

**BOARD OF GOVERNORS**

**April 30, 2025**

**2:00 p.m. to 4:00 p.m.**

**Livestream Link: <https://youtube.com/live/fjNtjsi2BLM?feature=share>**

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
<b>2:00</b>	<b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>	<b>Catherine Paisley</b>	<b>Information</b>
	<b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>		<b>Information</b>
	<b>END OF IN-CAMERA SESSION</b>		
<b>3.</b>	<b>INTRODUCTION</b>	<b>Catherine Paisley</b>	
3.1	Welcome		
3.1.1	Land Acknowledgement		
3.1.2	Chair's Remarks		
3.2	<b>CONSENT AGENDA</b>	<b>Catherine Paisley</b>	
3.2.1	Approval of the April 30, 2025 Agenda		<b>Approval</b>
3.2.2	Declaration of Conflicts of Interest		<b>Information</b>
3.2.3	Approval of the March 26, 2025 Minutes		<b>Approval</b>
3.3	Presidential Search Update	<b>Catherine Paisley</b>	<b>Information</b>
<b>4.</b>	<b>REPORT FROM THE PRESIDENT</b>	<b>Mohamed Lachemi</b>	<b>Information</b>
<b>5.</b>	<b>REPORT FROM THE SECRETARY</b>	<b>Wendy Lawrence</b>	<b>Information</b>
5.1	Appointment of Vice-Chair		<b>Approval</b>
<b>6.</b>	<b>REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC</b>	<b>Roberta Iannacito-Provenzano</b>	<b>Information</b>
<b>7.</b>	<b>DISCUSSION ITEMS</b>		

7.1      **REPORT FROM THE CHAIR OF THE EMPLOYEE  
RELATIONS AND PENSIONS COMMITTEE**

**Louise Taylor Green**

7.2      **REPORT FROM THE CHAIR OF THE FINANCE  
COMMITTEE**

**David Porter**

7.2.1 2025-26 University Budget Priorities and Expenditures

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

**Approval**

**8.            FOR INFORMATION**

**4:00 9.            ADJOURNMENT**  
**NEXT MEETING: June 26, 2025**

## **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.”



## **CONGRATULATIONS**

*Donette Chin-Loy Chang* has received the 2025 Lifetime Achievement Award from the Association of Chinese Canadian Entrepreneurs (ACCE). In announcing the award, the ACCE praised Donette's "profound and lasting impact in education, philanthropy, and community service across Canada and the Caribbean," as well as her "transformative leadership and unwavering dedication."

*Miranda Kirby*, professor of physics, has had her Tier 2 Canada Research Chair (CRC) in Quantitative Imaging renewed for a second five-year term. Her research focuses on finding innovative ways for imaging to help those living with lung diseases; in her second term, she will focus on developing radiation-free magnetic resonance imaging (MRI) analysis techniques that are safe for children.

*Morteza Zihayat*, professor of information technology management, has been named a Tier 2 CRC in Human-Centered Artificial Intelligence. His research explores how to make AI-driven search engines trustworthy, equitable, and empowering for individuals and diverse communities.

## **PARTNERSHIPS**

**THE CREATIVE SCHOOL + THE TRAGICALLY HIP** – The Creative School's transdisciplinary performance innovation hub, Chrysalis, is partnering with Mirvish Productions to develop the new musical *It's a Good Life if You Don't Weaken*, which will feature the music of The Tragically Hip. The musical is set to premiere at Theatre Aquarius in Hamilton in 2026, and it will be produced by Michael Rubinoff, who set up a previous collaboration with Sheridan College to develop the hit musical *Come from Away*. As Sheridan did with *Come from Away*, TMU will receive a percentage of gross sale royalties from the collaboration. Casting began on March 9 with an open casting call at Chrysalis.

**DMZ INCUBATOR IN CALEDON** – The DMZ has partnered with the Town of Caledon to launch an incubator. Based at the new Humber River Centre, a business hub in the community of Bolton, the incubator will offer tailored in-person and virtual programming for local entrepreneurs, as well as training and evaluation, networking opportunities, and access to tools and resources for marketing and enhancing scalability. The partnership aims to incubate up to 45 startups over the next three years as well to host over 350 workshops and events, boosting youth entrepreneurship in the community and establishing strategic partnerships to create more opportunities for investment and business expansion.

**TRSM AND SANDALS CORPORATE UNIVERSITY** – The Ted Rogers School of Management (TRSM) has signed a five-year memorandum of understanding with Sandals Corporate University—an adult education program for staff at resorts run across the Caribbean by Jamaica-based Sandals Resorts. Together, the institutions will develop specialized executive training programs including courses on topics such as strategic communication and decision-making, digital innovation, and mindfulness in leadership. TRSM students and faculty in hospitality, tourism, and business education will be given opportunities for co-op placements and executive education engagement, as well as academic partnerships.

## **EVENTS AND INITIATIVES**

**PENSION CENTRE OF EXCELLENCE** - On February 18, the National Institute on Ageing (NIA) launched the Pension Centre of Excellence (PCE), a knowledge exchange platform dedicated to improving retirement income security in Canada. Co-led by NIA fellows Bonnie-Jeanne MacDonald (who is also the NIA's director of financial security research) and Barbara Sanders, the PCE will host semi-annual symposia and produce research publications to inform policy and practice related to issues such as pension coverage, pension delivery systems, and the retirement security challenges faced by vulnerable and underrepresented populations. It brings together a team of research associates and a diverse network of stakeholders. At the same time, the PCE launched its annual lifetime achievement award, the first of which was given to Bob Baldwin, who has held many leadership roles in the pension sector.

**ONTARIO SCIENCE CENTRE DNA LAB** - On March 17, the Faculty of Science (FoS) reopened the Ontario Science Centre's DNA Fingerprinting Lab in its own facility, hosting a Grade 12 biology class from St. Joseph's College School in Toronto. The lab had been shuttered last summer when the provincial government declared the Science Centre building itself to be unsafe. SciXChange, the FoS's outreach office, partnered with the Science Centre to rehome the lab. TMU science students are volunteering to help run the lab, which will continue to offer its full-day workshops in Kerr Hall until the end of June; there are plans to run additional classes throughout the summer. High school students from across Ontario are visiting and learning how to gather and analyze DNA—including determining their genotype through samples swabbed from their own cheeks.

**TWO \$1M DONATIONS TO STUDENT WELLBEING CENTRE** – On March 17 and 20 respectively, TMU announced two \$1-million donations to support the Student Wellbeing Centre (SWC)—the first from Richard Rooney (Honorary DLaws '24), vice chair and co-founder of Burgundy Asset Management, and the second from Ed Clark (Honorary DComm '15), chair of the Vector Institute and former CEO of TD Bank. In a statement, Rooney praised the “brilliant” idea behind the SWC—to bring together TMU's health and wellbeing services and supports under one roof, in the heart of the campus. He cited the “unimaginable difficulty” that COVID-19 has posed and the pandemic's lasting impact on students' lives, and noted that students' decision to fund the SWC in a referendum to increase their fees “speaks volumes,” because “students know best what they need.”

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

*March 3, 2025:* Together with Vice-President, University Advancement and Alumni Relations Krishan Mehta and Vice-President, Medical Affairs and Founding Dean, School of Medicine (SoM) Teresa M. Chan, I met online with Brian D. Hodges, executive vice president and chief medical officer at

University Health Network (UHN), to discuss strengthening the partnership between the SoM and UHN.

*March 4, 2025:* Together with Vice-President, Administration & Operations Saeed Zolfaghari and Assistant Vice-President, Facilities Management and Development Glenda Mallon, I met with Richard Abboud, founder and CEO of Forum Asset Management, to discuss potential collaboration on student housing.

*March 4, 2025:* I had an introductory phone call with Javaid (Jerry) Naqvi, founder and chairman of Alberta-based commercial real estate development company Cameron Development Corporation, to provide him an overview of TMU's activities.

*March 5, 2025:* I spoke with Juan Sarmiento, Ontario regional advisor to then-minister of Immigration, Refugees and Citizenship Canada Marc Miller, to discuss visa processing for international students.

*March 7, 2025:* Together with SoM Chief Administrative Officer Sharanjeet Kaur and SoM Executive Director, Advancement Jessica Kovacs, Teresa Chan and I led a tour of the SoM site for representatives of Brampton-based medical laboratory services company Dynacare: CEO Vito Ciciretto (Business Management '86), Head of HR Tricia Burd, and Chief Scientific Officer Jenisa Naidoo.

*March 11, 2025:* Chief of Staff and Senior Director, Government Relations Matt Baker and I met with Alexis Maquin, managing director of Club Canadien de Toronto, which provides networking opportunities for Toronto's Francophone community, to discuss opportunities for collaboration with TMU.

*March 12, 2025:* I had an introductory meeting with John Gounaris, vice president of global marketing for power systems manufacturer G&W Electric, about potential collaboration on activities in Brampton, where the company's Canadian facility is based.

*March 17, 2025:* Following my meeting with leaders of the NED University of Engineering and Technology in Pakistan in February, I met with Samir Dossal, president of the Canada Pakistan Business Council, and Ghulam Hussain Malik, president of NED Alumni Canada, to discuss strengthening the relationship between TMU and NED.

*March 17, 2025:* I welcomed students, faculty, and staff to TMU's second Budget Town Hall of 2025, which was held in person at the Podium building. I outlined the fiscal environment within which we will develop our budget priorities for the 2025–26 academic year.

*March 18, 2025:* I was pleased to record farewell remarks honouring Tony Staffieri for his leadership and vision as he completes his appointment as TMU Board chair, as well as video remarks paying tribute to G. Raymond Chang and highlighting his impact on TMU and its community. The latter video will be played at the G. Raymond Chang Outstanding Volunteer Awards in May.

*March 18, 2025:* I welcomed community members to TMU's third Budget Town Hall of 2025, which was held in person at Kerr Hall.

*March 19, 2025:* Together with Provost and Vice-President, Academic Roberta Iannacito-Provenzano and Assistant Vice-President, International Cory Searcy, I met with representatives of Navitas – Scott Jones, group chief executive officer; Brian Stevenson, president and CEO, University Partnerships North America (UPNA); Darcy Rollins, chief operating officer, UPNA; and Kerry Valentine, college director and principal, Toronto Metropolitan University International College – to discuss our ongoing collaboration.

*March 19, 2025:* At the Royal Ontario Museum, Matt Baker and I attended the swearing-in ceremony for Premier Doug Ford and his cabinet ministers.

*March 20, 2025:* I spoke by phone with Minister of Colleges and Universities Nolan Quinn to congratulate him on his renewed role and update him on the university sector.

*March 21, 2025:* In Brampton, Sharanjeet Kaur, Roberta Iannacito-Provenzano, Matt Baker, and I met with members of the leadership team of Ontario's largest children's treatment centre, ErinoakKids – Kristi Morgan, vice-president, clinical Services; Susan Bowman, director of clinical services; Leona Hollingsworth, director of communications; and Adelaide Attard, senior communications advisor – for a tour of their facility. The SoM has signed a clinical affiliation partnership agreement with ErinoakKids, and I was pleased to give remarks thanking their team for their hospitality and celebrating our partnership.

*March 21, 2025:* In Brampton, Roberta Iannacito-Provenzano, Sharanjeet Kaur, Matt Baker, and I welcomed to the SoM Brampton MPPs Minister of Transportation Prabmeet Sarkaria (Brampton South), Minister of Citizenship and Multiculturalism Graham McGregor (Brampton North), Hardeep Grewal (Brampton East), and Amarjot Sandhu (Brampton West) to congratulate them on their re-election and update them on the progress of the SoM as well as TMU's other activities in Brampton.

*March 24, 2025:* I attended an online budget consultation meeting with the student members of the Board of Governors.

*March 24, 2025:* I attended an online meeting with representatives of CUPE 233, CUPE 3904, OPSEU, and TMUFA to consult with them about the upcoming TMU budget.

*March 24, 2025:* Matt Baker and I had a virtual meeting with Loran Scholars Foundation CEO Meghan Moore to discuss Loran's activities and the strengthening of its relationship with TMU.

*March 25, 2025:* I met virtually with Doctors Without Borders/Médecins Sans Frontières Canada's executive director, Sana Bég, and corporate and foundations manager, Farheen Khan to discuss potential collaboration with the SoM.

*March 28, 2025:* I had an introductory meeting with Joseph Racinsky, MPP for Wellington-Halton Hill, to discuss the SoM and TMU's plans for Integrated Health Clinics.

*March 28, 2025:* In Brampton, Matt Baker, Sharanjeet Kaur, and I welcomed City Councillors Navjit Kaur Brar (Wards 2 and 6), Harkirat Singh (Wards 9 and 10), and Gurpartap Singh Toor (Wards 9 and 10) for a tour of the SoM and updated them on our progress.

## **1. Presidential Search**

By way of resolution on October 1, 2024, the Board of Governors (“Board”) extended the President’s second term to January 3, 2027. Pursuant to Article 13.3 of *By-Law No. 1 being the General By-Laws* (the “By-Laws”) the Chair of the Board will be striking a Presidential Search Committee with a mandate to identify individuals to serve as President upon the completion of the existing President’s term of office and to recommend to the Board the appointment of one or more of such individuals. This process must commence eighteen (18) months prior to the last day of the President’s term. A recruitment firm will be engaged to work with the Board Chair to conduct the search with the Board Secretariat providing support in this process. The Presidential Search Committee will comprise of the Board Chair and Vice-Chair, seven (7) other members of the Board, and four (4) members of the Senate. The Presidential Search Committee, once formed, will comprise of one or more members of the administrative staff, alumni, teaching faculty and students.

## **2. Governance Essentials Training**

The Governance Essentials Training program provides members of the Board 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 are posted in the Resource Centre on Diligent following each session. The Governance Essentials Training Program is now complete for the 2024-2025 academic year, with ten (10) sessions delivered.

### **Equity, Diversity, and Inclusion**

Thank you to Toni De Mello, Vice President, Equity and Community Inclusion and Elyse Watkins, Director, EDI Education, Awareness and Access, who guided Board members through a discussion of equity, diversity and inclusion at the University. Through a series of engaging scenarios and discussion points, T. De Mello and E. Watkins provided Board members with a better understanding of the important role the Office of the Vice-President of Equity and Community Inclusion plays within the University and how it intersects with their role as Board members to provide oversight, leadership and make the University's values an intentional practice.

Congratulations to Irene Gammel, Ahmed Elshahed and Cristobal Leal who recently completed the program and received a certificate of achievement.

### **3. Convocation and Honorary Doctorate Ceremonies 2025**

Convocation ceremonies will be held in person from June 17, 2025, to June 25, 2025, at the Mattamy Athletic Centre, and Board members are invited to attend. We encourage Board members to attend the convocation ceremonies to recognize the accomplishments of the graduates and honour those upon which an Honorary Doctorate is being conferred. The Board Secretariat will provide further information when it becomes available.

**BOARD OF GOVERNORS**  
**April 30, 2025**

**AGENDA ITEMS:** Appointment of Vice-Chair

**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 current Vice-Chair of the Board of Governors (the “Board”), Catherine Paisley, was appointed as the new Chair of the Board by a resolution of the Board passed on March 26, 2025. C. Paisley’s term as Chair commences on April 28, 2025. In light of these circumstances and pursuant to Article 12.2 of *By-Law No. 1 being the General By-Laws* (the “By-Laws”), the Secretary declared that nominations for the position of Board Vice-Chair were open at the March 26, 2025 Board meeting. The nominations closed on April 14, 2025.

**BACKGROUND:**

The first term of the current Board Vice-Chair is from June 30, 2022 to June 29, 2025, however the Board Vice-Chair was appointed to the role of Chair of the Board and will assume the position on April 28, 2025. As such, the By-Laws require an election for the position of Vice-Chair of the Board.

At the March 26, 2025 Board meeting, pursuant to Article 12. 2 of the By-Laws, nominations for the position of Board Vice-Chair were opened. Pursuant to Article 12.3 of the By-Laws, Norie Campbell was nominated for election as Vice-Chair during the Board meeting by Board members L. Taylor Green, W. Soliman and M. Davis. N. Campbell orally consented to this nomination during the Board meeting. No other nominations have been received by the Secretary for the position of Board Vice-Chair.

It is being recommended that the Board approve the appointment of N. Campbell as Vice-Chair of the Board commencing May 1, 2025 and ending on April 30, 2028.

**PREPARED BY:**

Name: Adela Mall, Senior Legal Counsel and Governance Officer

Date: April 21, 2025

**APPROVED BY:**

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

Date: April 21, 2025



## **DRAFT RESOLUTION**

**RE: Appointment of Vice-Chair**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the appointment of Norie Campbell as Vice-Chair of the Toronto Metropolitan University Board of Governors commencing May 1, 2025 and ending on April 30, 2028.

April 30, 2025

**BOARD GREETINGS** – As Winter 2025 comes to an end, I am pleased to highlight yet another milestone for the School of Medicine (SoM)—as well as more initiatives that find TMU looking both forward and outward.

### **Recruitment**

March 4 was the SoM's first R-1 Match Day—the day when graduating medical students learn where they will train for residency. This year, TMU was the only medical school in Canada to fill all of our R-1 positions in our residency programs. Residency programs will begin in July.

On March 9, the SoM held Multiple Mini Interviews (MMIs) for shortlisted applicants to the Undergraduate Medical Education (UGME) program. Candidates were interviewed with assessments focused on non-academic qualities like empathy, communication, self-awareness and cultural competency. Offers of admission will be released on May 13, aligning with other Ontario medical schools.

Regarding clinical faculty recruitment, the SoM has received over 913 applications for clinical faculty roles as of March 11, with 459 individuals already appointed. Recruitment for clinical faculty positions has been actively ongoing since November 15, 2023. New clinical faculty members continue to join each month as we build capacity ahead of the school's opening.

Starting in March and continuing through May, International Recruitment has been hosting a series of 17 conversion events (both in-person and online) across primary application markets, aiming to diversify student enrolment. These events are designed to provide applicants who have received offers for Fall 2025 with insights into TMU's academic rigour, dynamic community, passion for innovation and potential career opportunities.

In March, in collaboration with the student Women in Engineering society, the Faculty of Engineering and Architectural Science (FEAS) welcomed female-identifying offer holders, who met faculty and staff, participated in workshops and heard from 20 alumni who shared their experiences. Following the event, 100% of participants said they are more likely to accept their offer from TMU.

## **Planning**

In March, the Ted Rogers School of Management (TRSM) launched its Strategic Plan for 2025–30. The plan supports the 2025-2030 Academic Plan priorities and is built around three pillars—Student Learning and Success, Positive Impact Through Scholarly Research and Local and Global Collaboration, and Connection and Community. The pillars support nine overarching strategic goals designed to drive TRSM towards success in its mission to become “an inclusive and collaborative community dedicated to elevating business and society through impactful management research and experiential education.” The plan also includes a Societal Impact Statement that sets out the importance of “fostering inclusive career opportunities by addressing systemic barriers and creating pathways for all individuals to succeed.”

The SoM has started developing its first strategic plan, for 2026–30; it will guide the school’s priorities, innovations and growth. Consultations, including focus groups, town halls and surveys, began earlier this month and will continue into the fall so as to include the inaugural class of learners (including medical students and residents).

## **Innovation**

In response to the United States government’s tariffs on Canadian goods, the DMZ has launched the Oh! Canada Tech Directory, a web page that connects businesses, policymakers and ecosystem builders to companies with Canadian ownership, headquarters and intellectual property. Users can browse the directory by industry or search companies by name; the DMZ is inviting Canadian tech companies to apply to be listed.

The Brampton Venture Zone has launched applications for its new Brampton Innovator Program. This industry-agnostic, six-week market-validation program is open to both individuals and teams in the Peel Region who either have tech startups or are interested in launching one. They will learn about market research, developing a business plan as well as strategy, and technology and market opportunities across sectors.

During Winter 2024, students in the Technology, Law and Society class at the Lincoln Alexander School of Law (LASL) have been developing tech law solutions for the issue of fare evasion on Toronto’s public transit; they visited the Toronto Transit Commission to engage with fare inspection operators and revenue protection officers. On March 24, the class held a Demo Day at the Centre for Urban Innovation to showcase their ideas.

## **Global Learning**

In February, the Creative School piloted the curricular program “Professional Music in Nashville” for students in Professional Music, Creative Industries and Media Production. The students spent a week in Nashville, Tennessee, where they attended panels and masterclasses on songwriting, publishing and production and broadened their music-industry networks. Afterwards, the school hosted a listening party showcasing the original music participating students created in Nashville, with music business

representatives in attendance. In Spring/Summer 2025, the Creative School will offer six curricular intensives—in Germany, London, Italy, Mexico, Los Angeles and New York City.

On March 18, TMU hosted the full-day event “Paving a Path Forward: Supporting Indigenous Students in Education Abroad” in partnership with the Forum on Education Abroad and Education New Zealand. The session built on TMU’s Global Justice and Change program, which in Spring 2024 sent 15 Indigenous students to Aotearoa, New Zealand to learn from Māori community members. Higher-education professionals from North America and New Zealand explored ways to create more inclusive and meaningful global learning opportunities for Indigenous students.

## **CONGRATULATIONS**

LASL students *Jill Crich*, *Rachel Pham*, and *Kendra Tatemichi* together won the Best New Team award at the Oxford Intellectual Property (IP) Law Moot, held at Oxford University. The competition focused on a trademark dispute between a multinational consumer goods store and three copycat retailers. Teams made oral arguments before IP experts including academics, judges and lawyers. In this first-ever international moot for LASL, its team reached the quarter-finals, besting teams from Australia, India, the Netherlands and the United Kingdom along the way.

## **APPOINTMENTS**

I am pleased to share that Donna E. Young has been reappointed as dean, LASL at TMU for a new five-year term. A celebrated leader, Donna shares the university’s commitment to innovation, diversity, and access. Her second term will begin July 1, 2025.

As inaugural dean of the LASL, Donna has provided dynamic and thoughtful leadership and vision. Under her oversight, the school has grown as a model for legal education that is more accessible, equitable and technologically advanced.

Donna brings more than three decades of experience in legal academia, with a distinguished career focused on law and inequality, race and gender discrimination, and academic freedom. Her expertise and commitment have been instrumental in shaping the school’s mission. We look forward to Donna continuing to lead the LASL in its growth and success, fostering a progressive legal education that meets the evolving demands of the legal profession and society.

## **PARTNERSHIP**

**FEDERAL ELECTION VIDEOS ON TIKTOK** – The Democratic Engagement Exchange (The Exchange) was commissioned to produce six bilingual educational videos for TikTok Canada’s Election Hub to be featured in the lead-up to the 2025 federal election. The Hub provides media literacy tips and authoritative information on how Canadians can register to vote and cast their votes. The Exchange wrote creative briefs and provided key messaging and election facts to content creators who then conceptualized and completed videos to share with their audiences. Aimed at young voters, the videos

are guided by principles of nonpartisanship, empowerment and accessibility, and they cover topics such as “Demystifying the Voting Process,” “Fact-Checking Techniques,” and “Identifying Misinformation.”

## **EVENTS AND INITIATIVES**

**CASE COMPETITION WITH IKEA** – From February 18 to 21, the Society of Arts, Social Sciences and Humanities (SASSH) hosted its seventh annual Sprout Case Competition, which was supported by the Toronto Downtown IKEA store—this year’s partnering organization. The interdisciplinary competition’s theme was “Community Development and Environmental Sustainability,” and the participating students, from across TMU, addressed the case competition question, which asked how the store can better use its space “as a community destination for learning, social collaboration, environmental action and innovation.” Teams were mentored and judged by experts drawn from IKEA, the local business community and TMU. The winning team received a \$2,000 prize as well as a meeting with IKEA Toronto Downtown and SASSH officials to discuss their solutions. Participants also attended workshops and experts’ round-table discussions.

**LASL AT TIFF LIGHTBOX** – On February 27, the LASL partnered with the Toronto International Film Festival to host a roundtable discussion at the TIFF Lightbox featuring author Miriam Toews and filmmaker Sarah Polley, who were joined by law professor Jennifer Orange and law student Sabrina Khela. The discussion focused on *Women Talking*, Polley’s film of Toews’ novel of the same name, and its depiction of alternative dispute resolution (ADR) processes and techniques. Jennifer, who teaches a course on ADR, has co-written a paper with Sabrina called “Women Talking: An Alchemy for Feminist Alternative Dispute Resolution” that was published in February in the *Journal of Law & Equality*. Together, the four women engaged the audience of LASL community members and supporters in a conversation about women’s autonomy, freedom and justice.

**JEAN AUGUSTINE ON CAMPUS** – On March 10, Jean Augustine (Honorary DLaws ’19), who was the first Black woman to serve as a Canadian Member of Parliament and cabinet minister, visited the DMZ Sandbox for a screening of the 2022 documentary about her life, *Steadfast: The Messenger and the Message*. Directed by Canadian filmmaker Fahim Hamid Ali, the film details her life journey “from Happy Hill [Augustine’s hometown, in Grenada] to Parliament Hill” and her advocacy for women’s rights and social justice, including, notably, her successful motion to establish February as Black History Month in Canada. The screening was followed by a Q&A with Augustine, during which she discussed her career, her legacy and her continued dedication to education and other social causes.

**BUG PUSH FOR SICKKIDS** – Starting at noon on March 21 in the Kerr Hall Quad, the Metropolitan Undergraduate Engineering Society held its annual 24-hour Bug Push fundraising event. Despite freezing temperatures, wind and rain, FEAS students, along with Dean Sri Krishnan, associate deans, chairs, faculty leaders, alumni, staff, and engineering students from the universities of Guelph, Toronto, and Waterloo, completed 800 laps of the quad. They raised more than \$11,000 for the SickKids Foundation.

**ATHLETICS** - The TMU Bold men's hockey team hosted the OUA Queen's Cup championship game at the Mattamy Athletic Centre for the second consecutive year, earning the silver medal. They then competed

in the U Sports national championship in Ottawa, where they won the longest-ever game in tournament history, beating the Mount Royal Cougars 5–4 in the fifth overtime period. They went on to finish fourth in the country. Four Bold players were named OUA conference all-stars this season. The men's basketball team reached the OUA semi final before falling to the eventual champions, the Ottawa Gee-Gees. Guard Aaron Rhooms was named the OUA Player of the Year—the first Bold player to earn this accolade—and a First-Team All-Canadian after leading the league in scoring. The women's basketball team also reached the OUA semifinal, where they lost to unbeaten Carleton. Guard Kaillie Hall earned OUA first-team all-star honours. For the first time ever, both men's and women's wrestling teams competed at the OUA championships. Two men's athletes earned silver medals, and the team sent their largest-ever contingent to the U SPORTS national championship, where Dechlan Papadopoulos won a silver medal—his third consecutive medal at the national level.

# Report from the Provost & Vice- President, Academic

Board of Governors Meeting  
April 30, 2025

Roberta Iannacito-Provenzano

Toronto  
Metropolitan  
University



Academic Plan Implementation





## Appointments



**Donna E. Young**  
Dean, Lincoln Alexander School of Law







## Advancements in Learning and Teaching



Thank you



## **BOARD OF GOVERNORS**

**April 30, 2025**

### **AGENDA ITEM:** Budget Priorities and Expenditures

#### **STRATEGIC OBJECTIVES:**

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

#### **ACTION REQUIRED:** Approval

#### **SUMMARY:**

This presentation identifies the key factors in Toronto Metropolitan University's (the "University") budget for 2025-2026, including government funding, fee schedules, enrolment levels, and expenses.

#### **BACKGROUND:**

The annual budget outlines the University's financial plan for receiving and spending funds in a fiscal year. This presentation is the last of four (4) presentations in the budget process.

#### **ATTACHMENT:** 2025-26 Budget Priorities and Expenditures

#### **PREPARED BY:**

Name: Kimberley McCausland, Vice-Provost, University Planning

Date: April 4, 2025

#### **APPROVED BY:**

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

Date: April 4, 2025

# 2025-26 Budget Priorities & Expenditures

Board of Governors

April 2025



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# I. 2025-26 Budget Development Process

## Goals and Guiding Principles

- Reinforce Toronto Metropolitan University's mission and strategic priorities
- Maintain balanced operating budget

### Guided by five principles:

1. Prioritize students
2. Protect TMU's core business
3. Be fair and transparent
4. Remain forward-looking
5. Conduct wide consultations within the community

## Budget Development Timeline

### January:

- Update to Board

### February/March:

- Academic and administrative units asked to develop plans for base budget reduction
- Community budget consultations
- Update to Board and university community

### March/April:

- University-wide budget consultations
- Ontario 2025-26 budget expected later than usual due to election
- Preparation of university budget based on budget consultation process for approval by President and Board of Governors



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## Stay Focused, Work Together

Four complementary plans serve as a blueprint for the coming years:

- Academic Plan
- Strategic Research Plan
- International Plan
- Campus Master Plan

These plans are united by the Strategic Vision 2020-2030

Priorities articulated in the 2025-2030 Academic Plan:

- Enhance the learning journey for greater student success;
- Create positive impact through SRC excellence and local and global collaboration;
- Support people and community;
- Continue our commitment to Truth and Reconciliation; and
- Ensure future readiness.



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## Budget Consultations

- Community Town Halls: two in-person, one online
- Union groups including faculty association
- Student associations
- Student members of the Board of Governors
- Faculty and division leaders across the university
- Regular updates and discussions with Finance Committee and Board of Governors from January to March



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## Feedback from our community

Feedback during consultations included:

- Continue to prioritize the student experience
  - mental health and student wellbeing
  - sense of community is important
  - experiential learning opportunities and preparation for the workforce
  - student financial support remains essential
  - efficiency in program offerings
- Support faculty and staff
  - emphasis on employee wellbeing, security and morale
- Focus on our values and our priorities
- Look for quick wins and technology for cost savings



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## II. Context and Approach for 2025-26

### Overview

- We present Toronto Metropolitan University's 2025-26 proposed budget in the context of continued revenue constraints and a challenging context for higher education:
  - Uncertainty on tuition fees
  - Challenging environment for international enrolment
  - Ongoing cost pressures related to inflation
- Our objective is to implement a balanced budget that manages this uncertainty while focusing on strategic priorities.

## Key Drivers of the Operating Budget

### Enrolment:

- Strong domestic demand: Toronto Metropolitan University (TMU) has a large number of applications
- Plan to hold domestic enrolment slightly above level capped by Government
- New international intake projected to decrease amid challenges related to visas

### Government Fee Policy:

- Tuition fees have been frozen for most domestic students since 2019-20 with a few exceptions: increase permitted for out-of-province students (small proportion of enrolment); continued phase-in of approved "tuition anomaly" adjustment for selected programs
- Fees for international enrolment and cost recovery programs are unregulated

### Government Grants:

- System caps funding of domestic undergraduate and graduate enrolments
- Some short-term funding provided by government
- Strategic Mandate Agreement – performance linked to funding

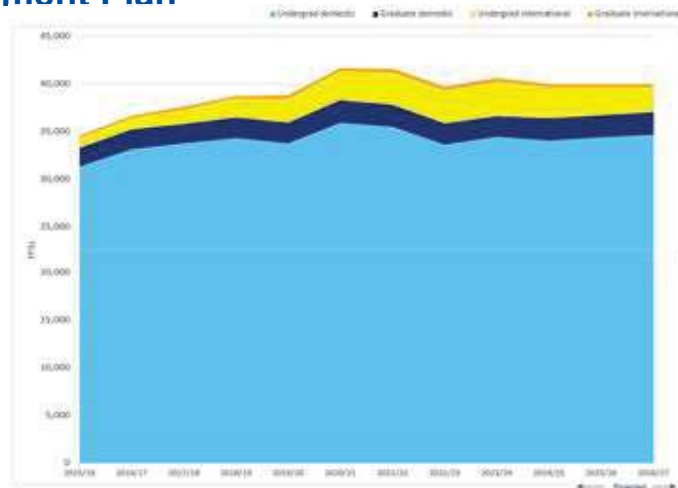
### Compensation:

- Salary and benefits inflationary costs per collective agreements



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## Enrolment Plan



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## Enrolment Plan, *cont'd*

Actual and Projected Enrolments

	Undergraduate						Graduate			
	Domestic Year 1 in FT Undergraduate Programs Headcount	International Year 1 in FT Undergraduate Programs Headcount	Total Year 1 in FT Undergraduate Programs Headcount	Year over Year Change	Total Undergraduate FTEs	Year over Year Change	Graduate FT and PT Headcount	Year over Year Change	Graduate Fall FTE	Year over Year Change
15-16	8,148	353	8,501	-2.5%	32,900	4.7%	2,529	4.5%	2,213	2.2%
16-17	8,215	480	8,695	2.3%	34,318	4.3%	2,548	0.8%	2,312	4.5%
17-18	8,138	677	8,815	1.4%	35,265	2.8%	2,537	-0.4%	2,371	2.6%
18-19	8,037	841	8,878	0.7%	36,300	2.9%	2,718	7.1%	2,453	3.4%
19-20	8,479	963	9,442	6.4%	36,159	-0.4%	2,886	6.2%	2,618	6.7%
20-21	8,862	1,022	9,884	4.7%	38,919	7.6%	2,988	3.5%	2,726	4.1%
21-22	8,728	1,105	9,833	-0.5%	38,772	-0.4%	3,006	0.6%	2,771	1.7%
22-23	8,428	1,120	9,548	-2.9%	37,035	-4.5%	2,867	-4.6%	2,690	-2.9%
23-24	9,100	993	10,093	5.7%	38,094	2.9%	2,866	0.0%	2,635	-2.1%
24-25 Est.	9,637	525	10,262	1.7%	39,060	2.5%	2,916	1.7%	2,680	1.7%
25-26 Proj.	9,562	510	10,072	-1.9%	39,100	0.1%	2,920	0.1%	2,700	0.7%

## Enrolment: Risk Mitigation

### Domestic

- Continued, proactive enrolment management to ensure timely conversion of applicant pool

### International

- Intake projected to decline from 2024-25
- Recruitment efforts with focus on conversion include scholarships
- Winter intake expected to help mitigate delays in visa processing
- Toronto Metropolitan University International College (TMUIC): partnership with Navitas had 334 students enrolled as of Fall 2024

## Tuition Fees

- Uncertainty on domestic tuition fees
  - Fees have been frozen for Ontario students following 10% reduction in 2019
- Last year of phase-in of tuition fee anomaly adjustment
- Allowable fee increase for out-of-province domestic students:
  - Very small proportion of overall enrolment
- International fees remain unregulated
- Cost recovery (non grant-eligible) programming is unregulated



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## Provincial Government Funding

*In 2024, the provincial government announced short-term funding for the postsecondary education sector:*

- Across-the-board funding for all universities: TMU share: \$7.4M in 2024-25, \$12.5M in 2025-26, \$17.7M in 2026-27
- Top-up for institutions demonstrating higher need: \$17.3M single year funding received by TMU in 2024-25, was partially used to balance 2024-25 and manage international enrolment shortfalls in 2024-25
- Efficiency and Accountability Fund of \$0.5M: Support provided by province to undertake a third-party review

### *Ontario Budget 2025*

- Release expected later than usual this spring due to election
- In Spring 2025 the province announced:
  - Additional enrolment funding of \$7.9M annually for TMU
  - Top-up for institutions demonstrating higher need: \$8.5M single year funding to be received by TMU



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## Strategic Mandate Agreement

### SMA4 (2025-2030)

- SMA4 will include eight metrics, with definitions on some metrics changed to include only domestic students.
- Performance funding will increase from 25% in increments of 5% annually beginning 2027-28, up to 40% in 2029-30.

### SMA3 2024-25 Annual Evaluation

- 25% of operating grant funding (\$63M) is tied to performance on ten SMA metrics, up from 10% in 2023-24.
- Funding is spread across the metrics. Any funding loss associated with shortfall from a target is limited to a maximum of 5% of the value for that particular metric.
- TMU met or exceeded all targets this year except for the metric which compares total student enrolment to local population (99.4% of the target).



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## Strategic Priorities

The following will continue to be priorities as one-time funds are available:

- Continued commitment to wellness and safety for students, faculty and staff
- Program quality
- Digital strategy
- Investments in our campus: facilities, maintenance, security, sustainability initiatives
- International student support and recruitment
- Investments to support efficiencies and revenue generation



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## Strategic Priority: Launch TMU's School of Medicine

- First cohort of residents begins July 2025 and undergraduate program opens in September
- 6,400 undergraduate applications for 94 spaces, with 60% coming from the GTA
- Highly successful medical resident matching (only school in Canada that filled all spaces in first round)
  - Nearly 75% of matched medical residents have a connection to Peel and surrounding areas
  - Partnering with some of the GTA's leading health systems and organizations to offer diverse range of residency training sites through their clinical affiliates
- Construction work and fit-out to transform the former Bramalea Civic Centre in Brampton into a state-of-the-art medical school building is on track
- Supported by incremental, targeted funding from the province (now shown within Consolidated Budget – see Schedule 3)



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## Proposed Budget Strategy for 2025-26

### *Careful approach to achieve balanced base budget for 2025-26:*

- Manage domestic and international intake in constrained context
- Across-the-board 2.0% base budget reduction/revenue target. Preliminary plans include:
  - Focus on maintaining a positive student experience
  - Constraint on non-salary expenses
  - Closure of vacant positions, limited number of staff reductions
- Efficiency and Accountability Review
  - Initiatives evaluated with a view to achieving long-term savings and revenue enhancements
  - OTO funds from PSESF top-up are available for implementation costs



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### III. 2025-26 Budget and Financial Schedules

#### 2025-26 Base Operating Budget: Highlights

- Total revenues projected to increase by \$17.9M or 2.6%
  - Limited fee increases in selected cases (international, out-of-province, anomalies)
  - Modest increase in domestic intake and flow-through enrolment, offset by decrease in international volume
  - Incremental enrolment-based grant funding
- Base expenses projected to increase by \$28.3M or 4.1%
  - Salary / benefit increases
  - Non-salary inflationary costs
- Shortfall prior to departmental targets \$(10.4)M
  - Covered with department base budget targets
- Total 2025-26 base revenues less base expenses = Nil

## Schedule 1: Operating Budget

\$000	2024-25 \$ APPROVED BUDGET	2025-26 \$ Estimate (excluding SOM)	\$ Increase (decrease)	% Increase (decrease)
<b>REVENUES:</b>				
Operating Grants (Schedule 2)	\$ 267,729	\$ 282,395	\$ 14,666	5.5%
Tuition Fees excluding Chang School	347,750	356,432	8,682	2.5%
<b>Domestic Fees:</b>				
Rate Changes		860	860	0.2%
Enrollment / Mix changes		20,647	20,647	6.0%
<b>International Fees:</b>				
Rate changes		4,080	4,080	1.2%
Enrollment / Mix changes		(76,916)	(76,916)	-8.8%
Chang School - Tuition Fees	51,643	53,192	1,549	3.0%
Other Revenue	15,434	16,104	670	4.3%
<b>Total Base Revenues</b>	<b>687,558</b>	<b>708,123</b>	<b>20,567</b>	<b>3.0%</b>
OTO PSEIS Top-up Grant	7,675	-	(7,675)	-100.0%
<b>TOTAL BASE AND OTO REVENUES</b>	<b>\$ 695,231</b>	<b>\$ 708,123</b>	<b>17,892</b>	<b>2.6%</b>
<b>EXPENSES:</b>				
Departmental Budgets	553,271	579,100	25,829	4.7%
Chang School - Direct costs	38,033	39,174	1,141	3.0%
Student Scholarships/Bursaries (Ugrad and Grad)	31,357	31,357	-	0.0%
Utilities, leases and other non salary	40,843	42,154	1,311	3.2%
Current Interest on debt	19,227	19,227	-	0.0%
Infrastructure Maintenance	7,500	7,500	-	0.0%
<b>Subtotal: Expenses Prior to Base Reduction</b>	<b>690,231</b>	<b>718,512</b>	<b>28,281</b>	<b>4.1%</b>
Base Budget Reductions	-	(10,389)	(10,389)	100.0%
<b>TOTAL BASE EXPENSES</b>	<b>\$ 690,231</b>	<b>\$ 708,123</b>	<b>\$ 17,892</b>	<b>2.6%</b>
<b>REVENUES (BASE AND OTO) LESS BASE EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## Schedule 1A: 2023-24 Actual Operating Results

\$000	2023-24 \$ APPROVED ORIGINAL BUDGET	2023-24 \$ ACTUAL RESULTS <sup>1</sup>
<b>REVENUES:</b>		
Operating Grants	\$ 260,090	\$ 270,882
Tuition Fees	347,307	344,508
Chang School	50,643	50,666
Other Revenue	12,434	43,567
<b>TOTAL REVENUES</b>	<b>670,474</b>	<b>709,623</b>
<b>EXPENSES:</b>		
Departmental Budgets - including allocations	530,006	592,229
Chang School - Direct Costs	38,033	35,570
Student Scholarships/Bursaries (Ugrad and Grad)	31,007	29,527
Utilities, leases and other non salary	42,479	27,103
Current Interest on debt	21,067	18,136
Infrastructure Maintenance	7,000	7,579
<b>TOTAL EXPENSES</b>	<b>670,474</b>	<b>710,144</b>
<b>EXPENSES LESS REVENUE, before OTO allocations</b>	<b>-</b>	<b>(521)</b>
Net Transfers to (from) Internally Restricted Assets		1,899
<b>REVENUES LESS EXPENSES, after OTO allocations</b>	<b>-</b>	<b>1,377</b>

<sup>1</sup> Actuals include total spending from base budgets, OTO allocations and prior year budgets.

## Schedule 2: Operating Grants

\$000	2024-25 APPROVED BUDGET	2023-24 ESTIMATED BUDGET	2023-24 Actual 28 Budget
<b>CORE OPERATING GRANT</b>			
Core Operating Grant (COT)	78,084	78,084	
Accessibility Capital Grant - (SOI) fees	14,404	14,404	8,007
Accessibility Capital Grant - (Students)	7,423	12,520	7,932
PTSD Access the Island			
PTSD Access the Island			
<b>TOTAL CORE OPERATING GRANT</b>	<b>99,911</b>	<b>105,008</b>	<b>15,939</b>
<b>DIFFERENTIATION ENVELOPE</b>			
Differentiation - Student Success Funding	154,502	154,502	
<b>TOTAL ENROLLMENT &amp; DIFFERENTIATION ENVELOPE</b>	<b>264,513</b>	<b>267,812</b>	<b>15,939</b>
<b>SPECIAL PURPOSE GRANTS</b>			
Special Purpose Grants	433	433	
Special Purpose Grant of One Seed	2,304	2,360	88
Includes Capital Investment funding			
Access Utility for students with disabilities	724	724	
Other Faceted Grants (includes - offsite in person)	1,427	1,427	
Collaboration Learning grants	8,005	5,000	5,000
<b>SUMMIT CLAIMS</b>			
Summit Claims (Student Success) (SSS)	(2,752)	(2,171)	(861)
<b>FEDERAL GRANTS</b>			
Federal Grants (Student Success)	8,080	8,080	
<b>TOTAL BASE OPERATING GRANTS</b>	<b>267,729</b>	<b>269,395</b>	<b>14,978</b>
<b>One Seed only Financial Obligations</b>			
One Seed only Financial Obligations	7,075		(7,075)
<b>TOTAL OTO Grants</b>	<b>7,075</b>	<b>0</b>	<b>(7,075)</b>

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### Schedule 3: Consolidated Budget

2020	Operating Fund (Schedule 1)	Interest on Mortgage Operating and Restricted Grants	Student Funds & Special Activities	Auxiliary Funds	Research Funds & Restricted Grants	Trust and Endowment Funds	Capital Fund & RFP Adjustments	2020-21 Budget
<b>Revenue Summary</b>								
Endowment grants (Provincial & Federal)	\$ 282,381	\$ 22,715			\$ 142,149		\$ 9,000	\$51,711
Research and other grants and contracts		29,762			82,600			\$77,780
Tuition fees (including Chapel School)	409,634	2,486	37,509					\$439,629
Student Levy - Activity and Recreation Centre				5,306				5,306
Student Levy - Wellness Centre								2,744
Student Levy - Wellness Centre (to allocated capital contributions)								82,744
Student Levy - Wellness Centre (to allocated capital contributions)								30,713
Donations, non-restricted						16,070		16,070
Amortization of deferred capital contributions							16,375	16,375
Interest and other income	16,105							16,105
<b>Total Revenue</b>	<b>708,120</b>	<b>55,419</b>	<b>37,509</b>	<b>53,105</b>	<b>204,754</b>	<b>16,070</b>	<b>31,875</b>	<b>9,661,635</b>
<b>Expense Summary</b>								
Salaries and wages	479,481	34,668	14,205	9,611	57,838		\$51	\$900,795
Employee Benefits	95,493	6,820	2,881	5,560	11,568		521	119,444
Expenses - (Travel and Supplies)	35,815	41,308	17,547	35,613	10,248			\$703,232
Materials, supplies, repairs and maintenance	79,472	16,512	19,521	20,789	47,290	\$ 642	(380,797)	\$109,189
Student Stewardship/Business Capital and Grant	36,624				17,681	\$ 642		54
Unallocated equipment & Reserve								64
Interest on debt - Capital Expenses	19,201			310				\$8,774
Self-grants to partner institutions								70,440
Student Levy - Activity & Recreation and Wellness (operations)				5,306	17,407			5,306
Amortization of capital assets							83,014	83,014
<b>Total Expenses</b>	<b>708,123</b>	<b>85,416</b>	<b>37,498</b>	<b>36,105</b>	<b>204,784</b>	<b>16,812</b>	<b>21,873</b>	<b>9,661,639</b>
<b>Maximum net Expenses</b>								

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Source: Survey of 100 respondents and 100 operational units at the beginning of year one.

Externally funded funds—Independent business or Research, Trust Endowment and Capital Funds deferred at year-end. Includes restricted grants for Future Study, Research & Program Development Category.

The budget is prepared on a cash basis. Capital items purchased are capitalised if they are expected to provide benefits over more than one year. Assets are valued at cost less depreciation. Depreciation is calculated on a straight-line basis over the expected useful life of the asset.

## Schedule 4: Projected Balance Sheet

\$000	April 30, 2025 Projected <sup>1</sup>	April 30, 2026 Projected	Comments
<b>ASSETS</b>			
Cash and cash equivalents	\$ 42,606	\$ 64,577	See Schedule 5
Short-term investments	90,578	90,000	Estimate
Other current assets	79,300	88,281	Estimate
<b>Total current assets</b>	<b>212,484</b>	<b>242,858</b>	
Investments	604,322	518,322	Based on capital plan expenditures
Employee future benefits - pension <sup>2</sup>	326,768	326,768	No change from year-end as actuarial calculations are only performed at year-end
Long-term note receivable	2,294	1,971	Estimate
Long-term prepaid expenses	4,937	190	Estimate
Capital assets, net	1,281,200	1,352,677	Estimate based on capital plan expenditures
	<b>2,432,205</b>	<b>2,442,735</b>	
<b>LIABILITIES AND NET ASSETS</b>			
Total current liabilities	146,246	147,246	Estimate
Employee future benefits - other <sup>2</sup>	39,988	39,988	No change from year-end as actuarial calculations are only performed at year-end
Long-term debt	452,371	445,625	Capital projects financed net of principal repayments
Fair value of interest rate swap	6,597	6,597	No change from year-end, amount affected by economic conditions
Deferred lease revenue	46,495	46,495	Amortized over 50 years
Deferred revenue contributions	190,000	192,419	Estimate
Deferred capital contributions	349,363	339,990	Estimate, external payments related to capital projects
<b>Net assets</b>			
Invested in capital assets	727,533	829,279	Capital assets less deferred capital contributions and long-term debt
Internally restricted - employee future benefits <sup>2</sup>	286,800	286,800	No change from year-end as actuarial calculations are only performed at year-end
Internally restricted - other ("Carry forwards")	336,857	311,707	Estimate
Unrestricted surplus/deficit	(293,344)	(243,445)	Net impact of consolidated and capital budgets
	<b>2,248,346</b>	<b>2,277,646</b>	
Endowments	153,869	165,089	Estimate, will change based on economic conditions
	<b>\$ 2,402,215</b>	<b>\$ 2,442,735</b>	

<sup>1</sup> As projected for the year based on January 31, 2025 quarterly statements (Q3)

<sup>2</sup> Amounts based on prior period audited financial statements - all changes based on actuals at year-end and in all conditions

## Schedule 5: Projected Cash Flow Statement

\$000	April 30, 2025 Projected <sup>1</sup>	April 30, 2026 Projected	Comments
<b>OPERATING ACTIVITIES</b>			
Revenue less expenses (excluding less revenue)	\$ (21,531)	\$ -	24/25 include spending from prior year budgets; 25/26 per consolidated budget - Schedule 3
Add (deduct) non-cash items:			
Amortization of capital assets	58,332	52,573	As per consolidated budget - Schedule 3
Amortization of deferred capital contributions	(14,157)	(15,373)	As per consolidated budget - Schedule 3
Change in fair value of interest swap	4,483	-	No change from year-end, amount affected by economic conditions
Unrealized loss (gain) on investments	(22,573)	-	No change from year-end, amount affected by economic conditions
Net change in deferred revenue contributions	1,698	2,418	Estimate
Net change in non-cash working capital balances	(32,222)	(17,341)	Estimate
Cash provided by operating activities	<b>65,370</b>	<b>26,279</b>	
<b>FINANCING AND INVESTING ACTIVITIES</b>			
Decrease (increase) in notes receivable	417	423	
Acquisition of capital assets	(73,762)	(124,201)	Estimate based on capital plan expenditures
Decrease (increase) in long-term prepaids	1,670	4,439	Estimate
Decrease (increase) in investments & other adjustments	112,325	96,000	Utilization of cash investments as per capital plan expenditures
Capital contributions received and long-term lease proceeds	25,895	14,000	Estimate
Endowment contributions	1,268	1,200	Estimate
(Increase) decrease in short-term investments	-	570	Estimate
Repayment of long-term debt principal	(8,373)	(5,746)	
Cash used in financing and investing activities	<b>61,270</b>	<b>(24,201)</b>	
<b>Net increase (decrease) in cash during the year</b>	<b>4,100</b>	<b>1,971</b>	
Cash and cash equivalents, beginning of period	54,606	62,606	
<b>Cash and cash equivalents, end of period</b>	<b>\$ 42,606</b>	<b>\$ 64,577</b>	See Schedule 4

<sup>1</sup> As projected for the year based on January 31, 2025 quarterly statements (Q3)



## IV. 2025-26 Fee Schedules

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  - B. Non-Tuition Fees
  - C. Department Lab/Ancillary Fees
  - D. Service Fees
  - E. Student Residence Fees and Meal Plans

# 1. Fee Change Highlights

<b>Tuition Fees - Domestic Students</b>	Fee changes are set in compliance with the tuition fee framework established by the Ministry of Colleges, Universities, Research Excellence and Security. For undergraduate and graduate programs, fees will not increase for domestic students from within Ontario (exceptions are TRSM undergraduate programs and MBA - see below) given the government's continuation of the tuition freeze. Fees for domestic students from outside the province will continue to increase by 5% (6.67% for undergraduate TRSM programs in years 1-3 and 5% in year 4). Domestic undergraduate in-province students in TRSM programs will see an increase of 6.67% for years 1-3 (reaching the \$10,358 target approved by the government) and 0% for year 4 (still phasing-out the last cohort of students prior to the approved fee increase). Tuition fees for domestic in-province students in the MBA program will increase by 7.5% in 2025-26. The increase was allowed by the government as a result of the government's analysis of sector-wide tuition and their identification of fees that are at least 15% below the provincial average.
<b>Tuition Fees - International Students</b>	International fees are not subject to the government's fee policy. Undergraduate fees will increase by 5% for all programs. Graduate fees will increase by 3% for all masters and doctoral degree programs except the MBA, which will increase by 5%. There will be no increase for professional masters diploma programs.
<b>Compulsory Non-Tuition Related Fees</b>	CPI: Any applicable fees have been increased by the Annualized Toronto CPI to two decimal places, 2.81% according to Statistics Canada.  Canadian Federation of Students (CFS) fees: TMSU, TMGSU and TMAPS Student Union fees continue to be consolidated into single levy amounts. The CFS portion is now noted below the total levy amount this year due to feedback from the student unions regarding identifying the CFS amount specifically.
<b>Department Lab/Ancillary Fees</b>	<i>Fee increases:</i> FEAS internship for 8 programs, TRSM Co-op for 10 programs, GCM for student materials, Midwifery student materials, GEO 773 field trip and RTA in LA program due to escalating costs. <i>New fees:</i> new co-op program in Geographic Analysis, Interior Design, Master of Digital Media and School of Performance for student materials and Urban and Regional Planning for new experiential learning field trip. Increase in Nursing fees due to additional student materials and removal of fees for student materials that are no longer required. Removal of various Geography material fees as no longer required for courses.
<b>Service Fees</b>	Increase in fee for replacement/management of graduation document, Nursing degree verification due to escalating costs. Removal of Common Application Fee (TCA) due to the discontinuation of the application platform for international students.
<b>Residence Fees</b>	All residence rent fees to increase by 4% over 2024-25.
<b>Meal Plan</b>	Meal plan rates are to increase by 5% over 2024-25. On a per diem basis, the meal plan is \$29.92/day, increasing from \$28.49/day. No change for the food administrative fee, flex dollars and One Card fees.

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## 2.A)i. Tuition Fees: Domestic, In-Province Students (Undergraduate)

	2024-25 Tuition Fee				2025-26 Proposed Tuition Fee			
	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4
	\$	\$	\$	\$	\$	% Change	\$	% Change
<b>Category 1 - Arts and Science programs</b>								
Arts & Science Undergraduate Programs								
Arts & Contemporary Studies, Social Sciences, English, Biomedical Sciences, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	8,110.35	8,110.35	8,110.35	8,082.55	8,110.35	0.0%	8,110.35	0.0%
First Degree 2 Year Occupational/Health	8,898.80	8,898.80	-	8,898.80	8,898.80	0.0%	8,898.80	0.0%
All other undergraduate programs	8,220.09	8,220.09	8,220.09	8,204.95	8,220.09	0.0%	8,220.09	0.0%
<b>Category 2 - Professional Undergraduate Programs and Graduate programs</b>								
Professional Undergraduate Programs								
Engineering	10,189.39	10,189.39	10,189.39	9,968.19	10,189.39	0.0%	10,189.39	0.0%
Computer Science	8,962.75	8,962.75	8,962.75	8,375.20	8,962.75	0.0%	8,962.75	0.0%
Business FT & PT (Business Mgmt., Accounting & Finance, Hospitality & Tourism Mgmt., Retail Mgmt., Business Technology Mgmt., Health Administration Mgmt.)	9,710.29	9,710.29	8,432.53	8,216.57	10,358.00	6.67%	10,358.00	6.67%
Architectural Science	9,551.43	9,551.43	9,551.43	9,542.20	9,551.43	0.0%	9,551.43	0.0%
Law	21,168.00	21,168.00			21,168.00	0.0%		
Undergraduate Medical Education Program (UGME) *					25,487.00			
Postgraduate Medical Education Program (PGME) Registration Fees *					890.00			

For undergraduate degree programs, the tuition fees indicated reflect the applicable provincial funding in place for FT students. Part-time fees are determined at a % of Full-time fees indicated fee based on course load.  
\* Data is 2023-24

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## 2.A)i. Tuition Fees: Domestic, In-Province Students (Graduate)

	2024-25 Tuition Fee					2025-26 Proposed Tuition Fee				
	Year 1	Year 2	Year 3	Year 4		Year 1	Year 2	Year 3	Year 4	
	\$	\$	\$	\$	% Change	\$	% Change	\$	% Change	% Change
<b>Graduate Programs</b>										
Master's programs in: Criminology and Social Justice, Literatures of Slavery, Philosophy, Psychology, Immigration & Settlement Studies, Molecular Science, Computer Science, Applied Mathematics, Engineering (M.A.Sc.) Programs, M.A.Sc. Business Science	8,183.12	8,183.12			0.0%	8,183.12	0.0%			
M.A.Sc. Architectural	9,403.94	9,403.94			0.0%	9,403.94	0.0%			
MBA Programs: MBA in Business and MBA in Health, Technology & Innovation	22,223.04	22,223.04			0.0%	24,364.79	7.0%	24,364.79	7.5%	
M.Sc. Professional Communications	14,891.01	14,891.01			0.0%	14,891.01	0.0%			
M.Sc. Computer Networks	18,983.74	18,983.74			0.0%	18,983.74	0.0%			
M.A. in Communication and Culture 1	4,308.52	4,308.52			0.0%	4,308.52	0.0%			
M.Sc. Digital Media	18,277.88	18,277.88			0.0%	18,277.88	0.0%			
Master of Occupational Science (MOS)	18,983.74	18,983.74			0.0%	18,983.74	0.0%			
Master of Engineering Innovation and Entrepreneurship (MEIE)										
All other Masters Programs (1 or 2 year programs) includes: Engineering MEng Programs, M.Sc. Building Science, M.A.Sc. Computer Networks, M.Sc. Health, Science in Management, M.A.Sc. in Environmental Applied Sciences & Management, Community Health Care (MSc), MSc Occupational and Public Health, MPH (MSc) Project Management, MSc Interior Design	8,220.12	8,220.12			0.0%	8,220.12	0.0%			
PhD in Communication & Culture 1	4,308.52	4,308.52	4,308.52	4,308.52	0.0%	4,308.52	0.0%	4,308.52	0.0%	0.0%
All other PhD Programs	7,812.85	7,812.85	7,812.85	7,812.85	0.0%	7,812.85	0.0%	7,812.85	0.0%	0.0%
Professional Master's Diploma in Accounting	8,500.00				0.0%	8,500.00	0.0%			
Professional Master's Diploma in Architectural Design Management	8,500.00				0.0%	8,500.00	0.0%			
Professional Master's Diploma in Desktop	1,000.00				0.0%	1,000.00	0.0%			
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection	8,500.00				0.0%	8,500.00	0.0%			
Professional Master's Diploma in Energy and Innovation	8,500.00				0.0%	8,500.00	0.0%			
Professional Master's Diploma in Canadian Business	10,150.00				0.0%	10,150.00	0.0%			
Professional Master's Diploma in Financial Analytics	10,150.00				0.0%	10,150.00	0.0%			
Professional Master's Diploma in Finance & Social Innovation	8,500.00				0.0%	8,500.00	0.0%			
Professional Master's Diploma in Health, Technology and Innovation for Chief Information Officers	10,150.00				0.0%	10,150.00	0.0%			

1. PT graduate in select programs is not fee for one or two years, with their PT equivalent being up to 3 or 4 years. The full-time graduate in select programs fees are 50% of the Full Time fee.  
Professional Master's Diplomas (PMDip) are post-master's programs and are not subject to the MCO tuition fee framework.  
The Master of Engineering Innovation and Entrepreneurship (MEIE) program was approved for funding by the Ministry of Higher Education in 2018 and needed to be a post-master's program at that time.  
1. Fee to partner institution.  
2. New in 2025/26.

## 2.A)ii. Tuition Fees: Domestic, Out of Province Students (Undergraduate)

	2024-25 Tuition Fee					2025-26 Proposed Tuition Fee					
	Year 1	Year 2	Year 3	Year 4		Year 1	Year 2	Year 3	Year 4		
	\$	\$	\$	\$	% Change	\$	% Change	\$	% Change	% Change	
<b>Category 1 - Arts and Science programs</b>											
<b>Arts &amp; Science Undergraduate Programs</b>											
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Intercultural Relations, other Science programs	8,938.78	8,938.78	8,938.78	8,938.78	0.0%	7,285.70	-5.0%	7,285.70	-5.2%	7,294.00	0.1%
Post Degree 2 Year Occupational Public Health	7,854.80	7,854.80			0.0%	7,854.73	-0.0%	7,854.73	-0.0%		
All other Undergraduate programs	7,988.78	7,988.78	7,988.78	7,988.78	0.0%	7,420.12	-7.0%	7,420.12	-8.2%	7,398.51	-0.3%
<b>Category 2 - Professional Undergraduate Programs and Graduate programs</b>											
<b>Professional Undergraduate Programs</b>											
Engineering	11,570.81	11,570.81	11,570.81	11,570.81	0.0%	12,149.38	5.0%	12,149.38	5.2%	11,830.23	-2.6%
Computer Science	9,723.94	9,723.94	9,723.94	9,723.94	0.0%	10,209.82	5.0%	10,209.82	5.2%	9,998.00	-2.2%
Business FT & PT Business Mgmt., Accounting & Finance, Hospitality & Tourism Mgmt., Retail Mgmt., Business Technology Mgmt., Health Administration Mgmt.	10,940.98	10,940.98	10,940.98	10,940.98	0.0%	11,368.98	4.0%	11,368.98	4.2%	11,139.21	-2.0%
Architectural Science	24,087.88	24,087.88			0.0%	25,239.74	5.0%	25,239.74	5.2%		
Life	24,087.88	24,087.88			0.0%	25,239.74	5.0%	25,239.74	5.2%		
Postgraduate Medical Education Program (PGME)*						392.00					
Postgraduate Medical Education Program (PGME) Registration Fees*						392.00					

\* For undergraduate degree programs, the tuition fees reflect the actual tuition of programs, as listed in the PT system. Full-time US fees are calculated as a % of the Full Time equivalent fee (based on course load).  
\* New in 2025/26.

## 2.A)ii. Tuition Fees: Domestic, Out of Province Students (Graduate)

	2024-25 Tuition Fee				2025-26 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1	% Change	Year 2	% Change	Year 3	% Change	Year 4	% Change
<b>Graduate Programs</b>												
Master's programs in: Gerontology and Social Justice - University of Windsor; Philosophy, Psychology, Immigration & Settlement, Physics, Molecular Science, Computer Science, Applied Mathematics, Engineering, MASt Programs, MASt Building Science	9,200.40	9,200.40			9,721.40	5.0%	9,721.40	5.0%				
MAArch Architecture	10,769.27	10,769.27			11,307.70	5.0%	11,307.70	5.0%				
MSA Programs (MSA in Business and MSA in Mgmt. of Technology & Innovation)	20,110.70	20,110.70			20,966.41	4.0%	20,966.41	4.0%				
MPC Professional Communications	10,007.00	10,007.00			10,480.20	4.0%	10,480.20	4.0%				
MEng Computer Networks	21,034.74	21,034.74			22,011.40	4.0%	22,011.40	4.0%				
Computer Networks (MASt)	10,470.14	10,470.14			10,985.80	5.0%	10,985.80	5.0%				
MA in Communications and Culture **	4,400.70	4,400.70			4,400.70	0.0%	4,400.70	0.0%				
MM Digital Media	10,484.74	10,484.74			10,900.00	4.0%	10,900.00	4.0%				
Master Cybersecurity (post industry program)†					7,200.00							
Master of Engineering Innovation and Entrepreneurship (MEIE)	21,034.74	21,034.74			22,011.40	4.0%	22,011.40	4.0%				
All other Master's Programs (1 or 2 year programs - include: Engineering MEng Programs, MSSt, Building Science, MASt Computer Networks, MEng Nursing, Master of Science in Management and MASt in Environmental Applied Science & Management, Community Health Care MArch, PhD in Communications & Culture **	10,470.14	10,470.14			10,985.80	5.0%	10,985.80	5.0%				
All other PhD Programs	4,400.70	4,400.70	4,400.70	4,400.70	4,400.70	0.0%	4,400.70	0.0%	4,400.70	0.0%	4,400.70	0.0%
Professional Master's Degree in Accounting	3,044.71	3,044.71	3,044.71	3,044.71	3,070.00	0.8%	3,070.00	0.8%	3,070.00	0.8%	3,070.00	0.8%
Professional Master's Degree in Aerospace Design Management	3,000.00				3,000.00	0.0%						
Professional Master's Degree in Biomedical Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Chemical Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Electrical Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Environmental Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Food Science and Technology	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Health, Safety and Environment	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Industrial Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Information Systems	1,000.00				1,000.00	0.0%						
Professional Master's Degree in International Management	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Logistics Management	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Manufacturing Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Mechanical Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Mining Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Nuclear Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Petroleum Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Robotics Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Software Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Systems Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Telecommunications Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Transportation Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Urban Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Water Engineering	1,000.00				1,000.00	0.0%						
Professional Master's Degree in Wind Engineering	1,000.00				1,000.00	0.0%						

†† Graduate masters programs can be for one or two years, with their FT equivalent taking up to 2 or 4 years. The last time graduate masters program fees are 50% of the Full Time fee.  
Professional Master's Degree (PMDE) are co-operative programs and are not subject to the MCOI tuition fee framework.  
The Master of Engineering Innovation and Entrepreneurship (MEIE) program was approved for funding by the Ministry in October 2018 and ceased to be a co-operative program at that time.  
\* Tax to partner institution.  
\* New in 2025-26

## 2.A)iii. Tuition Fees: International Students (Undergraduate)

	2024-25 Tuition Fee				2025-26 Proposed Tuition Fee							
	Year 1	Year 2	Year 3	Year 4	Year 1	% Incr	Year 2	% Incr	Year 3	% Incr	Year 4	% Incr
<b>Undergraduate Tuition Fees</b>												
Engineering	38,590.00	38,590.00	38,590.00	38,590.00	40,520.00	5.0%	40,520.00	5.0%	40,520.00	5.0%	40,520.00	5.0%
Architecture	38,290.00	38,290.00	38,290.00	38,290.00	40,200.00	5.0%	40,200.00	5.0%	40,200.00	5.0%	40,200.00	5.0%
Business	38,290.00	38,290.00	38,290.00	38,290.00	40,200.00	5.0%	40,200.00	5.0%	40,200.00	5.0%	40,200.00	5.0%
Nursing	34,480.00	34,480.00	34,480.00	34,480.00	36,180.00	5.0%	36,180.00	5.0%	36,180.00	5.0%	36,180.00	5.0%
Law	30,090.00	30,090.00	30,090.00	30,090.00	31,890.00	6.0%	31,890.00	6.0%	31,890.00	6.0%	31,890.00	6.0%
Undergraduate Medical Education Program (UMEP) *					80,000.00							
All Other	30,190.00	30,190.00	30,190.00	30,190.00	34,850.00	15.0%	34,850.00	15.0%	34,850.00	15.0%	34,850.00	15.0%

\* New in 2025-26

## 2.A)iii. Tuition Fees: *International Students (Graduate)*

Graduate Tuition Fees	2024-25 Tuition Fee		2025-26 Proposed Tuition Fee			
	Year 1	Continuing Students	Year 1		Continuing Students	
	\$	\$	\$	% Incr	\$	% Incr
Master's in Communication and Culture	24,990.00	24,990.00	25,740.00	3.0%	25,740.00	3.0%
Master's in Environment of Applied Science and Management	24,990.00	24,990.00	25,740.00	3.0%	25,740.00	3.0%
MEEng Computer Networks	37,740.00	37,740.00	38,870.00	3.0%	38,870.00	3.0%
MASc Computer Networks	27,000.00	27,000.00	27,870.00	3.0%	27,870.00	3.0%
Master's in Immigration and Settlement Studies	24,990.00	24,990.00	25,740.00	3.0%	25,740.00	3.0%
MA in Film & Photo Preservation & Collections Mgmt	32,490.00	32,490.00	33,460.00	3.0%	33,460.00	3.0%
MBA in Business and MBA in Mgmt. of Technology & Innovation	53,660.00	53,660.00	56,340.00	5.0%	56,340.00	5.0%
Master of Science in Management	25,720.00	25,720.00	26,490.00	3.0%	26,490.00	3.0%
MA in Fashion	28,650.00	28,650.00	29,510.00	3.0%	29,510.00	3.0%
Master Cybersecurity (cost recovery program) *			41,500.00			
MEEng, MASc in Engineering, MArch Architecture, MAScMBS in Building Science	27,060.00	27,060.00	27,870.00	3.0%	27,870.00	3.0%
Master of Engineering Innovation and Entrepreneurship (MEEI)	38,150.00	38,150.00	39,290.00	3.0%	39,290.00	3.0%
All other current and new Masters programs	24,990.00	24,990.00	25,740.00	3.0%	25,740.00	3.0%
PhD in Communication and Culture (for all years)	23,940.00	23,940.00	24,660.00	3.0%	24,660.00	3.0%
All current and new PhD programs (for all years)	23,940.00	23,940.00	24,660.00	3.0%	24,660.00	3.0%
Professional Master's Diploma in Accounting	19,162.80	19,162.80	19,162.80	0.0%	19,162.80	0.0%
Professional Master's Diploma in Canadian Business	18,000.00	18,000.00	18,000.00	0.0%	18,000.00	0.0%
Professional Master's Diploma in Mgmt. of Technology and Innovation for Chief Information Officers	18,000.00	18,000.00	18,000.00	0.0%	18,000.00	0.0%
Professional Master's Diploma in Financial Analysis	18,000.00	18,000.00	18,000.00	0.0%	18,000.00	0.0%

\* New in 2025-26

## 2.A)iv. Tuition Fees: *Continuing Education & Special Fees*

Continuing Education Tuition Fees (continued)

Tuition fees for domestic students attending degree credit courses are consistent with government policy and fees are set with an exception for select Business programs. Select Business degree credit courses identified as tuition exemption for 2023/24 were increased by 0.67% due to 2023-24 inflationary costs identified for the 2023/24.

Tuition fees for domestic fee of previous degree credit programs unchanged from year to year, with the exception for select Business programs as outlined above.

International students attending degree credit courses: 10% to 15% increase fee per course due to inflationary costs identified for the 2023/24.

Domestic and International students attending in non-credit courses: in most cases, the average annual fee increase will be 2%.

Special School Special Fees	2024-25 Tuition Fee (\$)	% Increase (2024-25 over 2023-24)	2025-26 Proposed Tuition Fee (\$)	% Increase (2025-26 over 2024-25)
Continuing Education Tuition Fees (continued)	100	-	101.00	1.0%
Continuing Education Tuition Fees (continued)	100	-	101.00	1.0%
Continuing Education Tuition Fees (continued)	100	-	101.00	1.0%

**Special Students**

Special Students - Tuition Fees	2024-25 Tuition Fee (\$)	% Increase (2024-25 over 2023-24)	2025-26 Proposed Tuition Fee (\$)	% Increase (2025-26 over 2024-25)
Special Students - domestic - professional programs including PhD programs (per hour) - Ontario students *	9,000.00	0.0%	9,000.00	0.0%
Special Students - domestic - professional programs including PhD programs (per hour) - Non-Ontario students	9,000.00	0.0%	9,000.00	0.0%
Special Students - domestic - PhD programs (per hour) - Ontario students	2,000.00	0.0%	2,000.00	0.0%
Special Students - domestic - PhD programs (per hour) - Non-Ontario students	2,000.00	0.0%	2,000.00	0.0%
Special Students - domestic - all other programs (per hour) - Ontario students	5,000.00	0.0%	5,000.00	0.0%
Special Students - domestic - all other programs (per hour) - Non-Ontario students	5,000.00	0.0%	5,000.00	0.0%
Special Students - international (non - Engineering, Architecture, MSW programs (per hour)	17,000.00	0.0%	17,000.00	0.0%
Special Students - international (non - other programs (per hour)	17,000.00	0.0%	17,000.00	0.0%
Adult Students - professional programs (per hour) **	9,000.00	0.0%	9,000.00	0.0%
Adult Students - all other programs (per hour) ***	5,000.00	0.0%	5,000.00	0.0%

**Variable Tuition Fees**

Variable Tuition Fees	2024-25 Tuition Fee (\$)	% Increase (2024-25 over 2023-24)	2025-26 Proposed Tuition Fee (\$)	% Increase (2025-26 over 2024-25)
Special Students - domestic (Ontario students, per course)	11,000.00	0.0%	11,000.00	0.0%
Special Students - domestic (Non-Ontario students, per course)	11,000.00	0.0%	11,000.00	0.0%
Special Students - international (non - Engineering, Architecture, MSW programs, per course)	17,000.00	0.0%	17,000.00	0.0%
Special Students - international (non - other programs, per course)	17,000.00	0.0%	17,000.00	0.0%

\* Engineering, Architecture, MSW, and MSW programs (per hour) - Ontario students, per course

\*\* Engineering, Architecture, MSW, and MSW programs (per hour) - Non-Ontario students, per course

\*\*\* Engineering, Architecture, MSW, and MSW programs (per hour) - International students, per course

## 2. B) Non-Tuition Fees - University Fees

Full-Time Undergraduate and Graduate Students		
	2024-25	2025-26
<b>University Fees - Supporting University-Led Operations for Students (Charged in Fall and Winter)</b>		
<b>Athletics and Recreation</b>	<b>\$257.22</b>	<b>\$264.45</b>
Recreation and Athletic Centre	\$89.09	\$91.59
Mattamy Athletic Centre	\$168.13	\$172.86
<b>Student Buildings</b>	<b>\$6.02</b>	<b>\$6.02</b>
Special Incidental Reserve*	\$4.00	\$4.00
Special Activities Reserve - 10%*	\$2.02	\$2.02
<b>Career Services - Central</b>	<b>\$37.01</b>	<b>\$38.05</b>
Student Services - 40%	\$37.01	\$38.05
<b>Academic Support - Central</b>	<b>\$65.20</b>	<b>\$66.57</b>
Student Services - 53%	\$49.04	\$50.41
Special Activities Reserve - 80%*	\$16.16	\$16.16
<b>Health and Wellness</b>	<b>\$80.85</b>	<b>\$83.06</b>
Student Services - 7%	\$6.47	\$6.65
Special Activities Reserve - 10%*	\$2.02	\$2.02
TMU Wellbeing Future	\$72.36	\$74.39

Faculty or Program Specific Fees		
	2024-25	2025-26
MBA Student Activity Fee	\$266.91	\$274.41
Canadian Nursing Students' Association**	\$10.00	\$11.00
Career Services - TRSM per term fee	\$66.70	\$68.57
<b>External Entities (Non-Student Organizations)</b>		
WUSC Student Refugee	\$5.48	\$5.63
<b>Chang School Fees (Per-Credit)</b>		
Academic Support	\$4.08	\$4.19
Career Services	\$3.63	\$3.73
Health and Wellness	\$0.55	\$0.56
Athletics & Recreation	\$0.50	\$0.50
<b>Student Society Fees</b>		
Ted Rogers Student Society	\$84.94	\$87.32
Metropolitan Undergraduate Engineering Society	\$84.44	\$86.81
Architectural Science Student Society	\$122.33	\$125.77
Society of The Creative School	\$77.95	\$80.14
Society of Arts, Social Sciences and Humanities	\$74.94	\$77.04
Undergraduate Science Society of Toronto		
Metropolitan	\$71.89	\$73.91
Faculty of Community Services Society	\$62.54	\$64.30



\*Certain fees do not index annually to the Toronto Consumer Price Index (2.81%). These fees are marked with an asterisk.  
 \*\*CNSA membership fee is \$7.00 for part time undergraduate students.

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## 2. B) Non-Tuition Fees - University Fees

Full Time Undergraduate Students		
	2024-25	2025-26
Toronto Metropolitan Student Union*	\$122.49	\$125.93
Canadian Federation of Students - TMSU**	\$20.24	\$20.81
<b>TMSU Health and Dental***</b>	<b>\$370.00</b>	<b>TBD</b>
<b>Full Time Undergraduate Students and Graduate Students</b>		
Sexual Assault Survivor Support Line	\$5.99	\$6.16
Good Food Centre	\$5.99	\$6.16
Palin Foundation - Student Campus Centre	\$60.00	\$60.00
Palin Foundation - Oakham House	\$4.00	\$4.00
TMU Radio	\$14.00	\$14.39
EyeOpener	\$20.34	\$20.91
<b>Full and Part Time Graduate Students</b>		
Toronto Metropolitan Graduate Student Union*	\$161.64	\$166.19
Canadian Federation of Students - TMGSU**	\$20.24	\$20.81
<b>TMGSU Health and Dental***</b>	<b>\$749.20</b>	<b>TBD</b>
<b>Part-Time Undergraduate &amp; CE Students (Per Credit)</b>		
Toronto Metropolitan Association of Part-Time Students*	\$18.97	\$19.50
Canadian Federation of Students - TMAPS**	\$3.11	\$3.19
TMAPS - SCC Fee	\$0.50	\$0.50
Palin Foundation	\$3.50	\$3.50
<b>TMAPS Health &amp; Dental***</b>	<b>\$329.64</b>	<b>TBD</b>



\*TMSU, TMGSU and TMAPS Student Union fees continue to be consolidated into single levy amounts.  
 \*\*Canadian Federation of Students fees are included in the single levy amounts but noted separately for informational purposes.  
 \*\*\*Health & Dental plan fees for the upcoming coverage year were not yet available.

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## 2. C) Department Lab/Ancillary Fees

[illegible]

## 2. C) Department Lab/Ancillary Fees *cont'd*

[illegible]

## 2. C) Department Lab/Ancillary Fees *cont'd*

PROPOSED 2025-26 FEE <small>(Financial year has ended by December)</small>				
PROGRAM	FALL	WINTER	SPRING	CUMULATIVE
<b>Executive Certificate Program</b>				
Executive Certificate Program of Management Studies	\$17,300 (\$22,000)			Executive Fee due to management studies
Executive Certificate Program of Marketing Studies	\$17,300 (\$22,000)			Executive Fee due to marketing studies
Executive Certificate Program of Finance & International Studies	\$17,300 (\$22,000)			Executive Fee due to finance & international studies
Executive Certificate Program of Health & Wellness Studies	\$17,300 (\$22,000)			Executive Fee due to health & wellness studies
Executive Certificate Program of Human Services	\$17,300 (\$22,000)			Executive Fee due to human services
<b>Executive Diploma in Business</b>				
Executive Diploma in Business	\$24,000			Executive Fee due to business
<b>University of Toronto</b>				
University of Toronto - 100 Appleton Avenue	\$200.00			
Each University Location - 100 Appleton Avenue				
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## 2. C) Department Lab/Ancillary Fees *cont'd*

[illegible]



## 2. C) Department Lab/Ancillary Fees *cont'd*

Toronto  
Metropolitan  
University

45

## 2. C) Department Lab/Ancillary Fees *cont'd*

Toronto  
Metropolitan  
University

<sup>1</sup> See also *Journal of Management Education* 26(1), 1999, 10-11.

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## 2. D) Service Fees

[illegible]

Toronto  
Metropolitan  
University

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## 2. E) Student Residence Fees and Meal Plans

[illegible]

\*\*\* Price differential between 2 and 4 bedrooms reflects the inclusion of students in the 2 bedrooms already residents to choose the 1 vs 7 day meal plan

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# Appendices



## SMA Performance Metrics

SMA3 Funding Metric	Historical Results (Most Recent Years)	2024-25 Target	2024-25 Minimum Allowable	2024-25 Result
Graduate Employment Rate in Related Field	89.1%, 89.4%, 89.6%, 92.0%, 88.6%, 91.5%	92.60%	90.37%	90.80%
Institutional Strength/Focus (as % of total enrolment)	51.4%, 51.5%, 52.1%, 52.2%, 52.7%, 53.9%	51.46%	49.92%	54.34%
Graduation Rate	72.5%, 74.4%, 75.1%, 75.3%, 76.4%, 77.1%	76.25%	75.35%	77.18%
Research Funding & Capacity (% of Ontario system total)	1.8%, 1.8%, 1.9%, 2.0%, 2.1%, 2.2%	2.08%	1.97%	2.33%
Community/Local Impact (total enrolment as % of Toronto population)	2.3%, 2.3%, 2.4%, 2.5%, 2.5%, 2.5%	2.49%	2.47%	2.45%
Economic Impact: Number of startups (institution-specific metric)	325, 354, 335, 361, 419, 402	411	370	401
Graduate Earnings (median earnings after 2 years)	\$50,494, \$50,827, \$52,860	\$50,860	\$50,196	\$56,892
Experiential Learning	62.3%, 63.7%, 65.0%, 65.5%, 66.7%, 67.9%	66.72%	65.51%	69.11%
Innovation (Private Sector Research Funding)	\$15.0M, \$15.0M, \$16.5M	\$14.9M	\$13.3M	\$17.8M
Skills & Competencies	N/A	NSSE Skills Question #18 administered	NSSE Skills Question #18 administered	NSSE Skills Question #18 administered



## 2024-25 Core Performance Measures

Indicator	Short-term Results	Current Level (April 2025)	Previous Level (April 2024)	Short-term Target	Time-frame	Long-term Objective
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>						
NSSE: Undergraduate entire educational experience rating* (biennial)	🟡	85.3% (2024)	89.3% (2023)	79% – 80%	2023-24	🟢
COPSS: Overall rating of the quality of graduate programs* (biennial)	🟢	84.3% (2023)	84.3% (2022)	83% – 88%	2025-26	🟢
FTE enrollment as share of target (Undergraduate/Graduate)	🟢	100% (2024) 101% (2024)	101% (2023) 100% (2023)	100%	2023-24 2023-24	🟢
CSRDE: Percentage of students retained from Year 1 after 1 Year	🟢	89.6% (2024)	89.7% (2023)	86% – 91%	2023-24	🟡
CSRDE: 6-year graduation rate	🟢	76.9% (2024)	76.8% (2023)	70% – 72%	2023-24	🟡
Master's completion rates within 3 years	🟡	88.2% (2024)	87.6% (2023)	89% – 91%	2023-24	🟢
<b>Increase SRC Excellence, Intensity and Impact</b>						
Value and number of peer-adjudicated research grants per eligible faculty member	🟢	\$26,745 (2024) 0.45 (2024)	\$25,333 (2023) 0.41 (2023)	\$4,000 – \$4,000 0.55	2023-24 2023-24	🟡
Total External Research Funding	🟢	\$55.8M (2024)	\$90.9M (2023)	\$15M – \$110M	2024-25	🟡
<b>Foster an Innovation Ecosystem</b>						
Zone Learning Enrolment (FFTE)	🟡	544 (2024)	543 (2023)	900 – 1,000	2023-24	🟡
<b>Expand Community Engagement and City Building</b>						
Mean entering average from secondary school	🟢	88.7% (2024)	86.1% (2023)	83% – 88%	2023-24	🟡
Mean entering average in Master's programs	🟢	B+ (2024)	B+ (2023)	B+	2023-24	🟢
Positive print and online references to TMU	🟢	12,856 (2024)	20,426 (2023)	8,700	2023-24	🟢

Results: 🟡 and black lettering = below short-term target 🟢 and green lettering = at or above short-term target 🟡 and black lettering = target applies to later year  
 Objective: 🟡 Long-term improvement 🟢 Long-term maintenance  
 \*Percentage of students reporting good or excellent  
 Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (COPSS)

## Setting 2025-26 Core Performance Measures

Indicator	Short-term Results	Current Level (April 2025)	Previous Level (April 2024)	Short-term Target	Time-frame	Long-term Objective
<b>Enable Greater Student Engagement and Success through Exceptional Experiences</b>						
NSSE: Undergraduate entire educational experience rating* (biennial)	🟡	84.3% (2023)	89.3% (2023)	79% – 80%	2025-27	🟢
COPSS: Overall rating of the quality of graduate programs* (biennial)	🟢	84.3% (2022)	84.3% (2022)	83% – 88%	2025-26	🟢
FTE enrollment as share of target (Undergraduate/Graduate)	🟢	100% (2024) 101% (2024)	101% (2023) 100% (2023)	100%	2025-26 2025-26	🟢
CSRDE: Percentage of students retained from Year 1 after 1 Year	🟢	89.6% (2024)	89.7% (2023)	86% – 91%	2025-26	🟡
CSRDE: 6-year graduation rate	🟢	76.9% (2024)	76.8% (2023)	70% – 72%	2025-26	🟡
Master's completion rates within 3 years	🟡	88.2% (2024)	87.6% (2023)	89% – 91%	2025-26	🟢
<b>Increase SRC Excellence, Intensity and Impact</b>						
Value and number of peer-adjudicated research grants per eligible faculty member	🟢	\$26,745 (2024) 0.45 (2024)	\$25,333 (2023) 0.41 (2023)	\$4,000 – \$4,000 0.55	2025-26 2025-26	🟡
Total External Research Funding	🟢	\$55.8M (2023)	\$90.9M (2023)	\$15M – \$110M	2025-26	🟡
<b>Foster an Innovation Ecosystem</b>						
Zone Learning Enrolment (FFTE)	🟡	544 (2024)	532 (2023)	600 – 800	2025-26	🟡
<b>Expand Community Engagement and City Building</b>						
Mean entering average from secondary school	🟢	88.7% (2024)	86.1% (2023)	83% – 88%	2025-26	🟡
Mean entering average in Master's programs	🟢	B+ (2023)	B+ (2023)	B+	2025-26	🟢
Positive print and online references to TMU	🟢	12,856 (2024)	20,426 (2023)	14,000	2025-26	🟢

Results: 🟡 and black lettering = below short-term target 🟢 and green lettering = at or above short-term target 🟡 and black lettering = target applies to later year  
 Objective: 🟡 Long-term improvement 🟢 Long-term maintenance  
 \*Percentage of students reporting good or excellent  
 Abbreviations: Consortium for Student Retention Data Exchange (CSRDE), National Survey of Student Engagement (NSSE), Canadian Graduate and Professional Student Survey (COPSS)

## **DRAFT RESOLUTION**

**Re: 2025-26 University Budget**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the 2025-2026 University Budget, as presented.

April 30, 2025

## **DRAFT RESOLUTION**

**Re: 2025-2026 University Fees**

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**BE IT AND IT IS HEREBY RESOLVED:**

THAT the Board of Governors approves the 2025-2026 Domestic Tuition Fees (including Continuing Education); International Fees; Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Meal Plans, as presented.

April 30, 2025