE Full-Time Equivalent  
FIPPA Freedom of Information and Protection of Privacy Act  
FOS Faculty of Science

FMD	Facilities Management and Development
FPC	Faculty Promotion Committee
FS	Financial Services
FT	Full-Time
FTC	Faculty Tenure Committee
FTCE	Full-time Career Employee
FTE	Full-Time Equivalent

## **G**

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GCBS	General Counsel and Board Secretariat
GL	General Ledger
GPSS	Graduate and Professional Student Survey

## **H**

HRMC	Human Resources Management Consultant
HRMS	Human Resources Management System
HRS	Human Rights Services

## **I**

IEWAS	Integrated Employee Well Being and Accommodation Services
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## **J**

JD	Job Description
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## **L**

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council
LASL	Lincoln Alexander School of Law
LTD	Long Term Disability
LTF	Limited Term Faculty
LTO	Learning & Teaching Office

LTT Long Term Temporary

## **M**

MAC Management and Confidential employee group

MAC Mattamy Athletic Centre

Markview Financial Services invoice review & approval system

MOU Memorandum of Understanding

MYA Multi-Year Agreement

## **N**

NASM Net Assignable Square Metres

NGO Non-Governmental Organization

NUC Non Union Casual

NSSE National Survey of Student Engagement

## **O**

OAC Ontario Academic Credit

OEE Organizational & Employee Effectiveness

OGF Oracle Government Financials (Financial Services system)

OPSEU Ontario Public Sector Employees Union

OPSEU 596 Bargaining Unit specific to CUPE University employees

ORS Office of Research Services

OSAP Ontario Student Assistance Program

OSSD Ontario Secondary School Diploma

OTO One Time Only

## **P**

PAF Personnel Action Form

PAL Post Administrative Leave

PAQ Position Analysis Questionnaire (used for MAC positions)

PCF Performance and Conduct File (not kept in HR)

PDF Professional Development Fund (for TMFA & CUPE unit 1 members administered by Financial Services)

PDF Post-Doctoral Fellow



PDQ	Position Description Questionnaire
POI	Person of Interest
PSE	Post-Secondary Education
PT&S	CUPE 3904, Unit 2 Part-time & Sessional Instructors
PTR	Progression through the range increase
PYE	Partial Year Employee (employees with pre-defined work/non-work periods)
PT	Part-Time
PVPA	Provost and Vice-President, Academic
<b>R</b>	
RA	Research Assistant
Req	Position and Appointment Requisition (also referred to as "PAR")
RTA	School of Radio and Television Arts
<b>S</b>	
SAF	Separation Approval Form
SAS	Student Administration System (sometimes referred to as "SA")
Self Service	System-based employee functionality in eHR includes time reporting, absence requests, pay advice, T4s, direct deposit, personal information updates, etc. (sometimes referred to as "SS" or "ESS")
SOM	School of Medicine
SRC	Scholarly, Research and Creative Activities
STT	Short Term Temporary
<b>T</b>	
TA	Teaching Assistant
TAGA	System for hiring Teaching & Graduate Assistants (being phased out by eHire)
TAI	Teaching Assignment Initiative
TAM	Talent Acquisition Manager
TC	Total Compensation
TESP	Total Earnings Supplemental Plan
The Chang School	The G. Raymond Chang School of Continuing Education

TMAPS	Toronto Metropolitan Association of Part-time Students
TMU	Toronto Metropolitan University
TMUAAC	Toronto Metropolitan University Accessibility Advisory Committee
TMFA	Toronto Metropolitan Faculty Association
TMGSU	Toronto Metropolitan Graduate Students' Union
TMUPP	Toronto Metropolitan University Pension Plan
TMSU	Toronto Metropolitan Students' Union
TRSM	Ted Rogers School of Management

## **U**

UA	University Advancement
UBS	University Business Services
UPK	User Productivity Kit (system used to house on-line training for system and web based applications)
UPO	University Planning Office
URAC	University Renaming Advisory Committee

## **V**

VPAO	Vice-President, Administration and Operations
VPECI	Vice-President, Equity and Community Inclusion
VPFA	Vice-Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation
VPS	Vice-Provost, Students
VPUA	Vice-President, University Advancement and Alumni Relations

## THIRD PARTY ORGANIZATIONS

CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CIFAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
COUS	Council of Ontario University Secretaries
CSRDE	Consortium for Student Retention Data Exchange
CUDO	Common University Data Ontario
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium
FSCO	Financial Services Commission of Ontario
HEQCO	Higher Education Quality Council of Ontario
MTCU	Ministry of Training, Colleges and Universities
NAUBCS	National Association of University Board Chairs and Secretaries
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council of Canada
OCAV	Ontario Council of Academic Vice-President
OCGS	Ontario Council of Graduate Studies
OCUFA	Ontario Confederation of University Faculty Associations
OUAC	Ontario Universities' Application Centre
SSHRC	Social Sciences and Humanities Research Council of Canada
UC	Universities Canada (Updated)

# MarComm Results

May 1 - August 31, 2024

Prepared by:  
University Relations (UR)

October 1, 2024

Toronto  
Metropolitan  
University



## Executive Summary

Highlights from May 1 - August 31 2024

- For the first time, UR worked with all faculties and central recruitment to develop a consistent look across viewbooks helping to build our brand presence at Ontario Universities Fair.
- UR continued support for the launch of the School of Medicine (SoM) with their Postgraduate Medical Education Office (PGME) recruitment, Gov't engagement and continued brand awareness.
- Renaming signage updates continued as TRSM and ILC building signage was installed.
- Launched SoM temporary building signage in conjunction with unveiling event in Brampton.
- TMU Comms secured some incredible media coverage, including a front-page feature in the Toronto Star, an OpEd by president Mohamed Lachemi in the National Post and coverage from all four broadcast networks for Move-In Day 2024
- The draft 2025-30 Academic Plan was completed and shared with the TMU community for feedback from July 23 to Aug 7, 2024. Input was integrated in preparation for Senate review.

### Earned Media



**13,524** Media Hits

22% decrease from previous report



**10.2B** Potential Reach

22.9% decrease from previous report



**105M** AVE

Advertising Value Equivalency  
14% decrease from previous report



**64.1%** Positive Sentiment

35% increase from previous report



Positive 64.1%

Negative 3%

Neutral 32.6%

Not rated 0%

### Social Media



**8.5K** New Followers



**3.6M** Impressions



**213.9K** Engagements

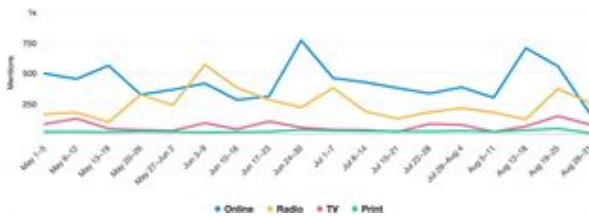


**78K** Link Clicks

# Earned Media Detail

## Results highlights

- TMU secured 13,524 media hits from May 1 - August 31, 2024 with a total potential reach of 10.2 billion.
- The top article by reach was an article in MSN News, on the soaring cruise industry, which quoted **Frédéric Dimanche**, director of the Ted Rogers School of Tourism and Hospitality Management, with a total potential reach of 155M.
- The Advertising Value Equivalency (AVE) on media coverage secured during the period is \$105 million.



## Proactive pitching highlights:

- The Central Communications team secured an entire segment with CityNews on May 26 dedicated to TMU's Formula Racing team and their car unveil, highlighting the amazing student experience the team offers through building a racing car.
- In July, research from professor Ian Young on contaminated beach water was featured in the Winnipeg Free Press, CBC Vancouver, Breakfast Television and Global News.
- In August, Candice Dixon and TMU's Carnival Arts course was featured in the coveted A1 page of Toronto Star's print edition, reaching more than 2.5 million via print and online coverage.
- TMU was featured on Toronto's number one morning show, Metro Morning, twice in two weeks - with stories secured on TMU's Carnival Arts course and for MUNA swimwear, a startup from TMU's Fashion Zone.
- TMU's residence Move-In Day and Orientation Week activities were widely covered by media at the end of August, including coverage from all four broadcast networks (CBC, CTV, CityNews and Global).
- An OpEd from president Mohamed Lachemi discussing the international student policy changes was written and placed in the National Post.
- TMU Faculty Experts were pitched to media daily to speak on timely news items, including: labour strikes, mpox, Olympics, housing affordability, climate events, the US election and more.

3

# TorontoMet Today (TMT) e-newsletter:

The TMT e-newsletter was emailed to over 70,000 staff, faculty, students and friends three times a week between May and June, and moved to the one-time-a-week summer schedule for July and August.

- The newsletter edition with the most opens during this period, was the Fri. Aug 30 issue, "[TMU students give back as mentors; your fall guide to varsity sports](#)" with a 65.3% open rate (for comparison, the cross-industry average open rate is 21.33%).
- The 18-24 demographic were the most active readers during this period.
- Sessions are up 6.6% over this quarter, and the engagement rate is up 43.9% (people who viewed an additional page or more after landing on the news-events site)
- We had another fantastic performing story, "[New research finds rare sugar can help manage blood sugar, reduce calorie intake](#)," with 44,589 views (to highlight how impressive this is, a TMT story is considered "successful" if it has over 500 views)



# Top TMT stories

Top 3 performing [TMT](#) stories between May 1 - August 31, 2024:

**New research finds rare sugar can help manage blood sugar, reduce calorie intake**  
 TMTU nutrition professor Nick Bellissimo's findings could be a game-changer for people looking to manage blood sugar levels.  
 By Nicholas L'Abbate  
 August 28, 2024



New TMTU research found that a rare sugar can help manage blood sugar levels and reduce calorie intake. The study, led by Professor Nick Bellissimo, shows that this rare sugar can help manage blood sugar levels and reduce calorie intake. The study, led by Professor Nick Bellissimo, shows that this rare sugar can help manage blood sugar levels and reduce calorie intake.

44,589 views

**TMU moves into the world's top 15 per cent of universities in latest QS Rankings**  
 This milestone underscores TMU's commitment to academic excellence.  
 June 10, 2024



The university recently achieved a top 15 ranking in QS's performance in research and innovation university category. This milestone underscores TMU's commitment to academic excellence. The university recently achieved a top 15 ranking in QS's performance in research and innovation university category. This milestone underscores TMU's commitment to academic excellence.

5,646 views

**Toronto Metropolitan University names Donette Chin-Loy Chang as new chancellor**  
 Appointment begins October 10, 2024, for a three-year term.  
 June 17, 2024



Donette Chin-Loy Chang has been appointed as the 10th Chancellor of Toronto Metropolitan University. Her appointment begins on October 10, 2024, for a three-year term. Donette Chin-Loy Chang has been appointed as the 10th Chancellor of Toronto Metropolitan University. Her appointment begins on October 10, 2024, for a three-year term.

4,791 views

5

# Organic Social Media Detail



- 67K followers
- 64.6K engagements



- 62.7K followers
- 1.6K engagements



- 318,664K followers
- 1.1M impressions
- 9,681 reactions
- 393 comments
- 99 reposts



- 73.3K followers
- 1.12M video views
- 49.6K engagements



- 96.8K page likes
- 17K engagements

## Highlights

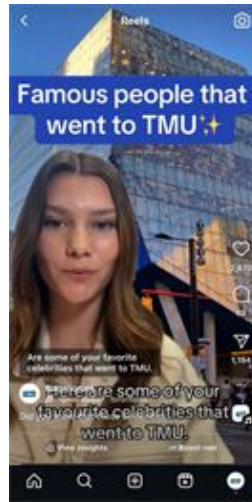
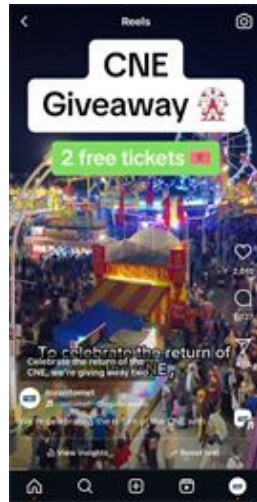


- We saw a huge jump in Instagram followers from the previous period, with a growth of approx 2,480 followers
- Even though summer is a statistically slower period, we were able to maintain engagement on LinkedIn, only seeing decrease of 410 reactions from last period
- This was our first summer having student staff full time, which helped keep a consistent flow of content

6



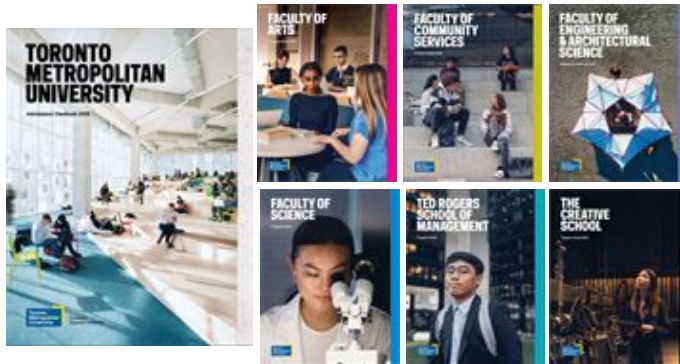
# Top Social Posts



# Creative Examples

## Recruitment: Admissions Viewbook & Faculty Program Guides

Developed the Admissions Viewbook and 6 Faculty Program Guides. These publications are a critical recruitment tool at OUF, often serving as the first touchpoint between TMU and prospective students. Our goal was to closely align the faculty books with the Admissions Viewbook, ensuring they look and feel like a collection.



## University Library Signage & Campaign

Developed key signage to emphasize TMU Library's location on campus and a campaign to encourage people to "Discover the Library between the books".



# Creative Examples

## SOM Awareness Campaign

Developed a general awareness campaign to cultivate brand building and recognition of TMU's new school of medicine. Assets included programmatic and LinkedIn videos, podcast ads and SEM.



## Chang Brand Campaign

Developed an integrated campaign to promote the Chang brand and drive Fall recruitment.



## BMO Thank You Ad

Designed a 1/2 page Globe and Mail ad to thank BMO for their \$3 million dollar donation to TMU's Canada Excellence Research Chair (CERC) in Migration and Integration.



9

# Paid Media Details

## Digital ad campaigns for May - August 2024 included:

- Registrar's Office - Student Confirmation
- Alumni Magazine Promo
- Athletics TMU Days Camps
- SciXchange Science Rendezvous
- School of Medicine - Medical Community Awareness
- School of Medicine - PGME Residency Recruitment
- Law - Recruitment
- Law - Cybersecurity PD Certificate Recruitment
- Law - Cybersecurity Symposium Promotion
- TRSM - 23-24 BComm & MBA

## Campaign goals focused on:

- Brand awareness
- Driving traffic to TMU website
- Recruitment / applications
- Event registration/enrollment



Ads included videos and static visuals, and text on social media such as Instagram and LinkedIn, and Google search.



10



# Web Traffic Detail

Comparisons are May - August 2024 and 2023  
 \*Our analytics platform changed between 2024 and 2023, comparisons are imprecise

- **8.83% increase** in sessions  
5.05 million (2024) vs. 4.64 million (2023)
- **1.72% decrease** in users  
2.28 million (2024) vs. 2.32 million (2023)
- **15.87% decrease** in pageviews  
13.04 million (2024) vs. 15.50 million (2023)

## Top Countries by Sessions

1	Canada	3,878,515
2	United States	283,329
3	Pakistan	213,556
4	Nigeria	113,144
5	Ghana	90,495
6	India	68,657
7	Saudi Arabia	34,347
8	United Kingdom	28,316
9	China	26,930
10	Bangladesh	16,975

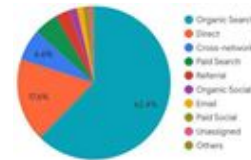
## Top Pages by Pageviews

1	/	628,211
2	/admissions/undergraduate/choose-login/	314,515
3	/international/admissions/landing-international-winter/	235,184
4	/search/	182,610
5	/programs/undergraduate/	179,823
6	/myservicehub-support/	137,658
7	/graduate/programs/	131,475
8	/careers/	111,634
9	/international/admissions/how-to-apply/january-start/	104,282
10	/servicehub/	95,205

## How visitors got to our website by % of sessions

Days of the week matched for y-y comparison

May 1, 2024 - Aug 31, 2024



May 1, 2023 - Aug 31, 2023

