

**BOARD OF GOVERNORS
January 29, 2024
Jorgenson Hall – JOR 1410
380 Victoria Street
1:00 p.m. to 3:00 p.m.**

Livestream link: <https://youtube.com/live/8TFMKqgMVmA?feature=share>

Time	Item	Presenter(s)	Action
1:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
1:15	2. IN-CAMERA DISCUSSION (Executive Group Invited)		Information
END OF IN-CAMERA SESSION			
2:00	3. INTRODUCTION	Tony Staffieri	
	3.1 Welcome		
	3.1.1 Land Acknowledgement		
	3.1.2 Chair's Remarks		
	3.2 CONSENT AGENDA	Tony Staffieri	
	3.2.1 Approval of the January 29, 2024 Agenda		Approval
	3.2.2 Declaration of Conflicts of Interest		Information
	3.2.3 Approval of the November 28, 2023 Minutes		Approval
4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
5.	REPORT FROM THE SECRETARY	Wendy Lawrence	Information
6.	REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC	Roberta Iannacito-Provenzano	Information
7.	DISCUSSION ITEMS		
7.1	REPORT FROM THE CHAIR OF THE FINANCE	David Porter	

COMMITTEE

7.1.1 Introduction to the 2024-25 Budget Process

**Mohamed Lachemi
Kimberley
McCausland
Roberta Iannacito-
Provenzano
Joanne McKee**

Information

8. FOR INFORMATION

8.1 University Relations Monthly Metrics and Reach

Michael Forbes

Information

3:00 9. ADJOURNMENT

NEXT MEETING: March 26, 2024

MISSION STATEMENT

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

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

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

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

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

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

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

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

APPOINTMENTS

Krishan Mehta has been appointed vice-president, university advancement and alumni relations effective January 29, 2024. Krishan joined TMU in 2013 as executive director, campaigns; since September 2018, he has served as the inaugural assistant vice-president, engagement. In this role, he has provided strategic counsel on, and guidance for, the university's philanthropic activities and relations with alumni, as well as serving as a practice lead and solicitor for key academic priorities and signature projects. Throughout his 25 years of experience in higher education advancement, Krishan has built many transformational partnerships at TMU and other post-secondary institutions, led campaign volunteer groups, modernized alumni governance, and expanded global loyalty-building opportunities. Currently, he leads the fundraising management certificate program at The Chang School. He is also a volunteer in the charitable sector and a board member of the Canadian Council for the Advancement of Education. As Krishan takes up his new role, I would like to thank Rivi Frankle for the exceptional support and guidance she has provided over the last year in the role of interim vice-president, university advancement and alumni relations.

Karen Soldatic has been appointed as a Canada Excellence Research Chair (CERC) in Health Equity and Community Wellbeing effective January 2024. Karen, who joins TMU from Western Sydney University (WSU), will run an \$8-million, eight-year research program funded by the federal government's Tri-agency Institutional Programs Secretariat. Her research will examine health equity and health systems in Canada and throughout the world, using a disability lens. It will aim to challenge the predominant expert-driven approach to health and well-being and encourage a move towards a community-engaged, preventative model. Having been a professor at WSU's School of Social Sciences and a fellow at its Institute for Culture and Society, Karen is now affiliated with TMU's School of Disability Studies. She holds a PhD from the University of Western Australia, a Master of Education in special education from the University of Sydney, and a Bachelor of Vocational Education and Training from Charles Sturt University.

CONGRATULATIONS

Six leaders with connections to Toronto Metropolitan University have been named to the Top 100 Women of 2023 by the WXN (Women's Executive Network), across four different categories. *Rochelle Atizado* (Commerce '11), senior advisor, partnerships and special initiatives at the United Nations Foundation, was honoured in the Amex Emerging Leaders category. *Victoria Granova*, PhD student and instructor at the Cybersecurity Research Lab, was honoured in the category BMO STEM. *Atty Mashatan*, Canada Research Chair in Quality of Security (QoS) Framework for Internet-of-Things (IoT) and director of the Cybersecurity Research Lab, was honoured in the Executive Leaders category. Three TMU-connected leaders were honoured in the Canadian Tire Community Impact category: *Siu Mee Cheng* (Policy Studies PhD '22), instructor in the department of Politics and Public Administration and executive director of the emergency shelter Street Haven at the Crossroads; *Afsheen Jiwani* (Fundraising Management Certificate

'15), Campaign Director at the UHN Foundation; and *Tanya Rumble*, executive director of development at the Faculty of Arts and co-founder of the consultancy Recast Philanthropy.

Seven TMU researchers have received funding from the Social Sciences and Humanities Research Council of Canada (SSHRC) Connection Grants program, for a total of over \$220,000. The grants will support research-related events and outreach activities.

Faculty of Arts

- *Karim El Bardeesy* (The Dais): Workplace Surveillance in a Post-Pandemic Canada: Outreach and Engagement

Faculty of Community Services (FCS)

- *Sejal Patel* (Early Childhood Studies): Enhancing Equity in Ontario Elementary Education
- *Karline Wilson-Mitchell* (Midwifery): Colour of Birth

The Creative School

- *Nicole Blanchett* (Journalism): Between Ideals and Practices: Journalistic Role Performance in Transformative Times
- *David Colangelo* (Professional Communication): Media Architecture Biennale 2023 (MAB23)
- *Sonya Fatah* (Journalism): Second Annual Live Journalism Gathering

Lincoln Alexander School of Law (LASL)

- *Idil Atak* (Law): Bordering Migration: Theoretical Debates and Recent Developments in Border Policies and Practice

Rogers Cybersecure Catalyst celebrated its fifth anniversary in November. At an event held in Brampton, it announced \$16 million in renewed funding from founding partners Rogers Communications and RBC. Rogers is investing \$15 million over five years, and RBC \$1 million. The funding will further all aspects of the Catalyst's work, including its workforce training programs and support for cyber innovation and research. The Catalyst has also received \$2.4 million from the national talent platform Upskill Canada for its program Advanced Cyber Education. Beginning in February 2024, the program will help cybersecurity professionals acquire the necessary skills to advance into high-demand roles.

RECOGNITION

In the latest annual university rankings from Research Infosource, Inc., TMU has placed among the top five comprehensive research universities in three categories. In terms of research income growth between 2018 and 2022, TMU ranked third in not-for-profit research income growth, achieving a 74% increase, and fourth in corporate research income growth, with a 70% increase. TMU ranked fifth in research funding per graduate student for the 2022 fiscal year, up one spot from 2021. The new rankings also tracked collaboration publications during the period from 2017 through 2021; TMU ranked fourth in international collaboration publications growth and fifth in cross-sector collaboration publications growth.

PARTNERSHIP

CYBERSECURITY TRAINING FOR MUNICIPALITIES – Rogers Cybersecure Catalyst has partnered with the Municipal Information Systems Association of Ontario (MISA) to provide cybersecurity training for IT professionals working for municipalities. The MISA-Catalyst Cyber Range program will use the Catalyst’s cyber range platform to provide hands-on experience of dealing with simulated cybersecurity threats in a realistic virtual environment. Starting in January 2024, the program offers a beginner stream and an intermediate stream that focuses on incident response; both are tailored to the circumstances facing municipalities.

EVENTS AND INITIATIVES

HOMELESS CONNECT TORONTO – On October 29, at the Mattamy Athletic Centre, TMU hosted the annual One Stop Shop event to connect nearly 1,200 people impacted by homelessness with a range of services. Guests had access to shuttle buses to and from neighbourhood centres across Toronto; when they arrived, they were each paired with one of the event’s 270 volunteers—from TMU and elsewhere—who guided them through the 100 services available on-site, spread across all four floors of the MAC. The event was organized by the charitable agency Homeless Connect Toronto, which also connects people to resources year-round through peer support and an online portal.

TRANS AWARENESS MONTH – In November, TMU marked Trans Awareness Month with programming by Positive Space. During the interactive session “Protecting Trans Youth: Your Questions Answered!” faculty, staff, and students posed questions about how best to protect and support trans youth. Topics included trans media, culture, activism, education, policing, and protests. At the annual Trans Day of Remembrance ceremony, community leaders spoke to the significance of this day in light of escalating hostilities towards 2SLGBTQ+ communities. In collaboration with Athletics and Recreation, Positive Space invited community members to participate in programming, including free trial memberships, trans and allies fitness classes, and trans and gender-diverse swim times. As well, in partnership with the clothing company Rubies, which was incubated in TMU’s Fashion Zone, Athletics and Recreation offered free form-fitting swimwear to trans and non-binary women and girls during trans and gender-diverse swim times at the Recreation and Athletic Centre (RAC).

HOLOCAUST EDUCATION WEEK – From November 6 to November 9, Hillel TMU, in collaboration with the university and the TMU Students’ Union, presented three events to mark Holocaust Education Week. The photo exhibition *The Unknowable: Untold Stories of the Holocaust*, was held in the SLC Lobby and curated by the Toronto Holocaust Museum; Daniel Panneton, director of allyship and community engagement at the Friends of Simon Wiesenthal Centre, gave the talk “Lessons from the Holocaust: antisemitism and hate crime in Canada today”; and a memorial ceremony featured guest speaker and Holocaust survivor Sol Noyman. The events raised awareness of both historical and present-day hate and intolerance experienced by Jewish people and members of other marginalized communities.

REMEMBRANCE DAY – On November 10, TMU community members gathered in the Kerr Hall Quad for the annual Remembrance Day ceremony, to pay tribute to the sacrifices made by those who have served in conflict. Speaker Jennifer Tunnicliffe, professor of history, led the community through a reflection on

the 75th anniversary of the adoption of the Universal Declaration of Human Rights by the United Nations General Assembly. Three wreaths were laid—one on behalf of faculty, one on behalf of students and alumni, and one on behalf of administration and staff. The Toronto Metropolitan A Cappella Collective performed “O Canada,” and further musical contributions were made by trumpeter Tristan Tye, formerly of the Band of the Ceremonial Guard in Ottawa; and Wayne Detcher, who recently celebrated 60 years of playing carillon at TMU.

TMU FROST – On December 5, TMU hosted the holiday street celebration TMU Frost, which was attended by more than 600 community members. They were able to skate on Devonian Pond, enjoy free food and warm beverages, snap pictures in a photo booth, and take in performances by current students and alumni, including varsity figure skater Alyona Ivanova; singers Amy Desjarlais, Rianna Jones, and Joseph Robinson; and the Toronto Concert Choir.

NATIONAL DAY OF REMEMBRANCE – On December 6, at the Sears Atrium, TMU held its annual National Day of Remembrance and Action on Violence Against Women Memorial. Community members gathered to mourn the women killed at the L’Ecole Polytechnique in Montreal in a mass shooting on December 6, 1989, as well as victims of femicide in Ontario in 2023. The event included a panel discussion, a rose ceremony, and music by the Queer SongBook Orchestra, followed by food and conversation. It was organized by a diverse group of community members from many offices, centres, and services throughout the university.

CHAMPIONING DISABILITY JUSTICE AND HUMAN RIGHTS – On December 7, the Office of the Vice-President, Equity and Community Inclusion hosted the event “Championing Disability Justice and Human Rights in Canada” to mark both the International Day for Persons with Disabilities (on December 3) and Human Rights Day (on December 10). Keynote speaker Rabia Khedr, national director of Disability without Poverty, spoke about her personal experience of living with blindness, the importance of combating ableism, and the imperative to eliminate disability poverty in Canada and bring about a more accessible, inclusive society. The event opened with the premiere of the short film *Across the Universe-City*, directed by Cyrus Sundar Singh, research fellow with the CERC in Migration and Integration, and produced in collaboration with the Employees with Disabilities Community Network. It features TMU employees speaking about their experiences of living and working with disabilities, and it aims to educate the community about combating ableism, to address barriers on campus, to empower employees to seek out support, and to ignite community engagement about accessibility and anti-ableism. The film is available to [view online](#).

from the President’s Calendar

November 9, 2023: Along with Andrew Padmos, special advisor to the dean of medicine, I met with Fahad Saeed Al Raqbani, ambassador of the United Arab Emirates to Canada, to discuss opportunities for academic collaboration with institutions in his country.

November 14, 2023: Provost and Vice-President, Academic Roberta Iannacito-Provenzano and I met with professors Anne-Marie Lee-Loy (English) and Melanie Knight (sociology), co-creators (with Cheryl Thompson) of the Black Studies Circle, to learn more about their proposed project, Black Archives.

November 14, 2023: Along with Bala Venkatesh, founding academic director and head of the Centre for Urban Energy, I met with Sheikh Nahyaan, executive vice-president and chief operating officer of

Toronto Hydro, for an update about TMU's ongoing collaboration with Toronto Hydro, which Prof. Venkatesh is leading.

November 15, 2023: Dean of Law Donna E. Young and I welcomed Charmaine Williams, Ontario's associate minister of women's social and economic empowerment, to campus, where she toured the LASL, the DMZ, and The Catalyst at the Creative School.

November 15, 2023: I attended a special executive heads meeting of the Council of Ontario Universities (COU), to discuss the release of the provincial government's blue-ribbon panel report.

November 16, 2023: I was pleased to deliver welcoming remarks at the Alumni Achievement Awards, where I congratulated recipients and spoke about how at TMU, we honour our proud past by reimagining ourselves for the future.

November 20, 2023: Roberta Iannacito-Provenzano and I met online with A. P. Singh, dean of the Sri Guru Ram Das University of Health Sciences, Sri Armritsar, India, to discuss potential collaboration in the area of healthcare education.

November 20, 2023: I welcomed Minister of Health and Deputy Premier Sylvia Jones and Minister of Colleges and Universities Jill Dunlop to the Daphne Cockwell Complex, and I delivered opening remarks ahead of their announcement about the provincial government's progress in hiring healthcare professionals.

November 20, 2023: At the Rose Theatre in Brampton, I was pleased to deliver opening remarks for Rogers Cybersecure Catalyst's fifth anniversary celebration. I spoke about the Catalyst's importance as a strategic partnership between our university, different levels of government, and the private sector.

November 21, 2023: At the Bold scholar breakfast, I delivered remarks congratulating the student athletes who achieved an 80% average during the previous academic year, and thanking the coaches and Athletics team members who have helped them achieve their academic and athletic dreams.

November 21, 2023: I met online with Olivia McIntosh, president of the Toronto Metropolitan Association for Part-time Students Union, to discuss ways the union and the university can work together to enhance students' experience.

November 21, 2023: I met with Victoria Sullivan, president of the Toronto Metropolitan Graduate Student Union, to discuss ways the union and the university can work together to enhance students' experience.

November 21, 2023: I had lunch with retired chief justice of Nova Scotia J. Michael MacDonald to thank him for agreeing to act as an external reviewer for TMU.

November 21, 2023: Along with Interim Executive Director, TMU Global Todd Carmichael, I welcomed two representatives of University of the Arts London—President and Vice-Chancellor James Purnell and Deputy Vice-Chancellor Roni Brown—to campus for a tour. We discussed possibilities for expanding our current collaboration, which includes exchange agreements with The Creative School and TRSM, as well as the UAL's ongoing participation in The Creative School's Global Symposia and Global Campus Studios.

November 21, 2023: I met with J. Michael MacDonald and former Ontario Chief Justice George R. Strathy for dinner.

November 22, 2023: Along with Matthew Baker, chief of staff and senior director of government relations, I met with Raed Kadri, vice-president of strategic initiatives at the Ontario Centre of Innovation (OCI), to discuss how TMU can work with the OCI to support the economic development of Ontario.

November 22, 2023: I met with Chile Eboe-Osuji, distinguished international jurist at the LASL and special advisor to the President's Office, to obtain his perspective on the current global geopolitical situation.

November 22, 2023: Matthew Baker and I met online with Mala Khanna, associate deputy minister of Canadian Heritage and our federal deputy minister champion, to continue our discussion about the federal government's priorities in the context of TMU's programs.

November 22, 2023: At Queen's Park, Matthew Baker and I met with Minister of Natural Resources and Forestry Graydon Smith to discuss opportunities for collaboration between his ministry and TMU.

November 23, 2023: I participated in an online meeting of Universities Canada to discuss the impact of the current geopolitical situation on postsecondary campuses.

November 23, 2023: In Brampton, I co-chaired the second meeting of the City of Brampton MedTech Task Force, and I gave closing remarks affirming TMU's dedication to working with the task force members to shape the future of medical education and healthcare delivery in Ontario.

November 24, 2023: I met with the presidents of the student societies from all TMU's faculties to discuss ways the societies and the university can work together to enhance students' experience.

November 27, 2023: I attended a celebratory lunch hosted by Chancellor Janice Fukakusa for recent recipients of TMU honorary doctorates.

November 27, 2023: At the Royal Ontario Museum, as an appointee, I attended the ceremony of investiture for appointees to the Order of Ontario.

November 28, 2023: I welcomed Board members to the Image Centre Gallery for a private tour of the exhibition *Stories from the Picture Press: Black Star Publishing Co. & The Canadian Press*.

November 29, 2023: I was a guest speaker at a virtual event organized by Transport Canada's Black and Other Racialized Employee Network to celebrate Islamic History Month. I participated in a fireside chat with the network's members, during which I discussed my personal journey from Algeria to Toronto, the renaming of our university, and the role of education in combating Islamophobia.

November 29, 2023: Vice-President, Administration and Operations Saeed Zolfaghari and I met online with representatives of the real estate organization NorthWest HealthCare Properties, including Managing Director, Canada Dave Casimiro, to discuss TMU's priorities in terms of research space for the School of Medicine.

November 29, 2023: I met online with Sarosh Lodi, vice-chancellor of NED University of Engineering & Technology in Pakistan, to explore the potential for collaboration between our universities.

November 30, 2023: I gave welcoming remarks to School of Medicine staff on a bus tour of the City of Brampton that was organized for them by TMU and led by community leaders, religious figures, and service providers.

November 30, 2023: Along with Chang School Dean Gary Hepburn and Roberta Iannacito-Provenzano, I met online with Mark Itwaru, chair of the board of Toronto-based corporate consulting company Riavera, to continue our discussion about the potential for The Chang School to offer IT training in Guyana.

November 30, 2023: I participated in an online Universities Canada meeting with Shawn Tupper, deputy minister of public safety, democratic institutions and intergovernmental affairs, to discuss the safety of students, faculty, and staff on Canadian campuses.

December 4, 2023: Dean of Medicine Teresa M. Chan, Matthew Baker, Roberta Iannacito-Provenzano, and I met with a group of Jewish physicians at the William Osler Health System to discuss the situation in the Middle East and its impact on TMU community members.

December 4, 2023: I met with Wade MacLauchlan, former premier of Prince Edward Island and former president of the University of Prince Edward Island, to discuss his experience as university president and the current crisis in the Middle East.

December 4, 2023: Along with Assistant Vice-President, Engagement Krishan Mehta, I met with Nimi Nanji-Simard, founder of the bespoke silk scarf company Niminimi, about the potential for collaboration on a creative project related to University Advancement.

December 4, 2023: I met with Wade MacLauchlan and J. Michael MacDonald for lunch.

December 4, 2023: Donna E. Young and I met online with members of the Canadian Muslim Lawyers Association to discuss the situation in the Middle East and its impact on the Muslim community in Canada.

December 5, 2023: I was pleased to host TMU's Exam De-Stress Lunch at the Student Learning Centre, during which 800 students enjoyed a free light lunch.

December 5, 2023: Matthew Baker and I met with Nadya Burton, professor of midwifery and Joshua Price, professor of criminology as representatives of the TMU Jewish Faculty Network, to discuss the situation in the Middle East and its impact on TMU community members.

December 5, 2023: I dropped by the holiday street celebration TMU Frost (please see above under "Events and Initiatives").

December 6, 2023: Matthew Baker and I met online with Tamar Becker and Alan Kaplan, co-chairs of the Jewish Employee Community Network at TMU, to discuss the situation in the Middle East and its impact on Jewish faculty and staff at TMU.

December 7, 2023: As past chair, I participated in a regular online meeting of COU executive heads.

December 8, 2023: Matthew Baker and I met with former mayor of Toronto John Tory to discuss TMU's work as a city-builder in the area around campus.

December 8, 2023: Todd Carmichael, Assistant Vice-President, University Relations Michael Forbes, and I met with Can Yoldaş, consul general of Türkiye in Toronto, to discuss opportunities for collaboration between TMU and organizations in his country.

December 8, 2023: Over lunch, I met with Mitch Frazer, chancellor of Ontario Tech University and former Board chair, to update him on recent activities and initiatives at TMU.

December 11, 2023: Todd Carmichael and I hosted Baxter Hunt, consul general of the United States in Toronto, for a visit to campus. We discussed opportunities for collaboration between TMU and US universities.

December 11, 2023: At the DMZ, I delivered welcoming remarks in advance of a discussion of the Racialized and Indigenous Supports for Entrepreneurs (RAISE) grant program, through which the DMZ has been awarded \$250,000 by the Ontario Ministry of Citizenship and Multiculturalism. Nina Tangri, associate minister of small business, participated in the discussion.

December 11, 2023: I met with Anne Golden, former president and CEO of the Conference Board of Canada and former distinguished visiting scholar and special advisor at TMU, to discuss the impact of the crisis in the Middle East on Jewish TMU community members.

December 12, 2023: Matthew Baker, Michael Forbes, and I met with Seth Goren, CEO of Hillel Ontario, and Elyse Wieskopf, director of Hillel TMU, to discuss the impact of the crisis in the Middle East on TMU students.

December 12, 2023: Krishan Mehta and I had lunch with Donette Chin-Loy Chang (Journalism '78, honorary doctor of laws '21) to update her on recent activities and initiatives at TMU.

December 12, 2023: As a board member, I attended the inaugural meeting of the Dais' advisory board.

December 12, 2023: Over dinner, Teresa M. Chan and I met with Zain Kassam, co-founder of microbiome companies Finch Therapeutics and OpenBiome, to discuss innovation and entrepreneurship in healthcare.

December 13, 2023: At a holiday olive oil and cheese tasting hosted by the offices of the president, the provost and vice-president, academic, and the vice-president, administration and operations, I delivered welcoming remarks thanking the offices' staff for their contributions in 2023.

December 14, 2023: Over lunch, I met with John Tory to continue our discussion about city-building at TMU.

December 15, 2023: Over breakfast, I met with Vir Sennik, orthopedic surgeon at Trillium Health Partners, to update him on the progress of TMU's medical school.

December 15, 2023: I met with Brampton-based physician Jay Keshmirian and Brampton City Councillor Dennis Keenan to update them about the progress of the medical school.

December 18, 2023: I was honoured to deliver opening remarks at the Native Canadian Centre of Toronto for the signing of the memorandum of understanding between the School of Medicine and the IPHCC (please see above under “Partnerships”).

December 18, 2023: I had an introductory meeting with Rania Llewellyn, former CEO of Laurentian Bank, to discuss the possibility of her sharing her expertise with TMU students.

December 19, 2023: Matthew Baker and I met with Scott Allinson, chief of staff to the Ministry of Colleges and Universities, for an update about the current situation in the postsecondary sector.

December 20, 2023: I met with Premier Doug Ford about the progress TMU is making with our School of Medicine.

December 20, 2023: Krishan Mehta and I had an introductory meeting with Don Johnson, former Vice-Chairman of BMO Nesbitt Burns and current board member at the University Health Network, to seek his support for the School of Medicine.

December 20, 2023: Matthew Baker, Teresa M. Chan, and I met online with Anna Boyden, Ontario’s assistant deputy minister of health, and Karima Velji, Ontario’s assistant deputy minister of colleges and universities, to discuss the progress of the School of Medicine and the resources it requires.

December 20, 2023: Teresa M. Chan and I hosted David Wai, Ontario’s deputy minister of Colleges and Universities, for a tour of the Daphne Cockwell School of Nursing’s interactive nursing lab, and for a discussion about the progress of the School of Medicine and the Student Wellbeing Centre, and the resources required for both.

December 20, 2023: Roberta Iannacito-Provenzano, Krishan Mehta, and I, along with six TMU alumni, attended the women’s basketball game between the University of Connecticut Huskies and the TMU Bold at the MAC. Although the Bold lost, it was fitting that UConn senior Aaliyah Edwards, from Kingston, Ontario, led all scorers in her homecoming game.

December 21, 2023: I met online with representatives of the non-profit education organization World University Services of Canada to discuss potential collaboration.

December 21, 2023: Matthew Baker and I met with Brian Burke, executive director of the Professional Women’s Hockey Players Association, to discuss the potential for collaboration between the association and TMU.

December 22, 2023: I met online with Ronald Cohn, president and CEO of the Hospital for Sick Children, to discuss the possibility of collaboration with TMU in the area of bridge building between communities.

December 22, 2023: I met with Marci Ien (RTA ’91), Canada’s minister for women and gender equality and youth, to update her about recent activities and initiatives at TMU.

MEMORANDUM

To: Members of the Board of Governors

From: Wendy Lawrence, General Counsel, Secretary of the Board of Governors, and Chief Privacy Officer; Josie Lee, Director, Administration and Governance; Adela Mall, Senior Legal Counsel and Governance Officer

Subject: Report from the Secretary

Date: January 29, 2024

1. Appeal of Lincoln Alexander Law Student Society Fee Referendum 2023

The Lincoln Alexander Law Student Society Fee referendum was not successful, and an appeal of the result was initiated by a student at the Lincoln Alexander School of Law. After thorough review of the appeal by the Elections Procedures Committee, the appeal was dismissed on November 24, 2024, and the results of the referendum upheld.

2. Board of Governors Elections 2024

The nomination period for the Administrative Staff, Faculty, and Student Board of Governors elections is from February 1 to 9, 2024. The voting period for the Administrative Staff, Faculty, and Student Board of Governors elections is from March 5 to 8, 2024. The nomination period for the Alumni Board of Governors election is also from February 1 to 9, 2024, but the voting period is from June 12 to 26, 2024, due to the need for a longer campaign period.

3. 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 receive a certificate of completion. The program schedule is posted on Diligent, and the training materials will be posted on Diligent in the Resource Centre following each session.

Research and Innovation: Thank you to Steven Liss, Vice-President, Research and Innovation, for providing the Research and Innovation session on December 6, 2023. Board members learned how the University is positioned to advance research, scholarly and creative activities.

Board members also gained a better understanding of the University's research goals and mandate.

Introduction to Performance Measurement at Toronto Metropolitan University: Thank you to Kimberley McCausland, Interim Vice-Provost, University Planning, who provided Board members on January 15, 2024, with a comprehensive overview of the University's measurement of institutional and management effectiveness and the transparency that this process provides. Board members also learned about the purposes, audiences, and limitations of performance measures.

The upcoming sessions are as follows:

Financial Literacy - Module 2

February 7, 2024, 3:00 p.m. to 4:30 p.m.

Toronto Metropolitan University's Values of Equity, Diversity, and Inclusion: an Intentional Practice

March 7, 2024, 2:30 p.m. to 4:00 p.m.

BOARD GREETINGS

I wish all board members a very happy new year. As we embark on the winter term, here are some exciting developments around the university that find TMU taking bold steps towards a productive and positive 2024.

New Academic Initiatives – In fall 2024, the Faculty of Arts will offer a minor in Indigenous Thought, representing TMU’s first cohesive Indigenous Studies programming. The interdisciplinary minor has been designed to centre Indigenous philosophies and cultural practices from an Indigenous perspective.

Also beginning in the fall, the Geographical Analysis BA will introduce a co-op stream, and the Department of English will offer a creative writing concentration that emphasizes experiential learning to prepare students for success in writing, editing and publishing.

Starting in spring/summer 2024, the Chang School will introduce postgraduate certificates—four-course online programs catering to mid-career professionals seeking to enhance their expertise in emerging fields. The first offering will be People Analytics for HR Professionals.

Technology – The TMU Libraries have opened a beginner-friendly media production studio for students across campus. It provides podcasting and recording equipment, a camera for still and video photography, studio lights, sound shields and more. Students are being trained to use the equipment, and staff are available to support and collaborate while they learn new digital skills and explore creative ways to approach projects and research.

In March 2024, The Chang School will launch the micro certificate in Artificial Intelligence (AI) for Productivity. Consisting of four microcredentials, the offering focuses on creating workplace efficiencies through generative AI, and includes a required ethics module about responsible use of AI tools in the workplace.

The Yeates School of Graduate Studies (YSGS) has published guidelines on using new generative artificial intelligence (GAI) technology in graduate student scholarship, research and creative activities at a high level and within the context of relevant TMU policies. The guidelines outline responsibilities for graduate students as well as programs and supervisors, and set out the importance of full transparency in using GAI technology as well as awareness of the risks involved.

Student Services – The Career, Co-op & Student Success Centre has worked proactively to help students who have been identified as being at risk of dropping or stopping out, based on their answers to the

TMU Readiness Quiz. The quiz was sent in August 2023 to first-year students entering a full-time, four-year undergraduate degree program. As of December 2023, 1,564 respondents have received personalized outreach from Student Success Navigators, guiding them to on-campus resources that address their needs.

Throughout the fall 2023 semester, the Ted Rogers School of Management (TRSM)'s Fit for Business Team, in partnership with the Business Career Hub, hosted a series of six workshops for first-year students. The series aimed to nurture soft-skill development and foster confidence for students' career journeys. Over 450 students attended the workshops, which were led by professionals from Aritzia, BMO, Lululemon, McKinsey, the NBA G League and accounting firm RSM Canada. All survey respondents said they were willing to attend future workshops; 99 per cent would recommend them to their peers and 97 per cent see them as a valuable investment.

The YSGS has launched the four-part online workshop series Thriving in Action, which helps graduate students and postdocs build skills in mindful time management and in reading, writing, and editing and which encourages self-compassion, identifying character strengths and healthy sleep.

Recruitment – On November 17, 2023, TMU held its first fully in-person fall recruitment event in four years. The Discover TMU: Open House attracted 6,585 registrants, including students, parents and supporters. 86 per cent of the students indicated their expected year of enrolment as 2024. Programming took place across campus and included presentations and panel sessions hosted by each faculty, as well as tours of residences and facilities. 93 per cent of survey respondents indicated they were more likely to apply to TMU after attending the event.

As of early December, the Salesforce system within the Office of the Vice-Provost, Students has access to a full set of data on each prospective student from the time they enquire about TMU through their application, offer, acceptance and matriculation. This data will enable timely and personalized nurturing activities throughout the recruitment period, with the aim to improve prospect/applicant experiences and increase conversion rates.

The Lincoln Alexander School of Law (LASL) has received 2,328 applications for 150 admission spots in the Class of 2027, representing an 11.5 per cent increase over last year and the second highest increase in Ontario. Assuming that each law school program is aiming for the same class size as last year, Lincoln Alexander Law will rank first in Ontario in terms of applications per seat and sixth in total applications.

APPOINTMENTS

Graham Hudson has been appointed interim dean, Lincoln Alexander School of Law effective January 1, 2024. He will serve during the six-month administrative leave of Donna E. Young. A professor and associate dean, academic at the Lincoln Alexander School of Law, Hudson has been actively involved in the development of the law school's JD program, including its integrated practice curriculum. He has been a faculty member at TMU since 2010 and has held several administrative positions during this time.

In 2020, he received the President's Blue and Gold Award for Staff Excellence for his role on the Lincoln Alexander School of Law start-up team. Graham's scholarly, research and creative (SRC) work focuses on the local governance of migration, critical border studies, and legal education.

Cory Searcy has been appointed as TMU's assistant vice-president (AVP), international, beginning February 5, 2024. An accomplished post-secondary leader, Searcy has been with TMU for more than 15 years. In his current role as vice-provost and dean, YSGS, he oversees and supports graduate expansion, enrolment management, university-wide graduate scholarships, policy development, and other matters related to more than 60 graduate programs. In this role, Searcy will advise senior academic leaders on matters related to internationalization in policies, procedures, best practices, risk management and emerging trends. He will support internationally focused activities in faculties and advance academic, research and social partnerships that align with TMU's values while driving a strategy to strengthen the university's global presence and reputation.

CONGRATULATIONS

Reza Esmali (Chemical Engineering PhD '23) has received the 2023 award for Outstanding Innovation—PhD from innovation research organization Mitacs. Working with Sensofine, the startup he launched as a doctoral student, Esmali is developing smart garments that use sweat to measure blood sugar levels and are powered by electric charges generated by movement such as walking. At the awards ceremony, held at the National Arts Centre in Ottawa, Esmali's work was hailed as a potential "game-changer in the health field, particularly for individuals with diabetes."

Isaac Garcia-Sitton, executive director of International Student Enrollment, Education & Inclusion, has been recognized as one of North America's Top 50 Voices in international education by the London, UK-based organization Professionals in International Education. Garcia-Sitton's citation recognizes him as "a respected leader in higher education with over 20 years of experience in international relations and business development."

Jesse Tanguay, professor of physics, has received the Sylvia Fedoruk Prize from the Canadian Organization of Medical Physicists for "the best paper on a subject falling within the field of medical physics" in the calendar year 2023. Tanguay's winning paper, "Xenon-enhanced dual-energy tomosynthesis for functional imaging of respiratory disease—Concept and phantom study," which he co-authored with medical physics PhD graduate Fateen Basharat ('23), was published in the journal *Medical Physics*. In their paper, Tanguay and Basharat set out the viability of a process for imaging chronic obstructive pulmonary disease that could reduce reliance on high-radiation CT scans and high-cost MRIs.

The Ted Rogers School of Hospitality and Tourism Management has placed third overall in Canada in the Hospitality and Tourism Management category in the annual Global Ranking of Academic Subjects published by ShanghaiRanking Consultancy. Out of the sub-categories used to determine the rankings, the school placed second in Canada in both Research Influence and International Collaboration.

The *Women Entrepreneurship Knowledge Hub* (WEKH), a national network led by the Diversity Institute in collaboration with TRSM, has received \$3.8 million from the federal government. The funding will help WEKH continue its work researching barriers to, and enablers of, entrepreneurial success and innovation for women of equity-deserving groups in Canada, raising awareness of the success of women entrepreneurs, sharing knowledge about the importance of intersectional perspectives and expanding partnerships with diverse business support organizations.

PARTNERSHIPS

Canadian Jazz Time Capsule – The Creative School has partnered with Toronto public radio station CJRT-FM (known as JAZZ.FM91) to create the Canadian Jazz Time Capsule. The capsule is a trove of historical artifacts related to Canadian jazz and jazz musicians highlighted by various items associated with late jazz titan Oscar Peterson, including his last Canadian passport, his business card, Canadian stamps honoring his 80th birthday and vinyl recordings. Other items include two art prints by Joni Mitchell; Diana Krall's first contract with Massey Hall (from 1997); drumsticks belonging to Grammy-winner Larnell Lewis and barrier-breaking Toronto drummer Archie Alleyne; a mouthpiece and musical notation from multiple Juno-winning trumpeter Guido Basso; and a signed 45rpm record by influential Montreal guitarist Sonny Greenwich. The capsule will be housed in The Creative School's Allan Slaight Institute for 50 years, and then opened by a new generation of music enthusiasts. The partnership furthers the two institutions' shared history: CJRT-FM first broadcast out of the then-Ryerson Institute of Technology in 1949.

School of Medicine Partnerships – The School of Medicine announced two partnerships in December 2023. The first, with Peel District School Board (PDSB), creates the Future of Healthcare pathway program, which aims to reach members of equity-deserving groups that have historically been underrepresented in healthcare careers. The School of Medicine, the Faculty of Community Services and Student Affairs will collaborate with PDSB to design the program, which is slated to launch in September 2024. It will include a speaker series for PDSB students as well as the university-level course "The Future of Healthcare," which will be offered to grade 11 and 12 students. The program is designed to encourage students to apply for healthcare-related post-secondary programs and become healthcare providers. The second partnership is a collaborative relationship agreement with the Indigenous Primary Health Care Council (IPHCC), a Toronto-based organization that supports the advancement and evolution of Indigenous primary healthcare services in Ontario. Through education, and by leveraging data used according to Indigenous data sovereignty principles, this partnership aims to eliminate health inequities for Indigenous Peoples and communities in Ontario, and to advance primary healthcare grounded in cultural respect and safety.

EVENTS AND INITIATIVES

Indigenous Art Installation – In fall 2023, TMU unveiled an art installation by Anishinaabe artist Caroline Brown in the rotunda of the Recreation and Athletics Centre (RAC). The installation illustrates an

inspiring message from Joanne Okimawinew Dallaire, elder (Ke Shay Hayo) and senior advisor of Indigenous Relations and Reconciliation: “Everything you need to be, you already are.” Brown, a member of Temagami First Nation, previously provided art for the First Nations Immersive Space in the RAC’s cardio and strength circuit room. Her installation prominently features people, animals and nature, with Dallaire’s words spelled out in Cree, Cree Syllabics and English. Encircling a skylight, the installation is meant to bring a sense of peace and reassurance to the space.

Global Entrepreneurship Week – From November 13 to 17, 2023, the Office of Zone Learning and Strategic Initiatives marked Global Entrepreneurship Week (GEW) by hosting TMU community members for a variety of learning opportunities and celebratory events. In keeping with TMU’s GEW theme this year, “Daily Innovation & Side Hustles,” the events focused on adopting an entrepreneurial mindset in one’s everyday life and on pursuing one’s passions. The Penny Appeal Canada Social Accelerator Pitch Competition, co-hosted by the Social Ventures Zone, found social enterprises competing for a \$10,000 grand prize. Google co-presented a DMZ masterclass on international market expansion, the Innovation Studio hosted a launch party for the raccoon simulator video game Trash Panda by Transmedia Zone member Jason Leaver and dedicated workshops explored entrepreneurship for 2SLGBTQIA+ community members, women founders and TMU employees.

Report from the Provost & Vice-President, Academic

Board of Governors Meeting
January 29, 2024

Roberta Iannacito-Provenzano



Academic Plan



School of Medicine

Appointments



Graham Hudson
Interim Dean,
Lincoln Alexander School of Law



Cory Searcy
Assistant Vice-President,
International



Search for Vice Provost, Faculty Affairs



Learning and Teaching



Thank you

**Toronto
Metropolitan
University**

BOARD OF GOVERNORS
January 29, 2024

AGENDA ITEM: Introduction to the 2024-25 Budget Process

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 overview of the 2024-25 budget process.

BACKGROUND:

The presentation is the first of four (4) presentations regarding the budget and provides an introduction to the 2024-25 budget process including the context, timelines, community consultation, and strategic principles.

ATTACHMENT: 2024-25 Budget Process Presentation

PREPARED BY:

Name: Kimberley McCausland, Interim Vice Provost, University Planning

Date: January 12, 2024

APPROVED BY:

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

Date: January 12, 2024

2024-25 Budget Process

Board of Governors
Finance Committee
January 23, 2024

Toronto
Metropolitan
University



Introduction to the Budget Process

- The annual budget includes an estimate of revenues and expenditures for the coming year and provides the plan we will follow to allocate resources in support of the university's objectives.
- The budget also provides accountability to our stakeholders.
- Working with colleagues across campus, we are happy to present our budget development process for 2024-25.

Budget Principles & Strategic Priorities

- Prioritize students
- Protect TMU's core business
- Be fair and transparent
- Remain forward looking
- Conduct wide consultations with the community



Context – TMU Budget Process

- The 2024-25 budget process begins with a continuation of the constrained fiscal environment:
 - Tuition fee framework and operating grant rates are uncertain
 - No new funded domestic spaces from the province
 - Continuing to build international spaces in a challenging environment
 - Cost pressures related to inflation and wage increases including decision to strike down Bill 124
- Management is developing a plan to deliver a budget that focuses on key priorities while protecting Toronto Metropolitan University's reputation
- Budget development will include full input from the community with regular Board check-ins (January, February, March, and April)

Provincial Context – Blue Ribbon Panel

- In November 2023, the Blue Ribbon Panel on Financial Sustainability in the Post-Secondary Education Sector released its final report.
- Key recommendations include:
 - Increase operating grants by 10%, followed by annual increases of 2% or the rate of inflation
 - Increase tuition fees by 5% (8% in specific programs), followed by 2% or the rate of inflation
 - Allow institutions to negotiate a new enrolment corridor midpoint in each SMA cycle, and allow universities to shift enrolment allocations between undergraduate and graduate programs
- The government has not announced a decision about tuition rates or operating grants for 2024-25 or beyond. No timeline for a decision has been provided to the sector.
- As part of the budget planning process, various scenarios of potential government response to the Blue Ribbon Panel report are being modelled.

Provincial Context: 2023 Ontario Fall Economic Statement

- New spending is focused on health care, infrastructure, and supporting manufacturing and resource sectors
- Limited spending on postsecondary through capital grants for technology, repairs, and energy efficiency (re-announcement of existing supports)
- No change to provincial operating grants or funded enrolment levels announced
- Projected budget deficits of \$5.6B for 2023-24 and \$5.3B for 2024-25; surplus of \$0.5B projected for 2025-26



2024-25 Budget – Community Consultation

- As in previous years, we will consult broadly with the TMU community
- Consultations will include:
 - Town Hall sessions (3)
 - Meetings with Student Board members
 - Meetings with Student Unions (undergraduate, graduate, part-time)
 - Meetings with Union Representatives
 - Meetings with Deans, Vice Provosts, and other Division leads

2024-25 Budget Timelines – Board Finance Meetings

- The Board process includes four presentations:

January	Budget Process
February	Environmental Scan
March	Budget Planning Update (Strategy and Gov't Funding)
April	Full Budget for Approval

Questions?

MarComm Results

September 1 -
December 31, 2023

Prepared by:
University Relations

January, 2024

**Toronto
Metropolitan
University**



Executive Summary

Highlights from Sept 1 - Dec 31, 2023

- Strategic and communications support around men's soccer inquiry
- Ongoing communications support on Law School open letter and MacDonald review
- Launched 8-week Grit campaign to support brand recognition among prospective undergrad students
- Continued to support the RO and international in recruitment efforts; working with faculties to align recruitment plans with central efforts
- Developed videos for key initiatives including the Catalyst's 5-year anniversary, Order of Ontario and an update for the SSTF work
- Created January print and digital issues of [alumni magazine](#)
- Ongoing support on School of Medicine, including Town Halls, quarterly eblast to SoM stakeholders and faculty recruitment communications

Earned Media



18,891 Media Hits

12% increase from previous report



13.81B Potential Reach

10% decrease from previous quarterly report



127.76M AVE

Advertising Value Equivalency
10% decrease from previous report



50% Positive Sentiment

117% increase from previous report*



Social Media



22.5K New Followers



3.59M Impressions



374.5K Engagements



72.5K Link Clicks

*The big jump (117% increase in sentiment) can be attributed to the fact that as of September 2023, we have been overriding some of the automatic sentiment attribution on our media monitoring platform. We find it often identifies stories as negative or neutral due to the subject matter rather than TMU's position in the piece. For example, if a TMU expert is quoted speaking on an important issue this is positive for TMU, even if the subject itself is negative. As we continue this practice the increases and decreases will normalize.

Earned Media Detail

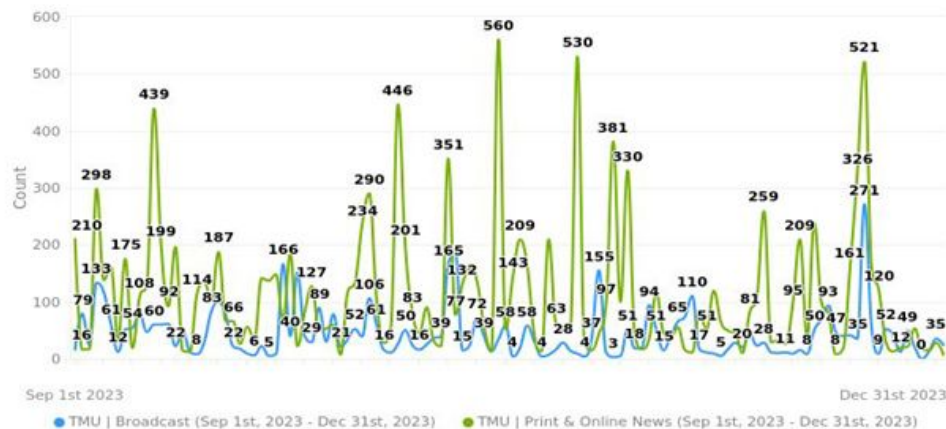
Results highlights

- TMU secured 18,891 media hits from Sep 1 - Dec 31, 2023 with a total potential reach of 13.8 billion.
- The top article by reach was an article in The New York Times, “Emily of New Moon”: An Appreciation, which quoted **Irene Gammel**, the executive director of the MLC Research Centre, with a total potential reach of 146M.
- The Advertising Value Equivalency (AVE) on media coverage secured during the period is \$127 million.

Proactive pitching highlights:

- Back to School media pitching resulted in 115 media hits and 92 million impressions with coverage secured with CBC, CTV, CP24, Global and CityTV News.
- The communications team supported the Chang School’s SlimmDuck Scholarship recipient announcement securing 12 media hits, including Sportsnet, CBC TV and Radio, and Daily Hive with a total audience reach of 6.9 million.
- A student experience story about a Polar Plunge was pitched and featured on CBC TV and Radio.
- The soft launch of TMU’s Black Scholarship Institute was pitched out and garnered positive coverage from CP24 and CBC Toronto.
- TMU’s School of Medicine was featured in the Brampton Guardian highlighting a groundbreaking new partnership with the Indigenous Primary Health Care Council.
- Central Communications pitched Zone Learning for Global Entrepreneurship Week and secured coverage on the Toronto Tomorrow podcast.
- TMU Faculty Experts were pitched to media daily to speak on timely news items, including: Greenbelt review; housing crisis; Calgary daycare E. coli outbreak; Feds asking grocery stores to review prices; President Zelenskyy’s visit to Canada and Rota’s resignation; Trump’s legal troubles; Federal consultations on AI regulations; and much more.

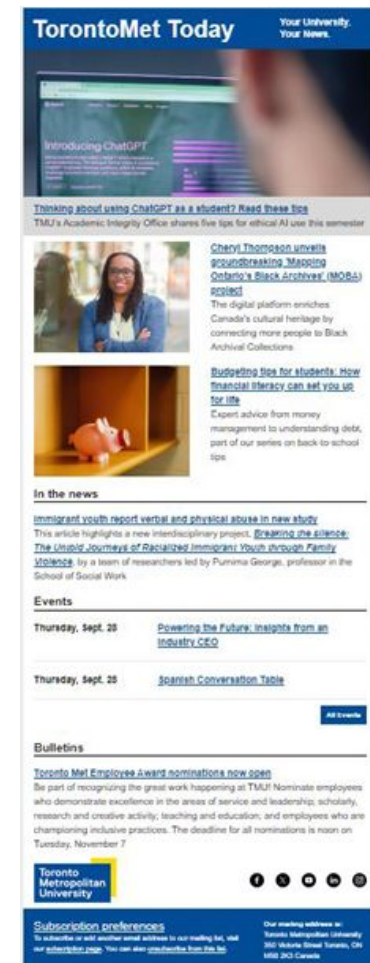
Media Exposure



TorontoMet Today (TMT) e-newsletter:

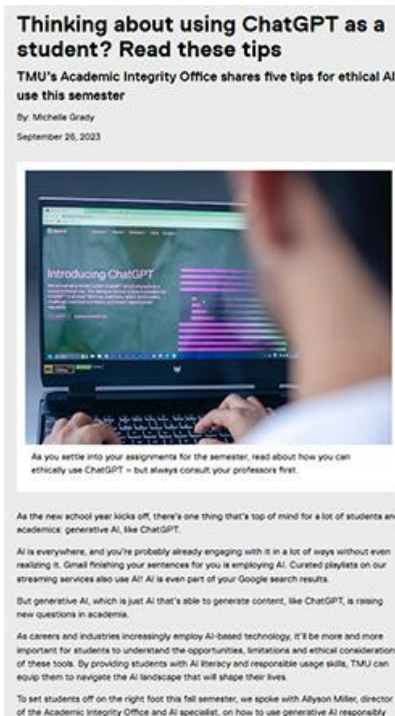
TMT e-newsletter was emailed to over 65,000 staff, faculty and students three times a week between September and December as part of its regular distribution cycle, with several special editions containing urgent information sent out as needed.

- The newsletter edition with the most opens, was the September 27 issue, “[Thinking about using ChatGPT as a student? Read these tips](#)” with a 68.3% open rate (a 1.9% increase from last quarter)
- The 18-24 demographic were the most active readers during this period.
- We’ve seen a 16.7% increase in views this quarter over last year’s quarter, and a 31% increase in time on page over the same quarter in 2022.



Top TMT stories

Top 3 performing [TMT](#) stories between Sept 1 - Dec 31, 2023:



7,434 views



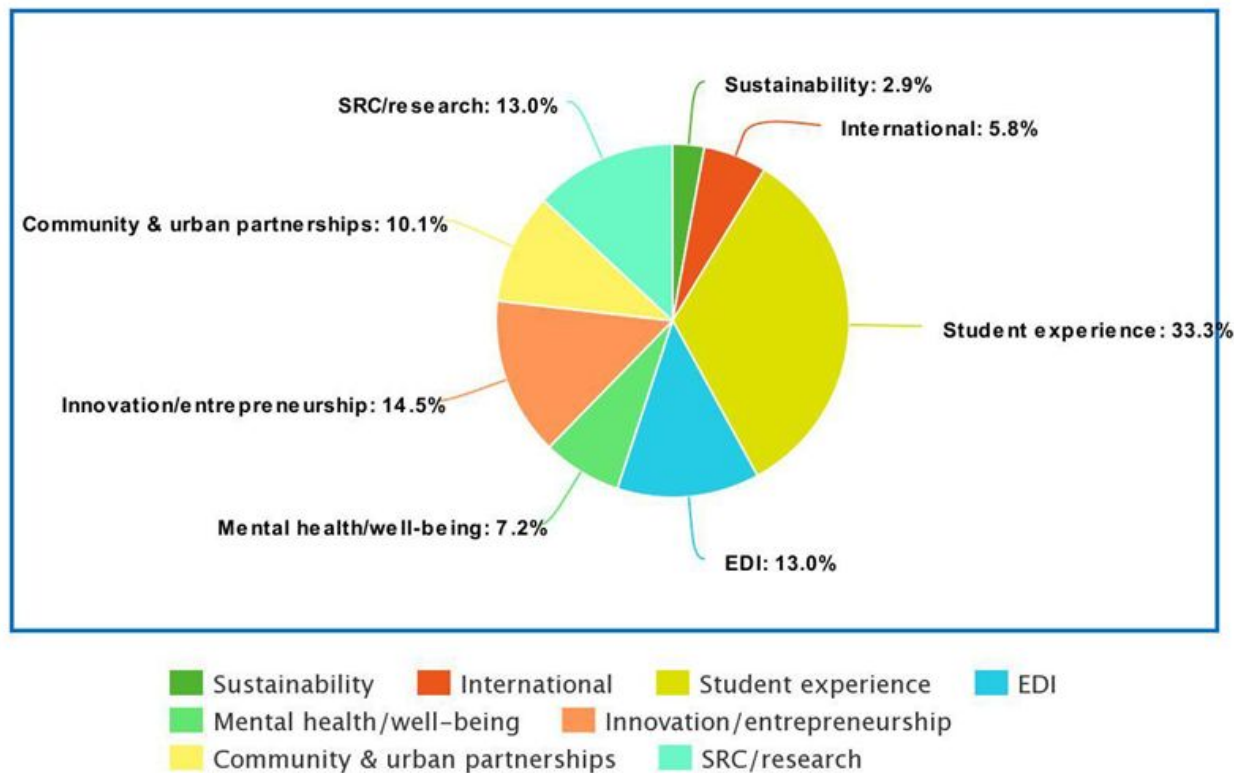
5,212 views



4,295 views

TMT Story Detail

TMT stories shared between September 1 and December 31 by theme/university priority



meta-chart.com

Organic Social Media Detail



- 62.3K followers
- 135K engagements



- 62.6K followers
- 6.2K engagements



- 304,622K followers
- 1.3M impressions
- 9,344 reactions
- 284 comments
- 150 reposts



- 73.7K followers
- 292.4K engagements
- 250K likes



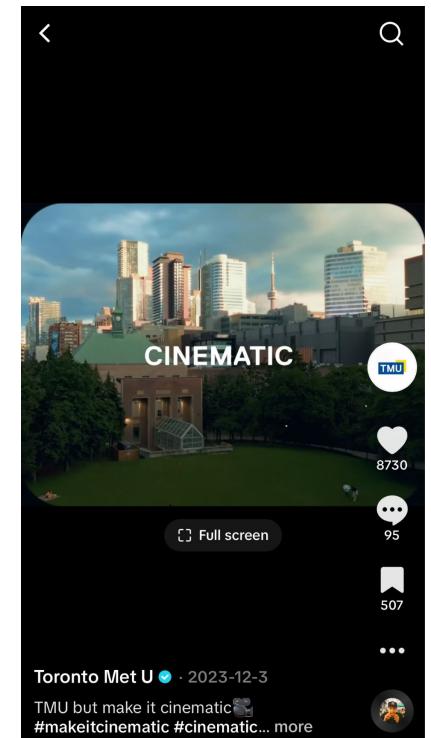
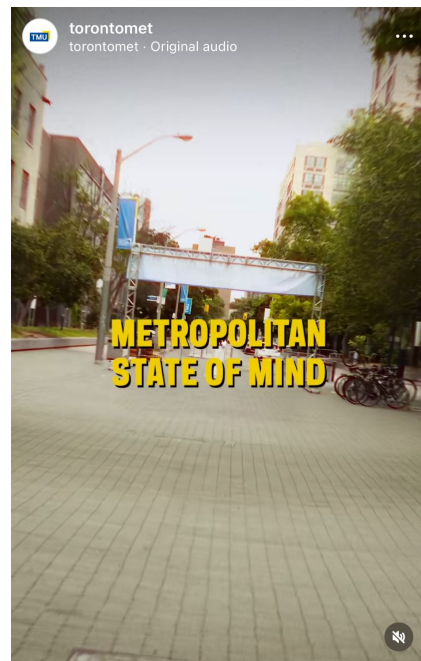
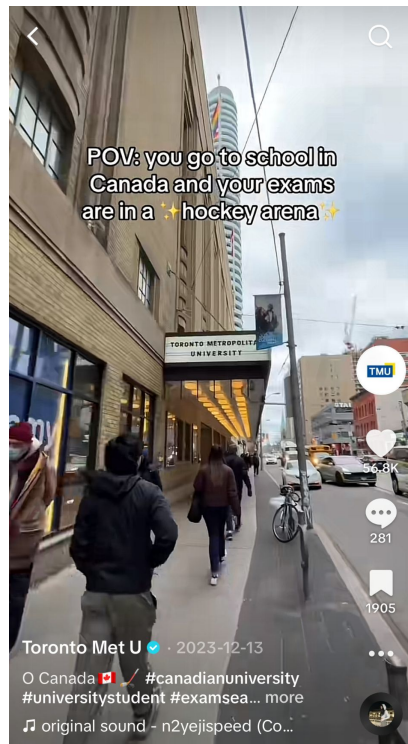
- 95.5K page likes
- 96.5K engagements

Highlights



- Cracked the 60k follower threshold on Instagram, sitting now at 62.3k
- Despite Twitter not being a major strategic platform for us, engagements were up by 67.8%
- Overall likes were down on TikTok, but comments, shares, and saves more than made up for that as our engagements saw a 103% increase

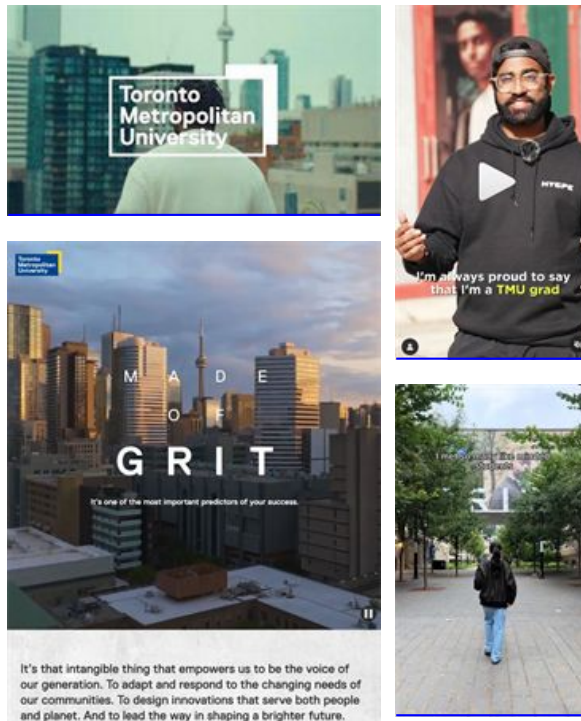
Top Social Posts



Creative Initiatives and Campaigns

Grit Campaign

Launched our new student focused reputation campaign to raise awareness of our key differentiators (experiential learning, innovation & entrepreneurship and social advocacy). Designed to reach students where they are and with content they're looking for, we created a range of videos with a TikTok style narrative including actors/subjects speaking to camera and eight influencer videos.



RO Open House Campaign

Launched a campaign to drive registrations for the first fully in-person Discover TMU: Open House since the pandemic. Developed a series of new assets that highlighted the student perspective as well as an institutional perspective.

Registrations were 12% higher year over year.



Creative Initiatives and Campaigns

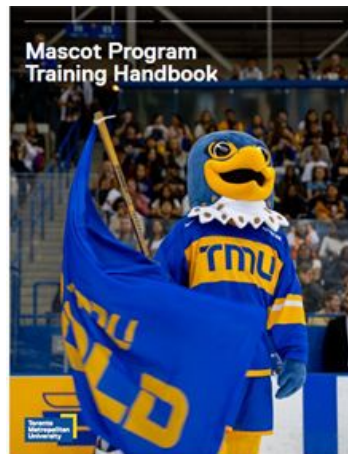
Catalyst Anniversary Video

Created a compelling video that highlights the impact of Rogers Cybersecure Catalyst on Canada's cyber industry since its inception. Video was played at the Catalyst's 5-year Anniversary celebration party for 300 event attendees such as stakeholders, funders, partners and alumni.



Mascot Launch

Supported with the design, production and launch of the new university mascot. Launch plan included organic social content, mascot photoshoot, training handbook and digital gifs.



OVPRI Ads

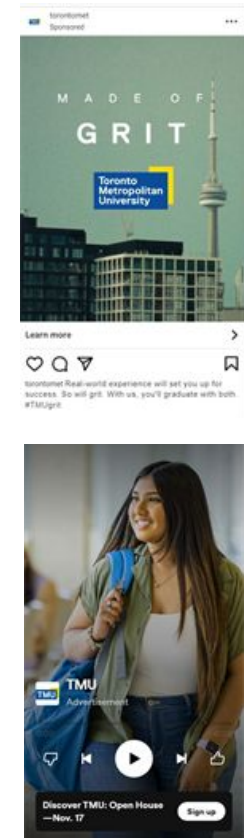
Developed print and digital ads to highlight our research strength in health equity through our School of Medicine, faculty research and new CERC appointment.



Paid Media Details

Digital ad campaigns for Q4 included:

- Renaming SEM for International Markets
- School of Medicine Multicultural Campaign
- FEAS MEIE Recruitment
- TRSM PhD & MScM Recruitment
- Athletics: U Sports National Hockey Championships
- Law Recruitment
- YSGS Graduate Studies Recruitment
- RO Fall Open House
- RO Winter Applications Push
- Made of Grit Brand Campaign



Campaigns goals included brand awareness, event registrations, increasing ticket sales, and application recruitment.

Ads for the above campaigns ran on social media platforms such as Facebook, TikTok, Snapchat, LinkedIn and on Google search results. These static display, video and audio ads ran on local arena display screens, audio listening platforms like Spotify, and in industry and interest specific websites and blogs.

Web Traffic Detail

Comparisons are May - August 2023 and 2022

- **1.59% decrease** in sessions
4.64 million (2023) vs 4.71 million (2022)
- **3.49% decrease** in users
2.32 million (2023) vs. 2.24 million (2022)
- **0.48% increase** in pageviews
15.50 million (2023) vs. 14.43 million (2022)

Top Countries by Sessions

1.	Canada	3,380,336 (72.79%)
2.	India	254,091 (5.47%)
3.	Pakistan	166,985 (3.60%)
4.	United States	162,861 (3.51%)
5.	Nigeria	110,747 (2.38%)
6.	Bangladesh	94,628 (2.04%)
7.	United Kingdom	28,010 (0.60%)
8.	United Arab Emirates	27,158 (0.58%)
9.	Iran	25,635 (0.55%)
10.	Vietnam	24,498 (0.53%)

Top Pages by Pageviews

1.	Toronto Metropolitan University Home - Toronto Metropolitan University	981,313 (6.33%)
2.	International Undergraduate Admissions - International - Toronto Metropolitan University	704,727 (4.54%)
3.	ChooseTMU Login - Admissions - Toronto Metropolitan University	654,096 (4.22%)
4.	Undergraduate Programs - Programs - Toronto Metropolitan University	224,528 (1.45%)
5.	Programs - Graduate - Toronto Metropolitan University	184,513 (1.19%)
6.	How to Apply (for January 2024 Start) - International - Toronto Metropolitan University	181,996 (1.17%)
7.	Programs Accepting Applications - Admissions - Toronto Metropolitan University	162,310 (1.05%)
8.	Welcome to Toronto Metropolitan University - International - Toronto Metropolitan University	161,704 (1.04%)
9.	MyServiceHub Support - Toronto Metropolitan University	146,079 (0.94%)
10.	Programs - Toronto Metropolitan University	143,100 (0.92%)

How visitors got to our website by % of sessions

Days of the week matched for y-o-y comparison

May 1, 2023 - Aug 31, 2023



May 1, 2022 - Aug 31, 2022

