

BOARD OF GOVERNORS
September 28, 2022
Jorgenson Hall – JOR 1410
380 Victoria Street
2:00 p.m. to 4:00 p.m.
 Live Stream: <https://youtu.be/AD0RlpUgkI0>

Time	Item	Presenter/s	Action
2:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
	2. IN-CAMERA DISCUSSION (Executive Group Invited)	Tony Staffieri	Information
	END OF IN-CAMERA SESSION		
	3. INTRODUCTION	Tony Staffieri	
	3.1 Welcome		
	3.1.1 Land Acknowledgement		
	3.1.2 Chair’s Remarks		
	3.2 Approval of the September 28, 2022 Agenda		Approval
	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Jennifer Simpson	Information
	7. REPORT FROM THE VICE-PRESIDENT, ADMINISTRATION AND OPERATIONS	Saeed Zolfaghari	Information
3:15	8. DISCUSSION ITEMS		
	8.1 REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSIONS COMMITTEE	Rob Graham	Information

8.1.1 Ryerson Retirement Pension Plan Valuation Report at March 31, 2022 Joanne McKee
Jan Neiman **Approval**

8.1.2 Appointment of the Actuary for the Ryerson Retirement Pension Plan Jan Neiman **Approval**

8.2 **Student Wellbeing Centre Referendum Proposal** Jen McMillen **Approval**

9. FOR INFORMATION

9.1 Toronto Metropolitan University Common Abbreviations Julia Shin Doi Information

9.2 University Relations Monthly Metrics and Reach Jennifer Grass Information

10. CONSENT AGENDA

10.1 Approval of the June 30, 2022 Minutes Tony Staffieri **Approval**

4:00 11. TERMINATION

NEXT MEETING: November 30, 2022

Index of Presenters

Board Members:

Rob Graham, Chair of the Employee Relations and Pensions Committee
Mohamed Lachemi, President & Vice-Chancellor
Catherine Paisley, Chair of the Audit Committee and Chair of the Governance Committee
David Porter, Chair of the Finance Committee
Tony Staffieri, Board Chair

Executive Group Members:

Glenn Craney, Chief Strategy Officer
Jennifer Grass, Assistant Vice-President, University Relations
Joanne McKee, Chief Financial Officer
Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
Jennifer Simpson, Provost and Vice-President, Academic
Saeed Zolfaghari, Vice-President, Administration and Operations

Senior Management and Other Presenters:

Roberta Iannacito-Provenzano, Vice-Provost, Faculty Affairs
Brian Lesser, Chief Information Officer
Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board
Jen McMillen, Vice-Provost, Students
Jan Neiman, Director, Pensions and Benefits
J. Brad Walters, Executive Director & Chief Negotiator, Office of the Vice Provost, Faculty Affairs

BOARD GREETINGS

I am pleased to welcome new and returning members of the Board of Governors to the 2022–23 academic session. As we make a robust return to campus, our community is grateful for your unstinting support, which has enabled us to move forward with determination and grit through a challenging time. Best wishes for a healthy, productive, and enjoyable year.

RETURN TO CAMPUS

The beginning of the Fall 2022 term at Toronto Metropolitan University marks a full return to in-person learning and teaching. The majority of classes are taking place in person and on campus, with online delivery still available for a small number of courses. All student-facing services and supports are available in person, on campus; some will also continue to offer virtual options, where feasible, to meet student needs. For the 2022–23 school year, campus buildings continue to require a OneCard for access. Our vaccination and masking policies are paused, although we recommend that community members wear a well-fitted mask while indoors. TMU may need to reinstate these policies, should public health indicators change. The Future of Work program continues to support leaders in designing flexible work arrangements for their teams, where possible.

PRESIDENT'S ENTRANCE SCHOLARSHIPS

TMU applicants with demonstrated exceptional academic accomplishments, leadership qualities, creativity, and independent thought are eligible for renewable scholarships valued at \$10,000 per year. Both national and international (*) scholarships are awarded. We are proud to welcome the 2022–23 recipients:

Faculty of Arts – Nikita Jogadia*, Psychology; Victries Ogbeide, Psychology
The Creative School – Dora Erskine, Journalism; Aaniqa Hemnani*, Sport Media
Faculty of Community Services (FCS) – Rianna Meru, Nursing; Ngoc Linh Nguyen*, Nursing
Faculty of Engineering and Architectural Science (FEAS) – Abdul Shafe Khan*, Chemical Engineering; Emily Peelar, Aerospace Engineering
Faculty of Science – Gabriela Diaz*, Biomedical Sciences; Abigail Willie, Financial Mathematics
Ted Rogers School of Management (TRSM) – William Diao, Business Management; Jasmann Narang*, Business

CONGRATULATIONS

Toronto Metropolitan University was ranked #9 on Forbes' 2022 Canada's Best Employers for Diversity list and is the highest-ranked post-secondary institution in Ontario. The list was derived from an anonymous survey of more than 10,000 Canadians working for businesses with 500 or more employees. Businesses were ranked based on recommendations, as well as diversity in boards and executive ranks, and initiatives to drive diversity and inclusion.

EVENTS AND INITIATIVES

BLACK EXCELLENCE GRADUATION CELEBRATION

On June 9, TMU hosted its third annual Black Students' Graduation Celebration. The theme of this year's ceremony was, "*Black flourishing.*" The event was hosted by the Black Excellence Committee and featured remarks by Justice Gregory Regis (honorary DLaws '21) and a performance by spoken word artist, Kevan Davidson (Sociology '20), as well as special messages from Black faculty and staff members. As a Black Excellence Initiative, the celebration was organized in partnership with the Office of the Vice-President, Equity and Community Inclusion; the Office of the Vice-Provost, Students (Tri-Mentoring Program); the Office of the Vice-Provost, Academic (Experiential Learning); and the Office of the Vice-President, University Advancement and Alumni Relations.

SPRING CONVOCATION

From June 13 to 24, TMU hosted 8,900 graduates at 20 ceremonies at the Mattamy Athletic Centre, marking the first return to in-person Convocation ceremonies since 2019. Graduates from the classes of 2020 and 2021 who conferred virtually were welcomed back and given the opportunity to cross the stage and receive their diplomas in person. The ceremonies marked the debut of special stoles celebrating the identities and achievements of Black and Indigenous graduands and graduates. Black participants could wear Kente stoles, which were woven in Ghana; Indigenous students could wear Indigenous stoles designed through a collaboration between Aboriginal Student Services and the Ceremonials office. For the first time, an emotional support dog, Bao Bao, crossed the stage with his owners wearing a gown specially made by the Ceremonials team.

CELEBRATING INDIGENOUS GRADUATES

On June 16, Ryerson Aboriginal Student Services hosted the Indigenous Student Graduation and Awards Ceremony. As the gathering was held in-person, it honoured not only graduating students, but also recent graduates from 2020 and 2021. Congratulatory remarks were delivered by Joanne Dallaire, elder (Ke Shay Hayo) and senior advisor, Indigenous relations and reconciliation, and Monica McKay, director of Aboriginal Student Services. The event was MC'ed by Brian Norton, program coordinator for Aboriginal Student Services.

BRAMPTON VENTURE EXPO

On June 16 and 17, the Ryerson Venture Zone in Brampton (since renamed Brampton Venture Zone by TMU, in August), in partnership with the City of Brampton, virtually hosted the second annual Brampton Venture Expo. The event—aimed at startup founders and those considering making the leap into entrepreneurship—featured one-on-one and group networking sessions as well as discussions with industry experts on topics ranging from: innovation and entrepreneurship in Brampton; how startups can shape the future of cities and contribute to health care; and creative entrepreneurship and brand-building. A special in-person closing festival, BVX Fest, was held on the 17th at Ken Whillans Square in downtown Brampton, featuring music from local hip-hop and R'n'B artists as well as local food vendors.

CROWN PRINCE OF LUXEMBOURG AT TMU

On June 21, Crown Prince Guillaume of Luxembourg, and Franz Fayot, Luxembourg's minister of the economy, visited the DMZ as part of an official economic mission to Canada. Together with a delegation of more than 70 representatives of Luxembourg-based companies, Prince Guillaume attended the start-up event, "*Building bridges to accelerate start-ups on both sides of the Atlantic,*" during which three start-ups from Toronto and Luxembourg each delivered pitches. The visit was aimed at exploring possibilities for collaboration between the DMZ and the public initiative, *Startup Luxembourg*, involving the transatlantic expansion of start-ups.

NATIONAL INDIGENOUS PEOPLES DAY

On June 21, TMU marked National Indigenous Peoples Day with events organized by a collective of Indigenous and non-Indigenous TMU staff members. The day opened with a hybrid in-person and virtual welcome and social gathering, with a greeting by Joanne Dallaire. Other events included a virtual heart garden to honour residential school survivors and their families; a children's Indigenous story time session in the Kerr Hall Quad; a button-making session; the hybrid panel discussion, "*How to Be a Good Ally,*" featuring TMU staff, faculty, and students; a tour of the Indigenous Foodways and Medicine Garden at the Daphne Cockwell Health Sciences Complex; and a closing presentation about wampum by Brian Charles, Indigenous liaison for the provincial and federal governments. In addition, to mark National Indigenous Peoples Month in June, the Centre for Excellence in Learning and Teaching featured a collection of Indigenous teachings and highlighted the work of Indigenous community members on its website.

HUMAN RIGHTS CODE CONFERENCE

On June 23, the Lincoln Alexander Law School and TMU's Human Rights Services, together with the Ontario Human Rights Commission, hosted the virtual conference, "*Human Rights @ 60: Reflecting and Reimagining,*" on the 60th anniversary of Ontario's Human Rights Code. Speakers included Cindy Blackstock, executive director of First Nations Child and Family Caring Society; Keith Smith, director general of the United Nations Declaration on the Rights of Indigenous Peoples Act Implementation Secretariat at the Department of Justice; and Brenda Gunn, research director of the National Centre for Truth and Reconciliation. Speakers focused

not only on the history of the code, but also on the racism, discrimination, and inequalities that remain despite its existence, and how they can be effectively addressed.

ELECTION STRATEGISTS AT TMU

On June 23, the TMU Democracy Forum hosted strategists from all four major provincial political parties for a virtual post-mortem on the provincial election entitled, “*A Meeting of Rivals: Four Campaign Managers Unpack.*” Michael Balagus (campaign director, New Democratic Party), Nick Kouvalis (strategist and chief pollster, Progressive Conservative Party), Christine McMillan (campaign director, Liberal Party), and Becky Smit (campaign director, Green Party) discussed topics such as fundraising, voter modelling, advertising, and the value (or lack thereof) of debates.

STUDENT DISCUSSION WITH PM TRUDEAU

On July 6, the Books Art Music (BAM) Collective, a youth-led organization founded by TMU students, was represented at a roundtable discussion on gun violence and community safety hosted by Prime Minister Justin Trudeau, alongside Toronto Raptors Vice Chairman and President, Masai Ujiri, and Etobicoke North MP, Kirsty Duncan. Held at Rexdale Community Hub, representatives of Toronto neighbourhood organizations were also at the table. BAM Collective’s policy and operations lead, fourth-year politics and governance student, Ali Areesh Somani, called on the prime minister to provide more resources and funding to grassroots youth-led organizations to help boost safety and wellbeing.

NEW ATHLETICS TEAM NAME

On August 29, TMU announced that our varsity athletics teams, formerly the Rams, will now be called The Bold. Furthermore, our mascot, formerly Egerton “Eggy” the ram, will now be a falcon. The renaming and reimagining process fulfils one of the 22 recommendations put forward in the Standing Strong Task Force’s 2021 report. A renaming committee guided the process, which involved 4,800 responses to surveys. Chosen over other shortlisted names, The Meteors and The Towers, The Bold signifies the intrepid fearlessness that is a core value of our university, reflected in our approach to learning and research, and demonstrated on the court, the field, and the rink by our athletes. Suggested by many survey respondents, the committee decided that the falcon—a bold animal whose nests are often found on campus rooftops—would be an ideal fit as mascot. The team logo is currently in development, as are uniforms and a physical mascot, complete with a nickname. Facilities at the MAC will be updated to reflect the new name over the course of the academic year.

INAUGURAL MAGNET ADVISORY BOARD

On August 29, Magnet announced its inaugural advisory board, made up of 15 members chaired by former federal minister of finance, Bill Morneau, and vice-chaired by president and CEO of Coast Mountain College, Laurie Waye. The board’s initial mandate will be to provide guidance to TMU and Magnet on establishing the governance framework of the not-for-profit social innovation platform, and on setting out an agenda for its strategic growth. The board represents a diverse range of highly accomplished leaders from within TMU and across

Canada, representing various industries and sectors. Together, they will help Magnet support businesses, educational institutions, and government and industry associations in working towards an inclusive workforce and sustainable economic development.

CYBERSTART CANADA

On September 6, Rogers Cybersecure Catalyst launched CyberStart Canada, an online cybersecurity learning platform for female and non-binary high school students. The program seeks to engage 700 students in Ontario, Alberta, and British Columbia during 2022–23, and the following year it will roll out nationally. Participants gain access to the CyberStart game, featuring online challenges and over 200 hacking labs, as well as workshops, webinars, competitions, and community boards. The platform is funded by Public Safety Canada's Cyber Security Cooperation Program and supported by the SANS Institute. The platform is geared towards closing the gender gap in cybersecurity in terms of knowledge, skills, and interest in careers.

MADE OF GRIT

On September 9, TMU launched the new campaign, "*Made of Grit*." It foregrounds our urban location and city-building focus—as grit is the grain that makes up both concrete and glass—as well as our community's determination and drive. The campaign features posters, T-shirts, videos, and a website, all of which showcase the way our students, faculty, and staff have come through many changes and challenges. The website features stories about individual community members' resilience, and through the #TMUGrit contest that runs until October 5, community members are invited to post and submit videos that portray their sense of grit.

from the President's Calendar

June 7, 2022: At St. Michael's Hospital, I met with Tim Rutledge, president and CEO of Unity Health Toronto, to update him about our progress on the medical school.

June 7, 2022: At the DMZ, I hosted an Egyptian business delegation, headed by Sherif Elbadrawy, economic and political officer at the Egyptian embassy, where we discussed the DMZ's current activities in Toronto and in Egypt.

June 8, 2022: Chancellor Janice Fukakusa and I met with philanthropist Emmanuelle Gattuso, who received an honorary doctorate from TMU virtually in June 2021, to congratulate her in person.

June 8, 2022: I chaired a regular virtual meeting of the finance committee of Universities Canada.

June 8, 2022: Along with Vice-Provost, Students, Jen McMillen, I hosted a town hall meeting for students, where we gave information about current projects to reimagine student wellbeing and mental health on campus and listened to students' questions, input, and advice.

June 9, 2022: For the virtual Black Graduation Celebration, I was pleased to give remarks congratulating graduates on their achievements and expressing our hope that they will stay in touch with TMU to help shape the university for the students of the future.

June 9, 2022: I recorded remarks that were later delivered during TMU's National indigenous Peoples Day event, on June 21. I reaffirmed the university's values of justice, equity, inclusion, and mutual respect, as well as our commitment to addressing the recommendations of the Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force.

June 10, 2022: I chaired a regular virtual meeting of the board of the Council of Ontario Universities (COU).

June 13–24, 2022: I attended convocation ceremonies for graduates from 2020 to 2022 from the Faculty of Arts (June 13), FCS (June 13, 15, 21, and 22), FEAS (June 14 and 20), TRSM (June 14, 23, and 24), the Faculty of Science (June 16), and The Creative School (June 16 and 17).

June 15, 2022: I met with Sajjad Ebrahim (honorary DLaws '19), president of the Canadian Jaffari Muslim Foundation, to update him on the progress of TMU's medical school.

June 15, 2022: I attended a board social hosted by Chair Tony Staffieri at the Rogers Centre during a game between the Toronto Blue Jays and the Baltimore Orioles.

June 16, 2022: I was pleased to deliver congratulatory remarks at the Indigenous Student Graduation and Awards Ceremony, during which I reaffirmed the university's determination to move forward on reconciliation and expressed our hope that graduates would stay in touch and help shape the best possible experience for Indigenous students.

June 17, 2022: I hosted a visit to the DMZ for a delegation from New South Wales (NSW), Australia, headed by Brad Hazzard, NSW minister for health.

June 20, 2022: Along with Matthew Baker, associate director of government relations, and Charles Finlay, founding executive director of Rogers Cybersecure Catalyst, I hosted a delegation of business and technology leaders from Ukraine at TMU to discuss ways our university can help the country during the current crisis.

June 20, 2022: I met with Silvio De Gasperis (honorary Deng '21), owner of TACC Construction, and Alana De Gasperis (Urban and Regional Planning '10), director of Planning and Corporate Affairs at TACC Developments, to update them on the progress of the medical school.

June 21, 2022: I attended the funeral service for former director of Rogers Communications, Loretta Rogers.

June 22, 2022: I chaired a regular online meeting of the School of Medicine Development Committee.

June 22, 2022: I attended a dinner hosted by Janice Fukakusa at the Toronto Club for Ed Sonshine, founder and chairman, RioCan Real Estate Investment Trust, in advance of the honorary doctorate he received the next day.

June 23, 2022: Over dinner, I met with Kevin Smith, president and CEO of Unity Health Network (UHN), to update him on the progress of the medical school.

June 25, 2022: At Queen's Park, I attended the presentation of the new and returning members of the executive council of Ontario.

June 30, 2022: I attended a monthly meeting of the Registrar's Office, during which I thanked the staff for supporting the university's goals and participated in a Q&A session with University Registrar, Robyn Parr.

June 30, 2022: I chaired a meeting of the COU's human resources committee.

July 1, 2022: I attended the annual banquet of the Muslim Medical Association of Canada, where I delivered remarks about TMU's plans for the medical school.

July 5, 2022: In Brampton, Matthew Baker, Board member Jack Cockwell (honorary DComm '04), Vice-President, Administration and Operations Saeed Zolfaghari, and I toured a potential site for the medical school.

July 5, 2022: I met virtually with a group of Egyptian journalists from various media outlets to discuss TMU's new campus in Cairo.

July 5, 2022: I was interviewed by host Yasmine Belahlou for the CAN HEAL organization's Hikayati podcast, which focuses on the stories of Arab immigrants.

July 6, 2022: I recorded remarks that were later shared with the 2022 TMU cohort of the SHAD Canada STEAM and entrepreneurship program for students in grades 10 and 11.

July 7, 2022: Along with Vice-President, Research and Innovation Steven Liss; Dean of Science David Cramb; Dean of Engineering and Architectural Science Tom Duever; and Assistant Vice-President, Business Development and Strategic Initiatives Johannes Dyring, I met with representatives of Xerox Canada, including President Martin Bachant, to continue our conversation about potential collaboration in the areas of digital and physical production.

July 8, 2022: I met with Karli Farrow, president and CEO of Trillium Health Partners, to update her on the progress of the medical school.

July 13, 2022: I hosted Bob Dodds, commissioner at the Ontario Energy Board, for a visit to the 10th floor of the library to view recently renovated areas, as well as the plaque recognizing the \$600,000 donation made by his fraternity, Phi Kappa Pi, in 2018.

July 14, 2022: I chaired a regular online meeting of the School of Medicine Development Committee.

July 14, 2022: I pre-recorded remarks welcoming attendees to the Leaders of Today conference for TMU student leaders, affirming how critical their work is in building community and helping the university understand students' perspectives.

July 15, 2022: Over lunch in Brampton, I met with Treasury Board of Ontario President, Prabmeet Sarkaria, and his fellow Brampton MPPs Hardeep Grewal, Graham McGregor, Amarjot Sandhu, and Charmaine Williams, to speak about next steps, post-election, for the medical school.

August 8, 2022: I met with Mira Backo-Shannon, vice-president, clinical programs and innovation at Ontario Health, to update her on our progress on the medical school.

August 9, 2022: I met with Greg Kalil founder of real estate advisory firm Stormont Partners, to update him on the campus master plan.

August 10, 2022: Over lunch, I met with Ana Serrano, president and vice-chancellor of OCAD University, and Anne Fawcett, Advisor at The Caldwell Partners International and board member of the York Club, to prepare a panel discussion about the role of urban universities in Canada, which will be held on November 10 at the York Club.

August 11, 2022: Creative School Dean Charles Falzon, Jack Cockwell, Janice Fukakusa, and I were given a guided tour of the Allied Music Centre at Massey Hall, to explore opportunities for collaboration between the venue and our professional music program.

August 11, 2022: Along with Johannes Dyring, I met with representatives of the Brightwater development site in south Mississauga to discuss ways of furthering our ongoing partnership.

August 11, 2022: I hosted a lunch to celebrate this year's honorary doctorate recipients; it was attended by Mohammad Al Zaibak, Michael "Pinball" Clemons, Avvy Yao-Yao Go, Anju Virmani Kumar, and George Strathy.

August 11, 2022: Along with Deputy Provost and Vice-Provost, University Planning Glenn Craney, I met with two representatives of the University of Pretoria in South Africa: Vice-Chancellor and Principal Tawana Kupe and Grants and Strategic Partnerships Specialist Farai Kapfudzaruwa. We explored possibilities for collaboration between our universities.

August 11, 2022: As an award recipient, I attended the ceremony at the Sheraton Centre for the 2022 Top Canadian Immigrant Awards.

August 16, 2022: Assistant Vice-President, University Relations, Jennifer Grass, and I met with Chris Murray, outgoing city manager of the City of Toronto, to discuss the role of universities in cities.

August 16, 2022: I recorded a video for University Relations' "*Made of Grit*" campaign; it was published on YouTube on September 9.

August 16, 2022: I met with Andrea Barrack, former Ontario Liberal Party candidate for University Rosedale, to update her on current events and initiatives at TMU.

August 17, 2022: Over lunch, I met with former federal minister of finance Bill Morneau to thank him for taking up his new role as chair of Magnet's advisory board, and to update him about events and initiatives at TMU.

August 22, 2022: As past-chair, I attended a special, virtual executive heads meeting of the COU to discuss working with the provincial government post-election.

August 22, 2022: I attended a dinner hosted by Prime Minister Justin Trudeau at the Royal Ontario Museum in honour of Olaf Scholz, chancellor of Germany.

August 23, 2022: I spoke with Chua Chia-yi, honorary consul general of Singapore, to update him on my visit to his country in May to explore opportunities for transnational education and research collaboration.

August 24, 2022: I participated in a virtual briefing meeting hosted by the program CivicMatch, in advance of my hosting their upcoming Rising Leaders Conversation on September 13.

August 24, 2022: Matthew Baker and I met with Vic Gupta, CEO of City of Toronto real estate portfolio managing agency CreateTO, to discuss opportunities for collaboration in spaces available at Old City Hall.

August 24, 2022: Over lunch, I met with Paul Davidson, president and CEO of Universities Canada; we updated each other on new developments at his organization and TMU.

August 24, 2022: I met with Claudia Krywiak, president and CEO of Ontario Innovation and my fellow advisory committee member at OneEleven, to update her about new developments at TMU.

August 29, 2022: During the Law Practice Program's virtual welcome/orientation event, I delivered remarks congratulating the new participants and outlining the great progress the program has made in its nine years of existence.

August 29, 2022: I delivered welcoming remarks at the academic orientation for engineering students, praising the students' resilience and determination, and reinforcing the value of extracurricular activities.

August 29, 2022: In the Kerr Hall Quad, I was pleased to deliver remarks at the Invocation/Orientation Kick-Off event, welcoming the first class ever to enter our university under its new name.

August 29, 2022: At the George Vari Engineering and Computing Centre, I met with Helen Vari to discuss the planned location of a friendship plaque dedicated to George Vari, which is to be unveiled in the fall.

August 31, 2022: Over lunch, Matthew Baker and I met with Marci Ien (RTA '91), Canada's minister for women, gender equality, and youth, to update her about the renaming of the university, our progress with the medical school, and other TMU activities.

August 31, 2022: At the George Vari Engineering and Computing Centre, I delivered welcoming remarks at the First Year Engineering Office's Parent Info Night.

September 1, 2022: Along with Glenn Craney; Faculty of Community Services Dean Kiaras Gharabaghi; and Head, Establishment of Medical School Andrew Padmos, I met with representatives of the Houston-based healthcare education company GMED Global. We discussed potential partnerships in nursing and medical education.

September 1, 2022: In the Kerr Hall Quad, I delivered closing remarks at the International Student Support Welcome Party, sharing my own story of having been an international student in Canada.

September 2, 2022: Matthew Baker, Jennifer Grass, and I met with Brampton MPs Shafqat Ali, Maninder Sidhu, and Sonia Sidhu to discuss TMU's progress with the medical school and federal support for our initiatives in Brampton.

September 2, 2022: I met with Rola Dagher, global channel chief at Dell Technologies, to update her on TMU's latest initiatives in technology.

September 6, 2022: Over lunch, I met with Mary W. Rowe, president and CEO of the research organization Canadian Urban Institute, to discuss the role of universities in recovery from the COVID-19 pandemic.

September 7, 2022: I hosted Jill Dunlop, Ontario's minister of colleges and universities, who took a tour of the Student Learning Centre, and welcomed students back to campus ahead of the new academic year.

September 8, 2022: I met once again with UHN President and CEO, Kevin Smith, as well as his chief of staff, Brian Hodges, to continue our discussion about the medical school and opportunities for partnerships with hospitals in the GTA.

September 8, 2022: At the hybrid welcome session for TMU faculty chairs and directors, I delivered remarks about lessons we can learn from the remote learning experience in our return to campus, and about continuing to embed TMU's core values into teaching, learning, and research.

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer; J. Lee, Director, Administration and Governance; Adela Mall, Senior Legal Counsel and Governance Officer

Subject: Report from the Secretary

Date: September 28, 2022

1. Orientation for New Board Members

The Orientation for New Board Members was held on September 12, 2022. The President, Chair, Vice-Chair, and Secretary met with new Board members, provided an overview of Toronto Metropolitan University's (the "University") core business and explained how Board members can engage with strategic planning while supporting the goals and vision of the University. All Board members were invited to the session. The materials from the session are posted on Diligent in the Resources Centre.

2. Governance Essentials Training

The Governance Essentials Training program provides Board members with an introduction to corporate governance and financial oversight at the University. All Board members are encouraged to attend the training sessions. Participants who attend all the training sessions will be awarded a certificate of completion. The program schedule is posted on Diligent, and the training materials will be posted on Diligent in the Resource Centre.

Pension Literacy: Thank you to Jan Neiman, Director, Pensions and Benefits, and Rhea Bowen and David Kenny of Willis Towers Watson for providing the pension literacy session on September 15, 2022. Board members learned about actuarial concepts and how they apply to the Ryerson Retirement Pension Plan.

The upcoming sessions are as follows:

Financial Literacy Module 1

October 6, 2022, 1:00 p.m. to 2:30 p.m.

**Research and Innovation
Making Toronto Metropolitan University's
Values of Equity, Diversity and Inclusion
an Intentional Practice**

November 21, 2022, 2:00 p.m. to 4:00 p.m.
December 15, 2022, 1:00 p.m. to 2:30 p.m.

3. Indigenous Education for Board Members - The Path Program

Thanks to Board members, David Miller and Joanne Dallaire, the Board Secretariat organized an online Indigenous educational program that was available to all Board members. This educational program, "The Path: Your Journey Through Indigenous Canada", is still available online for members. Please contact the Board Secretariat at boardsecretariat@ryerson.ca if you are interested in participating in this program at your own pace, and the relevant registration information will be provided to you. A number of Board members are participating in this course and a few have earned a certificate of completion.

4. Board Secretariat Team

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

Board Secretariat Key Functions and Contacts

Board Secretariat Key Functions	
Board of Governors Meeting	Julia Shin Doi, Adela Mall
Audit Committee	Julia Shin Doi, Adela Mall, Josie Lee
Employee Relations and Pensions Committee	Julia Shin Doi, Vidya Luckiram
Finance Committee	Julia Shin Doi, Vidya Luckiram
Governance Committee	Julia Shin Doi, Adela Mall
Investment Advisory Committee	Jennifer MacInnis, Vidya Luckiram
Negotiations Committee	Julia Shin Doi, Vidya Luckiram
Property Committee	Jennifer MacInnis, Vidya Luckiram
Election Procedures Committee	Julia Shin Doi, Jennifer MacInnis
Election and Referendum	Jennifer MacInnis
Appointment of Board Members	Julia Shin Doi, Josie Lee, Adela Mall
Committee Membership	Julia Shin Doi, Josie Lee
Events	Josie Lee
General Inquiry	Board Secretariat Team (boardsecretariat@ryerson.ca)
Search	Julia Shin Doi, Josie Lee
Training, Orientation, and Education	Julia Shin Doi, Josie Lee

Board Secretariat Contacts		
Julia Shin Doi	Secretary of the Board of Governors	julia.shindoi@ryerson.ca
Gwendolyn Dennis	Administrative Coordinator, Board of Governors	gwendolyn.dennis@ryerson.ca
Darline Hasrama	Administrative Coordinator	darline.hasrama@ryerson.ca
Josie Lee	Director, Administration and Governance	ejosiele@ryerson.ca
Vidya Luckiram	Governance Specialist	vidya.luck@ryerson.ca
Jennifer MacInnis	Assistant Secretary of the Board of Governors	jmacinnis@ryerson.ca
Adela Mall	Senior Legal Counsel and Governance Officer	adela.mall@ryerson.ca

BOARD GREETINGS

I am pleased to welcome new and returning members of the University Board of Governors to the 2022-23 academic year. There is a sense of excitement on campus as we return to full in-person instruction and activities. As you know, the university's vaccination and mask policies are currently on pause, and will remain so for the fall semester. We continue to monitor the impact of COVID-19 as well as Monkeypox in the city and province and will be nimble in responding to changes and in planning for the future.

The planning for the medical school is well underway and we are currently in Phase II, the proposal development phase. This involves both internal (Senate) and external (Committee on Accreditation of Canadian Medical Schools) approval processes. The project is multi-faceted, with many layers of activity and work—academic and programmatic aspects; student, faculty and community engagement; and collaboration with local physicians and the medical community, as well as government and the city of Brampton and surrounding areas.

We have also been working closely with William Osler Health System, who have been identified as the School of Medicine's key hospital partner in providing the clinical learning environment for medical education, on the aforementioned layers of activity, particularly physician engagement. We have in place governance and staffing infrastructure for Phase II and look forward to continuing to move forward with the proposal development phase.

Here are some recent and forthcoming highlights, beginning with our first in-person orientation week since 2019.

Orientation Week – Over 2,500 students attended the “Road to TMU” Orientation Week, which ran from August 28 to September 5 and was organized by Student Life and Learning Support. The more than 120 on-campus activities were designed with special consideration for students' intersecting identities and lived experiences, with programming created especially for Black, Indigenous, international, mature, and queer students. Activities included sports, live music, carnival games, a body-positive fashion show, information sessions, art, film, and mixers and parties. August 28 was Move-In Day, during which more than 1,000 students moved into TMU's three residences; among them were 316 international students arriving from a total of 51 countries, as well as 773 domestic students, 78 per cent of whom are from Ontario.

In addition, faculties and schools hosted their own orientation events. The Ted Rogers School of Management (TRSM) had over 2,900 attendees at its orientation. MBA students completed their first case competition on the Toronto Argonauts football club and presented their findings in-person to industry leaders at BMO Field. The Centre for Learning and Teaching (CELT) hosted its first in-person orientation for teaching and graduate assistants as a Symposium Day, including a keynote, breakout

discussions, and a networking session. For faculty, the Academic Integrity Office, in collaboration with The Creative School and the Live Actor Simulation Program, offered a new, simulation-based workshop on academic integrity.

Accreditation and Awards – TRSM has successfully extended its accreditation with the Association to Advance Collegiate Schools of Business (AACSB) for another five-year term. Fewer than 5 per cent of the world’s 13,000 business programs have earned this accreditation—often referred to as a “gold standard.” The accreditors remarked on the school’s exceptional growth in research output and quality in the past five years and called the Ted Rogers Co-op program its “jewel in the crown.”

The Chang School has established five new merit-based awards to support learners in Caribbean studies, entrepreneurship and small business, fundraising management, and urban agriculture. The awards recognize both academic achievement and community engagement, and they promise to have a meaningful impact for continuing learners, for whom funding opportunities are scarcer than for full-time students.

Looking Ahead – In October, The Chang School will begin offering microcredentials that it has developed after close consultation with industry to identify competencies that are in high demand. A revision to Senate Policy 76 this summer granted the school the power to issue them, along with microcertificates.

The Graduate Leadership Institute and the Office of Social Innovation (OSI) will jointly run GRADVision in October, an experiential leadership and professional development program for graduate students from across TMU. Successful applicants will receive values and vision leadership training and then be given an opportunity to implement their ideas and apply their learning, with access to OSI’s Social Innovation and Activism Fund.

Also in October, the DMZ will launch its Newcomer Entrepreneurship Program nationwide. This free 10-week program, supported by the Future Skills Centre, features mentoring, coaching, networking, an introduction to the Canadian funding landscape, and the opportunity to compete for grants.

Looking farther ahead, the Faculty of Engineering and Architectural Science has started recruiting for its new Bachelor of Engineering in Mechatronics, which will launch in Fall 2023. This program will offer students specialized knowledge in modern control theory, microcontrollers, intelligent systems, and robotics.

CONGRATULATIONS

Kristyan Calletor and Mathieu Howard, two students in architectural science, won joint first place at the 2022 Steel Design Student Competition in the category “Towards a New Monumentality”. They tied with a team from Woodbury University. The competition was hosted by the Association of Collegiate Schools of Architecture (ACSA) and the American Institute of Steel Construction (AISC) and asked students to envision “democratic public spaces for the twenty-first century.” The jury praised the TMU team’s entry, “Indigenous Lives Memorial,” for “impeccable drawings,” “sophistication,” and the “elegant ways” they used steel, with columns and pipes resembling a forest of trees. This achievement marks the fifth year in

a row when teams from TMU, supervised by Prof. Vincent Hui, have received first- or second-place prizes in this prestigious international competition.

Imogen Coe, professor of science, has been appointed the inaugural scholar in residence at the Natural Sciences and Engineering Council of Canada (NSERC). Working with NSERC's Vice-President's Office, Research Grants and Scholarships, she will offer her expertise on topics such as equity, diversity, and inclusion; programming and delivery; and training and supporting young researchers.

The Creative School won the Grand Gold Award—the highest level of distinction—in the 2022 Circle of Excellence Awards from the Council for Advancement and Support of Education (CASE) for its repositioning and renaming from the “Faculty of Communication and Design.” Out of 4,500 entries, judges selected only 41 projects for Grand Gold Awards. The citation states that the “name change made the brand clearer [and] more concise to appeal to its audience” and called the project “creative, authentic, and impressive.”

Tracey Raney, professor of politics and public administration, has won two prizes from the Canadian Political Science Association: the Jickers prize for research (for her article “Fixing the Upper House? A Gender and Race-Based Analysis of the Canadian Senate's Harassment and Violence Prevention Policy”) and the Prize for Teaching Excellence. The jury report from the teaching prize described her as “an innovator” with “a strong commitment to the improvement of university teaching and university learning.”

The Toronto Metropolitan Formula Racing (TMFR) team placed first in Ontario and fifth in Canada in the June Formula SAE [Society of Automotive Engineers] Michigan Electric Vehicle Series competition. Despite not having had time to finish building the car they had designed due to COVID-19, the team placed first in the business presentation event, 12th in the cost event, and 27th in the overall design event, ranking them 15th out of 55th teams overall.

PARTNERSHIPS

Jet Ice Chair – The Faculty of Science and Toronto-based company Jet Ice have partnered to establish the Jet Ice Research Chair in Sustainable Materials Chemistry at TMU. As an industry leader in ice-making and ice-painting for a variety of sports at various levels—including the Winter Olympics and NHL hockey—Jet Ice is investing in the chair in order to solidify proven scientific principles for sustainable ice-making and ice-painting. The inaugural chair is Stefania Impellizzeri, professor in the Department of Chemistry and Biology. Her current research is focused on making new, functional, and sustainable materials; she will apply it by researching techniques for improving ice-making and ice-painting quality. The partnership builds on a longstanding relationship: the late Doug Moore, Jet Ice's founder, was chief engineer for Maple Leaf Gardens in the 1970s; today, the Engine Room in the Mattamy Athletic Centre (MAC) is named in his honour, and the Jet Ice Lounge feature event space overlooks Mattamy Home Ice.

Red Bull Gaming Hub – On September 7, The Creative School, in partnership with Red Bull Canada, launched the Red Bull Gaming Hub. Dedicated to video games and esports, this new centre for gaming activity, located at 80 Gould Street, will encourage, and make possible, dedicated work and constructive

play through state-of-the-art hardware and software tools. Students will build their skills in the in-demand fields of virtual production, video game design, and esports broadcasting. They will also be able to hone their gaming skills and participate in global esports tournaments, as well as in-person events hosted by the hub.

EVENTS AND INITIATIVES

Black Fashion Canada Database – On June 15, journalism professor Charmaine Gooden launched the Black Fashion Canada Database, an online repository of profiles of important figures in Black fashion in Canada ranging from the 1960s through the 1990s. The website aims to preserve the history of this pre-digital time period and of the contributions of “Black and multiracial models, muses, designers, photographers, creatives, and entrepreneurs.” The written profiles are supplemented by relevant period photographs, media clips, and other archival materials. Many of the initial slate of profiles were created by Professor Gooden’s third-year students in fashion journalism.

International Basketball at the MAC – From July 5 to 10, the Mattamy Athletic Centre hosted GLOBL JAM, a five-on-five basketball tournament featuring women’s and men’s under-23 teams from Canada, the United States, Brazil, and Europe. TMU women’s coach Carly Clarke coached the Canadian women’s team, which won its tournament. Canada Basketball and Sportsnet partnered to create the tournament, whose games were broadcast on Sportsnet; the organizations have planned for GLOBL JAM to become an annual event.

Employee Diversity Data – On July 26, the Office of the Vice-President, Equity and Community Inclusion published the 2020 employee diversity self-ID data. It has been made available online, on the 2020 Employee Diversity Data Centre, as part of TMU’s commitment to transparency in reporting our progress towards achieving our equity, diversity, and inclusion (EDI) strategic initiatives. The data shows meaningful gains including an increase in representation of women among mid-level leaders and full-time faculty in assistant and associate professor roles, as well as a substantial increase in the representation of racialized full-time faculty in the assistant professor role. The five-year trend from 2016 to 2020 shows notable progress for women, racialized people, Black people, and Indigenous peoples in many types of work at TMU. However, we are aware that much more work needs to be done, as we continue to address systemic barriers faced by underrepresented groups.

SSHRC Grants – On June 16, the Social Sciences and Humanities Research Council (SSHRC) announced that as part of its recent allocation of funding to support research projects across Canada, 18 TMU researchers have been awarded a total of 20 grants, for a total value of \$1.67 million. The grants have been won by researchers in the Faculty of Arts, the Faculty of Community Services, The Creative School, the Ted Rogers School of Management, the Canada Excellence Research Chair in Migration and Integration, and the Leadership Lab. They cover a range of different types of grants including aid to scholarly journals, connection, insight, knowledge synthesis, and partnership development.

NSERC Discovery Grants – On June 28, NSERC announced a total of \$4.65 million in funding over the next five years for 27 TMU researchers as part of the Discovery research programs. The council has called this “an investment in the world’s brightest minds to increase the impact of science, technology, and

innovation in Canada.” The successful applicants span the faculties of arts, engineering and architectural science, and science, as well as TRSM. In addition, six of the grant-winners have received early career researcher support through NSERC’s Discovery Launch Supplement program.

BOARD OF GOVERNORS
September 28, 2022

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

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

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

BACKGROUND:

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

- Administration and Operations Communications
- Computing and Communications Services
- Enterprise Risk Management
- Facilities Management and Development
- Human Resources
- Internal Audit Services
- University Business Services

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

PREPARED BY:

Name: Voula Cocolakis, Assistant Vice President
Heather Driscoll, Chief Enterprise Risk Management Officer and Director, Governance
Brian Lesser, Chief Information Officer
Emily MacIntosh, Director, Communications Administration and Operations
Glenda Mallon, Assistant Vice President, Facilities Management & Development

Jenny O'Donnell, Chief Human Resources Officer
Brian Reny, Chief Internal Auditor

Date: September 16, 2022

APPROVED BY:

Name: Saeed Zolfaghari, Vice President, Administration and Operations

Date: September 16, 2022

Administration and Operations Update

Board of Governors

September 28, 2022



Office of the Vice-President,
Administration & Operations

Who we are



7 administrative units



Focuses on people, infrastructure and operations



Responsibilities of the portfolio are complex and diverse



Office of the Vice-President,
Administration & Operations

A snapshot of key initiatives



Implementing our new name



Free Store



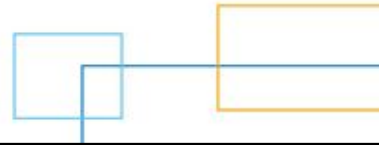
Urban Farm



Future of Work



Office of the Vice-President,
Administration & Operations



Helping TMU achieve its commitments as outlined in its Strategic Vision



- Engaging Communities
- Cultivating and Protecting Wellbeing
- Advancing Indigenous Initiatives
- Fostering a Welcoming Culture
- Inspiring Culture and Creativity
- Taking a Global View
- Building Relevant Skills



Office of the Vice-President,
Administration & Operations



Supporting the implementation of our new name

- Fostering a Welcoming Culture
- Inspiring Culture and Creativity

Implementing the university's new name

Computing and Communications Services are carefully transitioning systems to the new name in a way that minimizes disruptions for the community.

Prioritizing front-facing systems to start and then completing a number of backend system updates that are complex and take time to complete.

Custom built "find & replace" Adobe tool for web content managers, with extensive training materials.




In partnership with University Relations,
registered and secured new domain name.

Implementing the university's new name

Audit of exterior wayfinding, legacy departmental and amenity signs has been conducted to plan removal, replacement, repair or debranding of pedestrian level-signage. Debranding and updating is underway. There are more than 10,000 signs to be updated.



 Office of the Vice-President,
Administration & Operations

Examples of completed removals & replacements

Jorgenson Hall & Library Building bridges



(removed and replaced
with brand campaign
graphics)



 Office of the Vice-President,
Administration & Operations

Poles & banners



(removed and
replaced)



Examples of completed removals & replacements

Library Building, Pitman Hall, Ted Rogers School of Management graphics

(removed and replaced with campaign for name launch and brand campaign)



Campus Store

Launched the new TMU branded clothing, merchandise and giftware



Free Store at TMU

- Engaging Communities
- Fostering a Welcoming Culture
- Taking a Global View

Free Store



2,540
items were
rehomed



3,441
students visited
the Free Store



1,266 lbs
diverted from
landfill



Donated items included:

- small electronics (iPads)
- furniture
- clothing
- school supplies
- kitchen supplies (mini fridge)
- board games
- home decor

Sustainability Office
**Free Store
Pop-up**
Orientation 2022

Urban Farm at TMU

- Engaging Communities
- Cultivating and Protecting Wellbeing
- Fostering a Welcoming Culture
- Advancing Indigenous Initiatives
- Building Relevant Skills

Urban Farm



Manage the Harvest Collective and Learning Circle, the Black Food Sovereignty Initiative, and the Indigenous Foodways gardens and engagement programs.



Sell weekly Garden grab bags to students at a discounted price.



The Living Lab brings together urban farmers, community partners and academics through interdisciplinary research on the rooftop farm.



Leading the Future of Work

- Engaging Communities
- Cultivating and Protecting Wellbeing
- Fostering a Welcoming Culture
- Inspiring Culture and Creativity

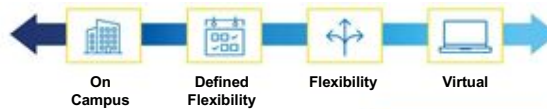
The future of work at TMU is hybrid

Our employees have operated beyond the traditional model of work since the spring of 2020.

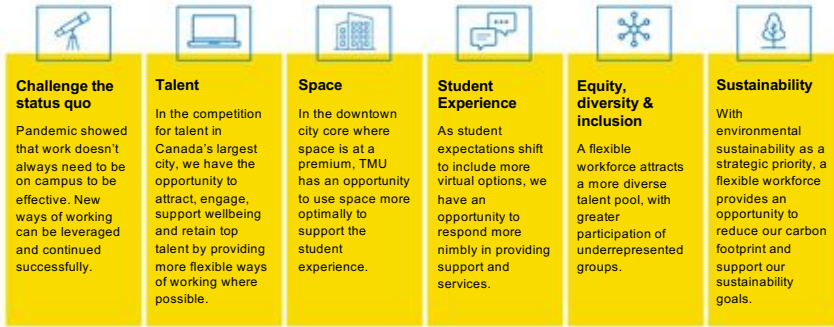
The Future of Work project aims to harness this momentum and the lessons learned along the way.

The future of work is not one-size-fits-all. It's a set of principles to guide leaders in adapting the ways we work to develop a stronger, more robust, more flexible approach to serving our community.

We defined 4 ways of working for our employees:



6 key drivers for the Future of Work



Leading the implementation of the Future of Work @ TMU



In administration and operations, we're helping every TMU community member feel valued and empowered to do their work.



Office of the Vice-President,
Administration & Operations

Questions



Office of the Vice-President,
Administration & Operations

BOARD OF GOVERNORS
September, 28, 2022

AGENDA ITEM: Future of Student Wellbeing Referendum Proposal

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 Office of the Vice-Provost Students (“OVPS”) is seeking approval from the Board of Governors (the “Board”) to hold a referendum among undergraduate and graduate students, asking for their support of an expanded health and wellbeing levy which will support an enhancement of student wellbeing services, and potentially fund the capital construction costs associated with new facilities for student wellbeing services.

BACKGROUND:

OVPS at Toronto Metropolitan University (the “University”) is requesting the Board’s approval to conduct a referendum of all full and part-time undergraduate and graduate students to raise the existing health and wellness fee by a per-term amount of up to Thirty-Four Dollars and Ninety Cents (\$34.90) to support a vital expansion of student and community health and wellbeing services and supports.

If passed, the funds raised from the levy combined with investments from the University and donors, will enable the University to vastly improve the quality, timeliness, and level of service received by students, including hiring additional support staff, reducing wait times, implementing a comprehensive community wellbeing strategy, improving mentoring, counseling, and clinical support to students.

The funds could also support the possible capital and construction costs of a brand new Student Wellbeing Centre at the heart of campus, should the project be approved by the Board at a future date.

The Board's procedures require that any increase in the non-tuition compulsory ancillary fees that students pay be subject to referendum, and that the referendum question be approved by the Board. If the Board approves the referendum question, the Election Procedures Committee will be asked to approve the holding of a referendum in the fall term. If the referendum is successful, the University will implement the fee in the next academic year commencing September 2023.

Communications Strategy

OVPS will communicate directly with undergraduate and graduate students. Communication related to the referendum will follow the Board's referendum procedures.

Proposed Referendum Question

Do you agree to raise the health and wellbeing fee by up to \$34.90 for each of the fall and winter terms (pro-rated for part-time students) to fund expanded health and wellbeing initiatives (such as additional counselling, health supports, and new facilities) at Toronto Metropolitan University, to be paid by all students enrolled in Toronto Metropolitan University undergraduate and graduate degree programs starting in September 2023, and indexed annually to the Toronto Consumer Price Index?

Yes

No

Communications Strategy

OVPS will communicate directly with undergraduate and graduate students. Communication related to the referendum will follow the Board's referendum procedures.

PREPARED BY:

Name: Chris Martin, Senior Manager Special Projects and Student Governance Liaison
Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the
Board

Date: September 15, 2022

APPROVED BY:

Name: Jen McMillen, Vice-Provost, Students
Date: September 15, 2022



Learning from Students

TMU puts student success at the centre of all we do.

In communities of care, we share power with students and support their journeys as they create their own meaningful, impactful, and integrated learning experiences.

Our conversations with students and student leaders over the past few years have consistently cited additional emphasis on **wellbeing** as a top priority requiring even greater attention. The addition of resources, via a wellbeing fee, donations and university investment will revolutionize service accessibility and quality, and create the conditions for student success.

The Need To Do More

The COVID-19 pandemic has highlighted the importance of a focus on health and wellbeing, particularly for students and young people.

- Surveys have found **declining mental health among Canadians** during the pandemic due to high levels of anxiety and loneliness, as well as changes to the care they were able to access.
- There has been a steady **increase in the use of mood and anxiety medication** by youth aged 5 to 24 in the past 5 years.
- More than one-quarter of the children and youth hospitalized for all mental health conditions live in the **least-affluent neighbourhoods**.

These impacts have played out in TMU's unique urban context, where students commute from diverse communities across the GTA to the downtown east neighbourhood - itself a high need area heavily impacted by the differential social determinants of health.

Source: https://www.dhs.ca/mental_health_of_children_and_youth_in_english



3

Our Plan: We're In This Together

Toronto Metropolitan University is seeking to co-invest with students, alumni, donors and partners in a new vision for student campus and community wellbeing based around:

1. **Increased Access to Service:** Working to ensure students have expanded access to primary health services, including 24/7 mental health supports.
2. **Integrated Care and Navigation:** Ensuring that every door is the right door; that students don't need to traverse multiple offices across campus to access the care they need.
3. **Putting Wellbeing at the Heart of Campus:** Tying our strategy together, constructing a new Student Wellbeing Centre at the Campus Master Plan opportunity site of O'Keefe House which will serve as a one-stop shop for all services supporting student health and wellbeing. This project is contingent upon Board approval.



4

Purpose and Scope

The Office of the Vice-Provost Students at Toronto Metropolitan University is requesting Board approval to conduct a referendum of all full and part-time undergraduate and graduate students to charge a **per-term fee of up to \$34.90** to support a vital expansion of student and community health and wellbeing services and supports.

Combined with equivalent investments from the university and donors, we will vastly improve the quality, timeliness, and level of service received by students, including hiring additional support staff, reducing wait times, implementing a comprehensive community wellbeing strategy, improving mentoring, counselling, and clinical support to students.

It will also support the possible capital and construction costs of a brand new Student Wellbeing Centre at the heart of campus, should the project be approved by the Board at a future date.

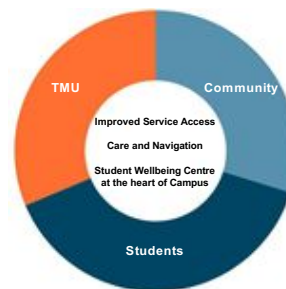


5

Our Plan: Supporting Wellbeing Together

Sustainable funding for improved access, service quality, and new-capital infrastructure to amplify benefits through co-location can be achieved through collaboration.

- TMU has continued to increase operating funds to address gaps and improve services, including almost \$2M in new funds invested through Budget 2022.
- The referendum seeking \$34.90/term from students will also support increased services and improved capital infrastructure.
- For each \$1 invested by the university and students, we're seeking \$1 from community partners (philanthropy, corporate giving, sponsorship or other revenue sources).



6

Our Plan: Supporting Wellbeing Together

This additional investment and focus on student wellbeing will create new front-line service enhancements for students, and could place them in a state-of-the-art facility which will provide an excellent student experience.

Across students, donors and university investment, the majority of new funding will support front-line operations, staff, and service enhancements for students.

Enhanced Front-Line Programming & Services

- Additional Clinical and Mental Health Support Staff
- Reduced Appointment Wait Times
- 24-7-365 Virtual/Remote Counselling Access
- Expanded mentoring opportunities
- Student Navigation Staff & Processes
- Integrated Campus & Community Wellbeing Strategy
- Food, snacks and other wellbeing supports for students

Capital Costs for Transformative Space

- New co-located student-facing Clinical Space for wellbeing services;
- New programmable student activity space;
- New Green Space;
- Rest & respite space opportunities across campus



7

Student Referendum: Proposed Question

Toronto Metropolitan University is investing in additional health and wellbeing staff, programming, and supports for students that will reduce service wait times, improve physical and mental health outcomes, and support high quality care.

The university is also exploring the construction of a brand new Student Wellbeing Centre at the historic O'Keefe House at the heart of the downtown campus, to serve as a one-stop health hub. Students will be consulted on these initiatives.

Do you agree to raise the health and wellbeing fee by up to \$34.90 for each of the fall and winter terms (pro-rated for part-time students) to fund expanded health and wellbeing initiatives (such as additional counselling, health supports, and new facilities) at Toronto Metropolitan University, to be paid by all students enrolled in Toronto Metropolitan University undergraduate and graduate degree programs starting in September 2023, and indexed annually to the Toronto Consumer Price Index?

Yes

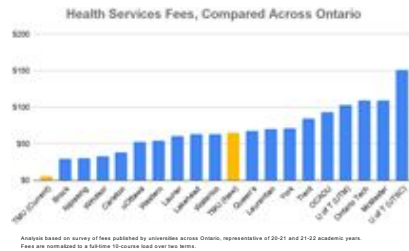
No



8

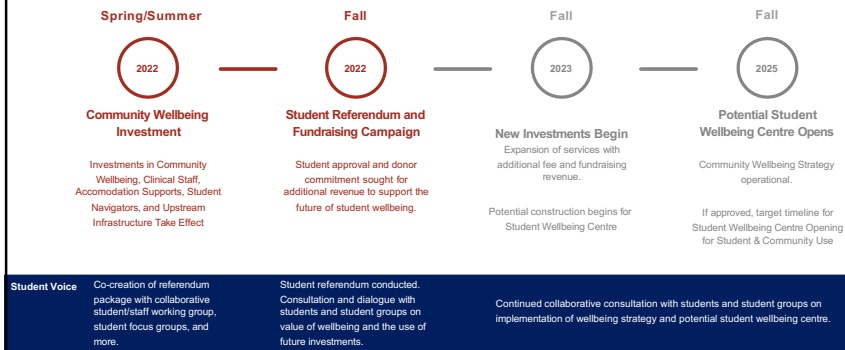
Proposed Health & Wellbeing Fee: Comparables

- The proposed fee puts TMU well within the average fee level for comparable health-services in Ontario while providing something significantly new.
- The fee range is also comparable with other fees charged at TMU for central services, student societies, and more.



Next Steps

Following TMU's on-going investments, we will ramp-up efforts to attract community and student interest in supporting the future of well-being - and seek student input.



Supplemental Information

The Wellbeing Centre in TMU Strategic Plans

*"We embrace the significant relationships among individual wellbeing, institutional wellbeing and our core mission as a university. Wellbeing weaves through our relationships with each other, our teaching, learning and SRC activities. **By embedding a culture of wellbeing, we are creating a safe, secure, healthy and inclusive community that puts people first.** Through purpose-driven research, innovation, policies and practice, we will advance a model of wellbeing that is just, equitable and promotes a caring society for all."*

- [TMU Vision 2020 - 2030](#)

"The Campus should positively contribute to the social, economic, and environmental wellbeing of the university community. At only nine percent of peer averages, [health services] is the largest discrepancy compared to peers... ..given their important role in supporting students, health services should be located near the heart of campus."

- [Campus Master Plan 2020 - 2030](#)

Student Wellbeing Centre: Vision and Legacy

The **Student Wellbeing Centre** is envisioned as an opportunity to consolidate all dimensions of student wellbeing at a single, central location on campus.

Bringing all services together will raise **awareness of the many resources** available to students, **improve accessibility** to programming, and **maximize connection points**, providing holistic delivery of health and wellbeing to students for decades to come.

This building will create over 18,000 square feet of new clinical and support space for student wellbeing services, as well as green space and activity space.



13

Student Wellbeing Centre: Design and Architecture

As envisioned by **Hariri Pontarini Architects**, the Student Wellbeing Centre design incorporates principles of high sustainability, including a timber construction, with natural light and green features to promote a sense of calm, welcoming and ease.



A central reception and check-in desk in the lobby will create an open and inviting atmosphere with stairs leading to the first several floors. There will also be alternative entrances for students who may desire more privacy or who have accessibility or mobility needs.

14

Student Wellbeing Centre: Co-located Services

The Student Wellbeing Centre will centralize a full suite of student services and programming at one location, including:

Unit	Description
Academic Accommodation Support	Provides academic accommodation and related support to students with disabilities
Centre for Student Development and Counselling	Provides free, confidential counselling services to our students in both one-on-one and group formats
Consent Comes First	Provides free, confidential, trauma-informed, healing-centred support to community members affected by sexual violence and other forms of gender-based violence
Health Promotion Program	Promotes the health and wellbeing of our students by providing current and relevant health and wellbeing information
Medical Centre	Provides evidence-based medical care to current students, staff, and faculty
Thriving Innovations	Prioritizes equity-driven, upstream interventions and resources to support students' personal flourishing and academic resilience
Tri-Mentoring Program	Provides peer-to-peer, career, and group mentoring services to help students of all identities find a sense of belonging - with a focus on Black, Indigenous, 2SLGBTQ+, and other students from equity deserving backgrounds.



15

Student Wellbeing Centre: Benefits of Co-location

The academic literature shows that co-location of services at a **single point of access** has tangible benefits for both patients and staff - particularly those with the most acute needs.

Holistic primary care as a gateway to mental health and accessibility support

Improved access, awareness and convenience through a wide range of student centered supports staffed by interprofessional teams

System approach to innovation and continuous learning opportunities leading to improved student and staff experience and associated health and wellbeing outcomes

Integrated health equity centered care leading to significant benefits for students with complex and intersectional health and wellbeing needs



16

Proposed Health & Wellbeing Fee Details

- In order to help finance and enhance the services and programming operating from the new location, an increase to the Student Health and Wellness Fee of **\$34.90 per-term** is needed to support costs - which is intended to be combined with contributions from donors and/or the university.
- The fee will automatically prorate downwards for students taking part-time course loads, and will be OSAP-eligible.
- A minimum of 25% of new fee revenue is intended to combine with university and/or donor investments to support front-line operations, ensuring a tangible benefit to students in Fall 2023.
- The remainder of fee revenue may be allocated to support the construction and soft-costs associated with the Student Wellbeing Centre with appropriate built-in risk tolerances (if the project is approved by the Board).
- If the board approves the project, after capital costs are retired (est. 25 years), revenue will be directed to supporting student wellbeing programming.



17

Proposed Health & Wellbeing Fee: Supplementing Existing Investments

- In the first year, student fee revenue will pay for both enhanced operations and programming, and be combined with university and donor investment to provide significant additional support for wellbeing

Collective Investment Details	Revenue Estimate (\$ Millions)	Per-Student Annual Investment	Per-Student Per-Term Investment	Description
Current Student Fee Investment	\$0.3	\$7.85	\$3.93	Regular student fee investment supporting health and wellbeing services.
New Student Fee Investment	\$2.7	\$69.80	\$34.90	Costs addressing gaps and improving service in Health & Wellbeing Services (e.g. additional clinical and support staff, process improvement, wait time reduction), and construction of the Student Wellbeing Centre
Subtotal - Student Fees	\$3.0	\$77.65	\$38.83	
Current University Investment	\$8.0	\$209.66	\$104.83	Regular operational investment in Student Health and Wellbeing Services in OVPS. Other services across the university regularly contribute to wellbeing.
New University Investment	\$1.9	\$50.82	\$25.41	Costs associated with community wellbeing, 24/7/365 counseling, additional clinical, navigation and care coordination staff, additional AAS staff, and support infrastructure.
Subtotal - University Investment	\$9.9	\$260.48	\$130.24	
Target for Donations	\$2.0	\$52.43	\$26.22	Target for donor support, with goal to support 50% of capital costs, additional mental health and mentoring programming.
Total Investment	\$14.9	\$390.56	\$195.28	

Please note that amounts are subject to future board decisions.



18

Campus-Wide Wellbeing: Recent Successes

Recent commitments and strategic investments in improved health and wellbeing have realized key campus-wide benefits and improvements for both students and the community

Wait Times Reductions

Wait time for accommodation plans reduced by

75%

Counselling Transformations

Increased counselling support through Keep.meSAFE, creation of Black, Indigenous focused counselling pathways, and integration of electronic records

Integration of Counselling, Medical and Health Promotion

under central leadership, increasing opportunities for collaborative, integrated care

49% Increase in Timely Accommodation Support

More students are receiving the accommodations they need in the peak application period, allowing them to go into the semester with certainty.

Improved Student Navigation

New Student Success Navigator team had over 900 1:1 conversations with students - helping them find the right door for support.

DRAFT RESOLUTION

RE: Future of Student Wellbeing Referendum Proposal

BE IT AND IT IS HEREBY RESOLVED:

THAT the Election Procedures Committee be authorized to hold a student referendum at a time to be determined, for all Toronto Metropolitan University undergraduate and graduate students enrolled in degree programs, to seek approval to increase the health and wellness ancillary fee by an amount not to exceed Thirty-Four Dollars and Ninety Cents (\$34.90) for each of the fall and winter terms to support the Future of Wellbeing proposal.

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Vice-Provost Students.

September 28, 2022

TORONTO METROPOLITAN UNIVERSITY COMMON ABBREVIATIONS

A

AAA Policy	Appointment of Academic Administrators (Also called “Triple A Policy”)
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
AMS	Applicant Management System (being phased out and replaced by eHire)
APAG	Academic Plan Advisory Group
ARC	Anti-Racism Coalition
ATB	Across the Board salary increase
AVPI	Assistant Vice-President, International
AVPUR	Assistant Vice-President, University Relations

B

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

C

CAC	Counsellor Appointments Committee
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (RAF Only)
CESAX	Continuing Education Students' Association of X University
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CLAC	Composition of Contract Lecturer Appointment Committee
CS	The Creative School
CSS	Community Safety and Security
CTO	Compensating Time Off
CUE	Centre for Urban Energy
CUPE	Canadian Union of Public Employees
CUPE 233	Maintenance and Trades employee union (sometimes referred to as “M&T”)
CUPE 3904	Unit 1 Sessional and Part-time Instructors union (sometimes referred to as “CUPE

1” or “Unit 1”)

CUPE 3904 Unit 2 Evening Instructors (Chang School of Continuing Education; sometimes referred to as “CUPE 2” or “Unit 2”)

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

D

DCC Daphne Cockwell Health Sciences Complex

DEC Departmental Evaluation Committee (for RFA)

DHC Departmental Hiring Committee (for RFA)

DM Deputy Minister

DMZ Digital Media Zone

DMZV DMZ Ventures

DOA Director of Administration

E

eAppoint System used for decentralized contract entry (a service of eHR)

ECI Equity and Community Inclusion

eHire System used for decentralized recruitment and hiring (a service of eHR)

eHR HR system used by the University for most system-based functions; based on Oracle PeopleSoft

ERPC Employee Relations and Pensions Committee

EHS Environmental Health and Safety

EHSS Environmental Health & Safety (EHS) and Security (department)

ESL English as a Second Language

eWaiver System used for tuition waiver requests by employees (a service of eHR)

F

FOA Faculty of Arts

FCP Federal Contractors Program

FCS Faculty of Community Services

FEAS Faculty of Engineering and Architectural Sciences

FFTE Fiscal Full-Time Equivalent

FIPPA Freedom of Information and Protection of Privacy Act

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

G

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

H

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

I

IEWAS	Integrated Employee Well Being and Accommodation Services
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J

JD	Job Description
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L

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

M

MAC	Management and Confidential employee group
MAC	Mattamy Athletic Centre
Markview	Financial Services invoice review & approval system
MOU	Memorandum of Understanding
MYA	Multi-Year Agreement

N

NASM	Net Assignable Square Metres
NGO	Non-Governmental Organization
NUC	Non Union Casual
NSSE	National Survey of Student Engagement

O

OAC	Ontario Academic Credit
OEE	Organizational & Employee Effectiveness
OGF	Oracle Government Financials (Financial Services system)
OPSEU	Ontario Public Sector Employees Union
ORS	Office of Research Services
OSAP	Ontario Student Assistance Program
OSSD	Ontario Secondary School Diploma
OTO	One Time Only

P

PAF	Personnel Action Form
PAL	Post Administrative Leave
PAQ	Position Analysis Questionnaire (used for MAC positions)
PCF	Performance and Conduct File (not kept in HR)
PDF	Professional Development Fund (for RFA & CUPE unit 1 members administered by Financial Services)
PDF	Post-Doctoral Fellow
PDQ	Position Description Questionnaire
POI	Person of Interest
PSE	Post-Secondary Education

PT&S	CUPE 3904, Unit 2 Part-time & Sessional Instructors
PTR	Progression through the range increase
PYE	Partial Year Employee (employees with pre-defined work/non-work periods)
PT	Part-Time
PVPA	Provost and Vice-President, Academic

R

RA	Research Assistant
RAAC	Ryerson Accessibility Advisory Committee
Req	Position and Appointment Requisition (also referred to as “PAR”)
RFA	Ryerson Faculty Association
RGSU	Ryerson Graduate Students' Union
RRPP	Ryerson Retirement Pension Plan
RSU	Ryerson Students' Union
RTA	School of Radio and Television Arts

S

SAF	Separation Approval Form
SAS	Student Administration System (sometimes referred to as “SA” or “RAMSS”)
Self Service	System-based employee functionality in eHR includes time reporting, absence requests, pay advice, T4s, direct deposit, personal information updates, etc. (sometimes referred to as “SS” or “ESS”)
SRC	Scholarly, Research and Creative Activities
STT	Short Term Temporary

T

TA	Teaching Assistant
TAGA	System for hiring Teaching & Graduate Assistants (being phased out by eHire)
TAI	Teaching Assignment Initiative
TAM	Talent Acquisition Manager
TC	Total Compensation
TESP	Total Earnings Supplemental Plan
The Chang School	The G. Raymond Chang School of Continuing Education
TMU	Toronto Metropolitan University

TRSM Ted Rogers School of Management

U

UA University Advancement

UBS University Business Services

UPK User Productivity Kit (system used to house on-line training for system and web based applications)

UPO University Planning Office

V

VPAO Vice-President, Administration and Operations

VPECI Vice-President, Equity and Community Inclusion

VPFA Vice-Provost, Faculty Affairs

VPRI Vice-President, Research and Innovation

VPS Vice-Provost, Students

VPUA Vice-President, University Advancement and Alumni Relations

THIRD PARTY ORGANIZATIONS

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

MarComm Results

May - August 2022

Prepared by:
Central Communications &
University Relations
(Marketing & Creative
Services)

September, 2022

Toronto
Metropolitan
University



Executive Summary

Highlights from May- August 2022

- Executed ongoing integrated communications & marketing strategies to support new university name announcement.
- Continued to rollout the name across campus including: logos, naming standards, signage, social media, etc.
- Supported new team name/mascot process with ongoing communications and contesting.
- Worked alongside the campus store to develop new merchandise and apparel with the new TMU brand.
- Worked with Ceremonials team to develop and execute the first in-person convocation in over three years and announced the first TMU graduates.

Earned Media



16,968 Media Hits
10.5% increase from previous quarterly report¹



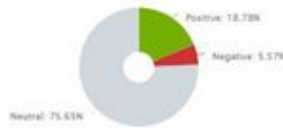
20.04B Potential Reach
37.2% increase from previous quarterly report¹



185.4M AVE
Advertising Value Equivalency
36% increase from previous quarterly report



18% Positive Sentiment
5% increase from previous quarterly report



Social Media



29.2K New Followers



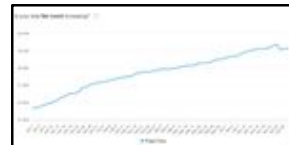
32M Impressions



519.4K Engagements



13.2K Link Clicks

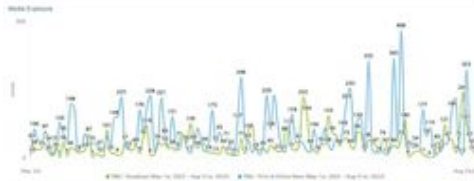


1. The renaming announcement continued to drive coverage in early May

Earned Media Detail

Results highlights

- The university saw 16,968 media hits in the second four months of 2022 with a total potential reach of 20.04 billion.
- The top performing news story of the quarter was the result of an Associated Press story on Canada's euthanasia laws in which TMU professor Catherine Frazee was quoted. The story was syndicated across 252 media outlets with a total potential reach of 200 million.
- The Advertising Value Equivalency (AVE) on media coverage secured during the quarter \$185.4 million.

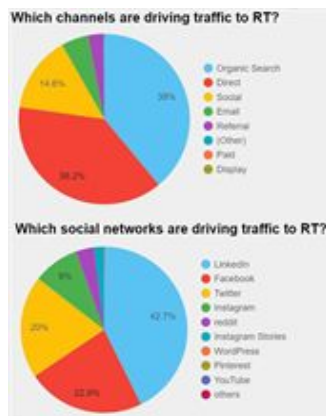


Proactive pitching highlights:

- The new team name and mascot were announced on August 29 and received 191 earned media mentions with a total potential reach of 148 million. Much of this coverage was secured due to an exclusive opportunity that was pitched to Canadian Press. The article was syndicated 85 times.
- Central Communications pitched the first in-person Convocation since the start of the pandemic and secured 35 media mentions with a potential reach of 22 million, with coverage on Global TV News, CBC news and radio and OMNI.
- The Grit Campaign was pitched to media and landed a profile piece in Strategy magazine.
- TMU Faculty Experts were pitched to media daily to speak on timely news items, including: the provincial election, evolving Covid-19 mandates and developments, Roe v. Wade, travel and airport issues, the housing market and affordability, monkeypox and inflation.

3

Owned Media Detail



TorontoMet Today (TMT):

TorontoMet Today is emailed to over 72,000 staff, faculty and students three times a week during the school year.

- The best performing TMT story this quarter was the June 9 story, "Update on the fall 2022 semester" with 12,043 clicks.
- The newsletter edition with the most opens this quarter, was the June 10 issue, "[TMU planning for a full return to in-person learning this fall](#)" with a 61.6% open rate.
- The 18-24 demographic lead readership, meaning students are active readers of TorontoMet Today., even over summer months.
- Page views this quarter were 162,031, down from last quarter, and time on page was 1:37, up by 3.7% from last quarter.

4

Organic Social Media Detail



- 51.4K followers
- 159K engagements



- 62.1K followers
- 16.7K engagements



- 287.2K followers
- 14.7 engagements



- 68.9K followers
- 136K engagements
- 1.8M video views



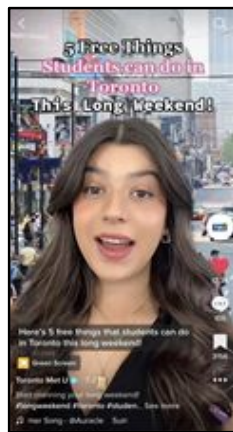
- 89.3K followers
- 193K engagements

Highlights



- Reached 1.3M likes on TikTok
- Maintained position as top Canadian higher ed institution on TikTok for following and engagement

Top Social Posts



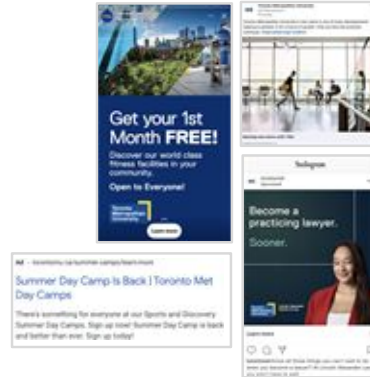
Paid Media Details

Managed In-house Campaigns:

- FEAS new MPMBE program Fall 2022 recruitment
- Athletics & Recreation Summer Day Camps 2022
- Athletics MAC/RAC Membership Recruitment summer campaign
- Alumni Magazine Summer 2022 Edition
- Alumni Pop-Up Mixers LinkedIn Campaigns
- Alumni Generous Futures Season 3
- Alumni Month Fall 2022
- TRSM MBA & BComm social ads campaigns
- TMU Brand Campaign Fall 2022
- Loretta Rogers Tribute
- FCS MOHT LinkedIn campaign

In Partnership with Agencies:

- Lincoln Alexander School of Law Fall 2023 recruitment campaign
- FEAS MEIE Fall 2022 recruitment campaign (domestic & international targets)



7

Web Traffic Detail

Comparisons are Q2 2022 and Q2 2021

- **6.09% decrease** in sessions
4.72 million (2022) vs 5.02 million (2021)
- **1.93% increase** in users
2.32 million (2022) vs. 2.28 million (2021)
- **4.20% decrease** in pageviews
15.4 million (2022) vs. 16.1 million (2021)

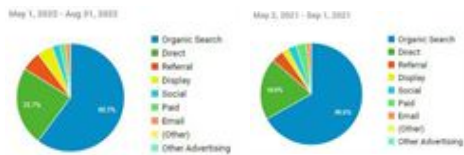
Top Countries by Sessions

Country	Sessions	% of Total
1. Canada	3,455,121	(13.22%)
2. India	282,367	(3.16%)
3. United States	248,659	(3.02%)
4. Bangladesh	85,934	(1.82%)
5. Pakistan	80,481	(1.71%)
6. Nigeria	75,598	(1.62%)
7. United Arab Emirates	39,045	(0.82%)
8. Iran	34,586	(0.72%)
9. China	33,619	(0.71%)
10. Vietnam	30,981	(0.64%)

Top Pages by Pageviews

Page Title	Pageviews
	15,433,242 (97.81%)
1. Toronto Metropolitan University Home - Toronto Metropolitan University	913,218 (5.92%)
2. How to Apply (for January 2023 Start) - International - Toronto Metropolitan University	301,267 (1.95%)
3. ChooseTMU Login - Admissions - Toronto Metropolitan University	274,841 (1.78%)
4. ChooseRyerson Login - Admissions - Toronto Metropolitan University	244,956 (1.58%)
5. Undergraduate Programs - Programs - Toronto Metropolitan University	194,422 (1.26%)
6. Toronto Metropolitan University Home - Ryerson University	185,856 (1.20%)
7. Programs - Graduate - Toronto Metropolitan University	173,911 (1.12%)
8. ChooseRyerson Login - Admissions - Ryerson University	152,321 (0.98%)
9. Programs - Toronto Metropolitan University	134,968 (0.87%)
10. 404 - Toronto Metropolitan University	132,914 (0.86%)

How visitors got to our website by % of sessions



8

Creative Examples

Name Launch: Campus Signs & Posters

Featured large vinyl graphics and posters announcing the new name on the windows of buildings and key indoor locations across campus.



Name Launch: Banners

Launched a series of more than 130+ eye-catching hypopole, building and entryway banners, demarcating the campus in time for Convocation.



Campus Store Apparel Branding

Created bold new apparel and merch designs for the Campus Store featuring our new logo and wordmarks.



9

Creative Examples

Alumni Month Awareness

The creative is designed to invite alumni to come together in celebration of where they've been, where they are now and where they are going.



International Recruitment Campaign

Bold new integrated campaign to recruit future students from 8 key countries who choose TMU not only for its programs, but it's urban location.



Summer 2022 Convocation

This video was created to inspire graduating students and encourage them to feel that the new name includes and represents them.



10