

**BOARD OF GOVERNORS**

**March 26, 2025**

**1:30 p.m. to 3:30 p.m.**

**Livestream Link: <https://youtube.com/live/iu6T89skqpE?feature=share>**

| Time                            | Item  | Presenter(s)                 | Action      |
|---------------------------------|---|------------------------------|-------------|
| 1:30                            | 1. IN-CAMERA DISCUSSION (Board Members Only)        | Tony Staffieri               | Information |
|                                 | 2. IN-CAMERA DISCUSSION (Executive Group Invited)   |                              | Information |
| <b>END OF IN-CAMERA SESSION</b> |   |                              |             |
| 3.                              | INTRODUCTION  | Tony Staffieri               |             |
| 3.1                             | Welcome   |                              |             |
| 3.1.1                           | Land Acknowledgement                                |                              |             |
| 3.1.2                           | Chair's Remarks                                     |                              |             |
| 3.2                             | CONSENT AGENDA                                      | Tony Staffieri               |             |
| 3.2.1                           | Approval of the March 26, 2025 Agenda               |                              | Approval    |
| 3.2.2                           | Declaration of Conflicts of Interest                |                              | Information |
| 3.2.3                           | Approval of the January 30, 2025 Minutes            |                              | Approval    |
| 4.                              | REPORT FROM THE PRESIDENT                           | Mohamed Lachemi              | Information |
| 5.                              | REPORT FROM THE SECRETARY                           | Wendy Lawrence               | Information |
| 5.1                             | Appointment of Chair                                |                              | Approval    |
| 5.2                             | 2025 Board Elections                                |                              |             |
| 6.                              | REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC | Roberta Iannacito-Provenzano | Information |
| 7.                              | DISCUSSION ITEMS                                    |                              |             |

|       |   |   |
|-------|---|---|
| 7.1   | <b>REPORT FROM THE CHAIR OF THE GOVERNANCE COMMITTEE</b>  | Catherine Paisley   |
| 7.1.1 | Revised Board Committee Membership 2024-2025  | Wendy Lawrence <span style="color: red;">Approval</span>                                |
| 7.2   | <b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>   | David Porter  |
| 7.2.1 | 2025-26 Budget Planning Update  | Mohamed Lachemi<br>Kimberley McCausland<br>Roberta Iannacito-Provenzano<br>Joanne McKee |
| 7.2.2 | Financial Statements (unaudited) for the period ending January 31, 2025                             | Joanne McKee <span style="color: red;">Approval</span>                                  |
| 7.3   | <b>REPORT FROM THE CHAIR OF THE AUDIT AND RISK COMMITTEE</b>  | Catherine Paisley   |
| 7.3.1 | <i>Fighting Against Forced Labour and Child Labour in Supply Chains Act</i> Annual Report Approval  | Joanne McKee <span style="color: red;">Approval</span>                                  |
| 7.4   | <b>REPORT FROM THE VICE-PRESIDENT RESEARCH AND INNOVATION</b>                                       | Steven Liss   |
| 7.4.1 | Elevating Excellence: TMU's Approach to Scaling Scholarly, Research and Creative ("SRC") Activities | Information   |
| 8.    | <b>FOR INFORMATION</b>  |   |
| 8.1   | Toronto Metropolitan University Performance Indicators - March 2025 Report                          | Kimberley McCausland  |
| 3:30  | <b>9. ADJOURNMENT</b>   | Information   |

**NEXT MEETING: April 30, 2025**

## CONGRATULATIONS

*Michelle Delcourt*, professor of mathematics, has been named a 2025 Sloan Research Fellow by the Alfred P. Sloan Foundation, a New York City-based non-profit organization that supports research and education in economics and in STEM fields (science, technology, engineering, and mathematics). She will receive \$75,000 US over two years toward her research. Michelle is one of only seven scholars from Canadian universities (out of 126 in total from across North America) to receive one of this year's grants.

## PARTNERSHIP

**SIAKAM EDTECH ENGINE** – The DMZ has partnered with former Toronto Raptor (and current Indiana Pacer) Pascal Siakam and his PS43 Foundation to launch the Siakam EdTech Engine, an accelerator for education technology startups. The free virtual program will run from April through June 2025 and be offered to up to six selected North American companies. It will offer workshops, mentorship, networking, access to school boards to test products in classrooms, and a Demo Day at Google's Toronto HQ, where startups will compete for \$50,000 in grants.

## EVENTS AND INITIATIVES

**BRAMPTON VENTURE ZONE FUNDING** – On January 20, the City of Brampton adopted its 2025 budget, which included a \$5-million commitment to continue funding the Brampton Venture Zone (BVZ) for the next five years--\$1 million per year. The proposed budget calls the BVZ a “unique model that combines the strength of an educational institution with entrepreneurial thinking to drive economic growth of the city drawing on its greatest asset, its people.” Over the course of the BVZ’s first five years, it recruited 43 startups, which together brought in \$2.2 million in revenue; 87% of the startups’ founders were from underrepresented communities, while 38% were women.

**SHORELINE RESILIENCE PROJECT** – On January 20, the Government of Canada announced a \$3.1-million investment to create the Climate-Resilient Coastal Communities program, a collaborative research initiative in which a group of TMU researchers are partners. A team led by Carolyn Johns, professor of politics and public administration and chair of the Bruce Fellowships in Canadian Freshwater Policy, will conduct research for the development of plans, policies, and actions for climate resilience in coastal communities around the Great Lakes. Conservation Ontario will be leading the project, in collaboration with multiple conservation authorities and the Great Lakes-St. Lawrence Cities Initiative.

**BLACK HISTORY MONTH** – Throughout the month of February, TMU marked Black History Month with a varied slate of events. On February 4, activist and former U.S. Olympic athlete John Carlos gave a talk at the Student Learning Centre (SLC). Known for raising his fist on the podium at the 1968 summer games

to protest injustice, Carlos spoke about his humanitarian efforts, and about being mentored by Martin Luther King and Malcolm X. As well, the TMU Bold and Toronto Metropolitan Students' Union presented a month-long Black Culture & Athletic Achievement Walk of Fame at the Mattamy Athletic Centre, featuring posters highlighting Black student athletes and their contributions to sports. On February 5, the Library Collaboratory hosted a Black Histories Wikipedia Edit-a-Thon, and on the 25<sup>th</sup>, TMU Libraries hosted a Black Studies libraries tour. On the 27<sup>th</sup>, at the SLC, the Black Excellence Committee hosted the sixth annual Black Excellence Mixer for Black students, faculty, and staff.

**DMZ HUB IN JAPAN** – On February 27, the DMZ announced the launch of a hub in Japan. Headquartered in Tokyo, DMZ Japan will offer three core programs for Japanese entrepreneurs. Basecamp is a hybrid program for young entrepreneurs combining one month of online learning with a two-week immersion in Toronto to explore the Canadian market. Launchpad for Entrepreneurs will give early-stage founders access to tools and knowledge for building and scaling their ventures. Launchpad for Women will provide mentorship, resources, and guidance to help Japanese women entrepreneurs, who face gender pay gaps and other challenges. In addition, DMZ Japan will offer opportunities for Canadian students and entrepreneurs in Japan, including a soft-landing program this spring for 10 Ted Rogers School of Management Students during EXPO 2025 in Osaka.

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

*December 9, 2024:* At the launch event for TMU's 2024 United Way Campaign, I was pleased to give remarks welcoming the senior leaders, staff, and faculty in attendance, and encouraging everyone to champion the campaign in their own communities and in their own ways.

*December 9, 2024:* Along with members of the Academic Governance and Policy Committee and the Senate Priorities Committee, I participated in an online discussion, led by representatives of Deloitte, about the Efficiency and Accountability Review.

*December 10, 2024:* I spoke online with Peel Regional Chair Nando Iannicca to update him on TMU's current initiatives and activities.

*December 11, 2024:* At a reception celebrating the Senate's approval of the 2025-2030 Academic Plan, I was delighted to deliver remarks congratulating the members of the Academic Plan Advisory Group and Academic Plan Core Team for their efforts.

*December 16, 2024:* Over lunch, I met with Danielle Martin, chair of the Department of Family and Community Medicine at the University of Toronto, to update her about the progress of the School of Medicine (SoM).

*December 16, 2024:* In Brampton, I met with Mayor Patrick Brown and Deborah Flint, president and CEO of the Greater Toronto Airports Authority (GTAA), to update them about TMU's work with the GTAA and the City of Brampton.

*December 17, 2024:* At the GlobalMedic facility in Etobicoke, I met with Executive Director Rahul Singh for an introductory tour and to explore potential collaboration with TMU.

*December 17, 2024:* Along with Provost and Vice-President, Academic Roberta Iannacito-Provenzano; Vice-President, Medical Affairs and Founding Dean, SoM Teresa Chan; and SoM Chief Administrative Officer Sharanjeet Kaur, I was pleased to attend the Schroeder Ambulatory Centre Launch Event at the Richmond Hill Centre for the Performing Arts.

*December 18, 2024:* I met with Premier Doug Ford to update him on the progress of the SoM.

*December 18, 2024:* Over lunch, I met with Associate Minister of Mental Health and Addictions Michael Tibollo to update him on the progress of the SoM and TMU's activities in Brampton.

*December 18, 2024:* I spoke with Brian Stevenson, Navitas's president and CEO of University Partnerships North America, for an update on our ongoing collaboration.

*December 19, 2024:* I met online with Muslim Medical Association of Canada board members Sarah Hanafi, Aleem Hussain, Hashim Khan, and Arfeen Malick to update them on the progress of the SoM.

*January 13, 2025:* Chief of Staff and Senior Director, Government Relations Matt Baker and I had a virtual meeting with Minister of Rural Affairs Lisa M. Thompson to discuss research and activities at TMU that relate to rural Ontario.

*January 15, 2025:* I was pleased to record a video message for the Lincoln Alexander Night: A Celebration of Legacy and Leadership event hosted by the Lincoln Alexander Law Society. I spoke about TMU's pride that our law school carries the name of Lincoln Alexander and about our commitment to advancing his vision for a more equitable and inclusive society.

*January 15, 2025:* Along with Executive Director, DMZ and CEO, DMZ Ventures Abdullah Snobar and Matt Baker, I welcomed to the DMZ the Toronto Transit Commission's board chair, City Councillor Jamaal Myers, and chief strategy and customer officer, Josh Colle, for a tour and discussion about partnership opportunities related to the Dundas Station renaming.

*January 16, 2025:* Along with Director, Real Estate, Facilities Management and Development Molly Anthony; Chief Financial Officer Joanne McKee; Vice-Provost, Students Jen McMillen; and Roberta Iannacito-Provenzano, I met on campus with John McCall MacBain and members of his team at the McCall MacBain Foundation to discuss collaboration on affordable housing for students.

*January 17, 2025:* In Brampton, Sharanjeet Kaur and I welcomed Kulbir Colin Singh Dhillon, president of design and innovation consultancy ImagineQ Inc and co-founder of innovation agency Centre for Designing Change, to the SoM site for a tour and discussion of the SoM.

*January 17, 2025:* In Brampton, I hosted Dr. Syed Haider, orthopaedic surgeon, Dr. Mansour Alvi, orthopaedic surgeon at Cleveland Clinic Canada, Ali Tharia, founder and principal consultant at Tharia Inc. and 2024 recipient of a G. Raymond Chang Outstanding Volunteer Award, as well as other medical professionals and community leaders at the SoM's building site. We continued our conversation about how they may be able to support the SoM.

*January 20, 2025:* Vice-President, University Advancement and Alumni Relations Krishan Mehta and I met with sportscaster Adnan Virk (RTA '00), host of Amazon Prime Monday Night Hockey and co-host of NHL Unscripted with Virk and Demers, to update him on developments at TMU ahead of a tour of the Sportsnet Studios and the RTA School of Media.

*January 20, 2025:* I met with Peel Region Chair's chief of staff, James Douglas to discuss potential collaboration on the SoM and other TMU priorities.

*January 20, 2025:* At the farewell reception for outgoing FEAS Dean Tom Duever, I was pleased to give remarks celebrating Tom's leadership and support of his students during his two-term appointment.

*January 23, 2025:* Together with Matt Baker and Associate Dean of Scholarly, Research and Creative Activities Natalie Alvarez, I welcomed Minister of Colleges and Universities Nolan Quinn to campus for a tour of The Creative School's Arthur Smith visual production studio and the Red Bull Gaming Hub.

*January 24, 2025:* In Mississauga, Krishan Mehta and I met with Rola Dagher (Honorary DLaws '23), former global channel chief at Dell Technologies, and Mona Singh, CEO of Equity Builders and CFO of the real estate developer Syra Group, and to discuss recent developments at TMU and potential opportunities for collaboration.

*January 24, 2025:* In Brampton, Matt Baker and I joined City of Brampton Councillor Gurpartap Singh Toor (wards 9 and 10) for a tour of the Peel Art Gallery and Museum Archives, where we viewed the exhibition *Youth on Reconciliation*, which was created in partnership with the National Centre for Truth and Reconciliation and youth from the Peel Region.

*January 24, 2025:* In Richmond Hill, I met with Ario Khoshbin, founder and CEO of dermal fillers manufacturer Prolleinum Medical Technologies Inc., who gave me a tour of his facility. We discussed the potential for collaboration on healthcare education.

*January 28, 2025:* Over lunch, I met with Jack Cockwell (Honorary DComm '04), honorary Board member at TMU and affiliated director at Brookfield Corporation, to update him on TMU's capital projects.

*January 29, 2025:* I met online with Brian Stevenson of Navitas to continue our discussion about international students.

*January 29, 2025:* At the retirement party for professor and former chair of the Department of Sociology Jean Golden, I was pleased to give remarks thanking Jean for her 53 years of dedication to TMU and honouring her leadership and her work to advance equity and human rights.

*January 30, 2025:* I was pleased to represent TMU at the Muslims Achieving Excellence (MAX) Sponsor and Donor Appreciation Dinner Banquet.

*February 3, 2025:* Creative School Dean Charles Falzon, Krishan Mehta, and I met with Keith Pelley (RTA '86), president & CEO of Maple Leaf Sports & Entertainment (MLSE), and Dave Haggith, MLSE senior vice-president, communications, to introduce them to developments at the Creative School and explore possibilities for collaboration.

*February 3, 2025:* Alongside Tony Staffieri, TMU Board chair and CEO of Rogers Communications; Peter Cortellucci, vice-president of the Cortel Group; and Patrick Brown, I co-hosted the Future of Healthcare private dinner for key stakeholders in the healthcare industry. I gave remarks paying tribute to Tony's leadership and generosity in supporting the SoM, and I spoke about TMU's plans to transform healthcare education in Brampton and enhance healthcare for all Ontarians.

*February 4, 2025:* In Brampton, Matt Baker, Sharanjeet Kaur, and I attended the 2025 Brampton Board of Trade State of the City event, which featured an address by Patrick Brown.

*February 7, 2025:* I met with Deborah Richardson, Ontario deputy minister of health, and Jane Philpott, chair of the primary care action team in the Ontario Ministry of Health, to discuss the SOM's Integrated Health Clinics.

*February 7, 2025:* Along with Donette Chin-Loy Chang and a group of TMU senior leaders, I attended the 2025 Multifaith Shabbat Dinner hosted by Hillel TMU in partnership with the President's Office. This year's theme was "Resilience," and I was pleased to give remarks thanking the Jewish community for sharing shabbat with us and helping build a better, stronger, and more resilient community.

*February 10, 2025:* I met online with entrepreneur Huda Idrees, founder and CEO of health data platform Dot Health, which was incubated at the DMZ, to discuss the potential for collaboration.

*February 10, 2025:* Over lunch, I had an introductory meeting with fellow Greater Toronto Airports Authority board member Rajeev Viswanathan, former CFO and managing partner at Forum Asset Management.

*February 10, 2025:* Krishan Mehta and I met with SoM donor Moez Kassam to update him on the School's progress.

*February 11, 2025:* In Brampton, together with Matt Baker and Sharanjeet Kaur, I hosted a tour of the SoM for a group of leaders in medical aesthetics to share our vision for medical education and healthcare innovation and seek their support. Joining us were Svitlana Blesko, CEO of medical aesthetics clinic Astra Medicare, and representatives of dermal fillers manufacturer Prolleinum—Ario

Khoshbin, founder and CEO; Denis Vezina, chief regulatory and clinical affairs officer; and Kaitlin Daley, senior vice president and head of global marketing.

*February 12, 2025:* Over lunch, I met with Michael Nobrega, chair of the Centre for the Commercialization of Regenerative Medicine, to reconnect. Previously, when he was president and CEO of the Ontario Municipal Employees Pension System (OMERS), we worked together to help co-found the startup hub OneEleven as a partnership between TMU, OMERS, and the Ontario Centre for Innovation.

*February 13, 2025:* Over lunch, I met with Andy Smith, president and CEO of Sunnybrook Hospital, to discuss potential collaboration with the SoM on healthcare education, research, and commercialization.

*February 14, 2025:* In Brampton, Matt Baker, Sharanjeet Kaur, and I gave a tour of the SoM to Mona Singh. We continued our conversation about potential partnership in the areas of wellness and self-care.

*February 14, 2025:* I was deeply honoured to be presented with a King Charles III Coronation Medal by Brampton Centre MP Shafqat Ali at his office in Brampton.

*February 18–22, 2025:* I travelled to Karachi, Pakistan, where I engaged with university leaders and policymakers to explore new pathways for collaboration, including knowledge exchange, student mobility, and research opportunities. I held productive discussions with leaders from the NED University of Engineering and Technology as well as government officials, and I witnessed the launch of Pakistan's new cloud computing infrastructure.

*February 24, 2025:* I met with Edward Rogers, executive chairman of Rogers Communications, to update him on our progress at TMU with respect to special projects and university advancement.

*February 25, 2025:* I met with Jack Cockwell and Euan Darling, Chief Investment Officer at Halmont Properties Corporation, to update them on our capital projects in downtown Toronto.

*February 25, 2025:* Over lunch, I met with Chancellor Emerita Janice Fukakusa and TMU donor Richard Rooney (Honorary DLaws '24) to update them about progress with the Student Wellness Centre.

*February 26, 2025:* Over lunch, I met with Maryana Kravtseyuk, forensic psychiatrist at the Centre for Addiction and Mental Health, to discuss the SoM and potential opportunities for collaboration.

*February 26, 2025:* I welcomed students, faculty, and staff to TMU's first Budget Town Hall of 2025, which was held online. I outlined the fiscal environment within which we will develop our budget priorities for the 2025–26 academic year.

*February 27, 2025:* I attended a regular online joint meeting of Council of Ontario Universities chairs and executive heads.

*February 27, 2025:* Together with Vice-Provost, University Planning Kimberley McCausland; Assistant Vice-President, International Cory Searcy; and Roberta Iannacito-Provenzano, I met on campus with representatives of Navitas – Brian Stevenson; Darcy Rollins, chief operating officer, UPNA; and Kerry Valentine, college director and principal, Toronto Metropolitan University International College – to discuss our ongoing collaboration.

*February 28, 2025:* In Brampton, Matt Baker, Sharanjeet Kaur, and I hosted a tour of the SoM site for representatives of the Muslim Medical Association of Canada – Aleem Hussain and Sarah Hanafi. We presented our vision for the SoM and discussed the potential for collaboration to support shared principles of equity and progress in medical education.

*February 28, 2025:* In Brampton, Matt Baker and I met with Mayor Brown to update him on TMU's activities in Brampton and to discuss further opportunities for collaboration with the City of Brampton.

### **1. Board of Governors Elections**

The nomination period for the Board of Governor elections for the Administrative Staff, Faculty, and Student positions was from February 3 to 11, 2025. The Election Procedures Committee met on February 13, 2025, and reviewed and approved the nominations.

The voting period for the Administrative Staff, Faculty, and Student Board of Governors' elections was from March 4 to 7, 2025. The Election Procedures Committee met on March 14, 2025 to review and approve the results for faculty and staff. Michael Turco was elected as the Administrative Staff Board member and Seth Dworkin and Chris MacDonald were elected as the Faculty Board members. The announcement regarding student results was delayed to permit the hearing of two appeals of the Returning Officer's decisions regarding complaints about potential non-compliance by student candidates with Board Election Policy and Procedures. The Election Procedures Committee then met on March 18th 2025 to review and approve the results for students. Ahmed Elshahed, Gyan Kalra, and Shervin Akhlaghi were elected as the Student Board members.

The nomination period for the Alumni Board of Governors election was also from February 3 to 11, 2025, but the voting period will be June 2 to 16, 2025, due to the need for a longer campaign period. The Election Procedures Committee will meet in June 2025, after the election has closed to review and approve the results, and the Board Secretariat will then post the names of those elected on the Board website once approved.

Thank you to the Election Procedures Committee members who are overseeing the elections process: Jennifer Bareng, Staff Representative; Charlotte Ferworn, Toronto Metropolitan Graduate Students' Union Representative; Meredith Jordan, Alumni Representative; Heather Driscoll, Office of the General Counsel and Board Secretariat Representative; Olivia McIntosh, Toronto Metropolitan Association of Part-time Students Representative; Christina Langlois, Returning Officer; and the Board Secretariat Team.

Information about the Board of Governors Elections is posted at:

[www.torontomu.ca/governors/elections](http://www.torontomu.ca/governors/elections)

## **2. Governance Essentials Training**

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

### **Marketing and Advancement**

Thank you to Michael Forbes, Assistant Vice-President, University Relations, for providing an overview of the University's brand and marketing and communication strategies on March 18, 2025. Thank you also to Krishan Mehta, Vice-President, University Advancement and Alumni Relations for presenting the University's fundraising history and goals and priorities of the advancement portfolio on March 18, 2025.

Congratulations to Irene Gammel who recently completed the program and will receive a certificate of achievement.

The final and upcoming session is as follows:

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

April 1, 2025, 1:00 p.m. to 3:00 p.m.  
Presenter: Tanya (Toni) De Mello

**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEMS:** Appointment of 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 Chair of the Board of Governors (the “Board”), Tony Staffieri, will be stepping down from his role on the Board as Chair on April 27, 2025, when his term on the Board expires. In light of these circumstances and pursuant to Article 12.1 of *By-Law No. 1 being the General By-Laws* (the “By-Laws”), the Secretary declared that nominations for the position of Board Chair were open at the January 30, 2025 Board meeting. The nominations closed on March 10, 2025.

**BACKGROUND:**

The first term of the current Board Chair is from May 30, 2022 to May 29, 2025, however the Board Chair is stepping down from his role on the Board as Chair on April 27, 2025 due to his term as Board member ending. As such, the By-Laws require an election for the position of Chair of the Board.

At the January 30, 2025 Board meeting, pursuant to Article 12. 1 of the By-Laws, nominations for the position of Board Chair were opened. Pursuant to Article 12.3 of the By-Laws, Catherine Paisley was nominated for election as Chair during the Board meeting by Board members D. Chin-Loy Chang, M. Davis, and T. Conte. C. Paisley orally consented to this nomination during the Board meeting. No other nominations have been received by the Secretary for the position of Board Chair.

It is being recommended that the Board approve the appointment of C. Paisley as Chair of the Board commencing April 28, 2025 and ending on June 30, 2028.

**PREPARED BY:**

Name: Adela Mall, Senior Legal Counsel and Governance Officer

Date: March 11, 2025

**APPROVED BY:**

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

Date: March 11, 2025

## **DRAFT RESOLUTION**

**RE: Appointment of Chair**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the appointment of Catherine Paisley as Chair of the Toronto Metropolitan University Board of Governors commencing April 28, 2025 and ending on June 30, 2028.

March 26, 2025



Date                    March 14, 2025

To:                    H. Driscoll  
Secretary, Election Procedures Committee

From:                Tina Langlois  
Returning Officer

Re:                    **Board of Governors Elections 2025 Results Report - Faculty and Staff**

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

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

Cc:                    Wendy Lawrence  
Chair, Election Procedures Committee and Secretary of the Board of Governors

# Toronto Metropolitan University

## BOARD OF GOVERNORS ELECTIONS 2025 RESULTS TABULATION OF VOTES

I hereby certify that the electronic ballot tabulation is adequate for the requirements, and the result of the vote is shown hereunder.

### ADMINISTRATIVE STAFF ELECTION

| Candidates (6) in alphabetical order of surname | Vote Count |
|---|------------|
| ASQUINI, Kaitlyn                                | 186        |
| BABIKIAN, Silvana                               | 185        |
| CHARLES-FORBES, Shurla                          | 153        |
| PORTER, Suzanne                                 | 25         |
| REMY, Ruane                                     | 82         |
| TURCO, Michael                                  | 229        |

### RESULTS SUMMARY

|                    |        |
|--------------------|--------|
| Eligible voters    | 2518   |
| Ballots submitted  | 866    |
| Votes cast         | 860    |
| Declined to vote   | 6      |
| Participation rate | 34.39% |

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

# Toronto Metropolitan University

## BOARD OF GOVERNORS ELECTIONS 2025 RESULTS

### FACULTY ELECTION

| Candidates (6) in alphabetical order of surname | Vote Count |
|---|------------|
| <b>AL NATOUR</b> , Sameh                        | <b>139</b> |
| <b>DWORKIN</b> , Seth                           | <b>243</b> |
| <b>MACDONALD</b> , Chris                        | <b>158</b> |
| <b>METERSKY</b> , Kateryna                      | <b>114</b> |
| <b>VENKATESH</b> , Bala                         | <b>88</b>  |
| <b>WALL-ANDREWS</b> , Charlie                   | <b>33</b>  |

### RESULTS SUMMARY

|                           |               |
|---------------------------|---------------|
| <b>Eligible voters</b>    | <b>952</b>    |
| <b>Ballots submitted</b>  | <b>456</b>    |
| <b>Votes cast</b>         | <b>775</b>    |
| <b>Declined to vote</b>   | <b>1</b>      |
| <b>Participation rate</b> | <b>47.90%</b> |

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



**BOARD OF GOVERNORS ELECTIONS 2025 RESULTS  
DECLARATION OF RETURNING OFFICER**

I hereby declare the following candidates elected:

**BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)**

| <b>Candidate Name</b> | <b>Vote Count</b> |
|-----------------------|-------------------|
| <b>Michael Turco</b>  | <b>229</b>        |

**BOARD OF GOVERNORS FACULTY MEMBERS (2)**

| <b>Candidate Name</b>  | <b>Vote Count</b> |
|------------------------|-------------------|
| <b>Seth Dworkin</b>    | <b>243</b>        |
| <b>Chris MacDonald</b> | <b>158</b>        |



BOARD OF GOVERNORS ELECTIONS 2025 RESULTS  
RESULTS IN ORDER OF STANDING

ADMINISTRATIVE STAFF ELECTION

| Candidates (6) in order of standing | Vote Count |
|-------------------------------------|------------|
| <b>TURCO, Michael</b>               | <b>229</b> |
| <b>ASQUINI, Kaitlyn</b>             | <b>186</b> |
| <b>BABIKIAN, Silvana</b>            | <b>185</b> |
| <b>CHARLES-FORBES, Shurla</b>       | <b>153</b> |
| <b>REMY, Ruane</b>                  | <b>82</b>  |
| <b>PORTER, Suzanne</b>              | <b>25</b>  |

FACULTY ELECTION

| Candidates (6) in order of standing | Vote Count |
|-------------------------------------|------------|
| <b>DWORKIN, Seth</b>                | <b>243</b> |
| <b>MACDONALD, Chris</b>             | <b>158</b> |
| <b>AL NATOUR, Sameh</b>             | <b>139</b> |
| <b>METERSKY, Kateryna</b>           | <b>114</b> |
| <b>VENKATESH, Bala</b>              | <b>88</b>  |
| <b>WALL-ANDREWS, Charlie</b>        | <b>33</b>  |



## BOARD OF GOVERNORS ELECTIONS 2025 RESULTS

### VOTING PERCENTAGES

#### ADMINISTRATIVE STAFF ELECTION

|   |        |
|---|--------|
| Total number of eligible voters         | 2518   |
| Total number of voters who participated | 866    |
| Percentage of voters who participated   | 34.39% |

#### FACULTY ELECTION

|   |        |
|---|--------|
| Total number of eligible voters         | 952    |
| Total number of voters who participated | 456    |
| Percentage of voters who participated   | 47.90% |



Date                    March 18, 2025

To:                    H. Driscoll  
Secretary, Election Procedures Committee

From:                Tina Langlois  
Returning Officer

Re:                    **Board of Governors Elections 2025 Results Report - Students**

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

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

Cc:                    Wendy Lawrence  
Chair, Election Procedures Committee and Secretary of the Board of Governors

# Toronto Metropolitan University

## BOARD OF GOVERNORS ELECTIONS 2025 RESULTS

### STUDENT ELECTION

| Candidates (22) in alphabetical order of surname | Vote Count |
|--|------------|
| AKHLAGHI, Shervin                                | 391        |
| BACHA, Yohaan                                    | 53         |
| BOWDEN, Luke                                     | 357        |
| DANO, Husam (Sam)                                | 138        |
| EL SHAHED, Ahmed                                 | 494        |
| HAIDUK, Daryna                                   | 107        |
| HENNESSY, Aedan                                  | 105        |
| JAHAN, Shahreen                                  | 54         |
| KALRA, Gyan                                      | 437        |
| KATRAN, Oguz                                     | 38         |
| MIRJA, Raiyan                                    | 228        |
| NAVEED, Tahnia                                   | 183        |
| NUSRAT, Omar                                     | 64         |
| PATEL, Hetu                                      | 203        |
| POONWASSIE, Sumatee                              | 262        |
| RAMCHANDANI, Rohan                               | 249        |
| SHAH, Smit                                       | 72         |
| SYED, Latif                                      | 89         |

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|                                    |            |
|------------------------------------|------------|
| <b>UR RAHMAN, Mohammed</b>         | <b>130</b> |
| <b>VANEK, Jack</b>                 | <b>184</b> |
| <b>VU, Hai Nam</b>                 | <b>122</b> |
| <b>ZAHOOR, Ansari Faizan Ahmad</b> | <b>301</b> |

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### RESULTS SUMMARY

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|                           |              |
|---------------------------|--------------|
| <b>Eligible voters</b>    | <b>55394</b> |
| <b>Ballots submitted</b>  | <b>2983</b>  |
| <b>Votes cast</b>         | <b>5134</b>  |
| <b>Declined to vote</b>   | <b>113</b>   |
| <b>Participation rate</b> | <b>5.39%</b> |

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**NOTES:** As a result of decisions issued by the Returning Officer, as modified by the Appeal Panel of the Election Procedures Committee, regarding prohibited election activities, 50% of the total ballots for each one of three candidates have been deducted, and 12.5% of the total ballots for one candidate have been deducted.

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

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**BOARD OF GOVERNORS ELECTIONS 2025 RESULTS  
DECLARATION OF RETURNING OFFICER**

I hereby declare the following candidates elected:

| <b>BOARD OF GOVERNORS STUDENT MEMBERS (3)</b> |                   |
|---|-------------------|
| <b>Candidate Name</b>                         | <b>Vote Count</b> |
| <b>EL SHAHED, Ahmed</b>                       | <b>494</b>        |
| <b>KALRA, Gyan</b>                            | <b>437</b>        |
| <b>AKHLAGHI, Shervin</b>                      | <b>391</b>        |

**BOARD OF GOVERNORS ELECTIONS 2025 RESULTS**

**RESULTS IN ORDER OF STANDING**

| <b>STUDENT ELECTION</b>              |            |
|--------------------------------------|------------|
| Candidates (22) in order of standing | Vote Count |
| <b>EL SHAHED, Ahmed</b>              | <b>494</b> |
| <b>KALRA, Gyan</b>                   | <b>437</b> |
| <b>AKHLAGHI, Shervin</b>             | <b>391</b> |
| <b>BOWDEN, Luke</b>                  | <b>357</b> |
| <b>ZAHOOR, Ansari Faizan Ahmad</b>   | <b>301</b> |
| <b>POONWASSIE, Sumatee</b>           | <b>262</b> |
| <b>RAMCHANDANI, Rohan</b>            | <b>249</b> |
| <b>MIRJA, Raiyan</b>                 | <b>228</b> |
| <b>PATEL, Hetu</b>                   | <b>203</b> |
| <b>VANEK, Jack</b>                   | <b>184</b> |
| <b>NAVEED, Tahnia</b>                | <b>183</b> |
| <b>DANO, Husam (Sam)</b>             | <b>138</b> |
| <b>UR RAHMAN, Mohammed</b>           | <b>130</b> |
| <b>VU, Hai Nam</b>                   | <b>122</b> |
| <b>HAIDUK, Daryna</b>                | <b>107</b> |
| <b>HENNESSY, Aedan</b>               | <b>105</b> |
| <b>SYED, Latif</b>                   | <b>89</b>  |
| <b>SHAH, Smit</b>                    | <b>72</b>  |

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|                         |           |
|-------------------------|-----------|
| <b>NUSRAT</b> , Omar    | <b>64</b> |
| <b>JAHAN</b> , Shahreen | <b>54</b> |
| <b>BACHA</b> , Yohaan   | <b>53</b> |
| <b>KATRAN</b> , Oguz    | <b>38</b> |

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## BOARD OF GOVERNORS ELECTIONS 2025 RESULTS

### VOTING PERCENTAGES

#### STUDENT ELECTION

|   |       |
|---|-------|
| Total number of eligible voters         | 55394 |
| Total number of voters who participated | 5134  |
| Percentage of voters who participated   | 5.39% |

**Toronto Metropolitan University Board of Governors  
Report from the Provost and Vice-President, Academic  
March 26, 2025**

**Toronto  
Metropolitan  
University**

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**BOARD GREETINGS** – With the winter term in full swing, I am proud to highlight some of the significant progress TMU has been making, in both planning and execution.

#### **Academic Plan**

On January 24, TMU proudly unveiled the 2025–2030 Academic Plan, which will serve as a comprehensive roadmap for the next five years, ensuring that our academic priorities align with the evolving needs of our students and the broader community.

The plan is the result of a collaborative effort involving more than 1,600 participants, and it represents a collective commitment to excellence. From fall 2023 through spring 2024, students, faculty, staff, alumni and external industry and community partners provided their input during 86 consultations.

The eight-person Academic Plan Core Team worked closely together to provide leadership in project management, planning, analysis, strategic communications, and content creation. The 31-person Academic Plan Advisory Group, which consisted of select TMU faculty, librarians, staff and students from across the university, offered a range of knowledge and experience and provided expertise.

Building on TMU’s past academic plans and on the set of core values articulated in our Strategic Vision 2020–2030, the plan puts forth five priorities for 2025–2030, all of which are expected to connect academic goals and priorities with fiscally sustainable resource allocations.

Together with the University Planning Office (UPO), my office will develop metrics and key performance indicators to track progress towards the plan’s goals. The UPO will support faculties and other units in developing their own plans in alignment with the broader university academic plan. Progress updates on initiatives at the department level and institutionally will be provided annually to the Board of Governors as well as the Senate.

#### **School of Medicine**

The School of Medicine (SoM) has concluded its first admissions cycle for both the Undergraduate Medical Education (UGME) program and the Postgraduate Medical Education (PGME) program. Interest from well-qualified candidates exceeded initial projections. The SoM received 6,415 applications for 94 seats in the UGME program and 2,409 applications for 105 spaces in the inaugural PGME cohort—with more applications expected to come through the Family Medicine Royal College of Physicians and Surgeons of Canada. UGME is in the Multi-Mini Interviews (MMIs) stage of the admissions process. Residency Match Day for the PGME—the day medical graduates find out which residency program they have been placed into—was on March 4.

## Recruitment and Admissions

In collaboration with faculty partners, the Student Communications Content Strategy team has been creating a series of videos to support recruitment goals. Each video features a professor who has an interesting angle on their field and the program in which they teach, and the videos encourage students to “discover” the program—and TMU. The content has been featured and boosted on the @ChooseTMU social media channels (Instagram, TikTok, and YouTube Shorts) and leveraged for broader marketing outreach. The 22 videos filmed to date are being rolled out throughout the recruitment cycle to pique student interest and encourage applications.

## New Programs

The Yeates School of Graduate and Postdoctoral Studies will be launching two new programs in fall 2025. The interdisciplinary Master of Cybersecurity program will prepare professionals for mid- to upper-level positions by providing students with both technical and business management skills, preparing them to address cyber risk with a holistic approach. In addition, the two-year Master of Interior Design program will complement the existing one-year Post-Professional Master of Interior Design, offering students with any undergraduate degree opportunities for hands-on learning, research and community engagement to prepare them for a successful career in the interior design industry.

The Chang School has partnered with the Ontario Ministry of Education to digitize and launch the delivery of Data Literacy for Education System Leaders, a nine-part learning program to help Ontario school boards meet their obligations under the Antiracism Data Standards. In May 2025, a pilot cohort of superintendents will develop skills to be able to leverage demographic data for decision-making from an anti-oppressive perspective.

## CONGRATULATIONS

Second-year architectural science students *Finn Ferrall, Arjun Jain, Nicholas Kisil, Jade Wong, and Marko Sikic* make up one of six teams—and the only Toronto-based team—to submit a winning entry to the annual international design competition Winter Stations. Their pavilion, Solair, has been installed at Woodbine Beach as part of the competition’s 11<sup>th</sup> public exhibition. In keeping with this year’s theme, “Dawn,” Solair is a sculptural installation that is best viewed at sunrise, although it is designed to reflect and refract sunlight throughout the day. The team was guided by Professor Vincent Hui. Solair was installed on February 17 and will be available to view until March 30.

Two engineering professors have received Alliance Quantum grants from the Natural Sciences and Engineering Research Council of Canada for quantum computing projects. *Sharareh Taghipour*, the Canada Research Chair in Physical Asset Management, has been awarded a grant in the “Strengthening Capacity” category for her multi-year project “Quantum Computing for Optimal Mobility.” She will lead a team of researchers from TMU and the University of Victoria and collaborate with multiple industry partners to develop strategies for addressing urban transportation challenges. *Haitham Aboshosha* has received a grant in the category “Catalyst and Collaboration” to work with a team of researchers from

the engineering school Junia HEI-Lille in France to improve drone transportation safety and enhance pollution control strategies using quantum computers.

## RECOGNITION

TMU has continued to gain global recognition in the Times Higher Education (THE) Rankings. In the Times World University Rankings by subject, the Lincoln Alexander School of Law, which graduated its first cohort less than two years ago, made its debut placement among the top 250 law schools globally. TMU also placed third in Canada for Research Quality in Law. TMU also ranked among the top 10 in Canada in the Industry category for Business and Economics—a metric that measures income from industry partnerships and patents. TMU placed 10<sup>th</sup> in Canada in the Global University Employability Ranking 2025. In the THE Impact Rankings, TMU was ranked among the top 15% of more than 2,100 universities worldwide, demonstrating our progress on advancing the United Nations' SDGs.

Overall, TMU has maintained or improved its position in the Times Higher Education World University Rankings, and the QS World University Rankings this year, along with the Maclean's ranking of Canadian universities. These recognitions are a testament to the dedication of our faculty, researchers, students, and staff, whose work continues to elevate TMU on the world stage. We know there is still room for improvement and TMU aspires to continue to move up in the rankings in the coming years.

## EVENTS AND INITIATIVES

**BRIDGING DIVIDES COMPETITION** – On November 25, the Bridging Divides research program and the Canada Excellence Research Chair in Migration and Integration held a competition to conclude their inaugural Build a Bridge program. Students from TMU and other Canadian universities presented their designs for AI-driven digital tools they devised to address key challenges in migrant integration. The winning team, made up of four TMU students, received \$6,000 from TMU's NSERC-funded Responsible Artificial Intelligence program to develop their ideas. Throughout the Build a Bridge program and competition, teams were mentored by industry experts and participated in workshops on immigration studies, business development, and AI engineering (including regulatory and ethical concerns).

**IMAGE CENTRE WINTER EXHIBITIONS** – On January 22, the Image Centre launched its slate of winter exhibitions, highlighted by American artist Michael Benson's *Planetfall* in the Main Gallery. Benson has taken the raw photographic data transmitted back to Earth by spacecraft and processed frames to produce highly detailed and colourful images of the planets and their orbiting moons. "Origin Stories," by Burlington, Ontario-born and Victoria-based artist Kelly Richardson, is displayed on the Salah J. Bachir New Media Wall. It presents a black field of star-like crystals that represent species that are now extinct due to resource extraction and climate change; it was featured in Metallica's 2023 video "72 Seasons." In the University Gallery, Montreal-based Yann Pocreau's "Towards the Light" uses camera-less techniques (e.g., photograms) and diverse light sources to explore the essence of photography, making light itself the subject.

**CANADIAN UNIVERSITY SALES COMPETITION** - On February 7, the Ted Rogers School of Management and the Ted Rogers Sales Leadership program hosted the inaugural Canadian University Sales Competition (CUSC), and out of nine participating universities from Ontario, British Columbia and

Quebec, TMU captured first place. The competition consisted of three competitions, all judged by industry professionals: a role-play competition in the style of a sales meeting, and one English-language and one French-language speed-sell competition (60-second pitches, as if to a company representative). Not only was TMU named Overall University Champion, but it was also the top university in all three competitions. The competition was fully funded by corporate sponsors, and students competed for a total of \$2,400. Congratulations to top Role Play competitors Raphael Peralta (1st) and Emel Balaban (4th), top English Speed Sell competitors Megan Wong (2nd) and Marcus Orlow (3rd), and top French Speed Sell Competitors Samantha Mpiana (2nd) and Nahema Mombeuil (3rd).

**JEREMY PODESWA ARCHIVE** – On February 18, TMU Libraries announced a donation by Emmy and Genie Award-winning film and television director Jeremy Podeswa (Image Arts '84) of archives covering his entire career. Well known for directing episodes of television series such as *Game of Thrones*, *Boardwalk Empire*, *Six Feet Under*, *True Blood*, *True Detective*, and more recently, *Station Eleven* (which he executive produced) and *3 Body Problem*, Podeswa donated 36 boxes of material such as scripts (with handwritten notes), hand-drawn storyboards, architectural drawings, photos of filming locations, production schedules and call sheets. The material is being catalogued, after which it will be made available to students, researchers and the public by appointment at Archives and Special Collections. Podeswa credits the supportive community of young directors he found at TMU as well as the two short films he made as a student with helping him find his directorial voice. He has expressed hope that his archive will present a “roadmap” for like-minded budding filmmakers.

**ATHLETICS UPDATE** – On January 17, over 600 TMU community members attended the annual Winter Homecoming game at the Mattamy Athletic Centre (MAC). This year the game highlighted the Bold women's hockey team; although they lost that match to Carleton, they went on to qualify for the OUA playoffs—an improvement over last season's results. The men's hockey team, meanwhile, qualified for their 13<sup>th</sup> straight postseason by placing first in the OUA West division. The women's and men's basketball teams also qualified for the playoffs, finishing first and tied for second, respectively, in the OUA Central. On January 29, both teams played against the University of Toronto in the inaugural Metro Hoops Classic event, which brought a near-capacity crowd to the MAC. Students were provided with free food and a rally towel, and both teams came away with wins. Congratulations to Bold women's fencer Erika Dominguez, who medaled for the fourth consecutive year in the OUA Championships' foil event; she added a second silver medal to her previous two golds. Congratulations as well to fourth-year fencer Ethan Haines, who captured OUA silver in the men's foil event.

# Report from the Provost & Vice- President, Academic

Board of Governors Meeting  
March 26, 2025

Roberta Iannacito-Provenzano

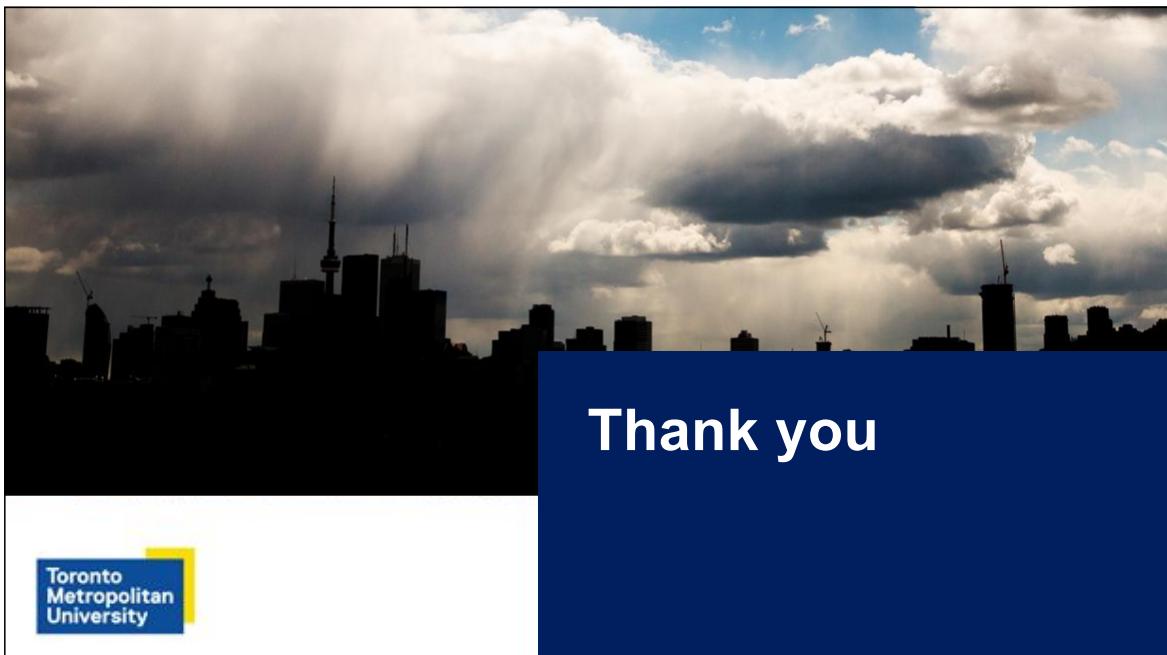
Toronto  
Metropolitan  
University



Academic Plan Implementation







**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEMS:** Revised Board Committee Memberships 2024-2025

**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 Board of Governors (the “Board”) is being asked to approve the Revised Board Committee Memberships 2024-2025, as set out in the attached chart.

**BACKGROUND:**

The Board approved the 2024-2025 Board Committee Memberships on August 8, 2024 and the revised Board Committee Memberships 2024-2025 on September 5, 2024. Since then, Anju Virmani was appointed to the Board as a Lieutenant General in Council appointee. The newly Revised Board Committee Memberships 2024-2025 reflect this addition. On February 26, 2025, the Governance Committee recommended that the Board approve the revised membership for 2024-2025.

Annual appointment to the Committees is required under Section 15.6 of the *Toronto Metropolitan University By-laws*. The composition of each of the Committees is set out specifically in Sections 16.1, 17.1, 18.1, 19.1 and 20.1.

**PREPARED BY:**

Name: Adela Mall, Senior Legal Counsel and Governance Officer  
Date: February 27, 2025

**APPROVED BY:**

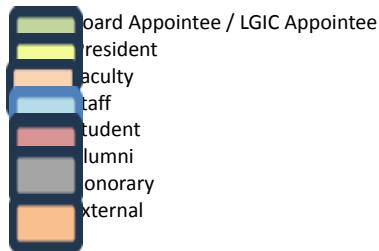
Name: Wendy Lawrence, General Counsel, Secretary of the Board of Governors and  
Chief Privacy Officer  
Date: February 27, 2025

BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2024-2025 (February 2025)

| GOVERNANCE COMMITTEE     | AUDIT AND RISK COMMITTEE | NEGOTIATIONS COMMITTEE | EMPLOYEE RELATIONS & PENSIONS COMMITTEE   | FINANCE COMMITTEE   | INVESTMENT ADVISORY COMMITTEE | PROPERTY COMMITTEE  |
|--------------------------|--------------------------|------------------------|---|---|-------------------------------|---|
| Chair: Catherine Paisley | Chair: Catherine Paisley | Chair: Tony Staffieri* | Chair: Louise Taylor Green  | Chair: David Porter   | Chair: Janice Fukakusa        | Chair: Nazmin Gupta   |
| VC: Tony Staffieri       | VC: Meg Davis            | VC: Catherine Paisley* | VC: David Porter  | VC: Tony Staffieri  | VC: N/A                       | VC: N/A   |
| Mohamed Lachemi          | N/A                      | Mohamed Lachemi        | Mohamed Lachemi   | Mohamed Lachemi   | Mohamed Lachemi               | Mohamed Lachemi   |
| David Porter             | David Porter             | Meg Davis              | Catherine Paisley   | Catherine Paisley   | David Porter                  | Meg Davis   |
| Louise Taylor Green      | Louise Taylor Green      | Waled Soliman          | Tony Staffieri  | Nazmin Gupta  | Vacant as of October 10, 2024 |  |
| Norie Campbell           | Norie Campbell           | N/A                    | Sobi Ragunathan   | Anju Virmani  | N/A                           | N/A   |
| Meg Davis                | Sobi Ragunathan          | N/A                    |  |  | Richard Rooney                | N/A   |
| Vacant                   | Anju Virmani             | N/A                    | N/A   | N/A   | Bahir Manios                  | Ashi Mathur   |
| Irene Gammel             | N/A                      | N/A                    | Melanie Knight  | Bala Venkatesh  | N/A                           | John Malovy   |
| Tony Conte               | N/A                      | N/A                    | Tony Conte  | Marie Crosta  | N/A                           | Alana De Gasperis   |
| Cristobal Leal           | N/A                      | Aasim Ul Haq Khwaja    | Ahmed Elshahed  | Cristobal Leal  | N/A                           | Grace Lee Reynolds  |
| Lisa-Marie Wiliams       | N/A                      | Lisa-Marie Wiliams     | Hyacinth Gawnne   | Neel Lee Chauhan  | N/A                           | N/A   |
|                          | Jack Cockwell            |                        |   | Jack Cockwell   |                               | Jack Cockwell   |

## BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2024-2025 (February 2025)

### Legend



\* Role reserved for Board Chair / Vice Chair

Recommended addition(s) in case of absences

## **DRAFT RESOLUTION**

**RE: Revised Board Committee Memberships 2024-2025**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Revised Board Committee Memberships for 2024-2025, as presented.

March 26, 2025

**BOARD OF GOVERNORS**

**March 26, 2025**

**AGENDA ITEM:** Update on the 2025-26 Budget Process

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:**

This presentation provides an update on the process and strategy for the 2025-26 budget, including information on current financial planning and a summary of the progress to date.

**BACKGROUND:**

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

**PREPARED BY:**

Name: Kimberley McCausland, Vice-Provost, University Planning

Date: February 28, 2025

**APPROVED BY:**

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

Date: February 28, 2025

# 2025-26 Budget Planning: Update

Finance Committee  
Board of Governors  
March 2025

Toronto  
Metropolitan  
University



## Guiding Principles

1. Prioritize students
2. Protect TMU's core business of teaching, SRC, and service
3. Be fair and transparent
4. Remain forward-looking
5. Conduct community-wide consultations





## Priorities for 2025-26

- Align with TMU's Strategic Vision and related plans
- Provide a high-quality experience for undergraduate and graduate students inside and outside the classroom
- Implement the University's new Academic Plan
- Launch the School of Medicine
- Advance strategic enrolment management

3



4

## Tuition Fee Framework

- Uncertainty about tuition policy for 2025-26 and beyond
- Tuition anomalies: for selected programs with fees significantly below sector average, TMU fees have been allowed to increase since 2023. Final year for this phase-in is 2025-26.
- Out-of-province fees are permitted to increase by 5% per year
- International tuition fees remain unregulated
- Cost recovery (non-grant-eligible) programming is unregulated



## Strategic Mandate Agreement (SMA) Update

### 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 will meet or exceed all targets this year except for the metric which compares total student enrolment to local population (99.4% of the target, very minimal impact, if any).

### SMA4 (2025-2030)

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



## SMA3 Funding Metrics and 2024-25 TMU Performance

| SMA3 Funding Metric   | Historical Results<br>(Most Recent Years) | 2024-25 Target                        | 2024-25 Minimum<br>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% est.                            |
| 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 est.                          |
| Skills & Competencies   | N/A                                       | NSSE Skills Question #18 administered | NSSE Skills Question #18 administered | NSSE Skills Question #18 administered |

## Provincial Context: Post-Secondary Education Sustainability Fund (PSESF)

June 2024 announcement from the province:

- 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 manage revenue shortfalls in 2024-25 (\$9.6 is remaining from 2024-25)
- Efficiency and Accountability Fund: support provided by province to undertake a third-party review, which is in progress with findings to be reported to the Board of Governors prior to 2024-25 year-end



## 2025-26 Preliminary Budget Model Projections

**Revenues projected to increase by \$11.9M or 1.7%**

a) Projected 1.4% increase from **base revenues**

- Limited fee increases in selected cases (international, out-of-province, and tuition anomalies)
- Modest increase in domestic revenue, offset by decreased international enrolment
- Other revenue (Chang School)
  - Modest nominal grant increase from the province - PSESF across-the-board for three years

b) Projected 0.3% increase from **one-time revenues**

- PSESF (top-up funds) - preliminary use of remaining funding from 2024-25.

**Base costs projected to increase by \$24.8M or 3.6%**

- Salary / benefit increases
- Non-salary inflation

**Projected base expenses over revenue (base + One Time Only) = \$13M Shortfall or 2.5%**

Note: Base operating budget excludes School of Medicine



## Strategies to Achieve Balanced Budget

- Develop plans for 2.5% base budget reduction across Faculties and Divisions
- Manage enrolment levels in the context of domestic funding caps and international intake restrictions
- Consult with community to develop plans and identify efficiencies and cost containment initiatives collaboratively
- Consider recommendations from third-party review to identify additional initiatives



11

## Budget Consultations with TMU Community

As in previous years, we are consulting broadly with the TMU community. Consultations include:

- Three open Town Hall sessions (held February 26, March 17, and 18)
- Meetings with Student Board members
- Meetings with Toronto Metropolitan Student Union, Toronto Metropolitan Association of Part-time Students and Toronto Metropolitan Graduate Students' Union
- Meetings with faculty and staff union representatives
- Meetings with Deans, Vice Provosts and other Division leads



**Thank you**



**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEM:** Financial Statements (unaudited) for the period ending January 31, 2025

**STRATEGIC Objectives**

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

**ACTION REQUIRED:** Approval

**SUMMARY**

The third quarter ("Q3") unaudited financial statements for the nine (9) months ending January 31, 2025, indicate that Toronto Metropolitan University (the "University") remains on track to meet the 2024-25 consolidated budget spending and revenues as approved by the Board of Governors (the "Board") in June 2024. Year-end projections are best estimates based on actual results to date, budget updates, and expenditure trends, including expected spending from department reserves.

Additional expenses incurred that impact the overall year-end projected shortfall are covered by prior year budget savings of \$34 million ("M"). These current-year expenses are covered by reserves from prior year's budget (carryforwards) and transferred from the internally restricted funds held in net assets to support operating activities.

**BACKGROUND**

The Balance Sheet summarizes the assets and liabilities as of the period ended January 31, 2025. Best estimate projections to the end of the fiscal year, April 30, 2025, have been provided where practical. Also, comparisons to the actual results for the previous year-end, April 30, 2024, are included. As certain figures in the financial statements are dependent on actuarial assumptions and impacted by market conditions, estimates are not practical and only adjusted at year-end.

The Statement of Operations summarizes the major revenues and expenditures with actuals for the nine (9) months ending January 31, 2025. The results reflect appropriate accounting adjustments to actuals made on a modified accrual basis to represent the best estimates given

the time passed as of January 31, 2025. The 2024-25 annual approved budget, presented to the Board in June 2024, is compared to projections to year-end with expected variances noted.

The Statement of Operations includes all consolidated financial activities of the University. The University uses fund accounting in its financial and budgetary accounting system to manage all activities within segregated funds (similar to those summarized on the annual approved consolidated budget schedule: operating, student-funded, ancillary, trust and endowment, and research and other restricted grants). These segregated funds are regularly monitored by the departments, researchers and divisions responsible for their use, as well as centrally within Financial Services through online access, reporting and monitoring. Oversight of segregated funds exists to ensure that these funds are used for the purposes intended and to ensure that variances to budget within these segregated funds are proactively monitored and corrective action taken as needed.

## **HIGHLIGHTS**

### **Balance Sheet:**

- The cash and investments position mainly reflects unspent proceeds of the \$250M debenture issued on May 4, 2021 and unused funds received for restricted purposes. Partial proceeds from the debentures are expected to be used by year-end in support of cash financing for the construction projects underway (e.g., School of Medicine).
- Cash and non-endowed investment balances are reviewed on an ongoing basis to ensure that adequate restricted cash is available for the intended future restricted use. Various analyses are prepared and reviewed quarterly, which attribute the components of investments available for future spending of deferred revenue contributions. The restricted investments include deferred revenue contributions relating to federal grants such as Future Skills Centre, Canada First Research Excellence Fund (“CFREF”), Magnet’s Student Work Placement Program (“SWPP”) and Magnet’s Canadian Digital Adoption Program (“CDAP”). The total cash uses and sources of cash are detailed in the Statement of Cash flows.
- Accounts receivables and deferred revenues reflect modified accrual-based estimates on time passed and are expected to normalize by year-end. The deferred revenues reflect normal revenue cycle related to student fees that have been received but are not yet earned as of Q3.
- Capital assets additions are expected to increase during the remainder of the year given the renovations underway at the School of Medicine building and construction of the Student Wellness Centre.
- Note receivables increase of \$10M relates to addition of promissory note payable to the University by TMU Properties trust. The amount was part of funds used by TMU Properties trust to acquire a 25% interest in the new acquisition on 2 & 20 Queen Street property approved by the Board on November 28, 2024.
- Employee future benefits (pension and other) are only updated annually at the fiscal year-end as they are dependent on actuarial assumptions and will change due to market conditions that will exist at the fiscal year-end. Quarterly pension plan updates are received from the pension actuaries to monitor changes during the year. As of the last update (September 30, 2024), the pension plan was still in a net asset position and comparable to year-end.

- The change in long-term debt balance from year-end reflects principal repayment towards TD loan during the year.
- All other assets and liabilities are trending as expected for this time of year.
- Net assets are directly impacted by operating results, investment in capital assets and annually from the market-driven volatility of the employee's future benefits and the interest rate swaps. Refer to details in the Statement of Net Assets.

### **Statement of Operations:**

#### Revenue:

- Government grants for general operations reflect the new funding announced in June and reported in the approved budget. The approved budget includes the 3-year Postsecondary Education Sustainability Fund ("PSESF") across the board funding of \$7.4M and the PSESF top-up one time only (OTO) grant of \$7.7M, of the expected total of \$17.3M in top-up funding. Projection includes \$9.6M of remaining PSESF top-up funding that will be paid and received in fiscal 2024-25, but was not part of the 2024-25 consolidated budget.
- Restricted grants are recognized in income as expense is incurred. These grants include federal grants for Future Skills, CFREF, and Magnet-CDAP & SWPP. The annual projection remains consistent with budget plans. The corresponding expenditures for payments made to other institutions and sub-grantees are reflected as a separate expenditure category and match the timing of recognition of the grant revenues.
- Student fees reflect approved fee increases for anomalies for selected domestic programs; inflationary rate increases for other student fees and growth in domestic undergraduate offset with decline in international and graduate growth. Expected growth from domestic undergraduate enrolment projected to be favourable against the approved budget by \$9.2M offset by decrease in growth from international undergraduate and graduate enrolment by \$5.2M. The projections were further adjusted for uncollectible student receivables of \$0.7M, based on analysis of current data against historical trends. Overall, student fees are projected to be \$3.3M over the approved annual budget.
- Ancillary Services revenues improved over prior year's Q3 due to increased activities, such as food services sales from Professional Women's Hockey league ("PWHL") and internal events combined with increase in approved residence fees. Ancillary results are trending as expected and projected to meet the approved budget.
- Investment income increase reflects investment returns from guaranteed investment certificates, and the investment of unused bond proceeds invested in liquid short-term financial instruments. Projecting a favorable year-end variance of \$24M, driven by continued positive sentiment in financial markets and favorable albeit slightly lower interest rates.

#### Expenses:

- Salaries and benefits increased due to annual increases across all salary groups; additional/new staff for the School of Medicine; and ongoing impact of Bill 124 reversal. In addition, it includes the Faculty Association interest arbitration agreement that was finalized this year with a retro payment to July 1, 2023. The annual budget includes salary and benefit costs related to the full-time positions with projections updated to include departments reliance on carry forward budgets/reserves, which is estimated at approximately \$40M, to

cover their one-time contract and term positions. As a result, actual expenses are projected to be significantly higher by fiscal year-end.

- Materials and supplies increased compared to previous year due to operational costs for the School of Medicine, various new maintenance projects, travel and professional services consumed by large research projects. Consistent with prior years, departments continue to cover expenditures from carryforward budgets/reserves, estimated at approximately \$25M and therefore, actuals are projected to be higher than the current year approved budget.
- Bursaries and scholarships are projected to be slightly higher than planned due to increased spending by departments toward student support.
- Sub grants to partner institutions are projected to remain steady and reflect flow through grant revenue related to restricted projects such as Future Skills, CFREF and Magnet-CDAP. Q3 results reflect a slight decrease primarily due to slower pace in spending with certain larger institutional research grants.
- Interest rate swap unrealized loss of \$4.5M is due to increase in the swap liability since year-end due to changes in the yield curve used in valuation of the swap liability.

#### Excess of expenses over revenues

- As noted above, results also reflect modified accrual-based estimates on time passed for certain items. For example, not all cash received for grants and tuition is considered earned revenue as of Q3 and therefore revenues are recognized accordingly. However, most salaries and benefits will be incurred as expected as of Q3. Additionally, some departments are drawing on unspent approved budgets from previous years to manage one-time costs.
- These operating expenses incurred in the current year are covered by the prior year's budget (carryforwards) with a corresponding transfer from the internally restricted funds held in net assets. As of January 31, 2025, this amount is \$34M (refer to details in the Statement of Net Assets)
- Overall, as of Q3 actual expenses incurred are outpacing actual revenues earned by \$29.2M primarily due to the salaries, related benefits and materials & supplies. After the interest rate swap unrealized loss of \$4.5M this increases the Q3 shortfall to \$33.7M.
- At this time, it is projected that by fiscal year-end the expenses will continue to exceed revenues by \$21.5M.

#### Projected Impact on financial health indicators

The reliance on carryforwards from the previous year's budget, compounded by little growth in operating grant and tuition over the years, is resulting in expenses projected to be higher than revenues at year-end. The 2023-24 year-end results were supported with the late announcement of one-time STEM and sustainability funding. Given that some expenses are being covered from prior year reserves, financial health indicators ("FHI") are expected to worsen. Considering the various factors that could exist as of April 30, 2025, it is difficult to estimate, but based on current projections, particularly spending from reserves, results in a deterioration of the FHI ratios as well.

**ATTACHMENT:** Financial Statements (unaudited) for the period ending January 31, 2025.

**PREPARED BY:**

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

Nadia Ferrari, Senior Director, Budget Administration and Advisory Services

Liana Korpela, Associate Director, Accounting and Reporting

Date: February 28, 2025

**APPROVED BY:**

Name: Joanne McKee, Chief Financial Officer

Date: March 3, 2025



## Financial Statements

January 31, 2025

*(unaudited)*

**Toronto Metropolitan University**  
**CONSOLIDATED BALANCE SHEETS**  
[amounts in thousands]

|  | Year Ended<br>January 31, 2025<br>Actual - Unaudited<br>\$ | Year Ended<br>April 30, 2024<br>Actual - Audited<br>\$ | Year Ended<br>April 30, 2025<br>Projected at Q3<br>\$ | Comments  |
|--|--|--|---|---|
| <b>ASSETS</b>  |  |  |   |   |
| <b>Current</b>                                       |  |  |   |   |
| Cash & cash equivalents                              | 60,242   | 54,600   | 62,606  | At Q3- 2025 cash, short-term and long-term investments totalled \$860M. These include unused portion of \$250M debenture proceeds, unspent cash from ongoing operations and funds received for restricted purposes. Projected decrease in short-term investment at year-end due to spending on construction for School of Medicine and other projects |
| Short-term investments                               | 206,578  | 119,795  | 90,578  |   |
| Accounts receivable                                  | 67,225   | 73,963   | 62,000  | Q3-2025 balance mainly related to student receivables and consistent with changes at this time of the fiscal year and will normalize by year-end  |
| Prepaid expenses                                     | 4,283  | 22,066   | 16,000  | Reflects expenses paid but not yet incurred. Trend consistent with prior year's quarters and projected to normalize by year-end   |
| Inventories  | 1,573  | 1,263  | 1,800   | Consistent with prior year levels, reflective of normal operations.   |
| Current portion of long-term note receivable         | 417  | 399  | 100   | Student Campus Centre & TMU Properties Trust  |
| <b>Total current assets</b>                          | <b>340,317</b>   | <b>272,086</b>   | <b>233,084</b>  |   |
| Investments (endowment, restricted & other purposes) | 593,281  | 600,647  | 604,322   | Endowments and cash held with long term intent for restricted funds and capital projects spending. Change from year-end a combination of unused new funds received and funds utilized for restricted grants program activities.   |
| Employee future benefits - pension                   | 326,768  | 326,768  | 326,768   | Excess fair value ("FV") of plan assets that support future benefit obligations, no change from year-end as actuarial calculations are only performed at year-end.  |
| Long-term note receivable                            | 12,494   | 2,811  | 2,394   | Student Campus Centre & TMU Properties Trust  |
| Long-term prepaid expenses                           | 6,590  | 5,318  | 4,637   | Invoices paid in advance to benefit from upfront discount.  |
| Capital assets, net                                  | 1,259,348  | 1,258,220  | 1,281,050   | Change reflects addition of assets offset by higher depreciation during the period. Constructors additions are expected to increase by year-end with progression in School of Medicine and other projects   |
| <b>Total Assets</b>                                  | <b>\$ 2,538,798</b>  | <b>\$ 2,465,849</b>                                    | <b>\$ 2,452,255</b>                                   |   |
| <b>LIABILITIES AND NET ASSETS</b>                    |  |  |   |   |
| <b>Current</b>                                       |  |  |   |   |
| Accounts payable and accrued liabilities             | 85,456   | 104,986  | 110,000   | Operational variance due to timing of certain payments.   |
| Deferred revenue                                     | 145,955  | 32,895   | 29,500  | Q3-2025 balance reflects deferral of unearned fees and is consistent with changes at this time of the fiscal year and expected to normalize by year-end   |
| Current portion of long-term debt                    | 6,654  | 6,377  | 6,746   | Current portion of TD loan.   |
| Current portion of fair value of interest rate swap  | -  | -  | -   | Current portion of Long term SWAP - see comments below.   |
| <b>Total current liabilities</b>                     | <b>238,065</b>   | <b>144,258</b>   | <b>146,246</b>  |   |
| Employee future benefits - other                     | 39,968   | 39,968   | 39,968  | Reflects accrued benefit obligations related to other non-pension benefit plans, no change from year-end as actuarial calculations are only performed at year-end.  |
| Long-term debt                                       | 454,046  | 459,025  | 452,371   | Includes outstanding amounts for Series A & B debentures and the TD loan. The BMO loan was repaid in prior year.  |
| Fair value of interest rate SWAP                     | 6,597  | 2,114  | 6,597   | The fair value of TD swap reflects changes in yield curve used to value swaps. Generally, a steepening of the yield curve will result in an increase in the value of the swap position, and a flattening of the yield curve will result in a decrease in the fair value of the swap positions.  |
| Deferred L/T Lease Revenue                           | 46,995   | 47,748   | 46,495  | Deferred long-term lease revenue from DCC residence monetization.   |
| Deferred revenue contributions                       | 191,697  | 188,302  | 190,000   | Externally restricted research grants and donations received, at times, in advance of expenditures incurred.  |
| Deferred capital contributions                       | 327,625  | 317,849  | 340,363   | Externally restricted grants and donations for capital purposes, amortized over the life of the assets.   |
| <b>Total Liabilities</b>                             | <b>\$ 1,304,993</b>  | <b>\$ 1,199,264</b>                                    | <b>\$ 1,222,040</b>                                   |   |
| <b>Net assets</b>                                    |  |  |   |   |
| Endowments   | 163,568  | 162,661  | 163,869   | Increase from year-end due to donations. The change in FMV related to endowment funds held with Fiera Capital is reflected in long term investments referenced above.   |
| Other  | 1,070,237  | 1,103,925  | 1,066,347   | See statement of Net Assets attached.   |
| <b>Total net assets</b>                              | <b>\$ 1,233,805</b>  | <b>\$ 1,266,585</b>                                    | <b>\$ 1,230,216</b>                                   |   |
| <b>Total Liabilities and Net assets</b>              | <b>\$ 2,538,798</b>  | <b>\$ 2,465,849</b>                                    | <b>\$ 2,452,255</b>                                   |   |

**Toronto Metropolitan University**  
**CONSOLIDATED STATEMENT OF OPERATIONS**

[amounts in thousands]

|   | Year Ended<br>April 30, 2024<br>Actual - audited<br>\$ | Year Ended<br>January 31, 2025<br>Actual - Unaudited<br>\$ | Year Ended<br>April 30, 2025<br>Annual Approved<br>Budget (Sch 3)<br>\$ | Year Ended<br>April 30, 2025<br>Projected @Q3<br>\$ | Variance<br>Annual Budget<br>vs Projected<br>\$ | Comments   |
|---|--|--|---|---|---|--|
| <b>REVENUE</b>  |  |  |   |   |   |  |
| Government grants for general operations  | 277,544  | 206,947  | 275,404   | 285,049   | 9,645   | Increase in Q3-2024/25 actuals due to PSESF ("Postsecondary Education Sustainability Fund") Across the board and Top-up funding. Approved budget plan includes PSESF, Across the board \$7.4M and \$7.7M of Top up funding. Projection includes the top up grant to be received in 24/25 of \$9.6M beyond what was required to balance the 24/25 budget.   |
| Government grants and contracts for restricted purposes                               | 190,887  | 159,242  | 248,566   | 248,566   | -   | Restricted grants are recognized as income when related expense is incurred, these include large federal grants for Future Skills and Magnet. The associated expenses are reported under sub-grants to partner institutions and salaries/material supplies. Q3- 2024/25 results demonstrate an expected increase in spending related to new CFREF grant and various other research funding.  |
| Student fees  | 436,195  | 331,951  | 428,375   | 431,715   | 3,340   | Increase in Q3-2024/25 actuals due to approved fees increases for anomalies for selected domestic programs, growth in domestic undergraduate offset with decline international and graduate program growth. Increase in other student fees due to inflationary increases and SoM application fees. As noted in Q2, year-end projections are for an overall favourable variance against budget. Domestic undergraduate fees are expected to higher than the budget by \$9.2M due to growth and offset by a decrease in planned growth for international undergraduate fees of \$3.2M. Similarly, increase in domestic graduate growth is expected to offset a decrease in international graduate growth resulting in a \$2M net decrease. Overall projections at year-end also include and adjustment of \$07.M related to uncollectible student receivables. |
| Sales and services  | 40,185   | 27,208   | 31,476  | 31,476  | -   | Q3-2024/25 results reflect an increase in ancillary activities from UBS mainly related to Food Services operations due sales from Prof Women's Hockey league (PWHL), internal event and approved inflationary increase to residence fees.  |
| Donations recognized  | 14,502   | 21,660   | 13,665  | 23,665  | 10,000  | Recognition of restricted donation revenues earned to match expenses incurred. Donations recognized for the period includes large donation of art work of \$1.8M and \$10M donation for acquisition of 2 Queen St East.  |
| Amortization of deferred capital contributions  | 14,829   | 10,395   | 14,157  | 14,157  | -   | Amortization of contributions for capital projects over life of assets.  |
| Investment Income   | 35,910   | 27,314   | 6,250   | 30,000  | 23,750  | Increase during the period reflects investment returns on unused funds. Projecting a favorable year-end variance of \$24M, driven by projected favourable market conditions.   |
| Other income  | 11,971   | 10,058   | 9,184   | 11,911  | 2,727   | Increase at Q3-2024/25 due to commodity tax recoveries related to Section 211 election and conference revenue. Projection updated to reflect slight increase in activity by year end.  |
|   | <b>1,022,024</b>                                       | <b>794,775</b>   | <b>1,027,077</b>  | <b>1,076,539</b>                                    | <b>49,462</b>                                   |  |
| <b>EXPENSES</b>   |  |  |   |   |   |  |
| Salaries and benefits   | 628,492  | 514,162  | 637,770   | 678,100   | 40,330  | Change over prior year Q3 mainly due to annual salary/benefit increases for faculty and staff including TFA retro related to July 1, 2023 to April 30, 2024. Anticipating that departments will continue to rely on carry forward budgets to cover salary and benefits costs, therefore actuals are projected to be higher for current year.   |
| Materials, supplies, repairs and maintenance  | 200,084  | 162,155  | 156,044   | 180,884   | 24,840  | Increases in actuals for currently year related to ramp up of new school of medicine (including security and facility costs), various new maintenance/renovations projects expense, increases in travel, lease cost escalations, and professional services (large research projects). Similar to last fiscal year, departments continue to cover expenditures from prior years carry forwards and projecting costs to be higher than planned base budget.  |
| Bursaries and scholarships  | 50,023   | 44,303   | 52,289  | 54,289  | 2,000   | The change compared to Q3 of the prior year reflects a greater budget commitment and in year spending to student support. Year-end projection has been updated to account for the increased activity.  |
| Debt service interest   | 18,873   | 12,784   | 19,227  | 18,567  | (660)   | Includes interest on TD loan & for \$130M series A and \$250M series B debentures. Lower expense due to repayment of BMO loan. Projected variance to budget at year-end due to interest capitalization related to funds used towards work-in-progress construction projects.   |
| Sub-grants to partner institutions  | 70,009   | 51,469   | 110,815   | 110,815   | -   | Q3-2024/25 actuals reflects flow through grant activity to partner institutions or other entities, includes Magnet and Future Skills, slower spending on Magnet SWPP expected to increase by year end. Projection consistent with planned budget.  |
| Amortization of capital assets  | 54,296   | 39,106   | 50,932  | 50,932  | -   | Amortization of Capital Assets over the life of the assets.  |
|   | <b>1,021,777</b>                                       | <b>823,979</b>   | <b>1,027,077</b>  | <b>1,093,587</b>                                    | <b>66,510</b>                                   |  |
| Excess of (expenses over revenues) revenue over expenses , before interest rate swaps | 247  | (29,204)   | -   | (17,048)  | (17,048)  | Departments continue to rely on carry forwards to cover contract positions and material/supplies expenditure with higher than plan spending offset by one-time PSESF Top-up funding and favourable investment income.  |
| Unrealized gains/(loss) on interest rate swaps  | 5,136  | (4,483)  | -   | (4,483)   | (4,483)   | Amount represents impact of fair value changes due to fluctuations in yield curve used to measure fair value of interest rate swaps. Interest rates at year-end unknown so projections assume no change in fair-value of swap.   |
| Excess of (expenses over revenues) revenue over expenses                              | <b>\$ 5,383</b>  | <b>\$ (33,687)</b>   | <b>\$ -</b>   | <b>\$ (21,531)</b>                                  | <b>\$ (21,531)</b>                              |  |

**Toronto Metropolitan University**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS**  
**For the Year Ended January 31, 2025**  
(b with comparative figures at April 30, 2024)

|   | Unrestricted | Investment<br>in Capital<br>Assets | Employee<br>Future<br>Benefits | Internally<br>Restricted<br>Carry Forwards | Net Assets<br>before<br>Endowments | Endowments | Period Ended<br>January 31, 2025<br>Actual - Unaudited | Period Ended<br>April 30, 2024<br>Actual - Audited |
|---|--------------|------------------------------------|--------------------------------|--|------------------------------------|------------|--|--|
|   | \$           | \$                                 | \$                             | \$   | \$                                 | \$         | \$   | \$   |
| <b>Net assets, beginning of year</b>              | (300,766)    | 747,934                            | 286,800                        | 369,957                                    | 1,103,925                          | 162,661    | 1,266,586  | 1,151,956  |
| S3462 Change in Accounting Standards              | -            | -                                  | -                              | -  | -                                  | -          | -  | -  |
| <b>Net Assets, restated beginning of period</b>   | (300,766)    | 747,934                            | 286,800                        | 369,957                                    | 1,103,925                          | 162,661    | 1,266,586  | 1,151,956  |
| Revenue less expenses                             | (33,687)     | -                                  | -                              | -  | (33,687)                           | -          | (33,687)   | 5,382  |
| Capitalization of investment income in endowments | -            | -                                  | -                              | -  | -                                  | -          | -  | 5,425  |
| Internally Restricted endowments                  | (1)          | -                                  | -                              | -  | (1)                                | 1          | -  | -  |
| Endowment contributions                           | -            | -                                  | -                              | -  | -                                  | 906        | 906  | 1,497  |
| Allocation of carry forwards                      | 34,000       | -                                  | -                              | (34,000)                                   | -                                  | -          | -  | -  |
| Employee Future Benefits Income (expense)         | -            | -                                  | -                              | -  | -                                  | -          | -  | 95,881   |
| Employee Future Benefits Remeasurements           | -            | -                                  | -                              | -  | -                                  | -          | -  | 6,444  |
| Contribution towards asset (Land)                 | -            | -                                  | -                              | -  | -                                  | -          | -  | -  |
| Investment in Capital Assets                      | 16,511       | (16,511)                           | -                              | -  | -                                  | -          | -  | -  |
| <b>Net Assets, end of period</b>                  | \$ (283,943) | \$ 731,424                         | \$ 286,800                     | \$ 335,957                                 | \$ 1,070,237                       | \$ 163,568 | \$ 1,233,805   | \$ 1,266,585                                       |

**Toronto Metropolitan University**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
[amounts in thousands]

|  | Year Ended<br>January 31, 2025<br>Actual - Unaudited<br>\$ | Year Ended<br>April 30, 2024<br>Actual - Audited<br>\$ | Year Ended<br>April 30, 2025<br>Projected @Q3<br>\$ | Comments   |
|--|--|--|---|--|
| <b>OPERATING ACTIVITIES</b>  |  |  |   |  |
| Excess of revenue over expenses (expenses over revenues)                     | (33,687)   | 5,383  | (21,531)  | See Statement of Operations  |
| Add (deduct) non-cash items  |  |  |   |  |
| Amortization of capital assets   | 39,106   | 54,296   | 50,932  | See Statement of Operations  |
| Amortization of deferred capital contributions                               | (10,395)   | (14,829)   | (14,157)  | See Statement of Operations  |
| Change in fair value of interest rate swap                                   | 4,483  | (7,094)  | 4,483   | Reflects change in yield curves used to value interest rate swaps, amount lower due to termination of BMO swap   |
| Unrealized loss (gain) on investments  | (22,573)   | (347)  | (22,573)  | Reflects change in market values of invested endowed funds, non-cash operating activity                          |
| Defined benefit plans cost (income)  | -  | (20,481)   | -   | Actuarial calculations reflective of point in time valuation updated annually at year-end                        |
| Net change in deferred revenue contributions                                 | 3,395  | 10,547   | 1,698   | Reflects timing variations of externally restricted grants and donations received versus spent during the period |
| Net change in non-cash working capital balances                              | 117,744  | (25,243)   | (52,221)  |  |
| <b>Cash provided by operating activities</b>                                 | <b>98,073</b>  | <b>2,232</b>   | <b>(53,370)</b>                                     |  |
| <b>INVESTING ACTIVITIES</b>  |  |  |   |  |
| Decrease (increase) in note receivable                                       | (9,701)  | 376  | 417   |  |
| Acquisition of capital assets  | (40,234)   | (98,349)   | (73,762)  | Estimated construction spending projected  |
| (Increase) decrease in L/T prepaid   | (1,273)  | 1,263  | 1,670   | Change related to long-term prepaid invoices (began Mar-23) for upfront discount                                 |
| (Increase) decrease in short-term investments, net                           | (86,784)   | 21,727   | 116,000   | Change in short-term holdings depending on duration of financial instruments & cash requirement                  |
| Decrease (Increase) in investments   | 29,939   | 81,521   | (3,675)   | Variation in timing in expenditures of restricted funds (e.g. Capital Plan and other) and funding received       |
| <b>Cash used in investing activities</b>                                     | <b>(108,053)</b>   | <b>6,538</b>   | <b>40,651</b>                                       |  |
| <b>FINANCING ACTIVITIES</b>  |  |  |   |  |
| Contributions received for capital purposes                                  | 20,171   | 52,324   | 26,895  | Funds received for capital project purposes, change mainly related to SoM and other contributions                |
| Contributions received for land  | -  | 6,444  | -   | Change due to SOM land contribution  |
| Endowment contributions  | 906  | 1,497  | 1,208   | Endowment contribution during the period   |
| Capitalization of investment income (loss) in endowments                     | -  | 5,425  | -   | Endowment units redeemed and capitalized in prior year   |
| Repayment of long-term debt principal  | (4,702)  | (38,153)   | (6,377)   | Change compared to year-end relates to BMO loan repayment on January 2, 2024                                     |
| Increase/(decrease) in Deferred Long Term Lease Revenue                      | (753)  | (1,002)  | (1,000)   | Amortization related long-term deferred revenue from DCC residence monetization                                  |
| <b>Cash used in financing activities</b>                                     | <b>15,622</b>  | <b>26,535</b>  | <b>20,726</b>                                       |  |
| <b>Net increase (decrease) in cash &amp; cash equivalent during the year</b> | <b>5,642</b>   | <b>35,305</b>  | <b>8,007</b>  |  |
| Cash & cash equivalents, beginning of year                                   | 54,600   | 19,295   | 54,600  |  |
| <b>Cash &amp; cash equivalents, end of year</b>                              | <b>\$ 60,242</b>   | <b>\$ 54,600</b>                                       | <b>\$ 62,606</b>                                    |  |

**DRAFT RESOLUTION**

**RE: Financial Statements (unaudited) for the period ending January 31, 2025**

---

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Financial Statements (unaudited) for the period ending January 31, 2025, as presented.

March 26, 2025

**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEM:** *Fighting Against Forced Labour and Child Labour in Supply Chains Act* Annual Report Approval

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Approval

**SUMMARY:**

Toronto Metropolitan University (the “University”) is required to report annually to the federal government concerning the University’s supply chain and policies and its due diligence processes in relation to forced labour and child labour. The University completed its required report and provided it to the Audit and Risk Committee for its approval. On March 20, 2025, the Audit and Risk Committee recommended that the Board of Governors approve the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* for the Reporting Period of May 1, 2024 to April 30, 2025, as presented. The report is to be filed with the Minister of Public Safety by May 31, 2025.

The attached report summarizes the requirements as well as several new initiatives that have been undertaken by the Financial Services (Purchasing) Department to demonstrate the University’s efforts to enhance its measures and activities.

**BACKGROUND:**

The *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the “Act”) received Royal Assent and became law on January 1, 2024. Known as Bill S-211, the Act imposes annual reporting obligations on certain Canadian corporations, trusts, partnerships and other organizations that “produce, sell or distribute goods in Canada or elsewhere, import foreign goods into Canada or control an entity that is engaged in such activities.” The University falls within the definition of a reporting entity under the Act and is thus required to report under the Act. The legislation requires the report to be approved by the Board of Governors (the “Board”).

The information that must be included in the report is:

- a) its structure, activities and supply chains
- b) its policies and due diligence processes in relation to forced labour and child labour
- c) the parts of its business and supply chains that carry a risk of forced labour or child labour being used and the steps it has taken to assess and manage that risk
- d) any measures taken to remediate any forced labour or child labour
- e) any measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains
- f) the training provided to employees on forced labour and child labour
- g) how the entity assesses its effectiveness in ensuring that forced labour and child labour are not being used in its business and supply chains

The Act requires entities to complete the annual questionnaire summarizing activities taken over the last year and a report that provides a comprehensive overview. The report is to be filed with the Minister of Public Safety by May 31 annually and posted in a prominent place on the University's website.

Given the time frame, the University's inaugural draft report was filed by May 31, 2024, noting it was subject to approval by the Board. It was posted publicly on the University's website after review by the Audit Committee and the Board's approval in June 2024. The University committed to bringing future annual reports to the Audit and Risk Committee and the Board in March so that the final and approved report can be filed and posted by the May 31<sup>st</sup> filing deadline.

**ATTACHMENT:** *Fighting Against Forced Labour and Child Labour in Supply Chains Act for the Reporting Period of May 1, 2024 to April 30, 2025*

**PREPARED BY:**

Name: Vincenzo Carinci, Senior Director, Strategic Procurement and Payment Services  
Date: March 3, 2025

**APPROVED BY:**

Name: Joanne McKee, Chief Financial Officer  
Date: March 3, 2025



## **2024-2025 Toronto Metropolitan University Report: Fighting Against Forced Labour and Child Labour in Supply Chains Act**

**For the reporting period May 1, 2024 to April 30, 2025**

# Table of Contents

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|  |           |
|--|-----------|
| <b>Part 1 - Annual Report</b>  | <b>3</b>  |
| Introduction   | 3         |
| University's Structure and Activities  | 3         |
| Supply Chains  | 4         |
| University Policies and Due Diligence Processes  | 5         |
| Risks of Forced Labour in University Supply Chain  | 6         |
| Steps Taken to Assess and Manage Risk in Supply Chain  | 7         |
| Future Actions:  | 7         |
| Measures Taken to Remediate Forced or Child Labour in Supply Chain   | 8         |
| Measures Taken to Remediate the Loss of Income Resulting From Forced and Child Labour in University Activities | 8         |
| Training Provided to Employees on Forced or Child Labour   | 8         |
| Assesses Effectiveness in Ensuring that Forced and Child Labour are Not Being Used                             | 9         |
| Approval and Attestation   | 10        |
| <b>Part 2 - Submission information</b>   | <b>11</b> |
| Introduction   | 11        |
| Survey questions   | 11        |
| <b>Part 3 - Annual Report</b>  | <b>15</b> |
| Introduction   | 15        |
| Survey questions   | 15        |



# Part 1 - Annual Report

## Introduction

Toronto Metropolitan University (the “University” or “TMU”) is Canada’s leader in high-quality, career-related education fostering innovation and entrepreneurship. With a mission to serve societal needs and a long-standing commitment to engaging its community, the University offers more than 125 undergraduate and graduate programs serving more than 46,000 students, including 2,900 master’s and PhD students, over 4,000 faculty and staff and nearly 200,000 alumni worldwide.

This report, which was prepared by Financial Services (Purchasing Services), outlines the University’s existing processes, measures and progress made in the 2024 fiscal year to prevent and mitigate the risks of modern slavery across our supply chain.

## University’s Structure and Activities

The University was originally established on September 16, 1948, by an Order-in-Council. Since its inception, the University has undergone several name changes, most recently in 2022 when the institution’s name was updated to Toronto Metropolitan University, reflecting its unique history and urban location.

The University’s bicameral governance structure consists of two governing bodies with separate and distinct roles—the Board of Governors and Senate—and was established by the Ontario government through the *Toronto Metropolitan University Act, 1977* (amended) (the “TMU Act”). The members of the Board of Governors and Senate come from diverse backgrounds. Whether elected or appointed, the members of the Board of Governors and Senate are not advocates for any one constituency. All decisions of either body are made in the best interests of the University.

Composed of 24 elected and appointed members from inside and outside the University, the Board of Governors is responsible for the governance of the University; control of its property and revenues; and the conduct of its business and affairs, including institutional strategic planning, risk management and financial management of the University.

Comprised of 24 ex-officio members, 52 elected representatives of the University’s faculty, students and alumni, and seven non-voting senate associates, the University’s Senate holds academic authority and is responsible for maintaining, communicating and implementing institutional policies pertaining to: the content and quality of all programs and courses of study; the standards for admission to the university; and the qualifications for obtaining degrees, diplomas and certificates.

In accordance with the provisions of the TMU Act, the University's titular head is the Chancellor who confers all degrees, honorary degrees, diplomas and certificates. The President and Vice-Chancellor is the University's chief executive officer and is responsible to the Board of Governors and Senate for the implementation, supervision and direction of educational policy, general administration and property of the University, including the overall direction of strategic planning, finances and external affairs.

The President is supported by an executive team that oversees the University's academic and non-academic operations. Each executive team member advises on policy and administrative matters relating to their area of responsibility.

The University operates in the higher education sector and aims to lead in career-related education and research in Canada. The University seeks to do this in ways that benefit society on a national and a global scale. The University's current [Strategic Vision plan](#) runs from 2020 to 2030 and sets out the key operational plans of the University.

## **Supply Chains**

The University typically occupies a position at the apex of the supply chain, distanced by several intermediary tiers from the initial stages of raw materials extraction and production. This position presents a considerable challenge when attempting to comprehensively map the entirety of the University's supply chain. As such, the University relies on a network of suppliers and vendors across various industries to procure the diverse array of goods and services necessary for its operations.

The University's supply chain encompasses a diverse array of suppliers crucial for supporting its research and teaching endeavours and operational needs, including buildings and grounds maintenance and construction and refurbishment. The supply chain includes local suppliers, self-employed service providers, construction firms, travel and accommodation providers, security firms, and suppliers of IT equipment and consumables.

Notably, a significant majority of the suppliers comprising the University's supply chain are Canadian-based. During the calendar year 2024, 96% of the University's purchases were issued to Canadian suppliers. The total amount of imported goods in 2024 accounts for 0.4% of the University's total vendor spend. This emphasis on domestic sourcing aligns with the University's commitment to supporting local businesses and fostering economic growth within Canada. However, it also underscores the importance of ensuring ethical practices throughout the University's supply chain, particularly in the context of modern slavery and human trafficking.

## **University Policies and Due Diligence Processes**

At TMU, procurement operates within a structure shaped by various laws, directives and treaties established by both provincial and federal governments. These include: the *Broader Public Sector Accountability Act* and Broader Public Sector Procurement Directive, which sets

standards for transparency and accountability in public sector procurement; the [Building Ontario Businesses Initiative Act, 2022](#), aimed at fostering local economic growth and development; and the Canadian Free Trade Agreement (CFTA), Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and the Ontario-Quebec Trade and Economic Agreement (OQTCA), all of which govern procurement practices and ensure fair competition across borders while promoting economic cooperation.

Within the bounds of these regulatory and governmental parameters, TMU has established a robust procurement framework. This framework encompasses a series of procedures and policies managed by various departments to oversee supply chain management and procurement activities. While these policies do not necessarily directly refer to modern slavery, these measures aim to uphold ethical standards and address common vulnerabilities and power imbalances that are relevant to combating it.

The University is committed to only engaging in business with suppliers that can demonstrate they operate responsibly. Currently, our standard terms and conditions that form part of every purchase order or agreement require suppliers to abide by all applicable laws, which include those addressing forced labour and child labour laws.

In February 2025, Purchasing Services in collaboration with Human Rights Services, Sustainability Office, Enterprise Risk (General Counsel's Office), and the Campus Store, implemented a consolidated [Supplier Code of Conduct](#) which incorporates principles from a previously developed code of conduct applicable to TMU's Campus Store but has been expanded to address all goods and services procured by the University. The Purchasing Services web content was revised to add language pertaining to sourcing from ethical and responsible suppliers as a step to consider during a supplier selection process. Additionally, the University has updated its standard purchase order terms to include a representation from suppliers confirming their adherence to TMU's Supplier Code of Conduct.

Within Financial Services, several policies govern how purchases are made including: the University's [Social Purchasing Policy](#), [Purchasing Policy](#) and [Purchasing Procedure](#). In addition to this, other University policies affect how staff and faculty may be reimbursed for expenses and clarify what types of expenses are eligible for reimbursement by the University, which ultimately impacts how goods and services are procured at the University. These policies and procedures include the [Travel and Other Business Expenses Policy](#) and [Travel and Other Business Expenses Guidelines](#), as well as the [University Purchasing Card \(P-Card\) Policy](#) and [Purchasing Card \(P-Card\) Procedure](#).

The purchase of goods or services by the University with a value in excess of \$120,000 is undertaken through an open competitive bidding process in accordance with the trade agreements that the University is subject to. Purchasing activities for these goods and services are centralized within the University's purchasing department in Financial Services to ensure they are managed in an open, fair and transparent manner.

Purchasing activity under \$120,000 is decentralized to University departments where leaders manage their own purchasing decisions in compliance with the University's purchasing policies and procedures. Central purchasing services are engaged to provide support and recommendations in addition to reviewing all purchase orders for compliance. These purchases can be made using a number of different tools and processes including purchase orders, University corporate credit cards, cheque requisitions, invoice direct payments and expense reimbursements, all of which are governed by various policies and procedures.

All activity at the University is subject to internal controls and due diligence. The University's [Conflict of Interest Policy](#) sets out the ethical principles that the University requires staff members to comply with in the performance of their roles at the University to promote standards of conduct that support the mission and values of the University. The [Execution of Contracts Policy](#) requires that the University's contracting authorities consider probity issues and undertake an appropriate level of pre-contract due diligence and risk assessment before binding the University to a contract.

Internal Audit Services at TMU provides independent, objective assurance and advisory services designed to improve and add value to university operations. Internal Audit Services reports administratively to the University's Vice-President, Administration and Operations and functionally to both the University's President and Vice-Chancellor and the TMU Board of Governors Audit and Risk Committee.

The University provides mechanisms for safe disclosure for individuals who may identify or suspect acts of fraud, theft or other misappropriation of University resources. Reports can be submitted using a confidential and safe online tool. These disclosures are managed by the University's [Safe Disclosure Policy](#) and [Safe Disclosure Procedure](#).

## **Risks of Forced Labour in University Supply Chain**

TMU recognizes that its greatest risk of exposure to forced labour and child labour lies within its supply chain, particularly in the procurement of goods from high-risk suppliers and regions. To address these concerns, TMU is committed to ongoing education and training for all individuals involved in purchasing decisions, ensuring they can assess and mitigate risks associated with the extended supply chain.

In compliance with the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "Act") and to uphold ethical procurement practices, TMU has implemented a continuous spend analysis process to identify and reduce the risks of forced and child labour. This process enables the university to:

- Identify high-risk suppliers, regions, and commodities
- Monitor changes in procurement patterns
- Ensure transparency and accountability in the supply chain
- Take proactive measures to mitigate risks

Through these efforts, TMU reaffirms its commitment to responsible sourcing and the protection of human rights within its supply chain.

## **Steps Taken to Assess and Manage Risk in Supply Chain**

In alignment with the Act and TMU's commitment to ethical procurement, an internal risk assessment, developed by Purchasing Services, has been conducted to evaluate the potential presence of forced labour and child labour in the University's Tier 1, which are supplier's who have a direct contract with TMU, supply chain.

As part of this assessment, TMU has completed a procurement and spend analysis covering October 2021 – September 2024, focused on:

- Identifying procurement from high-risk countries
- Assessing exposure to high-risk commodities
- Determining necessary supplier engagement and corrective actions

### *Key Findings*

- Nominal Spend in High-Risk Regions: TMU's analysis identified that only 0.2% of total procurement spend originated from high-risk countries as classified by global forced labour indices (e.g., U.S. Department of Labor's List of Goods Produced by Child or Forced Labour, International Labour Organization reports).
- Limited Exposure to High-Risk Commodities: Of the 0.2% spent in high-risk countries, only 1.5% was linked to commodities known to have a higher risk of forced or child labour

### *Vendor Engagement*

TMU is in the process of communicating with identified vendors to:

- Gather more detailed supply chain transparency information
- Verify compliance with labour and human rights standards
- Request supporting documentation, such as certifications and audit reports

### *Future Actions*

To strengthen TMU's due diligence efforts, the following actions will be taken:

- Annual Spend Analysis: This internal assessment will be conducted every year to ensure ongoing monitoring of potential risks.
- Supplier Engagement: High-risk vendors will be required to provide additional labour compliance assurances and may undergo further scrutiny or audits.
- Training & Awareness: TMU procurement staff will receive ongoing training on identifying and mitigating labour exploitation risks in supply chains.

## **Measures Taken to Remediate Forced or Child Labour in Supply Chain**

At this time, the University is not aware of any victims resulting from any University purchases made from suppliers known to have utilized child labour or forced labour.

TMU is committed to ensuring that all goods and services procured by the University align with ethical labour practices, including the elimination of forced labour and child labour in our supply chain.

As part of our compliance efforts, TMU has provided training to its Procurement Services team and implemented a Supplier Code of Conduct to:

- Prevent, detect, and remediate instances of forced or child labour
- Hold suppliers accountable for ethical sourcing and fair labour practices
- Increase transparency within our procurement and supply chain operations

## **Measures Taken to Remediate the Loss of Income Resulting From Forced and Child Labour in University Activities**

At this point, the University is not aware of any victims resulting from any University purchases made from suppliers known to have utilized child labour or forced labour.

## **Training Provided to Employees on Forced or Child Labour**

Purchasing Services at TMU is committed to increasing awareness of our obligations under the Act. As part of this effort, TMU as a member of the Ontario University Professional Procurement Management Association (OUPPMA) is developing a common training framework on forced and child labour for procurement professionals. The framework aims to help university procurement professionals recognize and mitigate human rights risks in supply chains, ensure compliance with the Act, and support ethical procurement practices through informed decision-making, stakeholder engagement, and supplier accountability.

To provide structured training, a modular framework is being developed, offering targeted guidance on key aspects of human rights in procurement:

1. *Module 1: Awareness of Human Rights in Supply Chains*  
Covers procurement's role in ethical sourcing, key compliance requirements under the Act, and identifying red flags in high-risk industries.
2. *Module 2: Interacting with Internal Clients on Human Rights*  
Focuses on legal, financial, and reputational risks, high-risk procurement areas, and balancing cost considerations with ethical decision-making.
3. *Module 3: Interacting with Suppliers on Human Rights*  
Provides strategies for setting expectations, addressing violations, conducting due diligence, and enforcing a Supplier Code of Conduct.

In parallel, the Ontario university sector is working with CASPAR (CAUBO/ACPAU Sustainable Procurement Approvisionnement Responsable), a national association focused on Sustainable Procurement, to develop an awareness video for their broader campus communities of decentralized purchasers. This video will cover human rights risks, modern slavery, and ethical supply chain management.

These training initiatives are expected to launch in 2025, with rollout plans to follow.

### **Assesses Effectiveness in Ensuring that Forced and Child Labour are Not Being Used**

TMU recognizes the significance of measuring and evaluating its actions to enhance processes, measurement tools and outcome-driven performance indicators. This is aimed at consistently reducing the risk of modern slavery practices within the University's operations and supply chain.

While TMU's direct exposure to high-risk regions and commodities remains low (0.2% of total spend, with only 1.5% in high-risk goods), the University remains committed to continuous improvement in supply chain ethics. TMU will monitor suppliers and spend, and enhance procurement procedures.

## **Approval and Attestation**

I, Anthony Staffieri, Chair of the Board of Governors of Toronto Metropolitan University (the “University”), hereby certify for and on behalf of the University, and not in my personal capacity, that the attached report entitled “2024-2025 Toronto Metropolitan University Report: Fighting Against Forced Labour and Child Labour in Supply Chains Act” is true, accurate and complete for the purposes of the Act, and has been approved by the Board of Governors by resolution on or before April 30, 2025, in accordance with paragraph 4(a) of the “Act to enact the Fighting Against Forced Labour and Child Labour in Supply Chains Act and to amend the Customs Tariff”.

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Anthony Staffieri  
Chair, Board of Governors of Toronto Metropolitan University

## Part 2 - Submission information

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### Introduction

The University is required to submit these questions directly online to Public Safety Canada. The list of questions below include the University's response to each question that will be submitted.

### Survey questions

Questions marked with an asterisk (\*) are mandatory.

**1. \*This report is for which of the following? (Required)**

- Entity
- Government institution

**2. \*Legal name of reporting entity or government institution (Required)**

Toronto Metropolitan University

**3. Reporting Year**

May 31, 2025

**4. \*Financial reporting year (Required)**

May 1, 2024 to April 30, 2025

**5. \*Is this a revised version of a report already submitted this reporting year? (Required)**

- Yes
- No

**5.1 \*If yes, identify the date the original report was submitted. (Required)**

Not applicable.

**5.2 \*Describe the changes made to the original report, including by listing the questions or sections that were revised (1,500 character limit). (Required)**

Not applicable.

**6. For entities only: Business number(s) (if applicable):**

11913 0383 RR0001

**7. For entities only: \*Is this a joint report? (Required)**

- Yes

No

**7.1 \*If yes, identify the legal name of each entity covered by this report. (Required)**

Not applicable.

**7.2 Identify the business number(s) of each entity covered by this report (if applicable).**

Not applicable.

**8. For entities only: \*Is the entity also subject to reporting requirements under supply chain legislation in another jurisdiction? (Required)**

Yes  
 No

**8.1 \*If yes, indicate the applicable law(s). Select all that apply. (Required)**

- The United Kingdom's Modern Slavery Act 2015
- Australia's Modern Slavery Act 2018
- California's Transparency in Supply Chains Act
- Other, please specify:

**9. For entities only: \*Which of the following categorizations applies to the entity?**

**Select all that apply. (Required)**

- Listed on a stock exchange in Canada
- Canadian business presence (select all that apply):
  - Has a place of business in Canada
  - Does business in Canada
  - Has assets in Canada
- Meets size-related thresholds (select all that apply):
  - Has at least \$20 million in assets for at least one of its two most recent financial years
  - Has generated at least \$40 million in revenue for at least one of its two most recent financial years
  - Employs an average of at least 250 employees for at least one of its two most recent financial years

**10. For entities only: \*Which of the following sectors or industries does the entity operate in? Select all that apply. (Required)**

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction

- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration
- Other, please specify:

**11. For entities only: \*In which country is the entity headquartered or principally located? (Required)**

Canada

**11.1 If in Canada: \*In which province or territory is the entity headquartered or principally located? (Required)**

Ontario

**12. For government institutions only: \*Is this a report for a federal Crown corporation or a subsidiary of a federal Crown corporation? (Required)**

- Yes
- No

**12.1 \*If yes, which of the following sectors or industries does the Crown corporation or subsidiary operate in? Select all that apply. (Required)**

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade

- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration
- Other, please specify:

**12.2 \*If yes, in which province or territory is the Crown corporation or subsidiary headquartered or principally located? (Required)**

# Part 3 - Annual Report

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## Introduction

These questions form part of the Questionnaire that is submitted directly online to Public Safety Canada. The list of questions below are the University's response to each question that will be submitted. This section is meant to provide a summary of activities the University has taken that will be detailed in Part 3 of the Report. Some questions are presented as drop down options or yes/no answers, which are highlighted in yellow with the response that will be selected.

## Survey questions

Questions marked with an asterisk (\*) are mandatory.

**1. Which of the following accurately describes the entity's structure? (Mandatory)**

- Corporation
- Trust
- Partnership
- Other unincorporated organization

**2. Which of the following accurately describes the entity's activities? Select all that apply. (Mandatory)**

- Producing goods (includes manufacturing, extracting, growing and processing), in Canada
- Producing goods (includes manufacturing, extracting, growing and processing), outside Canada
- Importing into Canada goods produced outside Canada
- Controlling an entity engaged in producing goods, in Canada
- Controlling an entity engaged in producing goods, outside Canada
- Controlling an entity engaged in importing into Canada goods produced outside Canada

**3. \*What steps has the entity taken in the previous financial year to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods in Canada or elsewhere by the entity or of goods imported into Canada by the entity? Select all that apply. (Required)**

- Mapping activities
- Mapping supply chains

- Conducting an internal assessment of risks of forced labour and/or child labour in the organization's activities and supply chains
- Contracting an external assessment of risks of forced labour and/or child labour in the organization's activities and supply chains
- Developing and implementing an action plan for addressing forced labour and/or child labour
- Gathering information on worker recruitment and maintaining internal controls to ensure that all workers are recruited voluntarily
- Addressing practices in the organization's activities and supply chains that increase the risk of forced labour and/or child labour
- Developing and implementing due diligence policies and processes for identifying, addressing and prohibiting the use of forced labour and/or child labour in the organization's activities and supply chains
- Carrying out a prioritization exercise to focus due diligence efforts on the most severe risks of forced and child labour
- Requiring suppliers to have in place policies and procedures for identifying and prohibiting the use of forced labour and/or child labour in their activities and supply chains
- Developing and implementing child protection policies and processes
- Developing and implementing anti-forced labour and/or -child labour contractual clauses
- Developing and implementing anti-forced labour and/or -child labour standards, codes of conduct and/or compliance checklists
- Auditing suppliers
- Monitoring suppliers
- Enacting measures to provide for, or cooperate in, remediation of forced labour and/or child labour
- Developing and implementing grievance mechanisms
- Developing and implementing training and awareness materials on forced labour and/or child labour
- Developing and implementing procedures to track performance in addressing forced labour and/or child labour
- Engaging with supply chain partners on the issue of addressing forced labour and/or child labour
- Engaging with civil society groups, experts and other stakeholders on the issue of addressing forced labour and/or child labour
- Engaging directly with workers and families potentially affected by forced labour and/or child labour to assess and address risks
- Information not available for this reporting period
- Other, please specify:

**4. Please provide additional information describing the steps taken (if applicable) (1,500 character limit).**

*Conducting an internal assessment of risks of forced labour and/or child labour in the organization's activities and supply chains*

- TMU has completed a spend analysis of its tier 1 Suppliers from October 2021 - September 2024 and is reporting nominal spend from high risk countries in a high risk commodity.
- TMU has identified 0.2% of overall spend from high risk countries, and of that 0.2%, only 1.5% was identified as being in a high risk commodity.
- TMU will be communicating with those vendors to gather more information.
- This spend analysis will be completed on an annual basis.

*Developing and implementing anti-forced labour and/or child labour standards, codes of conduct and/or compliance checklists*

- TMU has implemented a consolidated Supplier Code of Conduct for the University.

*Developing and implementing training and awareness materials on forced labour and/or child labour*

- Purchasing Services is committed to increasing awareness of the requirements under the Act and has trained the Purchasing Services team.
- Additionally, TMU is collaborating with the Ontario University Professional Procurement Management Association (OUPPMA) to develop a common training framework on forced and child labour. The framework aims to help procurement professionals recognize and mitigate human rights risks in supply chains, ensure compliance with the Act, and support ethical procurement practices through informed decision-making, stakeholder engagement, and supplier accountability.
- To provide structured training, a modular framework is being developed, offering targeted guidance on key aspects of human rights in procurement:
  1. *Module 1: Awareness of Human Rights in Supply Chains*  
Covers procurement's role in ethical sourcing, key compliance requirements under the Act, and identifying red flags in high-risk industries.
  2. *Module 2: Interacting with Internal Clients on Human Rights*  
Focuses on legal, financial, and reputational risks, high-risk procurement areas, and balancing cost considerations with ethical decision-making.
  3. *Module 3: Interacting with Suppliers on Human Rights*  
Provides strategies for setting expectations, addressing violations, conducting due diligence, and enforcing a Supplier Code of Conduct.
- In parallel, the Ontario university sector is working with CASPAR, a national association focused on Sustainable Procurement, to develop an awareness video for their broader campus communities of decentralized purchasers. This video

will cover human rights risks, modern slavery, and ethical supply chain management.

- These training initiatives are expected to launch in 2025, with rollout plans to follow.

**5. \*Does the entity currently have policies and due diligence processes in place related to forced labour and/or child labour? (Required)**

- Yes
- No

**5.1 \*If yes, which of the following elements of the due diligence process has the entity implemented in relation to forced labour and/or child labour? Select all that apply. (Required)**

- Embedding responsible business conduct into policies and management systems
- Identifying and assessing adverse impacts in operations, supply chains and business relationships
- Ceasing, preventing or mitigating adverse impacts
- Tracking implementation and results
- Communicating how impacts are addressed
- Providing for or cooperating in remediation when appropriate

**6. \*Has the entity identified parts of its activities and supply chains that carry a risk of forced labour or child labour being used? (Required)**

- Yes, we have identified risks to the best of our knowledge and will continue to strive to identify emerging risks.
- Yes, we have started the process of identifying risks, but there are still gaps in our assessments.
- No, we have not started the process of identifying risks.

**6.1 \*If yes, has the entity identified forced labour or child labour risks related to any of the following aspects of its activities and supply chains? Select all that apply. (Required)**

- The sector or industry it operates in
- The types of products it produces, purchases or distributes
- The locations of its activities, operations or factories
- The types of products it sources
- The raw materials or commodities used in its supply chains
- Tier one (direct) suppliers

- Tier two suppliers
- Tier three suppliers
- Suppliers further down the supply chain than tier three
- The use of outsourced, contracted or subcontracted labour
- The use of migrant labour
- The use of forced labour
- The use of child labour
- None of the above
- Other, please specify

**7. \*Has the entity identified forced labour or child labour risks in its activities and supply chains related to any of the following sectors and industries? Select all that apply. (Required)**

- Agriculture, forestry, fishing and hunting
  - Crop production
  - Animal production and aquaculture
  - Forestry and logging
  - Fishing, hunting and trapping
  - Support activities for agriculture and forestry
- Mining, quarrying, and oil and gas extraction
  - Oil and gas extraction
  - Mining and quarrying (except oil and gas)
  - Support activities for mining, and oil and gas extraction
- Utilities
- Construction
  - Construction of buildings
  - Heavy and civil engineering construction
  - Specialty trade contractors
- Manufacturing
  - Food manufacturing
  - Beverage and tobacco product manufacturing
  - Textile mills
  - Textile product mills
  - Apparel manufacturing
  - Leather and allied product manufacturing
  - Wood product manufacturing
  - Paper manufacturing
  - Printing and related support activities
  - Petroleum and coal product manufacturing

- Chemical manufacturing
- Plastics and rubber products manufacturing
- Non-metallic mineral product manufacturing
- Primary metal manufacturing
- Fabricated metal product manufacturing
- Machinery manufacturing
- Computer and electronic product manufacturing
- Electrical equipment, appliance and component manufacturing
- Transportation equipment manufacturing
- Furniture and related product manufacturing
- Other manufacturing
- Wholesale trade
  - Farm product merchant wholesalers
  - Petroleum, petroleum products, and other hydrocarbons merchant wholesalers
  - Food, beverage and tobacco merchant wholesalers
  - Personal and household goods merchant wholesalers
  - Motor vehicle and motor vehicle parts and accessories merchant wholesalers
  - Building material and suppliers merchant wholesalers
  - Machinery, equipment and supplies merchant wholesalers
  - Business-to-business electronic markets, and agents and brokers
  - Other merchant wholesalers
- Retail trade
  - Motor vehicle and parts dealers
  - Building material and garden equipment and supplies dealers
  - Food and beverage retailers
  - Furniture, home furnishings, electronics and appliances retailers
  - General merchandise retailers
  - Health and personal care retailers
  - Gasoline stations and fuel vendors
  - Clothing, clothing accessories, shoes, jewelry, luggage and leather goods retailers
  - Sporting goods, hobby, musical instrument, book, and other retailers
- Transportation and warehousing
  - Air transportation
  - Rail transportation
  - Water transportation
  - Truck transportation
  - Transit and ground passenger transportation

- Pipeline transportation
- Scenic and sightseeing transportation
- Support activities for transportation
- Postal service
- Couriers and messengers
- Warehousing and storage
- Information and cultural industries
  - Motion picture and sound recording industries
  - Publishing industries
  - Broadcasting and content providers
  - Telecommunications
  - Computing infrastructure providers, data processing, web hosting, and related services
  - Web search portals, libraries, archives, and all other information services
- Finance and insurance
  - Monetary authorities - central bank
  - Credit intermediation and related activities
  - Securities, commodity contracts, and other financial investment and related activities
  - Insurance carriers and related activities
  - Funds and other financial vehicles
- Real estate and rental and leasing
  - Real estate
  - Rental and leasing services
  - Lessors of non-financial intangible assets (except copyrighted works)
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
  - Administrative and support services
  - Waste management and remediation services
- Educational services
- Health care and social assistance
  - Ambulatory health care services
  - Hospitals
  - Nursing and residential care facilities
  - Social assistance
- Arts, entertainment and recreation
  - Performing arts, spectator sports and related industries
  - Heritage institutions
  - Amusement, gambling and recreation industries

- Accommodation and food services
  - Accommodation services
  - Food services and drinking places
- Other services (except public administration)
  - Repair and maintenance
  - Personal and laundry services
  - Religious, grant-making, civic, and professional and similar organizations
  - Private households
- Public administration
  - Federal government public administration
  - Provincial and territorial public administration
  - Local, municipal and regional public administration
  - Indigenous public administration
  - International and other extra-territorial public administration
- None of the above
- Other, please specify

**8. Please provide additional information on the parts of the entity's activities and supply chains that carry a risk of forced labour or child labour being used, as well as the steps that the entity has taken to assess and manage that risk (if applicable) (1,500 character limit).**

- TMU has completed a spend analysis of its tier 1 Suppliers from October 2021 - September 2024 and is reporting nominal spend from high risk countries in a high risk commodity.
- TMU has identified 0.2% of overall spend from high risk countries, and of that 0.2%, only 1.5% was identified as being in a high risk commodity.
- TMU will be communicating with those vendors to gather more information.
- This spend analysis will be completed on an annual basis.

**9. Has the entity taken any measures to remediate any forced labour or child labour in its activities and supply chains? (Mandatory)**

- Yes, we have taken measures
- No, we have not taken measures
- Not applicable, we have not identified any forced labour or child labour in our activities and supply chains.

**9.1 If yes, which remediation measures has the entity taken? Select all that apply. (Mandatory)**

- Actions to support victims of forced labour or child labour and/or their families, such as workforce reintegration and psychosocial support
- Compensation for victims of forced labour or child labour and/or their families

- Actions to prevent forced labour or child labour and associated harms from reoccurring
- Grievance mechanisms
- Formal apologies

**10. Has the entity taken any measures to remediate the loss of income to the most vulnerable individuals and families that results from measures taken to eliminate the use of forced labour or child labour in its activities and supply chains? (Mandatory)**

- Yes, we have taken remediation measures and will continue to identify and address any gaps in our response.
- Yes, we have taken some remediation measures, but there are gaps in our response that still need to be addressed.
- No, we have not taken any remediation measures.
- Not applicable, we have not identified any forced labour or child labour in our activities and supply chains.

**11. \*Does the entity currently provide training to employees on forced labour and/or child labour? (Required)**

- Yes
- No

**11.1 \*If yes, is the training mandatory? (Required)**

- Yes, the training is mandatory for all employees.
- Yes, the training is mandatory for employees making contracting or purchasing decisions.
- Yes, the training is mandatory for some employees.
- No, the training is voluntary.

**12. Does the entity currently have policies and procedures in place to assess its effectiveness in ensuring that forced labour and child labour are not being used in its activities and supply chains? (Required)**

- Yes
- No

**12.1 If yes, what method does the entity use to assess its effectiveness? Select all that apply. (Mandatory)**

- Setting up a regular review or audit of the entity's policies and procedures related to forced labour and child labour
- Tracking relevant performance indicators, such as levels of employee awareness, numbers of cases reported and solved through grievance

mechanisms and numbers of contracts with anti-forced labour and child labour clauses

- Partnering with an external organization to conduct an independent review or audit of the entity's actions
- Working with suppliers to measure the effectiveness of their actions to address forced labour and child labour, including by tracking relevant performance indicators

## **DRAFT RESOLUTION**

**RE: *Fighting Against Forced Labour and Child Labour in Supply Chains Act*  
Annual Report Approval**

---

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* for the Reporting Period of May 1, 2024 to April 30, 2025, as presented.

March 26, 2025

**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEM:** Elevating Excellence: TMU's Approach to Scaling Scholarly, Research and Creative ("SRC") Activities

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:**

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

**BACKGROUND:**

For additional background information please see the attached presentation.

**ATTACHMENT:** Elevating Excellence Presentation and [2025 - 2030 Strategic Research Plan](#)

**PREPARED BY:**

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

Date: March 5, 2025

**APPROVED BY:**

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

Date: March 5, 2025

# Elevating Excellence: TMU's Approach to Scaling Scholarly, Research and Creative (SRC) Activities

## Board of Governors Meeting

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

March 26, 2025



Office of the  
Vice-President,  
Research & Innovation



*Toronto Metropolitan University is a hub  
for world-leading researchers working to  
solve complex, real-world problems.*



# SRC Activities Key to TMU's Success

**A destination for world-class research, partnerships and global engagement.  
Leading through outstanding talent, beacons of excellence and strategic focus.**



Approximately \$100 Million  
in External Research Revenue



**Professor Anna Triandafyllidou,**  
Canada Excellence Research  
Chair (CERC) Migration  
and Integration



**Bridging Divides**  
Canada First Research  
Excellence Fund (CFREF)  
\$98.6 Million



**Professor Karen Soldatic,**  
Canada Excellence Research  
Chair (CERC) Health Equity  
and Community Wellbeing

Board of Governors Meeting

3

# SRC Activities Key to TMU's Success

## Canada Research Chairs (CRC)



**Natasha Rajah**  
Tier 1, Sex, Gender and Diversity  
in Brain Health, Memory + Aging



**Reza Arani**  
Tier 2, Smart Grid  
Cyber-Physical Security



**Bilal Farooq**  
Tier 2, Disruptive Transportation  
Technologies + Services



**Atefeh (Atty) Mashatan**  
Tier 2, Quality of Security  
Framework for IoT



**Sharareh Taghipour**  
Tier 2, Physical Asset Management

## Industry Partner Research Chairs



**Stefania Impellizzeri**  
Jet Ice Research Chair



**Guangjun Liu**  
SOTI Research Chair

## Catalyst Fellowship Program, Academic



**Catherine Middleton,**  
Information Technology Management

**Pamela Robinson,**  
School of Urban and Regional Planning

**Richard Wang,**  
Computer Science

Board of Governors Meeting

4

# The New Strategic Research Plan (SRP)



Health & Wellbeing



Transformative Technology



Resilient, Inclusive Communities



Climate, Environment & Sustainability



Future of Work



Democracy, Justice & Governance



Arts, Culture & Creativity



Board of Governors Meeting

5

## Strategic Research Plan in Action



Driving action and positioning TMU as a leader in fields that are critical to Canada's future.



Board of Governors Meeting

6

## Strategic Research Plan in Action

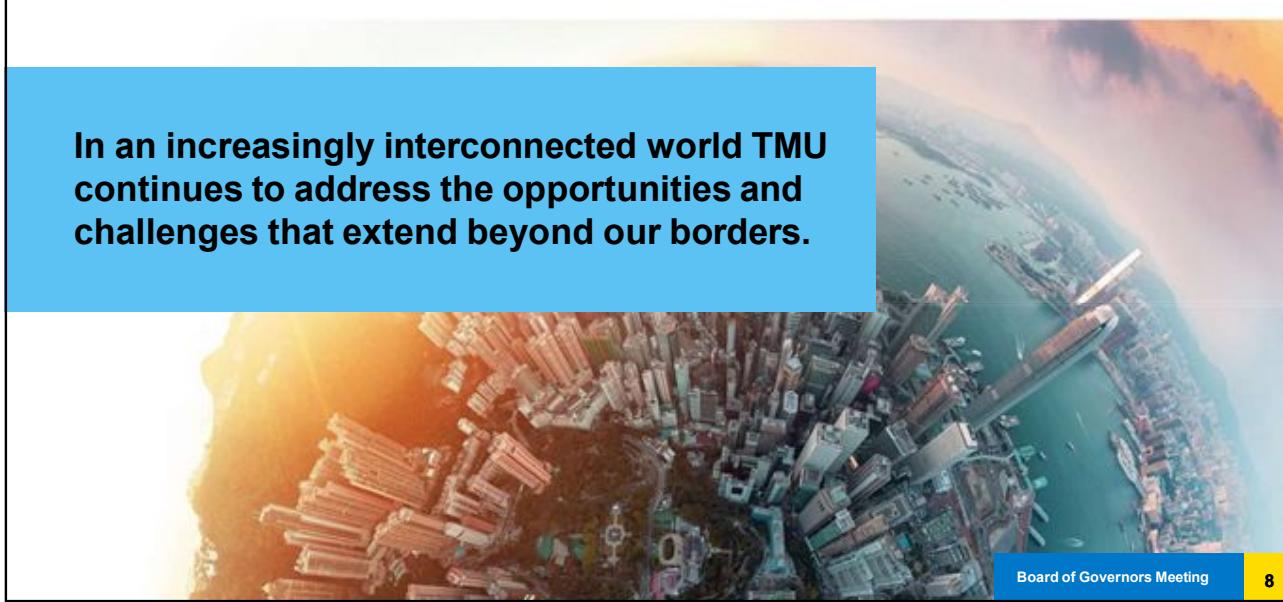


**Harnessing advanced technologies to transform health, the environment, infrastructure and the future of work.**

Board of Governors Meeting

5

## Thinking Globally in a Geo-Political World



In an increasingly interconnected world TMU continues to address the opportunities and challenges that extend beyond our borders.

Board of Governors Meeting

8

# Capacity Building for Future Growth

To achieve the goals set out in the Strategic Research Plan and elevate TMU on the global stage, we need strategic investment to:

- ▶ Attract Top Talent
- ▶ Forge Partnerships
- ▶ Build Capacity
- ▶ Enhance Research Security
- ▶ Provide Data and Insights

Board of Governors Meeting

8

Thank you.

**BOARD OF GOVERNORS**  
**March 26, 2025**

**AGENDA ITEM:** Toronto Metropolitan University Performance Indicators — March 2025 Report

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:**

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

**BACKGROUND:**

The performance indicators allow the Board to track progress over time on issues related to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented graphically to facilitate interpretation and have been updated to incorporate 2023-24 data. The indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

**COMMUNICATIONS STRATEGY:**

The Toronto Metropolitan University Performance Indicators — March 2025 Report will be shared with the Board of Governors and shared with the University community and others by posting on the University's website.

**ATTACHMENT:** Toronto Metropolitan University Performance Indicators — March 2025

**PREPARED BY:**

Name: Kimberley McCausland, Vice-Provost, University Planning  
Date: March 7, 2025

**APPROVED BY:**

Name: Roberta Iannacito-Provenzano, Provost and Vice-President, Academic  
Date: March 18, 2025



## *Toronto Metropolitan University Performance Indicators*

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*March 2025*

## Table of Contents

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

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

## Introduction

Toronto Metropolitan University Performance Indicators ("Performance Indicators") have been developed to provide a set of annually updated measures of Toronto Metropolitan University's (the "University" or "TMU") performance over a wide range of issues of interest to the Board of Governors (the "Board"). They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2023-24 full-year data.

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

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

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

There are 33 Performance Indicators that are classified into 4 primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (6 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

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

- **Graduate Earnings:** Median earnings of graduates after two years.
- **Experiential Learning:** Percentage of graduates from undergraduate programs who had one or more EL opportunities while at TMU.
- **Skills & Competencies:** A new institution-specific metric based on National Survey of Student Engagement (NSSE) Question #18.
- **Graduate Employment Rate in Related Field:** Among graduates employed full-time, the percentage employed in fields related to skills learned in their area of study at TMU.
- **Institutional Strength/Focus:** Enrolment in strength/focus areas as percentage of total enrolment.
- **Graduation Rate:** The graduation rate from undergraduate programs.
- **Research Funding & Capacity:** TMU's percentage share of the Ontario system.
- **Innovation (Private Sector Research Funding):** Dollar value of private sector research funding.
- **Community/Local Impact:** Total enrolment as a percentage of the population in Toronto.
- **Economic Impact: Number of Startups:** The number of startups in the Zone ecosystem.

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

### **Comparator Groups**

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

#### **Ontario Universities**

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

#### **Canadian University Survey Consortium Graduating Student Survey Canadian Universities**

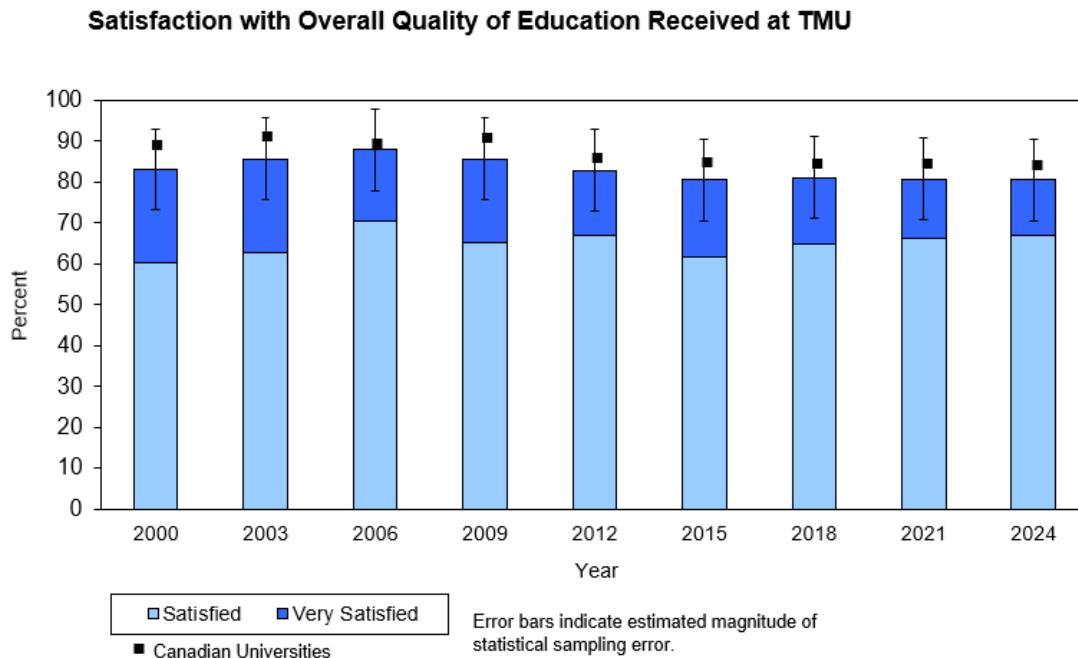
This comparator group is used only for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2024 participants were: Acadia University (Nova Scotia), Alberta University of the Arts (Alberta), Ambrose University (Alberta), Athabasca University (Alberta), Burman University (Alberta), Capilano University (British Columbia), Carleton University (Ontario), Concordia University (Quebec), Concordia University of Edmonton (Alberta), Lakehead University (Ontario), Laurentian University (Ontario), MacEwan University (Alberta), McMaster University (Ontario), Mount Royal University (Alberta), Mount Saint Vincent University (Nova Scotia), Nipissing University (Ontario), Redeemer University (Ontario), Saint Mary's University (Nova Scotia), Simon Fraser University (British Columbia), St. Francis Xavier University (Nova Scotia), St. Mary's University (Alberta), The King's University (Alberta), Thompson Rivers University (British Columbia), Toronto Metropolitan University (Ontario), Trent University (Ontario), Trinity Western University (British Columbia), Université de Moncton (New Brunswick), University of Calgary (Alberta), University of Lethbridge (Alberta), University of New Brunswick (New Brunswick), University of Northern British Columbia (British Columbia), University of Regina (Saskatchewan), University of the Fraser Valley (British Columbia), University of Victoria (British Columbia), University of Waterloo (Ontario), University of Winnipeg (Manitoba), Wilfrid Laurier University (Ontario), Yorkville University (Ontario).

#### **U.S. Peers**

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2023, it includes participating public U.S. institutions that are urban, commuter universities with more than 20,000 students, and in either the *Doctoral Universities* or *Master's Colleges & Universities: Larger Universities* Carnegie categories: California State Polytechnic University-Pomona, California State University, Fullerton, California State University, Los Angeles, California State University, Sacramento, Florida International University (Miami, FL), San Francisco State University, San Jose State University, The University of Texas at Arlington, The University of Texas at San Antonio.

**Table A: Toronto Metropolitan University Performance Indicators Classification**

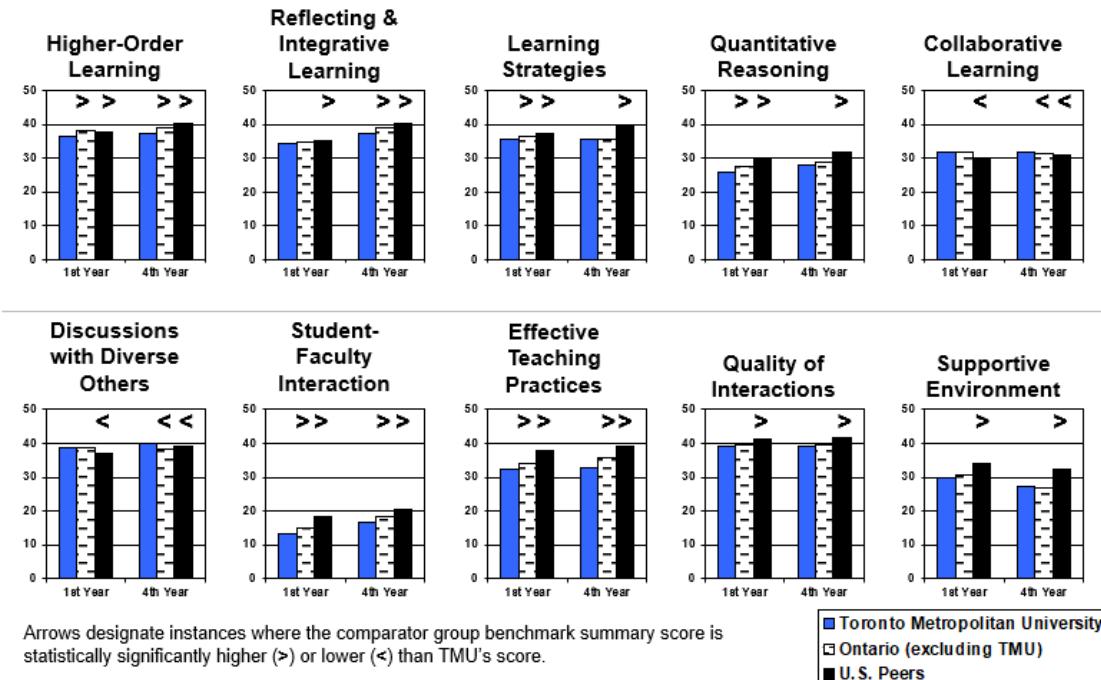
| Performance Indicators by Primary Category   | Figure Number | Update Schedule    | Indicator May Provide Useful Information For Assessing: |                    |                      |                    |
|--|---------------|--------------------|---|--------------------|----------------------|--------------------|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

**Figure 1.1**

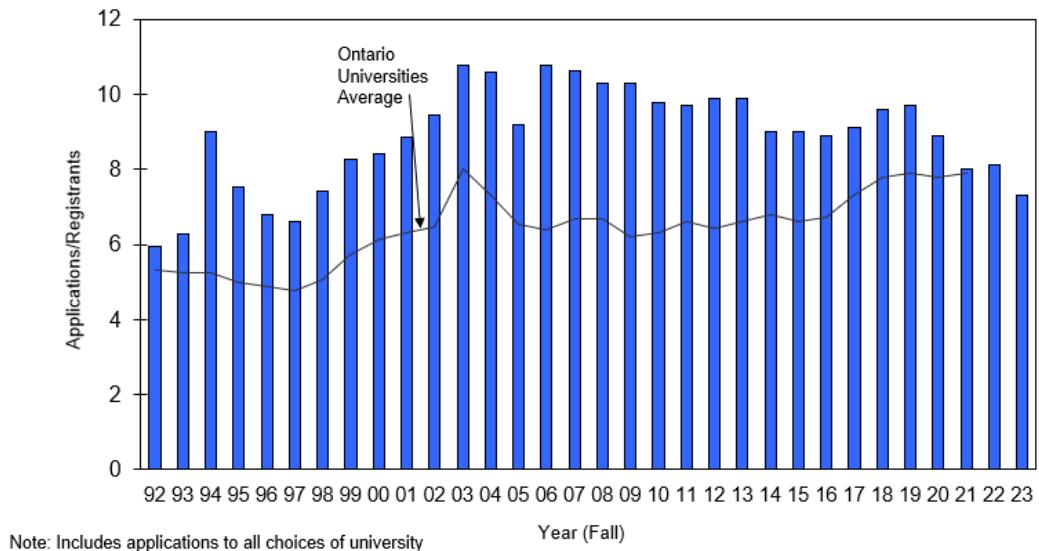
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

**Figure 1.2**

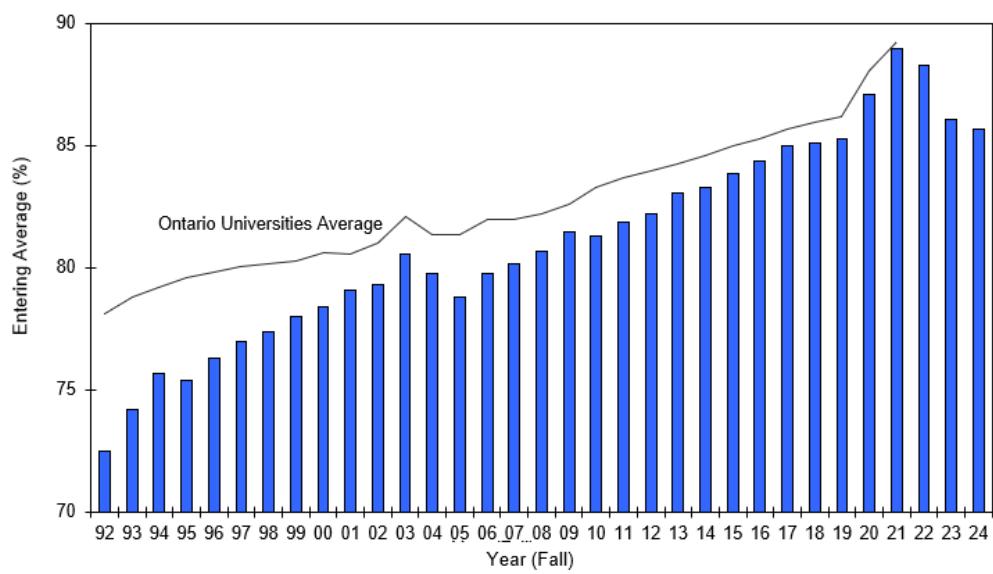
**National Survey of Student Engagement: Engagement Indicator Scores and Comparisons**



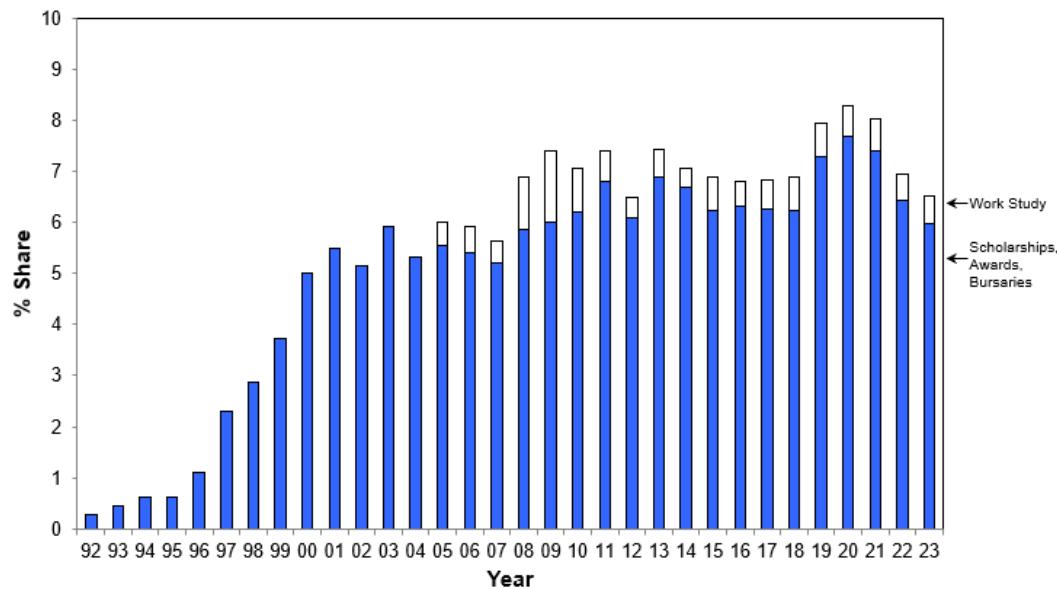
Source: National Survey of Student Engagement 2023 (triennial)

**Figure 1.3****Applications : Registrants Ratio**

Source: Ontario Universities' Application Centre

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

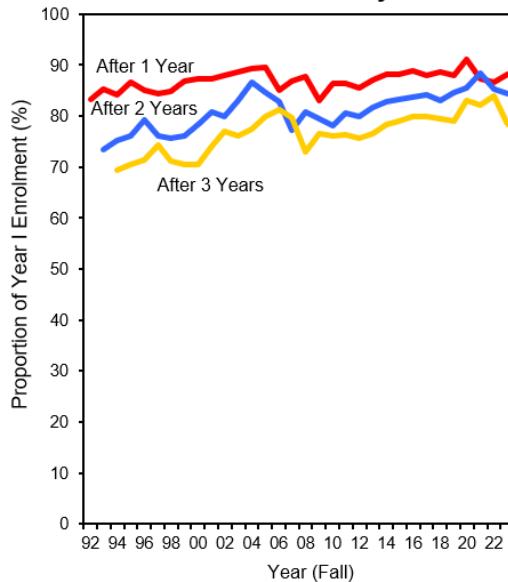
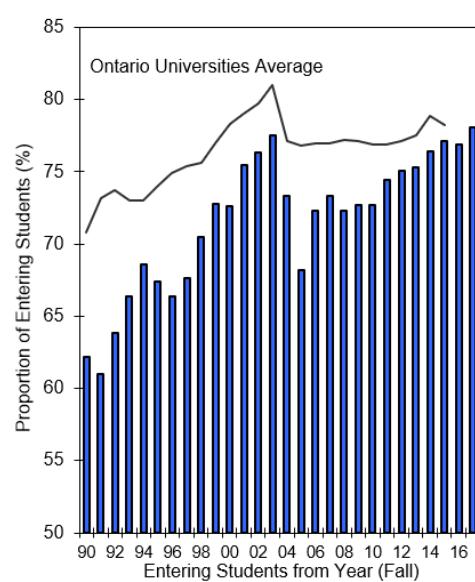
Source: Ontario Universities' Application Centre; TMU Student Information System

**Figure 1.5****Scholarships and Bursaries as Share of Total Operating Expenditures**

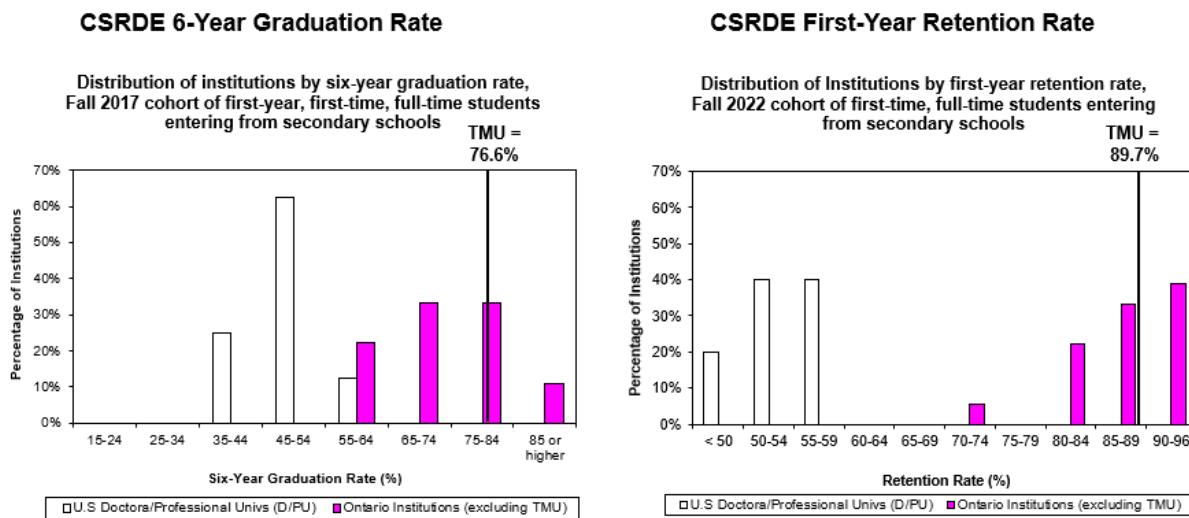
Work Study component shown as white bars beginning in 2005-06.

Note: Fiscal year beginning in year shown.

Sources: TMU Financial Services data

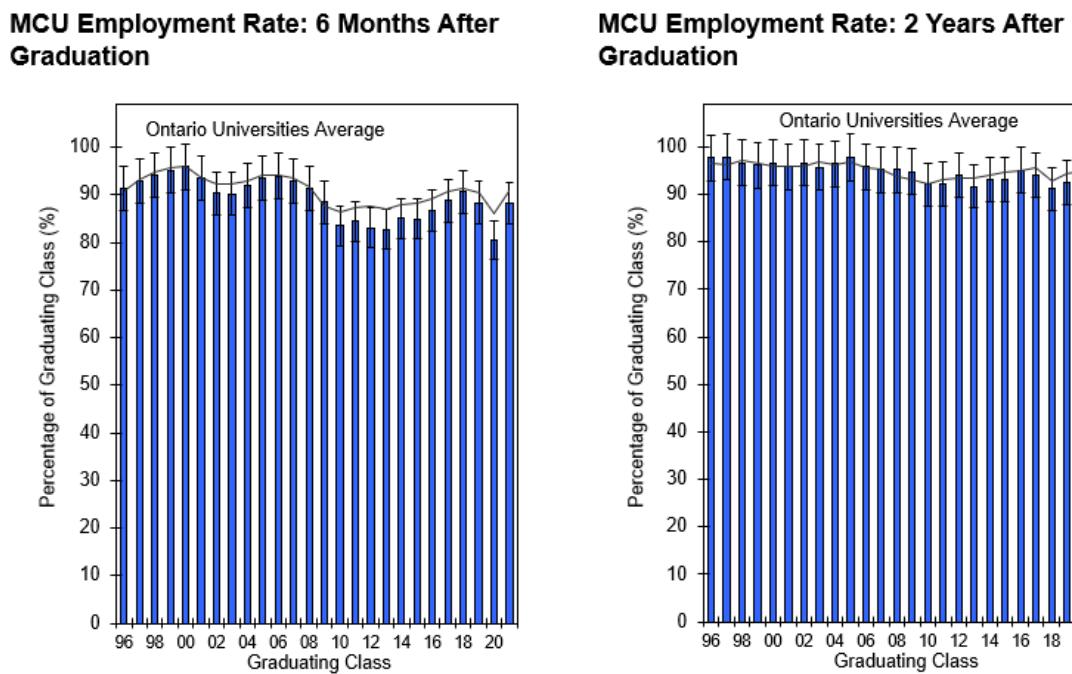
**Figure 1.6****% of Students Retained in any program from Year 1 After 1, 2, and 3 Years of Study****MCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years**

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

**Figure 1.7**

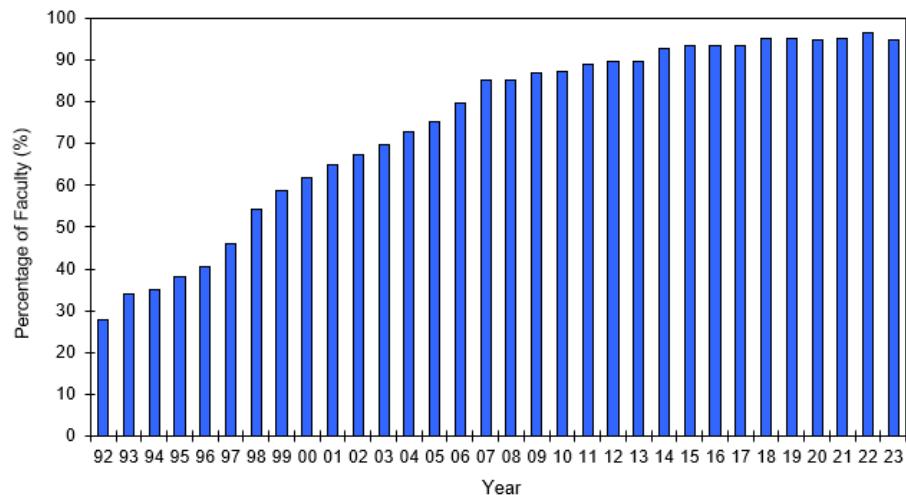
Note: Latest data released for comparator institutions are for two years prior to TMU data (i.e., Fall 2015 for CSRDE 6-Year Graduation Rate and Fall 2020 for CSRDE First-Year Retention Rate). TMU data are for Fall 2017 for CSRDE 6-Year Graduation Rate and Fall 2022 for CSRDE First-Year Graduation Rate.

Source: Consortium for Student Retention Data Exchange (CSRDE)

**Figure 1.8**

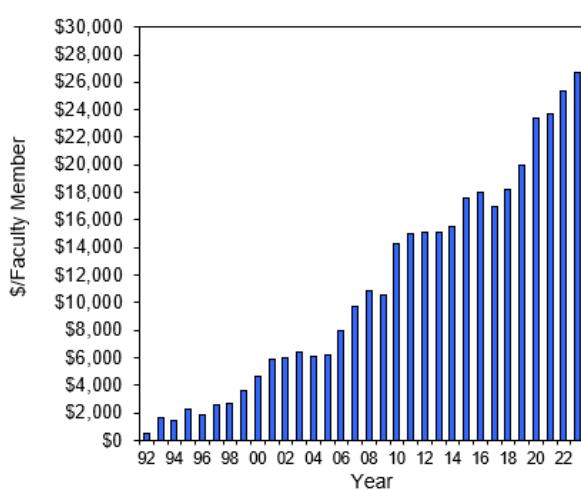
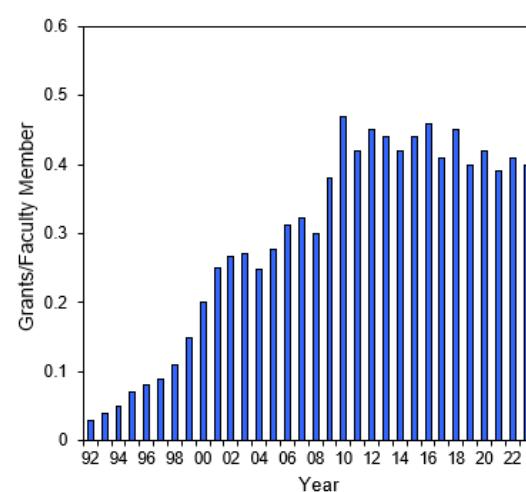
Source: Ministry of Colleges and Universities, Ontario University Graduate Survey (OUGS)

Error bars indicate estimated magnitude of statistical sampling error.

**Figure 1.9****Percentage of Faculty with Doctoral Degrees**

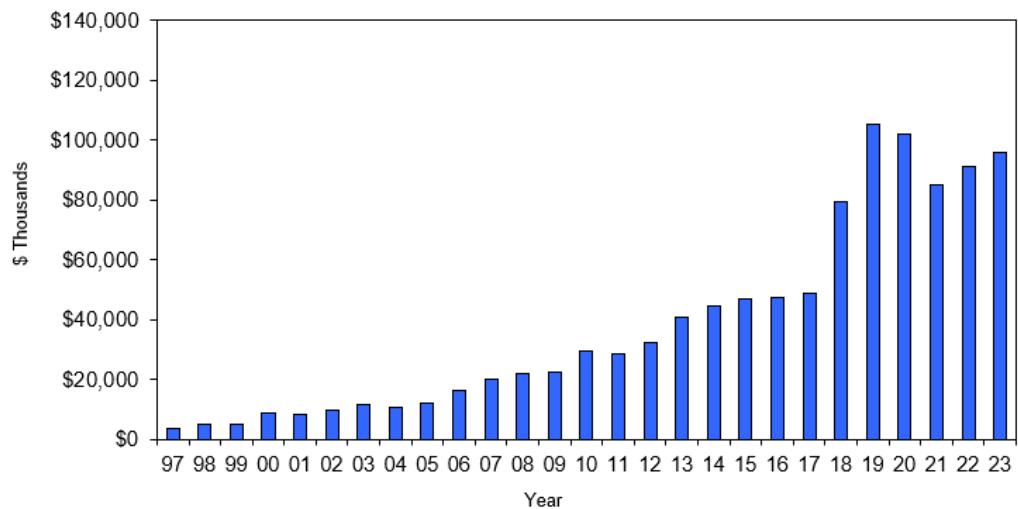
Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture,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

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

**Figure 1.10****Value of Peer-Adjudicated Research Grants per Eligible Faculty Member****Number of Peer-Adjudicated Research Grants per Eligible Faculty Member**

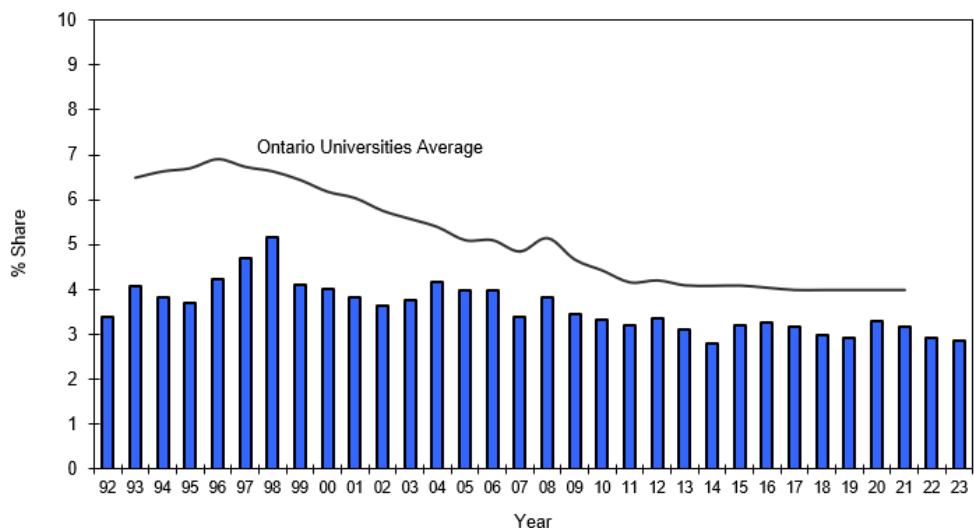
Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded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

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

**Figure 1.11****Total External Research Funding**

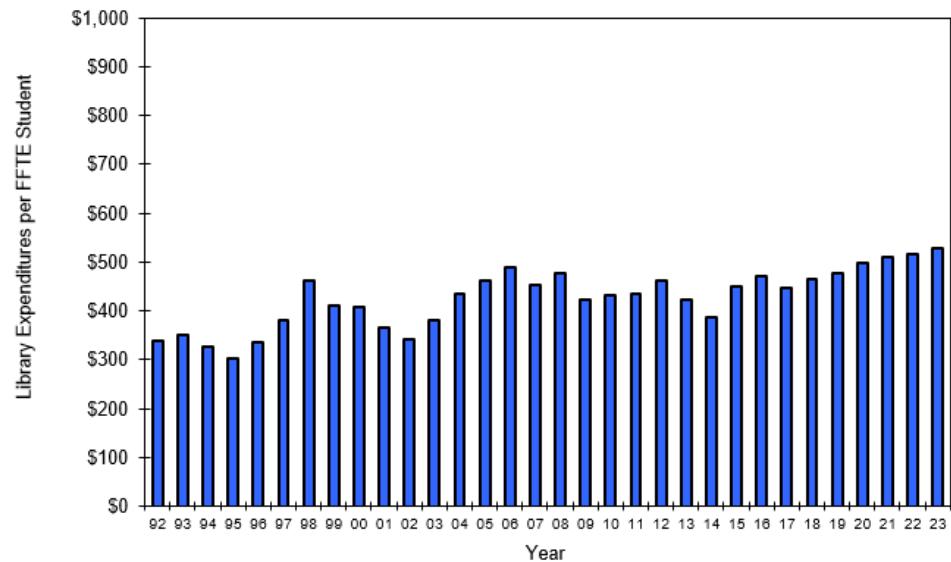
Note: Fiscal year beginning in year shown.

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

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

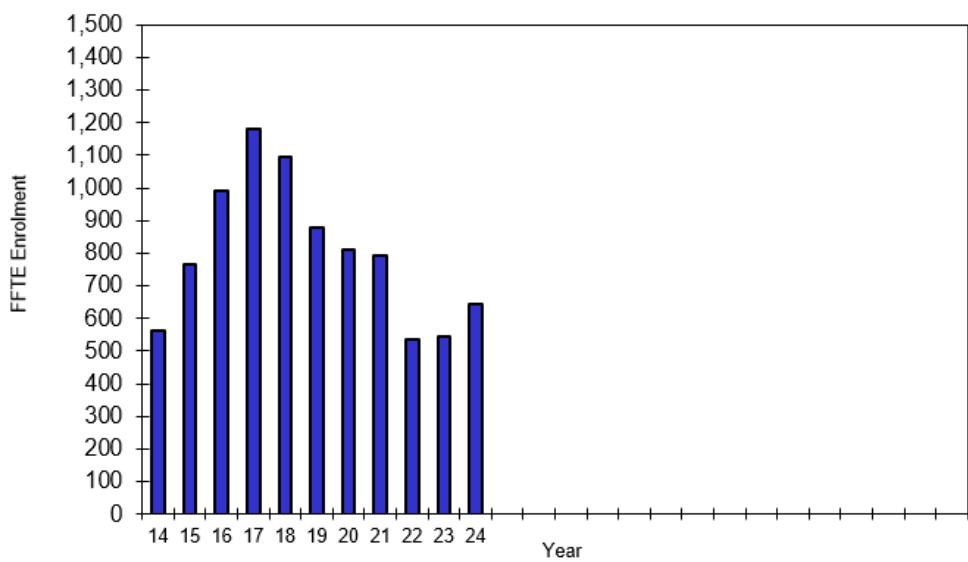
Note: Fiscal year beginning in year shown.

Sources: COFO-UO data, TMU Financial Services data

**Figure 1.13****Library Expenditures per FFTE Student**

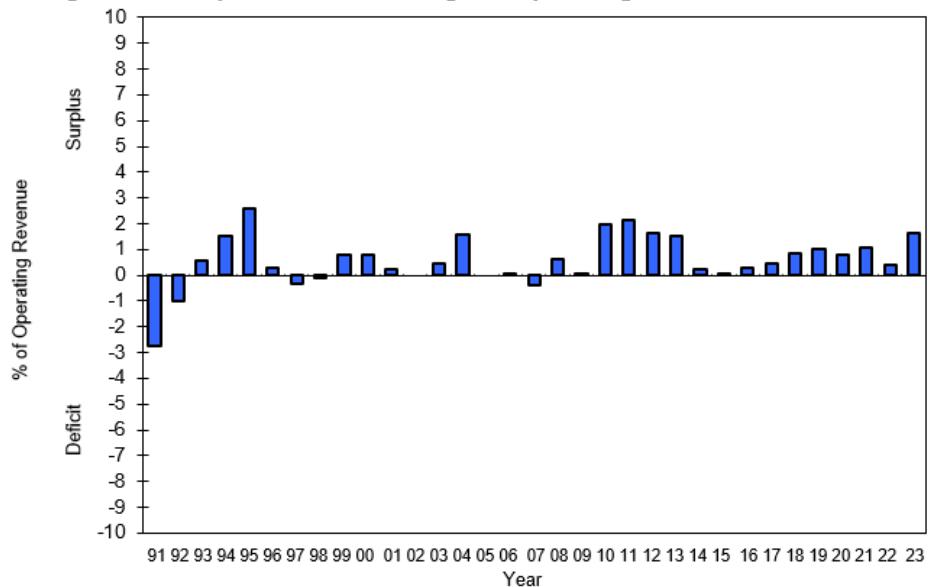
Note: Fiscal year beginning in year shown.

Sources: TMU Financial Services data; TMU Student Information System

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

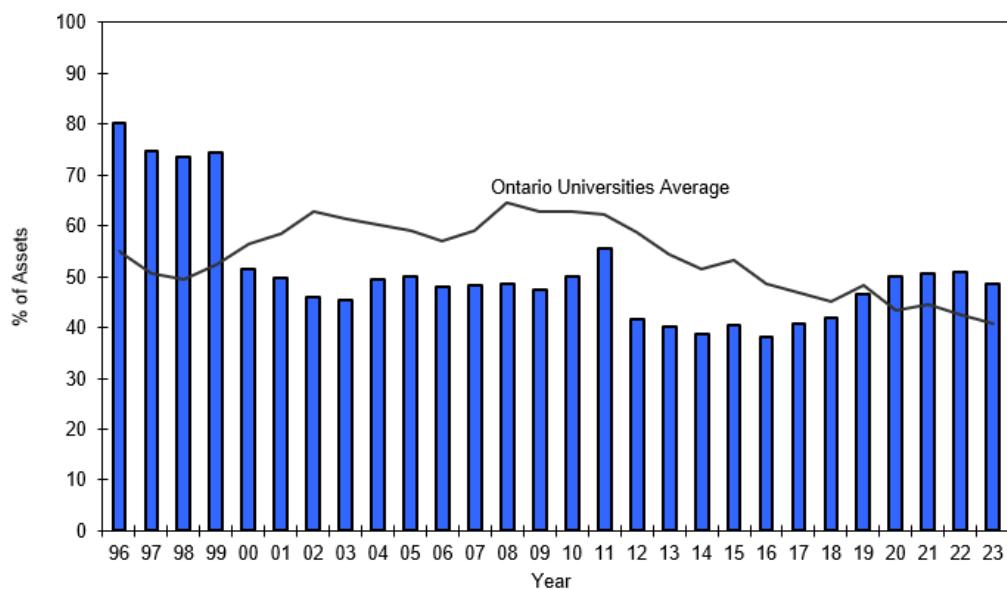
Note: Zone Learning registrant fiscal full-time equivalent enrolment (FFTE). Includes Zone registrants in Digital Media Zone (DMZ) and other Zones.

Source: TMU Student Information System

**Figure 2.1****Operating Deficit/Surplus as a Percentage of Operating Revenue**

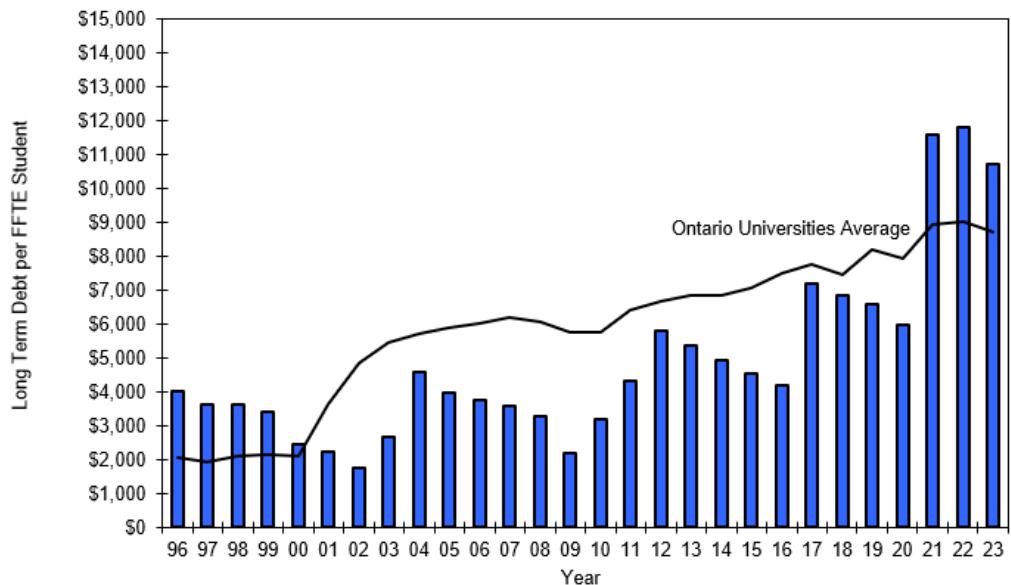
Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown.  
 In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: TMU Financial Services Report

**Figure 2.2****Total Liabilities as Share of Total Assets**

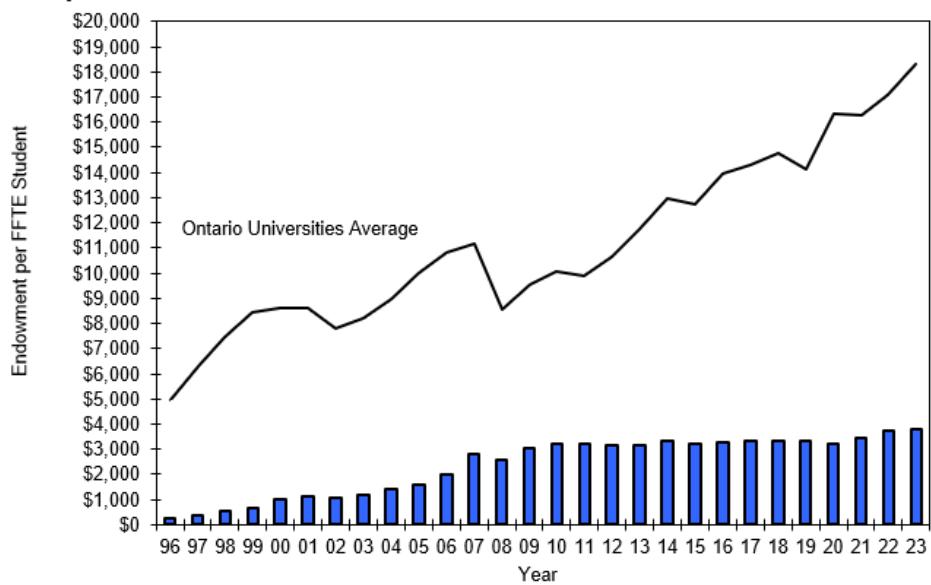
Note: Comparators exclude data for Ontario Tech University. Fiscal year beginning in year shown.

Source: TMU Financial Services Report

**Figure 2.3****Long Term Debt per FFFE Student**

Note: Comparators exclude data for Ontario Tech University; FFFE includes students eligible and ineligible for funding; fiscal year beginning in year shown.

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

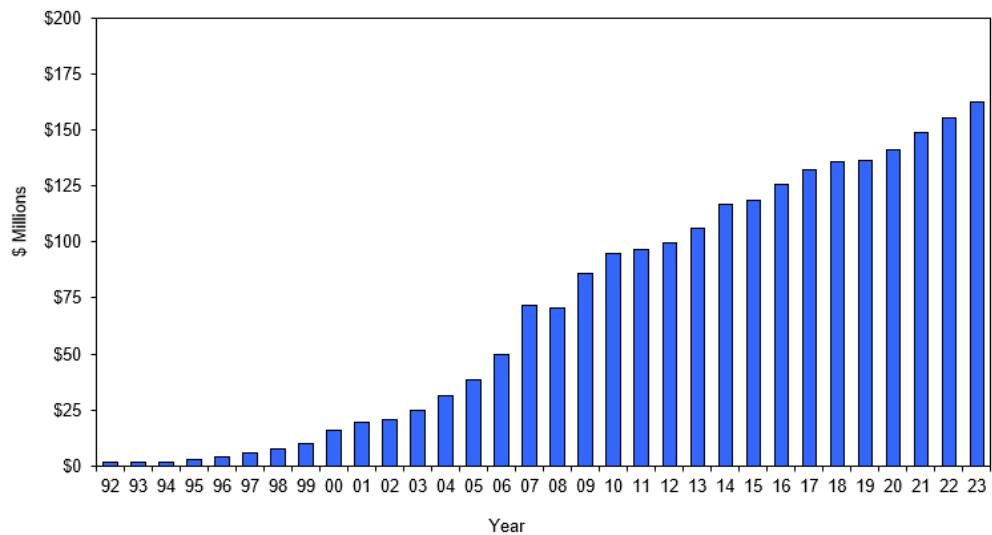
**Figure 2.4****Endowment per FFFE Student**

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

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

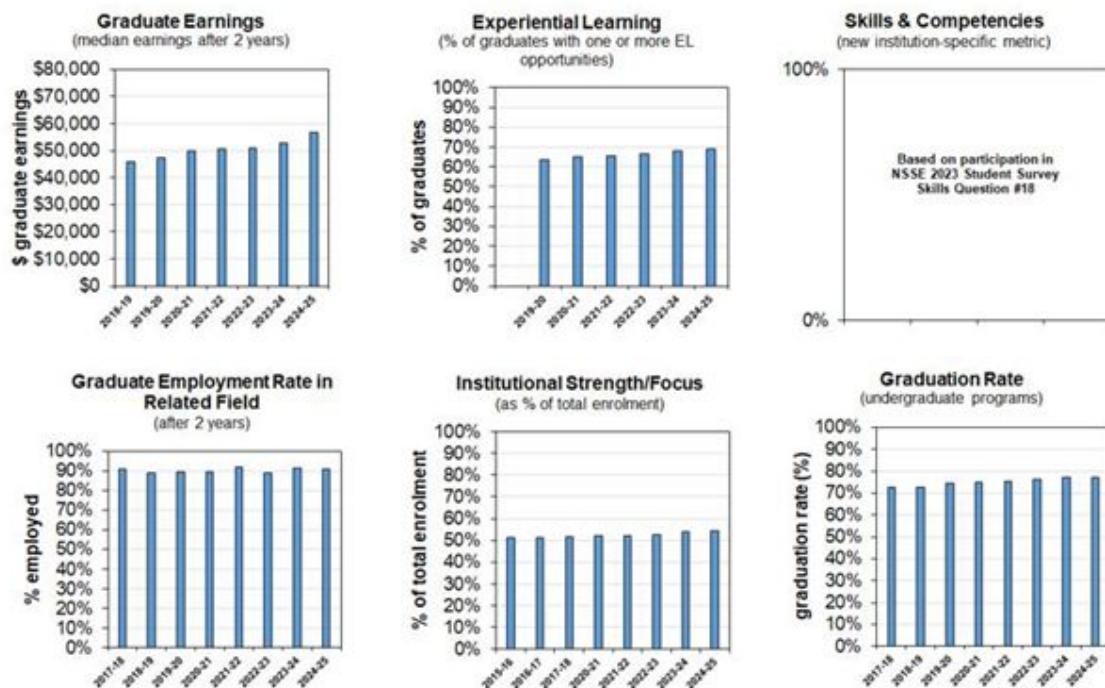
**Figure 2.5**

**Toronto Metropolitan University Endowment Fund**

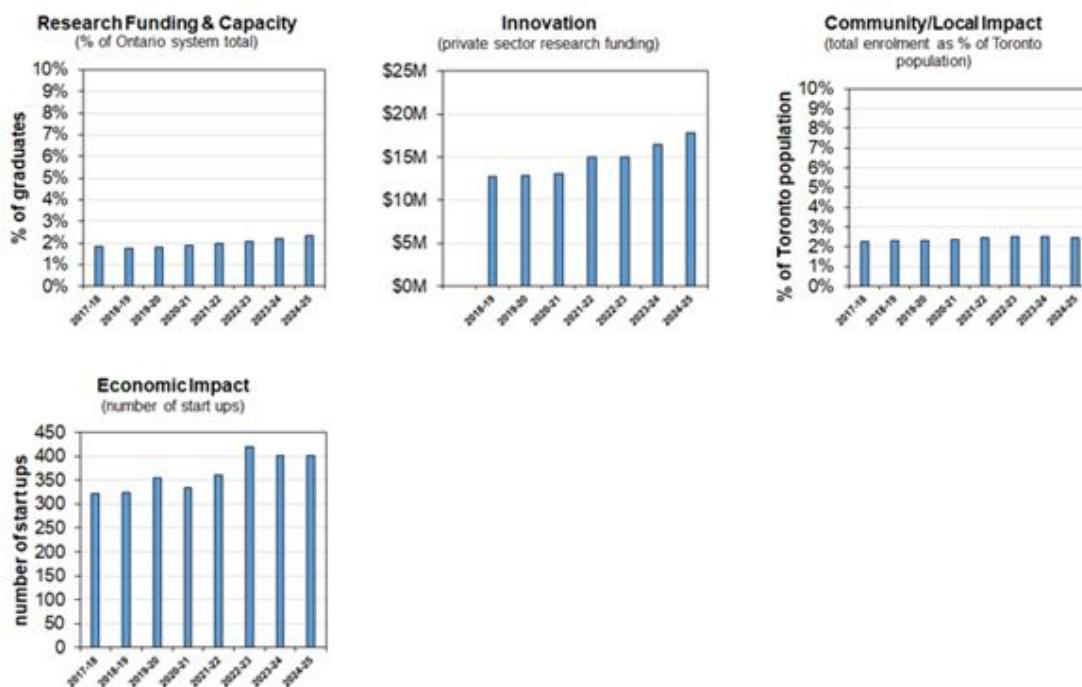


Note: Fiscal year beginning in year shown.

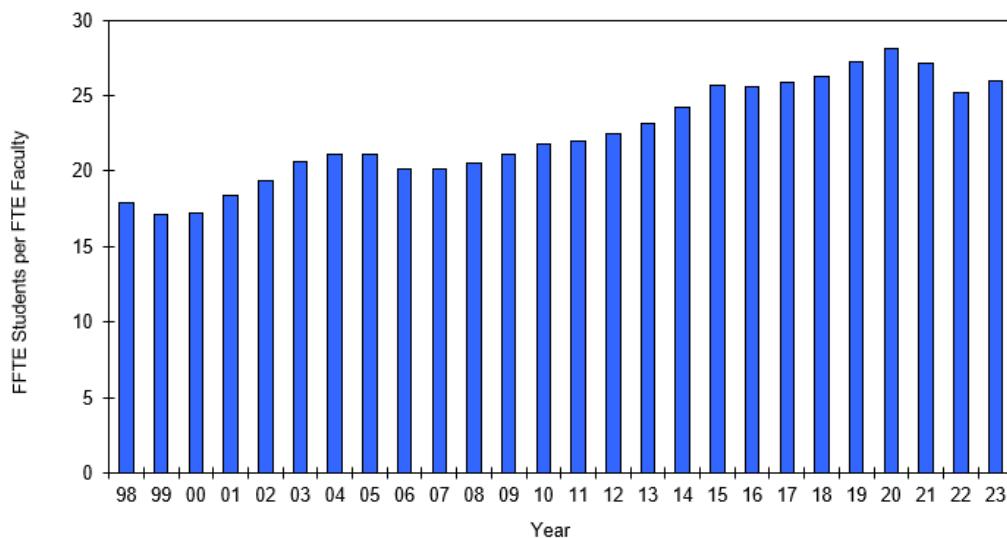
Source: TMU Financial Services Report

**Figure 2.6 Strategic Mandate Agreement SMA3 Metrics**

Source: Ministry of Colleges and Universities

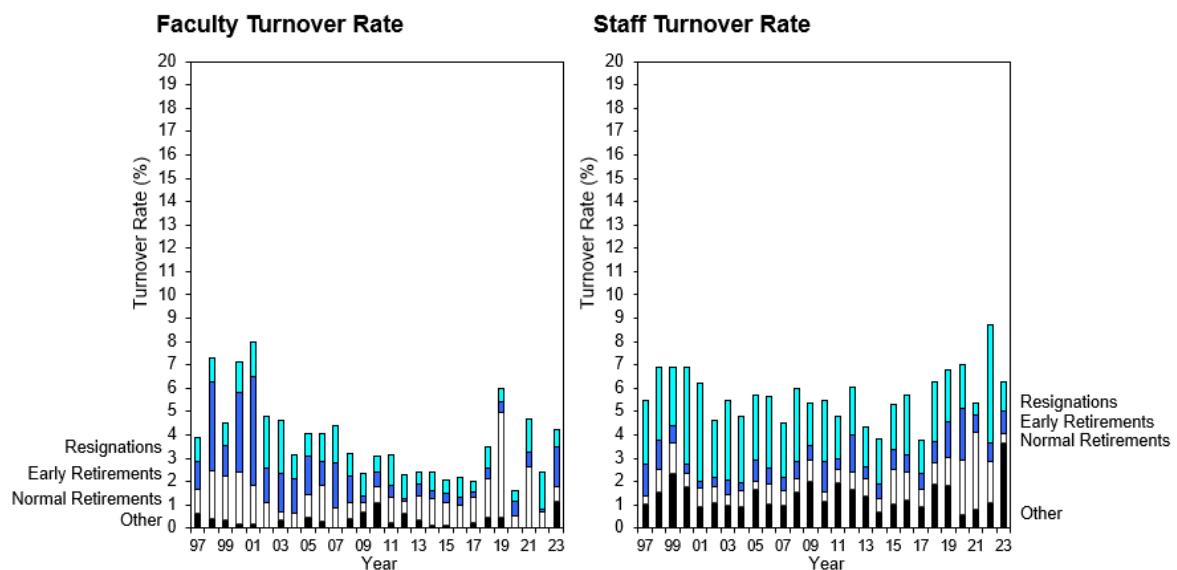


Source: Ministry of Colleges and Universities

**Figure 3.1****Student : Faculty Ratio**

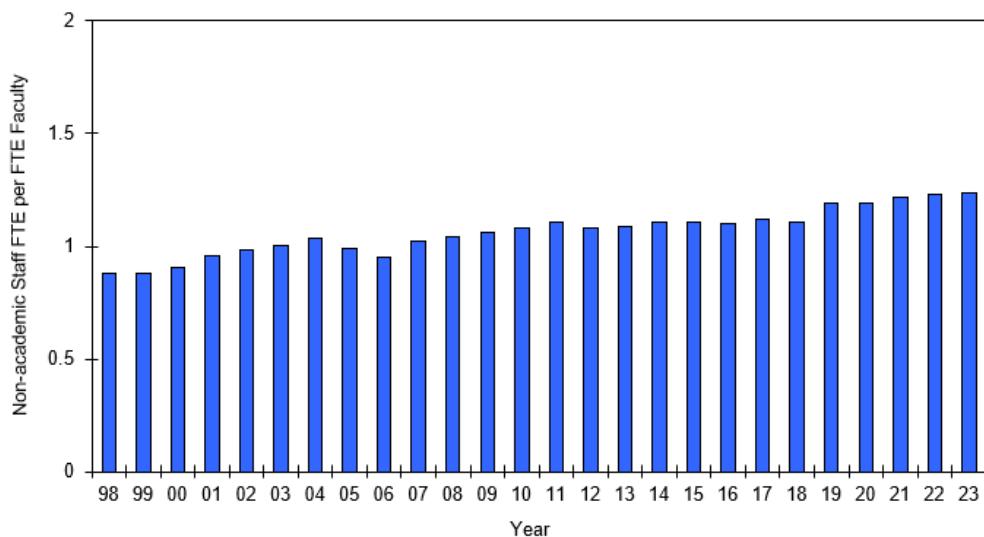
Note: Faculty comprises TFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Chang School of Continuing Education

Sources: TMU Student Information System; TMU Human Resources data

**Figure 3.2**

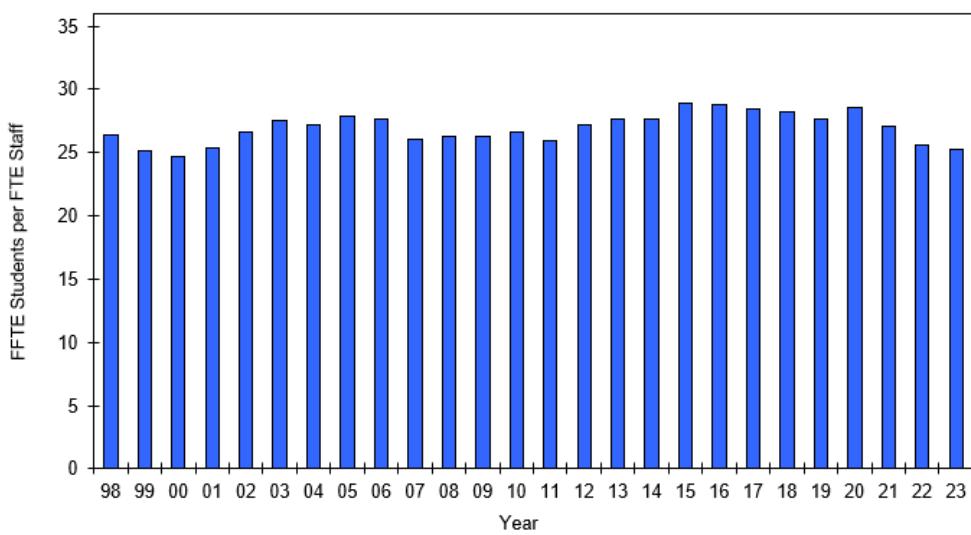
Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown.

Source: TMU Human Resources data

**Figure 3.3****Staff : Faculty Ratio**

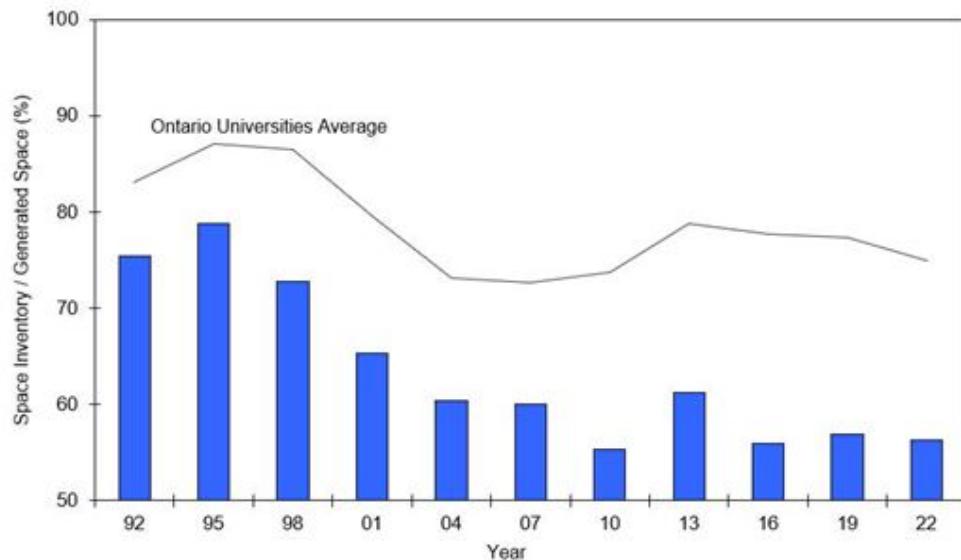
Note: Faculty comprises TFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Chang School of Continuing Education FTE but the faculty count does not.

Source: TMU Human Resources data

**Figure 3.4****Student : Staff Ratio**

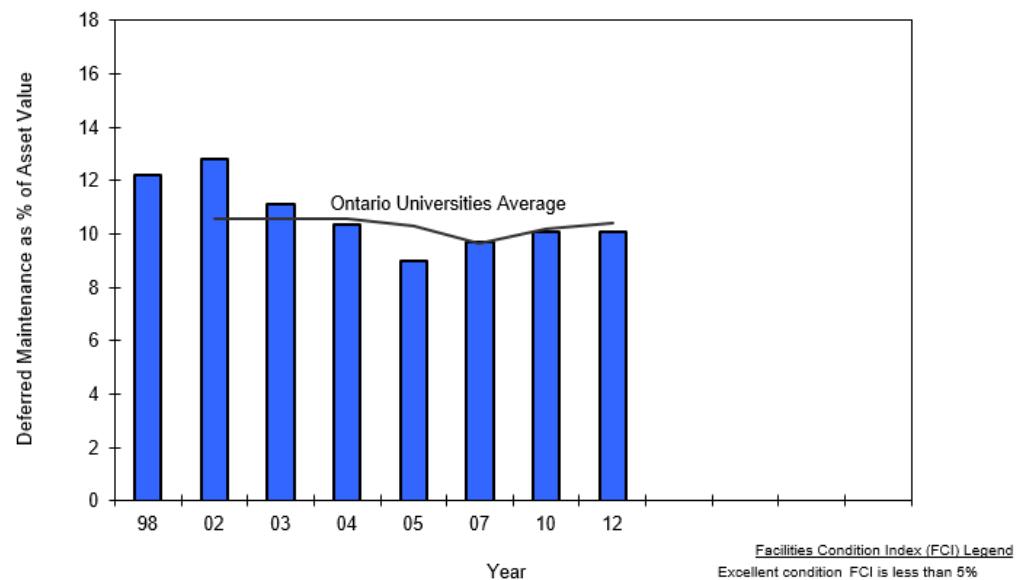
Note: Staff FTE and FFTE Students both include Chang School of Continuing Education

Source: TMU Student Information System; TMU Human Resources data

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

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

Source: Council of Ontario Universities (triennial)

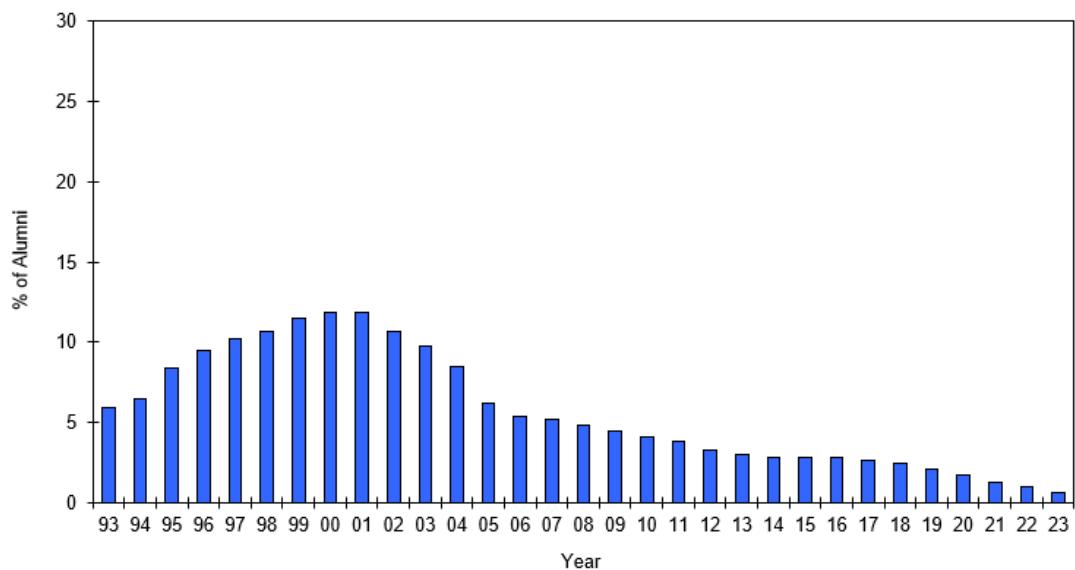
**Figure 3.6****Facilities Condition Index (Deferred Maintenance / Current Asset Value)**

Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008, 2009 or 2013 and the time series is discontinued in its original form.

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

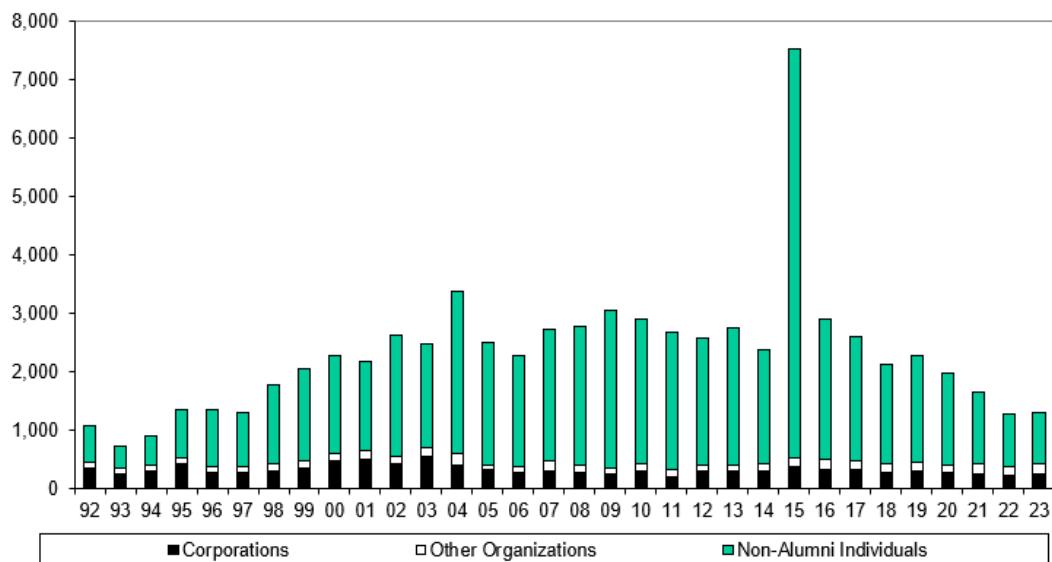
**Facilities Condition Index (FCI) Legend**

|                     |                           |
|---------------------|---------------------------|
| Excellent condition | FCI is less than 5%       |
| Fair condition      | FCI is between 5% and 10% |
| Poor condition      | FCI is greater than 10%   |

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

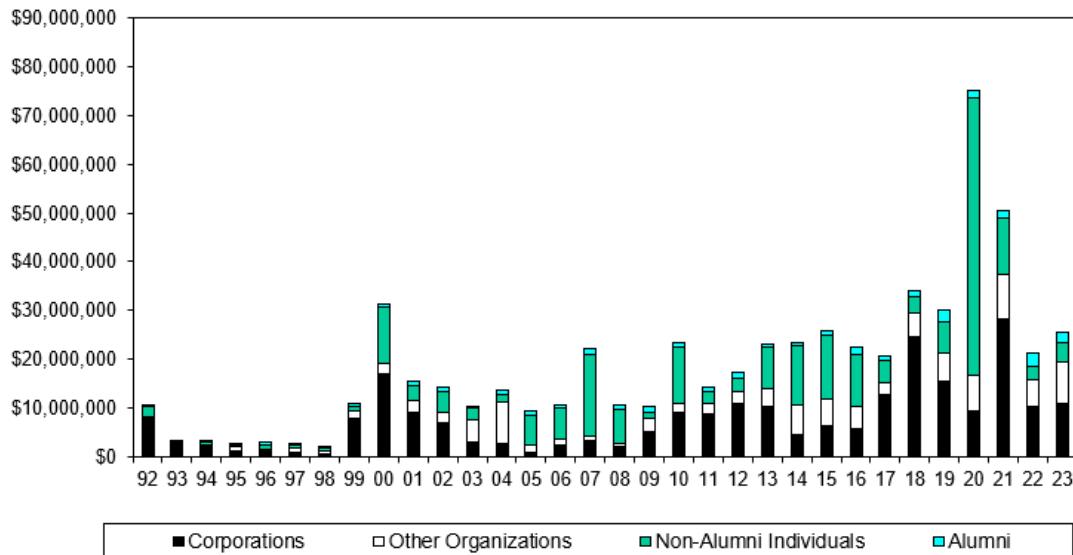
Note: Counts alumni who made a donation during the preceding five-year period for each year shown. Fiscal year beginning in year shown.

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

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

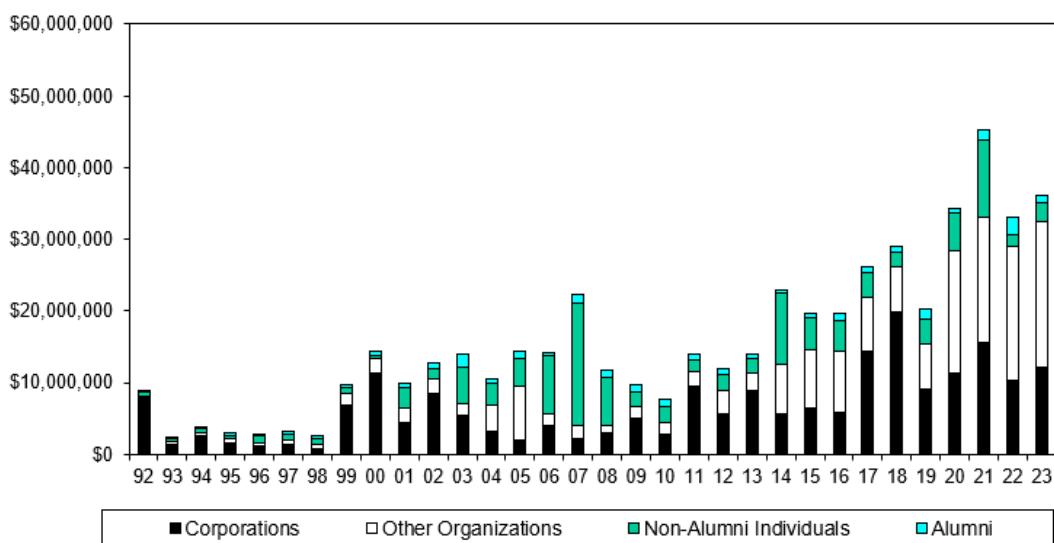
Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/organizations, foundations and organizations. Lifeline Syria initiative accounted for 4,946 (2015-16), 604 (2016-17), and 6 (2017-18) non-alumni individual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

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

**Figure 4.3****Annual Level of Donation Commitments**

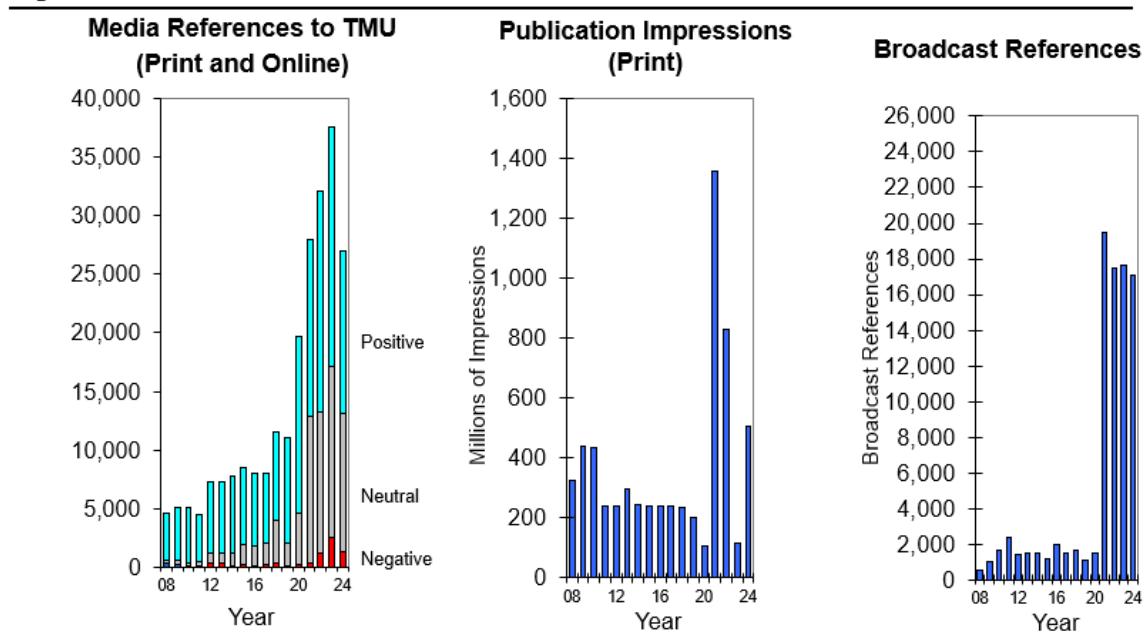
Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made. Lifeline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

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

**Figure 4.4****Annual Level of Donations Received**

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

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

**Figure 4.5**

**Note:** In 2021, the Central Communications unit changed its data vendor to Meltwater. Meltwater currently has the world's largest media source base and its greater capacity for capturing media coverage accounts in large measure for the order of magnitude increase over prior years. The improved coverage for 2021 and future years does come at the expense of direct comparison to 2020 and earlier. Changes to the media landscape (mergers, closures, downsizing) are a factor contributing to the decrease in overall media coverage observable in 2024.

Source: TMU Central Communications