

BOARD OF GOVERNORS

April 30, 2025

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

Livestream Link: <https://youtube.com/live/fjNtisi2BLM?feature=share>

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

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
8.	FOR INFORMATION	Approval
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

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





School of Medicine

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

Toronto
Metropolitan
University



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Toronto
Metropolitan
University

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



5

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.



6

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



7

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



8

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

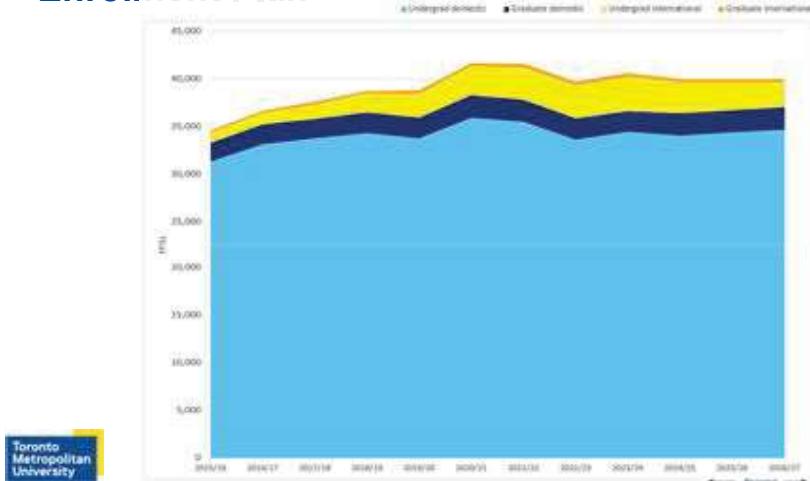
Compensation:

- 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 FFTES	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	3.6%	32,900	4.7%	2,529	4.5%	2,213	2.3%
16-17	8,215	480	8,595	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	983	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	625	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%



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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



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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)
REVENUES:				
Operating Grants (Schedule 2)	\$ 267,729	\$ 262,395	\$ 14,666	5.5%
Tuition Fees excluding Cheng School	347,750	356,432	8,682	2.5%
Domestic Fees:				
Rate Changes (Enrolment / Mix changes)			886	0.2%
Enrolment / Mix changes			20,647	5.9%
International Fees:				
Rate changes			-4,080	-1.2%
Enrolment / Mix changes			(76,916)	-4.9%
Cheng School - Tuition Fees	51,643	53,192	1,549	3.0%
Other Revenue	15,434	16,104	670	4.3%
Total Base Revenues:	\$682,556	708,123	25,567	3.7%
OTO PSEIF Top up Grant	7,675	-	(7,675)	-100.0%
TOTAL BASE AND OTO REVENUES	\$ 689,231	\$ 708,123	\$ 17,892	2.6%
EXPENSES:				
Departmental Budgets	563,971	579,100	25,829	4.7%
Cheng 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	40,943	42,154	1,211	3.2%
Current Interest on debt	19,227	19,227	-	0.0%
Infrastructure Maintenance	7,500	7,500	-	0.0%
Subtotal: Expenses Prior to Base Reductions	690,231	718,512	28,281	4.1%
Base Budget Reductions	-	(10,389)	(10,389)	100.0%
TOTAL BASE EXPENSES	\$ 689,231	\$ 708,123	\$ 17,892	2.6%
REVENUES (BASE AND OTO) LESS BASE EXPENSES	\$ -	\$ -	\$ -	

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Schedule 1A: 2023-24 Actual Operating Results

\$000	2023-24 \$ APPROVED ORIGINAL BUDGET	2023-24 \$ ACTUAL RESULTS ¹
REVENUES:		
Operating Grants	\$ 200,090	\$ 270,882
Tuition Fees	347,307	344,508
Cheng School	50,643	50,666
Other Revenue	12,434	43,567
TOTAL REVENUES	670,474	709,623
EXPENSES:		
Departmental Budgets - including allocations	500,000	592,229
Cheng 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
TOTAL EXPENSES	670,474	710,144
EXPENSES LESS REVENUE, before OTO allocations	-	(521)
Net Transfers to (from) Internally Restricted Assets		1,899
REVENUES LESS EXPENSES, after OTO allocations	-	1,377

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¹ Actuals include total spending from base budgets, OTO allocations and prior year budgets.

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Schedule 2: Operating Grants

\$000	2024-25 E APPROVED BUDGET	2025-26 E APPROVED BUDGET	2025-26 over budget
CORE OPERATING GRANT			
State Government (Ontario)	78,094	78,094	+
Academic (operating grants - 100 base)	+	+	+
Academic (operating grants - Overrides)	14,404	14,404	+
170% of Academic (base)	7,423	12,320	5,097
STFCM Across the board	7,902	7,902	0
TOTAL CORE OPERATING GRANT	99,021	110,320	12,299
DIFFERENTIATION ENVELOPE			
Ontario Ministry of Education	154,952	154,952	0
TOTAL ENVELOPE & DIFFERENTIATION ENVELOPE*	254,973	267,272	12,299
SPECIAL PURPOSE GRANTS			
Research (Research)	433	433	0
Student Tuition (Grant (not of Tax Type))	2,354	2,360	6
Student Financial Assistance (Grants)	+	+	+
Access Ability Fund for Students with Disabilities	724	724	0
Other Tuition (Grants - offset in academic)	1,427	1,427	0
Collaborative Working grants	6,005	7,000	1,000
GRANT CLEANCHECKS			
Provincial Student Recovery (PSR)	(2,752)	(2,171)	581
FEDERAL GRANTS			
Federal Research (research grant)	5,080	5,080	0
TOTAL BASE OPERATING GRANTS	\$ 267,723	\$ 282,396	\$ 14,673
One-time only Provincial Allocations			
not of Tax Type	7,075		(7,075)
TOTAL GRANTS	\$ 274,801	\$ 289,471	\$ 14,670

2024-25 Across the board adjustment for Provincial & Innovation Supplements (PDIS) is not included. Details relating to funds existing in fiscal year 2024-25

**2024-25 PDIS total by performance indicator and by program

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Schedule 3: Consolidated Budget

\$000	Operating Fund (Schedule U)	Balance of Non-Operating and Restricted Grants	Student Financial Special Activities*	Auxiliary Fund*	Research Fund & Restricted Grants*	Trust and Endowment Fund*	Capital Fund & AFP Adjustments*	2025-26 Budget
Revenue Summary								
Government grants (Provincial & Federal)	\$ 282,396	6	22,731		6	142,146	6	8,000
Research and other grants and contracts			21,162			42,650		87,767
Student Learning Support Fund	409,634	3,493	27,594		1,396			410,431
Student Levy - Academic and Recreation Centre								1,298
Student Levy - Wellness Centre (to-deferred capital contributions)								3,742
Grants and services								(2,740)
Donations, net/received								30,713
Amortization of deferred capital contributions								16,375
Interest and other income	16,100							16,100
Total Revenue	709,130	30,410	27,488		24,198	204,784	14,878	\$ 691,639
Expense Summary								
Salaries and wages	-479,491	34,960	14,305	9,611	57,938	4,451		500,707
Employee benefits	96,472	3,820	3,801	1,652	15,368	261		110,417
Depreciation and amortization	18,475	41,090	17,462	10,613	18,475	0		10,475
Interest, supplies, repairs and maintenance*	18,278	6,612	19,321	20,750	47,290	8,662		109,197
Student Scholarships/Financial Aid (grants and Graft)	28,626				17,651	6,540		52,700
Deferred Capital & Research								65
Interest on debt - Capital Expenses	18,207				310			18,743
Sub-grants to other institutions						70,457		70,457
Administration - Academic & Non-academic and Auxiliary operations					1,586			1,586
Amortization of capital assets						52,074		52,074
Total Expenses	709,130	80,410	27,488		24,198	204,784	14,878	\$ 691,639
Revenues less Expenses								
Student Affairs, Student Services, Administration and Academic & Research Fund (decreased) and CTD (increased) against the authorized at year end								
Academic Restricted Fund - unrestricted balance at year end - includes restricted grants for Research, Design & Major Competitive Dataset								
The figure is presented on a cash basis. Capital items purchased are capitalized at year end and amortized over useful life under accrual Profit & Loss accounting. Amortized Capital is not included in capital and grant								

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Schedule 4: Projected Balance Sheet

\$000	April 30, 2025 Projected ¹	April 30, 2026 Projected ¹	Comments
ASSETS			
Cash and cash equivalents	\$ 62,606	\$ 64,577	See Schedule 5
Short-term investments	90,578	90,000	Estimate
Other current assets	73,300	81,261	Estimate
Total current assets	233,884	242,838	
Investments	604,322	519,322	Based on capital plan expenditures
Employee future benefits - pension ²	305,788	326,788	No change from year-end as actuarial calculations are only performed at year-end
Long-term investments	27,831	13,371	Estimate
Long-term prepaid expenses	4,437	108	Estimate
Capital assets, net	1,201,250	1,362,677	Estimate based on capital plan expenditures
2,452,255	2,442,755		
LIABILITIES AND NET ASSETS			
Total current liabilities	166,246	161,246	Estimate
Employee future benefits - other ²	31,200	31,700	No change from year-end as actuarial calculations are only performed at year-end
Leases - net	452,371	422,425	Capital projects less net of principal repayments
Fair value of interest rate swap	8,537	8,597	No change from year-end, amount affected by economic conditions
Deferred Lease revenue	48,495	49,295	Amortized over 50 years
Deferred revenue contributions	130,000	132,419	Estimate
Deferred capital contributions	349,363	339,990	Estimate, external payments related to capital projects
Net assets			
Invested in capital assets	727,533	821,379	Capital assets less deferred capital contributions and long-term debt
Internally-restricted - employee future benefits ²	206,889	208,889	No change from year-end as actuarial calculations are only performed at year-end
Internally-restricted - other ("Carry forwards")	335,857	311,707	Estimate
Unrestricted assets/deficit	(293,940)	(253,345)	Net impact of consolidated and capital budgets
2,288,384	2,377,886		
Equity	153,869	160,083	Estimate, will change based on economic conditions
2,452,255	2,442,755		

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

² Amounts based on prior year-end audited financial statement. All changes based on actuarial calculations and capital budgets

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Schedule 5: Projected Cash Flow Statement

\$000	April 30, 2025 Projected ¹	April 30, 2026 Projected ¹	Comments
OPERATING ACTIVITIES			
Revenue less expenses (expenses less revenue)	\$ (21,531)	\$ -	2025 include spending items prior year budgets 25/26 per consolidated budget - Schedule 3
Add (deduct) non-cash items			
Amortization of capital assets	66,932	52,574	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	(22,173)		No change from year-end, amount affected by economic conditions
Net change in deferred revenue contributions	1,408	2,419	Estimate
Net change in non-cash working capital balances	(52,222)	(13,341)	Estimate
Cash provided by operating activities	(53,379)	26,278	
FINANCING AND INVESTING ACTIVITIES			
Generation (increase) in notes receivable	4,177	423	
Acquisition of capital assets	(73,762)	(124,203)	Estimate, based on capital plan expenditures
Decrease (increase) in long-term prepayments	1,676	4,439	Estimate
Decrease (increase) in investments & other adjustments	112,325	86,000	Utilization of cash investments as per capital plan expenditures
Capital contributions received and long-term loans proceeds	25,895	14,000	Estimate
Endowment contributions	1,208	1,200	Estimate
(Increase) decrease in short-term investments	(8,377)	(7,748)	Estimate
Repayment of long-term debt principal			
Cash used in financing and investing activities	61,326	(42,303)	
Net increase (decrease) in cash during the year	8,006	1,371	
Cash and cash equivalent, beginning of period	\$ 52,606	\$ 52,606	
Cash and cash equivalents, end of period	\$ 52,606	\$ 54,977	(See Schedule 6)

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

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IV. 2025-26 Fee Schedules

Fee Schedules: Table of Contents

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 - ii. Domestic Fees, Out of Province Students
 - iii. International Fees
 - iv. Continuing Education and Special Fees
 - B. Non-Tuition Fees
 - C. Department Lab/Ancillary Fees
 - D. Service Fees
 - E. Student Residence Fees and Meal Plans

1. Fee Change Highlights

Tuition Fees - Domestic Students	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 TRSM program, including the 7.5% in year 2 increase, was allowed by the government as a result of the government's analysis of across-wide tuition and their identification of fees that are at least 15% above the average.
Tuition Fees - International Students	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.
Compulsory Non-Tuition Related Fees	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.
Department Lab/Ancillary Fees	Fee increases: 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. New fees: Co-op program in General Analytics, Interior Design, Master of Digital Media and School of Performance for student materials and tuition and Registration fees for new experiential learning field trip. Increases 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.
Service Fees	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.
Residence Fees	All residence rent fees to increase by 4% over 2024-25.
Meal Plan	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	
	\$	\$	\$	\$	\$	\$	\$	\$	
Category 1 - Arts and Science programs:									
Arts & Science Undergraduate Programs: Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Okanagan Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Literature, Relations, other Science programs.									
First Degree 2 Year Occupational Studies	6,110.35	6,110.35	6,110.35	6,092.55	6,110.35	0.0%	6,110.35	0.0%	
All other undergraduate programs	6,596.65	6,596.65	-	6,696.65	0.0%	6,596.65	0.0%	6,696.65	0.0%
Category 2 - Professional Undergraduate Programs and Graduate programs:									
Professional Undergraduate Programs:									
Engineering	10,199.39	10,199.39	10,199.39	9,965.19	10,199.39	0.0%	10,199.39	0.0%	
Computer Science	8,962.75	8,962.75	8,962.75	8,979.20	8,962.75	0.0%	8,962.75	0.0%	
Business FT & PT, Business Night, Accounting & Finance, Hospitality & Tourism Night, Retail Night, Business Technology Night, Health Administration (Mgmt)	9,710.29	9,710.29	8,426.55	8,216.57	10,358.00	6.67%	10,358.00	6.67%	
Architectural Science	8,951.43	8,951.43	8,951.43	8,942.00	8,951.43	0.0%	8,951.43	0.0%	
Law	21,160.00	21,160.00	-	21,160.00	0.0%	21,160.00	0.0%	21,160.00	0.0%
Undergraduate Medical Educator Program (UME) *	-	-	-	25,467.00	-	-	-	-	
Postgraduate Medical Educator Program (POME) Registration Fees *	-	-	-	160.00	-	-	-	-	

*Full undergraduate medical program. No tuition fees assessed after the third semester of a program for second year UME students. Post-Gradute fees are determined as a % of the full-time equivalent fees based on revised fee.

¹Fee is 2024-25

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	\$	% Change	Year 2	Year 3	Year 4	\$	% Change
Graduate Programs												
Master's programs in: Criminology and Social Justice - University of Modality; Philosophy; Psychology; Immigration & Settlement; Physics; Materials Science; Computer Science; Applied Mathematics; Engineering (MEng) Programs; MAss Programs; MEd; MSc; MPA	8,193.12	8,193.12			8,193.12	0.0%	8,193.12	0.0%				
Master's programs in: MEd; MPA	8,402.54	8,402.54			8,402.54	0.0%	8,402.54	0.0%				
MBA Programs: MBA in Business and MBA in Mgmt. of Technology & Innovation	22,221.04	23,221.04			24,364.78	7.8%	24,364.78	7.8%				
MPC Professional Communications	14,850.07	14,850.07			14,851.07	0.1%	14,851.07	0.1%				
MIT Computer Networks	18,863.74	18,863.74			18,863.74	0.0%	18,863.74	0.0%				
MA in Communication and Culture ¹	4,208.42	4,308.62			4,208.42	0.0%	4,308.62	0.0%				
MPA in Business	16,271.00	16,271.00			16,271.00	0.0%	16,271.00	0.0%				
Master's Certificate/Post-Graduate Diploma ²												
Master of Engineering, Innovation and Entrepreneurship (MIE)	18,863.74	18,863.74			18,863.74	0.0%	18,863.74	0.0%				
All other Masters Programs in 2 year programs - includes: Engineering, MEng; Professional Communications, MPA; MSc in Business Administration, MSc in Business in Management, MSc in Entrepreneur, Applied Science & Management, Community Health Care, MSc, MSc Consumer and Public Health, MPA; MSc in Project Management, MSc Interior Design, MSc Industrial Design, MSc in Architecture, MSc in Landscape Architecture, MSc in Interior Design, MSc in Technology and Innovation for Child, MSc in Information Studies	8,220.12	8,220.12			8,220.12	0.0%	8,220.12	0.0%				
MPG in Architecture	4,208.42	4,308.62	4,308.62	4,308.62	4,208.42	0.0%	4,308.62	0.0%	4,308.62	0.0%	4,308.62	0.0%
All other MSc Programs	7,012.63	7,012.63	7,012.63	7,012.63	7,012.63	0.0%	7,012.63	0.0%	7,012.63	0.0%	7,012.63	0.0%
Professional Masters Diploma in Accounting	8,800.00				8,800.00	0.0%						
Professional Masters Diploma in Aerospace Design, Management	8,800.00				8,800.00	0.0%						
Professional Masters Diploma in Dentistry	1,090.00				1,090.00	0.0%						
Professional Masters Diploma in Ethical, Information Security, Privacy and Data Protection	8,800.00				8,800.00	0.0%						
Professional Masters Diploma in Energy and Materials	8,800.00				8,800.00	0.0%						
Professional Masters Diploma in Financial Services	10,150.00				10,150.00	0.0%						
Professional Masters Diploma in Financial Analysis	10,150.00				10,150.00	0.0%						
Professional Masters Diploma in Finance for Social Innovation	8,800.00				8,800.00	0.0%						
Professional Masters Diploma in Design, Technology and Innovation for Child	10,150.00				10,150.00	0.0%						
Information Officers												

¹ If graduate in action program is a full or 50% or less part, with their P/T equivalent tuition up to 3 or 4 years. The post-req'd graduate student program fees are 50% of the full fee + fee.

² Professional Masters Diploma (PM Diploma) are post-req'd fees and are not subject to the MUS Action Fee framework.

The Master of Engineering, Innovation and Entrepreneurship (MIE) program was approved for funding by the Ministry of Training 2010 and needed to be an innovative program. After 2014

¹ Fees for part-time students

² Fees in 2021-22

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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	\$	% Change	Year 2	Year 3	Year 4	\$	% Change
Category 1: Arts and Science programs												
Arts & Science Undergraduate Programs	8,900.76	8,900.76	8,900.76	8,900.76	7,285.70	5.0%	7,285.70	5.0%	7,285.70	5.0%	7,285.70	5.0%
Arts & Contemporary Studies, Social Science, English, Biomedical Science, Financial Mathematics, Creative Industries, Professional Communications, Philosophy, Environment & Urban Sustainability, History, Psychology, Language & Literature, Religions, other Science programs	8,900.76	8,900.76	8,900.76	8,900.76	7,285.70	5.0%	7,285.70	5.0%	7,285.70	5.0%	7,285.70	5.0%
Post Degree 2 Year Undergraduate Public Health	7,004.50	7,004.50	7,004.50	7,004.50	7,364.73	5.0%	7,364.73	5.0%	7,364.73	5.0%	7,364.73	5.0%
All other Undergraduate programs	7,000.76	7,000.76	7,000.76	7,000.76	7,420.12	5.0%	7,420.12	5.0%	7,420.12	5.0%	7,420.12	5.0%
Category 2: Professional Undergraduate Programs and Graduate programs												
Professional Undergraduate Programs												
Engineering	11,570.81	11,570.81	11,570.81	11,570.81	12,149.35	5.0%	12,149.35	5.0%	12,149.35	5.0%	12,149.35	5.0%
Computer Science	9,723.94	9,723.94	9,723.94	9,723.94	9,310.97	4.2%	9,310.97	4.2%	9,310.97	4.2%	9,310.97	4.2%
Business P.T. & PT (Business Mgmt., Accounting & Finance, Hospitality & Tourism Mgmt., Retail Mgmt., Business Technology Mgmt., Health Administration Mgmt.)	10,901.89	10,901.89	10,901.89	10,901.89	9,769.48	8.6%	9,769.48	8.6%	9,769.48	8.6%	9,769.48	8.6%
Architectural Sciences	10,948.95	10,948.95	10,948.95	10,948.95	10,003.77	11.8%	10,003.77	11.8%	10,003.77	11.8%	10,003.77	11.8%
Law	24,937.85	24,937.85			25,299.74	13.0%	25,299.74	13.0%	25,299.74	13.0%	25,299.74	13.0%
Undergraduate Medical Education Program (UOME) ¹					26,936.00		26,936.00		26,936.00		26,936.00	
Postgraduate Medical Education Program (PGME), Registration Fees ²					350.00		350.00		350.00		350.00	

¹ For undergraduate degree programs, the tuition fees reflect reflect the normal duration of program, as taken by PT students. Post-req'd UOME fees are determined as a % of the full fees dependant the least course load.

² Fees in 2021-22

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

Graduate Programs	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
Master's programs in Criminology and Social Justice - University Affiliation	\$	\$	\$	\$	\$	\$	\$	\$
Master's programs in Psychology, Immigration & Settlement, Physics, Materials Science, Computer Science, Applied Mathematics, Engineering, MEds Programs, Maths, Building Science, Human Resource Management	9,250.40	9,250.40			9,721.40	9.0%	9,721.40	9.0%
Master's programs in Business and MBA in Mgmt of Technology & Innovation	16,869.27	16,788.27			17,337.73	3.0%	17,337.73	3.0%
MSc Professional Communications	22,415.73	22,115.73			22,936.41	3.0%	22,936.41	3.0%
MEng Computer Networks	16,857.38	16,857.38			17,458.28	3.5%	17,458.28	3.5%
Master's programs in MEds	21,520.74	21,520.74			22,091.48	3.0%	22,091.48	3.0%
Master's programs in MEds in Environmental Applied Science & Management, Community Health Care, MEds in Communication & Culture	19,429.74	19,429.74			20,399.80	5.0%	20,399.80	5.0%
MEd Digital Media	4,455.72	4,455.72			4,455.72	0.0%	4,455.72	0.0%
Master's programs in Sport Studies	18,466.74	18,466.74			19,426.96	5.0%	19,426.96	5.0%
Master's programs in Sport Studies	21,128.74	21,034.74			21,220.74	4.2%	21,220.74	4.2%
Master's programs in Engineering, Innovation and Entrepreneurship (MIE) ^a	21,034.74	21,034.74			22,911.40	5.0%	22,911.40	5.0%
All other Master's Programs	\$	\$	\$	\$	\$	\$	\$	\$
Professional Master's Diploma in Accounting	3,984.71	3,984.71	4,438.72	4,438.72	4,438.72	4.0%	4,438.72	4.0%
Professional Master's Diploma in Aviation Design Management	7,229.73	7,229.73			7,229.73	0.0%	7,229.73	0.0%
Professional Master's Diploma in Statistics	7,587.14	7,587.14			7,667.14	0.0%	7,667.14	0.0%
Professional Master's Diploma in Enterprise Information Security, Privacy and Data Privacy	3,946.20	3,946.20			3,946.20	0.0%	3,946.20	0.0%
Professional Master's Diploma in Energy and Innovation	7,029.75	7,029.75			7,029.75	0.0%	7,029.75	0.0%
Professional Master's Diploma in Canadian Business	10,877.23	10,877.23			10,977.23	0.0%	10,977.23	0.0%
Professional Master's Diploma in Financial Analysis	10,521.23	10,521.23			10,621.23	0.0%	10,621.23	0.0%
Professional Master's Diploma in Event Management	7,029.75	7,029.75			7,029.75	0.0%	7,029.75	0.0%
Professional Master's Diploma in Mgmt of Technology and Innovation (MGT)	10,977.23	10,977.23			10,977.23	0.0%	10,977.23	0.0%
Information Officers	\$	\$	\$	\$	\$	\$	\$	\$

^a PT graduate masters programs can be for one or two years, with their PT equivalent taking up to 2 or 4 years. The last-time graduate masters program fees are 50% of the Full-Time fees.

Professional Master's Diploma (PMOD) are co-operative programs and are not subject to the MECU tuition fee framework.

The Master of Engineering Innovation and Entrepreneurship (MEIE) program was approved for funding by the Ministry of Training 2010 and classified to be a co-operative program at that time.

^b Total for partner institutions.

^c New in 2025-26.

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

Undergraduate Tuition Fees	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
Engineering	\$	\$	\$	\$	\$	\$	\$	\$
Architecture	38,590.00	38,590.00	38,590.00	38,590.00	40,520.00	5.0%	40,520.00	5.0%
Business	38,295.00	38,295.00	38,295.00	38,295.00	40,200.00	5.0%	40,200.00	5.0%
Nursing	38,295.00	38,295.00	38,295.00	38,295.00	40,200.00	5.0%	40,200.00	5.0%
Law	34,450.00	34,450.00	34,450.00	34,450.00	36,150.00	5.0%	36,150.00	5.0%
Undergraduate Medical Education Program (UME) ^a	36,090.00	36,090.00	36,090.00	36,090.00	37,890.00	5.0%	37,890.00	5.0%
All Other	33,190.00	33,190.00	33,190.00	33,190.00	34,850.00	5.0%	34,850.00	5.0%

^a New in 2025-26.

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2. B) Non-Tuition Fees - University Fees

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



*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
TMSU Health and Dental***		\$370.00	TBD
Full Time Undergraduate Students and Graduate Students			
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
Full and Part Time Graduate Students			
Toronto Metropolitan Graduate Student Union*		\$161.64	\$166.19
Canadian Federation of Students - TMGSU**		\$20.24	\$20.81
TMGSU Health and Dental***		\$749.20	TBD
Part-Time Undergraduate & CE Students (Per Credit)			
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
TMAPS Health & Dental***		\$329.64	TBD



*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

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

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

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

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

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

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2. D) Service Fees

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2. E) Student Residence Fees and Meal Plans

Asset Type	Incomes		Residence Student Occupancy (Percentage)		Leisure		Commercial Use		Rents		Res. Pmt.**		Site-Cost Reb.		Fixed Assets		Total Assets	
	Year 1	% Increase Year 2/3	Year 1	% Increase Year 2/3	Year 1	Year 2	Year 1	Year 2	Year 1	Year 2	Year 1	% Increase Year 2/3	Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Residential Homes	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
Non-residential (rental)	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
Leisure	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
Business/Commercial	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
ALL Homes	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
ALL Leisure	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
Debt-Free Collected ("Unknown Standard")	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00
Debt-Free Standard	\$60.00	1%	\$60.00	1%	300.00	300.00	\$120,000	\$120,000	\$10.00	\$10.00	\$0.00	0%	\$600.00	\$600.00	\$300.00	\$300.00	\$71,600.00	\$71,600.00

Residence fees are allocated to the Residence Council.
Meal plan rates are reviewed in 10-15 weeks and 'what you can eat' one meal plan with additional meal location flexibility. Refer to University website for further details.
Pension application spans may last for a minimum mandatory meal plan.
House price difference between 2 and 4 bedroom units reflects the inclusion of kitchens in the 2 bedrooms allowing residents to choose the 1/1.5 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 2024)	Previous Level (April 2024)	Short-term Target	Time-frame	Long-term Objective
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (interval)	A 88.3% (2023)	88.3% (2023)	78% – 80%	2023-24	●	
COPSS: Overall rating of the quality of graduate programs* (interval)	A 84.3% (2023)	84.3% (2023)	83% – 88%	2023-26	●	
FTE enrollment as share of target	A 100% (2024)	101% (2023)	100% (2023)	100%	2023-24	●
Undergraduate	A 100% (2024)	100% (2023)	100% (2023)	100%	2023-24	●
Graduate	A 100% (2024)	100% (2023)	100% (2023)	100%	2023-24	●
CSRD-E: Percentage of students retained from Year 1 after 1 Year	A 88.6% (2024)	88.7% (2023)	86% – 91%	2023-24	●	
CSRD-E: 6-year graduation rate	A 78.9% (2024)	78.8% (2023)	79% – 72%	2023-24	●	
Master's completion rates within 3 years	A 88.2% (2024)	87.6% (2023)	89% – 91%	2023-24	●	
Increase SRC Excellence, Intensity and Impact						
Value and number of peer- adjudicated research grants per eligible faculty member	A \$26,745 (2023)	\$28,333 (2023)	\$16,000 – \$18,000	2023-24	●	
	A 6.41 (2023)	6.41 (2023)	6.05	2023-24	●	
Total External Research Funding	A \$195.8M (2024)	\$190.9M (2023)	\$175M – \$110M	2024-25	●	
Foster an Innovation Ecosystem						
Zone Learning Enrollment (FTE)	A 844 (2024)	845 (2023)	800 – 1,000	2023-24	●	
Expand Community Engagement and City Building						
Mean entering average from secondary school	A 88.7% (2024)	88.1% (2023)	83% – 86%	2023-24	●	
Mean entering average in Master's programs	A B+ (2024)	B+ (2023)	B+	2023-24	●	
Positive print and online references to TMU	A 13,896 (2024)	20,426 (2023)	8,700	2023-24	●	

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Results:

● & yellow lettering = below short-term target

● & green lettering = at or above short-term target

● & black lettering = target applies to later year

Objective: ● Long-term improvement ● Long-term improvement

*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRD-E); 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
Enable Greater Student Engagement and Success through Exceptional Experiences						
NSSE: Undergraduate entire educational experience rating* (interval)	A 88.3% (2023)	89.3% (2023)	78% – 80%	2025-27	●	
COPSS: Overall rating of the quality of graduate programs* (interval)	A 84.3% (2023)	84.3% (2022)	83% – 88%	2025-26	●	
FTE enrollment as share of target	A 100% (2024)	101% (2023)	100% (2023)	100%	2025-26	●
Undergraduate	A 100% (2024)	101% (2023)	100% (2023)	100%	2025-26	●
Graduate	A 100% (2024)	100% (2023)	100% (2023)	100%	2025-26	●
CSRD-E: Percentage of students retained from Year 1 after 1 Year	A 88.6% (2024)	88.7% (2023)	86% – 91%	2025-26	●	
CSRD-E: 6-year graduation rate	A 78.9% (2024)	78.8% (2023)	79% – 72%	2025-26	●	
Master's completion rates within 3 years	A 88.2% (2024)	87.6% (2023)	89% – 91%	2025-26	●	
Increase SRC Excellence, Intensity and Impact						
Value and number of peer- adjudicated research grants per eligible faculty member	A \$26,745 (2023)	\$28,333 (2023)	\$16,000 – \$18,000	2025-26	●	
	A 6.41 (2024)	6.41 (2023)	6.05	2025-26	●	
Total External Research Funding	A \$195.8M (2023)	\$190.9M (2023)	\$175M – \$110M	2025-26	●	
Foster an Innovation Ecosystem						
Zone Learning Enrollment (FTE)	A 844 (2024)	852 (2023)	800 – 800	2025-26	●	
Expand Community Engagement and City Building						
Mean entering average from secondary school	A 88.7% (2024)	88.1% (2023)	83% – 86%	2025-26	●	
Mean entering average in Master's programs	A B+ (2023)	B+ (2023)	B+	2025-26	●	
Positive print and online references to TMU	A 13,896 (2024)	20,426 (2023)	14,000	2025-26	●	

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Results:

● & yellow lettering = below short-term target

● & green lettering = at or above short-term target

● & black lettering = target applies to later year

Objective: ● Long-term improvement ● Long-term improvement

*Percentage of students reporting good or excellent

Abbreviations: Consortium for Student Retention Data Exchange (CSRD-E); National Survey of Student Engagement (NSSE); Canadian Graduate and Professional Student Survey (COPSS)

DRAFT RESOLUTION

Re: 2025-26 University Budget

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

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