

BOARD OF GOVERNORS
March 29, 2023
Jorgenson Hall – JOR 1410
380 Victoria Street
2:00 p.m. to 4:00 p.m.

Live Stream: <https://youtube.com/live/YhOJNZumeHI?feature=share>

Time	Item	Presenter/s	Action
2:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
	2. IN-CAMERA DISCUSSION (Executive Group Invited)		Information
END OF IN-CAMERA SESSION			
3:15	3. INTRODUCTION	Tony Staffieri	
	3.1 Welcome		
	3.1.1 Land Acknowledgement		
	3.1.2 Chair's Remarks		
	3.2 Approval of the March 29, 2023 Agenda		Approval
4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
5.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	5.1 2023 Board Elections Report		Information
6.	REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Roberta Iannacito-Provenzano	Information
7.	DISCUSSION ITEMS		
	7.1 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	David Porter	Information
	7.1.1 2023-24 Budget: Government Funding Update and Budget Strategy	Mohamed Lachemi Glenn Craney	Information

**Roberta Iannacito-
Provenzano**

7.1.2 Financial Statements (unaudited) for the period
ending January 31, 2023

Joanne McKee

Approval

7.1.3 Review of Revenue and Expenditures for proposed
Master of Interior Design

Glenn Craney

Approval

**7.2 REPORT FROM THE VICE-PRESIDENT RESEARCH AND
INNOVATION**

Steven Liss

Information

7.2.1 Scholarly, Research and Creative (“SRC”) Activities
Enterprise: Continuing Our Trajectory of Success by
Scaling SRC

8. FOR INFORMATION

8.1 Toronto Metropolitan University Performance
Indicators

Glenn Craney

Information

9. CONSENT AGENDA

9.1 Approval of the January 30, 2023 Minutes

Tony Staffieri

Approval

4:00 10. TERMINATION

NEXT MEETING: April 24, 2023

APPOINTMENTS

Rivi Frankle has been appointed interim vice-president, university advancement effective January 30, 2023. Rivi has been with the university for over 10 years, playing an important role in donor relations; she has previously served in this interim role in 2016. Most recently, she had been serving as assistant vice-president, advancement. Over the next few months, Rivi will conduct a review of TMU's advancement strategy, after which we will begin our search for the next vice-president. I would like to thank Ian Mishkel, who has concluded his time with the university, for all that he has done for TMU over the past five years.

Adam Kassam has been appointed TMU's founding executive director of health innovation and strategy effective March 1, 2023. Previously, he was president of the Ontario Medical Association (OMA), guiding the profession during the pandemic and leading the negotiations that resulted in the largest physician services agreement in North America. In his new role, he will develop TMU's health system solutions, strengthen its partnerships, create an accelerator focused on health innovation, assist with the planning of the medical school, and support physician recruitment and community consultations in the City of Brampton and the Region of Peel. Adam serves on the board of the Canadian Association of Physical Medicine & Rehabilitation and is an officer of the board of the OMA. He holds an MD from Dartmouth Medical School, an MPH from Columbia University, and a BA from Cornell University. He has been on faculty in the department of medicine at the University of Toronto, and maintains an active clinical practice focused on musculoskeletal and neurological rehabilitation.

CONGRATULATIONS

Götz Bramesfeld, professor of aerospace engineering, has received a two-year, \$709,700 Alliance Missions grant from the Natural Sciences and Engineering Research Council of Canada (NSERC) for a project in partnership with Environment and Climate Change Canada. Working with Superwake Ltd., a company founded by some of his former students and other TMU alumni, Bramesfeld will build an unmanned, solar-powered, and quiet aircraft to monitor the natural habitats of animals without disturbing them.

Wendy Cukier, founder and academic director of the Diversity Institute, has received a 2023 Martin Luther King Community Development Award from the Educational Foundation for Children's Care Canada (EFCCC). The foundation supports children in need in Canada and the Caribbean, and the award recognizes leaders who have made a significant impact in community development and advancement while addressing social justice issues.

The *Diversity Institute (DI)* has received \$1.5 million in funding from the federal government for the project “Equity, Diversity, and Inclusion Toolkit for Federally Regulated Companies.” The funding stems from the government program Workplace Opportunities: Removing Barriers to Equity. The three-year project, which began on March 1, is focused on increasing the representation of women, racialized people (particularly Black Canadians), Indigenous peoples, and persons with disabilities throughout organizations, including in senior management roles and on boards. The DI is working with eight partners in governance, finance, and the corporate sector to develop inclusion tools and guides tailored to industry-specific needs.

Faculty of Community Services (FCS) professors *Anne Harris* (occupational and public health), *Raktim Mitra* (urban and regional planning), and *Linda Rothman* (occupational and public health) are part of a pan-Canadian team of researchers, city planners, and community groups that has received a \$3 million Healthy Cities Implementation Science Team Award from the Canadian Institutes of Health Research (CIHR). The funds will support the project “Building CapaCITY/É for Sustainable Transportation,” which will run in ten partner cities from Victoria to Toronto to Halifax, as well as Melbourne Australia. The project aims to “catalyze the implementation of sustainable transportation interventions,” focusing on bicycle networks and speed reductions.

Master of Public Policy and Administration (MPPA) students *Gopal Banerjee*, *Sabreena Bapoo*, *Graham Cade*, *Lajendon Jeyakumar*, and *Iffat Zahan* together captured the gold medal at the 2023 National Public Administration Case Competition, hosted virtually by the Canadian Association of Programs in Public Administration. Teams presented on the theme “Preparing for the Future: Modernizing Transactions Through a Central Bank Digital Currency” before a panel of distinguished judges from the fields of economic governance, finance, resource management, and public service education.

Bala Venkatesh, founding and academic director of the Centre for Urban Energy, has secured \$3.34 million in funding from the Natural Sciences and Engineering Research Council (NSERC) Alliance-Mitacs Accelerate grant program for two five-year projects focused on the transition to a zero-carbon future. Both projects are being run in partnership with hydro companies. The project “Energy Storage Solutions for Zero Carbon 2050 Electric Distribution Systems,” a collaboration with Toronto Hydro and Halton Hills Hydro, examines the impact of electricity storage technologies on utility companies’ business models. The second project is “Forecasting and Modeling of Distributed Energy Resources, and Models for Distributed System Operator Planning and Operation.” Run in collaboration with Hydro One and Clean Energy Zone-incubated startup Peak Power, it is designed to develop forecasting and modeling for power systems that include solar and wind power generators. In addition to the projected research outcomes, the projects are designed to train more than 30 personnel to work in the energy sector.

The ongoing excellence of *TMU’s researchers* has resulted in our university being ranked second in corporate research income growth and third for not-for-profit research income growth among comprehensive universities in Research Infosource, Inc.’s annual rankings of Canadian universities. The new rankings refer to the 2020–21 fiscal year, during which our corporate research income grew by 117% and our not-for-profit research income by 36.3%.

Three TMU researchers have collectively secured more than \$2.1 million in funding through the CIHR Project Grant program for health research, while two researchers have received bridge grants to support their research development and momentum. The Project Grant recipients are chemistry and biology professor *Constin Antonescu* (for his project “Dynamic Tetraspanin Nanodomains Control EGFR Signal Licensing in Breast Cancer Cells”), psychology professor *Sarah Dermody* (“Developing an Adapted Gender Minority Stress Model to Explain Alcohol Use and Harms among Transgender Adults who Drink”), and physics professor *Miranda Kirby* (“Development of Magnetic Resonance Imaging Airway Segmentation to Assess and Monitor Cystic Fibrosis Lung Disease”). The bridge grant recipients are nursing professor *Oona St-Amant* (“Families Responding to Substance Use Disorders: A Community-Engagement Study to Promote Family-Centred Public Health Policy and Health Service Delivery”) and occupation and public health professor *Ian Young* (“The Canadian Beach Cohort Study: Investigating the Burden of Recreational Water Illness among Beachgoers”).

PARTNERSHIPS

BIOMEDICAL INNOVATION HUB -- TMU is a founding partner in the Canadian Hub for Health Intelligence and Innovation in Infectious Diseases (HI³), a network of organizations and institutions in academia, healthcare, industry, and government dedicated to helping Canada respond to future pandemics. The network, which is led by the University of Toronto, includes eight Ontario universities and six Ontario hospitals, as well as regional and national partners in industry, commercialization, and training. It has received \$2 million from the Canada Biomedical Research Fund and will compete for further federal funding. Its research will focus on three themes: precision interventions (e.g., life-saving vaccines, therapeutics); process innovations in biomanufacturing; and health intelligence, which will guide the equitable delivery of pandemic countermeasures.

CANADA PLASTICS PACT – TMU has joined the Canada Plastics Pact (CPP), an initiative of the charity The Natural Step Canada that aims to stop plastic pollution. TMU joins 89 other Canadian governmental, non-governmental, and business organizations who have signed on as partners. As the first postsecondary institution to join the group of implementation partners—defined as “organizations across the plastics packaging value chain supporting the CPP’s vision”—TMU is taking a lead role in the education sector in working towards a circular plastics packaging economy in Canada.

DMZ EXPANDS PRESENCE IN INNISFIL – The DMZ has extended and expanded its partnership with the town of Innisfil. Launched in March 2020, the partnership has produced the incubator and hub DMZ Innisfil; participating startups have secured over \$10 million in growth capital and created over 100 jobs. The expanded partnership will add two streams: a startup stream for new businesses and an accelerator stream for business growth. As well, a DMZ All Access program will provide opportunities for local businesses to network and facilitate partnerships. The partnership has been extended through 2024.

UAE INCUBATOR – The DMZ has partnered with the Sharjah Entrepreneurship Center (otherwise known as “Sheraa”), an incubator in Sharjah, United Arab Emirates, to support startups in the UAE. Startups at Sheraa will have access to the DMZ’s learning platform Launchpad, and selected startups will join the two-week DMZYYZ soft-landing program for

international startups. These startups will also have access to the DMZ's global network, allowing them to explore potential new markets for business expansion. The partnership emerges from a visit by DMZ leaders to Sheraa in 2022 to collaborate on capacity-building strategies for Sharjah's growing entrepreneurial landscape.

UDST MEMORANDUM OF UNDERSTANDING – TMU has signed a memorandum of understanding with the University of Doha for Science and Technology (UDST). Our institutions have an agreement to host joint academic programs, provide for student and faculty exchanges, facilitate research collaboration, and organize joint events such as conferences and symposia. UDST is on a trajectory similar to ours; founded as a college, it officially became a university in 2022. It specializes in business management, computing and information technology, engineering technology, and health sciences.

EVENTS AND INITIATIVES

SAFETY ENHANCEMENTS FOR KERR HALL – On January 10, TMU announced new safety enhancements for Kerr Hall. Following a safety audit to assess the physical space including access points into buildings, location of CCTV cameras, duress buttons, stairwells, and alcoves, Community Safety and Security has committed significant resources to security upgrades. Among the enhancements made during the fall term were an increase in the number of security guards and crime prevention specialists stationed in Kerr Hall from Monday to Friday; additional patrols on campus during evenings and weekends; the installation of 16 new CCTV cameras, targeting corridors and main entrances; and the installation of two new intercoms at the 40 and 60 Gould Street entrances. In addition, the Campus Safety and Security team conducted briefings and consultations with departments that work in Kerr Hall to gain a better understanding of what additional support could be provided, as well as safety planning sessions based on the departments' needs. In January 2023, Maggie Fisher joined TMU as Community Safety and Security's inaugural director, community engagement strategy; she will develop, implement, and run programs to fill existing gaps. Finally, 187 duress buttons will be installed in new locations on campus by the end of August 2023.

BROOKFIELD INSTITUTE AND LEADERSHIP LAB MERGER – On January 12, TMU announced the forthcoming merging of the Leadership Lab with the Brookfield Institute for Innovation + Entrepreneurship. The merged organization, which will be led by Leadership Lab Executive Director Karim Bardeesy, will operate out of the Institute's current space at 20 Dundas West, and it will build on the work of both of its constituent parts. It will work to advance an inclusive and innovative economy and democracy in Canada through research, teaching, training, convening people, devising ideas, and giving advice to different levels of government and organizations that shape policy. On February 23, the Lab and Institute held their first joint event, for Black policy leaders. A new name and branding will be announced in April.

MORNING STAR AT THE EASTERN DOORWAY – On January 25, FCS hosted a virtual unveiling for its new commissioned painting by Moose Deer Point First Nation artist, storyteller, and knowledge keeper Philip Cote. Entitled "Morning Star at the Eastern Doorway," the work has been installed in a boardroom in the dean's office on the sixth floor of the Sally Horsfall Eaton Centre for Studies in Community Health (SHE). The unveiling featured an artist talk hosted by Lynn Lavallee, professor of social work and strategic lead, Indigenous Resurgence, at

which Cote described the piece as a representation of the beginning of humanity in what is now called North America. In some Indigenous cultures, the “eastern doorway” signifies the beginning of life.

MEDICAL SCHOOL SITE IN BRAMPTON – On January 27, TMU announced the future site of our medical school: the Bramalea Civic Centre in Brampton-Peel. The announcement was held at the centre itself, at an event attended by Premier Doug Ford, Minister of Health Sylvia Jones, Treasury Board President Prabmeet Sarkaria, Brampton Mayor Patrick Brown and Deputy Mayor Karkirat Singh, and other MPPs and Brampton councillors. The centre meets the school’s space requirements—250,000 square feet for classrooms, offices, research facilities, and an integrated health clinic—and it is close to both the Brampton Civic and Peel Memorial hospitals. It is accessible via municipal transportation, GO Transit, and highway systems. The City of Brampton will invest \$20 million to support building and parking lot renovations.

MARCI IEN AND CHARMAINE WILLIAMS ON CAMPUS – On February 9, Marci Ien, federal minister for women and gender equality and youth, and Charmaine Williams, provincial associate minister of women’s social and economic opportunity, participated in the Democracy Forum event “Two Women in Power: Still Fighting for Fairness.” Moderated by visiting practitioner Martin Regg Cohn, the discussion touched on both women’s journeys to, and through, politics; the importance of provincial and federal Black caucuses; responding to racial stereotyping and prejudice; fighting gender-based harassment and violence; the importance of mentorship and funding for women in politics and other spheres; and the importance of empathy in politics.

CYBERSECURITY TRAINING FOR UKRAINIANS – On February 10, Rogers Cybersecure Catalyst (RCC) announced the Ukraine Cyber Training Pilot Program, through which Ukrainians residing in Ukraine will train to become cybersecurity professionals. The program will be delivered online, in collaboration with Ukraine-based cybersecurity company Information Systems Security Partners (ISSP) and the Ukrainian government’s Ministry of Digital Transformation. The pilot will reach up to 100 Ukrainians whose employment has been disrupted by the war, with the potential for expanding the program to larger cohorts in the future. Graduates will each obtain an internationally recognized cybersecurity certification.

IMAGE CENTRE GIFT – On March 1, The Image Centre (IMC) announced a gift of \$1 million from Vivienne and Neville Poy (both Honorary Doctor of Laws 2022). The funding will support two programs over five years: the Poy Family Youth in Focus and the Poy Family Advanced Internships. The Youth in Focus program, established in 2012 and now renamed in the Poy family’s honour, provides education in art and photography for young people from underrepresented communities in the GTA. It offers group tours of exhibitions and collections, creative workshops, skill training for young artists, and opportunities for knowledge sharing with peers. The two-year internships will give promising TMU graduates experience in the IMC’s collections and exhibition departments.

CLIMATE WEEK – From March 6 to 10, the Sustainability Office, the Leadership Lab, and several other TMU partners, hosted the university’s first-ever Climate Week. Among the activities were a two-day symposium on climate mitigation solutions in Toronto, co-hosted by the School of Urban and Regional Planning and the City of Toronto Environment and Climate

Division; a climate justice-themed audiovisual exhibit hosted by SciXchange; the Leadership Lab online panel “Climate 101 Policy,” featuring climate policy experts; the webinar “Jobs in the Net Zero Economy,” hosted by the Diversity Institute and the Future Skills Centre; and a day-long “Climate Action and Our Campus” event hosted by the Sustainability Office, during which community members visited various sites on campus to learn about how TMU is tackling climate change and working to reduce our campus’s carbon footprint.

WOMEN FOUNDERS SUMMIT – On March 7, the DMZ held its inaugural Women Founders Summit, at which ten women-led tech startups pitched angel investors from the Canadian women-in-tech group The Firehood. Three startups, from Edmonton, Toronto, and St. John’s, together were awarded \$100,000. The event featured guest speaker Charmaine Williams and the unveiling of the DMZ’s 2023 Women of the Year. Eighteen recipients, chosen out of over 800 nominations, were recognized for their contributions to the tech ecosystem in Canada.

from the President’s Calendar

December 12, 2022: I spoke with Isadore Sharp (Architectural Technology ’52), founder and chairman of Four Seasons Hotels and Resorts, to update him on TMU’s renaming and recent initiatives.

December 12, 2022: I spoke with Vivienne and Neville Poy (both honorary Doctor of Laws 2022) to update them about recent TMU activities.

December 13, 2022: Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met with Kenneth Tanenbaum, vice-chairman of the private investment holding company Kilmer Van Nostrand Co, to update him on TMU’s medical school and other activities.

December 15, 2022: As past-chair, I chaired a board of directors meeting of the Council of Ontario Universities (COU).

December 16, 2022: I participated in a special COU executive heads meeting about understanding the recent developments with the provincial government’s Bill 124, the Protecting a Sustainable Public Sector for Future Generations Act.

December 16, 2022: Along with Director, Government Relations Matthew Baker, I met with Mayor John Tory to discuss issues in the city that affect TMU, as well as his strategy for housing.

December 16, 2022: I chaired a regular online meeting of the School of Medicine Development Committee.

December 19, 2022: I had an introductory online meeting with Mala Khanna, associate deputy minister of Canadian Heritage and our new deputy minister champion at the federal level. We spoke about TMU’s priorities and how she can help us achieve them.

December 19, 2022: Chief Strategy Officer Glenn Craney, Matthew Baker, and I met over lunch with five representatives of the City of Brampton—Deputy Mayor Harkirat Singh, Chief Administrative Officer Marlon Kallidee, and regional councillors Rowena Santos, Gurpartap Singh Toor, and Paul Vicente—to update them on TMU’s activities in Brampton.

December 20, 2022: Matthew Baker, Glenn Craney, and I met virtually with Catherine Zahn, Ontario’s deputy minister of health, to update her on the progress of the School of Medicine and our vision for community-centred primary care in Brampton.

December 20, 2022: I met Mahes Wickramasinghe, Rogers Communications’ chief administrative officer, for lunch and gave him a tour of campus.

December 27-29, 2022: I attended The Conference, a three-day event held at the Palais de la Culture in Algiers, Algeria, at which local and international scholars, researchers, and professionals discussed ideas related to higher education, innovation, technology, and entrepreneurship. There, I gave a talk entitled “Leveraging Startup and Venture Creation as a Vehicle to Drive Innovation.”

January 9, 2023: Along with Vice-President, Administration and Operations Saeed Zolfaghari, I met with Aly Damji, managing partner of real estate at the real estate fund Forum Asset Management, to discuss TMU’s strategy for housing students.

January 9, 2023: Matthew Baker, Glenn Craney, and I met with Sylvia Jones, Ontario’s deputy premier and minister of health, to update her on the progress of the School of Medicine and our vision for community-centred primary care in Brampton.

January 10, 2023: During Universities Canada’s online event Professional Program for Presidents 2023, I participated in a discussion with Universities Canada External Communications Manager Lisa Wallace about how TMU navigated its recent name change.

January 11, 2023: In Brampton, I attended a Brampton Board of Trade breakfast meeting, during which Ontario Minister of Finance Peter Bethlenfalvy kicked off the province’s process of pre-budget consultation.

January 11, 2023: Over lunch, Matthew Baker and I met with Navjit Kaur Brar, Brampton regional councillor for wards 2 and 6, to update her on the progress of TMU’s medical school and other activities in Brampton.

January 11, 2023: Matthew Baker and I had an introductory meeting with Paul Johnson, Toronto’s new city manager, to discuss opportunities for collaboration and for increasing the resilience of both the city and the campus.

January 12, 2023: I attended a regular meeting of COU’s strategy and planning working group as its past chair.

January 12, 2023: I participated in the final meeting of the Presidents’ Social Impact Collaborative to be held under the auspices of the McConnell Foundation. We reflected on the work we had done together over the past five years and looked ahead to potential next steps.

January 12, 2023: I participated in a call with Meric Gertler, president of the University of Toronto; Rhonda Lenton, president and vice-chancellor of York University; and Ana Serrano, president and vice-chancellor of OCAD University, to discuss student housing in Toronto.

January 16, 2023: I was interviewed by Yanick Lepage, reporter for CBC Radio-Canada’s French-language news program “Ici Ontario,” about TMU’s renaming process. The story was published online on January 20.

January 17, 2023: I met with Robert McEwen, chair of McEwen Mining, to discuss TMU’s vision for healthcare education and potential opportunities for collaboration.

January 17, 2023: I attended a meet and greet event for members of the TMU leadership team held by the Office of Zone Learning, where I delivered remarks encouraging everyone to share stories of success and growth in the zones, throughout and beyond the university.

January 17, 2023: At the York Club, I attended the launch for the book *Where to from Here: A Path to Canadian Prosperity* by former Canadian finance minister Bill Morneau.

January 19, 2023: I hosted Natalie Pierre, parliamentary assistant to the minister for colleges and universities, for a campus tour focusing on TMU’s strategies for student support. We visited Academic Accommodation Support and the future site of the Student Wellbeing Centre.

January 19, 2023: I chaired a regular online meeting of the School of Medicine Development Committee.

January 20, 2023: I was interviewed by Canadian Muslim News host Saamiyah Syed for a segment that aired on Muslim Network TV on January 27. We discussed my journey from Algeria to my present role at TMU.

January 20, 2023: I met online with Carlo Fidani and Theresa Ferracuti, respectively the president and executive director of the FDC Foundation, to continue our discussion about the philanthropic work of the foundation and the progress of TMU's plans for the medical school.

January 20, 2023: I joined TMU's winter homecoming celebrations at the SLC and then attended the TMU Bold men's hockey game against the Windsor Lancers at the Mattamy Athletic Centre, where I performed the ceremonial puck drop.

January 23 and 25, 2023: I co-chaired a regular two-part online meeting of the Tri-Agency Institutional Programs Secretariat's Advisory Committee on Equity, Diversity, and Inclusion Policy (ACEDIP).

January 23, 2023: I hosted a dinner to welcome members of the Universities Canada in Egypt leadership team—Vice-President, Finance and Administration Ramy Sallam; Vice-President, Strategic Initiatives Hadia Hamdy, and Marketing and Communications Director Ahmed Emad—to campus for a four-day visit.

January 24, 2023: Along with Matthew Baker, I met with David Piccini, provincial minister of the environment, conservation, and parks, to update him on the progress of the medical school and TMU's environmental initiatives.

January 25, 2023: I spoke by phone with Ontario Minister of Education Stephen Lecce to update him on the progress of our medical school and other initiatives and activities.

January 25, 2023: I spoke by phone with Ontario Minister of Energy Todd Smith to update him on the progress of our medical school and other initiatives and activities.

January 26, 2023: As past chair, I attended a regular online meeting of COU executive heads.

January 26, 2023: I attended the funeral service for Alan Horn, former president and CEO of Rogers Telecommunications.

January 26, 2023: At RUBIX 2023, The Creative School's annual exhibition of scholarly, research, and creative (SRC) activities, I delivered opening remarks congratulating the participants for their out-of-the-box thinking and encouraging them to share their stories of success and growth.

January 26, 2023: I spoke by phone with former chairman, president, and CEO of Canada Publishing Corporation and former Board member Ron Besse (Business Administration '60) to update him about recent TMU activities.

January 27, 2023: Along with Brampton Deputy Mayor Singh and Councillor Toor, I recorded a video message for the City of Brampton's social media channels announcing that the Bramalea Civic Centre will be the future home of TMU's medical school.

January 27, 2023: At the Bramalea Civic Centre in Brampton, I delivered remarks at the Province's press conference announcing that the centre will be the future site of TMU's medical school.

January 29, 2023: At Brampton City Hall, I attended Mayor Patrick Brown's annual New Year's Levee, where community members met the mayor and members of council.

January 31, 2023: Along with Interim Provost and Vice-President Academic Roberta Iannacito-Provenzano, I spoke by phone with Ana Serrano and OCAD U Vice-President, Academic and Provost Caroline Langill, to share information about policy issues.

January 31, 2023: I delivered remarks at the webinar “Key Lessons Learned from Ontario’s High Priority Communities Strategy (HPCS),” which was hosted by Janet Lum, professor of politics and public administration. The audience included members of the Ontario Health Team, the Ontario Community Support Association, and other HPCS lead agencies. I congratulated the teams for helping better address the health needs of marginalized groups and spoke about TMU’s model for the medical school and healthcare.

January 31, 2023: I made a courtesy visit to Helen Vari, TMU supporter and president of the George and Helen Vari Foundation.

February 1, 2023: I spoke with former vice-president, academic Dennis Mock to update him on the progress of TMU initiatives.

February 2, 2023: I met with Ana Bailão, former deputy mayor of Toronto and current head of affordable housing and public affairs at real estate development and asset management company Dream, as well as Tsering Yangki, Dream’s head of real estate finance and development, to discuss affordable housing in downtown Toronto.

February 2, 2023: For the guest lecture series in the Business Law class taught by Ralph Lean, distinguished counsel in residence, I delivered remarks welcoming Mayor John Tory to campus and to the class.

February 3, 2023: I met with former Board chair and current Ontario Tech Chancellor Mitch Frazer, to update him on TMU activities.

February 6, 2023: I co-hosted TMU’s annual Multifaith Shabbat Dinner with the leadership team of Hillel TMU, at which I delivered remarks reflecting on the event’s theme, “Back Together.”

February 7, 2023: I attended the Brampton Board of Trade (BBOT) event “State of the City,” at which Mayor Patrick Brown and BBOT Chair Daniel Lewis offered their perspectives on their city’s future.

February 7, 2023: Along with Matthew Baker, director of government relations and strategic partnerships, I met with Brampton Chief Administrative Officer Marlon Kallideen to discuss securing a site for the medical school.

February 8, 2023: I dropped in to the University of Toronto and Toronto Metropolitan University Graduating and Alumni Career Fair at the Chelsea Hotel to thank the Student Services team for organizing TMU’s involvement.

February 9, 2023: I welcomed Minister Marci Ien and Associate Minister Charmaine Williams to campus for the Democracy Forum “Two Women in Power: Still Fighting for Fairness,” at which I delivered opening remarks. Please see the entry under “Events and Initiatives.”

February 9, 2023: I met online with Ted Garrard, CEO of SickKids Foundation, to discuss the overall picture of healthcare fundraising in Ontario.

February 10, 2023: Along with Mélanie Joly, federal minister of foreign affairs, I toured the BHive incubator, which is run by the City of Brampton.

February 10, 2023: I hosted Minister Joly for a tour of Rogers Cybersecure Catalyst, highlighting the Ukraine Cyber Training Pilot Program Please see the entry under “Events and Initiatives.”

February 11, 2023: I delivered keynote remarks in Mississauga for a mental health educators’ retreat hosted by the international youth mental health hotline Nasheetta. I spoke about TMU’s approach to mental health, including our plan for the Student Wellbeing Centre.

February 13, 2023: I made a courtesy visit to Helen Vari, TMU supporter and president of the George and Helen Vari Foundation.

February 13, 2023: I attended a meeting between Zarar Rana, co-founder and CEO of the digital commerce platform Kloudville, and the 2022–23 recipients of the awards he has supported at TMU: the Canada Pakistan Foundation of Friendship Awards for First Generation Students. On behalf of the 50 students who have received these awards over the past five years, I thanked Zarar for his generosity.

February 13, 2023: I participated in the University’s first Budget Town Hall of 2023, which was hosted online, and during which students, faculty, and staff provided input on priorities for the budget for the 2023–24 academic year.

February 14, 2023: In Mississauga, I attended the funeral service for former mayor Hazel McCallion, followed by a celebration of life event at Branch 139 of the Royal Canadian Legion.

February 14, 2023: I chaired a regular online meeting of the School of Medicine Development Committee.

February 15, 2023: I co-chaired a regular online meeting of the Tri-Agency Institutional Programs Secretariat’s Advisory Committee on Equity, Diversity, and Inclusion Policy (ACEDIP).

February 15, 2023: I spoke with Ted Hewitt, president of the Social Sciences and Humanities Research Council of Canada (SSHRC), for an update on TMU’s application to the Canada First Research Excellence Fund competition.

February 15, 2023: I participated in the University’s second Budget Town Hall of 2023, which was hosted in-person in the Victoria Building.

February 17, 2023: I participated in the University’s third and final Budget Town Hall of 2023, which was hosted online.

February 21, 2023: As past chair of the Council of Ontario Universities, I participated in a special meeting of executive heads.

February 21, 2023: In Vaughan, interim provost and vice-president, academic Roberta Iannacito-Provenzano and I had an introductory meeting with Mario Cortellucci, president and CEO of real estate development firm The Cortel Group.

February 22, 2023: Along with other TMU senior leaders, I participated in an interactive workshop to assist the Talent Management Centre of Expertise and the Office of the Vice Provost, Faculty Affairs in determining the university-wide leadership competencies that will define what leadership means at TMU.

February 22, 2023: I met with senior staff at University Advancement to discuss the importance of advancement, government relations, and fundraising.

February 23, 2023: Along with Rivi Frankle, I met online with ICICI Bank Canada President & CEO Vikash Sharma to discuss the potential for collaboration between our institutions in relation to the bank’s business focus on Canadian newcomers.

February 23, 2023: I met online with Todd Kyle, CEO of the Brampton Library, to discuss the logistics of moving the library’s Chinguacousy branch to another location from the Bramalea Civic Centre so that the centre can accommodate TMU’s medical school.

February 24, 2023: I filmed a marketing video for the registrar’s office, aimed at potential students’ parents; it will be used in the upcoming season of TMU recruitment.

February 24, 2023: I attended the Canadian Club’s event “Resiliency in Challenging Times,” at which François-Philippe Champagne, federal minister of innovation, science, and industry, discussed Canada’s economy and economic security.

February 24, 2023: Roberta Iannacito-Provenzano and I spoke online with Francis Ricciardone, former president of the American University in Cairo, about the state of higher education in Egypt.

February 24, 2023: I spoke with Connie Dejak, president and CEO of Runnymede Health Care, to discuss the possibility of establishing a strategic partnership in the area of mental health.

February 27, 2023: In Cairo, I attended a board meeting of Universities Canada in Egypt.

February 28, 2023: In Doha, Qatar, on behalf of TMU, I signed a memorandum of understanding with the University of Doha for Science and Technology. Please see the entry in the “Partnerships” section.

February 28, 2023: In Doha, I attended the International Conference on Innovation and Technological Advances for Sustainability, where I gave the keynote address “Leveraging Startup and Venture Creation as a Vehicle to Drive Innovation.”

March 6, 2023: At the Student Learning Centre, I filmed a video for TMU’s social media channels to welcome international students to the university.

March 6, 2023: I attended a gathering of TMU’s Iranian community members, where I spoke about the importance of informing TMU’s community at large about the injustices taking place in Iran, and offered support for those who are in need.

March 6, 2023: Along with Rivi Frankle and Head, Establishment of Medical School Andrew Padmos, I met with TMU supporter Sajjad Ebrahim, chair and CEO of Lark Investments, to discuss the progress of the medical school.

March 7, 2023: Dean of Law Donna E. Young and I met with former federal minister of finance Bill Morneau to update him on activities at the law school and our plans for its future location.

March 7, 2023: I met with Karli Farrow, president and CEO of Trillium Health Partners, to continue our conversation about potential collaboration.

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors, and University Privacy Officer; Josie Lee, Director, Administration and Governance; Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board of Governors; Adela Mall, Senior Legal Counsel and Governance Officer;

Subject: Report from the Secretary

Date: March 29, 2023

1. Governance Essentials Training

The Governance Essentials Training program provides Board members with an introduction to corporate governance and financial oversight at Toronto Metropolitan University (“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 achievement. Congratulations to David Porter and Sobi Ragunathan, who have recently completed the program and will receive a certificate of achievement.

The program schedule is posted on Diligent, and the training materials will be posted on Diligent in the Resource Centre.

Financial Literacy Modules 1 & 2: Thank you to Joanne McKee, Chief Financial Officer, who provided Board members with a review of the differences between profit and not-for-profit entities and an overview of basic financial statements during a hybrid session on February 9, 2023. J. McKee also provided a detailed review of concepts and terminology that are unique to not-for-profit organizations and a review of the relationship between the financial statements to budget plans both in general terms and specific to the University.

Making Toronto Metropolitan University’s Values of Equity, Diversity, and Inclusion an Intentional Practice: Thank you to Dr. Toni De Mello, Vice-President, Equity and Community Inclusion, Dr. Yomna Awad, Education and Awareness Specialist, Marcia Glasgow, Acting Manager for the Education of Anti-Black racism, and Crystal Mark, Education, Awareness and Outreach Consultant, for presenting the EDI session to Board members on March 1, 2023. T. De Mello, Y. Awad, M. Glasgow, and C. Mark delivered a presentation which applied Board member’s professional experiences, discussed how the University is representing diverse

students, and reviewed types of unconscious bias.

The remaining sessions are as follows:

Marketing

March 30, 2023, 2:00 p.m. to 3:00 p.m.

Presenter: Jennifer Grass

Advancement

March 30, 2023, 3:00 p.m. to 4:00 p.m.

Presenter: Rivi Frankle

Sexual Violence Policy

April 25, 2023, 1:00 p.m. to 3:00 p.m.

Presenters: Toni De Mello, Farrah Khan, Remi Warner

2. Board of Governors Elections

The nomination period was from February 2, 2023, to February 10, 2023. The Election Procedures Committee met on February 10, 2023, and reviewed and approved the nominations. Two Faculty members, Professors Bala Venkatesh, Faculty of Engineering and Architectural Science, and Melanie Knight, Faculty of Arts, were acclaimed.

The voting period for the Administrative Staff and Student Board of Governors elections was from March 6, 2023, to March 9, 2023. The Election Procedures Committee met on March 10, 2023 to review and approve the results. Marie Crosta has been elected as the Administrative Staff Board member. The results of the Student election are pending.

The voting period for the Alumni Board of Governors election is from June 13, 2023, to June 22, 2023. The Election Procedures Committee will meet on June 23, 2023, to review and approve the results, and the Board Secretariat will then post the eligible candidates on the Board website once approved.

Thank you to the Election Procedures Committee members who are overseeing the elections process: Sherif El Tawil, Staff Representative; Jennifer MacInnis, Assistant Secretary of the Board; Marina Gerges, Toronto Metropolitan Students' Union Representative; Steph Rychlot, Toronto Metropolitan Association of Part-time Students Representative; J. Webster, Returning Officer; and the Board Secretariat team.

Information about the Board of Governors Elections is posted at:

www.torontomu.ca/governors/elections

3. Meetings with Board Members

The Board Secretariat Office is meeting with Board members to receive their feedback and to discuss continuous process improvement.



Date March 10, 2023

To: J. MacInnis
Secretary, Election Procedures Committee

From: Jennifer Webster
Returning Officer

Re: **Board of Governors Elections 2023 Results Report (Faculty and Staff)**

In accordance with the requirements of the Toronto Metropolitan University Election Procedures Committee, please find attached the following reports:

- Tabulation of Votes
- Declaration of Returning Officer
- Results in Order of Standing
- Voting Percentages

Cc: Julia Shin Doi,
Chair, Election Procedures Committee and Secretary of the Board of Governors



BOARD OF GOVERNORS ELECTIONS 2023 RESULTS

ADMINISTRATIVE STAFF ELECTION	
Candidates (6) in alphabetical order of surname	Vote Count
CAVALIERE, Shaun	148
CROSTA, Marie	151
EL CHAFEI, Marwan	65
KERR, Ryan	40
NDONDO, Merveille (withdrawn)	56
OBRADOVIC, Sanja	94

RESULTS SUMMARY	
Eligible voters	2209
Ballots submitted	561
Votes cast	554
Declined to vote	7
Participation rate	25.40%

NOTES: Voting in the staff election was done entirely online as such there are no paper ballots to be counted.



BOARD OF GOVERNORS ELECTIONS 2023 RESULTS

TEACHING FACULTY ELECTION	
Candidates (2) in alphabetical order of surname	Vote Count
KNIGHT, Melanie	Acclaimed
VENKATESH, Bala	Acclaimed

Note: Only two nominations for the Teaching Faculty Election were received. In accordance with section 5.4 of the Election Policies and Procedures the candidates were acclaimed and no election took place.



BOARD OF GOVERNORS ELECTIONS 2023 RESULTS

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
CROSTA , Marie	151
BOARD OF GOVERNORS TEACHING FACULTY MEMBERS (2)	
Candidate Name	Vote Count
KNIGHT , Melanie	Acclaimed
VENKATESH , Bala	Acclaimed



BOARD OF GOVERNORS ELECTIONS 2023 RESULTS

ADMINISTRATIVE STAFF ELECTION

Candidates (6) in order of standing	Vote Count
CROSTA , Marie	151
CAVALIERE , Shaun	148
OBRADOVIC , Sanja	94
EL CHAFEI , Marwan	65
NDONDO , Merveille (withdrawn)	56
KERR , Ryan	40

TEACHING FACULTY ELECTION

Candidates (2) in alphabetic order by last name	Vote Count
KNIGHT , Melanie	Acclaimed
VENKATESH , Bala	Acclaimed



BOARD OF GOVERNORS ELECTIONS 2023 RESULTS

VOTING PERCENTAGES

ADMINISTRATIVE STAFF ELECTION

Total number of eligible voters	2,209
Total number of voters who participated	561
Percentage of voters who participated	25.40%

TEACHING FACULTY ELECTION

Candidates were acclaimed

BOARD GREETINGS

Our first winter term to be held entirely in-person since 2019 has been exciting and productive. Students and researchers have taken advantage of renewed opportunities to showcase their work and students and new graduates have connected face-to-face with potential employers. As well, there have been important developments in Toronto Metropolitan University (TMU)'s commitment to engaging with, and contributing to, public policy.

Public Policy – TMU's senate has approved the creation of a school of public policy and democratic innovation in the Faculty of Arts, to be launched in September 2023. The school will focus on and strengthen TMU's capacity to shape public policy dialogue locally, provincially, nationally and globally. Adopting a transdisciplinary approach, the school will commit to advancing equity and accessibility—with a focus on how technology can open up the policy process to citizens. The faculty's PhD in policy studies will be the first program to be housed in the new school.

As well, the Faculty of Arts has embarked on a five-year partnership with the Broadbent Institute, an Ottawa-based NGO focused on progressive policy and training. Arts faculty and students will participate in the Institute's annual Progress Summit Conference, and the Institute will hire Arts students as paid interns for their new initiative, the Perspectives journal.

Careers and Co-op – The Career, Co-op & Student Success Centre delivered three career fairs this January and February, which together connected over 2,000 students with over 100 potential employers. Individually, the fairs focused on careers in engineering and architectural sciences, in the creative industries, and for new graduates. The fairs featured headshot photo booths and clinics for developing elevator pitches and enhancing resumes. Students from equity-deserving communities were able to attend sponsor-supported networking breakfasts with recruiters.

This term, the Yeates School of Graduate Studies is hosting an inaugural series of three workshops on the academic job search for graduate students and postdoctoral fellows. The workshops will focus on EDI knowledge and competencies, developing job applications and interviewing.

The Faculty of Engineering and Architectural Science (FEAS) Co-op hosted three speed networking nights this January and February—its first in-person co-op networking events since 2019. Over 80 FEAS students connected with over 25 co-op employer partners from various sectors, making professional connections and discussing potential co-op and internship opportunities.

Student and Research Events – During the winter semester reading break, the Ted Rogers School of Management (TRSM) partnered with the social enterprise How to Change the World to run an experiential virtual bootcamp. Undergraduate students tackled real-world sustainability and innovation challenges with the support of leading experts and engaged directly with people from the affected communities.

On January 31, 2023, at The Catalyst, faculty members and researchers from across The Creative School came together to present their innovative and future-thinking research ideas at the annual RUBIX event, which was hosted in-person for the first time since 2019. Attendees explored projects, observed demonstrations, and watched researchers deliver PechaKucha presentations—showing 20 slides for 20 seconds each.

TMU Libraries participated in the global International Love Data Week (February 12-16, 2023), which raises awareness of the importance of research data management, sharing and reuse. The libraries hosted workshops on an introduction to open data, geospatial data, data management plans, and using the Census of Canada to search for ethno-racial and Indigenous data.

February 23, 2023, saw the in-person return of the Clean Energy Zone’s annual Clean Energy Expo. The Expo featured a student awards ceremony, a showcase of industry projects, and talks from guest speakers on topics including decarbonization and deep electrification.

APPOINTMENT

Mark Robertson has been appointed chief librarian effective July 1, 2023. He joins TMU from Brock University, where he has been university librarian since 2016. At Brock, he has developed new strategic and master space plans, led the establishment of an open access policy, overseen the opening of a new makerspace, and strengthened the acquisitions budget. Previously, he spent 17 years at York University, including eight years as associate university librarian for information services. Mark chairs the Canadian Association of Research Libraries Impact Framework Working Group and is on the board of directors of the Canadian Research Knowledge Network. He holds a master of information studies and a bachelor of arts in English and philosophy from the University of Toronto, as well as a master of arts in philosophy from McMaster University.

CONGRATULATIONS

The Chang School has received a Champion of Diversity Award from Ontario’s Ministry of Citizenship and Immigration for its Gateway for International Professionals bridging programs. The award, which was publicly announced in February 2023, is the first the government has given out in the Business Leadership in Immigrant Employment category. The citation highlights how the programs have “helped more than 1,000 newcomers resume their careers in Ontario in areas such as health, social services, communication, engineering, architecture and sustainability.”

Amanda Edwards, Rachel Goka and Jack Verster, all BComm students at the Ted Rogers School of Management, together won second prize in the undergraduate division at the Schlesinger Global Family Enterprise Case Competition, held this January at the University of Vermont. Their team was one of ten from six countries and three continents in the division. *Francesco Barbera*, professor of entrepreneurship and strategy, and contract lecturer *Janie Goldstein* coached the TMU team.

PARTNERSHIPS

Classes at Carlton Cinema – TMU has entered into a partnership with Canadian-owned theatre chain Imagine Cinemas to host university classes at the Carlton Cinema at 20 Carlton Street. The partnership launched in January 2023 and nine theatres have been made available as lecture halls. The temporarily converted theatres feature teaching podiums with audio-visual system controls with technical support provided by TMU's Media Services. Cinema staff are on-site to assist with any facility issues that may arise during class hours. The Carlton Cinema is within the service area of the WalkSafe program that is available to all TMU community members. The university previously held lectures at the Cinema during the 2003-2004 academic year, when the Cinema was run by Cineplex Odeon.

Creative Technology Showcase – As part of the 2023 Design TO Festival, The Creative School partnered with Cadillac Fairview to showcase work by faculty, staff, students and alumni in a retail space at the Eaton Centre from January 10 to 29. The exhibition "Creative Technology Showcase: Disrupting Technology in the Creative Fields," featured projects developed in The Creative School's Design + Technology LAB. The projects include work such as digital knitting, robotic performances, CNC-milled furniture and costumes, UV-printed images and wearable technology. The partnership between The Creative School and Cadillac Fairview began in June 2022 with an exhibition that featured the work of 2SLGBTQIA+-identifying students in honour of Pride Month; two further exhibitions are planned for June and November of this year.

TRSM and IIMV – TRSM has embarked on an academic partnership with the business school Indian Institute of Management Visakhapatnam (IIMV), a post-secondary Institute of National Importance in India. The partnership was formalized in January 2023, following a jointly hosted fall-term course for MBA students. More joint courses will be offered in the future, as well as mutual exchange programs for students and visiting research opportunities for faculty members.

EVENTS AND INITIATIVES

Pop-Up Free Store – From January 9 to 20, 2023 the Sustainability Office ran a free pop-up store in the Victoria Building to provide equitable access to necessities as well as reduce environmental impacts. Donated items including books, electronics, home décor, and kitchen and office supplies were made available for free. Students were able to take home up to three items—or four if they took TMU's sustainability pledge or signed up to learn more about the Sustainability Ambassador Program. This was the second pop-up event, the first was held during orientation in September 2022 where 3,441 students

visited, taking home 2,540 items, and a total of 1,266 pounds of goods were diverted from landfill. The January 2023 pop-up saw nearly 3,100 items rehomed and 3,650 pounds of goods diverted from landfill.

Combating Misinformation – On January 11, 2023, the federal government announced funding for research projects that “help to counter and educate about online harms, misinformation, and disinformation” through its Digital Citizen Contribution Program. Among the projects funded are two by TMU researchers. “A Multimodal Analysis of Misinformation Strategies on TikTok” is run by the Audience Lab, with principal investigator Bob Clapperton, professor of professional communication. The project will use machine learning to analyze Tik Tok videos about COVID-19 vaccination in terms of how they use images, text, and sound to trigger “liking” and sharing and persuade viewers for or against vaccination. “To Share or Not to Share: A Randomized Controlled Study of Misinformation Warning Labels on Social Media” is run by the Social Media Lab’s director of research, Anatoliy Gruzd, and director of business and communications, Philip Mai. It will test the effectiveness of Facebook’s “soft moderation” interventions on posts associated with the Russia-Ukraine war.

Postdoctoral Fellowships for Black Scholars – On January 19, 2023, TMU announced a new postdoctoral fellowship program for Black scholars. Applications are open until April 1, 2023, for funding that will begin in September 2023 and provide \$70,000 per year plus benefits for up to two years for each of four postdoctoral scholars who self-identify as Black. The program was developed by the Faculty Working Group of the Presidential Implementation Committee to Confront Anti-Black Racism (PICCABR), with funding secured through the PICCABR and the Office of the Provost. The program is designed to address systemic barriers experienced by Black scholars and is part of the university’s initiatives to increase the representation of Black-identified faculty in all disciplines.

Law School Hackfest – On January 21, 2023, the Lincoln Alexander School of Law, together with Osgoode Hall Law School, the Future of Law Lab at the University of Toronto, and the charity Informed Opinions, hosted the inaugural Toronto Law School Hackfest. Held at the Centre for Social Innovation, the event asked students from the three schools to devise innovative ways of using technology to combat online hate against women and gender-diverse people. Legal practitioners from Bay Street as well as small and mid-sized firms, government, non-profit organizations and academia offered mentorship and guidance. The winning team was from TMU–Sophia Christopher, Max Ryan, Diksha Shukla, Hamza Syed and Masla Tahi won first prize for their submission, “Filter BeSafe(BS).” Among the three finalists was another team from TMU made up of Sarah Bonner-Proulx, Esther Chung, Tanya Darisi and Coco Wang.

Hockey Gold Medalists – On January 22, 2023, TMU men’s hockey forward Kyle Bollers scored the winning goal for Team Canada as it pummelled the United States 7-2 in the gold medal game of the FISU (Fédération Internationale du Sport Universitaire) World University Games in Lake Placid, New York. Playing in goal for Canada was the Bold’s Kai Edmonds, who started six of Team Canada’s seven games. Team Canada went undefeated, capturing its first gold medal at the biennial FISU games since 2013.

Indigenous Online Encyclopedia – On January 31, 2023, Saagajiwe, the transdisciplinary Indigenous centre for research and creation at the Creative School, launched SIKOSE, the Saagajiwe Indigenous

Knowledges Open Source Encyclopedia. The first site of its kind, SIKOSE helps disseminate Indigenous thought and knowledge by curating and collating open-source resources focused on Indigenous history, culture and scholarship in text, video and other formats. In the future, SIKOSE will produce its own learning resources—there are plans for it to disseminate research generated by the Global Indigenous Summit that Saagajiwe is developing for 2024. SIKOSE can be found at www.torontomu.ca/saagajiwe/sikose.

Black History Month Events – In February, units across TMU marked Black History Month with several events for community members. From February 3 to 24, 2023, library and archives staff and students, along with colleagues and peers from the Toronto Public Library, the University of Toronto, and York University, hosted the Black Histories Wikipedia & Wikidata Edit-a-thon. Participants were given the opportunity to help improve Wikipedia’s coverage of Black histories through facilitated online sessions including optional training for creating and editing entries. A panel discussion kickoff event featured Black historians discussing Black archives and the role of Wikipedia.

The Office of the Vice-President, Equity and Community Inclusion (OVPECI) and the Black Faculty and Staff Community Network hosted a screening of Canadian filmmaker Mina Shum’s documentary *The Ninth Floor*, about a student occupation to protest alleged racism at Concordia University in 1969.

The OVPECI and the Tri-Mentoring Program, in partnership with Student Life & Campus Engagement and the Centre for Excellence in Learning and Teaching, hosted the fourth annual Black Excellence Mixer at the Student Learning Centre for Black-identified students, faculty and staff.

On February 16, 2023, the online event “U Sports Conversations: Black History Month” featured Kryshanda Green (Criminal Justice and Criminology ’20), the first Black captain of the former Rams women’s hockey team; former Rams athletic director Ivan Joseph; and former Rams women’s basketball coach Charles Kissi. The event was hosted by former Rams women’s basketball alum Savanna Hamilton (Sports Media ’18), now a sideline reporter for Sportsnet Toronto Raptors games.

Pavilions in Toronto – On February 20, 2023, a team of students from the Department of Architectural Science installed a temporary pavilion at Woodbine Beach, as a winning entry in the annual international design competition Winter Stations. Designed by Cesar Rodriguez Perfetti, Jake Kroft, Breno Gualter, and Dean Roumanis, under the supervision of Prof. Vincent Hui, Ripple Hut comprises seven canoe-shaped structures sticking out of the sand. The arrangement of the structure suggests ripples in water and their shells protect visitors from harsh weather conditions. Ripple Hut will be on display at the beach until April 3, 2023, and in the spring it will move to 1381 Lakeshore Road East in Mississauga. This is the fifth time a team from TMU has submitted a winning entry since the competition’s launch in 2015.

Athletics – First-year wrestler Dechlan Papadopoulos has earned the TMU Bold wrestling program’s first-ever medal on the national stage. Papadopoulos captured bronze in the 57kg weight class at the U Sports championship, which was held in February 2023 in Edmonton. Previously, he earned a bronze medal in the same division at the Ontario University Athletics (OUA) Championship in Hamilton. Also at

the OUA Championship, second-year wrestler Arjun Cheema earned the silver medal in the 90kg weight class; Cheema went on to place sixth at the nationals. The TMU Bold women's curling team won the bronze medal at their OUA provincial championship in early February 2023, edging out Queen's 6-5 and earning a trip to the national championship in Sudbury in March 2023. The women's basketball team reached the OUA quarter-finals in February 2023, where they fell just short to the Carleton Ravens, 67-64. Fourth-year forward Rachel Farwell was named an OUA Second-Team All-Star, and first-year guard Kait Nichols earned a spot on the OUA All-Rookie team. Prior to this, on January 28, 2023, the women's team held its annual "Shoot for the Cure" game, raising over \$5,000 for the Canadian Cancer Society. The men's basketball team also reached the OUA quarter-finals, where they fell in a hard-fought match to the third-ranked Ottawa Gee-Gees 73-72. The women's and men's volleyball teams reached their OUA quarter-finals before bowing out of the playoffs. Men's players Alex King and Jacob Walker earned First-Team All-Stars status while on the women's side, Julie Moore was named to the first team while Ashley Ditchfield and Mary Rioflorido were second-team all-stars.

Board of Governors Meeting

March 29, 2023

Roberta Iannacito-Provenzano
Interim Provost and
Vice-President, Academic



1

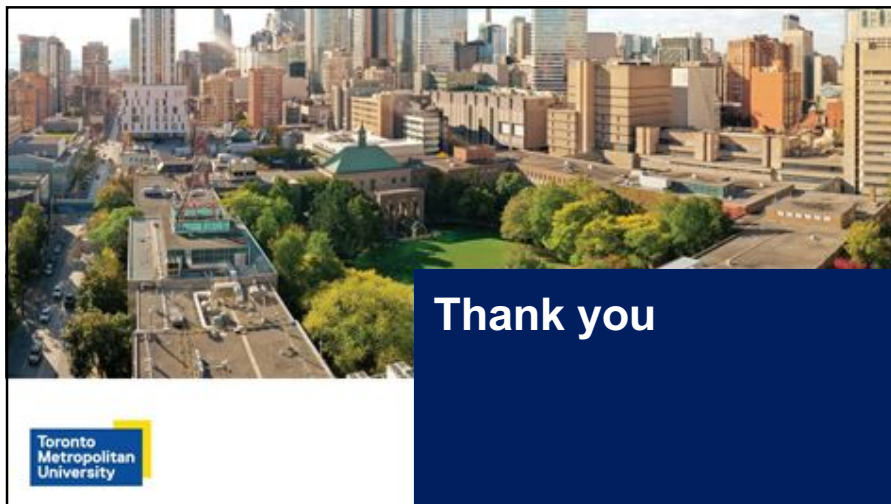


2



Learning and Teaching

3



Thank you

4

BOARD OF GOVERNORS
March 29, 2023

AGENDA ITEM: 2023-24 Budget: Government Funding Update and Budget Strategy

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 provides an update on government funding and government policy changes affecting funding, and tuition and enrolment.

BACKGROUND:

The annual university budget is the financial plan for how the university will receive and spend funds in a fiscal year. This presentation is the third of four presentations in the budget process. It summarizes key elements of the budget strategy and progress to date.

ATTACHMENT: 2023-24 Budget Planning Update

PREPARED BY:

Name: Glenn Craney, Chief Strategy Officer

Date: March 7, 2023

APPROVED BY:

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

Date: March 7, 2023

2023-24 Budget Planning: Update

Finance Committee
Board of Governors
March 2023



1

Update from Government



2

Provincial Context: 2022 Ontario Budget and Fall Economic Statement

- Ontario budget for 2022-23, *Ontario's Plan to Build*, focused on infrastructure and managing inflation
- Fall Economic Statement projects \$12.9B deficit for 2022-23
- 2023-24 Provincial budget to be released March 23; significant investments in post-secondary not expected



Tuition Fee Framework

- In early March, the Province confirmed that the tuition fee freeze would continue for a fourth year into 2023-24.
- There was the creation of a Tuition Anomaly Fund
 - Build a business case for up to 3 programs
 - Must be at least 15% lower than the provincial average
 - Increases of up to 7.5% based on specific criteria
- Working through the analysis to build a business case
- Will report back with the budget approval document

Provincial Budget Issues

- Budget will be tabled on March 23, 2023
- No expectation of operating grant increases or decreases
- Creation of a Blue Ribbon Panel
 - Enhancing student experience and access
 - Rewarding excellence and financial sustainability
 - Improving labour market alignment
 - Promoting economic growth and prosperity
 - Keeping education affordable for lower and middle-income families

SMA3 Update

				SMA2	SMA3	SMA3	SMA3	SMA3	SMA3	
		Metric	Data Source	Sector	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Skills & Job Outcomes	Graduate Earnings	Statistics Canada	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Experiential Learning	OCAV, TCU, Institutions	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Skills & Competencies	Under Development	Colleges and Universities	Metric data development	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduate Employment	TCU Survey	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institutional Strength/Focus	TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduation Rate	TCU Graduate Record File	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
Economic & Community Impact	Research Funding & Capacity	Tri-council	Universities ONLY	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Apprenticeship Related	Under development	Colleges ONLY	Metric data development	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Innovation	Financial data (Industry Funding)	Colleges and Universities	Metric data development	Data review & analysis	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Community / Local Impact	Student Population	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institution Specific Metric	Institutions (Economic Impact)	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding

Note: Due to the impacts of COVID-19, metrics scheduled to be activated for funding in 2020-21, 2021-22, and 2022-23 will only be activated for data collection during this period. The ministry has withdrawn collection of two metrics (faculty workload and faculty compensation) for the duration of SMA3 that they had previously intended to be for SMA3 reporting purposes only.

SMA3 Funding Metrics and TMU Performance

SMA3 Funding Metric	Historical Results* (Most Recent Years)	2022-23 Target**	2022-23 Minimum Allowable*	2022-23 Result*
Graduate Employment Rate in Related Field	88.1%, 88.4%, 89.6%, 92.0%	90.50%	89.18%**	Under Review
Institutional Strength/Focus (as % of total enrolment)	51.4%, 51.5%, 52.1%, 52.2%	51.46%	49.92%	52.68%
Graduation Rate	72.5%, 74.4%, 75.1%, 75.3%	75.12%	74.37%	76.43%
Research Funding & Capacity (% of Ontario system total)	1.8%, 1.8%, 1.9%, 2.0%	1.94%	1.86%	2.08% est.
Community/Local Impact (total enrolment as % of Toronto population)	2.3%, 2.3%, 2.4%, 2.5%	2.43%	2.35%	2.49%
Economic Impact: Number of start-ups (institution-specific metric)	325, 354, 335, 361	369	345	419
Graduate Earnings (median earnings after 2 years)	\$47,501, \$49,684, \$50,494	\$50,036	\$48,478	\$50,827
Experiential Learning	62.3%, 63.7%, 65.0%, 65.5%	65.27%	64.35%	66.74%
Innovation (Private Sector Research Funding)	\$12.9M, \$13.1M, \$15.0M	\$13.5M	\$13.1M	\$15.0M est.
Skills & Competencies	NA	NSSE2023 participant	NSSE2023 participant	NSSE2023 participant

* This information is based on the ministry's current working materials and supplementary materials from Toronto Metropolitan University as part of the SMA3 Annual Evaluation Process (which began on December 12, 2022 and is continuing) and remains preliminary and subject to further revision.

** Under discussion with the ministry as the minimum allowable target increased due to overperformance in the prior year which was an outlier.

* Universities were advised on February 25, 2022 that the ministry "will be further delaying the activation of performance-based funding for one additional year of SMA3 – Year 3 (2022-23) and assess the sector's readiness for activation starting in Year 4 (2023-24) at a planned system-wide proportion of 10 per cent, increasing to 25 per cent in Year 5 (2024-25)." Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.* Metrics will be activated for data collection as originally scheduled.



Priorities for 2023-24

- Align with TMU's Strategic Vision and related plans
- Ensure an exceptional student experience that includes a focus on academic success, wellbeing and financial assistance
- Develop the university's digital strategy to take advantage of innovations developed during the pandemic
- Implement a strategic enrolment management framework

Stay Focused, Work Together

Five complementary plans serve as a blueprint for the next several years:

- Academic Plan
- Strategic Research Plan
- International Strategy Plan
- Campus Master Plan
- Toward TMU 2030, University Advancement Plan

These plans are united by TMU Strategic Vision 2020-2030

Priorities articulated in the Academic Plan:

- The Student Experience
- Scholarly, Research, and Creative Activity and Graduate Studies
- Advancing Indigenous Initiatives
- Innovation: Continuing to Challenge the Status Quo
- Community and Urban Partnerships



Budget Principles

1. Prioritize students
2. Protect Toronto Metropolitan University's core business of teaching, research and service
3. Be fair and transparent
4. Remain forward looking
5. Conduct wide consultations with the community



11

2023-24 Budget Model Working Assumptions

Revenue projected to increase by 0.4%

- No operating grant growth
- Domestic tuition fee freeze
- Modest international tuition fee increase

Cost escalation projected to increase by 3.0%

- Salary / benefit increases
- Teaching costs
- International recruitment costs
- Deferred maintenance increase
- Inflation on non-salary costs

Total shortfall at least \$16.9 M

We are requesting all budget managers to create plans to **reduce base expenditures by 3.5%**



12

12

Budget Risks

- Operating grant / tuition fee uncertainty
- Additional salary / non-salary costs
- Challenging environment for international enrolment
- Inflation
- Bill 124 uncertainty

Budget Strategy

- Balance budget
- Base budget reduction
- Optimize enrolment by keeping domestic levels close to that funded by government while growing international
- Continue to support university priorities in 2023-24







BOARD OF GOVERNORS
March 29, 2023

Agenda Item: Financial Statements (unaudited) for the period ending January 31, 2023

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 third quarter ("Q3") unaudited financial statements for the nine (9) months ending January 31, 2023, indicate that Toronto Metropolitan University (the "University") remains on track to meet the 2022-23 budget as approved by the Board of Governors in April 2022.

BACKGROUND

The Balance Sheet summarizes the assets and liabilities as of the period ended January 31, 2023. Best estimate projections to the end of the fiscal year, April 30, 2023, have been provided where practical. Also, comparisons to the actual results for the previous year-end, April 30, 2022, are included. As certain figures in the financial statements are dependent on actuarial assumptions and market conditions, estimates are not practical and normally adjusted only at year-end.

The Statement of Operations summarizes the major revenues and expenditures with actuals for the nine (9) months ending January 31, 2023. Adjustments to actuals have been made on a modified accrual basis to represent best estimates given the time passed as of January 31, 2023. The 2022-23 annual approved budget, presented to the Board in April 2022, is compared to actuals projected to year-end. Best estimates of projections to the end of the fiscal year, April 30, 2023, have been provided based on the actual results to date, trends and expected changes.

The Statement of Operations includes all consolidated financial activities of the University. The University uses fund accounting in its financial and budgetary accounting system to manage all activities within segregated funds (as summarized on the annual approved consolidated budget schedule: operating, student-funded, ancillary, trust and endowment, and research and other restricted grants). These segregated budgets are regularly monitored by the departments,

researchers and divisions responsible for their use, and centrally within Financial Services through online access, reporting and monitoring. Oversight of segregated budgets exists to ensure that these funds are used for the intended purposes and to ensure that variances to budget within these segregated funds are proactively monitored and corrective action taken as needed.

HIGHLIGHTS

Balance Sheet:

- The cash and investments position continues to remain in a solid position and includes the proceeds of the \$250 million (“M”) debenture issued on May 4, 2021. The restricted investments also include deferred revenue contributions relating to large federal grants such as Future Skills Centre and Magnet’s Student Work Placement Program (“SWPP”). The deferred revenue contributions decreased by \$25M primarily due to an increase in expenses related to these programs.
- Cash and non-endowed investment balances are reviewed on an ongoing basis to ensure that adequate restricted cash is available for the intended future restricted use. Various analyses are prepared and reviewed quarterly that attributes components of investments available for future spending of deferred revenue contributions. The total cash uses and sources of cash are detailed in the Statement of Cash flows.
- Accounts receivables and deferred revenues reflect modified accrual estimates based on time passed and the normal revenue cycle. Deferred revenues include student fee payments received in January, but not yet earned as of the end of Q3.
- All other assets and liabilities are trending as expected for this time of year.
- Employee future benefits (pension and other) are normally updated annually at the fiscal year-end as they are dependent on actuarial assumptions and related market conditions that will exist at the fiscal year-end.
 - As previously reported, starting this year, a change in accounting standards (*Section 3462 Employee future benefits*) removed the accommodation to apply funding valuation to defined benefits plans that do not have a legislative, regulatory or contractual requirement to use funding valuation. Instead, the measurement of the defined benefit obligations for such plans is now performed as an accounting valuation. The new method selected by management relies on the Canadian Institute of Actuaries (CIA) /Fiera yield curve to determine the discount rate to measure plan obligations for unfunded plans. The balance in Q3 continues to reflect an opening balance adjustment to the April 30, 2022, figures of \$9.5M related to this accounting change on the unfunded supplemental pension and other employee future benefit plans.
- Net assets are directly impacted by operating results, investment in capital assets, the market-driven volatility of the employee's future benefits, and the interest rate swaps. As noted above, the opening balance reflects the change in accounting standards for Employee future benefits for unfunded supplemental pension and other benefits plans. Refer to details in the Statement of Net Assets.

Statement of Operations:

- Government grants for general operations are trending as expected.
- Restricted grants are recognized in income as expense is incurred, which includes large federal grants for Future Skills and SWPP. Current year actuals are consistent with budget plans. The expenditures for payments made to other institutions and sub-grantees are reflected as a separate expenditure category.
- Gross tuition revenue is projected to be lower than the budget by about \$6.5M. Based on updated enrolment results, the University is still trending the same in Q3 as projected as of October 31, 2022 ("Q2"). International undergraduate tuition revenues are slightly higher over the prior year due to rate increases. However, the lingering COVID restrictions resulted in a government processing backlog for international student visa applications affecting international enrolments that are lower than planned. Graduate domestic enrolment is projected to be lower, but is offset with a slight increase from undergraduate domestic enrolments. Variable costs associated with enrolment are held centrally until confirmed, so with the reduced revenue, these variable cost provisions will be lower by approximately \$4.5M. Overall the net enrolment impacts of \$2M at Q3 remain unchanged from Q2.
- Investment and other incomes have increased significantly. This increase is primarily due to the higher short-term interest rates on our excess cash invested in liquid short-term financial instruments.
- Ancillary Service revenues reflect an overall improvement over the prior year with an increase in activities in residence, parking and food services operations. Ancillary net losses that were projected in the approved budget at \$1.1M are expected to improve and are estimated to break even by the end of the fiscal year.
- Salaries and benefits are expected to increase as in prior years due to annual salary increases with only a minor variance to the budget. The impact of Bill-124 is still under review.
- Materials and supplies are trending higher at this time of the year and are projected to increase from the activity on campus and related spending on facility maintenance, travel, supplies, utilities and ancillary operations. With lower than projected enrolment, related variable provisions as held in this category are projected to decrease, as noted above.
- Bursaries and scholarships are projected to be consistent with the budget.
- Interest rate swap liability decreased due to changes in the yield curve used to value the swaps since year-end, resulting in an unrealized gain. There is no change projected for the fiscal year-end as market conditions that will exist at year-end are not estimated.
- Sub grants to partner institutions are projected to remain steady and reflect flow through grants related to SWPP and Future Skills.

Excess of expenses over revenues - before interest rate swap gain

- At Q3, total expenses incurred are outpacing revenues earned, resulting in an excess of expenses over revenues (\$19M) for January 31, 2023, which is comparable to the (\$13M) reported at January 31, 2022.
- It is currently projected that by year-end this difference should be reduced to about (\$3.3M) with revenues earned and additional interest revenues at year end. This amount incorporates the net tuition shortfall of \$2M noted above.

ATTACHED: Financial Statements (unaudited) for the period ending January 31, 2023.

PREPARED BY:

Names: Ravi Haldavnekar, Controller & Director of Financial Accounting & Reporting

Nadia Ferrari, Director, Budget Administration and Advisory Services

Muhammad Salman, Interim Manager Accounting and Reporting

Date: February 7, 2023

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: February 8, 2023



Financial Statements

January 31, 2023

(unaudited)

Toronto Metropolitan University
CONSOLIDATED BALANCE SHEETS
[amounts in thousands]

	Period Ended January 31, 2023 Actual - Unaudited \$	Year Ended April 30, 2022 Actual - Audited \$	Year Ended April 30, 2023 Projected \$	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	215,913	141,655	149,350	Q3 Cash & Investments of \$870M includes un-used portion of cash from debenture proceeds of \$250M, funds received for restricted purposes, some of which are a flow through and unearned tuition fees reflected in deferred revenues
Accounts receivable	49,274	36,793	38,500	Receivables mainly represent student fees receivable which are highest at Q2 with slight decrease at Q3 given three months remaining in the year. The receivables balance will continue to decrease and normalize by year-end.
Prepaid expenses	5,483	14,951	15,000	Reflects expenses paid but not yet incurred, year-end projections reflects historical trend.
Inventories	1,498	1,493	1,600	Inventory indicative of increase in campus activities for food service and book store activities
Current portion of long-term note receivable	370	354	89	Student Campus Centre & RFI
Total current assets	272,538	195,246	204,539	
Investments (endowment, restricted & other purposes)	653,650	667,524	655,189	This includes endowments and cash held with long term intent related to restricted funds and capital projects. Decrease in balance mainly due to use of restricted fund during the year.
Employee future benefits - pension	132,219	141,669	132,219	Excess fair value ("FV") of plan assets that support future benefit obligations. Due to a change in accounting standards, current year amount reflects opening balance adjustment related to unfunded supplemental pension & other benefits plan. Year-end projected balances is using the same amounts as year end figures are subject to actuarial adjustments.
Long-term note receivable	3,304	3,586	3,216	Student Campus Centre & RFI
Capital assets, net	1,222,170	1,233,335	1,218,448	Capital Plan - reduced year to date activity in capital asset acquisition/development, year-end projections forecasting based on year-to-date spend and excludes pending major capital acquisitions
Total Assets	\$ 2,283,881	\$ 2,241,360	\$ 2,213,611	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	91,678	94,893	95,000	Operational variance and timing of certain payments causing year to date change.
Deferred revenue	126,564	26,059	26,000	Reflects seasonal pattern, timing of certain government grants and deferral of unearned fees.
Current portion of long-term debt	9,418	9,041	9,536	Current portion of BMO & TD loans.
Current portion of fair value of interest rate swap	1,903	3,066	1,903	Current portion of Long term SWAP - see comments below.
Total current liabilities	229,563	133,059	132,439	
Employee future benefits - other	34,865	34,971	34,865	Minor increase due to application of change in accounting standards - see above
Long-term debt	496,492	503,564	494,146	Includes outstanding amounts for Series A & B debentures and BMO / TD loans
Fair value of interest rate SWAP	7,906	9,270	7,906	Fair value affected by a changes in yield curve used to value swaps, year-end projected uses Q3 actual for estimates and will change. Generally, a steepening of the yield curve will result in an increase in the value of the swap position, and a flattening of
Deferred revenue contributions	148,229	172,918	148,229	Externally restricted research grants and donations received at times, in advance of expenditures incurred. Decrease reflects use of these deferred funds during the current year.
Deferred capital contributions	282,301	277,689	283,840	Externally restricted grants and donations for capital purposes, amortized over the life of the assets.
Total Liabilities	1,199,355	1,131,471	1,101,425	
Net assets				
Endowments	149,320	148,873	149,202	Change due to donations received during the period. The change in FMV related to endowment funds held with Fiera Capital is reflected in long term investments referenced above.
Other	935,206	961,016	962,984	See statement of Net Assets attached
Total net assets	1,084,526	1,109,889	1,112,186	
Total Liabilities and Net assets	\$ 2,283,881	\$ 2,241,360	\$ 2,213,611	

Toronto Metropolitan University
CONSOLIDATED STATEMENT OF OPERATIONS
[amounts in thousands]

	Year Ended April 30, 2022	Period Ended January 31, 2023	Year Ended April 30, 2023 Annual Approved Budget (Sch 3)	Year Ended April 30, 2023 Projected	Variance Fav (Unf) Annual Budget vs Projected	Comments
	Actual - Audited	Actual - Unaudited				
	\$	\$	\$	\$	\$	
REVENUE						
Government grants for general operations	260,385	195,455	260,189	260,607	418	Consistent with prior year actuals and annual budget plan.
Government grants and contracts for restricted purposes	243,416	167,895	220,992	225,860	4,868	Restricted grants are recognized as income as expense is incurred, these also include large federal grants for Future Skills and Magnet- SWPP. The associated expenses are reported under sub-grants to partner institutions and salaries/material supplies. Projected budget includes various small restricted grant/contracts earned by 3rd quarter.
Student Fees	417,560	313,563	417,550	411,100	(6,450)	Slight increase in ugrad international fees and other student fees in comparison to last year. As projected at Q2 the budget remains estimated to be unfavourable due to decrease graduate domestic enrolment and international enrolment from COVID regulations on international visa with an offset from higher enrolment in undergrad domestic, approx. \$6.5M impact on gross tuition revenue.
Sales and services	24,655	22,607	29,954	31,208	1,254	Year over year results reflect an increase in ancillary activities on campus for both residence and food services. Projected budget includes a slight increase in sales for university business services, expected to break even by fiscal year end.
Donations recognized	21,233	8,388	13,097	13,575	478	Recognition of restricted donation revenues earned to match expenses incurred. Projected budget consistent with annual budget plan.
Amortization of deferred capital contributions	13,353	10,000	13,444	13,333	(111)	Amortization of contributions for capital projects over life of assets.
Investment, and Other Income	18,677	30,632	11,684	31,216	19,532	Favourable year over year due to increase in investment income related to higher short term interest rates and other income. Projected budget includes an expected favourable variance due to higher investment income.
	999,279	748,540	966,910	986,899	19,989	
EXPENSES						
Salaries and benefits	576,569	447,088	577,389	582,855	5,466	Change over prior year is mainly due to growth/annual salary increases in staff and faculty related wages/benefits increases also includes spending related to Magnet SWPP and Future Skills. The impact of Bill 124 is still under review.
Materials, supplies, repairs and maintenance	166,708	144,048	161,459	172,439	10,980	Increase and accelerated fall spending due to facility expenses that commenced with campus re-opening, ancillary operations, travel and other new initiatives. Projected budget includes anticipated increase in expense related to on campus activities and reduce variable costs related to decrease in international and domestic graduate enrolment.
Bursaries and scholarships	54,342	44,310	55,758	59,080	3,322	Consistent with historical trend and plan commitments by the University
Debt service interest	20,881	15,344	19,367	20,459	1,092	Includes interest on TD / BMO loans & for \$130M series A and \$250M series B debentures.
Sub-grants to partner institutions	129,444	78,423	103,851	104,564	713	Actuals reflects flow through grant activity to partner institutions or other entities, includes Magnet SWPP and Future Skills
Amortization of capital assets	52,583	38,119	50,208	50,825	617	Amortization of Capital Assets over the life of the assets.
	1,000,527	767,332	968,032	990,222	22,190	
Excess of expenses over revenues, before unrealized gain on interest rate swaps	(1,248)	(18,792)	(1,122)	(3,323)	(2,201)	Expense higher than revenue mainly due increases in spending related to on campus activities. Projected deficit will be funded by transfer from internally restricted funds.
Unrealized gain on interest rate swaps	15,906	2,527		2,527	2,527	TD & BMO SWAP's unrealized gain based on change in long-term interest rates.
Excess of revenue over expenses (expenses over revenues)	\$ 14,658	\$ (16,265)	\$ (1,122)	\$ (796)	\$ 326	

Toronto Metropolitan University
CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
For the Period Ended January 31, 2023
(with comparative figures at April 30, 2022)

	Unrestricted	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Period Ended January 31, 2023 Actual - Unaudited	Year Ended April 30, 2022 Actual - Audited
	\$	\$	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(235,075)	697,477	106,698	391,916	961,016	148,873	1,109,889	946,644
S3462 Change in Accounting Standards	-		(9,344)		(9,344)		(9,344)	-
Net Assets, restated beginning of period	(235,075)	697,477	97,354	391,916	951,672	148,873	1,100,545	1,038,915
Revenue less expenses	(16,266)	-	-		(16,266)		(16,266)	14,658
Capitalization of investment income in endowments	-				-	-	-	6,139
Internally Restricted endowments	(200)				(200)	200	-	-
Endowment contributions					-	247	247	1,471
Allocation of carry forwards	16,000			(16,000)				
Employee Future Benefits Remeasurements			-		-		-	48,706
Investment in Capital Assets	(1,391)	1,391						
Net Assets, end of period	\$ (236,932)	\$ 698,868	\$ 97,354	\$ 375,916	\$ 935,206	\$ 149,320	\$ 1,084,526	\$ 1,109,889

Toronto Metropolitan University
CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended January 31, 2023 Actual - Unaudited	Year Ended April 30, 2022 Actual - audited	Year Ended April 30, 2023 Projected	Comments
	\$	\$	\$	
OPERATING ACTIVITIES				
Revenue less expenses	(16,266)	14,658	(796)	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	38,119	52,583	50,825	See Statement of Operations
Amortization of deferred capital contributions	(10,000)	(13,353)	(13,333)	See Statement of Operations
Change in fair value of interest rate swap	(2,527)	(15,907)	(2,527)	Reflects change in forecasted long term interest rates used to value swaps
Unrealized loss (gain) on investments	(6,813)	4,734	(6,813)	Reflects change in market values of invested endowed funds, non-cash operating activity
Defined benefit plans cost (income)	-	(6,399)	-	
Net change in deferred revenue contributions	(24,689)	(141,386)	(24,689)	Reflects timing variations of externally restricted grants and donations received versus spent, decrease due amounts spent during the year and lower restricted contributions during the year.
Net change in non-cash working capital balances	94,269	285	17,489	
Cash provided by operating activities	72,093	(104,785)	20,156	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	266	334	370	
Acquisition of capital assets	(26,954)	(34,867)	(35,939)	As per capital project plan, projections exclude pending major capital acquisitions
Decrease (Increase) in investments	20,688	(118,080)	12,335	Variation in timing in expenditures of restricted funds (e.g. Capital Plan and other) and funding received
Cash used in investing activities	(6,000)	(152,613)	(23,233)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	14,613	19,462	19,484	Funds received for capital project purposes
Endowment contributions	247	1,471	329	
Capitalization of investment income (loss) in endowments	-	6,139	-	
Increase in Debt Financing	-	250,000	-	
Repayment of long-term debt principal	(6,695)	(8,549)	(9,041)	Loan debt repayments as expected
Cash used in financing activities	8,165	268,523	10,772	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	74,258	11,125	7,695	
Cash & cash equivalents & short term beginning of year	141,655	130,530	141,655	
Cash & cash equivalents & short term end of year	\$ 215,913	\$ 141,655	\$ 149,350	

DRAFT RESOLUTION

RE: Financial Statements (unaudited) for the period ending January 31, 2023

BE IT AND IT IS HEREBY RESOLVED:

THAT the Financial Statements (unaudited) for the period ending January 31, 2023
be approved as presented.

March 29, 2023

BOARD OF GOVERNORS
March 29, 2023

AGENDA ITEM: Review of Revenue and Expenditures for proposed Post-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 program 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.

BACKGROUND:

The Post-Professional Master of Interior Design is a one-year program that would be the only one of its kind in Ontario, and the second in Canada. The estimated intake is ten (10) students per year, all of whom will hold a CIDA-accredited Bachelor of Interior Design degree or have professional licensure through the National Council for Interior Design Qualification (NCIDQ) examination.

The proposed program has been approved internally by the Senate and will be reviewed by 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 approved by the Board will not be launched until the Provost and Vice-President, Academic determines that sufficient student demand materializes and that the necessary resources are available.

ATTACHMENT: New Program Summary



PREPARED BY:

Name: Glenn Craney, Chief Strategy Officer

Date: March 8, 2023

APPROVED BY:

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

Date: March 8, 2023

Toronto Metropolitan University

New Program Summary for Board of Governors

Name of Program: Post-Professional Master of Interior Design		Degree: Master of Interior Design (MID)		
Proposed starting date: September 2023		Proposed Tuition Fee (2022-23): \$9,220		
Brief program description: <ul style="list-style-type: none">• This one-year program will provide graduate-level preparation for interior design professionals seeking additional qualifications and experience. This would be the only such program in Ontario and the second in Canada.• The program consists of two courses and a major creative project.• Estimated intake is 10 students per year, all of whom will hold a CIDA-accredited Bachelor of Interior Design degree or have professional licensure through the National Council for Interior Design Qualification (NCIDQ) examination.				
Evidence of societal need and student demand: <ul style="list-style-type: none">• According to the Canadian Occupational Projection System, occupations related to interior design are expected to experience labour shortages in the coming years, with current levels of unemployment in the field being very low and a greater number of job openings than job seekers.• Ontario labour market data indicates an expected increase in job openings in interior design in the coming years, with a roughly even split between new jobs and replacement jobs. Only 4% of interior designers in the province have a graduate degree, potentially giving future MID graduates a competitive advantage.				
Fit with TMU mission, Strategic Mandate Agreement and resources: <ul style="list-style-type: none">• The program is consistent with the areas of focus and growth identified in TMU’s Strategic Mandate Agreement with the provincial government, which include Design and Technology and the Creative Economy and Culture.• The curriculum and delivery reflect TMU’s emphasis on a distinctive lab/studio experience and innovative design.• The program enrolment will be accommodated through a redistribution of existing masters student spaces in order to provide student support as well as a contribution from existing resources within The Creative School.• 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.				
Program Costing:				
Summary of enrolment, revenue and expenditures at steady-state (details on next page)				
	Year 1	Year 2	Year 3	Steady State
Enrolment (Annualized FTE)	6.7	10.0	10.0	10.0
Total New Revenue*	\$55,321	\$82,981	\$82,981	\$82,981
Reallocated Revenue*	\$144,285	\$98,981	\$100,896	\$78,200
Total Revenue	\$199,606	\$181,962	\$183,877	\$161,182
Direct Costs including OTO	\$187,313	\$163,522	\$165,437	\$142,741
Total Expenditures	\$199,606	\$181,962	\$183,877	\$161,182
Annual funds to be allocated for institutional costs /(deficit)	--	--	--	--

* New revenue includes tuition only less 10% for student financial assistance. Reallocated revenue includes funds reallocated internally within YSGS and The Creative School.
Note: Figures may not sum due to rounding.

Table 1: Estimated Enrolment, Revenue and Expenditures – Post-Professional Master of Interior Design

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
a) Enrolment				
Annualized FTE	6.7	10.0	10.0	10.0
Weighted Grant Units (WGUs)	28.0	42.0	42.0	42.0
b) Revenue				
Tuition fees	\$ 55,321	\$ 82,981	\$ 82,981	\$ 82,981
Grants	\$ -	\$ -	\$ -	\$ -
Redistributed from YSGS	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000
Strategic allocation from Dean, TCS	\$ 110,285	\$ 64,981	\$ 66,896	\$ 44,200
TOTAL Revenue	\$ 199,606	\$ 181,962	\$ 183,877	\$ 161,182
c) Expenditures				
Instructional and research related expenses including student support	\$ 32,280	\$ 32,580	\$ 32,889	\$ 33,207
Administration and co-ordination support salaries	\$ 27,467	\$ 42,436	\$ 43,709	\$ 45,020
Non-salary operating	\$ 45,667	\$ 49,000	\$ 49,000	\$ 49,000
Benefits and pensions related to direct salaries	\$ 11,633	\$ 14,839	\$ 15,171	\$ 15,514
Subtotal Direct Costs	\$ 117,046	\$ 138,855	\$ 140,770	\$ 142,741
Ongoing library costs	\$ -	\$ -	\$ -	\$ -
New buildings financing (10% of incremental revenue)	\$ 6,147	\$ 9,220	\$ 9,220	\$ 9,220
New buildings operating (10% of incremental revenue)	\$ 6,147	\$ 9,220	\$ 9,220	\$ 9,220
Subtotal Indirect Costs	\$ 12,293	\$ 18,440	\$ 18,440	\$ 18,440
Total Ongoing Expenditures	\$ 129,340	\$ 157,295	\$ 159,210	\$ 161,182
One-time costs/investments	\$ 70,267	\$ 24,667	\$ 24,667	\$ -
TOTAL Expenditures	\$ 199,606	\$ 181,962	\$ 183,877	\$ 161,182
Balance: Annual funds to be allocated for institutional costs / (deficit)	\$ -	\$ -	\$ -	\$ -

Note: Figures may not sum due to rounding.

DRAFT RESOLUTION

Re: Review of Revenue and Expenditures for proposed Master of Interior Design

BE IT AND IT IS HEREBY RESOLVED:

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

March 29, 2023

BOARD OF GOVERNORS
March 29, 2023

AGENDA ITEM: Scholarly, Research and Creative (“SRC”) Activities: Continuing Our Trajectory of Success by Scaling SRC

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Each year the Vice-President, Research and Innovation provides the Board of Governors with an update and overview of Toronto Metropolitan University’s previous year scholarly, research and creative activity successes and priorities for the upcoming year.

BACKGROUND:

For additional background information please see the attached presentation.

ATTACHMENT: Continuing Our Trajectory of Success by Scaling SRC Presentation

PREPARED BY:

Name: Melanie Martin-Griem, Executive Director, Office of the Vice-President, Research and Innovation

Date: March 20, 2023

APPROVED BY:

Name: Steven N. Liss, Vice-President, Research and Innovation

Date: March 20, 2023

Board of Governors Meeting

Scholarly, Research and Creative (SRC)
Activities at Toronto Metropolitan University
Continuing Our Trajectory of Success
by Scaling SRC

Steven N. Liss, Vice-President, Research and Innovation

MARCH 29, 2023

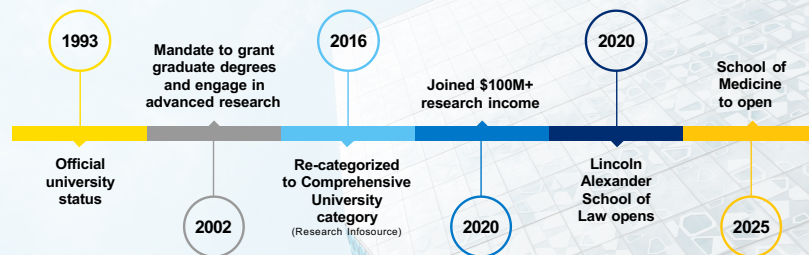


Office of the
Vice-President,
Research & Innovation



1

Evolution of Scholarly, Research & Creative (SRC) Activities at TMU



Board of Governors Meeting

2

2

Research Infosource Rankings

Ranked **22nd**
in 2022 from
27th in 2015



FISCAL YEAR 2020-2021

\$102.3M research income

6th overall, for research income*

2nd corporate research income growth (↑117%)*

3rd not-for-profit research income growth (↑36%)*

*Comprehensive Universities

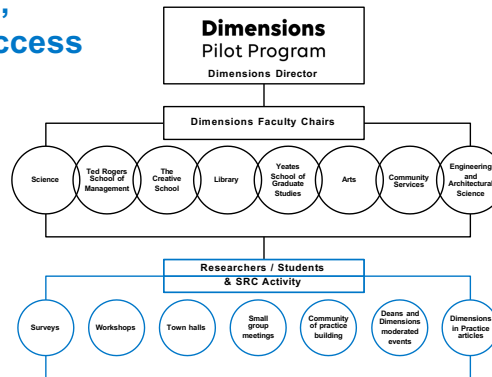
Board of Governors Meeting

3

3

Equity, Diversity, Inclusion and Access (EDIA) at TMU

Intentional and meaningful commitment to our values set the foundation for excellence and success.



Board of Governors Meeting

4

4

Canada First Research Excellence Fund (CFREF)

Migrant Integration in the Mid-21st Century: Bridging Divides

- Transforming Research Policies, Practices, Perceptions

25
research
leaders

100+
scholars

1500+
opportunities
for Highly Qualified
Personnel

27
core
partners

200+
organizations



Board of Governors Meeting

5

5

Rogers Cybersecure Catalyst

National Cybersecurity Consortium (NCC)

- A founding institution
- Pan-Canadian network supporting the advancement of the Canadian cybersecurity ecosystem



Catalyst Fellowship Program

- Empowering Canadians / businesses to embrace opportunities and find solutions to cybersecurity challenges through research and industry engagement
- Industry stream + academic research stream

Board of Governors Meeting

6

6

Leading the Future of Work



240
innovation
projects

1500+
partners

100,000+
participants

36,000
received skills
training and/or
employment benefits

75%
projects focus on
underrepresented
groups

*December 31, 2022

Magnet established its inaugural Advisory Board

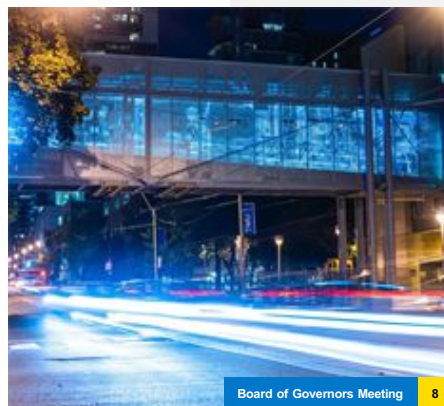
Board of Governors Meeting

7

7

Future Opportunities

- School of Medicine, Health Strategy
- Research Security
- Innovation & Commercialization Ecosystem
- TMU Quantum Strategy (emerging fields)



Board of Governors Meeting

8

8

Thank you.



torontomu.ca

BOARD OF GOVERNORS

March 29, 2023

AGENDA ITEM: Toronto Metropolitan University Performance Indicators - March 2023 Report

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 report presents a set of performance indicators that have been developed to provide annually updated measures of Toronto Metropolitan University's (the "University") performance over a wide range of issues of interest to the Board of Governors (the "Board").

BACKGROUND:

The performance indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented graphically to facilitate interpretation and have been updated to incorporate 2021-22 data. The indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

COMMUNICATIONS STRATEGY:

The Toronto Metropolitan University Performance Indicators — March 2023 Report will be disseminated broadly within the University community and posted on the University's website.

ATTACHMENT: Toronto Metropolitan University Performance Indicators

PREPARED BY:

Name: Glenn Craney, Chief Strategy Officer

Date: March 22, 2023

APPROVED BY:

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

Date: March 22, 2023



Toronto Metropolitan University Performance Indicators

March 2023

Table of Contents

Introduction	i
Table A: Toronto Metropolitan University Performance Indicators Classification	iii
1. Strategic Direction Indicators	
Figure 1.1: Satisfaction with Overall Quality of Education Received at Toronto Metropolitan University	1
Figure 1.2: National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1
Figure 1.3: Applications : Registrants Ratio	2
Figure 1.4: Mean Entering Average from Secondary School	2
Figure 1.5: Scholarships and Bursaries as Share of Total Operating Expenditures	3
Figure 1.6: % of Students Retained from Year I after 1, 2 and 3 Years of Study and MCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years	3
Figure 1.7: CSRDE 6-Year Graduation Rate and First-Year Retention Rate	4
Figure 1.8: MCU Employment Rate: 6 Months after Graduation and 2 Years after Graduation	4
Figure 1.9: Percentage of Faculty with Doctoral Degrees	5
Figure 1.10: Value of Peer-Adjudicated Research Grants per Eligible Faculty Member and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	5
Figure 1.11: Total External Research Funding	6
Figure 1.12: Library Expenditures as Share of Total Operating Expenditures	6
Figure 1.13: Library Expenditures per FTE Student	7
Figure 1.14: Zone Learning Enrolment (Fall Headcount)	7
2. Financial Capacity Indicators	
Figure 2.1: Operating Deficit/Surplus as a Percentage of Operating Revenue	8
Figure 2.2: Total Liabilities as Share of Total Assets	8

Figure 2.3:	Long Term Debt per FFTE Student	9
Figure 2.4:	Endowment per FFTE Student	9
Figure 2.5:	Toronto Metropolitan University Endowment Fund	10
Figure 2.6:	Financial Capacity Ratios: <i>Net Income / (Loss) Ratio</i> ; <i>Net Operating Revenues Ratio</i> ; <i>Primary Reserve Ratio</i> ; <i>Interest Burden Ratio</i>	10
Figure 2.7:	Strategic Mandate Agreement SMA3 Metrics: <i>Graduate Earnings</i> ; <i>Experiential Learning</i> ; <i>Skills & Competencies</i> ; <i>Graduate</i> <i>Employment Rate in Related Field</i> ; <i>Institutional Strength/Focus</i> ; <i>Graduation Rate</i> ; <i>Research Funding & Capacity</i> ; <i>Innovation</i> <i>(Private Sector Research Funding)</i> ; <i>Community/Local Impact</i> ; <i>Economic Impact: Number of Start ups</i>	11
3. Effective Management Indicators		
Figure 3.1:	Student : Faculty Ratio	12
Figure 3.2:	Faculty Turnover Rate and Staff Turnover Rate.....	12
Figure 3.3:	Staff : Faculty Ratio	13
Figure 3.4:	Student : Staff Ratio.....	13
Figure 3.5:	Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	14
Figure 3.6:	Facilities Condition Index (Deferred Maintenance / Current Asset Value)	14
4. University Profile Indicators		
Figure 4.1:	Percentage of Alumni Who Made a Donation to University	15
Figure 4.2:	Annual Number of Non-Alumni Donors	15
Figure 4.3:	Annual Level of Donation Commitments	16
Figure 4.4:	Annual Level of Donations Received.....	16
Figure 4.5:	Media References to Toronto Metropolitan University (Print and Online), Publication Impressions (Print) and Broadcast References	17

Introduction

Toronto Metropolitan University Performance Indicators have been developed to provide a set of annually updated measures of university performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2021-22 full-year data.

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. The Performance Indicators are tracked at the level of the university. The university tracks academic-related indicators at the Faculty, Program or School/Department level through Senate's Progress Indicators.

The Toronto Metropolitan University Performance Indicators provide technically sound measures that were chosen for their relevance, the reliability of underlying data, the ongoing accessibility to underlying data, and the clarity of what is measured. Nevertheless, care should be taken in drawing conclusions from these indicators. Cautions include:

- the indicators measure only what is quantifiable and where data are available
- comparator information is based on standardized data and measures that reflect "average" universities
- comparators are not designed as benchmarks
- Toronto Metropolitan University is unique when compared to the program mix, enrolment and budgets of other Canadian universities

There are thirty-four Toronto Metropolitan University Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (7 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

The financial capacity indicator introduced in March 2017 comprises five ratios:

- **Net Income / (Loss) Ratio:** Measures the percentage of revenues that contribute to net assets. The objective of this ratio is to track trends in the institution's net earnings.
- **Net Operating Revenues Ratio:** Operating cash flow as a proportion of revenues. This ratio provides an indication of the extent to which an institution is generating positive cash flows in the long run to be financially sustainable.
- **Primary Reserve Ratio:** Number of days an institution could function using only its resources that can be expended without restrictions. This ratio provides an indication of the university's financial strength and flexibility.
- **Interest Burden Ratio:** Proportion of total expenses supporting the annual cost of servicing debt. This is an indicator of debt affordability, as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt.
- **Viability Ratio:** Proportion of long-term debt that could be settled using only resources that can be expended without restrictions. This ratio provides an indication of the funds on hand to settle long-term obligations.

First incorporated into this document in March 2021, the Strategic Mandate Agreement SMA3 indicator includes ten metrics used by the Ministry of Colleges and Universities to assess institutional performance under the Strategic Mandate Agreement 2020-2025 signed in August 2020:

- **Graduate Earnings:** Median earnings of graduates after two years.
- **Experiential Learning:** Percentage of graduates from undergraduate programs who had one or more EL opportunities while at TMU.
- **Skills & Competencies:** A new institution-specific metric based on National Survey of Student Engagement (NSSE) Question #18 is being determined with the ministry.
- **Graduate Employment Rate in Related Field:** Among graduates employed full-time, the percentage employed in fields related to skills learned in their area of study at TMU.
- **Institutional Strength/Focus:** Enrolment in strength/focus areas as percentage of total enrolment.

- **Graduation Rate:** The graduation rate from undergraduate programs.
- **Research Funding & Capacity:** TMU's percentage share of the Ontario system.
- **Innovation (Private Sector Research Funding):** Dollar value of private sector research funding.
- **Community/Local Impact:** Total enrolment as a percentage of the population in Toronto.
- **Economic Impact: Number of Start ups:** The number of start ups in the Zone ecosystem.

Table A summarizes the indicators included in the report and the update schedule for each indicator.

Comparator Groups

In order to provide a context for Toronto Metropolitan University's performance, the indicators have also been calculated where possible for groups of other universities. The comparator groups are not necessarily ideal comparators for Toronto Metropolitan University because the mix of programs offered at other institutions differs from that at Toronto Metropolitan University and/or they differ in size.

Ontario Universities

This comparator group includes all reporting Ontario universities from among: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD University (OCAD U), Ontario Tech, Ottawa, Queen's, Toronto Metropolitan University, Toronto, Trent, Waterloo, Western, Wilfrid Laurier, Windsor, and York.

Canadian University Survey Consortium Graduating Student Survey Canadian Universities

This comparator group is used only for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2021 participants were: Alberta University of the Arts, Ambrose University (Alberta), Athabasca University (Alberta), Brock University, Burman University (Alberta), Carleton University, Concordia University (Quebec), Concordia University of Edmonton (Alberta), Lakehead University, MacEwan University (Alberta), McMaster University, Mount Royal University (Alberta), Mount Saint Vincent University (Nova Scotia), Nipissing University, Redeemer University, Toronto Metropolitan University, Saint Mary's University (Nova Scotia), Simon Fraser University (British Columbia), St. Mary's University (Alberta), The King's University (Alberta), Thompson Rivers University (British Columbia), Trinity Western University (British Columbia), University of Calgary (Alberta), University of King's College (Nova Scotia), University of Lethbridge (Alberta), University of New Brunswick (New Brunswick), University of Northern British Columbia (British Columbia), University of Regina (Saskatchewan), University of the Fraser Valley (British Columbia), University of Victoria (British Columbia), University of Winnipeg (Manitoba), and Wilfrid Laurier University.

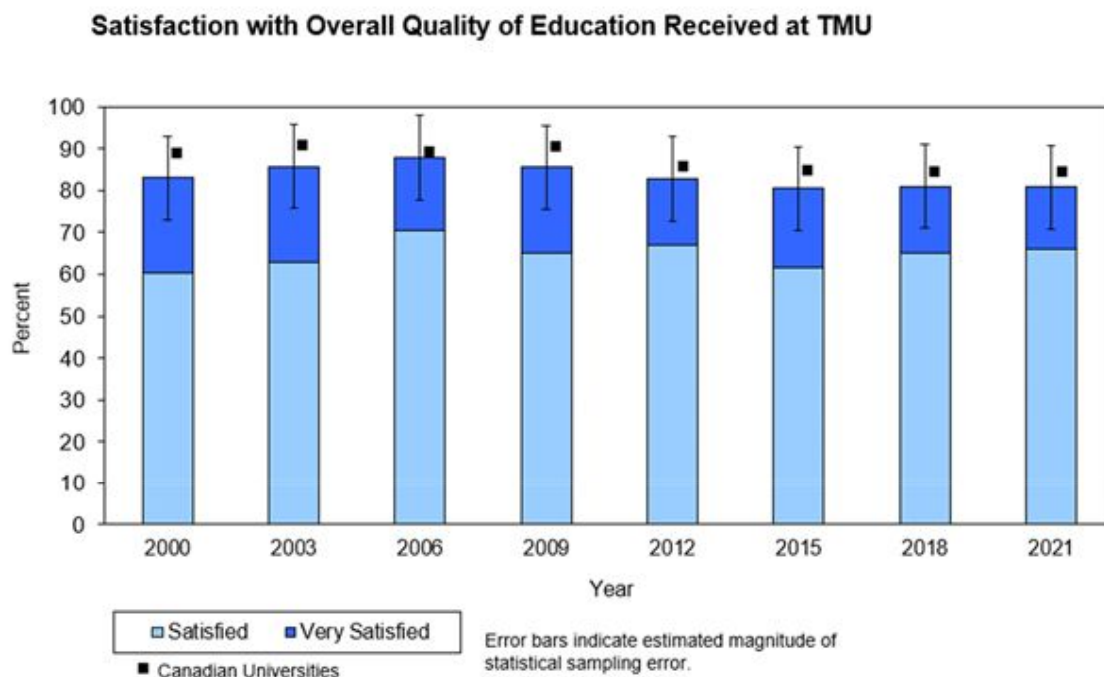
U.S. Peers

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2020, it includes participating public U.S. institutions that are urban, commuter universities with more than 20,000 students, and in either the *Doctoral Universities* or *Master's Colleges & Universities: Larger Universities* Carnegie categories: California State Polytechnic University-Pomona, California State University, Fullerton, California State University, Los Angeles, California State University, Sacramento, Florida International University (Miami, FL), San Francisco State University, The University of Texas at Arlington.

Table A: Toronto Metropolitan University Performance Indicators Classification

Performance Indicators by Primary Category	Figure Number	Update Schedule	Indicator May Provide Useful Information For Assessing:			
			Strategic Direction	Financial Capacity	Effective Management	University Profile
STRATEGIC DIRECTION						
Satisfaction with Overall Quality of Education Received at TMU	1.1	Triennial (Fall)	X		X	X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Biennial (Fall)	X		X	
Applications : Registrants Ratio	1.3	Annual (Fall)	X		X	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			X
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	X	X	
Percentage of Students Retained from Year 1 After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	X		X	
MTCU Graduation Rate	1.6	Annual (Fall)	X		X	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	X		X	
MTCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	X			X
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	X		X	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	X			
Total External Research Funding	1.11	Annual (Fall)	X			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	X	X	X	
Library Expenditures per FTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (Fall Headcount)	1.14	Annual (Fall)	X			X
FINANCIAL CAPACITY						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		X	X	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		X	X	
Long Term Debt per FTE Student	2.3	Annual (Summer)		X	X	
Endowment per FTE Student	2.4	Annual (Summer)	X	X	X	X
Toronto Metropolitan University Endowment Fund	2.5	Annual (Summer)		X		X
Financial Capacity Ratios	2.6	Annual (Winter)		X	X	
Strategic Mandate Agreement SMA3 Metrics	2.7	Annual (Winter)	X	X	X	
EFFECTIVE MANAGEMENT						
Student : Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff : Faculty Ratio	3.3	Annual (Summer)			X	
Student : Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
UNIVERSITY PROFILE						
Percentage of Alumni Who Made a Donation to University	4.1	Annual (Summer)		X		X
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		X		X
Annual Level of Donation Commitments	4.3	Annual (Summer)		X		X
Annual Level of Donations Received	4.4	Annual (Summer)		X		X
Media References to TMU: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5	Annual (Summer)	X			X

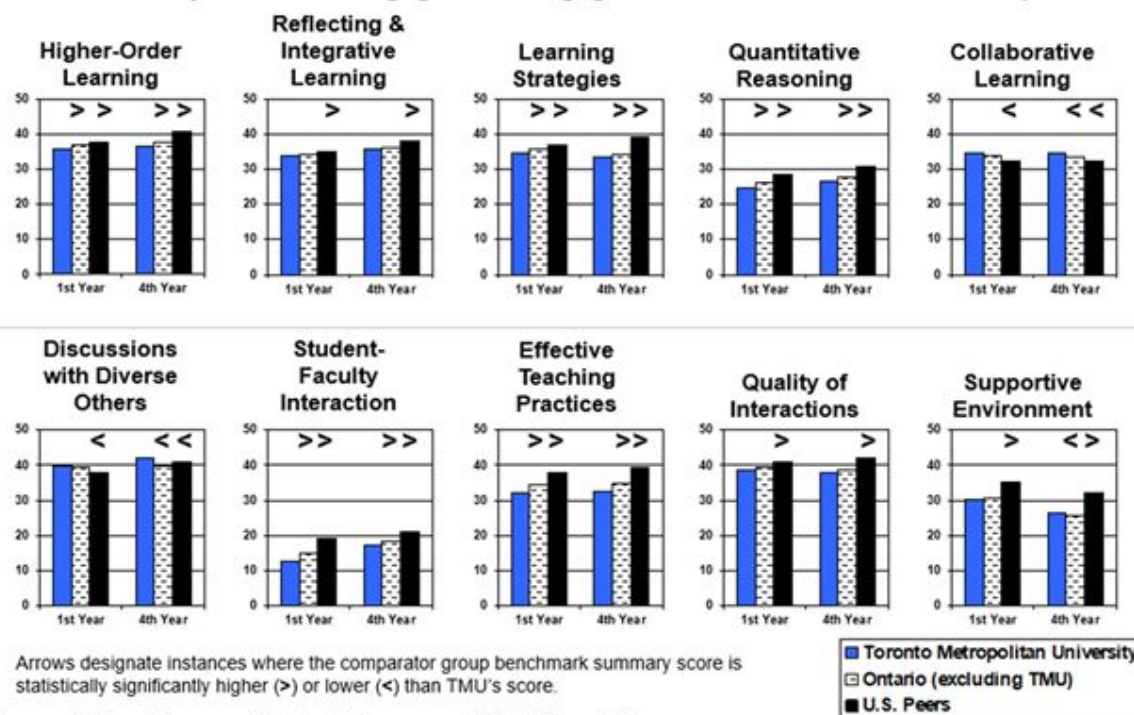
Figure 1.1



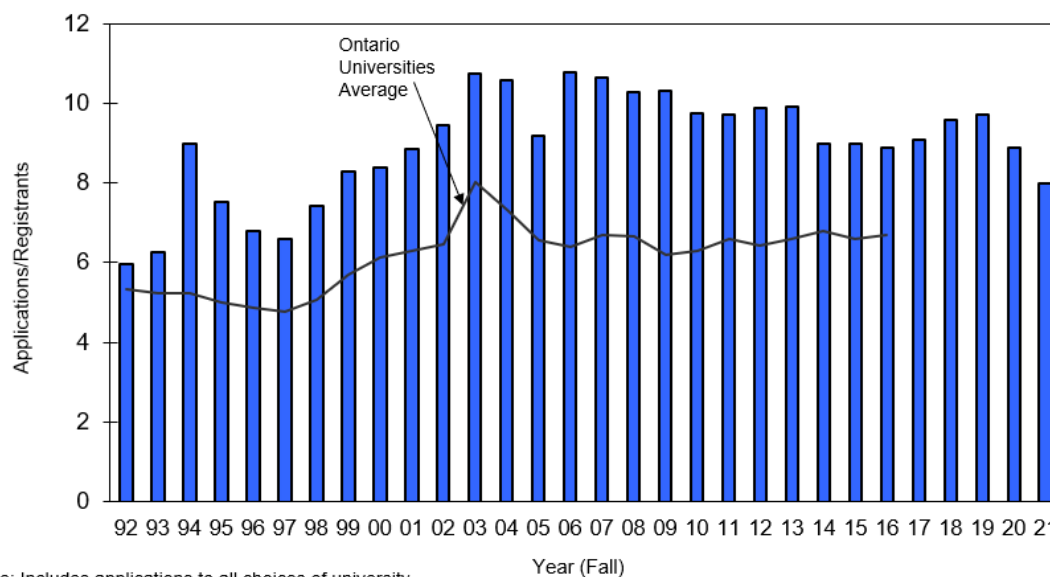
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

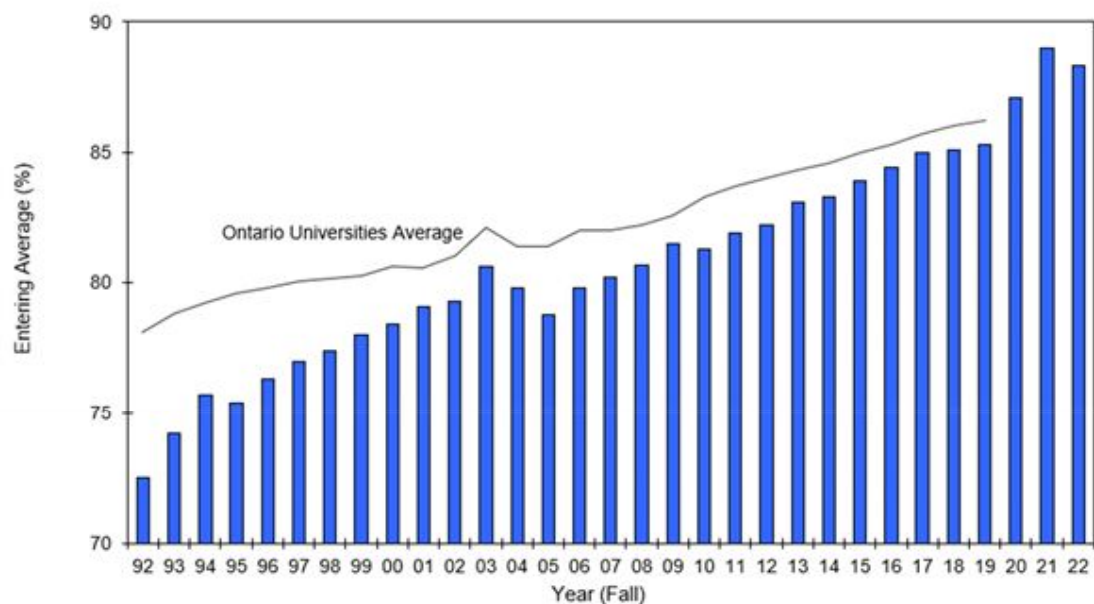
National Survey of Student Engagement: Engagement Indicator Scores and Comparisons



Source: National Survey of Student Engagement 2020 (triennial)

Figure 1.3**Applications : Registrants Ratio**

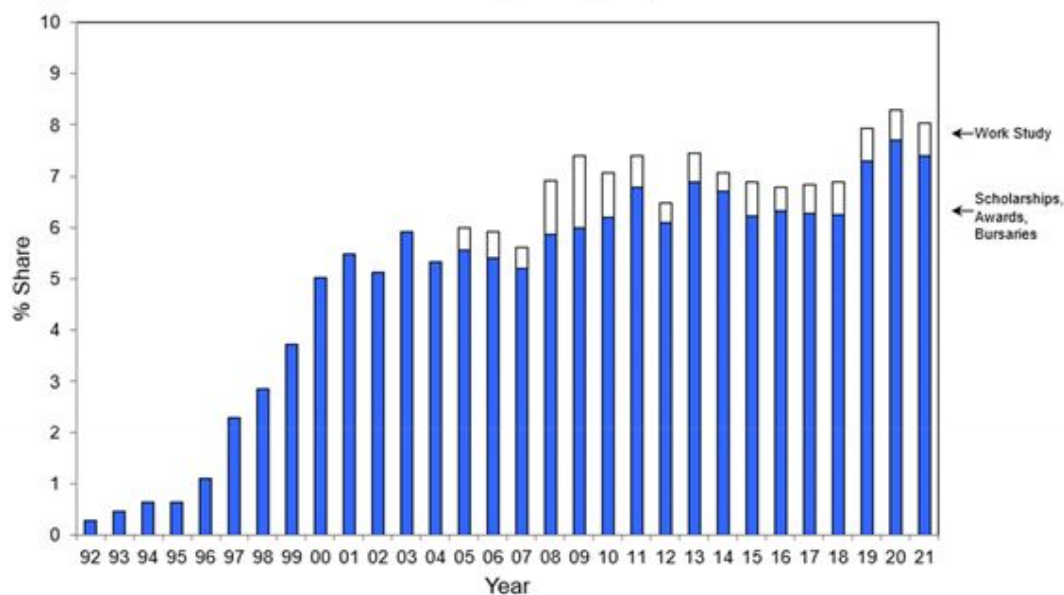
Note: Includes applications to all choices of university

Figure 1.4**Mean Entering Average from Secondary School**

Source: Ontario Universities' Application Centre; TMU Student Information System

Figure 1.5

Scholarships and Bursaries as Share of Total Operating Expenditures

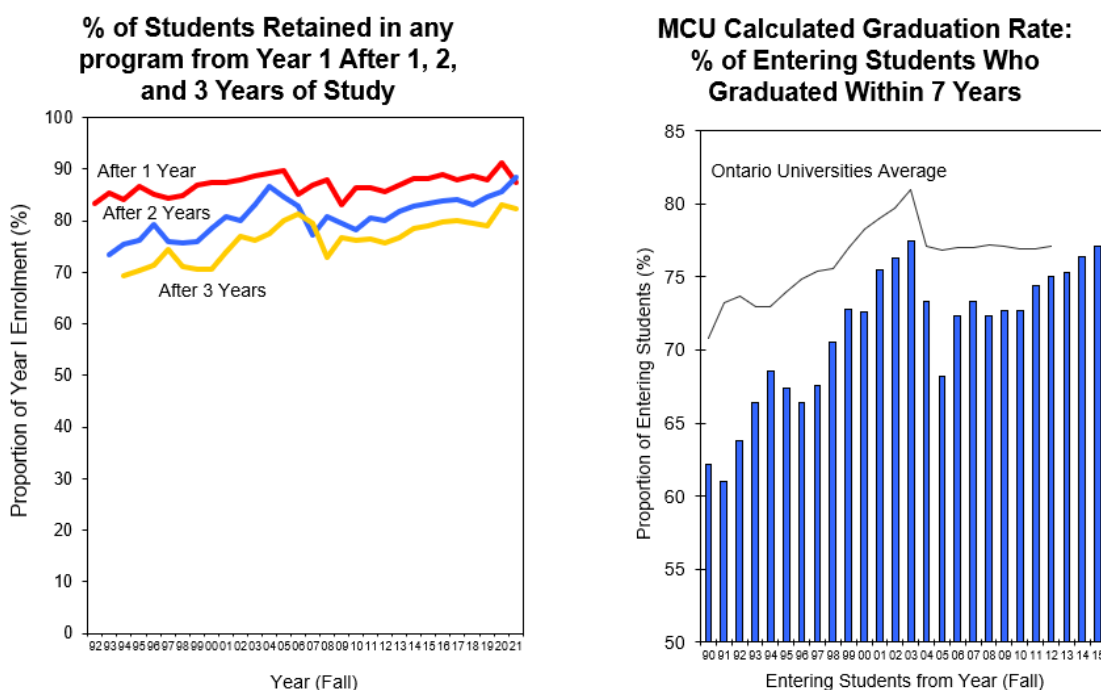


Work Study component shown as white bars beginning in 2005-06.

Note: Fiscal year beginning in year shown.

Sources: TMU Financial Services data

Figure 1.6



Sources: TMU Student Information System; Ministry of Colleges and Universities

Figure 1.7

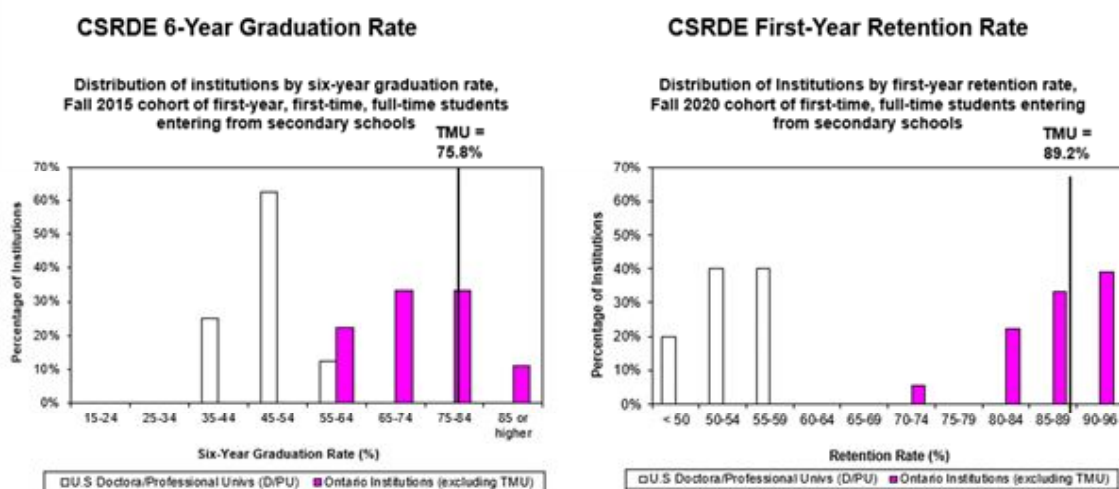
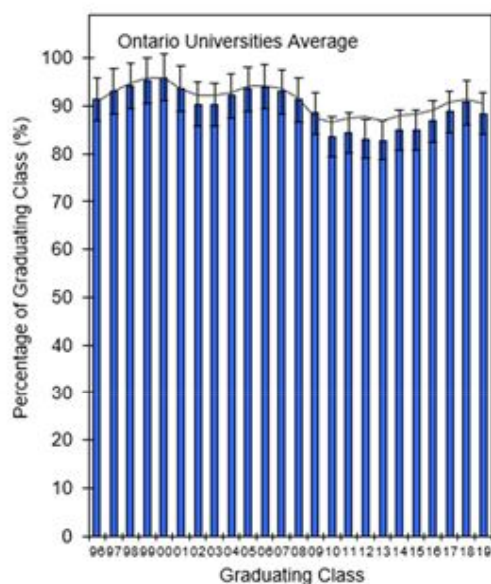


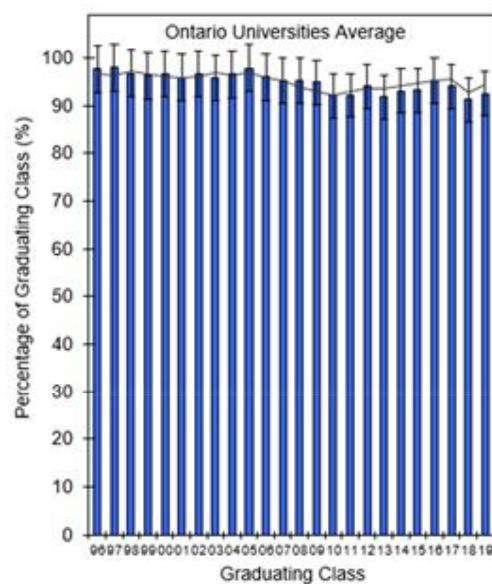
Figure 1.8

MCU Employment Rate: 6 Months After Graduation



Source: Ministry of Colleges and Universities

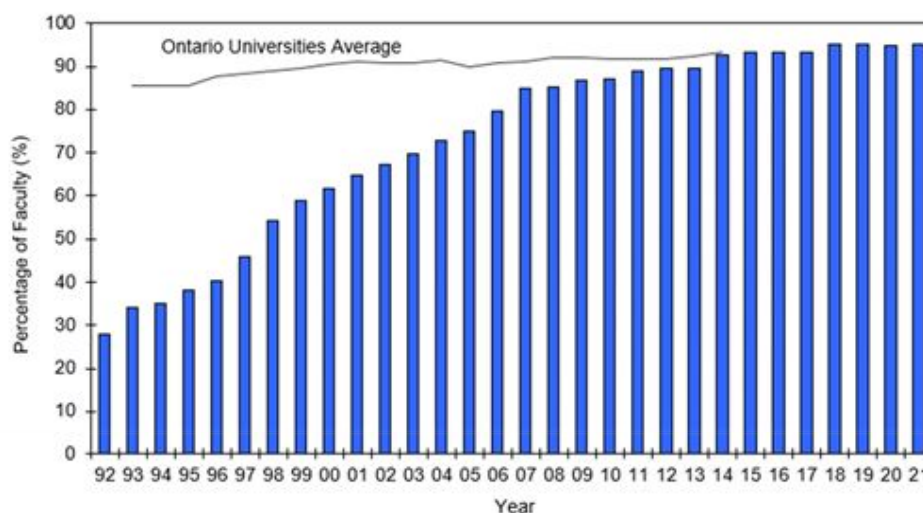
MCU Employment Rate: 2 Years After Graduation



Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

Percentage of Faculty with Doctoral Degrees

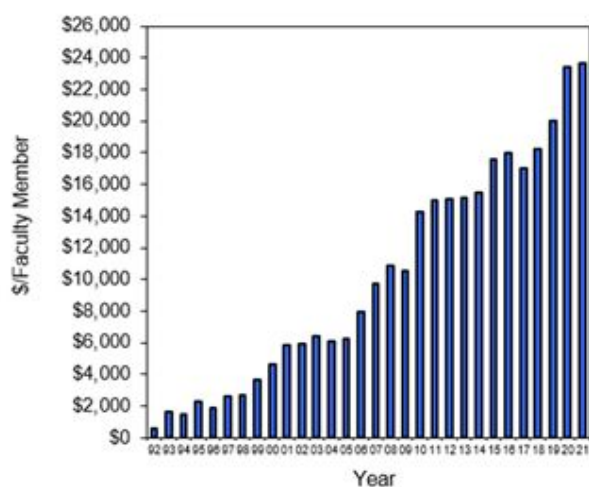


Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, and Nursing; Hospitality and Tourism Management excluded beginning with 1998

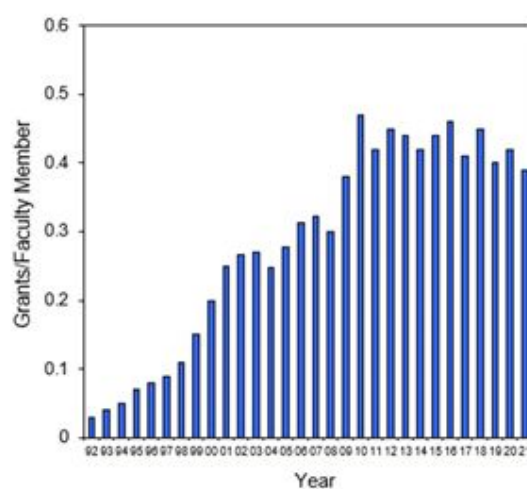
Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, TMU Human Resources data

Figure 1.10

Value of Peer-Adjudicated Research Grants per Eligible Faculty Member

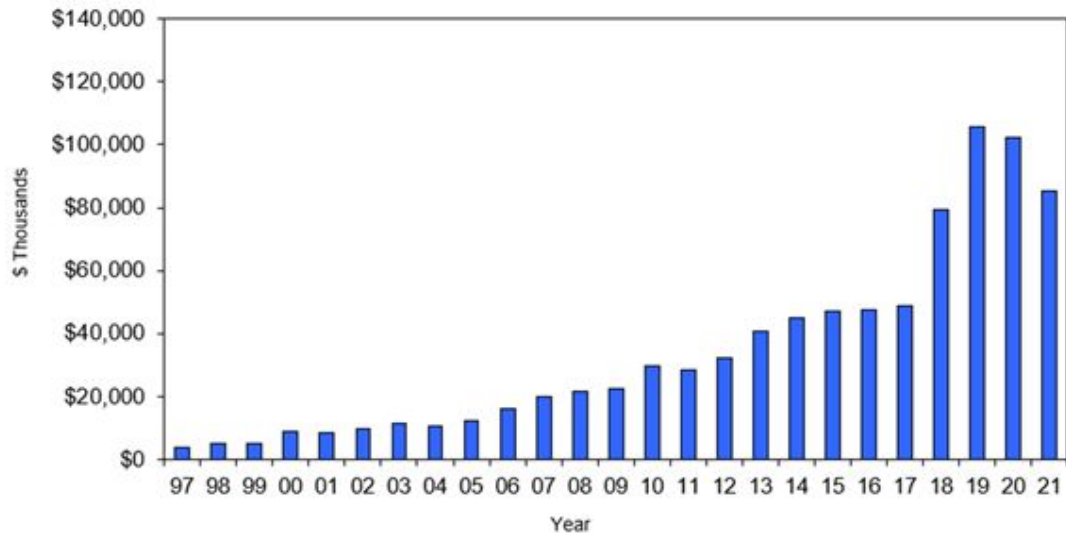


Number of Peer-Adjudicated Research Grants per Eligible Faculty Member



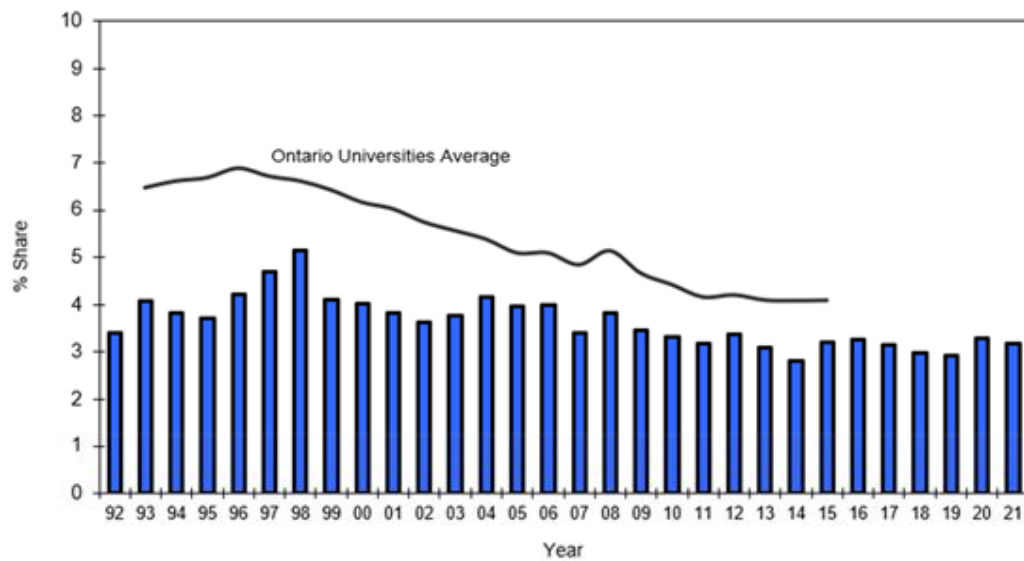
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded rather than expenditures; fiscal year beginning in year shown

Source: TMU Office of the Vice-President Research and Innovation data

Figure 1.11**Total External Research Funding**

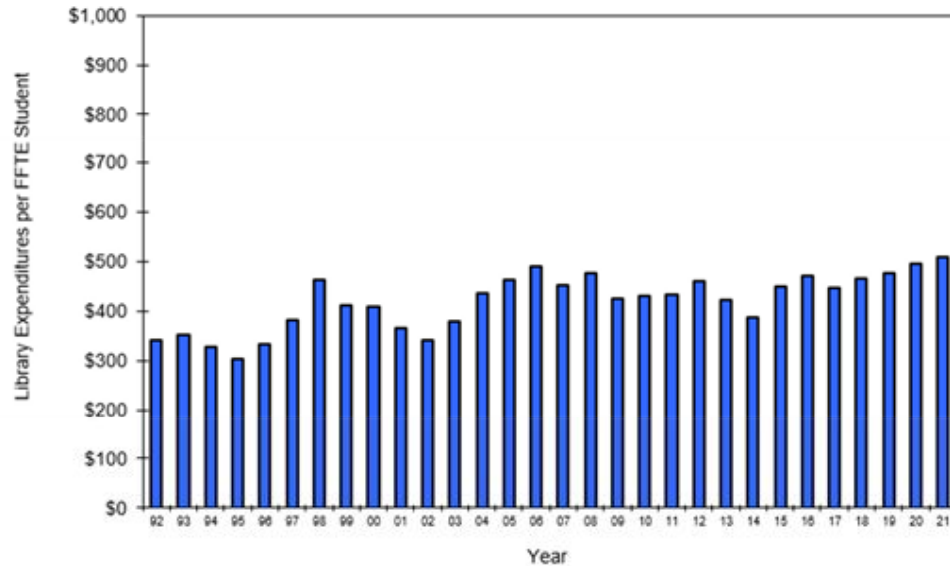
Note: Fiscal year beginning in year shown

Source: TMU Office of the Vice-President Research and Innovation

Figure 1.12**Library Expenditures as Share of Total Operating Expenditures**

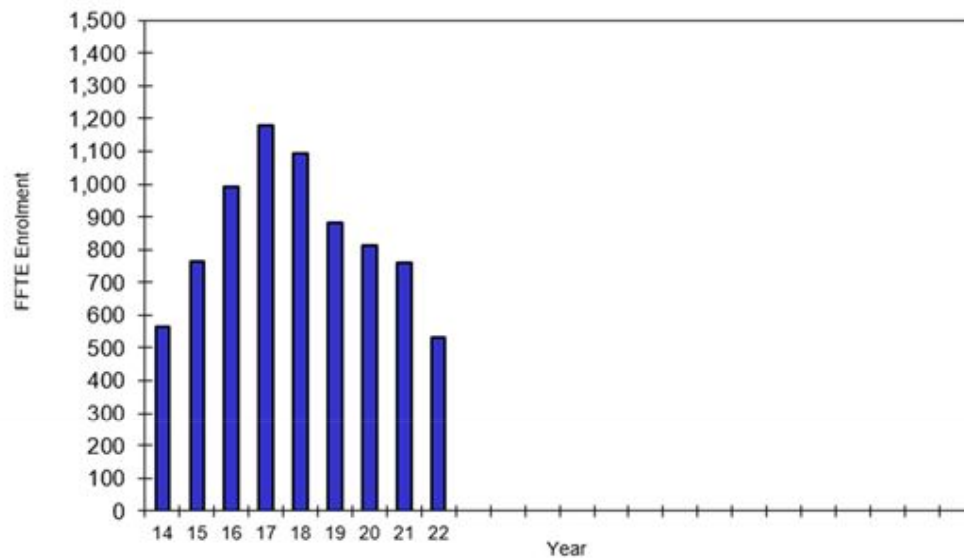
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, TMU Financial Services data

Figure 1.13**Library Expenditures per FTE Student**

Note: Fiscal year beginning in year shown

Sources: TMU Financial Services data; TMU Student Information System

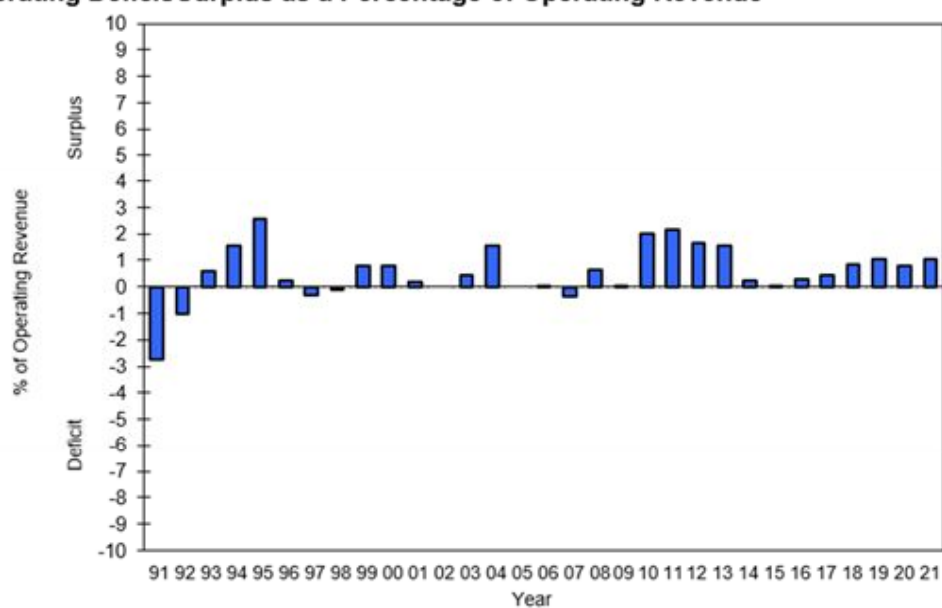
Figure 1.14**Zone Learning Enrolment (FFTE)**

Note: Zone Learning registrant fiscal full-time equivalent enrolment (FFTE). Includes Zone registrants in Digital Media Zone (DMZ) and other Zones.

Source: TMU Student Information System

Figure 2.1

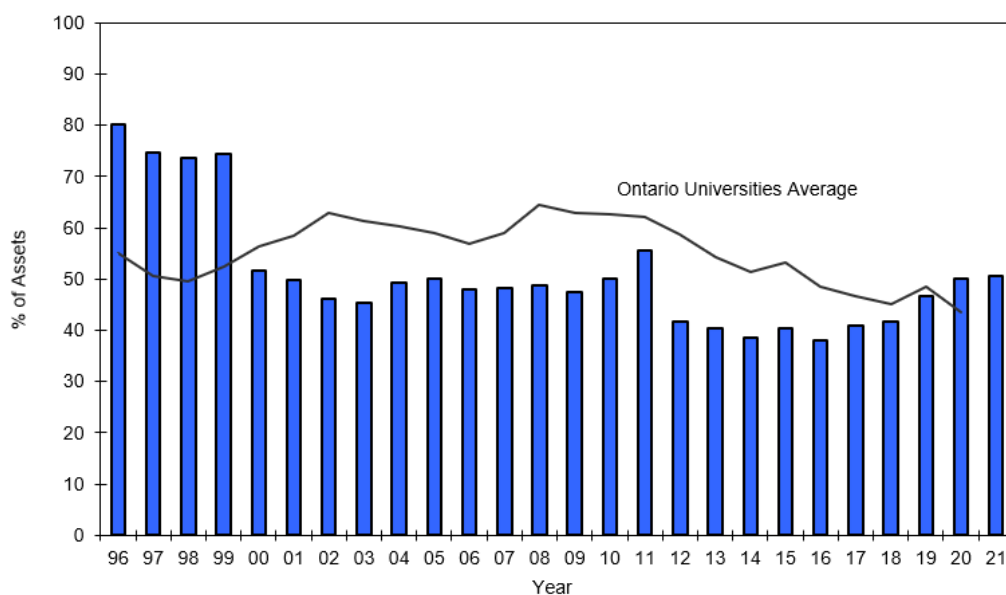
Operating Deficit/Surplus as a Percentage of Operating Revenue



Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.
Source: TMU Financial Services Report

Figure 2.2

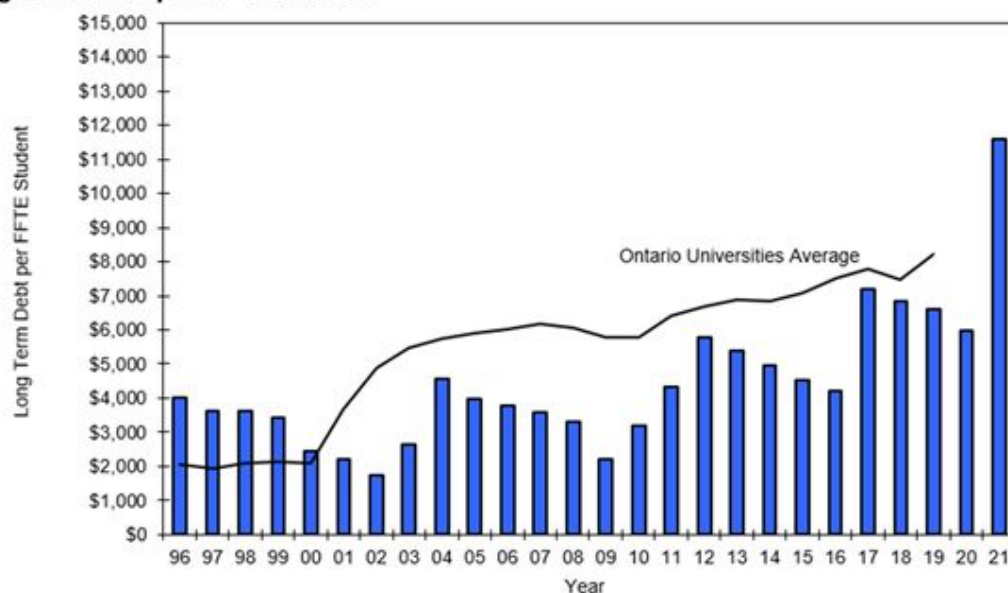
Total Liabilities as Share of Total Assets



Note: Comparators exclude data for Ontario Tech University. Data for Laurentian and Nipissing unavailable for most recent year shown. Fiscal year beginning in year shown.
Source: TMU Financial Services Report

Figure 2.3

Long Term Debt per FTE Student

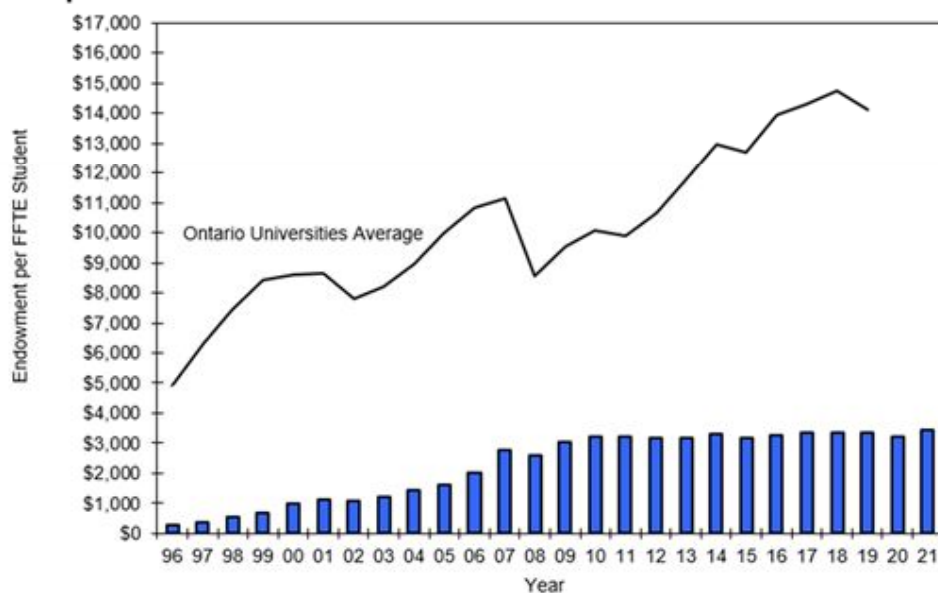


Note: Comparators exclude data for UOIT; FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: TMU Financial Services Report Long Term Debt; Council of Ontario Universities Enrolment Data

Figure 2.4

Endowment per FTE Student

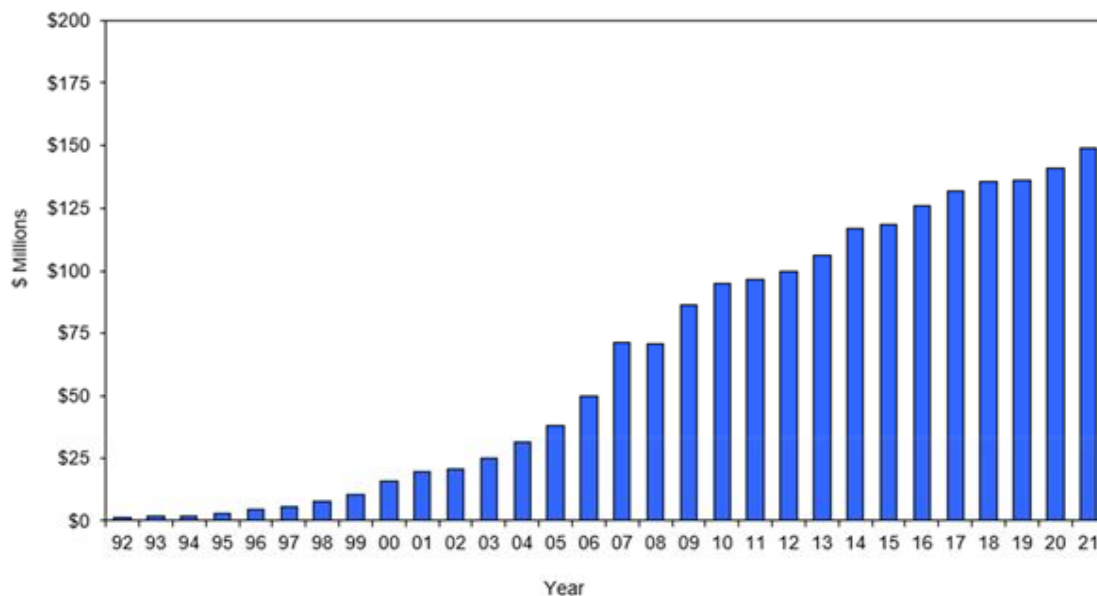


Note: FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: TMU Financial Services Report Endowment Data; Council of Ontario Universities Enrolment Data

Figure 2.5

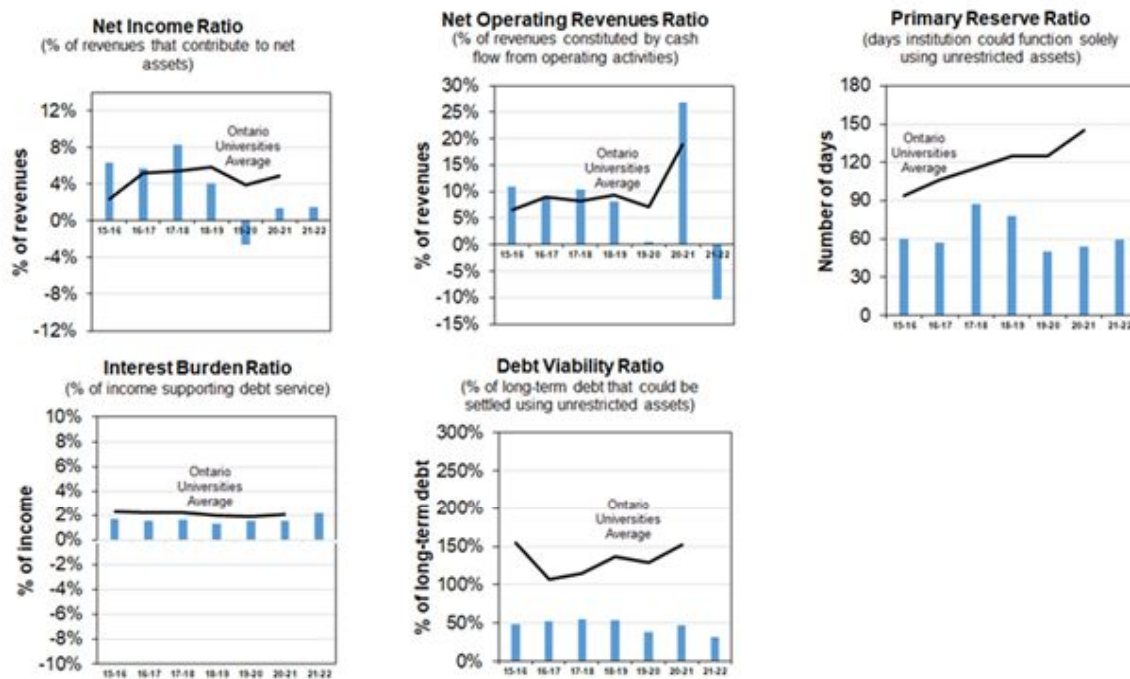
Toronto Metropolitan University Endowment Fund



Note: Fiscal year beginning in year shown

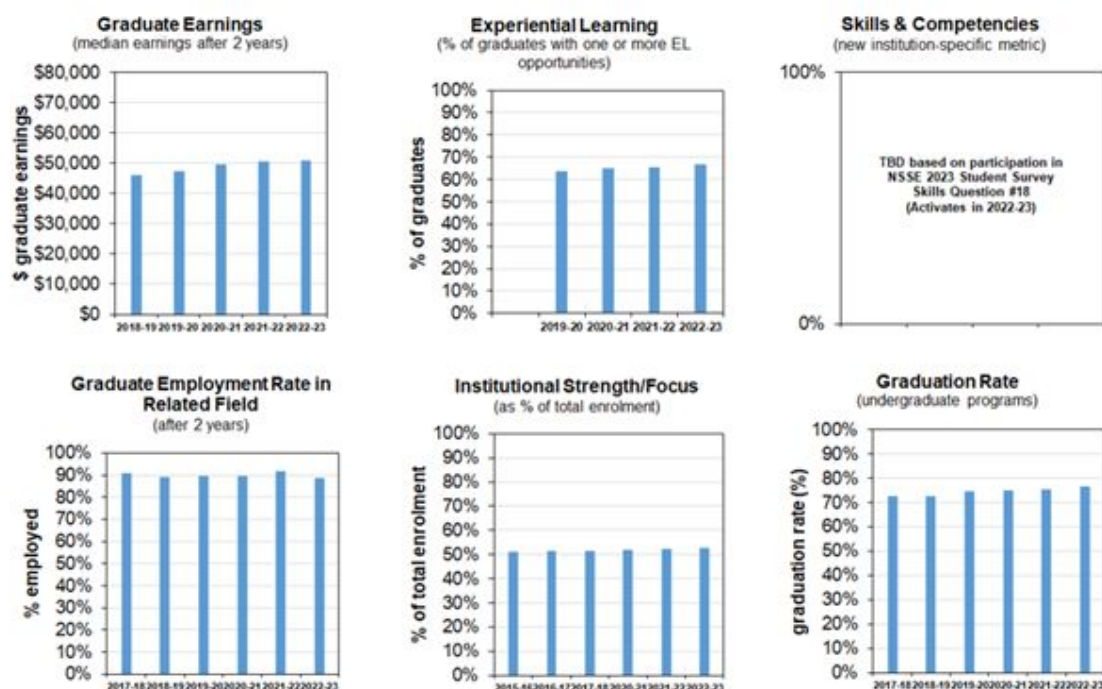
Source: TMU Financial Services Report

Figure 2.6 Financial Capacity Ratios



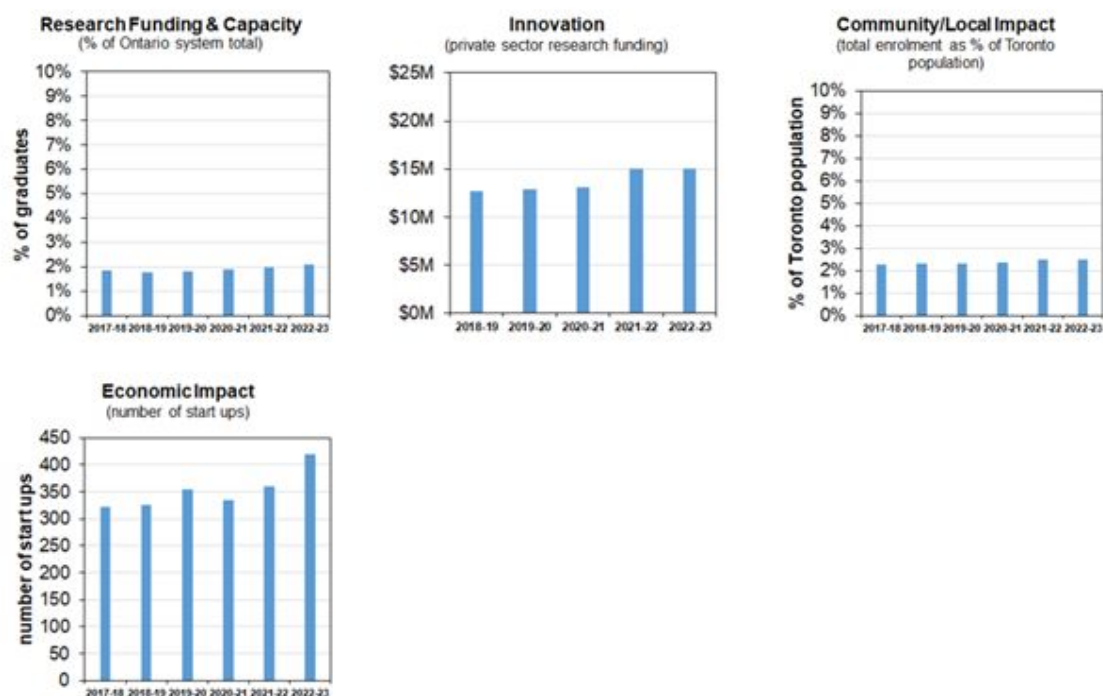
Source: Council of Ontario Universities

Figure 2.7 Strategic Mandate Agreement SMA3 Metrics

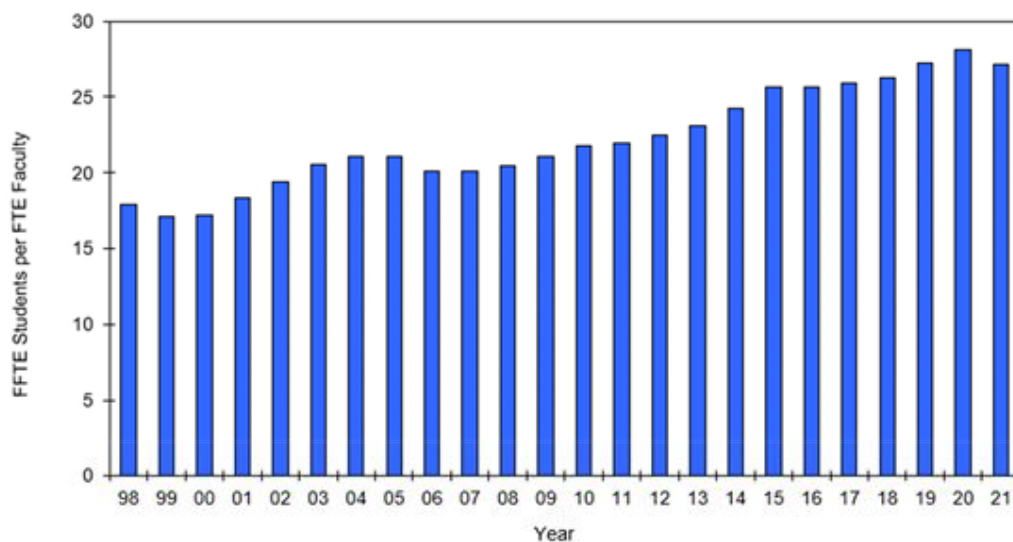


Source: Ministry of Colleges and Universities

Figure 2.7 Strategic Mandate Agreement SMA3 Metrics (Cont'd)

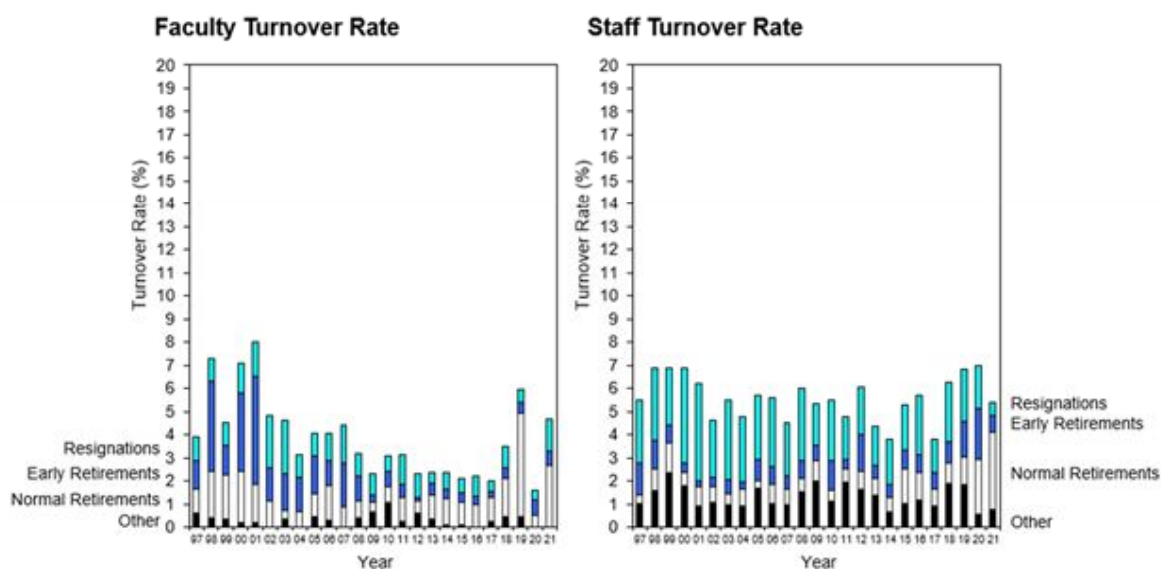


Source: Ministry of Colleges and Universities

Figure 3.1**Student : Faculty Ratio**

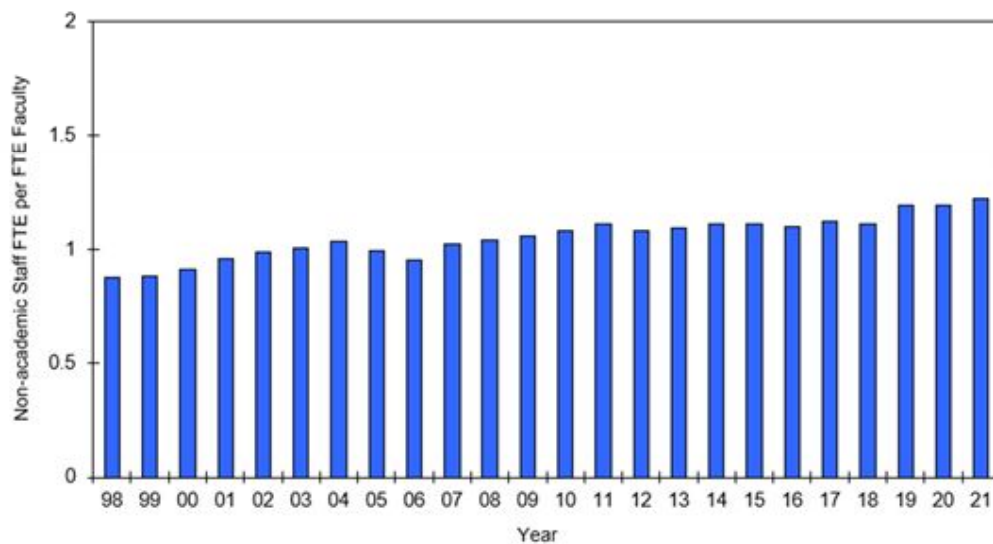
Note: Faculty comprises TFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Chang School of Continuing Education

Sources: TMU Student Information System; TMU Human Resources data

Figure 3.2

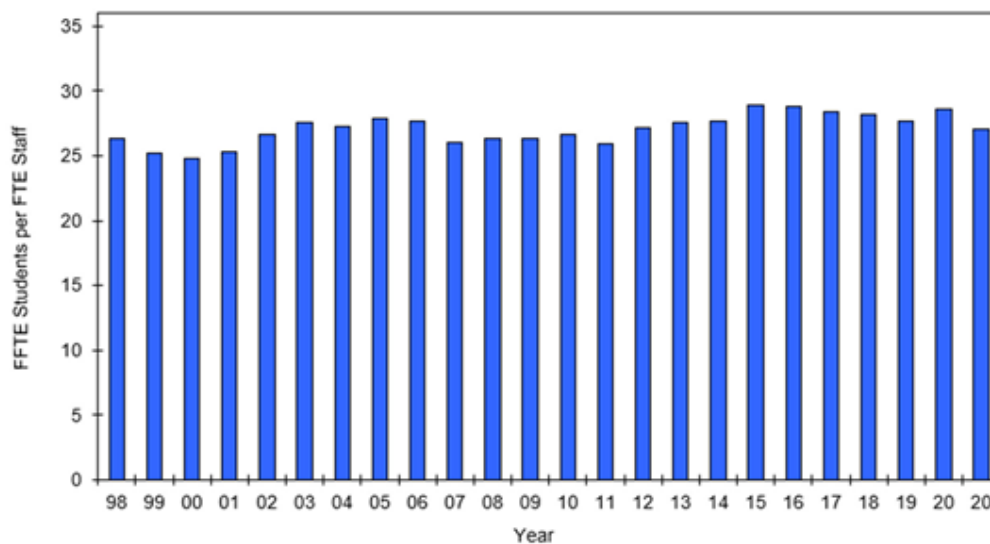
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: TMU Human Resources data

Figure 3.3**Staff : Faculty Ratio**

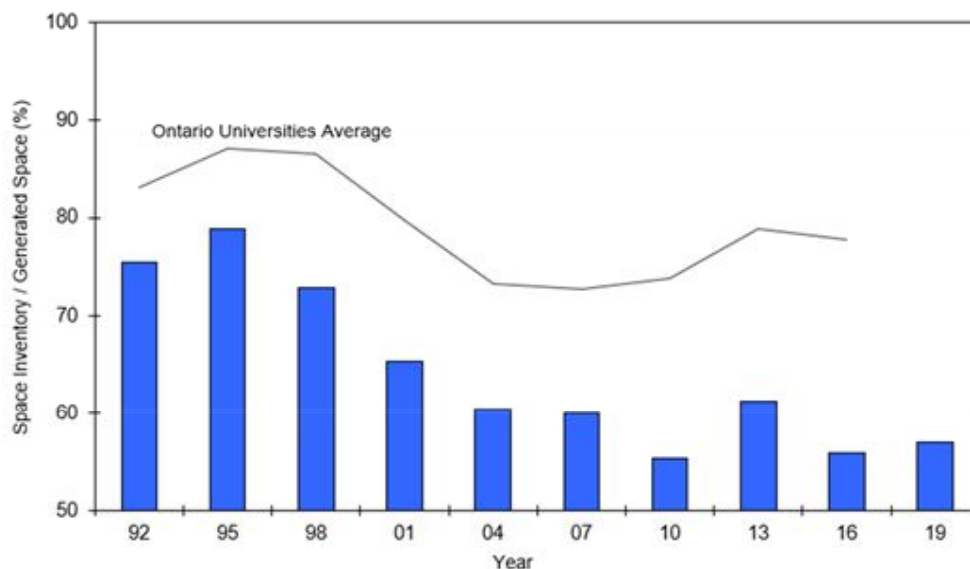
Note: Faculty comprises TFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Chang School of Continuing Education FTE but the faculty count does not.

Source: TMU Human Resources data

Figure 3.4**Student : Staff Ratio**

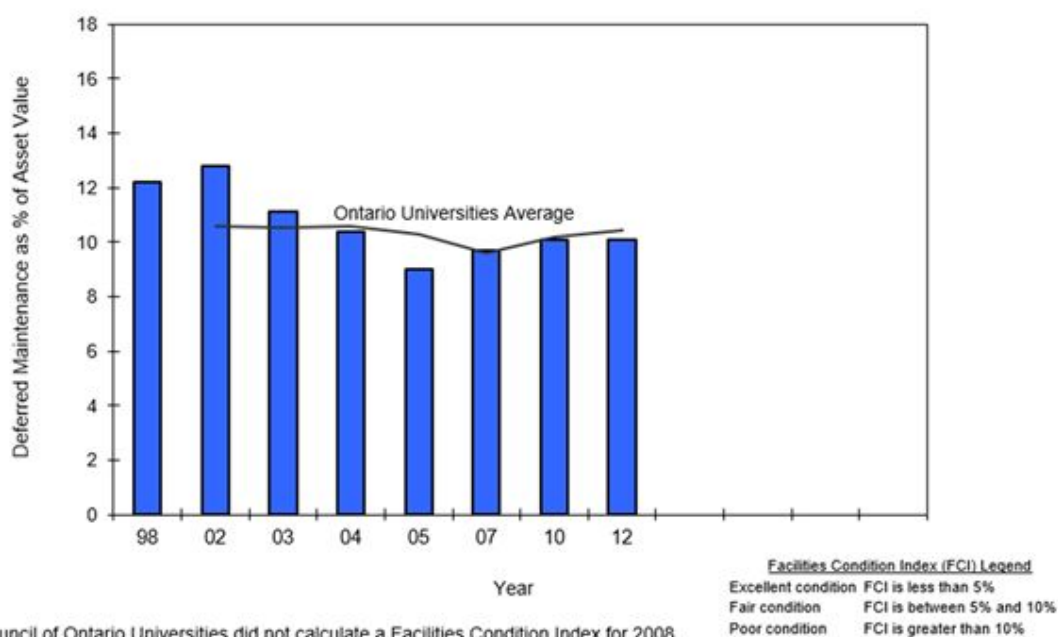
Note: Staff FTE and FFTE Students both include Chang School of Continuing Education

Source: TMU Student Information System; TMU Human Resources data

Figure 3.5**Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities**

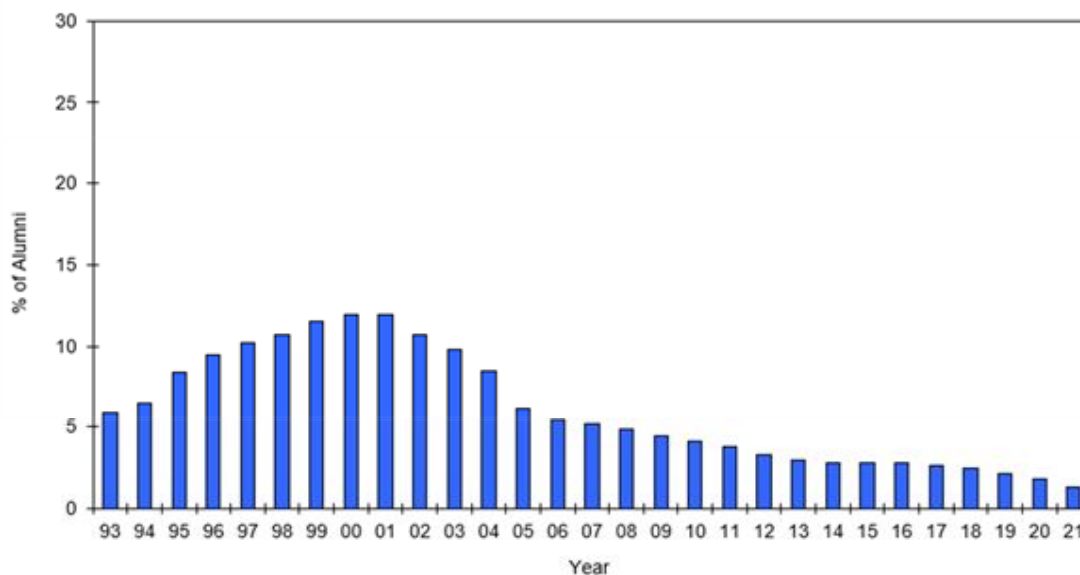
Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method.

Source: Council of Ontario Universities (triennial)

Figure 3.6**Facilities Condition Index (Deferred Maintenance / Current Asset Value)**

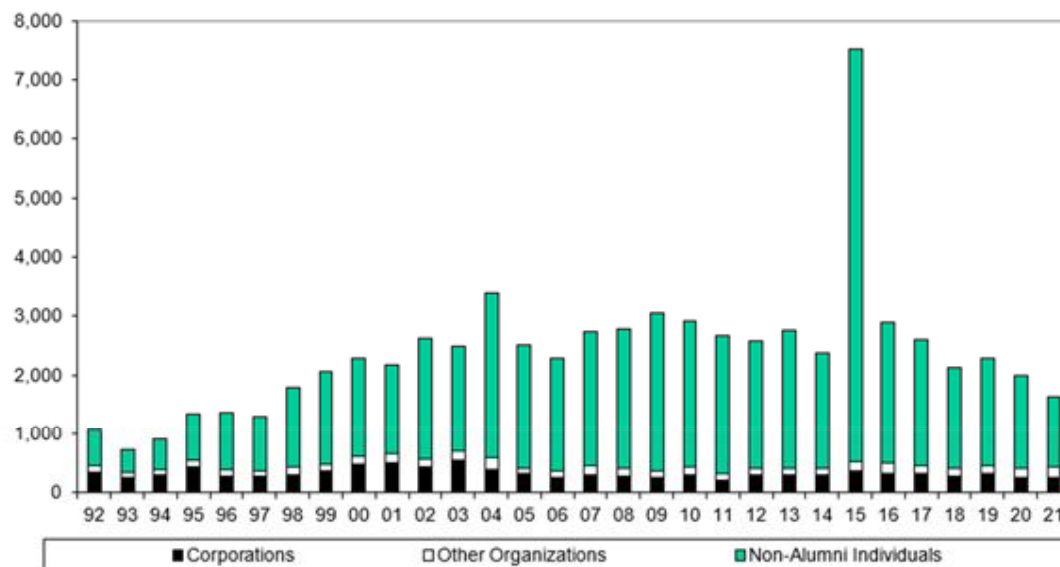
Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008, 2009 or 2013.

Source: Council of Ontario Universities; TMU Facilities Management and Development (for 1998)

Figure 4.1**Percentage of Alumni Who Made a Donation to University**

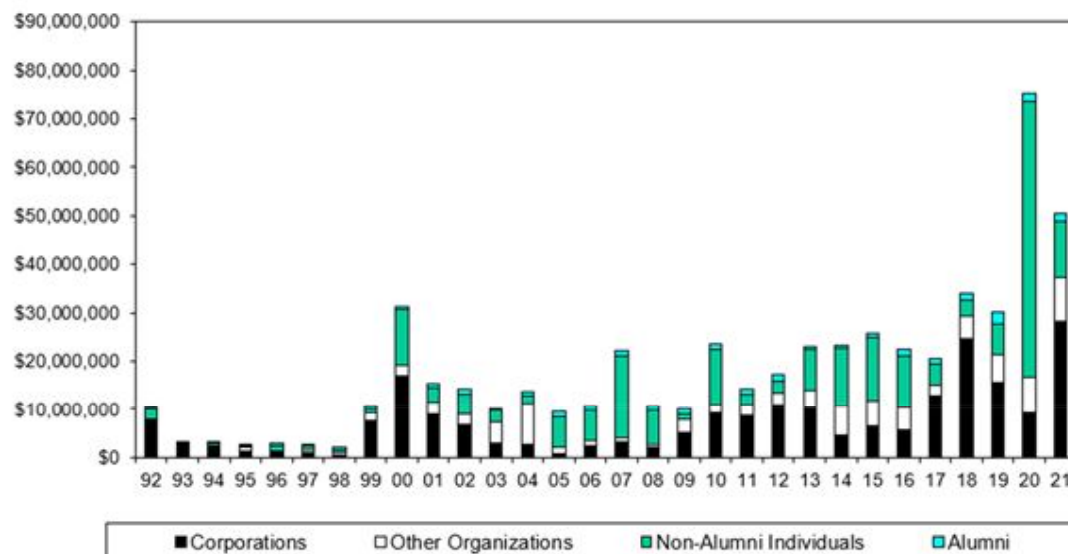
Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: TMU Office of the Vice-President University Advancement and Alumni Relations

Figure 4.2**Annual Number of Non-Alumni Donors**

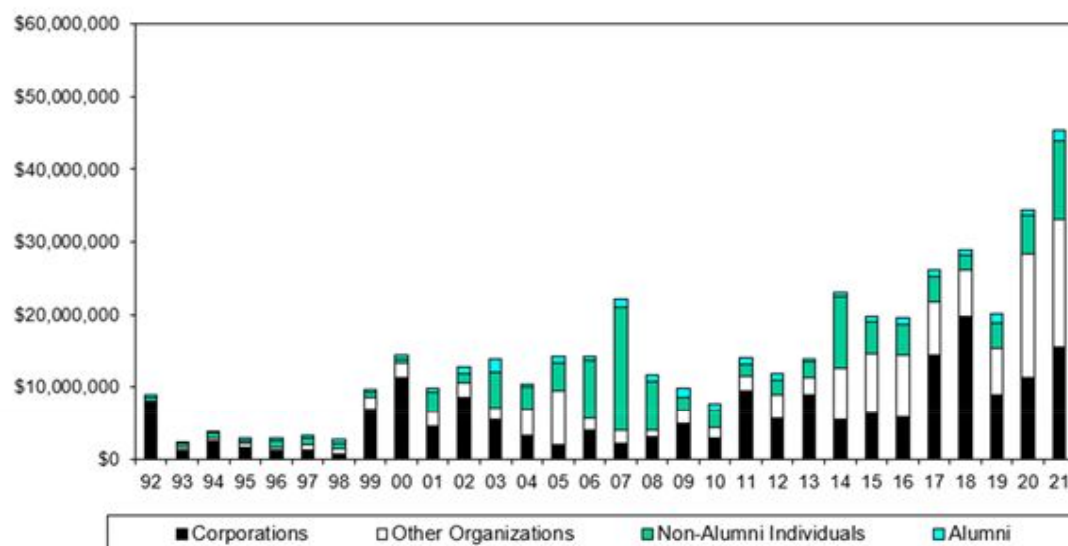
Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for 4,946 (2015-16), 604 (2016-17), and 6 (2017-18) non-alumni individual donors.

Source: TMU Office of the Vice-President University Advancement and Alumni Relations

Figure 4.3**Annual Level of Donation Commitments**

Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made. Lifeline Syria initiative accounted for \$3.57 million (2015-16), \$0.42 million (2016-17), and \$38,040 (2017-18) from non-alumni individuals.

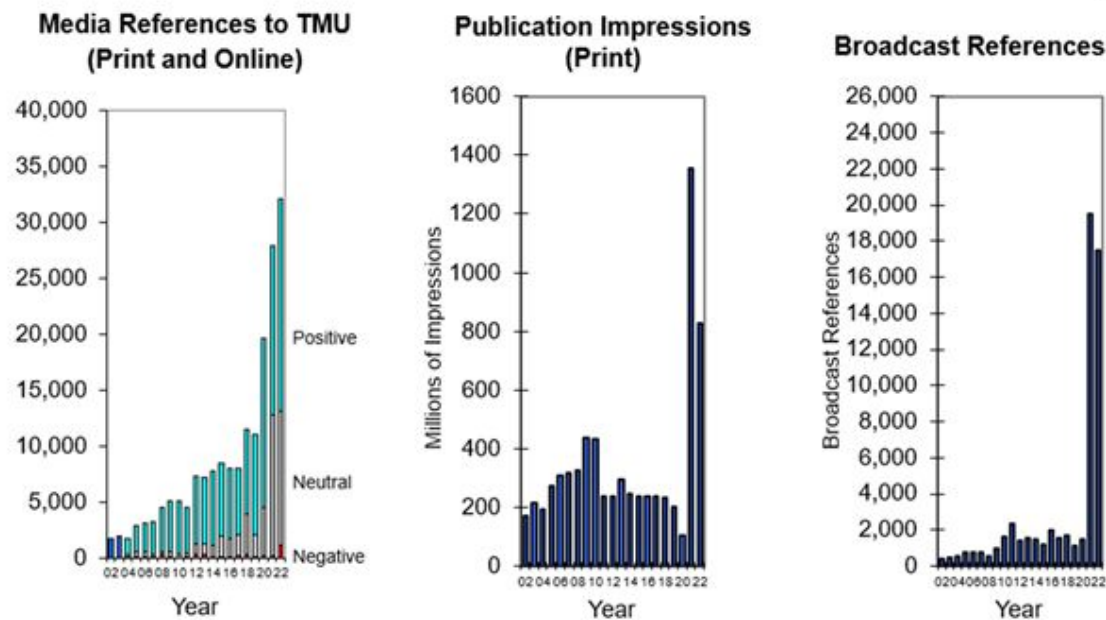
Source: TMU Office of the Vice-President University Advancement and Alumni Relations

Figure 4.4**Annual Level of Donations Received**

Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for \$3.01 million (2015-16), \$0.54 million (2016-17), \$29,205 (2017-18), and \$25,000 (2018-19) from non-alumni individuals.

Source: TMU Office of the Vice-President University Advancement and Alumni Relations

Figure 4.5



Note: In 2021, the Central Communications unit **changed** its data vendor to Meltwater. Meltwater currently has the world's largest media source base and its greater capacity for capturing media coverage accounts in large measure for the order of magnitude increase over prior years. The improved coverage for 2021 and future years does come at the expense of direct comparison to 2020 and earlier.

Source: TMU Central Communications