

BOARD OF GOVERNORS

June 26, 2025

1:00 p.m. to 3:30 p.m.

Livestream Link: <https://youtube.com/live/msd4zoC0U8o?feature=share>

Time	Item	Presenter(s)	Action
1:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Catherine Paisley	Information
1:15	2. IN-CAMERA DISCUSSION (Executive Group Invited)		Information
END OF IN-CAMERA SESSION			
2:00	3. INTRODUCTION	Catherine Paisley	
3.1	Welcome		
3.1.1	Land Acknowledgement		
3.1.2	Chair's Remarks		
3.2	CONSENT AGENDA	Catherine Paisley	
3.2.1	Approval of the June 26, 2025 Agenda		Approval
3.2.2	Declaration of Conflicts of Interest		Information
3.2.3	Approval of the April 30, 2025 Minutes		Approval
4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
5.	REPORT FROM THE SECRETARY	Wendy Lawrence	Information
5.1	Presidential Search Committee		Information
5.2	Annual Board Assessment		Information
5.3	Board of Governors Leadership Award and Medal		Information
5.4	2025 Board Election Report		Information
6.	REPORT FROM THE PROVOST AND VICE-PRESIDENT	Roberta Iannacito-	Information

	ACADEMIC	Provenzano
7.	DISCUSSION ITEMS	
7.1	Discrimination and Harassment Policy Update	Tanya De Mello Approval
7.2	REPORT FROM THE VICE PRESIDENT, EQUITY AND COMMUNITY INCLUSION	Tanya De Mello Information
7.3	REPORT FROM THE CHAIR OF THE GOVERNANCE COMMITTEE	Catherine Paisley
7.3.1	Board Committee Memberships 2025-2026	Wendy Lawrence Approval
7.4	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	David Porter
7.4.1	Review of Revenue and Expenditures for Proposed Bachelor of Science in Cyber Science	Kimberley McCausland Approval
7.4.2	Review of Revenue and Expenditures for Proposed Bachelor of Science in Nursing Advanced Entry Program	Kimberley McCausland Approval
7.4.3	Report on Educational Costs Directive under the <i>Ministry of Training, Colleges and Universities Act</i>	Kimberley McCausland Approval
7.5	REPORT FROM THE CHAIR OF THE AUDIT AND RISK COMMITTEE	Catherine Paisley
7.5.1	Draft Audited Financial Statements - Year ended April 30, 2025	Joanne McKee Approval
7.6	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSIONS COMMITTEE	Louise Taylor Green
7.6.1	Audited Fund Financial Statements of the Toronto Metropolitan University Pension Plan and Audit Findings for the year ended December 31, 2024	Joanne McKee Approval Robert Bornstein
8.	FOR INFORMATION	

8.1	Report from the Vice-President, University Advancement and Alumni Relations	Krishan Mehta	Information
8.2	2024 Annual Environmental Health and Safety Report	Saeed Zolfaghari Glenda Mallon Teresa DuCroix	Information
8.3	University Relations Monthly Metrics and Reach	Michael Forbes	Information

3:30 10. ADJOURNMENT

NEXT MEETING:

This is the final Board meeting of the 2024-2025
governance year

MISSION STATEMENT

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

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

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

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

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

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

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

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

THANK YOU – As 2024–25 draws to a close, I extend my sincere thanks and appreciation to all Board members for your dedication and oversight. The steps we have taken towards opening our medical school, building the Student Wellbeing Centre, and addressing our space constraints—while continuing to deliver excellence in research and teaching—have proven our resilience in the face of the challenges confronting our sector. Soon, we will welcome our first medical students, begin implementing our new plans, and embark on the second half of our Strategic Vision 2020–30. I look forward to working together to make 2025–26 a memorable year.

CONGRATULATIONS

Karim Bardeesy, founding executive director of the Dais, has been elected Member of Parliament for Taiaiko'n—Parkdale—High Park, as part of the Liberal Party's minority government. In taking up his new responsibilities, he has stepped away from TMU; the acting executive director of the Dais is André Côté.

Farshad Moradi Kashkooli, Natural Sciences and Engineering Research Council of Canada Banting postdoctoral fellow in physics, has been awarded a 2024 John C. Polanyi Prize for his innovative research in cancer treatment through targeted drug delivery. The Polanyi Prizes, awarded annually to researchers working in five of the six Nobel Prize categories (Chemistry, Economic Science, Literature, Physics, and Physiology or Medicine), are among the most prestigious early-career research awards in Ontario. Farshad is the first recipient of a Polanyi Prize from our institution in the awards program's 38-year history.

Eleven TMU researchers have together received over \$3.8 million in funding from the Ontario government's Ontario Research Fund. Two researchers—Jenn McArthur from the Faculty of Engineering and Architectural Science (FEAS) and Yeganeh Bahoo Torudi from the Faculty of Science—received Research Excellence funding, which is designed to “support the operational costs of major projects of strategic value to the province.” Ten researchers—including Jenn McArthur and seven colleagues from FEAS, as well as one each from the Faculties of Arts and Science—received Research Infrastructure funding, aimed at supporting “infrastructure needs, such as modern facilities and equipment.” The funded projects range from autonomous vehicles and drones to medical imaging and fetal diagnostics to smart buildings and affordable living.

HONORARY DOCTORATES

Sincere thanks to all those involved in honorary doctorate nominations, and to the Awards and Ceremonials Committee. In June, we will be honouring the following as Doctors of Laws, *honoris causa*:

Surjit S. Babra – founder of the SkyLink group of aviation companies; co-founder of food and beverage manufacturing company Highbury Canco Corp; philanthropist.

Marie Battiste – professor emerita of education at the University of Saskatchewan; educator at Mi’kmaw First Nations schools; author and editor of books on Indigenous knowledge and First Nations education.

Deborah Cox – R&B and pop singer; film, television, and Broadway actress; champion of social justice.

B. Denham Jolly – founder of Milestone Communications and FLOW 93.5; founder of the Black Business and Professional Association; publisher; human rights activist.

Moez Kassam – co-founder and Chief Investment Officer of multi-strategy fund Anson Funds; co-founder of the Moez & Marissa Kassam Equity Fund.

Jan Kestle – founder and president of data and analytics solutions provider Environics Analytics; statistician; advisor to TMU’s geography and entrepreneurship initiatives and programs.

Brandt C. Louie – chairman and CEO of H.Y. Louie Group of Companies; human rights activist; philanthropist; former chancellor of Simon Fraser University.

Steve Paikin – host of current affairs programs on TVO including *The Agenda with Steve Paikin*; political journalist; documentary producer; author of non-fiction; former chancellor of Laurentian University.

Cheryl Perera – founder and president of the organization OneChild, which combats the sexual exploitation of children; children’s rights advocate; public speaker.

Walter and Maria Schroeder – founders of the Dominion Bond Rating Service; founders of, and philanthropists with, the Walter & Maria Schroeder Foundation; supporters of nursing education at TMU.

Tony Staffieri – president and CEO of Rogers Communications; accountant; leader in communications finance; former chair of TMU’s board of governors; philanthropist.

PARTNERSHIPS

ACADEMIC PRACTICE IN NURSING – The Daphne Cockwell School of Nursing (DCSN) has launched an Academic Practice Partnership with William Osler Health System (Osler) designed to bridge the gap between nursing education and clinical frontline practice. DCSN students will be embedded in Osler’s hospitals for all of their clinical placements from second year to graduation rather than rotating placements at various institutions. They will be supervised by nursing staff trained in teaching, and TMU faculty will support both Osler staff and TMU students. The consistent placements will build skills, resilience, and community, as well as addressing challenges facing the healthcare sector including staff shortages and long-term retention.

BACKING CANADIAN SMALL BUSINESSES – The DMZ is partnering with American Express Canada on the Backing Canadian Small Businesses grant program to support 100 independent Canadian small businesses. Administered by the DMZ and funded by American Express Canada, each grant provides access to the DMZ virtual mentorship program for 12 weeks and \$10,000 for critical business needs. The funding has been earmarked for businesses with community reach and/or significance, whose owners and operators have experienced economic challenges while running or starting their business. Applications opened on May 14 and closed on June 9.

PROJECT RUNWAY CANADA – Fashion at the Creative School has announced a collaboration with Bell Media Studios to produce a long-awaited third season of the reality TV series *Project Runway Canada*. Last produced in 2009, the show will begin filming this summer at TMU. Contestants will be Canadian fashion designers; the host will be Canadian supermodel Coco Rocha; and former *Fashion Television* host Jeanne Beker will be a judge. Creative School Dean Charles Falzon is an executive producer. The ten-episode series will debut on Crave later this year.

TMU AND ENPO – TMU has signed a memorandum of understanding (MOU) with the National Polytechnic School Maurice Audin of Oran (ENPO), a higher-education engineering school in Es Sénia, Algeria. ENPO offers both undergraduate and graduate degrees in civil, computer systems, electrical, industrial, mechanical, and process and materials engineering. The MOU recognizes our mutual interests in academic and research collaboration and in providing international opportunities for students and faculty. Our institutions will be working together towards joint supervision of postgraduate work, supervision of visiting research students and scholars, joint events (e.g., conferences and seminars), mobility of faculty and academic staff, and research collaboration.

EVENTS AND INITIATIVES

SWC GROUNDBREAKING + DONATION – On May 6, TMU held a groundbreaking ceremony for the Student Wellbeing Centre (SWC). TMU leaders gathered to deliver remarks to community members celebrating the beginning of construction on the building, which will integrate various health services and improve access to care for our growing and diverse community. At the ceremony, we were proud to announce a new \$1-million donation to the centre by Mark S. Bonham (Honorary DLaws '24), executive director of the Veritas Foundation. Joining Mark at the ceremony were the SWC's other three \$1-million donors: Chancellor Donette Chin-Loy Chang (Journalism '78, Honorary DLaws '21), Richard Rooney (Honorary DLaws '24), and Ed Clark (Honorary DComm '15). Also in attendance were Vijay Thanigasalam, Ontario associate minister of mental health and addictions; Chris Moise, city councillor for Ward 13 Toronto Centre; and representatives of Hariri Pontarini Architects and Pomerleau, respectively the Centre's designers and builders. Significantly, the Centre, as an eight-storey addition to O'Keefe House, will be made of mass timber and include multiple green roofs as a symbol of TMU's commitment to sustainability.

FUNDING FOR INTEGRATED HEALTH CENTRES – On May 7, at the School of Medicine (SoM), the provincial government announced funding for TMU to launch two integrated health centres (IHCs), which will train health professional students and medical residents in a community-based experiential learning environment. The funding is part of a \$213-million investment to expand and strengthen access to family health care across the province, and the IHCs present a spreadable, scalable, and sustainable solution for primary care that is not only aligned with the provincial government's healthcare agenda but has also garnered strong community support through health and social services partners. TMU will be one of seven Ontario universities building or expanding community-based primary care teaching clinics in areas with high rates of un-attachment to primary care; the locations will be announced in the summer.

TORONTO MET AWARDS GALA – On May 8, at the Mattamy Athletic Centre, TMU hosted the annual Toronto Met Awards, to celebrate the highest achievements of TMU employees in teaching, research, administration, service, and leadership. For the second year in a row, the event also included recognition of employees celebrating long-service milestones—for 25, 30, 35, 40, and 45+ years. There were 29

recipients of Teaching and Education Awards; 19 recipients of Scholarly, Research and Creative (SRC) Activity Awards; and 27 individual and 4 team recipients of Service and Leadership awards.

from the President's Calendar

April 1, 2025: Over breakfast, I met with Karim Chelli, president and vice-chancellor of Canadian University Dubai, which runs programming in Dubai in partnership with the Creative School at TMU. We discussed expanding the collaboration between our institutions.

April 1, 2025: Provost and Vice-President, Academic Roberta Iannacito-Provenzano and I met with John McCall MacBain, founder and chair of the McCall MacBain Foundation, and members of the Cedar Podium team—Bernard Luttmer, managing director, head of investments, and co-founder; Oskar Johansson, managing director, head of acquisitions, and co-founder; and Christian Huggett, managing director and head of development—to discuss a student housing project and steps towards signing a non-binding letter of intent.

April 1, 2025: Over dinner, I met with Alexander Vaccari, chief communications officer and vice-president, stakeholder relations at the Schroeder Ambulatory Centre (SAC), to discuss potential collaboration between TMU and the SAC on training opportunities for nursing students.

April 2, 2025: I attended an online meeting with representatives of ten student societies to consult with them about the upcoming TMU budget.

April 3, 2025: Vice-Provost, Students Jen McMillen and I participated in an exit meeting with Bahareh Chaichypour, outgoing president of the Toronto Metropolitan Graduate Student Union, to learn more about the union's priorities and challenges.

April 4, 2025: Chief of Staff and Senior Director, Government Relations Matt Baker and I met with former Canadian prime minister Stephen Harper to discuss the postsecondary sector in the lead-up to the federal election.

April 4, 2025: I was pleased to attend a dinner hosted by the Canada Pakistan Business Council (CPBC), at which community members, business leaders, and young professionals were introduced to the CPBC. I delivered remarks about the importance of collaboration between Canada and Pakistan, and about TMU's memorandum of intent with NED University of Engineering and Technology.

April 8–9, 2025: In Halifax, I participated in Universities Canada's annual membership meetings.

April 10–11, 2025: At the University of Waterloo, I attended the Times Higher Education Digital Health Conference, which explored how AI and cross-sector collaboration can develop transformative digital health solutions and expand access to healthcare for under-served populations.

April 14, 2025: I met online with two representatives of RBC—David McKay, president & CEO, and Andrea Barrack, senior vice-president of corporate citizenship and ESG—to discuss the potential for RBC to support the SWC.

April 15, 2025: Assistant Vice-President, International Cory Searcy and I met with Tauha Hussain Ali, vice-chancellor of the Jamshoro, Pakistan-based Mehran University of Engineering and Technology, to discuss potential academic collaboration between our institutions.

April 15, 2025: Along with Dean of The Creative School Charles Falzon and Roberta Iannacito-Provenzano, I was pleased to join Mayor Olivia Chow, Councillor Chris Moise, then-MP (Toronto Centre) and former TMU board member Marci Ien (RTA '91), Bell Media Vice President Justin Stockman, and TV personality Jeanne Beker at "The NOW," the launch event for The Creative School's transdisciplinary performance innovation hub Chrysalis. I gave remarks highlighting the significance of international engagement to TMU and celebrating the transformative work of The Creative School, where students learn to think boldly, work globally, and lead with creativity.

April 16, 2025: Over dinner, I met with Edward Rogers, chairman of Rogers Communications, and Tony Staffieri, president and CEO of Rogers Communications and former TMU board chair, to discuss the progress of TMU's activities and initiatives.

April 17, 2025: I attended a regular online roundtable meeting for Council of Ontario Universities executive heads.

April 21, 2025: Over breakfast, I met with Chancellor Emerita Janice Fukakusa to update her on recent developments at TMU.

April 24, 2025: Matt Baker and I met with representatives of government relations strategic advisory firm Bondy and Associates—Matthew Bondy, founder and CEO, and Scott Ramsay, director of government affairs—to discuss the postsecondary education sector.

April 24, 2025: Vice-President, University Advancement and Alumni Relations Krishan Mehta and I met with Mitzie Hunter, president and CEO of the Canadian Women's Foundation, to discuss the SWC and other initiatives at TMU and potential areas of collaboration.

April 24, 2025: Over lunch, Faculty of Community Services Dean Kiaras Gharabaghi, G. Raymond Chang School of Continuing Education Dean Linda Koechli, Roberta Iannacito-Provenzano, and I met with Alexander Vaccari and Schroeder Foundation Co-Founder Walter Schroeder to discuss potential collaboration between TMU and the SAC on integrating internationally accredited nursing students into the Ontario health system.

April 24, 2025: I had an introductory call with Jay Rosenzweig, social impact entrepreneur and founder of executive search consultancy Rosenzweig & Company, to give him an overview of TMU.

April 24, 2025: DMZ Executive Director Abdullah Snobar, Matt Baker, Roberta Iannacito-Provenzano, and I attended the Public Policy Forum Annual Testimonial Dinner, at which six Canadians, including Steve Paikin, were honoured for their contributions to public policy and good governance.

April 25, 2025: In Richmond Hill, Krishan Mehta and I met with representatives of development company Primont Homes—Joe Montesano (BAA Urban and Regional Planning '92), president; and Charles Attardo, vice-president—to update them on the progress of the SoM and explore opportunities for collaboration.

April 25, 2025: At the Dasmesh Darbar Gurdwara in Brampton, SoM Executive Director of Advancement Jessica Kovacs, SoM Associate Director of Development Taranvir Dhaliwal, and I met with Pritam Singh Chana and Beant Singh Chana, directors of the Gurprasad Sikh Charitable Foundation, to discuss the SoM.

April 25, 2025: In Brampton, along with SoM Chief Administrative Officer Sharanjeet Kaur and Taranvir Dhaliwal, I conducted a tour of the SoM for representatives of Sikh-Punjabi care home Niwaas Long-Term Care and its operator, senior care management and clinical consulting services company Universal Care Inc. Joining us from the former were City of Brampton Deputy Mayor Harkirat Singh, founder; Gurvinder Kaur Singh, board chair; Mandeep Kaur Grewal, treasurer; and Malkeet Kaur Sandhu, director. Joining us from the latter were Joseph Gulizia, president and CEO; Michael Griffin, vice-president, operations; and Maria Cherbel, vice-president, quality and clinical services.

April 29, 2025: I met with Dan Casey, former president and CEO of Cresford Developments, to update him on activities at TMU.

April 29, 2025: Sharanjeet Kaur, Matt Baker, and I met with the Ontario Ministry of Health Primary Care Action Team, led by Jane Philpott, for an update on the proposal TMU had submitted for integrated health clinics.

April 29, 2025: At City Hall, Director, Real Estate, Facilities Management and Development Molly Anthony, Christian Huggett of Cedar Podium, Matt Baker, and I met with Councillor Chris Moise to update him on our student residence project on Bond Street.

April 30, 2025: Cory Searcy and I had an introductory meeting with Nahida Sobhan, High Commissioner of Bangladesh to Canada, to discuss TMU's international strategy.

April 30, 2025: At the 14th Annual Indigenous Student Awards and Showcase, I was pleased to deliver remarks congratulating the award recipients and affirming TMU's commitment to creating an environment where Indigenous students, faculty, and staff not only see themselves reflected but also feel supported and empowered to thrive.

April 30, 2025: Together with Roberta Iannacito-Provenzano and Assistant Vice-President, Zone Learning and Strategic Initiatives John MacRitchie, I was pleased to join industry stakeholders and Zone Learning students and alumni at the 15 Years of Zone Learning: Awards Night event. I gave remarks celebrating the innovation, creativity, collaboration, and leadership skills Zone Learning has fostered, and the changemaking impact it has had on TMU and well beyond.

May 1, 2025: I met with Kathy Malas, chief research, innovation-AI, and learning officer for Centre intégré de santé et de services sociaux de la Montérégie-Ouest in Quebec and a board member of the Digital Health Institute for Transformation, to discuss digital health and innovation in Ontario and Quebec.

May 2, 2025: Krishan Mehta, Jessica Kovacs, Taranvir Dhaliwal, and I met leaders from Bochasanwasi Shri Akshar Purushottam Swaminarayan Sanstha (BAPS) Charities—Gunsagar Swami, head swami; Nityavivek Swami, swami; Nareshroy Patel, director; Udayan Pandya, director; and Harsh Brahmbhatt (BComm '19, MBA '22), public affairs and communications regional overseer—at BAPS Shri Swaminarayan Mandir in Toronto to introduce them to our strategy for community-centred healthcare in Brampton.

May 5, 2025: Together with Vice-President of Research and Innovation Steven Liss, Associate Dean of Scholarly, Research and Creative Activities Natalie Alvarez, Roberta Iannacito-Provenzano, and Charles Falzon, I toured the fintech software development company Flybits' Labs for Creative AI, housed at TMU's Creative AI Hub. We were hosted by the Hub's director, Flybits Founder and CEO Hossein Rahnama.

May 5, 2025: As a member, I attended a regular online meeting of the Universities Canada Governance Committee.

May 5, 2025: As a director, I attended a DMZ Ventures Board of Directors meeting.

May 6, 2025: Along with Roberta Iannacito-Provenzano and Chancellor Donette Chin-Loy Chang, I was pleased to attend the SWC Groundbreaking event, where I gave remarks celebrating our students for their changemaking support for the project, thanking our generous donors, and reaffirming TMU's commitment to fostering sustainability, healing, and resilience.

May 6, 2025: Over lunch at Queen's Park, Matt Baker and I met with Brampton MPPs Hardeep Singh Grewal (Brampton East), Amarjeet Sandhu (Brampton West), Associate Minister of Women's Social and Economic Opportunity Charmaine Williams (Brampton Centre), and Minister of Citizenship and Multiculturalism Graham McGregor (Brampton North) to update them on TMU's work in Brampton and discuss next steps.

May 6, 2025: I met with Karim Bardeesy to discuss the relationship between the federal government and the postsecondary education sector.

May 7, 2025: In Brampton, SoM Dean and Vice-President, Medical Affairs Teresa Chan, Sharanjeet Kaur, Roberta Iannacito-Provenzano, and I welcomed to the SoM Deputy Premier and Minister of Health Sylvia Jones, Minister of Finance Peter Bethlenfalvy, Minister of Colleges, Universities, Research Excellence and Security Nolan Quinn, Jane Philpott, and Charmaine Williams for the Ministry of Health's announcement of new primary care legislation, which includes investment in community-based Primary Care Teaching Clinics. I acknowledged the land and gave introductory remarks thanking the Ontario government for its continuing support of the SoM, and I gave closing remarks reflecting on the significance of the legislation for the people of Peel and the future of healthcare in Ontario.

May 8, 2025: At the Toronto Met Awards Gala, I was pleased to deliver remarks congratulating award recipients and those celebrating long service milestones for showing the resilience, the leadership, and the commitment that make our progress possible.

May 12, 2025: Over lunch, I met with Erin O'Toole, former leader of the Conservative Party of Canada, to discuss the relation between politics at the federal level and the postsecondary education sector.

May 12, 2025: I prerecorded video remarks for the Indigenous Students and Alumni Achievements Gallery, a one-day event that was held on June 9. I was pleased to celebrate the talent and creativity of Indigenous students, alumni, and community members, and to thank the Student Association for Indigenous Growth in Economics and the Indigenous Events team for organizing the event.

May 13, 2025: I spoke with Diane Saxe, city councillor for Ward 11, University–Rosedale, to discuss TMU's plans for partnering with the Toronto Transit Commission (TTC) ahead of submitting the proposal to the TTC board the following day.

May 13, 2025: I spoke with Josh Matlow, city councillor for Ward 12, Toronto–St. Paul's, to discuss the TMU–TTC partnership proposal.

May 14, 2025: Matt Baker and I attended a TTC board meeting at which I presented the TTC–TMU partnership proposal, which includes a partnership framework between the TTC and TMU on the renaming of Dundas Station to TMU Station and a strategic collaboration to establish the Transit Innovation Yard. The proposal was unanimously approved.

May 15, 2025: In Mississauga, I attended the Peel District School Board (PDSB) x TMU Future of Healthcare Wrap-Up event. Joining me were Roberta Iannacito-Provenzano, Teresa Chan, Sharanjeet Kaur, and Matt Baker. I gave remarks celebrating the Future of Healthcare program, which will introduce healthcare career opportunities to underserved and underrepresented PDSB middle school and high school students.

May 15, 2025: I met with Omar Alghabra (Mechanical Engineering '94), vice-president of public infrastructure – Canada for engineering company Bechtel and former federal minister of transport and special envoy for Syria, to discuss areas of common interest.

May 15, 2025: I was honoured to give remarks at the celebration of life for former Department of Physics Chair Jahangir (Jahan) Tavakkoli. I commemorated Jahan's inspirational dedication to his students as well as to his research and our university.

May 15, 2025: At the G. Raymond Chang Outstanding Volunteer Awards, I delivered welcoming remarks lauding the recipients for the significance of their contributions to the TMU community and honouring the compassion and leadership of former chancellor G. Raymond Chang. I was pleased to introduce his wife, Chancellor Donette Chin-Loy Chang, and to thank for her generous donation for the Student Wellness Centre.

May 16, 2025: I was interviewed live by host David Common for the CBC-FM radio show Metro Morning. We spoke about the renaming of Dundas Station and the potential offered by the Transit Innovation Yard.

May 16, 2025: I spoke with philanthropists Howard and Carole Tanenbaum (both Honorary DLaws '16) to thank them for their ongoing support of the Image Centre and TMU.

May 16, 2025: Together with Vice-President, Administration & Operations Saeed Zolfaghari, Jen McMillen, Molly Anthony, and Roberta Iannacito-Provenzano, I met with John McCall MacBain, members of the Cedar Podium team, and Mike Porritt, Chief Development Officer of UniLodge Canada, to continue our discussions about increasing TMU's capacity for student housing.

May 20, 2025: At TMU's 2025 Learning and Teaching Conference, I delivered welcoming remarks reflecting on the connections between innovation, technology, and education and thanking the Centre for Excellence in Teaching and Learning and the Computing and Communications Services team for hosting.

May 20, 2025: Over lunch, I met with Marci Len and Jay Rosenzweig to discuss recent developments at TMU.

May 20, 2025: Over dinner, I met with Toronto university presidents Meric Gertler (University of Toronto), Rhonda Lenton (York University), and Ana Serrano (OCAD University), to continue our discussions about common areas of interest.

May 21, 2025: In Brampton, together with Krishan Mehta, Roberta Iannacito-Provenzano, and Sharanjeet Kaur, I was pleased to welcome to the SoM Bikram S. Dhillon, CEO of the BVD Group of transportation companies, as well as his wife, Varinder Dhillon, and members of their family, for a tour and discussion of the SoM's mission and vision.

May 21, 2025: Over dinner, I met with Edward Rogers, Tony Staffieri, and Jack Cockwell, director and former president and CEO of Brookfield Asset Management Inc. and former TMU board vice-chair, to discuss recent developments at TMU.

May 22, 2025: Together with Ted Rogers School of Management (TRSM) Dean Cynthia Holmes and Roberta Iannacito-Provenzano, I was pleased to welcome to campus Sandals Resorts International Executive Chairman Adam Stewart, Sandals Corporate University Senior Corporate Director Luz Longsworth, and members of the Sandals Corporate University team for a dinner to celebrate the signing of the formal partnership agreement between the TRSM and Sandals Corporate University. I gave remarks congratulating our partners at Sandals and Dean Holmes and the TRSM team for their commitment to mutual learning and growth for students, professionals, and institutions alike.

May 23, 2025: Over lunch in Montreal, I met with Stephen A. Jarislowsky, president of the Jarislowsky Foundation, to update him on developments at the SoM and thank him for his support of TMU and universities across Canada.

May 26, 2025: I attended the opening reception of the Toronto Metropolitan Centre for Immigration and Settlement–Canadian Association for Refugee and Forced Migration Studies conference. In my welcoming remarks, I spoke about how the conference themes—from peacebuilding to regional asylum, from international cooperation to crisis narratives—speak to the urgency of TMU's work to shape conversations around forced migration.

May 27, 2025: I travelled to Algeria to sign the MOU with ENPO (please see above under “Partnerships”) and to deliver the presentation “AI and the Innovation Ecosystem at Toronto Metropolitan University” at the ENPO-hosted conference *Towards a Research Application with Novel Cementitious Materials*.

1. Spring 2025 Convocation and Board Participation

Members of the Board of Governors (“Board”) had the opportunity to participate in the Spring 2025 Convocation Ceremonies, which were held in-person from June 17, 2025, to June 25, 2025. Catherine Paisley, Tony Conte, Ahmed Elshahed, David Porter, and Sobi Ragunathan joined stage parties and congratulated the graduates and honorary doctorate recipients.

2. Board of Governors’ Leadership Award and Medal

The Board of Governors’ Leadership Award and Medal is presented to an undergraduate or continuing education student at the Spring Convocation ceremonies, and a graduate student at the Fall Convocation ceremonies. The criteria for the award include exceptional academic achievement and outstanding leadership qualities, as evidenced by the student’s commitment to Toronto Metropolitan University (the “University”) committees and extra-curricular activities, or involvement in student and university affairs. All University Gold Medalists are eligible candidates for the award, so it is a challenge for the selection committee to choose one deserving recipient.

The recipient of the Spring 2025 Board of Governors’ Leadership Award and Medal is Emilija Radovanovic, who graduated from the Law and Business Department at Ted Rogers School of Business with a Bachelor of Commerce (Honours). Emilija exemplifies the leadership qualities and academic excellence recognized by this award. Along with her outstanding academic achievement, Emilija demonstrated exceptional leadership and an unwavering commitment to community engagement. As President of the Law and Business Student Association, she elevated the association by forging meaningful connections among students, faculty, alumni, and the Department Advisory Council. Her roles as a TedPack Leader and Mentor, Fit for Business mentor, member of the Toronto Metropolitan Entrepreneurship Association, teaching assistant, and Academic Peer Helper underscored her dedication to empowering others and fostering a culture of academic and professional excellence. These contributions speak to Emilija’s passion for mentorship, service, and community, and exemplified what it means to be a leader, a scholar, and a University graduate.

Thank you to members of the selection committee: Roberta Iannacito-Provenzano, Provost and Vice-President, Academic; Andrew McWilliams, Associate Professor, Associate Dean, Undergraduate Programs & Student Affairs, Department of Chemistry and Biology; Kathleen Kellett-Betsos, Associate Professor, Languages, Literatures, and Cultures, Faculty of Arts; Wendy Lawrence, General Counsel, Secretary of the Board of Governors, and Chief Privacy Officer; Seung Hwan (Mark) Lee, Associate Dean, Ted Rogers School of Management.

3. Presidential Search Consultant Firm

The procurement process has been completed and the successful vendor is Odgers Berndtson Canada Inc. Further information regarding the process of the Presidential Search will be discussed at the upcoming Board meeting.

4. Governance Essentials Training

The Governance Essentials Training Program is complete for the 2024-2025 academic year, with ten (10) sessions delivered.

5. Board of Governors Elections

Voting for the Alumni position on the Board occurred from June 2, 2025, to June 16, 2025. There were seventeen (17) alumni running for one position. One (1) candidate withdrew their name during the voting period, leaving sixteen (16) alumni running for the position. Angelique Bernabe has been elected as the alumni representative for a term of three (3) years. The election results have been posted on the Board of Governors' election website, and the results have been confirmed by the Election Procedures Committee.

Thank you to the Election Procedures Committee members who provided valuable oversight to the elections process: Jennifer Bareng, Staff Representative; Charlotte Ferworn, Toronto Metropolitan Graduate Students' Union Representative; Meredith Jordan, Alumni Representative; Olivia McIntosh, Toronto Metropolitan Association of Part-time Students Representative; Tina Langlois, Returning Officer; and Heather Driscoll and Katherine Tatsiou from the Board Secretariat Team.

Information about the Board of Governors' Election is posted at:

www.torontomu.ca/governors/elections

6. Annual Board Assessments

Board members are kindly requested to complete the Annual Board Assessment, which will be sent by email on June 26, 2025. Board members' feedback is valuable and appreciated as it assists the Board Secretariat in planning and providing effective support to Board members.

7. Council of Ontario Universities Professional Development Session

Board members were invited to participate in the professional development session for Ontario University Board members hosted by the Council of Chairs of Ontario Universities on June 19, 2025. Steve Orsini, President and CEO, Council of Ontario Universities, provided opening remarks. The event featured a panel discussion on the role of university governing boards in times of economic and social uncertainty with Jeff Bangs, Former Chair, Board of Governors, Laurentian University, Partner, Pathway Group; Jaime Watt, Chancellor, OCAD University, Executive Chairman, Navigator; and Deborah MacLatchy, President and Vice-Chancellor, Wilfrid Laurier University.

The event also featured a panel discussion on enterprise risk management strategies with Aditi Joshi, Vice President, Sovereign and Public Finance Ratings Team, DBRS Morningstar; Chris Kennedy, Former Chair, Governing Council, University of Toronto, Senior Advisor, Clients and Industries, Bennett Jones; and Paul Tsaparis, Chair, Board of Governors, York University.

8. Board Secretariat Metrics

For the 2024-2025 Board year so far, the Board Secretariat team organized, supported, and facilitated:

- 6 Board of Governors meetings;
- 17 committee meetings
- 5 meetings of sub-committees;
- 50 preparatory meetings;
- 79 resolutions;
- 10 electronic ballots;
- 12 communications from the President;
- 6 newly elected Board members;
- 2 newly appointed members;
- 3 reappointed members;
- 4 appointed/reappointed Honorary Board members;
- 6 departing Board members;
- 1 Board orientation session;
- 3 mentorship connections for student Board members;
- 10 Governance Essentials sessions;
- 1 Chancellor Search;
- 1 Presidential Search launched;
- 2 sets of revisions to the By-Laws, and
- 21 inquiries by Board members.

BOARD OF GOVERNORS
June 26, 2025

AGENDA ITEM: Presidential Search Committee

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

The Chair and Vice Chair of the Board of Governors (“Board”) used the following criteria in nominating Board members to the Presidential Search Committee:

- Board and Governance experience – tenure, commitment and knowledge of Toronto Metropolitan University
- Demonstrated commitment to Toronto Metropolitan University
- By-Law requirements for constituency representation
- Board approved competencies
- Demonstrated interest in being on the Presidential Search Committee

During the in-camera portion of the Board meeting the Chair will provide the Board with the names of seven (7) Board members who have agreed to sit as members of the Presidential Search Committee.

The following senators were appointed to the Presidential Search Committee:

Ahmed Elshahed, Undergraduate Student, Faculty of Engineering

Cynthia Holmes, Dean, Ted Rogers School of Management

Sean Kheraj, Vice-Provost, Academic

Kateryna Metersky, Assistant Professor, Daphne Cockwell School of Nursing

With the inclusion of the Board Chair and Vice-Chair this will complete the thirteen (13) member Presidential Search Committee.

BACKGROUND:

President and Vice-Chancellor Mohamed Lachemi's second term expires on April 3, 2026, and in October 2024, he advised the Board that he will not seek reappointment, but was receptive to an extension. Pursuant to Article 13.2 of the *General By-Laws of Toronto Metropolitan University* ("By-Laws"), the Board extended his term for a period of approximately nine (9) months commencing on April 4, 2026, and ending on January 3, 2027. As such, the search for a new President was launched at the April 30, 2025 Board meeting, and pursuant to the Article 13.3 of the By-Laws, the Board Chair advised she will be striking a Presidential Search Committee.

Each Presidential Search Committee will be comprised of: the Board Chair, who shall chair such Committee; the Board Vice-Chair; seven (7) other members of the Board, appointed by the Board; and four (4) members of the Senate, appointed by the Senate, it being the intention that each Presidential Search Committee once formed will be comprised of one (1) or more members of the Administrative Staff, Alumni, Teaching Faculty and Students.

ATTACHMENT: Memo from Secretary of the Senate to the Secretary of the Board of Governors

COMMUNICATIONS STRATEGY: To be developed by Toronto Metropolitan University Marketing and Communications.

PREPARED BY:

Name: Adela Mall, Executive Director, Legal and Governance and Assistant Secretary of the Board of Governors

Date: June 17, 2025

APPROVED BY:

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

Date: June 18, 2025

MEMORANDUM

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

From: Donna Bell, Secretary of Senate

Subject: Election Results - Senate Member Elections to Serve on The Toronto Metropolitan University (TMU) Presidential Search Committee

Date: June 3, 2025

Pursuant to [Article 13.3 of Toronto Metropolitan University's General Bylaws](#), an election was held from 10:00 a.m., Friday, May 16, 2025, to 4:30 p.m., Thursday, May 22, 2025 to elect four (4) members of the Senate to serve on the 2025-2026 Toronto Metropolitan University (TMU) Presidential Search Committee.

The following are the **four (4)** 2025-2026 Senate members, in alphabetical order, who were elected to serve on the 2025-2026 TMU Presidential Search Committee.

AHMED ELSAHED

At-Large Undergraduate Student Senator, Mechatronics Engineering, Faculty of Engineering and Architectural Science

CYNTHIA HOLMES

Ex-Officio Senator, Dean, Ted Rogers School of Management

SEAN KHERAJ

Ex-Officio Senator, Vice-Provost, Academic

KATERYNA METERSKY

At-Large Faculty Senator and Vice-Chair of Senate, Daphne Cockwell School of Nursing, Faculty of Community Services



Date June 18, 2025

To: H. Driscoll
Secretary, Election Procedures Committee

From: Tina Langlois
Returning Officer

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

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



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.

ALUMNI ELECTION	
Candidates (17) in alphabetical order of surname	Vote Count
ABDULAZIM , Ammar	21
ALI , Jaana	9
BAYAN , Mohammad (Mo)	63
BERNABE , Angelique	66
CIRCO , Jacob	35
FINE , Corbett (Corby)	40
GHEERAWO , Ashley	7
HYDER , Nafiul	10
KUNTZ , Fred	37
MALLEN , Sean	19
MARQUEZ , Luis	14
NOOR , Khatera	64
RODRIGUES , Ryan	30
SHAH , Rekha (<i>withdrawn</i>)	6
SHARIEH , Salah	30
STATHAKOS , Jonathan	43

RESULTS SUMMARY

Eligible voters	104359
Ballots submitted	535
Votes cast	511
Declined to vote	24
Participation rate	0.51%

NOTES: Voting in the alumni 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 ALUMNI MEMBER (1)	
Candidate Name	Vote Count
BERNABE, Angelique	66



BOARD OF GOVERNORS ELECTIONS 2025 RESULTS
RESULTS IN ORDER OF STANDING

ALUMNI ELECTION	
Candidates (17) in order of standing	Vote Count
BERNABE , Angelique	66
NOOR , Khatera	64
BAYAN , Mohammad (Mo)	63
STATHAKOS , Jonathan	43
FINE , Corbett (Corby)	40
KUNTZ , Fred	37
CIRCO , Jacob	35
RODRIGUES , Ryan	30
SHARIEH , Salah	30
ABDULAZIM , Ammar	21
MALLEN , Sean	19
WADDINGTON , Ken	17
MARQUEZ , Luis	14
HYDER , Nafiul	10
ALI , Jaana	9
GHEERAWO , Ashley	7
SHAH , Rekha (<i>withdrawn</i>)	6



BOARD OF GOVERNORS ELECTIONS 2025 RESULTS

VOTING PERCENTAGES

ALUMNI ELECTION

Total number of eligible voters	104359
Total number of voters who participated	535
Percentage of voters who participated	0.51%

BOARD GREETINGS – As the Board meetings for 2024–25 come to a close, I am happy to highlight some of the many ways that units and departments across the university have been celebrating people and accomplishments and helping our community to grow.

School of Medicine Update – On May 13, the School of Medicine (SoM) sent out its first-round offers of admissions to 94 applicants for its MD program. All of those receiving first-round offers are Canadian citizens or permanent residents; 90% reside in Ontario (based on mailing addresses), and their average GPA is 3.8 (a GPA of 3.3 is both the median GPA across Canadian medical schools and the minimum requirement for TMU's MD program). All applicants were eligible to apply to SoM entrance awards and scholarships, for which a total of 771 applications were received, surpassing expectations from both the SoM and the Student Awards Office. Together, the awards will support 17 students in the inaugural cohort. Waitlisted candidates will receive offers of admission on a rolling basis. The cohort is expected to be confirmed by late August or early September.

The SoM is in the final stages of preparing to welcome our inaugural cohort of 105 Postgraduate Medical Education (PGME) residents, most of whom will be based at the primary clinical site, William Osler Health System (WOHS). Administrators have been supporting learners as they navigate personal and professional transitions, including relocation planning, licensure timelines and leave requests. The PGME team is also finalizing first-year clinical placements across the 16 accredited programs.

As of June 2025, the SoM has received 923 applications for part-time clinical faculty appointments, out of which it has appointed 482. Recruitment efforts remain active. The Clinical Faculty Development Unit is working with units and departments to support faculty in their new academic roles, and the SoM has started to refine its promotions and awards processes for clinical faculty.

Appointments at the Creative School, Law and YSGPS – The Creative School has appointed Anishinaabe writer, broadcaster and arts leader, Jesse Wente, as the inaugural Indigenous Storyteller-in-Residence. Wente is an award-winning author who has worked with CBC Radio, the Indigenous Screen Office, the Toronto International Film Festival, and the Canada Council for the Arts, where he serves as chair. He will be based at Saagajiwe, the faculty's hub for Indigenous creativity. Nam Jim Yoon has been appointed head librarian at the Law Library effective July 1, 2025. He joins TMU from the Arthur W. Diamond Law Library at Columbia University Law School, where he was head of public service. The Yeates School of Graduate and Postdoctoral Studies (YSGPS) has appointed Heather Rollwagen as associate dean, programs effective May 1; she is a professor of sociology and the graduate program director of the Policy Studies PhD program. YSGPS has also reappointed Nursing Professor Nancy Walton as associate dean, student affairs, effective July 1.

New Credentials – The Chang School has launched two microcertificates. The Clinical Teaching Skills for Academic Clinicians microcertificate was developed with the SoM and supported by the Ontario Micro-credentials Challenge Fund; it validates hands-on teaching strategies for the clinical environment. The Digital Marketing Strategy microcertificate, designed in collaboration with industry leaders, addresses the need for strategic thinking in the marketing field.

As part of its research and scholarly publishing workshop badging program, TMU Libraries has introduced the badge Entrepreneurship Skill for Everyone. It recognizes skills acquired through one or more of five workshops on starting businesses, validating business ideas, and researching trends, rivals and consumers.

New Opportunities – TMU has established a new international partnership with the Northern Consortium of United Kingdom Universities (NCUK), which runs study centres in 40 countries around the world. TMU is the third Ontario university to recognize studies at NCUK centres as a basis of admission, and International Student Enrolment, Education and Inclusion is working with the registrar's office and faculties to determine advance-standing opportunities.

The Science Discovery Zone has launched the Lab Catalyst program, pairs TMU students with startups looking to grow and scale their operations. The program is supported by the City of Toronto and will provide up to eight startups across the fields of clean tech, deep tech, life sciences and medical devices with subsidized entry to one of four specialized lab spaces in downtown Toronto. The startups will also receive \$3,500 in funding to offset lab costs or hire talent, as well as training, workshops and guidance from mentors.

Celebrations – On April 15, the Creative School brought together over 600 TMU community members and industry leaders at the Chrysalis for The Now, an event highlighting TMU's growing impact and ambition in the creative industries. We announced that the Chrysalis, our hub for performance and media innovation, secured \$2 million in new funding from the government of Canada, charities and corporate and individual donors, to expand infrastructure and programming. Mayor Olivia Chow and Councillor Chris Moise both delivered remarks celebrating TMU as a cornerstone of Toronto's cultural and economic future.

On May 1, Zone Learning hosted its 15th-anniversary Awards Night to celebrate members both past and present. New this year was the Zone Alumni Recognition Award, recognizing past members who have gone on to build meaningful ventures, careers and communities. One of the six winners, Maayan Ziv, founder and CEO of the accessibility app AccessNow, delivered the evening's keynote address.

Staff and faculty members at the Faculty of Arts were recognized for excellence in teaching and service at the annual end-of-year awards ceremony and celebration on May 13. A week later, the faculty, together with the Broadbent Institute, hosted the annual Ellen Miskins Wood Lecture, delivered this year by British politics and economics journalist Grace Blakeley, whose most recent book is *Vulture Capitalism*:

Corporate Crimes, Backdoor Bailouts, and the Death of Freedom (2024). She presented her lecture about the crisis in democracy in North America and Europe to over 140 attendees in the Sears Atrium.

RECOGNITION

QS World University Rankings

Earlier this month, TMU achieved the largest improvement in ranking of any Canadian university on the QS World University Rankings. TMU placed 720th out of 8,467 evaluated institutions worldwide, an improvement from its placement in the 801-850 band last year. TMU performed particularly strongly on indicators related to employer reputation, citations per faculty, proportion of international faculty, international research network, and international student diversity.

In the 2025 QS World Universities Rankings in Business and Management Studies, TMU is #7 in Canada for H-index citations and #11 in Canada for citations per paper. These rankings represent significant progress with respect to last year's rankings for these categories, which were #11 and #16 respectively.

The QS World University Rankings are the most widely read university rankings in the world.

THE Impact Rankings

Also this month, TMU saw significant improvement on the Times Higher Education Impact Rankings, the pre-eminent global rankings of universities' contributions to sustainable development. TMU ranked in the 101-200 band out of 2,318, an improvement from 201-300 last year. The Impact Rankings evaluate how universities are supporting progress on the UN Sustainable Development Goals (SDGs).

TMU ranked in the top 100 in the world on SDG 5: Gender Equality (T-100th) and SDG 6: Clean Water and Sanitation (78th), and in the top 200 on another eight SDGs.

CONGRATULATIONS

The Chang School beat competition from across Canada to capture two of the six 2025 Excellence Awards given out by the Canadian Association for University Continuing Education (CAUCE). The Summer/Fall 2024 marketing campaign "Where Careers Move Forward: When Storytelling Meets Strategy in Adult Education Marketing" received the gold award in the Marketing category. The online Full Stack Developer certificate program, offered to Guyanese learners in partnership with the Government of Guyana, received the silver award in the Program category.

Four *Psychology* faculty members received awards in the 2025 Canadian Psychological Association (CPA)'s CPA awards, together representing one-fifth of the total number of recipients. *Stephanie Cassin*, director of both Clinical Training in the Department of Psychology and the Healthy Eating and Lifestyle Lab, and *Alexandra J. Fiocco*, director of the Stress and Healthy Aging Research Lab, were elected as CPA Fellows for their contributions to the advancement of psychology. *Candice Monson* received the Donald O. Hebb Award for Distinguished Contributions to Psychology as a Science, and *Ryan Persram*, director of

the Adolescent Social Processes and Interpersonal Relationships Lab, was given the President's New Researcher Award.

The *Ted Rogers MBA program* has received a Tier 1 ranking in CEO Magazine's 2025 Green MBA Rankings. The program was one of only four Canadian MBA programs listed in the top tier. The London, UK-based magazine has explained that its rankings highlight business schools that are "championing sustainable business practices." Programs were ranked based on the percentage of core courses that focus on ethical, social and environmental impact, as well as on a wide range of other factors including experiential learning opportunities and partnerships, university-wide sustainability initiatives and faculty research.

EVENTS & INITIATIVES

GLOBAL FOOTBALL UNIVERSITY HACKATHON – On April 2 and April 16, the Global Experiential Sport Lab at The Creative School hosted the fifth annual Global Football University Hackathon. The online event brought together students from The Creative School, Fontys SPECO in The Netherlands, Princess Nourah Bint Abdulrahman University in Saudi Arabia, Tecnológico de Monterrey in Mexico, Universidad del Desarrollo in Chile, and the University of Westminster in England. Students participated in a case competition related to an objective of Canada's 2026 FIFA World Cup hosting committee. They devised solutions to the question: "How can the 2026 FIFA World Cup in Canada reach global audiences and drive fan engagement and growth?" The international judging panel was made up of sports executives, researchers and media. The teams were made up of students from across the universities; congratulations to Creative School students Yasmina Bizri and Kya Xu, whose teams tied for first place.

DAY OF PINK – On April 9, TMU marked the International Day of Pink, which is held every year on the second Wednesday in April to challenge homophobic and transphobic bullying. The theme of this year's Day of Pink event at the Student Learning Centre was "Honour Re-Emergence"—referencing anniversaries of significant events in Canadian 2SLGBTQIA+ history, including the 35th anniversary of both the legal challenge against the Canadian military's "LGBT Purge" and the adoption of the term "Two-Spirit" by Indigenous leaders, the 10th anniversary of Ontario's ban on conversion therapy, and the 5th anniversary of the release of the Final Report on Missing and Murdered Indigenous Women, Girls and Two-Spirit Peoples. The event's keynote speaker was Chelazon Leroux, a Two-Spirit Dene multidisciplinary artist. Also delivering remarks were Cris Nippard, TMU Student's Union queer space lead, and Ryan Kerr, manager of institutional events and Positive Space events lead. Once again this year, attendees were photographed together wearing pink in solidarity.

MASS EXODUS – On April 12, TMU Fashion students hosted the annual Mass Exodus fashion show and exhibition. This year's edition featured over 60 student collections and over 40 projects, and attracted over 900 attendees. Its theme was "Blended," explained as "a creative journey on the runway and exhibition, where fashion intersects with the exploration of identity, connection and expression." The three runway shows explored, respectively, creative variations on familiar everyday styles, bold experimentation and a merging of the two concepts. The exhibition blended forms of expression

including digital fashion, fashion photography, film, material practices, painting, publication design, textiles, writing and business strategy. Mass Exodus was produced entirely by students from the transdisciplinary Live Event Supercourse.

SUSTAINABILITY PROGRESS REPORT – On April 22, which was celebrated around the world as Earth Day, TMU released its inaugural sustainability progress report. Covering 2023–24, the year during which we launched our Sustainability Action Plan, the report highlights four ways TMU has made meaningful steps towards achieving the goals outlined in the plan:

- 1) Achieving a Gold Sustainability Tracking, Assessment & Rating System rating from the Association for the Advancement of Sustainability in Higher Education.
- 2) Completing decarbonization feasibility studies and finding 136 energy-saving and decarbonization opportunities.
- 3) Creating four new subcommittees of the Climate Change and Sustainability Advisory Committee to address sustainability priorities.
- 4) Laying the groundwork for implementing the plan's 86 proposed actions by building capacity to adopt greener practices across operations, developing new strategic partnerships and aligning sustainability objectives with core university strategies and priorities.

The progress report can be found online at

www.torontomu.ca/sustainability/progress-report-archive/progress-report-2024.

IMAGE CENTRE SPRING EXHIBITIONS – On May 7, the Image Centre launched three new exhibitions, each one of which showcases the work of a Montreal-based woman artist. In the main gallery is a retrospective of the work of Clara Gutsche, winner of the 2024 Scotiabank Photography Award. Gutsche is known for her staged portraits, in both black-and-white and colour, which are set in places ranging from convents to schools to industrial ruins and challenge documentary traditions by blending observation with deliberate composition. In the University Gallery are two series of educational filmstrips by Governor General's Award–winning Abenaki documentarian Alanis Obomsawin: *L'il'wata* (1972) and *Manawan* (1975), both of which highlight Indigenous culture and knowledge. On the Salah J. Bachir New Media Wall is the 2016 short film *Creatura Dada* by Caroline Monnet. Monnet, who is of Anishinaabe and French ancestry, uses unconventional cinematic techniques recalling those of the Dada movement as the film captures a gathering of six Francophone Indigenous women—including Monnet herself and Obomsawin—around a lavishly appointed table.

VENICE BIENNALE EXHIBITION – On May 10, the Living Room Collective, a group of four Canadian architects and artists, including TMU architecture professor Vincent Hui, debuted their installation *Picoplanktonics*, Canada's contribution to the 2025 Venice Biennale for Architecture. The project seeks to answer the question “Can we co-operate with nature to construct spaces that remediate the planet rather than exploit it?” It comprises “living structures” containing bacteria and created through an innovative 3D-printing biofabrication process. The bacteria are capable of carbon sequestration as well as biocementation, a process that produces calcium carbonate deposits and will strengthen the structures themselves. TMU architectural science students in both undergraduate and masters programs contributed visualizations and drawings to the project, and some of them are in Venice monitoring and maintaining the living structures. The exhibition will run until November 26.

LEARNING & TEACHING + I.T. CONFERENCES – From May 20 to 22, for the first time, TMU’s annual Learning & Teaching and IT Conferences partnered on a hybrid conference format, during which members of TMU’s teaching and tech communities cross-attended keynotes and presentations. The two conferences shared an opening keynote address by Mark Daley, Western University’s chief AI officer; he addressed the impact of AI on higher education, highlighting strategies for meaningful learning and teaching, and for ensuring students engage critically with new technology. At the Learning & Teaching Conference, over 80 presenters spoke about empowering student voices, navigating new technologies, cultivating inclusive learning environments and engaging students beyond the classroom. Special sessions focused on Black-focused pedagogies, the scholarship of learning and teaching, and access to free education. The IT Conference also featured a keynote by Daniela Spagnolo, chief information Security Officer with the Ontario Ministry of Public and Business Service Delivery, who spoke about how universities can strengthen cyber-resiliency. A further 27 breakout sessions explored areas such as data storage, improving services, fostering inclusion through technology, and developing TMU’s first digital strategy.

BOLD WOMEN EVENT – On May 21, TMU held its official launch event for the [Bold Women Giving Collective](#), a groundbreaking initiative dedicated to supporting, mentoring and empowering TMU Bold female athletes and alumni. The event brought together student-athletes, alumni, university leadership and community supporters to celebrate a shared commitment to gender equity and excellence in sport. Championed by TMU student-athletes, alumni and university leaders — including Chancellor Donette Chin-Loy Chang, Vice-Provost, Students Jen McMillen, Executive Director of Athletics & Recreation Dr. Louise Cowin, and Provost and Vice-President Academic, Roberta Iannacito-Provenzano — the Collective will fund scholarships for female athletes, and provide personal development, mentorship and community for athletes, alumni and the entire Collective.

TMU & SUNNYBROOK CONNECTOR EVENT – On June 5, TMU hosted a summit co-organized by Dr. Roberta Iannacito-Provenzano, TMU’s Provost and Vice-President, Academic and Dr. Andy Smith, President & CEO, Sunnybrook Health Sciences Centre to explore and advance a new strategic partnership between our two institutions, focused on education, research and community engagement. Throughout the day, the event held discussions on shared priorities, including clinical education, experiential learning, health innovation, commercialization and equity-driven care models. With a shared vision for impact and innovation, TMU and Sunnybrook aim to co-develop programs and initiatives that will shape the future of healthcare delivery, research translation and talent development in Canada and beyond. It’s a collaboration that aligns closely with TMU’s academic priorities, the new Academic Plan and Strategic Vision, and the goals of the School of Medicine and International Strategy.

Report from the Provost & Vice-President, Academic

Board of Governors Meeting
June 26, 2025

Roberta Iannacito-Provenzano

Toronto
Metropolitan
University



Academic Plan Implementation





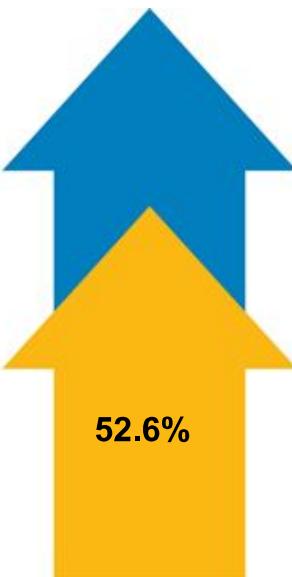
School of Medicine



Rankings and Global Recognition

QS World University Rankings

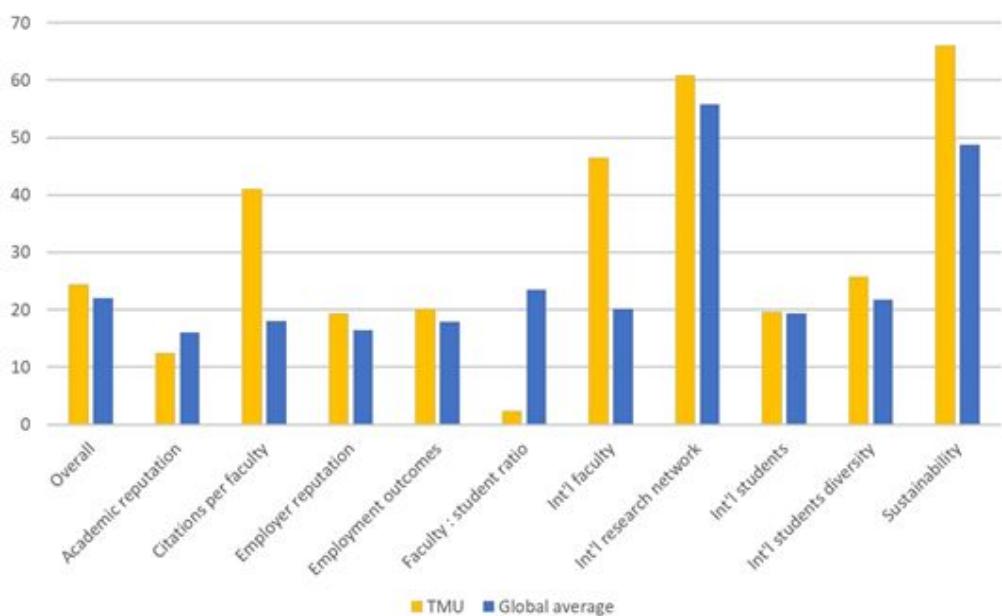
TMU placed
720th out of 8,467
an improvement from its
placement in the 801-850
band last year.



TMU surpassed **52.6%** of
institutions that qualified
for the 2026 QS World
University Rankings.

5

QS World University Rankings 2026: TMU's scores vs. global average



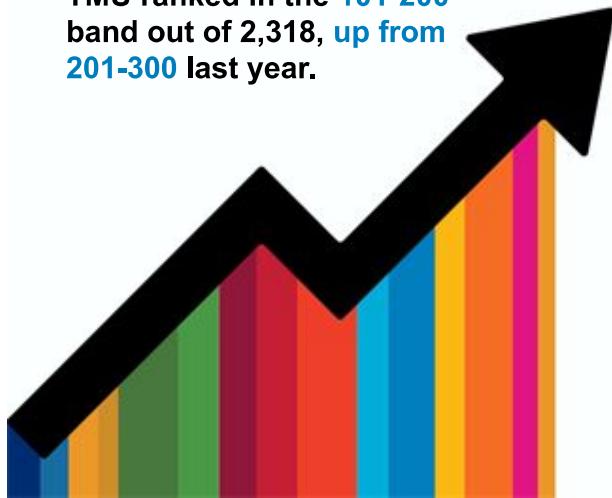
Note: All scores are out of 100

6



Times Higher Education
Impact Rankings 2025

TMU ranked in the **101-200** band out of 2,318, **up from 201-300** last year.



Ranked in the top 100 in the world



Ranked in the top 200 in the world



7





Thank you

BOARD OF GOVERNORS
June 26, 2025

AGENDA ITEM: Discrimination and Harassment Policy Update

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 *Discrimination and Harassment Prevention Policy* (the “Policy”) review process was conducted by Human Rights Services within the Office of the Vice-President, Equity and Community Inclusion (“OVPECI”), to support the needs of Toronto Metropolitan University’s (the “University”) diverse community and reflect current human rights best practices.

Due to the extensive revisions made to the Policy and the Discrimination and Harassment Procedures (“Procedures”), a redline version reflecting the proposed changes would be difficult to navigate. As such, an overview of the proposed revisions has been included to outline the nature and scope of the amendments. The Procedures have been included in the materials on an informational basis so that they could be read in conjunction with the Policy, which is before the Board of Governors for approval.

BACKGROUND:

The Policy was last reviewed in 2011, and the accompanying Procedures were updated in 2021.

The 2024-2025 policy review process consisted of three (3) rounds of consultations with the University community. Feedback was solicited from students, faculty, contract lecturers, staff and community members through various channels, such as focus groups, online surveys, tabling sessions and town halls.

About the *Discrimination and Harassment Policy*

The name of the Policy has been changed from the “*Discrimination and Harassment Prevention Policy*” to the “*Discrimination and Harassment Policy*”. The Policy provides direction to the University community on human rights matters, including preventing and addressing discrimination and harassment in the University’s delivery of educational services to students,

employment of faculty and staff, and providing housing to students on the basis of the protected grounds under the *Ontario Human Rights Code*.

About the Discrimination and Harassment Procedures

The Procedures govern how the Policy is enforced through the use of a complaint resolution process that is managed by Human Rights Services within the OVPECI in order to review and address allegations of discrimination and harassment under the Policy. The complaint resolution process features trauma-informed approaches, as well as principles of procedural fairness, confidentiality and transparency for all parties involved.

About Bill 166

In May 2024, the Government of Ontario introduced Bill 166, [Strengthening Accountability and Student Supports Act, 2024](#), which amended the *Ministry of Training, Colleges and Universities Act*. Further to this amendment, the Ministry of Colleges, Universities, Research Excellence and Security issued a Directive to publicly-assisted colleges and universities in September 2024 that set out requirements related to addressing and combating racism and hate. The University's existing Policy already satisfied the vast majority of the legislative requirements introduced by Bill 166 and the Directive. Additionally, proposed changes to the Policy and Procedures as part of this review were designed to address a small number of outstanding compliance requirements outlined in the Directive.

ATTACHMENTS: Presentation of Discrimination and Harassment Policy Update

Summary of Changes: Discrimination and Harassment Policy and Procedures
Discrimination and Harassment Policy
Discrimination and Harassment Procedures

PREPARED BY:

Name: Erin Hallock, Director, Human Rights Services
Ahmed Ahmed, Strategic Advisor and Senior Resolution Officer
Michelle Cho, Policy Review Facilitator
Date: June 6, 2025

APPROVED BY:

Name: Tanya De Mello, Vice-President, Equity and Community Inclusion
Date: June 6, 2025

Discrimination and Harassment Policy Update

June 26, 2025 | Board of Governors

Presented by Dr. Tanya (Toni) De Mello
Vice-President, Equity and Community Inclusion (OVPECI)



Goals of the Policy Review

OVPECI embarked on a comprehensive review of the **Discrimination and Harassment Prevention Policy** (DHPP) between Fall 2024 and Spring 2025. The goals of the review were to:

- Complete a **much-needed policy update** that engenders and sustains a culture of human rights at TMU
- **Engage in broad community consultations** to strengthen relationships across the university, including prioritization of students and equity-deserving groups
- Ensure **compliance with legislative updates** and Ministry directives regarding racism and hate (Bill 166)
- Support **School of Medicine accreditation**



Policy Owner

- Office of the Vice-President, Equity and Community Inclusion

Project Team**Human Rights Services (HRS)**

- Strategic Advisor and Senior Resolution Officer
- Policy Review Facilitator
- Intake and Support Administrator
- Policy Writer / Consultant

Core Advisory Group

- Director, Human Rights Services
- Executive Director, Strategic HR Partnerships & Labour Relations and Senior Legal Counsel
- Director, Faculty Affairs, Office of the Vice Provost
- Director, Student Care and Sexual Violence Support

Background

1999	2011	July 2021	May 2024	September 2024	Fall 2024	Winter 2025	April 2025	June 2025
DHPP	DHPP Review	DHPP Procedural update	Legislative update	Ministry Directive	DHPP Review	DHPP Review	DHPP Review	DHP Review
Policy first introduced	Last Policy review and update	Last Procedural review and update	Bill 166, <i>Strengthening Accountability and Student Supports Act</i> , as an amendment to the <i>Ministry of Training, Colleges and Universities Act</i> .	Issued to all publicly-assisted colleges and universities to set requirements for addressing racism and hate.	Round 1 Community Consultation	Round 2 Community Consultation	Round 3 Community Review of Drafts of Revised Policy and Procedures	Presentation to the Board of Governors for approval

Legislative compliance: Bill 166

May 2024

Introduction of Bill 166, [Strengthening Accountability and Student Supports Act](#) as an amendment to the *Ministry of Training, Colleges and Universities Act*.

September 2024

The Ministry issued a Directive to publicly-assisted colleges and universities that sets out requirements related to addressing racism and hate.



→ TMU's existing DHPP already satisfied the vast majority of the legislative requirements introduced by Bill 166 and the Directive.

→ Policy Review updates to the Policy and Procedures have addressed a small number of outstanding compliance requirements outlined in the Directive.

Engagement strategy: A phased approach

Round 1

Broad community engagement with students, faculty and staff

- 3 town halls
- 43 feedback sessions
- 3 tabling sessions
- General survey

Round 2

Focused engagement with students groups, faculty and staff unions

- 14 feedback sessions
- 2 tabling sessions
- General survey
- Decision maker survey

Round 3

Feedback from the community on the draft revisions to the Policy and Procedures

- General survey
- Option for written submission or feedback session, upon request



385 participants

445 participants

General changes to the Discrimination and Harassment Policy (DHP)

- ➡ More accessible language
- ➡ Policy name change
- ➡ New section on “Values and Guiding Principles”



Substantive changes to the DHP

- ➡ Updated “Definitions” section to clarify core concepts
- ➡ Expanded section on the Duty to Accommodate
- ➡ Updated section on shared responsibility to promote and protect human rights and a new section on roles and responsibilities



Substantive changes to the DHP

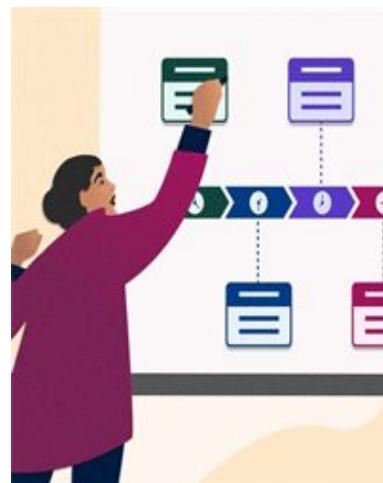
- Alignment with other university policies
- Incorporated language on special programs from the Ontario *Human Rights Code* (s.14)
- Included a greater emphasis on a variety of approaches to addressing complaints of discrimination and harassment



Updated Timelines in the Procedures

- A complainant will receive an initial communication from HRS within **5 business days** of filing a complaint.
- HRS will complete a preliminary assessment of a complaint within **25 business days**.
- HRS will endeavour to resolve complaints **within 12 months** from the date that the complaint was received.

Timelines outlined in the Procedures may be extended when reasonably necessary, and any extension will be communicated to the parties.



Questions

Email

dhppreview@torontomu.ca



Summary of Changes: Discrimination and Harassment Policy and Procedures

This document offers a high-level overview of changes to the *Discrimination and Harassment Policy* (referred to as the “Policy”) and Procedures (referred to as the “Procedures”) as part of the [review process](#). These updates were informed by community input gathered during consultations with the Toronto Metropolitan University (the “University” or “TMU”) community throughout fall 2024 and winter 2025.

Due to the extensive revisions made throughout the Policy and Procedures, a redline version of the DHP would be difficult to navigate and potentially confusing. As such, an overview of the changes has been included to outline the nature and scope of the updates.

Changes to the Policy and Procedures

- The name of the Policy has been changed from the “*Discrimination and Harassment Prevention Policy*” to the “*Discrimination and Harassment Policy*”.
- The Policy and Procedures have been written in plain language, making it easier for TMU community members to read and understand.
- New sections of the Policy have been added that outline its purpose and identify key values and guiding principles, including:
 - Alignment of University Policies
 - Equity, Diversity, Inclusion and Belonging
 - Addressing Systemic Barriers and Discrimination
 - Freedom of Expression and Academic Freedom
- The Definitions section in the Policy has been updated to clarify core concepts, including added descriptions of the *Ontario Human Rights Code* protected grounds and different forms of discrimination and harassment, as well as hate activity.
- The section on the Duty to Accommodate in the Policy has been updated to include all relevant protected grounds in the Ontario *Human Rights Code*, including disability, creed, family status, sex (pregnancy), and gender identity and gender expression.
- The section on Shared Responsibility to Address Discrimination and Harassment has been updated to include all University community members. Additionally, a new section on roles and responsibilities has been added to the Policy.

- The Policy has been updated to incorporate language on special programs from the Ontario *Human Rights Code* (Section 14) to support the creation of programs that address systemic discrimination and historical disadvantages in order to foster equity and inclusion for equity-deserving groups.
- The Policy and Procedures have been aligned with other related University policies, including the [Sexual Violence Policy](#) (updated in 2024), particularly with respect to the complaint resolution process outlined in the Procedures, including for example:
 - The Jurisdiction of the Complaint Resolution Process section that clarifies the University's role in addressing complaints related to incidents connected to university-related activities that occur on campus, off campus or online.
 - The Accountability Measures section that provides decision makers with relevant factors to consider, including examples of potential measures to apply following a finding of a breach of the Policy.
- Timelines have been updated in a number of circumstances. These timelines may be extended if reasonably necessary in the circumstances.
 - A complainant will receive initial communication from Human Rights Services ("HRS") within 5 business days of filing a complaint.
 - HRS will typically complete a preliminary assessment within 25 business days after receiving all of the relevant details of a complaint.
 - HRS will endeavor to address complaints and communicate the outcome of the complaint resolution process to the parties within 12 months from the date that the complaint was received.
 - The decision maker will render a decision within 30 business days of receiving the investigation report and all other relevant information and materials.
 - The appeal decision maker will communicate the appeal decision in writing to all parties within 20 business days of the commencement of the review.
- The complaint resolution process in the Procedures has been enhanced to include a greater emphasis on early intervention, alternative resolution, Indigenous conflict resolution, and restorative justice approaches to addressing complaints of discrimination and harassment.
- The Policy and Procedures have been updated to ensure compliance with new legislative requirements outlined in Bill 166, *Strengthening Accountability and Student Supports Act, 2024* as directed by the Ministry of Colleges, Universities, Research Excellence and Security.

Discrimination and Harassment Policy

- **Related Documents:** Discrimination and Harassment Procedure; [Academic Integrity Policy](#); [Accessibility Statement of Commitment](#); [Accommodation for Employees with Disabilities Policy](#); [Academic Accommodation of Students with Disabilities](#); [Accommodation of Student Religious, Indigenous and Spiritual Observance](#); [Animals on Campus Policy](#); [Employment Equity Policy](#); [Grade and Standing Appeal Policy](#); [Housing & Residence Life Community Standards](#); [Privacy and Access to Information Policy](#); [Respectful Workplace Policy](#); [Sexual Violence Policy](#); [Statement on Freedom of Speech](#); [Student Code of Non-academic Conduct](#).
- **Owner:** Vice-President, Equity and Community Inclusion
- **Approver:** Board of Governors
- **Approval Dates:** 1999, 2011, 2025

I. Introduction

1. Toronto Metropolitan University (the “University”) is committed to fostering learning, working, and living environments free from Discrimination and Harassment. This commitment and shared responsibility of all University Community members is consistent with the University’s obligations under the *Ontario Human Rights Code*. The *Ontario Human Rights Code* is paramount over other laws and has significant importance.
2. The *Discrimination and Harassment Policy* (the “DHP” or “Policy”) recognizes the dignity and equal rights of every person and the right to be free from Discrimination and Harassment in education, employment, housing, services, goods and facilities, and contracts on the basis of the following protected grounds, aligned with the *Ontario Human Rights Code*:
 - Age
 - Ancestry
 - Citizenship
 - Colour
 - Creed
 - Disability

- Ethnic origin
- Family status
- Gender identity
- Gender expression
- Marital status
- Place of origin
- Race
- Receipt of public assistance*
- Record of offences**
- Sex
- Sexual orientation

*Receipt of public assistance applies only in the area of housing in alignment with the *Ontario Human Rights Code*.

**Record of offences applies only in the area of employment in alignment with the *Ontario Human Rights Code*.

3. The University is committed to preventing Discrimination and Harassment through education and awareness, proactively identifying and addressing Systemic Discrimination within university environments and responding to incidents of Discrimination and Harassment through a complaint resolution process that is trauma-informed, procedurally fair and holds those who have breached the Policy accountable.

II. Purpose

1. The purpose of the *Discrimination and Harassment Policy* is to establish the University's commitment to promoting and protecting human rights and creating a human rights-centred university through awareness and education, prevention and systemic barrier removal, appropriate handling of reports or complaints of incidents of Discrimination and Harassment, including by providing remedies to address its harmful impacts and holding those who cause harm accountable.
2. This Policy is intended to:
 - a. Comply with all legislative requirements, including the *Ontario Human Rights Code*, the *Occupational Health and Safety Act*, the *Ministry of Training, Colleges and Universities Act*, and related legislation and regulations.
 - b. Outline the University's statement of values and commitments to raise awareness and provide education to community members about the shared responsibility to prevent and address Discrimination and Harassment in university environments.

- c. Confirm the University's commitment to identifying and removing systemic barriers that undermine equal access to education, employment and other opportunities for all community members.
- d. Outline a procedurally fair and trauma-informed complaint resolution process for responding to complaints and reports of Discrimination and Harassment, including early intervention, alternative resolution, or investigation and decision-making processes.
- e. Outline remedies to address impacts of Discrimination and Harassment and accountability measures for those who are found to have breached this Policy.

III. Application and Scope

- 1. This Policy applies to all members of the University Community and seeks to protect the right to be free from Discrimination and Harassment in all aspects of University life in accordance with the social areas covered under the Ontario *Human Rights Code*, including but not necessarily limited to education, employment, housing, services, goods and facilities, and contracts.
- 2. The complaint resolution process under this Policy and Procedures applies to University Community members who are alleged to have engaged in a breach(es) of the Policy where there is a connection to the University's learning, working, and/or living environments and when the incident(s) occurred:
 - a. On campus: Including University property, buildings and spaces either rented or owned, equipment or infrastructure, whether as part of the University's main or satellite campus(es).
 - b. Off-campus:
 - i. Engaging in University-related activities, including:
 - a. Academic activities such as a course, co-op placement, or experiential learning opportunity;
 - b. Co-curricular activities, including student club or varsity athletic events;
 - c. Employment-related activities or events.
 - ii. Using University-related information technology platforms and infrastructure or engaging in other University-affiliated online environments, including:

- a. University-owned or run property or equipment, including but not limited to telephones, cellular phones, computers and computer networks.
 - b. University email accounts, D2L Learning Brightspace, Zoom or Google meeting spaces.
 - c. University-affiliated social media accounts.
 - d. Social media platforms or online communication groups created and used by University Community members for the purposes of participating in University-related activities, such as students in program, course or study groups or employees in work-related networking groups.
3. The complaint resolution process under this Policy and Procedures may also apply to University Community members who are alleged to have engaged in breaches of the Policy in other off-campus or online environments. In determining whether this Policy applies, Human Rights Services will consider all relevant factors, including:
 - a. The nature of the alleged incident(s) and its connection to and impact on University Community member(s) and the University's learning, working, or living environments;
 - b. Potential risk to a University Community member(s) and/or the University Community;
 - c. Other relevant contextual factors
4. This Policy and Procedures may continue to apply even if a person's relationship with the University changes or terminates. The complaint resolution process under this Policy may be initiated or completed even if the respondent is no longer a current University Community member.
5. If a conflict arises between the provisions of this Policy and Procedures and any relevant collective agreement, the terms of the collective agreement prevail unless the collective agreement is in conflict with the University's legislative obligations.

IV. Definitions

“Discrimination” means any form of unequal and adverse treatment or impact on an individual based on one or more of the Protected Grounds, whether denying benefits or imposing burdens or other disadvantages.

Discrimination can be based on multiple Protected Grounds or the intersection of Protected Grounds and require consideration of intersectionality, which is the complex and cumulative way in which the effects of multiple forms of Discrimination, for example,

racism, sexism, and ableism, may combine, overlap or intersect rather than being isolated and distinct.

Discrimination may be intentional or unintentional, explicit or subtle. A protected ground only needs to be one factor in the unequal treatment, and it does not need to be the primary or dominant factor. Discrimination may take many forms, including Direct Discrimination, Constructive Discrimination or Systemic Discrimination, and may result from a failure to uphold the Duty to Accommodate.

1. **“Protected grounds”** are personal identity characteristics that are recognized under the Ontario *Human Rights Code* as the basis for Discrimination and Harassment. They include and are defined as follows:
 - a. **“Age”** means a person’s years of life since birth.
 - b. **“Ancestry”** means a line of people from whom one is descended, which can include family or ethnic descent.
 - c. **“Citizenship”** means the formal status of national citizenship. Citizenship as a protected ground protects against discrimination based on Canadian citizenship, non-Canadian citizenship and citizenship of another country.
 - d. **“Colour”** means a person’s skin colour as a physical feature, which is typically encompassed by the concept of race. Colour as a protected ground also protects against Discrimination based on skin tone or shade, including differential treatment of those with darker complexions.
 - e. **“Creed”** means religious and non-religious systems of belief that shape a person’s identity, worldview, and way of life.
 - f. **“Disability”** means the following, as defined by the Ontario *Human Rights Code*:
 - i. any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impairment, deafness or hearing impairment, muteness or speech impairment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
 - ii. a condition of mental impairment or a developmental disability,
 - iii. a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,

- iv. a mental disorder, or
- v. an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

The protected ground of disability includes the right to equal treatment without Discrimination because a person has or has had a disability or is believed to have or have had a disability.

The social model of disability defines disability as the result of environmental barriers, such as attitudinal barriers, inaccessible information or built environments, and other barriers that impact a person's full participation in society on an equal basis with others.

- g. **“Ethnic origin”** means a group of people having a common heritage or ancestry, or a shared historical past, often with identifiable physical, cultural, linguistic and/or religious characteristics.
- h. **“Family status”** means the status of being in a primary caregiver relationship, such as a parent with caregiving responsibilities for a child, or being a child with caregiving responsibilities for a parent. This includes non-biological parents or caregivers.
- i. **“Gender expression”** means how a person expresses or presents their gender, which can include their outward appearance, body language, voice and/or chosen name and pronouns.
- j. **“Gender identity”** means a person’s internal and individual experience of their gender along the gender spectrum, which may be the same as or different from their sex assigned at birth.
- k. **“Marital Status”** means the status of being married, single, widowed, divorced or separated and includes the status of living with a person in a conjugal relationship outside marriage.
- l. **“Place of origin”** means a person’s birthplace.
- m. **“Race”** means racial categories are socially constructed and are based on geographic, historical, political, economic, social and cultural factors, as well as physical traits, even though none of these can scientifically be used to classify groups of people. Race as a protected ground is often considered together with other related grounds, such as ancestry, citizenship, colour, ethnic origin and place of origin.

- n. **“Receipt of Social Assistance”*** means a person’s status of receiving social assistance, which commonly refers to Ontario Works or the Ontario Disability Support Program, Old Age Security, Ontario Student Assistance Program, Employment Insurance, etc. *The protected ground of receipt of public assistance applies only in the area of housing.
- o. **“Record of Offences”**** means a person’s criminal record containing a conviction for (a) an offence in respect of which a pardon has been granted under the *Criminal Records Act* (Canada) and has not been revoked, or (b) an offence in respect of any provincial enactment. **The protected ground of record of offences applies only in the area of employment.
- p. **“Sex”** means the legal status assigned to a person at birth based on their external genitalia and/or reproductive organs, such as female, male, or intersex. It also includes the stereotypical social roles that are imposed on people in connection with their sex. Sex as a protected ground includes protection from Discrimination on the basis of pregnancy and breast/chest-feeding.
- q. **“Sexual Orientation”** means how a person defines their sexuality, including but not limited to lesbian, gay, bisexual, heterosexual, pansexual, asexual, and queer.

2. **“Direct Discrimination”** means unequal and adverse treatment of an individual based on a protected ground(s). It often arises from negative attitudes, biases and stereotypes relating to groups identified by Protected Grounds.
3. **“Constructive Discrimination” (also known as Adverse Effect Discrimination)** means where a rule, requirement, policy, or practice appears to treat everyone equally, but instead results in the disadvantage, restriction or exclusion of a group identified by a protected ground(s). There may be a defence to an allegation of Constructive Discrimination where the rule, requirement, policy, or practice is reasonable and justifiable in the circumstances, and where individual accommodations are provided based on Protected Grounds up to the point of undue hardship.
4. **“Systemic Discrimination”** means patterns of behaviour, policies, or practices that are part of an organization’s structure that create barriers or perpetuate disadvantages for individuals or groups in relation to Protected Grounds.
5. **“Duty to Accommodate”** means the requirement to accommodate people up to the point of undue hardship in relation to the Protected Grounds, which requires the accommodation provider to make appropriate changes to rules, requirements, policies, practices, and physical environments to remove barriers that a person

experiences in connection to one or more of the Protected Grounds. The most common Protected Grounds for which individuals may require accommodation are:

- Disability
- Creed
- Family Status
- Sex (pregnancy)
- Gender identity
- Gender expression

- a. Accommodation does not mean lowering or fundamentally altering the essential aspects of academic or employment-related requirements or objectives.
- b. Principles of accommodation include respect for dignity, individualization, and the promotion of inclusion and full participation. The Duty to Accommodate has both a procedural and substantive component.
 - i. The procedural component is the requirement for the accommodation provider to consider and investigate the accommodation request in good faith and in a thorough and timely manner. This should include meaningful interactions between the accommodation provider and the accommodation seeker, including the accommodation seeker providing relevant information to support the request, and the accommodation provider maintaining privacy and confidentiality, to the extent possible.
 - ii. The substantive component is the requirement to determine and provide the most appropriate accommodation in the circumstances to meet the needs of the accommodation seeker, up to the point of undue hardship; this will not necessarily be the preferred or “perfect” accommodation.
- c. Accommodation will not be required if it will result in undue hardship, which is based on the following considerations:
 - i. Cost
 - ii. Outside sources of funding, if any
 - iii. Health and safety requirements, if any.

“Harassment” means a course of unwanted and vexatious comments or conduct connected to one or more of the Protected Grounds where the person responsible for the comments or conduct knows or ought reasonably to know that they are unwelcome. Typically, Harassment involves a series of multiple incidents; however, a single egregious incident may in some circumstances constitute Harassment.

1. **“Sexual Harassment”** means a course of unwanted comments or conduct of a sexually oriented nature where the person responsible for the comments or conduct knows or ought reasonably to know that these are unwelcome. Sexual Harassment may also consist of unwelcome comments or conduct based on gender or that promote gender-based violence, which are not of a sexual nature but are demeaning, such as derogatory gender-based jokes or remarks.

“Hate Activity” means comments or actions against an individual or group motivated by or advocating for hate against them based on any of the Protected Grounds. This may include speech, symbols, slurs, or other expressions of hatred or vilification.

“Poisoned Environment” means an objectively hostile or intolerable environment based on one or more of the Protected Grounds created by serious wrongful behaviour that is sufficiently severe and/or pervasive. Typically, a poisoned environment exists when such behaviour is persistent or repeated; however, a single egregious incident may, in some circumstances, create a poisoned environment.

The comments or conduct that create a poisoned environment do not have to be directed at a particular individual and the negative effects of such an environment may be experienced by both those who do and do not identify with the particular targeted group in relation to the Protected Grounds.

“Reprisal” means retaliation or threatening or attempting to retaliate against a person for making a disclosure, a complaint or report of Discrimination or Harassment, cooperating with or participating in a complaint resolution process or otherwise pursuing their rights under this Policy.

“University Community” includes:

1. University students, faculty, staff, contractors, volunteers, and guests.
 - a. Students include all currently enrolled students, including full-time and part-time undergraduate, graduate and postgraduate students, including Chang School students, as well as former students if they were enrolled at the time of the alleged incident of Discrimination or Harassment.
 - b. Faculty includes tenure and tenure-track faculty, librarians, professional counsellors, limited term faculty, contract lecturers, as well as adjunct, clinical and visiting faculty.
 - c. Staff includes all non-faculty employees, including full-time, part-time and casual employees and student-staff.

“University” means Toronto Metropolitan University.

V. Values and Guiding Principles

1. Alignment of University Policies

- a. This Policy is to be read in alignment with other relevant University policies, including the *Sexual Violence Policy*, *Student Code of Non-academic Conduct* (Policy 61), and the *Respectful Workplace Policy*. It is also informed by the University's *Accessibility Statement of Commitment* and the *Statement on Freedom of Speech*.
- b. The *Discrimination and Harassment Policy* is aligned with the *Ontario Human Rights Code*, which has primacy over all other University policies. Therefore, if another University policy is inconsistent with the *Discrimination and Harassment Policy*, this Policy prevails.

2. Equity, Diversity, Inclusion, and Belonging

- a. The University is committed to equity, diversity, inclusion and belonging. The University is a diverse community and each person's experiences are shaped by many factors, including their intersectional identities (including in connection with the Protected Grounds in this Policy), as well as their history and lived experiences, including their experiences of colonization, intergenerational trauma, systemic oppression and socioeconomic status. Addressing Discrimination and Harassment requires an understanding of these unique and interconnected experiences.
- b. The University is committed to ensuring that its prevention efforts, support services and complaint resolution processes apply a trauma-informed approach and an anti-oppression framework. In addition, complaint resolution processes will comply with the principles of natural justice and procedural fairness.

3. Addressing Systemic Barriers and Discrimination

- a. The University is committed to proactively identifying and addressing Systemic Discrimination within University environments, including, for example:
 - i. Actively working to prevent and remove systemic barriers in University policies, procedures and practices.
 - ii. Ensuring that the complaint resolution process under this Policy includes accountability measures that both attempt to remedy harm to individuals as a result of Discrimination and Harassment, and also explore

opportunities for broader organizational changes to prevent recurrences and combat Systemic Discrimination.

- b. The University may create special programs as outlined in the *Ontario Human Rights Code*, where the purpose of the program is to help create opportunities for groups with experience of historical disadvantage, marginalization and Discrimination. In order to be a special program, the program must fulfill at least one of the following conditions:
 - i. Relieve hardship or economic disadvantage, or
 - ii. Help disadvantaged people or groups achieve, or try to achieve, equal opportunity, or
 - iii. Help eliminate Discrimination.

4. Freedom of Expression and Academic Freedom

- a. Freedom of expression is the cornerstone of education at the University and has its foundation in the Canadian *Charter of Rights and Freedoms*, which protects freedom of thought, belief, opinion and expression.
- b. As outlined in the University's *Statement on Freedom of Speech*, the University unequivocally embraces the free exchange of ideas and the ideal of intellectual engagement within a culture of mutual respect. To achieve and sustain this ideal, University Community members must have freedom of thought and expression and the freedom to consider, inquire, and write or comment about any topic without concern for widely held or prescribed opinions.
- c. This Policy is not intended to inhibit freedom of expression or academic freedom. However, in exercising such freedom there is a responsibility on all University Community members to respect the rights of others to learning, working and living environments at the university that are free from Discrimination and Harassment, as outlined in this Policy.

VI. Education and Support

1. Awareness, Prevention, Education, and Training

- a. Prevention through education and training is necessary to fulfill our shared responsibility to create and maintain University environments free of Discrimination and Harassment. As part of this commitment, the University provides a range of educational and community-building activities that increase awareness and foster widespread understanding of human rights issues and our

collective responsibility to identify and address such issues when they arise in our community.

- b. Human Rights Services will provide regular, substantive, and ongoing training opportunities for University senior administrators and leaders, as well as faculty, staff, and students, regarding their rights and responsibilities under this Policy. University Community members shall attend and meaningfully participate in human rights training, especially if they hold leadership or supervisory roles at the University and, therefore, have increased responsibilities to ensure compliance with the Policy. Leaders should also arrange for human rights training to be provided to their teams as part of ongoing performance management and professional development.

2. Support for People Affected by Discrimination and Harassment

- a. University Community members who have experienced Discrimination and Harassment can seek support and resources from the University, regardless of whether the incident is connected to the University or whether they commence or participate in a complaint resolution process under this Policy.
- b. Human Rights Services can help connect individuals to supports based on their needs and circumstances:
 - i. For students:
 - A. Office of Student Care; and,
 - B. Centre for Student Development and Counselling (CSDC).
 - ii. For faculty/staff:
 - A. Human Resources, including Workplace Wellbeing Services; and,
 - B. Employee and Family Assistance Program, if eligible.
- c. The University may also refer people affected by Discrimination and Harassment to other relevant internal or external support and resources, such as medical, legal and community services, Indigenous Elders, religious or spiritual advisors, Community Safety and Security, or the police.

VII. Complaint Resolution Process: Policy and Principles

1. Policy Breaches

- a. It is a breach of this Policy to engage in Discrimination or Harassment based on any one or more of the Protected Grounds or to create a poisoned environment.
- b. It is also a breach of this Policy to fail to adhere to confidentiality requirements, fail to comply with interim measures, engage in threats or acts of Reprisal, and/or fail to comply with accountability measures issued under this Policy.

2. Time Period to File a Complaint

- a. A complainant must normally make a complaint of Discrimination or Harassment within twelve (12) months of the last alleged incident. However, Human Rights Services may accept a complaint beyond this time period where there are extenuating circumstances that prevented a complaint from being made within the twelve (12) month time period.

3. Complaint Resolution Process

- a. Human Rights Services manages the complaint resolution process outlined in the Procedures under this Policy to address complaints and reports of Discrimination and Harassment at the University. The complaint resolution process focuses on fairness, proportionality, timeliness, and accountability, and it will also take into account the needs and interests of those involved and the protection of human rights within the broader University Community.
- b. Every member of the University Community has a right to claim and enforce their rights under this Policy, to provide evidence and to participate in proceedings under this Policy and Procedures, without Reprisal or threat of Reprisal.
- c. Human Rights Services will encourage efforts to resolve concerns through early intervention, alternative resolution and restorative justice approaches, where appropriate. It will also facilitate fair and impartial investigation and decision-making processes, as required.

4. Shared Responsibility for Addressing Discrimination and Harassment

- a. The University and its senior administrators, such as deans, vice-presidents, vice-provosts, the provost and the president, as well as others with supervisory responsibility, have a legal and policy-based responsibility to respond promptly to

known or apparent incidents of Discrimination and Harassment, whether or not a complaint has been made, and to exercise authority to prevent and/or address the repetition of such behaviour.

- b. Senior administrators and others with supervisory responsibility are expected to consult with Human Rights Services to assess the appropriate response to alleged incidents of Discrimination and Harassment in accordance with the Policy and Procedures.
- c. Where an investigation and decision-making process under this Policy and Procedures results in a finding that a senior administrator or others with supervisory responsibility knew of an incident of Discrimination or Harassment and did not take appropriate action to address it, they may be subject to accountability measures under this Policy and Procedures or other applicable University policies.
- d. All University employees (other than University health care providers) who receive disclosures or information about alleged incidents of Discrimination and Harassment are required to report the information to Human Rights Services to determine if it may be necessary to initiate a complaint resolution process under this Policy and Procedures.

5. Maintenance of Statistics and Reporting

- a. Human Rights Services will maintain annual statistics about the implementation and effectiveness of this Policy and Procedures, including but not necessarily limited to the following:
 - i. The number of complaints received from students, faculty and staff, including the number that proceed through the complaint resolution process.
 - ii. The types of complaints received, including the nature of the allegations and the Protected Grounds engaged.
 - iii. The manner in which the complaints were resolved through the complaint resolution process and the outcomes of the process.
 - iv. The timeline for the resolution of complaints.
- b. Statistics and information about the implementation and effectiveness of the Policy will be provided annually to the Board of Governors and the Minister of Colleges and Universities. The University will take reasonable steps to ensure

the information provided in the annual report does not reveal information that should properly remain confidential or otherwise disclose personal information or compromise personal privacy in a manner inconsistent with the University's obligations under the *Freedom of Information and Protection of Privacy Act*.

VIII. Roles and Responsibilities Under this Policy

1. The University Community

- a. Make themselves aware of the Policy and their responsibilities under the Policy.
- b. Participate in the wide variety of education and training programs available on campus.
- c. Respect an individual's right to confidentiality if an incident of Discrimination or Harassment is disclosed to them; refer them to Human Rights Services for guidance about reporting options under this Policy and Procedures.
- d. Understand and comply with their responsibility to report alleged incidents of Discrimination and Harassment to Human Rights Services.
- e. Cooperate in a complaint resolution process, if requested. This includes, but is not limited to, responding to communications from Human Rights Services in a timely manner, participating in good faith in investigation interviews and providing documentary or other evidence, as requested.
- f. Report to Community Safety and Security if they witness an emergency or immediate safety or security concerns at TMU.

2. The University Executive

- a. Maintain and communicate an ongoing commitment to promoting and protecting human rights and addressing Discrimination and Harassment at the University.
- b. Foster a culture of equity, diversity, inclusion and belonging at the University.

3. The Vice President, Equity and Community Inclusion

- a. Lead Human Rights Services in the interpretation and application of this Policy and its Procedures.
- b. Inform and provide strategic advice and direction to the University Executive on Discrimination and Harassment trends and systemic issues, as well as human rights best practices, crisis/issues management, and program development for ensuring compliance with this Policy and relevant legislative requirements.

- c. Report annually to the University's Board of Governors and the Minister of Colleges and Universities about the implementation and effectiveness of this Policy.

5. Human Rights Services

- a. Provide advice, consultation and training on the shared responsibility of all University Community members to promote and protect human rights at the University and about the complaint resolution process under this Policy and Procedures.
- b. Manage the complaint resolution process under this Policy and Procedures, including inquiries, consultations, early interventions, alternative resolutions, and investigations related to Discrimination and Harassment.
- c. Coordinate with other University administrative units where appropriate and necessary to facilitate the application and implementation of this Policy and Procedures.
- d. Develop and implement a human rights awareness, prevention, education and training strategy for the University.
- e. Provide strategic advice to the Vice-President, Equity and Community Inclusion on Discrimination and Harassment trends and systemic issues, as well as human rights best practices, crisis/issues management, and program development for ensuring compliance with this Policy and relevant legislative requirements.

6. Human Resources

- a. Coordinate with Human Rights Services to support complaint resolution processes regarding complaints that fall within the application and scope of this Policy, as well as the *Respectful Workplace Policy* and/or the *Occupational Health and Safety Act*.
- b. Provide individualized care and trauma-informed support for staff and faculty complainants and respondents under this Policy as well as any impacted employees, as appropriate.
- c. Support Human Rights Services in liaising with relevant employee unions.

7. Faculty Affairs

- a. Work with Human Resources to ensure that supports are in place for academic employees participating in complaint resolution processes under this Policy, as appropriate.

- b. Support Human Rights Services to liaise with relevant academic employee unions.

8. The Office of Student Conduct

- a. Coordinate with Human Rights Services to support complaint resolution processes regarding complaints that fall within the application and scope of this Policy, as well as the *Student Code of Non-Academic Conduct*.

9. The Office of Student Care

- a. Provide individualized care and trauma-informed support for student complainants, respondents, and other impacted students under this Policy, as appropriate.

10. Community Safety and Security

- a. Ensure that all Community Safety and Security staff are trained on this Policy and Procedures, trauma-informed services and processes, and the impact of identities on how an individual experiences Discrimination and Harassment.
- b. Share information with Human Rights Services about all incidents of potential Discrimination or Harassment reported to or observed by Community Safety and Security staff.
- c. Provide appropriate services and support to University Community members, such as safety planning, risk assessments and referrals to Human Rights Services.
- d. Coordinate with and assist Human Rights Services as requested in supporting the complaint resolution process under this Policy and Procedures, including regarding the application of interim and accountability measures, where appropriate.

11. Faculty and Academic Departments and Schools

- a. Liaise with Human Rights Services to provide training on Discrimination and Harassment and the rights and responsibilities of University Community members under this Policy.
- b. Report alleged incidents of Discrimination and Harassment to Human Rights Services to determine if it may be necessary to initiate a complaint resolution process under this Policy and Procedures.

12. Student-Led Governing Bodies

- a. Liaise with Human Rights Services to provide training on Discrimination and Harassment and the rights and responsibilities of students under this Policy.
- b. Work in collaboration with University staff, including but not limited to the Vice-President, Equity and Community Inclusion and Director, Human Rights Services to communicate student concerns regarding Discrimination and Harassment and work to rectify them.

IX. Policy Review

1. This Policy will be reviewed every five years with meaningful consultation with members of the University Community, including students and members of equity-deserving groups.

Discrimination and Harassment Procedures

I. Introduction and Purpose

1. The Discrimination and Harassment Procedures (“Procedures”) support both the spirit and letter of the University’s Discrimination and Harassment Policy (“Policy”), and, as such, they should be read and interpreted in conjunction with the Policy.
2. These Procedures apply to reports and complaints of allegations of discrimination and harassment made under the Policy.
3. Human Rights Services is a unit within the Office of the Vice-President, Equity and Community Inclusion (“OVPECI”) and is the neutral office that manages the complaint resolution process under the Policy and Procedures.
4. When Human Rights Services receives complaints or reports of discrimination and harassment under the Policy, it will explore various approaches to resolution based on the unique circumstances of each matter, including options for early intervention, alternative resolution, or investigation and decision-making. The recommended approach to resolution will focus on fairness, proportionality, and accountability, and it will also take into account the interests of those involved and the protection of human rights within the broader University Community.

II. Definitions - Complaint Resolution Process

1. Defined terms outlined in the Policy apply to the Procedures. Additional terms specific to the Procedures are defined below.
 - a. “**Complaint**” means a report to Human Rights Services by a person directly affected by an incident of discrimination and harassment that initiates an assessment of whether a complaint resolution process or any other steps are appropriate under this Policy and Procedures.
 - b. “**Complainant**” means the person who filed the complaint to initiate a complaint resolution process under this Policy and Procedures. In certain circumstances, a complaint may proceed in accordance with this Policy with the University as the complainant.

- c. **“Complaint Resolution Process”** means the process initiated under this Policy and Procedures when Human Rights Services receives a complaint or report of discrimination or harassment and determines that it falls within the jurisdiction of the University and meets the threshold to proceed through an alternative resolution or investigation process.
- d. **“Decision”** means the process of making an official decision after a complaint or report of discrimination and harassment has been investigated, including findings of whether there has been a breach of the Policy and a determination of whether any remedies or accountability measures are required.
- e. **“Decision Maker”** means the person in senior leadership, or their delegate, designated by the University as responsible for making a decision following an investigation under this Policy and Procedures.
- f. **“Disclosure”** means when someone chooses to inform a University Community member about an incident of discrimination and harassment.
- g. **“Report”** means a report to Human Rights Services of an incident of discrimination and harassment that initiates an assessment of whether a complaint resolution process or any other next steps are appropriate under this Policy and Procedures.
- h. **“Restorative Justice”** means stemming from Indigenous practices, restorative or transformative justice is a set of approaches to resolving a complaint or report that requires a deep understanding of the harm caused, the needs of those affected, and the strategies for moving forward as a community and creating lasting change. Using processes such as community conferencing or circles, those who have caused harm and various stakeholders are actively engaged in understanding what happened and the impact of the harm caused, and they hold those who have harmed accountable and responsible not only for their past actions but for shaping the future.
- i. **“Respondent”** means the person who is alleged to have engaged in discrimination and/or harassment and who is the subject of the complaint or report proceeding through a complaint resolution process under this Policy and Procedures.

III. Features of the Complaint Resolution Process

1. Accommodation

- a. Human Rights Services will provide accommodations up to the point of undue hardship to participants in the complaint resolution process under this Policy and Procedures based on needs related to the protected grounds.

2. Trauma-Informed Approach

- a. The University recognizes that the complainant, respondent and witnesses may have experienced trauma in their lives, which may be triggered during a complaint resolution process. A trauma-informed approach and processes are engaged to avoid and/or minimize re-traumatization. It includes respectful and transparent communications between Human Rights Services, the investigator and the parties, and ensuring understanding and consideration for how trauma affects individuals' memories and responses to an incident of discrimination and harassment.

3. Support Persons

- a. Complainants, respondents, and witnesses have the right to identify a support person or union representative, if applicable, to accompany them in any step of the complaint resolution process. Support persons may include an Elder, spiritual advisor, friend, family member, employee union representative, legal professional, colleague, etc. A support person cannot be an individual with direct knowledge of or involvement in the incident of discrimination or harassment that is the subject of the complaint resolution process, or a person who has a connection to the parties such that their involvement as a support person would undermine the purpose of protecting confidentiality in the process.
- b. A support person provides support and does not act as an advocate or speak on behalf of the complainant, respondent, or witness in the process.
- c. A support person has the same obligations to maintain confidentiality as the complainant, respondent or witness.

4. Anti-Oppression Framework

- a. Human Rights Services will manage the complaint resolution process under this Policy and Procedures using an anti-oppression framework that involves recognizing systems of oppression and the power imbalances arising from such

systems, including but not limited to ableism, ageism, colonialism, homophobia, racism, sexism, transphobia, etc.

5. Procedural Fairness

- a. The University has a duty to be fair to all parties in the complaint resolution process, including in investigations and decision-making where a University Community member may be found to have breached the Policy and where remedies and/or accountability measures are imposed.
- b. Principles of procedural fairness also require that a respondent be aware of the allegations against them, be provided with a full and fair opportunity to respond to the allegations, and that both the complainant and the respondent have a full and fair opportunity to respond to relevant evidence presented in an investigation.
- c. Procedural fairness includes the right to an investigator who is neutral and impartial. This means that the investigator should not be biased, should have an open mind, should not have a personal interest in the outcome of the matter, and should consider all the evidence before arriving at their findings of fact and Policy analysis.
- d. The way in which the duty to be fair is demonstrated in the process is context-specific. For example, the more serious the allegations in the complaint or report and the more severe the potential accountability measures, the higher the level of procedural fairness required. The University reserves the right to adjust the complaint resolution process to ensure procedural fairness in accordance with the facts of the individual case, with notice to the parties.
- e. Where applicable, the complaint resolution process will be conducted in a manner consistent with the terms of any relevant collective agreement.

6. Confidentiality

- a. Confidentiality is critical in creating a culture and environment where individuals feel safe disclosing an experience of discrimination and harassment and seeking support. The University is committed to ensuring such a culture and environment exists and will keep personal information confidential when there is a disclosure of discrimination or harassment or the initiation of a complaint resolution process under this Policy and Procedures.
- b. All members of the University Community who receive a disclosure of discrimination or harassment or who are involved in a complaint resolution process must keep the matter confidential, except in accordance with the terms

of this Policy, in order to protect the rights and privacy of those involved and preserve the integrity of the process.

- c. Confidentiality does not prevent those who are involved in the complaint resolution process from sharing information with a support person or union representative for the purpose of seeking support or advice during the process.
- d. The University and Human Rights Services will only share information related to a disclosure or report of discrimination and harassment on a need-to-know basis when it is reasonably necessary for the implementation of the complaint resolution process under this Policy and Procedures and/or to comply with the University's legal obligations. For example:
 - i. Human Rights Services or other University offices may be required to share information about reports of discrimination or harassment when it is necessary for the implementation of the complaint resolution process under this Policy, for example, to implement interim measures, conduct an investigation, make a decision or apply accountability measures.
 - ii. Human Rights Services or other University offices may have a duty to investigate reports of discrimination or harassment under the *Ministry of Training, Colleges and Universities Act*, the *Ontario Human Rights Code*, and/or the *Occupational Health and Safety Act*.
 - iii. Human Rights Services or other University offices may have a duty to report when an individual is at risk of life-threatening self-harm or at risk of harming others or where there is a risk to the safety of the University and/or broader community.
 - iv. Human Rights Services or other University offices may have a legal duty to inform a professional regulator.
 - v. Human Rights Services or other University offices may otherwise need to disclose information as required by law.
- e. The University protects personal information and handles records in accordance with its policies, such as the *Privacy and Access to Information Policy*, as well as the *Freedom of Information and Protection of Privacy Act* and the provisions of applicable employee collective agreements.

7. Transparency

- a. The complainant, respondent and witnesses will be advised of their rights and responsibilities related to this Policy and Procedures throughout the complaint resolution process.
- b. The complainant and respondent will be provided with progress updates and informed of any decisions throughout the complaint resolution process, subject to the University's obligations surrounding privacy and confidentiality under applicable policy and law.

8. Timeliness

- a. Every effort will be made to complete the complaint resolution process in a timely manner while maintaining a trauma-informed approach for all parties and ensuring procedural fairness.
- b. Human Rights Services will endeavour to address complaints and communicate the outcome of the complaint to the parties within twelve (12) months from the date that the complaint was received.
- c. Timelines outlined in the Procedures may be extended when reasonably necessary, and any extension will be communicated to the parties.

9. Freedom from Reprisal

- a. The complainant, respondent and witnesses will be advised that every member of the University Community has a right to claim and enforce their rights under this Policy, provide evidence and participate in proceedings under this Policy and Procedures, without reprisal or threat of reprisal.

10. Multiple University Policies

- a. Where complaints under this Policy may also engage other University policies, Human Rights Services may coordinate and/or undertake a joint complaint resolution process with the appropriate offices. Where complaints or reports may be more appropriately dealt with under another policy or process, an appropriate referral will be made.

11. Trained Personnel

- a. Personnel involved in the complaint resolution process, including staff in Human Rights Services and other offices, investigators and decision makers, will be trained in their roles under this Policy and Procedures, including on topics of discrimination and harassment, trauma-informed processes, procedural fairness

and the impact of intersecting identities on how an individual may experience discrimination and harassment.

IV. Making Complaints or Reports under this Policy

1. Seeking Information

- a. University Community members may seek information from Human Rights Services about their rights and responsibilities under the Policy or the various processes under these Procedures without initiating a complaint or a complaint resolution process.

2. Making a Complaint under the Policy

- a. Complaints and reports of discrimination and harassment under the Policy can be made by contacting Human Rights Services:

Human Rights Services:
Podium Building POD-254-A
Email: humanrights@torontomu.ca
Phone: 416-979-5349

- b. A complainant may file a complaint in writing via e-mail or letter or request an in-person or virtual meeting or telephone call with Human Rights Services to make their complaint. Human Rights Services is a neutral office that administers the complaint resolution process under this Policy. The role of the person receiving the complaint is to listen, clarify details and assess appropriate next steps.
- c. Throughout the complaint resolution process, the person making the complaint will be referred to as the complainant, and the person alleged to have breached the Policy will be referred to as the respondent.
- d. The complainant will receive initial communication from Human Rights Services within five (5) business days of filing the complaint. The initial communication will include information about the complaint resolution process and the estimated time for the complaint to be addressed, including options for interim measures, where appropriate.

3. Referrals and Reports under the Policy

- a. If a complaint or report of discrimination and harassment is received by another University office, it will be referred to Human Rights Services for review under this Policy and Procedures.
- b. University employees (other than University health care providers) who receive disclosures of discrimination and harassment are required to report such information to Human Rights Services to determine if it may be necessary to initiate a complaint resolution process under this Policy and Procedures. Human Rights Services will also collect information about the report for statistical and reporting purposes.

4. Anonymous Complaints

- a. Human Rights Services will accept anonymous complaints of alleged discrimination and harassment that fall within the jurisdiction of the complaint resolution process. Human Rights Services will review the complaints to determine the appropriate next steps, including the possibility of proceeding with a complaint resolution process under this Policy and Procedures. However, there are inherent limitations to addressing anonymous complaints, and it may not be appropriate or procedurally fair to proceed with a complaint resolution process in some circumstances.

5. Multiple Proceedings

- a. Everyone has the right to explore alternative avenues of redress outside of this Policy and Procedures, including through their union/collective agreement, the University's Office of the Ombudsperson (for students), the Ontario Ombudsman, the Human Rights Tribunal of Ontario or other legal bodies, or the police.
- b. While a union has the right to file grievances on behalf of its members under an applicable collective agreement, a grievance process and a complaint resolution process under this Policy and Procedures on the same human rights issues cannot proceed at the same time. A union has the option to place a grievance on hold pending the outcome of a Human Rights Services complaint resolution process, and then resume the grievance once the process has concluded.
- c. In some cases, the University may place a complaint resolution process under this Policy and Procedures on hold until it is appropriate to proceed. Examples where a hold may occur include, but are not limited to:
 - i. When the complainant has made a report to the police, or there is an active police investigation.

- ii. When the substance of the complaint is being dealt with through other civil legal proceedings, for example, grievance arbitration.

6. Withdrawal of a Complaint

- a. At any time throughout the complaint resolution process, before a decision is rendered, a complainant may choose to withdraw their complaint. They should communicate their decision to withdraw their complaint in writing to Human Rights Services.
- b. In some circumstances, the University may still pursue the complaint in the interests of the University Community, and/or as required by this Policy or other University policies, or otherwise as required by law.
- c. If a complaint is withdrawn, both complainants and respondents can still access support through the appropriate offices on campus.

V. Preliminary Assessment of Whether a Complaint or Report Will Proceed through the Complaint Resolution Process

1. Preliminary Assessment

- a. Once a complaint or report is shared with Human Rights Services, the office will conduct a preliminary assessment and consider the appropriate next steps under the Policy and Procedures. This will include:
 - i. Referring the complainant to University support and resources.
 - ii. Determining the jurisdiction of Human Rights Services to proceed to address the complaint or report under the Policy and Procedures.
 - iii. Determining whether the complaint or report contains allegations that, if assumed to be true for the purpose of the preliminary assessment, may reasonably constitute a breach of the Policy.
 - iv. Determining whether the complaint or report contains allegations that are more appropriately referred for review under a different policy, such as the *Sexual Violence Policy*, *Student Code of Non-Academic Conduct* (Policy 61), or *Respectful Workplace Policy*.

- v. Determining whether the complaint is trivial, frivolous, vexatious, or made in bad faith.
- b. Human Rights Services will typically complete a preliminary assessment within twenty-five (25) business days after receiving all of the relevant details of the complaint. The timeframe may be extended if reasonably necessary in the circumstances.
- c. Once Human Rights Services completes a preliminary assessment, the outcome will be communicated to the complainant.
- d. Human Rights Services has the discretion to revisit a preliminary assessment during any step in the complaint resolution process. For example, this may be appropriate if the status or participation of the parties changes or if new information becomes available.
- e. Human Rights Services offers a range of approaches to addressing and resolving complaints and reports of discrimination and harassment, and will encourage efforts to resolve concerns through direct, informal and restorative approaches, where appropriate. While Human Rights Services is completing its preliminary assessment, it may determine that the complaint or report is appropriate for early intervention and may recommend exploring early intervention options before proceeding with a complaint resolution process.

2. Jurisdiction of the Complaint Resolution Process

- a. Human Rights Services will determine whether a complaint falls within the jurisdiction of the complaint resolution process under the Policy and Procedures in accordance with the terms of the “Application and Scope” section of the Policy.

3. Trivial, Frivolous, Vexatious, or Bad Faith Complaints

- a. A complaint will not proceed through a complaint resolution process under this Policy and Procedures if it is determined that it is trivial, frivolous, vexatious, or made in bad faith.
 - i. A trivial complaint is one in which there may be a technical or minor breach of the Policy, but the impact of the breach is insignificant.
 - ii. A frivolous complaint lacks legal or policy basis or merit; it is a complaint that has little prospect of success.
 - iii. A vexatious complaint is one that is commenced for an improper purpose, for example, to harass, embarrass or annoy.

- iv. A bad faith complaint is one that is brought with an improper ulterior motive, such as a complaint motivated by hostility, malice, ill-will, dishonesty, or other improper motivation.
- b. If Human Rights Services determines at any stage in the complaint resolution process that there is sufficient evidence to suggest that a complaint may be trivial, frivolous, vexatious, or made in bad faith, it may refer the issue for investigation in accordance with these Procedures.
 - i. Human Rights Services may initiate an investigation into the issue on a preliminary basis in order to inform its assessment of whether the complaint is appropriate to move forward through a complaint resolution process.
 - c. Human Rights Services may alternatively refer the issue for review as part of the investigation into the merits of the complaint. In such cases, the decision maker will make the determination of whether the complaint is trivial, frivolous, vexatious, or made in bad faith, and if so, will determine if any accountability measures are appropriate in the circumstances.

4. University as Complainant

- a. In some cases, the University may elect to be the complainant in a complaint resolution process under this Policy and Procedures. Examples of such circumstances include but are not limited to:
 - i. Where there is a risk to the safety of individuals and/or the broader University Community.
 - ii. Where the University has a legal duty to investigate, such as under the *Ontario Human Rights Code* and/or *Occupational Health and Safety Act*.
 - iii. Where Human Rights Services becomes aware of potential systemic barriers or discrimination and determines that a systemic human rights review or investigation is appropriate.
 - iv. Where the complaint was made to Human Rights Services anonymously.
 - v. Where the individual directly affected wishes to be a witness in an investigation and not the complainant. The individual may request to receive information about the general progress of the complaint resolution process, even if they choose not to participate in the process. Human

Rights Services will consider their request while balancing applicable confidentiality and privacy obligations.

- vi. Where the alleged incident was perpetrated by a University Community member against a non-University Community member. In these circumstances, the individual affected by the alleged incident of discrimination and harassment may choose whether to participate in the complaint resolution process as a witness. The individual may request to receive information about the general progress of the complaint resolution process, even if they choose not to participate in the process. Human Rights Services will consider their request while balancing applicable confidentiality and privacy obligations.

5. Early Intervention

- a. Early intervention refers to involvement of Human Rights Services and/or other University Community members to respond to concerns of discrimination or harassment without initiating a complaint resolution process under this Policy and Procedures. Early intervention does not involve any findings of a breach(es) of the Policy and is not disciplinary in nature.
- b. Early intervention can take many forms and typically involves a focus on timely resolution through education, relationship repair and prevention of future breaches of the Policy.
- c. Human Rights Services will consider the following factors in determining whether a complaint or report may be appropriate for early intervention:
 - i. The complainant's desired outcomes.
 - ii. The nature and seriousness of the allegations and proportionality with respect to the University's response.
 - iii. The benefits to the parties and the University Community of addressing concerns early and directly in order to prevent recurrences or escalation of behaviour that may lead to future breaches of the Policy.
 - iv. Any other relevant factors.
- d. Examples of early interventions include, but are not necessarily limited to:
 - i. Direct Feedback: Human Rights Services may support a complainant who may choose to communicate directly with an individual about concerns

regarding their comments or conduct and provide information about the impact and their expectations regarding future interactions.

- ii. Leadership Feedback: A complainant and/or Human Rights Services may communicate with leaders who have management authority over the individuals whose comments or conduct have caused concern. Leaders are then supported to communicate with the individual to share the concerns, reinforce expectations and offer coaching or other training support to ensure they are familiar with their responsibilities under the Policy.
- iii. Human Rights Services Letter of Expectation: Human Rights Services may communicate with individuals whose comments or conduct have caused concern through a letter of expectation that outlines the nature of the concerns that have been raised and reinforces expectations and responsibilities under the Policy.
- iv. Human Rights Services Facilitated Discussion or Conciliation: Human Rights Services may facilitate discussions between individuals or groups using a restorative justice approach in order to address and attempt to resolve concerns, redress harms and reestablish relationships.

e. If early intervention is determined not to be appropriate in the circumstances or is attempted and is unsuccessful, Human Rights Services may complete its preliminary assessment to determine if the complaint or report is appropriate to proceed with a complaint resolution process under the Policy and Procedures.

VI. Complaint Resolution Process

1. Notice of Complaint Resolution Process

- a. Once Human Rights Services completes a preliminary assessment and determines that the complaint or report will proceed through a complaint resolution process under this Policy and Procedures, they will issue a Notice of Complaint Resolution Process in writing to all parties advising them of their rights and responsibilities and the next steps in the process.
- b. Human Rights Services will provide a Notice of Complaint Resolution Process to the complainant, the respondent, and the investigator, if one has been appointed.
- c. The Notice of Complaint Resolution Process will include the following information:

- i. A link to this Policy and Procedures, and any other related policies.
- ii. A summary of the allegations that make up the complaint or report.
- iii. Confirmation of the right to a support person or union representative, where applicable, during the complaint resolution process.
- iv. Details of any interim measures that will be in place during the complaint resolution process, including advising that such interim measures may be revised if needed throughout the process with further notice provided to the parties.
- v. Information about confidentiality and the right to be free from reprisal or threats of reprisal under this Policy and Procedures.
- vi. The name and contact information of the Human Rights Services case manager, investigator, and decision maker (if appointed at the time of issuing the Notice).

d. After Human Rights Services has issued a Notice of Complaint Resolution Process to the parties, the Human Rights Services case manager will meet separately with the complainant and respondent and will:

- i. Explain to each party their rights and responsibilities in the complaint resolution process, including information about alternative resolution and investigation and decision-making processes.
- ii. Discuss details of interim measures, if applicable.
- iii. Explore whether the complainant and respondent are interested in exploring an alternative resolution, as opposed to the completion of an investigation and decision-making process.
- iv. Answer any questions.

2. Interim Measures during the Complaint Resolution Process

- a. In some cases, it may be necessary to implement appropriate interim measures during a complaint resolution process. Interim measures are temporary measures put in place to protect the parties, the community, and the integrity of the complaint resolution process. Such measures are non-disciplinary and without prejudice to the ultimate outcome of the complaint resolution process.
- b. Examples of interim measures that might be considered include:

- i. Restrictions on contact and communication between the complainant and respondent, or other members of the University Community.
- ii. Changes to student course and/or section enrollments.
- iii. Changes in employment assignments or reporting structures.
- iv. Restrictions to access campus or parts of campus.
- v. Changes within University housing if the parties are residing in Student Housing.

- c. Where the respondent is an employee and any interim measures implemented by the University affect the respondent's terms and conditions of employment, the normal procedures of any relevant collective agreement will apply to the implementation of the interim measures.
- d. The complainant or respondent may notify Human Rights Services if there is a change of circumstances, and the interim measure(s) may be modified if appropriate throughout the complaint resolution process.
- e. There may be serious consequences for a respondent who is found to have violated interim measures imposed under this Policy and Procedures, which may include additional accountability measures as outlined below.

3. Alternative Resolution

- a. Human Rights Services offers various approaches to addressing and resolving complaints of discrimination and harassment, including alternative resolution or investigation and decision-making processes. Human Rights Services encourages efforts to resolve complaints of discrimination and harassment through alternative resolution or restorative justice approaches, where appropriate.
- b. Alternative resolution refers to alternative forms of complaint resolution that do not include an investigation or the issuing of a decision (examples below).
- c. Human Rights Services will determine whether alternative resolution is appropriate considering all relevant factors, including the complainant's desired outcomes, the nature and severity of the alleged incident of discrimination and harassment, the potential risk or harm to the University Community, and the willingness of the complainant and the respondent to participate in the process.

- d. For an alternative resolution to be a meaningful process, parties must engage in the process voluntarily and with informed consent and remain free from reprisal. During the alternative resolution process, the complainant or the respondent may withdraw their consent to participate at any time. Human Rights Services will consider whether it is possible and appropriate to move to an investigation and decision-making process.
- e. Alternative resolution can take many forms, including, for example:
 - i. The respondent's agreement not to contact or communicate with the complainant.
 - ii. The respondent's agreement to participate in education about discrimination and harassment.
 - iii. The respondent's agreement to participate in counselling.
 - iv. The respondent's agreement to be governed by a period of probation.
 - v. The respondent's agreement not to access designated University premises or services.
- f. Alternative resolution may also include restorative justice approaches, including processes such as facilitated discussions, community conferencing or circle processes. During such processes, those who have caused harm will actively engage in understanding the harm that was caused and its impact and hold those who have caused harm accountable and responsible not only for their past actions but for shaping the future.
- g. If the complainant and respondent reach a resolution, a written record of the alternative resolution agreement will be prepared by Human Rights Services and signed by both parties. Human Rights Services will keep the signed alternative resolution agreement and provide a copy to the complainant, respondent, and relevant University offices.
- h. Human Rights Services will monitor the implementation of the alternative resolution agreement and ensure the parties' compliance. If there is a failure to comply with the terms of an alternative resolution agreement, the complaint may continue to an investigation and decision-making process in accordance with this Policy.

4. Indigenous Conflict Resolution

- a. The University is committed to addressing the legacy of colonization and is actively working towards meaningful truth and reconciliation. The University's commitment includes Indigenous well-being and working towards an even more inclusive environment. In line with this commitment, Indigenous peoples (students, faculty and staff) have the choice to request Indigenous conflict resolution to address incidents of discrimination or harassment. Also referred to as restorative justice or transformative justice, Indigenous conflict resolution stems from Indigenous practices and is a set of approaches (which require a time investment) to resolve a complaint that requires individuals to be mindful of and responsible for their words, actions, decisions and behaviours. Indigenous conflict resolution practices will be guided by Indigenous Peoples with lived experience and may be guided, for example, by the 7 Grandparent Teachings and/or the Great Law of Peace. Additional resources to support the process may include, but are not limited to, Elders, talking circles, and traditional medicines. This form of conflict resolution is for Indigenous students, faculty and staff.

5. Investigation

- a. If a complaint or report is not resolved through alternative resolution, Human Rights Services will initiate an investigation and determine its scope.
- b. Human Rights Services will appoint an impartial investigator with knowledge, training and experience in human rights discrimination and harassment investigations and related issues. The investigator may be internal or external to the University. If the complainant or respondent reasonably believes that the investigator may have a conflict of interest, they may request an alternative investigator in writing, explaining the reasons for their request. Human Rights Services will consider their concerns to determine whether or not to assign an alternative investigator.
- c. Once an investigator is appointed, they will contact the parties to confirm their appointment as the investigator and explain the investigation process and their role as the investigator.
- d. The investigator will conduct a thorough investigation in a manner that is independent, balanced, fair, unbiased, and free of arbitrariness and discrimination. The investigator works independently. They develop a plan identifying the issues of the complaint or report, who will be interviewed, which questions will be posed, and which documents will be requested for review. The investigator will conduct interviews with the complainant and the respondent separately and may need to meet with each party several times during the course of the investigation. The complainant and respondent will have the

opportunity to provide the investigator with information, documents, names of witnesses, and other submissions or evidence that they believe are relevant to the matter under investigation.

- e. The investigator will ensure that both the complainant and respondent have a full opportunity to review and respond to all material aspects of the allegations that make up the complaint, and the evidence upon which the investigator will rely. The investigator will provide the complainant, the respondent and any witnesses with the notes from, or a synopsis of, their respective interviews, and each will have the opportunity to make any clarifications or corrections to their statements.
- f. Human Rights Services and its investigators will aim to complete an investigation in a timely way, ensuring a trauma-informed process, procedural fairness and transparency.

6. Referral to the Decision Maker

- a. Human Rights Services will review the investigation report and provide it to an appropriate impartial decision maker for review and decision.
 - i. Where the respondent is a faculty member, contract lecturer or teaching/graduate assistant, the Dean of their faculty will normally decide the matter.
 - ii. Where the respondent is a staff member, the senior head of the unit (Director, Registrar, Senior Director, Executive Director, Assistant Vice-President, Vice Provost, or Dean) will normally decide the matter.
 - iii. Where the respondent is a student, the Vice Provost, Students will normally decide the matter.
- b. Human Rights Services will notify the complainant and respondent by e-mail within ten (10) business days of receipt of the final report from the investigator and inform them of who has been appointed as the decision maker. Where the complainant or respondent reasonably believes that the decision-maker may have a conflict of interest, they may request an alternative decision maker. Human Rights Services will consider their concerns to determine whether or not to assign an alternate decision maker.

7. The Rendering of a Decision

- a. The decision maker will review the final report from the investigator.
- b. The decision maker may also request an opportunity to meet with and ask any questions of Human Rights Services, the investigator, the complainant, the

respondent, and/or any witnesses separately before rendering a decision. Notes will be taken of any meeting so as to document any new evidence presented that does not appear in the investigation report. If new relevant information is presented by any party or witness in the course of these meetings, the complainant and respondent will be given the opportunity to respond to that new information before the decision is rendered. The complainant will not be required to appear before a decision maker in the presence of the respondent.

- c. Within thirty (30) business days of receiving the investigation report and all other relevant information and materials, the decision maker will render a decision. The time frame to render a decision may be extended at the request of the decision maker, and the extension will be communicated to the parties.
- d. The decision prepared by the decision maker will indicate whether or not there has been a breach of the Policy, and if so, assign appropriate remedies and accountability measures. Decisions will be made based on the standard of proof of a balance of probabilities, which requires evidence to support a finding that something is more likely than not to have happened. This standard of proof is a lower threshold than the criminal standard of proof, which requires evidence to support a finding beyond a reasonable doubt.
- e. The decision maker will provide both the complainant and the respondent with a summary of the investigation results, their decision, the reasons for that decision, and any applicable remedies and accountability measures.
- f. A request by a party to receive a copy of the investigation report will be subject to restrictions under University's *Privacy and Access to Information Policy* and the *Freedom of Information and Protection of Privacy Act*.

8. Remedies

- a. If the decision maker finds that there has been a breach(es) of this Policy, they will determine the appropriate remedies. The objective of remedies is two-fold; they aim to restore the complainant to the position they would have been in had the discrimination and harassment not occurred, and they seek to prevent the continuation or recurrence of similar breaches of the Policy.
- b. The decision maker may also impose remedies that include directions to undertake systemic reviews or organizational changes if breaches of the Policy included constructive or systemic discrimination resulting from existing University rules, requirements, policies, or practices.

9. Accountability Measures

- a. Where the decision maker finds that there has been a breach(es) of this Policy, the decision-maker will assign accountability measures that are reasonable and appropriate in the circumstances. Accountability measures will reflect the status of the respondent, and other University offices may become involved in monitoring compliance with the accountability measures, e.g. Office of Student Care, Human Resources, Office of the Vice Provost, Faculty Affairs.
- b. Decision makers have a range of accountability measures they can implement following a finding of a breach of this Policy. In doing so, the decision maker will consider, as appropriate:
 - i. The experiences and interests of the complainant;
 - ii. The nature and severity of the incident, mitigating and aggravating circumstances and principles of proportionality;
 - iii. The existence of a power imbalance between the complainant and the respondent;
 - iv. The principle of progressive discipline;
 - v. The requirements under any relevant collective agreements and applicable law;
 - vi. Individual and collective safety, security and well-being considerations;
 - vii. The University's role as an educational institution and other proper University interests; and
 - viii. Any other relevant factors.
- c. Non-exhaustive examples of general accountability measures include:
 - i. Educational workshops or counselling;
 - ii. No contact with specified individuals or groups;
 - iii. Letter of behavioural expectations; and
 - iv. Restrictions related to accessing campus as a whole, parts of campus or certain University-related activities, services, or networks.
- d. Non-exhaustive examples of additional accountability measures applicable to student respondents:

- i. Removal from a course or section of a course;
- ii. Limitation to future enrollment in a course or with a particular instructor;
- iii. Removal or restriction of access to University online platforms, information technology resources, equipment, and infrastructure;
- iv. Restrictions from participation in intramural or varsity sports and University organizations or clubs;
- v. Probationary period;
- vi. Relocation in or eviction from University-owned and/or operated housing;
- vii. Suspension from the University for a defined period with a requirement for education/training before reintegration and
- viii. Expulsion from the University permanently.

e. Non-exhaustive examples of additional accountability measures applicable to employees include:

- i. Change in work assignment;
- ii. Letter of Coaching, Warning or Discipline;
- iii. Suspension from work for a set time without pay; and/or,
- iv. Dismissal from employment.

f. The decision-maker reserves the right to implement accountability measures that are appropriate in the circumstances.

VII. Appeals

1. Grounds for Appeal

- a. The appeal decision maker will consider appeals based on the following grounds:
 - i. Whether there was a substantial procedural error in the application of the Policy;
 - ii. Whether there is new evidence that could not have reasonably been presented earlier in the investigation process;
 - iii. Whether the findings are inconsistent with the evidence or Policy; and/or;

- iv. Whether the accountability measures are unreasonable in the circumstances.

2. Appeal Review Process

- a. Complainants and respondents involved in a decision can submit an appeal in accordance with the following process, depending on the status of the party submitting the appeal:
 - i. Student: The complainant or respondent can submit to Human Rights Services a written request for appeal and an explanation of the basis for the request within ten (10) business days of receiving the original decision. The appeal will normally be decided by the Provost and Vice-President, Academic or otherwise, by an appeal decision maker senior to the original decision maker.
 - ii. Employee who is not a union member: The complainant or respondent may submit a written request for appeal to Human Rights Services, along with an explanation of the reasons for the request, within ten (10) business days of receiving the original decision. Typically, the appeal will be decided by the Provost or Vice-President, Academic or another decision-maker who is senior to the original decision-maker.
 - iii. Employee who is a union member: When the individual appealing is a union member, the option to review the decision is within the grievance and arbitration process of the applicable collective agreement.
- b. If an appeal is filed by one party, the other party(ies) to the complaint will be notified that an appeal has been submitted. They will also be invited to make a written submission for consideration in the review of the appeal. In deciding on the appeal, the appeal decision maker will review the investigation file, the original decision findings, remedies and accountability measures, and any other relevant documents or information. The appeal decision maker may also interview the parties.
- c. The appeal decision maker will communicate the appeal decision in writing to all parties within twenty (20) business days of the commencement of the review.
- d. The appeal decision is final with respect to the options available within the University.

VIII. Systemic Human Rights Interventions

1. Where Human Rights Services become aware of allegations, trends/patterns or other evidence of potential systemic human rights issues related to the policies and/or practices of the University, the Vice-President, Equity and Community Inclusion, in consultation with Human Rights Services, may recommend interventions to address the matter.
2. Systemic interventions may include recommendations for human rights education and training for a particular department or group within the University.
3. Where it is determined that the systemic human rights issue requires further inquiry or review, Human Rights Services may conduct a climate review, workplace assessment, audit, systemic investigation or other intervention guided by this Policy and Procedures. Human Rights Services may also or alternatively provide support and guidance to University faculties, departments, schools, or units to undertake such reviews or interventions.
4. In reviewing the outcome of an inquiry into systemic human rights issues, a leader or decision-maker may wish to consult with the Vice-President, Equity and Community Inclusion or Human Rights Services regarding options for systemic remedies or interventions. Complaints arising within the context of systemic human rights inquiries can also be referred to Human Rights Services to consider whether it is appropriate to initiate a further complaint resolution process(es) under this Policy and Procedures.
5. Notwithstanding the complaint resolution process in these Procedures, the President, Provost or Vice-President, Equity and Community Inclusion may intervene in extenuating circumstances in a human rights issue where circumstances warrant an immediate response, such as where there are safety concerns, where action is required in order to prevent potential future liability for the University, or where they judge it to be in the best interests of the university at large.
6. The President, Provost or Vice-President, Equity and Community Inclusion's decision to intervene will be based on consultation with Human Rights Services with respect to its role in managing the complaint resolution process under this Policy and Procedures.
7. Any decision regarding a discrimination or harassment matter arising from a President, Provost or Vice-President, Equity and Community Inclusion's intervention under this Policy will be subject to the appeal review process contained in these Procedures.

DRAFT RESOLUTION

Re: Discrimination and Harassment Policy Update

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the *Discrimination and Harassment Policy*, formerly known as the *Discrimination and Harassment Prevention Policy*, as presented.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Report from the Vice-President, Equity and Community Inclusion

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 offers an update to the Board of Governors regarding the ongoing and expanding initiatives of the Office of the Vice-President, Equity and Community Inclusion (“OVPECI”). It encompasses the OVPECI’s mandate, strategic direction, and the steps taken in the past year to foster a more inclusive and human rights-centered campus. The presentation underscores the continuous efforts of the Vice-President, Equity and Community Inclusion, and the OVPECI team within the prevailing societal landscape, emphasizing the impact of their endeavors on students, faculty, and staff at Toronto Metropolitan University (the “University”).

BACKGROUND:

Since the last year's update, the OVPECI has prioritized positioning the University as a leader in equity, diversity and inclusion (“EDI”). Discourse and knowledge in this field are advancing, and the University must remain at the forefront of this shifting and evolving paradigm. Therefore, OVPECI has concentrated its efforts on the following seven (7) areas to diminish systemic barriers at the University:

- legislative compliance and raising the bar
- supporting Indigenous and Black communities
- harnessing data to inform decision making and investments
- building capacity and partnerships
- developing strategic equity plans, policies and strategies
- embedding equity, diversity, inclusion, and decolonization (“EDID”) and accountability in research and programming
- addressing human rights and mental health proactively

The interplay of the works of these seven (7) areas helps to cultivate a culture of belonging and

flourishing and well-being; to challenge the status quo while tackling systemic barriers head-on; to create space for diverse perspectives, thoughts, and voices to fuel innovation; and foster critical thinking and problem solving.

The OVPECI plays a crucial role in enhancing the University's response to the current climate. By expanding partnerships and nurturing relationships, the team is actively fostering a more equitable and inclusive environment throughout the University. This includes leveraging diversity self-ID data collection and analysis to inform decision-making and investments. The management of data played a pivotal role in the University being recognized as the top Canadian employer for diversity by Forbes in 2023.

Lastly, there will be an update on the ways in which the University has responded to support our community members that continue to be impacted by the geopolitical conflict in the Middle East, including establishing the University's Community Building Working Group in 2024 at the direction of President Mohamed Lachemi and led by OVPECI.

ATTACHMENT: Office of the Vice-President, Equity and Community Inclusion Annual Update 2025

PREPARED BY:

Name: Tanya (Toni) De Mello, Vice-President, Equity and Community Inclusion

Date: June 10, 2025

OVPECI Annual Update 2025

June 26, 2025

Dr. Tanya (Toni) De Mello, Vice-President,
Equity and Community Inclusion

Toronto
Metropolitan
University

Office of the Vice-President,
Equity & Community Inclusion



Who is the Office of the Vice-President, Equity and Community Inclusion (OVPECI)?

Toronto
Metropolitan
University

Office of the Vice-President,
Equity & Community Inclusion



Work of the OVPECI



Office of the Vice-President,
Equity & Community Inclusion



OVPECI leads through shifts in EDI landscape



Office of the Vice-President,
Equity & Community Inclusion

Current context (external factors)

- Change in support for Equity, Diversity and Inclusion (EDI) in US and Canada
 - Impact of the war in Israel and Palestine
- Existing legislative requirements and increased government intervention
 - Examples: Employment Equity Act; Ontario Human Rights Code (Section 14 on special programs); Accessibility for Ontarians with Disabilities Act (AODA), Bill 132 (mandates review every 3 years of Sexual Violence Policy) and Bill 166 (mandates review every 5 years of Discrimination and Harassment Policy)
- False public assumptions due to misinformation (School of Medicine)
 - Resulting in increased scrutiny in the climate of changing public sentiment of EDI. OVPECI is working with University Relations and other partners to change the narrative.



Office of the Vice-President,
Equity & Community Inclusion



TMU will continue to do the work

- **Values:** EDI is central to TMU's unique value propositions
- **Institutional Alignment:** EDI is woven into all institutional plans, practice and programs
- EDI is a foundational component of new faculties (Faculty of Law, School of Medicine)
- **TMU's EDI Strategy and Action Plan** - advancing key priorities for the next 5 years
- Feedback from Senate, Deans and Chairs (+ divis./unit leaders)



Office of the Vice-President,
Equity & Community Inclusion

How is the OVPECI continuing to foster a human rights centred campus?

Providing EDI expertise (consulting) and serving as a resource to TMU units and departments

Supporting Indigenous and Black communities

Harnessing data to inform decision making and investments

Building capacity and partnerships

Legislative compliance and raising the bar

Embedding EDI and accountability in research and programming

Promoting and protecting human rights by responding to individual and systemic issues

2024-2025 Year in Review

Increasing understanding through EDI expertise

- University-wide community building working group
- **17 tools** for academic program reviews in partnership with Curriculum Quality Team
- Developing and strengthening crisis and conflict resolution



Supporting Indigenous and Black communities

- Continued response to **2018 TRC Report and Presidential Implementation Committee to Confront Anti-Black Racism**
- Celebrating **30 years** of Indigenous support initiatives
- Celebrating Black excellence with **Viola Desmond Awards**



Office of the Vice-President,
Equity & Community Inclusion



Harnessing data to inform decision making and investments

- **Diversity Self-ID** student and employee data for benchmarks and accountability (updated in 2025)
- Supports **decision-making, program planning and policies** to build deeper understanding of factors that contribute retention from equity-deserving groups
- **We want to remain leaders in EDI:** In 2023, won Forbes #1 Institution in Canada - primarily for Self-ID

RANK	NAME	INDUSTRY
1.	Toronto Metropolitan University	Education
2.	Lululemon Athletica	Clothing, Shoes, Sports Equipment
3.	McMaster University	Education



Office of the Vice-President,
Equity & Community Inclusion

Building capacity and partnerships

- Delivering customized learning solutions to support more equitable and inclusive environments
- Addressing student access barriers for students with precarious status to fulfill fundamental right to education
- Providing guidance to HR to enhance hiring policies and improve TMU's talent acquisition and retention
- HR partnership to establish Indigenous Wellbeing and Cultural Practice Leave



Office of the Vice-President,
Equity & Community Inclusion



Policy reviews and legislative compliance

- **Sexual Violence Policy** review and approved in 2024
- *Discrimination and Harassment Prevention Policy* review in compliance with Bill 166
- Supporting School of Medicine in policy development to meet accreditation requirements

Embedding EDI and accountability in research

- Strong partnerships with Dimensions, Canada Research Chairs, Office of the Vice-President, Research and Innovation, Canada Excellence Research Chair in Migration and Integration
- \$148,000 grant: **Enabling Accessible Healthcare Delivery project** with School of Disability Studies



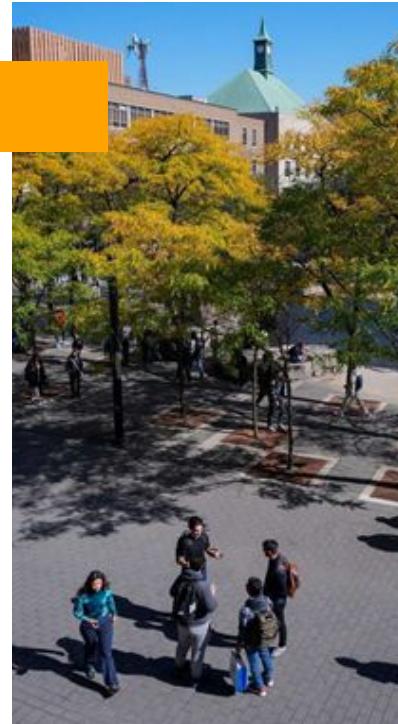
Office of the Vice-President,
Equity & Community Inclusion

Promoting and protecting human rights

- **Human rights consultations** for students, faculty, staff—averaging 50+ new inquiries per month
- **Human rights education/training** to leaders, including chairs, directors, faculty, student groups and community members
- **Innovating approaches on human rights complaints** through **early intervention, alternative resolution, and restorative justice**



Office of the Vice-President,
Equity & Community Inclusion



Questions?

Get in touch with the Office of the Vice-President, Equity and Community Inclusion (OVPECI):

 **Email** | tdemello@torontomu.ca

 **Website** | torontomu.ca/equity



Office of the Vice-President,
Equity & Community Inclusion



BOARD OF GOVERNORS
June 26, 2025

AGENDA ITEM: Board Committee Memberships 2025-2026

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY:

Annually the Chair and Vice-Chair of the Board of Governors (“Board”) propose Committee memberships to the Governance Committee. On June 9, 2025, the Governance Committee via electronic ballot recommended that the Board approve the 2025-2026 Board Committee Memberships. The Board is being asked to approve the 2025-2026 Board Committee Memberships, as set out in the attached chart, and appoint a chair and vice-chair for each Committee.

BACKGROUND:

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

ATTACHMENT: Board Committee Memberships 2025-2026

COMMUNICATIONS STRATEGY: The Board website will be updated to reflect the membership changes.

PREPARED BY:

Name: Adela Mall, Executive Director, Legal and Governance and Assistant Secretary of the Board of Governors
Date: June 4, 2025

APPROVED BY:

Name: Wendy Lawrence, General Counsel, Secretary of the Board of Governors and Chief
Privacy Officer
Date: June 4, 2025

BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2025-2026 (June 2025)

GOVERNANCE COMMITTEE	AUDIT AND RISK COMMITTEE	NEGOTIATIONS COMMITTEE	EMPLOYEE RELATIONS & PENSIONS COMMITTEE	FINANCE COMMITTEE	INVESTMENT ADVISORY COMMITTEE	PROPERTY COMMITTEE
Chair: Norie Campbell	Chair: Catherine Paisley	Chair: Catherine Paisley*	Chair: Louise Taylor Green	Chair: David Porter	Chair: Janice Fukakusa	Chair: Nazmin Gupta
VC: David Porter	VC: Meg Davis	VC: Norie Campbell	VC: David Porter	VC: Anju Virmani	VC: N/A	VC: N/A
Mohamed Lachemi	N/A	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi	Mohamed Lachemi
Meg Davis	David Porter	Meg Davis	Catherine Paisley	Catherine Paisley	David Porter	Meg Davis
Louise Taylor Green	Louise Taylor Green	Walied Soliman	Norie Campbell	Nazmin Gupta	Vacant as of October 10, 2024	
Anju Virmani	Norie Campbell	N/A	Sobi Ragunathan	Norie Campbell	N/A	N/A
Catherine Paisley	Sobi Ragunathan	N/A			Richard Rooney	N/A
Vacant	Anju Virmani	N/A	N/A	N/A	Bahir Manios	Ashi Mathur
Chris MacDonald	N/A	N/A	Irene Gammel	Seth Dworkin	N/A	John Malovy
Tony Conte	N/A	N/A	Tony Conte	Michael Turco	N/A	Alana De Gasperis
Shervin Akhlaghi	N/A	Ahmed Elshahed	Gyan Kalra	Ahmed Elshahed	N/A	Grace Lee Reynolds
Lisa-Marie Wiliams	N/A	Lisa-Marie Wiliams	Hyacinth Gawne	TBD - Alumni Elections	N/A	N/A
	Jack Cockwell			Jack Cockwell		Jack Cockwell

6/11

4/7

4/7

5/10

5/10

3/5

4/7

BOARD OF GOVERNORS COMMITTEE MEMBERSHIPS 2025-2026 (June 2025)

Legend

	Board Appointee / LGIC Appointee
	President
	Faculty
	Staff
	Alumni
	Student
	Honorary
	External

* Role reserved for Board Chair / Vice Chair

 Recommended addition(s) in case of absences

DRAFT RESOLUTION

Re: Board Committee Memberships 2025-2026

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Board Committee Memberships 2025-2026, as presented.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Review of Revenue and Expenditures for Proposed Bachelor of Science in Cyber Science

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 seeking approval by the Board of Governors (“Board”) of the proposed Bachelor of Science in Cyber Science. The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with the University’s mission, builds on existing academic strengths, and responds to student demand and societal needs.

The proposed program has been approved internally by the Senate and submitted to the Ontario Universities Council on Quality Assurance (the “Quality Council”). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university’s quality assurance processes on an eight (8) year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost and Vice-President, Academic, determines that sufficient student demand materializes and that the necessary resources are available.

BACKGROUND:

The Bachelor of Science in Cyber Science is an interdisciplinary undergraduate program that would be unique in Ontario. Estimated intake is one hundred (100) domestic students per year.

ATTACHMENTS: Program Summary for the proposed Bachelor of Science in Cyber Science

PREPARED BY:

Name: Kimberley McCausland, Vice-Provost, University Planning

Date: May 30, 2025

APPROVED BY:

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

Date: May 30, 2025

Toronto Metropolitan University
New Program Summary for Board of Governors

Name of Program: Cyber Science	Degree: BSc				
Proposed starting date: September 2026					
Proposed tuition fees (equivalent to 2025-26 computer science rates): Domestic Ontario \$8,562.75; Domestic out-of-province \$11,396.30; International \$35,132.48					
Brief program description: <ul style="list-style-type: none"> • This four (4) year undergraduate degree will use an interdisciplinary curriculum with elements of computer science, technology, business, and law. It will include unique experiential learning components delivered by the Rogers Cybersecure Catalyst training centre, including access to the Cyber Range training and testing platform. There will be an optional co-op stream. • The curriculum consists of thirty (30) core required and elective courses and ten (10) open electives and liberal studies courses. • Estimated intake is one hundred (100) students per year with steady state enrolment of three hundred forty seven (347) FFTE. 					
Evidence of societal need and student demand: <ul style="list-style-type: none"> • Statistics Canada's job outlook projections for cybersecurity specialists in Ontario are favourable, with some risk of labour shortage in the coming years. These jobs are concentrated in computer systems design, public administration, finance, insurance, and real estate industries. Annual employment growth for cybersecurity specialists (2.4%) is expected to be higher than the national average (1.2%). • Studies and reports by Deloitte, Cybercrime Magazine and ISC2 have projected a shortage of cybersecurity professionals in Canada and beyond due to rising need for this expertise in government and industry. • Student demand is expected to be strong given the growing importance of cybersecurity and the strong employment prospects in the field. The integration of the Rogers Cybersecure Catalyst's training services into the curriculum will serve as a competitive advantage in recruitment for the program and make graduates more marketable to employers. There are few undergraduate cyber studies programs in Ontario and currently no interdisciplinary undergraduate programs of this type offered in the Greater Toronto/Hamilton Area. 					
Fit with TMU mission, Strategic Mandate Agreement and resources: <ul style="list-style-type: none"> • The program is consistent with the areas of focus and growth identified in TMU's Strategic Mandate Agreement, which include Management and Competitiveness and Design and Technology. • TMU's 2025-2030 Academic Plan lists Ensuring Future Readiness as a priority, with preparing students for evolving careers and reimagining teaching and learning as key commitments. The BSc Cyber Science program supports this by embracing technology, leveraging a partnership with the Rogers Cybersecure Catalyst and offering co-op opportunities while training students with multidisciplinary skills needed to excel in a rapidly evolving industry. 					
Program Costing:					
Summary of enrolment, revenue and expenditures at steady-state (details on next page)					
	Year 1 (incl. Year 0)	Year 2	Year 3	Year 4	Steady State
Enrolment (Annualized FTE)	95.0	184.3	271.1	308.8	346.5
Total New Revenue	\$1,032,762	\$2,512,251	\$3,950,819	\$4,574,881	\$5,198,942

Direct Costs including OTO	\$1,386,739	\$1,368,352	\$1,820,034	\$2,138,381	\$2,234,264
Total Expenditures	\$1,593,292	\$1,870,802	\$2,610,198	\$3,053,357	\$3,274,052
Annual funds for institutional costs including student support /(deficit)	(\$560,530)	\$641,449	\$1,340,621	\$1,521,524	\$1,924,890

Table 1: Estimated Enrolment, Revenue and Expenditures – BSc Cyber Science

	Year 1	Year 2	Year 3	Year 4	Steady State
	2026-27	2027-28	2028-29	2029-30	2031-32
a) Enrolment					
Estimated FFTEs	95.0	184.3	271.1	308.8	346.5
b) Revenue					
Tuition fees	\$ 732,115	\$ 1,420,303	\$ 2,089,457	\$ 2,379,740	\$ 2,670,024
Grants	\$ 300,647	\$ 1,091,948	\$ 1,861,363	\$ 2,195,140	\$ 2,528,918
TOTAL Revenues	\$ 1,032,762	\$ 2,512,251	\$ 3,950,819	\$ 4,574,881	\$ 5,198,942
c) Expenditures					
Instructional expenses including salaries	\$ 801,505	\$ 850,808	\$ 1,164,622	\$ 1,441,536	\$ 1,537,711
Administration and co-ordination support salaries	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
Non-salary operating	\$ 26,833	\$ 41,738	\$ 71,254	\$ 78,163	\$ 85,073
Benefits and pensions related to direct salaries	\$ 122,302	\$ 184,005	\$ 245,138	\$ 300,621	\$ 311,303
<i>Subtotal Direct Costs</i>	<i>\$ 1,170,639</i>	<i>\$ 1,296,552</i>	<i>\$ 1,701,014</i>	<i>\$ 2,040,321</i>	<i>\$ 2,154,088</i>
Library	\$ 97,500	\$ 51,000	\$ 51,000	\$ 51,000	\$ 51,000
Indirect costs (20% of incremental revenue)	\$ 206,552	\$ 502,450	\$ 790,164	\$ 914,976	\$ 1,039,788
<i>Subtotal Indirect Costs</i>	<i>\$ 304,052</i>	<i>\$ 553,450</i>	<i>\$ 841,164</i>	<i>\$ 965,976</i>	<i>\$ 1,090,788</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 1,474,692</i>	<i>\$ 1,850,002</i>	<i>\$ 2,542,178</i>	<i>\$ 3,006,297</i>	<i>\$ 3,244,876</i>
One-time costs/investments	\$ 118,600	\$ 20,800	\$ 68,020	\$ 47,060	\$ 29,176
TOTAL Expenditures	\$ 1,593,292	\$ 1,870,802	\$ 2,610,198	\$ 3,053,357	\$ 3,274,052
Balance: Annual funds to be allocated for institutional costs / (deficit)	\$ (560,530)	\$ 641,449	\$ 1,340,621	\$ 1,521,524	\$ 1,924,890

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for Proposed Bachelor of Science in Cyber Science

BE IT AND IT IS HEREBY RESOLVED:

THAT on the basis of the review carried out, the program approval of the Senate, and the planned revenue and expenditures as presented, the Board of Governors approves the proposed Bachelor of Science in Cyber Science as financially viable, and that it may be offered at the discretion of the Provost and Vice-President, Academic.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Review of Revenue and Expenditures for Proposed Bachelor of Science in Nursing Advanced Entry Program

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 seeking the approval by the Board of Governors (“Board”) for the proposed Bachelor of Science in Nursing Advanced Entry Program. The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with the University’s mission, builds on existing academic strengths, and responds to student demand and societal needs.

The proposed program has been approved internally by the Senate and the Ontario Universities Council on Quality Assurance (the “Quality Council”). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university’s quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available.

BACKGROUND:

The Bachelor of Science in Nursing Advanced Entry Program is an undergraduate program that would allow a shorter time to complete a Bachelor of Science in Nursing degree for students with undergraduate degrees or completed prerequisite courses. Estimated intake is one hundred (100) domestic students per year.

ATTACHMENTS: Program Summary for the proposed Bachelor of Science in Nursing Advanced Entry Program

PREPARED BY:

Name: Kimberley McCausland, Vice-Provost, University Planning

Date: May 30, 2025

APPROVED BY:

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

Date: May 30, 2025

Toronto Metropolitan University
New Program Summary for Board of Governors

Name of Program: Nursing Advanced Entry Program	Degree: BScN															
Proposed starting date: September 2026																
Proposed tuition fees per two terms (equivalent to 2025-26 BScN rates): Domestic Ontario \$6,223.09; Domestic out-of-province \$7,791.14; International \$36,180																
Brief program description:																
<ul style="list-style-type: none"> • This five (5) term program for students with an undergraduate degree or completed prerequisite courses will serve as an alternative entry point into the university's existing BScN Nursing program. The existing BScN includes multiple entry options including collaborative programs with George Brown and Centennial Colleges. The Advanced Entry program will include some new courses and modified versions of existing courses to ensure that students graduate with equivalent skills and experience to those in other streams. • The curriculum includes theory courses, hands-on labs and five (5) clinical placements of increasing length and complexity. The Daphne Cockwell School of Nursing will partner with nearby hospitals and health care facilities on placements and training, offering students practical experience and health care facilities a pipeline of potential workers. • Estimated intake is one hundred (100) students per year with steady state enrolment of two hundred twenty eight point nine (228.9) FFTE. 																
Evidence of societal need and student demand:																
<ul style="list-style-type: none"> • The Canadian Occupational Projection System indicates a "strong risk of labour shortage over the period of 2024-2033 at the national level" for nurses. Annual employment growth (2.4%) in the field is projected to be higher than the national average (1.2%) over that time. • The provincial government has indicated that contributions to the province's nursing workforce are a priority. This program will allow students to graduate and join the nursing workforce within two (2) years. • Student demand is expected to be strong given ongoing high demand for TMU's existing Collaborative Nursing BScN programs. 																
Fit with TMU mission, Strategic Mandate Agreement and resources:																
<ul style="list-style-type: none"> • The program is consistent with the areas of focus and strength identified in TMU's 2025-2030 Strategic Mandate Agreement, which include Health and Technology. • TMU's 2025-2030 Academic Plan indicates an intention to provide more flexible curricular and course options for students. The plan also emphasizes the need to strengthen existing programming with a focus on labour market demand and societal needs. This program supports these objectives by providing an option for students with advanced standing an opportunity to complete a Nursing degree in a shorter timeframe so they are able to address the significant labour market demand for nurses and support health care delivery in Ontario. • Both the SMA and the Academic Plan emphasize experiential learning, which will be a key part of this program. 																
Program Costing:																
Summary of enrolment, revenue and expenditures at steady state (details below)																
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 25%; text-align: center;">Year 1 (incl. Year 0)</th> <th style="width: 25%; text-align: center;">Year 2</th> <th style="width: 25%; text-align: center;">Year 3</th> <th style="width: 25%; text-align: center;">Steady State</th> </tr> </thead> <tbody> <tr> <td>Enrolment (FTE)</td> <td style="text-align: center;">95.0</td> <td style="text-align: center;">183.4</td> <td style="text-align: center;">228.9</td> <td style="text-align: center;">228.9</td> </tr> <tr> <td>Total New Revenue</td> <td style="text-align: center;">\$1,373,884</td> <td style="text-align: center;">\$2,651,597</td> <td style="text-align: center;">\$3,309,615</td> <td style="text-align: center;">\$3,309,615</td> </tr> </tbody> </table>			Year 1 (incl. Year 0)	Year 2	Year 3	Steady State	Enrolment (FTE)	95.0	183.4	228.9	228.9	Total New Revenue	\$1,373,884	\$2,651,597	\$3,309,615	\$3,309,615
	Year 1 (incl. Year 0)	Year 2	Year 3	Steady State												
Enrolment (FTE)	95.0	183.4	228.9	228.9												
Total New Revenue	\$1,373,884	\$2,651,597	\$3,309,615	\$3,309,615												

Direct Costs including OTO	\$872,334	\$1,209,444	\$1,186,044	\$1,186,044
Total Expenditures	\$1,147,111	\$1,739,763	\$1,847,967	\$1,847,967
Annual funds for institutional costs including student support /(deficit)	\$226,773	\$911,833	\$1,461,648	\$1,461,648

Table 1: Estimated Enrolment, Revenue and Expenditures – BScN Nursing Advanced Entry

	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Steady State 2029-30
a) Enrolment				
Annualized FTE	95.0	183.4	228.9	228.9
Weighted Grant Units (WGUs)	266.0	513.4	640.8	640.8
b) Revenue				
Tuition fees	\$ 532,074	\$ 1,026,903	\$ 1,281,739	\$ 1,281,739
Grants	\$ 841,810	\$ 1,624,694	\$ 2,027,876	\$ 2,027,876
TOTAL Revenue	\$ 1,373,884	\$ 2,651,597	\$ 3,309,615	\$ 3,309,615
c) Expenditures				
Instructional and research related expenses including student support	\$ 587,254	\$ 896,314	\$ 896,314	\$ 896,314
Administration and co-ordination support salaries	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Non-salary operating	\$ 16,667	\$ 20,000	\$ 20,000	\$ 20,000
Benefits and pensions related to direct salaries	\$ 127,713	\$ 184,731	\$ 184,731	\$ 184,731
<i>Subtotal Direct Costs</i>	<i>\$ 811,634</i>	<i>\$ 1,181,044</i>	<i>\$ 1,181,044</i>	<i>\$ 1,181,044</i>
Ongoing library costs	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
Indirect costs (20% of incremental revenue)	\$ 274,777	\$ 530,319	\$ 661,923	\$ 661,923
<i>Subtotal Indirect Costs</i>	<i>\$ 284,777</i>	<i>\$ 535,319</i>	<i>\$ 666,923</i>	<i>\$ 666,923</i>
<i>Total Ongoing Expenditures</i>	<i>\$ 1,096,411</i>	<i>\$ 1,716,363</i>	<i>\$ 1,847,967</i>	<i>\$ 1,847,967</i>
One-time costs/investments	\$ 50,700	\$ 23,400	\$ -	\$ -
TOTAL Expenditures	\$ 1,147,111	\$ 1,739,763	\$ 1,847,967	\$ 1,847,967
Balance: Annual funds to be allocated for institutional costs / (deficit)	\$ 226,773	\$ 911,833	\$ 1,461,648	\$ 1,461,648

DRAFT RESOLUTION

RE: Review of Revenue and Expenditures for Proposed Bachelor of Science in Nursing Advanced Entry Program

BE IT AND IT IS HEREBY RESOLVED:

THAT on the basis of the review carried out, the program approval of the Senate, and the planned revenue and expenditures as presented, the Board of Governors approves the proposed Bachelor of Science in Nursing Advanced Entry Program as financially viable, and that it may be offered at the discretion of the Provost and Vice-President, Academic.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Report on Educational Costs Directive under the *Ministry of Training, Colleges and Universities Act*

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

This report details compliance with the Ministry of Colleges, Universities, Research Excellence and Security (“MCURES”) Directive on the Costs of Educational Material, the method used to communicate learning material costs, and plans to achieve one hundred percent (100%) compliance. The MCURES mandates that an annual report be presented to the Board of Governors (the “Board”) and, following approval of the report by the Board, that it also be shared with the MCURES.

BACKGROUND:

The Ministry of Colleges and Universities (“MCU”), now MCURES issued a Directive on the Costs of Educational Material in August 2024, under the *Ministry of Training, Colleges and Universities Act*.

This directive (remaining in effect until revoked or replaced, and effective for all courses beginning in or after January 2025) requires publicly assisted colleges and universities to inform students of the costs of all mandatory and optional textbooks and other learning materials in each course syllabus.

ATTACHMENT: Memorandum: Report on Educational Costs Directive under the *Ministry of Training, Colleges and Universities Act* (May 30, 2025)

PREPARED BY:

Name: Sean Kheraj, Vice-Provost, Academic
Kimberley McCausland, Vice-Provost, University Planning
Date: May 30, 2025



APPROVED BY:

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

Date: June 3, 2025

MEMORANDUM

To: Finance Committee, Board of Governors, Toronto Metropolitan University

Copy: Roberta Iannacito-Provenzano

From: Sean Kheraj, Vice-Provost Academic and Kimberley McCausland, Vice-Provost University Planning

Subject: Report on Educational Costs Directive under the *Ministry of Training, Colleges and Universities Act*

Date: May 30, 2025

The Ministry of Colleges and Universities (MCU), now the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) issued a Directive on the Costs of Educational Material in August 2024, under the Ministry of Training, Colleges and Universities Act (Appendix 1). This directive requires publicly assisted colleges and universities to inform students of the costs of all mandatory and optional textbooks and other learning materials in each course syllabus. This requirement became effective for all courses beginning in or after January 2025 and remains in effect until revoked or replaced.

Furthermore, the directive mandates an annual report to the Board of Governors, detailing the method used to communicate learning material costs, compliance with the directive, and plans to achieve 100% compliance if not already met. This memo serves as that annual report. Following approval of the report by the Board, the university is required to report compliance to MCURES.

Method

Toronto Metropolitan University's approach to compliance with the Ministry directive was jointly led by the Office of the Vice-Provost Academic and the University Planning Office.

In October 2024, the Vice-Provost Academic provided updates and information on the directive to deans and associate deans (Appendix 2). The Vice-Provost Academic also delivered a presentation on the directive at the October 2024 Chairs, Directors, and Deans meeting (Appendix 3). Additionally, the Centre for Excellence in Learning and Teaching developed and distributed a guide to sharing information about textbook and other learning material pricing in October 2024 (Appendix 4). In February 2025, the University Planning Office developed a reporting methodology and form for collecting data from all departments and schools.

Compliance

Reporting from departments and schools indicated that in the Winter 2025 term, 94% of courses were compliant with the directive by including pricing for any learning materials for which a student would incur additional expense. Out of a total of 2,096 courses, 1,969 included this information. There were 127 courses (6%) with missing information in the reporting form.

Future Plans

While compliance with the directive was high, there is room for improvement to ensure 100% compliance. The following steps are planned:

- The Vice-Provost Academic will provide updated guidance with a focus on how to indicate in a course outline when learning materials do not require students to incur any additional expense.
- The reporting form will be clarified to eliminate any ambiguity that may have led to missing data.

Appendix 1

Revised Directive on the Costs of Educational Material
under the Ministry of Training, Colleges and Universities
Act (MTCU Act)

Ministry of Colleges and Universities

Office of the Minister

438 University Avenue, 5th floor
Toronto ON M7A 0B8

Tel.: 416 326-1600

Ministère des Collèges et Universités

Bureau du ministre

438, avenue University, 5^e étage
Toronto ON M7A 0B8

Tél. : 416 326-1600



MEMORANDUM TO: Presidents, Colleges of Applied Arts and Technology
Executive Heads, Publicly Assisted Universities

FROM: The Honourable Nolan Quinn
Minister of Colleges and Universities

DATE: December 20, 2024

SUBJECT: Revised Directive on the Costs of Educational Material
under the *Ministry of Training, Colleges and Universities Act*
(MTCU Act)

Earlier this year, the *Strengthening Accountability and Student Supports Act, 2024* was passed and made amendments to the MTCU Act. The new MTCU Act provisions allow for directives to be issued to publicly assisted colleges and universities that require these institutions to provide students with information about educational costs associated with attending the institution.

This memo is a directive issued pursuant to subsection 21(2) of the MTCU Act, and replaces the previous directive issued on August 16, 2024.

The objectives of this directive are to:

- Ensure students and their families can find information on educational costs with ease; and
- Improve consistency across the sector in publishing educational costs and leverage best practices.

Educational costs include ancillary fees, the costs of textbooks and other learning materials.

Ancillary Fees

Ancillary fees are fees charged to support services and activities distinct from academic programming or general overhead for the institution in addition to tuition fees. For the complete definition of ancillary fees please refer to the guidelines and references noted below.

The publication of ancillary fees is currently required through the *Tuition and Ancillary Fees Minister's Binding Policy Directive* for colleges and the *Tuition Fee Framework*

Implementation Guidelines for Publicly Assisted Universities or the Ontario Operating Funds Distribution Manual.

This directive does not include any changes to the current requirements for the publication of ancillary fees other than annual reporting as noted below.

Costs of Textbooks and Other Learning Materials

Each publicly assisted college and university shall ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course. At a minimum, the following information must be provided in the syllabus:

- Each textbook or other learning material should be individually costed. In the event that the cost for the current year is not available at the time the syllabus is prepared, the most recent cost should be included with a note indicating that it may change; and
- Whether there are any restrictions that would prevent a student from using a second-hand copy of the textbook or other learning material.

Alternatively, instead of using the syllabus, an institution may communicate the above-noted information to students by another method, such as a website. The institution must ensure that:

- The information is readily available and accessible by the first week of the course; and
- The method for communicating the information is consistent for all courses offered at the institution.

This requirement is effective for all courses beginning in or after January 2025 and will remain in effect until this directive is revoked or replaced.

Annual Reporting to Boards

Subsection 21(6) of the MTCU Act requires annual reporting to governing boards on the implementation of this directive.

Publicly assisted colleges and universities must include the following information in their report to the board in respect of the preceding year:

- Ancillary fees as approved by the board of governors or governing body per current requirements in the *Tuition and Ancillary Fees Minister's Binding Policy Directive* for colleges and the *Tuition Fee Framework Implementation Guidelines for Publicly Assisted Universities*, or the *Ontario Operating Funds Distribution Manual*.
- The method used by the institution for communicating the costs of textbooks and other learning materials (i.e. syllabus or alternative method of communication such as a website).
- The percentage of courses that included the costs of textbooks and other learning materials in their course syllabuses or in the alternative method of communication. If the percentage is less than 100%, the report must include plans on how and when the institution will reach full compliance with the requirements in this directive. It is expected that all institutions reach full compliance by the fall 2025-26 school year.

- A summary of current and planned communications to students on where to find information on educational costs.

Annual reports must also be shared with the Ministry of Colleges and Universities (MCU) within 10 working days of being presented to and approved by a governing board. Institutions can provide the annual report to MCU by emailing it to the attention of the Director for Postsecondary Education Policy Branch at psepolicy@ontario.ca.

Best Practices

In the interest of students, I would like to recommend the following best practices:

- Institutions should make students aware of how to find information on ancillary fees and the cost of textbooks and other learning materials.
- No other educational material costs should be added to a course after the distribution of the information on course-related educational costs in the first week of classes.
- Along with textbook costs, a syllabus or alternative method of communication should include information about textbook features (e.g., personalized online study tools).
- Faculty should be encouraged to use Open Educational Resources (OERs) to help make postsecondary education more affordable for students. OER resources are available through eCampusOntario: <https://www.ecampusontario.ca/exploring-the-open-library/>

I appreciate the work already done by institutions to help students plan for the costs associated with their education such as the development of educational material cost calculators. We will build on this work by providing even greater consistency and cost transparency for students across the sector through the implementation of this directive.

Sincerely,

A handwritten signature in blue ink, appearing to read "NLQ".

The Honourable Nolan Quinn
Minister of Colleges and Universities

c: Cameron Clairmont, Acting President and Chief Executive Officer,
Colleges Ontario
Maureen Adamson, Incoming Interim President and Chief Executive Officer and
Chief Administrative Officer, Colleges Ontario
Steve Orsini, President and Chief Executive Officer, Council of Ontario
Universities
Caitlin Clark, Chief of Staff, Office of the Minister of Colleges and Universities
Scott Ramsay, Director of Policy and Issues, Office of the Minister of Colleges
and Universities
David Wai, Deputy Minister of Colleges and Universities
Zoë Kroeker, Assistant Deputy Minister
Strategic Policy and Planning Division, Minister of Colleges and Universities
Joshua Paul, Assistant Deputy Minister, Financial Sustainability, Performance
and Oversight Division, Ministry of Colleges and Universities

Appendix 2

Implementation of directive on the costs of educational materials



MEMORANDUM

To: Associate Deans, Undergraduate; Associate Deans, Learning & Teaching; Assistant Dean, Programs (The Chang School); Associate Dean, Programs (YSGPS)

Copy:

From: Dr. Sean Kheraj, Vice-Provost Academic

Subject: Implementation of directive on the costs of educational materials

Date: October 4, 2024

I am writing to inform you of a new [directive from the Ministry of Colleges and Universities \(MCU\)](#) concerning the transparency of educational costs for our students. This directive, issued under the newly amended Ministry of Training, Colleges and Universities Act (MTCU Act), mandates that publicly assisted colleges and universities provide clear and accessible information about the cost of textbooks and other learning materials for each course.

The directive states:

“Each publicly assisted college and university shall ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course.”

Key Requirements

- **Course Outline Inclusion:** Starting January 2025, the course outline for every course must list the cost of each mandatory or optional textbook and learning material. If the current year's cost isn't available, include the most recent cost with a note that it's subject to change.
- **Cost Breakdown:** Each item should be individually priced.
- **Second-Hand Copies:** The course outline should indicate if there are any restrictions on using second-hand materials.

Implementation

To achieve this, we will be:

- **Communicating with faculty and contract lecturers:** Providing faculty and contract lecturers with clear guidelines on how to include the required cost information in their course outlines; the Centre for Excellence in Learning & Teaching has created a [guide](#) that can be shared with faculty and contract lecturers. Associate deans will communicate the new requirements to department chairs/school directors, program directors, and graduate program directors. This information along with the guide should then be shared with all faculty and contract lecturers.

[CELT Guide to sharing information about textbooks and learning materials in your course outline](#)

- **Updating Course Outline Templates:** CELT and Senate Office will revise our course outline templates to include designated sections for listing course material costs.
- **Updating Procedures to Senate Policy:** The Senate Office will support making updates to the procedures of Policy 166: Course Management to include the requirement to include textbook pricing on course outlines.
- **Monitoring Compliance:** We will be implementing a process to review and ensure that all course outlines adhere to the new requirements later this term. This will be operationalized at the department/school level. We will develop a process for departments and schools to forward the required reporting information detailed in the MCU directive:
 - The percentage of courses that included the costs of textbooks and other learning materials in their course outlines. If the percentage is less than 100%, the report should include plans on how and when the department/school will reach full compliance with the requirements in the directive.

We appreciate your cooperation in implementing this important directive. Please feel free to reach out if you have any questions or concerns.

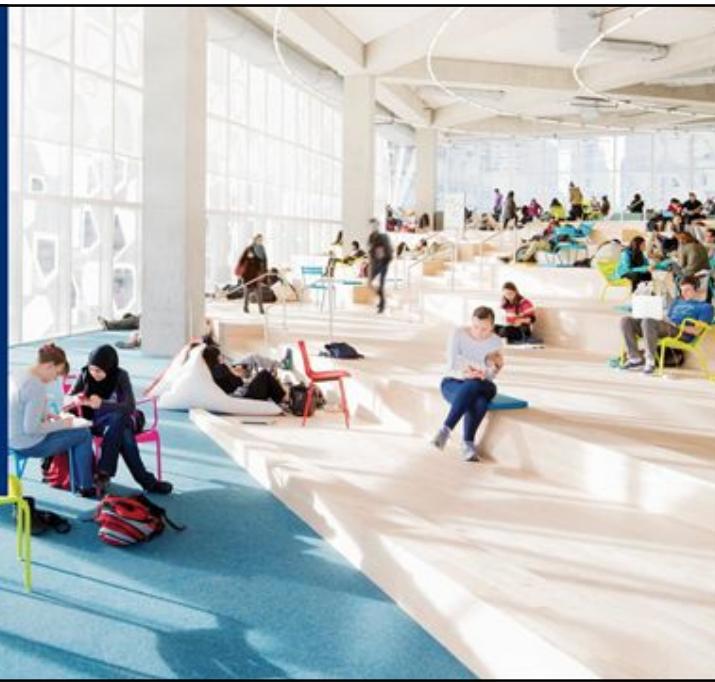
Appendix 3

**Chairs, Directors, and Deans presentation:
Educational costs directive**

Implementation of Directive on Educational Material Costs

Textbook Pricing

Toronto
Metropolitan
University



New directive from MCU

- Mandate for clear and accessible information about textbook and other learning material costs for each course
- Issued under the amended Ministry of Training, Colleges and Universities Act following passage of the Strengthening Accountability and Student Supports Act (2024)

Toronto
Metropolitan
University

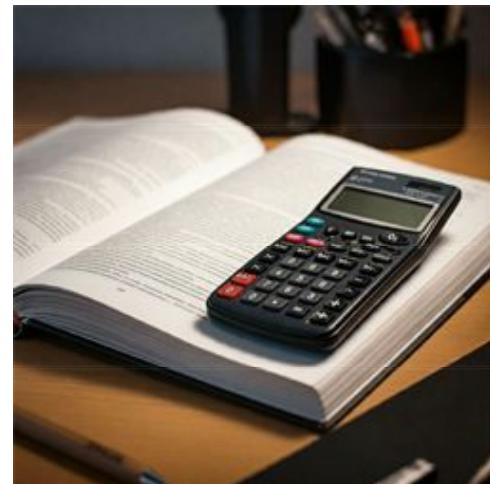


New directive from MCU

- "Each publicly assisted college and university shall ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course."
- "Whether there are any restrictions that would prevent a student from using a second-hand copy of the textbook or other learning material."

Key requirements

- Course outlines must list the cost of each mandatory or optional textbook and other learning materials starting January 2025
- If the current year's cost isn't available, include the most recent cost with a note that it is subject to change
- Each item should be individually priced
- The course outline should indicate if there are any restrictions on using second-hand materials



Implementation

- Communication with faculty and contract lecturers
- Updated course outline template
- Updated procedures for Policy 166: Course Management
- Department/school reporting on compliance

CELT Guide

- CELT has created a guide for faculty and contract lecturers on textbook pricing



Questions

- Reach out to your associate dean for learning & teaching or undergraduate programs (YSGPS associate dean, programs for graduate studies)

Appendix 4

Centre for Excellence in Teaching & Learning guide:
Sharing information about textbooks and learning
materials in your course outline



Sharing information about textbooks and learning materials in your course outline

What you'll find in this resource:

Background	1
Key requirements	2
What you can do	2
Find out textbook costs	2
Provide costs for other learning materials	2
Share additional information with students in your course outline	3
Consider no-cost alternatives	3
Updates to resources and policies	5

Background

In August 2024, the Ministry of Colleges and Universities (MCU) provided [a new directive concerning the transparency of educational costs for our students](#). This directive, issued under the [newly amended](#) Ministry of Training, Colleges and Universities Act (MTCU Act), mandates that publicly assisted colleges and universities provide clear and accessible information about the cost of textbooks and other learning materials for each course.

The directive states:

“Each publicly assisted college and university shall ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus* for each course.”

[*] In this document, “course outline” is used in place of “course syllabus”

Key requirements

- **Course Outline Inclusion:** Starting January 2025, the course outline for every course must list the cost of each mandatory or optional textbook and learning material. If the current year's cost isn't available, include the most recent cost with a note that it's subject to change.
- **Cost Breakdown:** Each textbook or learning material should be individually priced.
- **Second-Hand Copies:** The course outline should indicate if there are any restrictions on using second-hand materials.

What you can do

Find out textbook costs

Consult with the [TMU Campus Store](#) to find the most up-to-date Canadian retail price.

- **For general inquiries:** email campusstore@torontomu.ca, or call 416-979-5116.
- **For textbook ordering:** review their [Textbook Ordering guide](#)

Outside of TMU, online retailers in Canada, such as amazon.ca, may also help you to estimate new book costs.

Provide costs for other learning materials

While the updated legislation does not provide a definition of "other learning materials," it's best to list anything students will be required to purchase in order to participate in the course (e.g., discipline specific supplies, software or equipment). Specific examples are provided below.

iClicker

[iClicker](#) is a university-supported classroom response system. However, there is a student fee associated with using iClicker. Some departments may decide to purchase licences for their students. If not, this fee would need to be included in the course outline.

Custom manuals

The TMU Campus Store offers access to custom publishing if you would like to create an *electronic* course or program-specific manual in conjunction with a publisher. If students will be required or encouraged to purchase the resource, this cost should be included in the course outline. For *printed* course packs, please use a [licensed copyshop](#) who can offer you pricing.

Case studies

If you are using proprietary case studies in your course, such as in Business, and they are not supported in Custom Manuals or via Digital course readings (eReserve), the cost per case and the link for students to purchase are available on the vendor website (e.g. [Harvard](#); [Ivey](#)).

Additional materials from publishers

eBooks sometimes include other materials, and may be [integrated into D2L Brightspace](#). In some cases, a course may use these materials and not necessarily use the textbook itself. If students are paying for these materials, this should be included in the course outline.

Additional supplies

Students may be expected to buy supplies such as [lab coats](#), headphones, and [scientific calculators](#) in order to participate in labs, placements, or studio activities, etc... Include the expected costs of such materials in your course outline. If you are unsure, consult with colleagues and staff in your faculty or department for discipline-specific sources that can provide Canadian prices.

Share additional information with students in your course outline

- The MCU directive suggests including “information about textbook features (e.g., personalized online study tools)” as a best practice
- Provide links to the TMU Campus Store’s buying guides for [Textbooks](#) and [Access Code/eBooks](#)
- Inform students if copies of texts are available from the TMU Libraries as eBooks or via Print Reserves
- If you allow the use of second-hand copies of the book, consider identifying the oldest version that will be acceptable, as well as any recommended ways to find second hand copies.
- Consider providing information about Toronto Public Library membership, which can offer access to additional databases, periodicals, novels and other non-textbook resources. All members of the TMU community can access this membership, regardless of their place of residence. [Learn more about using other libraries](#).
- Consider letting students know in advance about any other costs that may be incurred as part of completing course work (e.g., entrance fees and transportation costs for field trips). The MCU does not explicitly address these types of costs, but mentioning them in your course outline promotes the spirit of the directive. In some cases it may be prudent to avoid providing *exact* costs, as these may differ for students depending on their unique circumstances.

Consider no-cost alternatives

An important note regarding copyright

Prior to sharing materials with students at no cost, ensure you are doing so without any copyright concerns. For example, if you find an under copyright textbook for free on the Internet that is also being sold by a publisher, it almost certainly means that it is a pirated version and it should not be shared with students.

Please refer to the [faculty copyright](#) page for more information about how to assess copyright in course readings you share, including limits outlined in the [TMU Fair Dealing Guideline](#). If you have any concerns about a work you intend to share with students, reach out to copyrt@torontomu.ca for support.

Sourcing works in TMU Libraries

To see if a work is available in TMU Libraries search [OMNI](#) by title. Contact your [subject librarian](#) for help in finding no cost course resources, upgrading eBook licences if necessary, and ordering new material if available. There are also many licensed [audiovisual resources](#) in the TMU Libraries collection. Please note multi-user electronic access

for commercial textbooks is often not available, as these are usually sold directly to students as limited term eBooks by the publisher.

Digital course readings (eReserves)

The [eReserves service](#) provided by TMU Libraries lets you make your course readings (journal articles, web links, and reading excerpts) available in one convenient place within your D2L course. No cost is passed on to students when using this service, and works are copyright checked and permission obtained.

Course materials in the Print Reserve Collection

[Print reserve materials](#) (books, textbooks, photocopied articles, videos and DVDs) can be made available at the Circulation Desk on the [main floor](#) of the Library for short term loan, by making a [request](#). You can check if there is already [a copy of a textbook](#) on Print reserves. To ensure copies are available, you can submit orders through your [subject librarian](#).

Open Educational Resources (OER)

OER are learning, teaching and research materials that reside in the public domain or are under copyright that have been released under an open licence permitting no-cost access ([UNESCO](#)).

The MCU directive suggests **using OER as a best practice to help keep costs down** for students. For example, through [eCampusOntario Initiatives](#) alone, there has been a \$26,479,832 savings in textbook costs for students in Ontario.

You can find OER options for your course through the eCampusOntario's [Open Library website](#). The TMU Libraries and Digital Learning teams can also support you in [creating your own OER](#). You can also ask your [subject librarian](#) for support in finding an applicable OER, as OERs exist in various repositories around the world.

Other repositories:

- [BC Campus Open Collection](#)
- [MERLOT](#)
- [OASIS](#)
- [Open Textbook Library](#)
- [OER Commons](#)

Publicly available online resources

Depending on your course content, you may be able to integrate existing, public-facing materials such as YouTube videos, podcasts, and articles that are not behind a paywall and legally posted. These options can be shared with students as a link or using embed features that are offered via the service. Please consult the resource [Materials You Can Use Freely in Your Teaching](#) if you want to post the full text.

For support in adding links, videos, and other materials to your course shell, review these [tutorials about the D2L content tool](#) or reach out to Digital Media Projects (DMP) via courses@torontomu.ca.

Other approaches to learning materials

Some review of your course design may yield other opportunities to develop course materials as part of the learning process, for example:

- Encourage [co-creation of knowledge with students](#)

- Incorporate [Indigenous Ways of Knowing](#) (see [TMU-specific Indigenous resources](#))

Contact the [Centre for Excellence in Learning and Teaching](#) to discuss strategies for using these no-cost alternatives in your course delivery.

Updates to resources and policies

In response to the MCU's new directive, the following templates and policies will be updated:

- [Course Outline Templates](#) (TMU Senate)
- [Policy 166: Course Management](#) (TMU Senate)

DRAFT RESOLUTION

Re: Report on Educational Costs Directive under the *Ministry of Training, Colleges and Universities Act*

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Report on Educational Costs Directive dated May 30, 2025, under the *Ministry of Training, Colleges and Universities Act*, as presented.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Draft Audited Financial Statements – Year Ended April 30, 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 draft audited financial statements of Toronto Metropolitan University (the “University”) for the year ended April 30, 2025 and the external audit are complete. The Chartered Professional Accounting firm of KPMG LLP has issued an unqualified audit opinion on these audited financial statements.

Management for the University’s Financial Services has prepared a financial commentary regarding key financial results for April 30, 2025.

ATTACHMENTS: Draft audited financial statements for the year ended April 30, 2025
Management Financial Commentary for the April 30, 2025

PREPARED BY:

Name: Ravi Haldavnekar, Controller & Senior Director, Financial Accounting & Reporting
Liana Korpela, Associate Director, Accounting and Reporting
Nadia Ferrari, Senior Director, Budget Administration and Advisory Services
Date: June 2, 2025

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer
Date: June 2, 2025

DATE: May 30, 2025

PREPARED BY:

Liana Korpela, Associate Director, Accounting & Reporting, CPA, CA

Ravi Haldavnekar, Controller & Senior Director Financial Accounting & Reporting, CPA

Nadia Ferrari, Senior Director, Budget Administration and Advisory Services, CPA CMA, MBA

REVIEWED BY:

Joanne McKee, Chief Financial Officer, CPA, CA, MBA

PURPOSE

This report provides management's commentary regarding highlights of major balances and explanations of changes within the draft consolidated audited financial statements ("AFS") of Toronto Metropolitan University (the "University") for the year-ended April 30, 2025 ("FY2025"). Comparisons to the previous year-end April 30, 2024 ("FY2024") are noted where appropriate. References to the approved Operating Budget or to the January 31, 2025, quarterly projections ("Q3") provided to the Finance Committee during the year are also included as appropriate.

HIGHLIGHTS

The balance sheet summarizes the University's consolidated assets and liabilities as at FY2025 with comparisons to the previous year-end FY2024. Some amounts reported reflect market conditions that existed as of the fiscal year-ends that will add to volatility of results presented.

Total assets for FY2025 were \$2.476 billion, a \$10 million ("M") increase over FY2024 of \$2.466 billion. Increases occurred with note receivables, investments and acquisition of capital assets with decreases in the net pension assets and accounts receivable.

Total liabilities for FY2025 were \$1.249 billion, an increase of \$50M over FY2024 of \$1.199 billion. This is primarily driven by increases in accounts payables, employee future benefits, deferred revenue contributions and deferred capital contributions with offsetting decreases in debt obligations and deferred revenue.

The statement of operations for FY2025, with comparisons to FY2024, is categorized into major revenues and expenditures and includes all consolidated financial activities of the University, including operating funds, ancillary operations, research and restricted grants, funds held in trust, as well as the impact of capital related transactions.

Total revenues of \$1.093 billion increased over the prior year of \$1.027 billion by \$66M. The increase in revenues is from government grants, student fees and donations recognized with decreases in the unrealized gain on interest swap (“SWAP”).

Total expenses of \$1.072 billion increased over the prior year of \$1.022 billion by \$50M. The expenses increased from salaries and benefits, materials and supplies as well sub-grants to partner institutions and the unrealized loss on interest swap.

Overall, the bottom line result is that the current year had an excess of revenues over expenses of \$20.6M which is an increase over the prior years \$5.4M.

DETAILED ANALYSIS :

The following section provides detailed analysis for the major balances within each of the I) Balance Sheet, the II) Net Assets, and the III) Statement of Operations.

I) BALANCE SHEET

The balance sheet items are included on page 1 of the AFS. The following provides an overview of the major components and explanation of the impacts for changes over the prior year.

ASSETS

Total assets for FY2025 were \$2.476 billion, a \$10 million (“M”) increase over FY2024 of \$2.466 billion.

Current Assets:

Cash and Short-term investments

The combined cash and cash equivalents held in high interest-bearing bank accounts and short-term investments is \$167M, a decrease of \$7M over the prior year [\$174M in 2024].

The cash includes a large unspent portion of the \$250M bond debenture proceeds that were issued in May 2021 with the remaining funds being used for capital projects.

The favourable short-term interest rates during the early part of the fiscal year continued to provide opportunities to invest in several guaranteed investment certificates with higher yields to maximize interest earned. A portion of short-term investments of \$194M (refer to Note 3a) are reclassified to long-term investments, based on the University’s intention to utilize these for long-term items such as capital projects.

Full details of in-year cash inflows and outflows are provided in the Statement of Cash Flows (page 4 of the AFS).

Accounts receivables

These include student receivables, government grants and other receivables such as restricted grants. The decrease of \$31M is mainly due to changes in grants receivable for restricted projects of \$22M and government grant receivables of \$7M. Prior year grant receivables includes a start-up grant of \$9.4M for the School of Medicine ("SoM") but was received in July 2024. Details are in Note 5.

Prepaid expenses increased by \$4.7M from deposits placed with the employee benefit provider as well as advanced library electronic media purchases and other items such as software license for use in subsequent fiscal year(s).

Long Term Assets:

Investments

The long-term investments include the endowment funds and restricted cash received from government-funded grants reflected in the deferred revenue contributions for multi-year federal grants (see Note 11 of the AFS). This category also includes internal restricted funds that are held with the intent to use over the long term, such as the case with capital projects. The balance of \$641M has increased by \$40M over the prior year primarily from increases in endowments of \$6.8M and restricted funds held for future use. Further details are outlined in Note 3(a) of the AFS.

Note that 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 that attribute components of cash and investments available for future spending of deferred revenue contributions to be included in this long-term investment category.

The endowment fund balance is impacted by market conditions that exist as of the fiscal year-end that will add to volatility of results presented.

Employee future benefits – pension

The amount that is reported within the University assets relates to the net pension asset (pension assets held in trust less benefit obligations) for the University's pension plans. This actuarially determined balance reported at year-end is subject to high levels of volatility as it is impacted by market conditions that exist when valuations are performed.

The net pension asset has decreased over the prior year by \$25M to \$302M [\$327M – 2024] due to actuarial liability experience loss net of asset experience gains. This change does not entirely impact University operating results as a portion related to remeasurement changes flow directly through the Statement of Changes in Net Assets (page 3 of the AFS). The remaining actuarial adjustments for pension cost are reflected in the operating results annually as either an increase or decrease to salary and benefit cost. Details of the actuarial changes to pension benefits are detailed fully in Note 4 of the AFS.

Notes receivable

Notes receivable increased by \$9.7M due to the issuance of a new \$10M demand promissory note by TMU Properties trust. This amount was part of funds used by TMU Properties trust to acquire a 25% ownership interest in the new property interest on 2 & 20 Queen St East. The remaining decrease is from payments received on the note from the Palin Foundation that operates the student centre.

Long-term prepaid expenses

The amount of \$4.8M represents prepayment for cloud computing arrangements that are required to be capitalized and presented as prepaid expenses when such services will be utilized for periods longer than one year.

Capital assets

Capital assets have increased by \$20M due to capital projects in progress that include retrofitting the School of Medicine (“SoM”) property, the Student Wellbeing Centre and other projects amounting to \$73M. These work in progress additions were offset by \$53M of depreciation on capital assets in use. Full details of changes are outlined in Note 7 of the AFS.

LIABILITIES AND DEFERRED CONTRIBUTIONS

Total Liabilities and Deferred Contributions for FY2025 were \$1.249 billion, an increase of \$50M over FY2023 of \$1.199 billion.

Current Liabilities:

Accounts payable and accrued liabilities

The payables and accrued liabilities increased by \$17M compared to the previous year mainly from payroll liabilities, holdback liabilities for in-progress construction projects and from normal timing differences for regular payables.

Deferred revenue

This includes grants and tuition fees received but not yet earned. The decrease of \$4.3M results from grants deferred of \$2.2M and tuition related fees of \$2.1M.

Long-term liabilities and deferred contributions:***Employee future benefits - other***

This other future benefits liability has increased by \$3.1M. It includes employee vacation entitlements and actuarially determined other benefits arising from programs such as faculty health care benefits (bridging to age 65) and the impact of past early retirement incentive programs offered to faculty and staff. There are no plan assets set aside for these other employee benefits. The increases to the liability does not entirely impact operating results as a portion related to remeasurement changes flow directly through the Statement of Changes in Net Assets (page 3 of the AFS). This actuarially determined balance reported at year-end is subject to high levels of volatility as it is impacted by market conditions that exist when valuations are performed.

Long term debt

This includes existing long-term bank indebtedness outstanding with TD Bank as well as the \$250M debenture issued in May 2021 and the \$130M debenture issued in October 2017. The overall decrease of \$6.4M (current and long term combined) reflects regular repayments on the bank loans during the year. Details of the debt are provided in Note 9 of the AFS.

Fair value of interest rate swaps

The total fair value obligation (current and long-term combined) of \$6.6M relates to the TD interest rate swap. It increased compared to the previous year's fair value of \$2.1M. This increased liability results in an unrealized loss of \$4.5M that is reported as an expense in the statement of operations. This amount is impacted by market conditions and volatility that exist as of the fiscal year end. In the prior year, the liability decreased over the previous year and an unrealized gain was reported of \$5.1M.

Deferred long-term revenue

This was a new category that was added in FY2023 relating entirely to the lease-leaseback agreements with Centurion Asset Management Inc. for the DCC Residence Monetization that closed in February 2023. The balance of \$46.7M reflects the long-term portion of the upfront consideration of \$50M less amounts classified as short-term and portion amortized into revenue during FY2025. Refer to Note 10 of the AFS.

Deferred revenue contributions

These increased by \$27.9M and reflect the activities in externally restricted government and other funds received for specific purposes but not yet spent. As these funds are spent for the intended purpose they are brought into revenues to match expenses incurred. These contributions include various operating grants, donations and externally restricted projects (e.g. Research, Future Skills Centre, Magnet's Student Work Placement Program ("SWPP") and Canada First Research Excellence Fund). Full details are in Note 11 of the AFS.

Deferred capital contributions

These reflect the externally restricted grants and donations received in the current and prior years relating to capital purposes. Note that deferred capital contributions are not a university debt obligation or external liability. It is an accounting requirement to defer these unamortized external revenues. The net increase of \$9M is mainly due to new deferred capital contributions received for the SoM. The balance is reduced as the portion is recognized (amortized) into revenue over the life of the assets to which they supported. The grants and donations that are amortized into revenue annually in the statement of operations are \$15M for FY2025 and \$14.8M for FY2024. Details are provided in Note 12 of the AFS.

II) NET ASSETS

Net assets are reflected on the liability side of the balance sheet and is the mathematical residual of the total assets less total liabilities and deferred contributions. Total net assets for FY2025 were \$1.227 billion, a \$39.4M decrease over FY2024.

The Statement of Changes in Net Assets (page 3 of the AFS) provides details of the changes during the year between components of externally restricted endowment, internally restricted and unrestricted funds.

Endowment Fund

The endowment fund increased by \$6.8M due to gains reinvested as capital preservation and donations received during the year. The balance excludes unrealized investment gains and the stabilization fund, which are reflected in deferred revenue contributions. Details are provided in Note 13 of the AFS.

Internally and Unrestricted

Summary of major items and impacts are as follows:

- i) current year operating results of \$20.6M excess of revenues over expenses;

- ii) actuarial changes to the employee future benefits (net pension assets and other benefits) include an adjustment of \$66.6M relating to employee future benefits remeasurements and \$38.5M relating to employee future benefits income;
- iii) changes in the amount the investment in capital assets of \$25.2M is affected by increases in capital assets; repayments of long-term debt, amortization of deferred capital contributions and capital assets. Details are explained in Note 15b of the AFS;
- iv) changes in the internally restricted operating budgets include various committed reserves and departmental carryforwards that have increased by a net \$12.2M. Refer to details in Note 14 of the AFS.

III) STATEMENT OF OPERATIONS

The Statement of Operations (page 2 of the AFS) categorizes the major revenues and expenditures for all the consolidated financial activities of the University, including operating funds, ancillary operations, research and restricted grants, funds held in trust as well as the impact of capital related transactions.

The following commentary provides explanations for significant variances over the prior year and the approved Operating Budget and/or to the January 31, 2025 quarterly projections ("Q3") that have been provided to the Finance Committee over the past fiscal year.

For FY2025, total revenues earned of \$1.093 billion were higher than the total expenses incurred and recognized of \$1.072 billion, which resulted in an in-year excess of revenues over expenses of \$20.6M compared to \$5.4M for FY2024.

The year-over-year improvement of \$15.2M was from a combination of increases in revenues from government grants, recognition of restricted grant spending, student fees and donations and increases in expenses from salaries and benefits, materials and supplies as well sub-grants to partner institutions and the unrealized loss on interest swap.

At Q3, the results projected an excess of expenses over revenues (shortfall) of \$22M that was likely to exist by year-end. However, as reported in the Q3 certain figures in the financial statements are dependent on actuarial assumptions and impacted by market conditions and therefore estimates are not practical as they are only adjusted at year-end. Total expenses reported for FY2025 include an actuarial pension income adjustment of \$38.5M as previously noted. This income adjustment reduces salary and benefit expenses. Prior to this actuarial pension adjustment total expenses exceeded revenues by \$17.9M and is consistent with the shortfall projection at Q3. Significant one-time expenses spent by departments within the

current year are covered from carryforward budgets that are transferred from the internally restricted funds held in net assets.

REVENUES:

Total Revenues for FY2025 of \$1.093 billion increased over the prior year by \$66M. The following provides an overview of the major revenues and the impact of changes.

- **Government Grants for general operations** funding increased over the prior year by \$16.9M due to the newly announced Post Secondary Education Sustainability Fund (“PSEF”) across the board and one-time top up efficiency grants, as well as other specific purpose grants.
- **Government grants and contracts for restricted purposes** increased by \$24M mainly from spending related to the Future Skills Project the Canada First Research Excellence Fund (“CFREF”) programs. This category includes restricted federal grants managed by the University, such as the Future Skills Centre, CFREF, Magnet-SWPP. All restricted grant revenue recognition is matched with equal amounts of expenditure payments made to other institutions and sub-grantees reflected in a separate expenditure category with the expenses.
- **Student fees** were higher compared to the prior year by \$13M and slightly higher than projected at Q3. The tuition increases are from a combination of higher domestic undergraduate and graduate enrolment and fees on approved anomalies by \$16.7M, offset by declines in undergraduate and graduate international enrolments by \$5.4M. Overall, the total tuition fees were higher at year-end by \$8M than the 2024/25 approved budget due to higher than planned growth in domestic undergraduate and graduate enrolments.
- **Sales and services** revenues improved over the prior year by \$1.8M from increases in revenues from the bookstore residence, and food services operations.
- **Investment income** virtually is unchanged even though the average portfolio balance has declined as well as the interest rate environment. The interest earned has been higher from actively monitoring and investing all available cash as well as the unused bond proceeds towards higher allocation to better yielding GICs. These revenues are not recurring at this level as they are dependent on the interest rate market and the overall availability of excess cash resources to invest. Cash resources from the unused bond proceeds are being used for capital projects.
- **Donations recognized** increased by \$15M from a donation of \$10M provided towards the University’s property interest acquisition of 2 & 20 Queen Street East properties. Also, additional restricted donation revenues were recognized from prior year donations received to match the expenses incurred in the year. Donations revenue do not include all donations actually paid, received or pledged during a fiscal year.

- **Amortization of deferred capital contributions** increased marginally over the prior year. This revenue is the recognition of restricted grants and donations received in the past for capital purposes and is amortized into revenue on the same basis as the capital assets they funded.
- **Other income** captures many nonrecurring items and was marginally lower during the year due to decreases in royalty income and other miscellaneous revenues.

EXPENSES:

Total expenses for FY2025 were \$1.072 billion, a \$50M increase from FY2024 at \$1.022 billion. The following provides an overview of the major expenses and the impact of changes.

- **Salaries and benefits** increased by a net of \$24.9M compared to the prior year arising from actual increases of \$63.4M and the offset of the actuarial pension income adjustment of \$38.5M.
 - The actual increases of \$63.4M reflects the amounts in the approved budget that were planned including staff and faculty growth, approved and negotiated wage and benefit increases for all employee groups totalling \$26M. It also includes costs incurred during the year relating to the Toronto Metropolitan Faculty Association (“TFA”) retro salary settlement to July 1, 2024 payment of \$12M and the CUPE 1 retro payment \$1.4M. Expenses also reflect the costs included from the start-up hiring for the SoM and the commencing residency program of \$9.2M. In addition, salary and benefits include those related to large research projects, contracts and grants as well as various contracts and term positions that departments are covering by utilizing one-time funds.
 - The actuarial pension income adjustment of \$38.5M is an amount that is recorded in the annual statement of operations based on the actuarially determined pension plan obligations undertaken at each fiscal year end. The main driver of volatility to this amount is the liability discount rate used by the actuaries to perform the calculations. When a plan is in a surplus position and the discount rate increases (as is the case for the University’s pension plan) both, the cost of benefits for the year and the financing cost decline. On the other hand, when the year over year discount rate decreases, the calculations will have the opposite effect (i.e., higher cost of benefits and a higher financing cost).
 - For FY2025 the actuarially determined total pension income was \$2.7M given the employer cash contributions were \$35.8M against an actuarial pension income adjustment of \$38.5M.
 - In FY2024 the actuarially determined total pension cost was \$14.6M given the employer contributions were \$35.1M against an actuarial pension income adjustment of \$20.5M. Details of the actuarial changes to pension expenses are detailed fully in Note 4 of the AFS.

- **Materials, supplies, repairs and maintenance** increased by \$9.5M due to SoM campus facility costs, higher utilities, and professional services from a large research project.
- **Sub grants to partner institutions** have increased by \$10M and reflects increased activity related to large federal grant projects such as Future Skills, CFREF and Magnet-SWPP.
- **Bursaries and scholarships** increased by \$4M over the prior year which aligns with plan commitments towards student support.
- **Amortization of capital assets** decreased by \$1M and reflects a lower completion of projects to add to depreciable capital assets as significant construction is still in progress.
- **Interest** has decreased as a result of repayment of the BMO loan in the prior year.
- **Unrealized/realized loss on interest rate swaps.** The fair valuation of the TD interest rate swap liability increased which resulted in an unrealized loss reported of \$4.5M.

DRAFT RESOLUTION

RE: Draft Audited Financial Statements – Year Ended April 30, 2025

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Audited Financial Statements for the fiscal year ended April 30, 2025, as presented.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Audited Fund Financial Statements of the Toronto Metropolitan University Pension Plan and Audit Findings for the year ending December 31, 2024

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 asking that the Board of Governors approves the Audited Fund Financial Statements for the year ending December 31, 2024.

BACKGROUND:

The external auditors, KPMG LLP, conducted the annual external audit of the Metropolitan Toronto University Pension Plan (“TMUPP”) during the week of April 14, 2025.

The annual Audit Findings Report summarizes the audit and addresses any concerns that arise from the audit. KPMG LLP has confirmed that no issues or concerns were raised during the course of this audit. The attached report indicates a clean, straightforward audit of the TMUPP.

The Audited Fund Financial Statement is a specific purpose statement that includes pension assets and required disclosures. It does not include pension obligations. There was an increase in the assets at December 31, 2024, primarily due to the eight-point three percent (8.3%) investment return on the assets held by Ontario Municipal Employees Retirement System (“OMERS”). Contributions to the plan and administrative costs were higher than in 2023. There was an increase in the pensions paid to retirees and in the lump sums paid to terminated members.

Provincial regulations require that annual Audited Fund Financial Statements be prepared for registered pension plans. These statements must be filed with the Financial Services Regulatory Authority of Ontario within six (6) months of the date of the statements or by June 30.

ATTACHMENTS: Toronto Metropolitan University Pension Plan 2024 Audited Fund Financial Statements
Toronto Metropolitan University Pension Plan 2024 Audit Findings Report

PREPARED BY:

Name: Robert Bornstein, Director, Pension & Benefits
Liana Korpela, Associate Director, Accounting and Reporting
Date: June 2, 2025

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer
Date: June 2, 2025

DRAFT RESOLUTION

**Re: Audited Fund Financial Statements of the Toronto Metropolitan University
Pension Plan for the year ending December 31, 2024**

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Audited Fund Financial Statements of the Toronto Metropolitan University Pension Plan for the year ending December 31, 2024, as presented.

June 26, 2025

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: Report from the Vice President, University Advancement and Alumni Relations

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 is an annual report to update the Board of Governors of the progress made by University Advancement and Alumni Relations.

BACKGROUND:

Annually, University Advancement and Alumni Relations provides an update to the Board of Governors on Toronto Metropolitan University's (the "University") fundraising successes, highlighting specific gifts and their significance. The report also highlights the programming offered for alumni and friends of the University throughout the year as a way to engage the community.

PREPARED BY:

Name: Krishan Mehta, Vice President, University Advancement and Alumni Relations

Date: June 13, 2025

University Advancement – 2024/2025 Year-End Report

At the close of Q4 (2024-2025), University Advancement (UA) had raised **\$50,607,000** from 2,038 individual donors. The following report covers UA activity from May 1, 2024, to April 30, 2025, highlighting specific gifts and engagement activity.

Select Giving Highlights and Significance

TMU fundraising successes reflect strong external engagement with the School of Medicine project and initiatives to increase access to education. This fiscal, TMU secured 12 principal gifts (gift of \$1M+). Of the total raised, \$6 million was designated to student awards and \$11 million was designated to capital projects.

- 1. Jack Cockwell and Brookfield Partners Foundation**
 - \$10 million to support the purchase of [2 Queen East](#)
 - Together with Brookfield Partners Foundation, Mr. Cockwell is the single most generous donor to the University.
- 2. Moez and Marissa Kassam**
 - \$5 million for the [School of Medicine](#) (\$4M to capital project; \$1M to scholarships)
 - Recognized through the naming of the School of Medicine Atrium
 - Long-term relationship established through the [TMU Innovation Circle](#).
- 3. Bikram Dhillon / BVD Group**
 - \$5 million from a Brampton-based entrepreneur and philanthropist for the School of Medicine capital and scholarships
 - Recognized through the naming of the flagship Integrated Health Centre (IHC).
- 4. Walton's Trust**
 - \$4.17 million+ grant to the National Institute on Ageing and \$1.4 million to Dais
 - Relationship began in 2020 and was stewarded as a working partnership.
- 5. Donette Chin-Loy Chang, Ed Clark, Richard Rooney**
 - Each donor gave \$1 million to [capital for the Student Wellbeing Centre](#)
 - Each attended the groundbreaking in early May.
- 6. Mastercard Canada**
 - \$1.1 million to support the [Mastercard Emerging Leaders in Cyber](#) Initiative and the Catalyst Cyber Clinic at the Rogers Cybersecurity Catalyst
 - Program designed to empower women and non-binary leaders seeking to advance into executive-level positions in cybersecurity or related fields
 - Investment is an extension of the working partnership with the Catalyst, building on a [2022 investment](#).
- 7. Slaight Family Foundation**
 - \$3 million to the National Institute on Ageing as part of a \$30-million giving strategy [focused on dementia](#) in honour of Allan Slaight
 - Enables NIA to lead a national campaign raising awareness about dementia, including its prevention, treatment and care.
- 8. Surjit and Remy Babra**
 - \$1 million to support the [capital project for the School of Medicine](#)
 - Recognized through the naming of the School of Medicine's main classroom.
- 9. Samit and Reshma Sharma**
 - \$300,000 to endow three different scholarship programs in Architectural Science, Community Services and The Creative School.
 - The Sharma's philanthropic strategy is to invest in excellence and world-class programs at many Canadian universities, ensuring no overlap in disciplines.
- 10. McCall MacBain Foundation**

University Advancement – 2024/2025 Year-End Report

- \$105,000 to expand the Peer-to-Peer Support program in Student Affairs.
- Growing the relationship through careful stewardship.

Engagement Highlights

This fiscal, the Advancement team engaged 79,964 alumni and stakeholders through outreach, communications and programming. TMU alumni communications channels currently reach an audience of 42,681 followers across platforms.

3,852 people attended 31 events (online and in person):

- Signature events included the Alumni Achievement Awards, OUT at the Constantine (raised \$4,000+ for Pride Scholarship), an Intersections event in Brampton (200+ registrants), Homecoming reception and hockey game (200+ attendees), and the 25th Anniversary Dennis Mock Reception.
- International alumni engagement included events in Singapore, Dubai, London, Washington, and New York. Online, the TMU Alumni Around the World LinkedIn series encouraged conversation and peer-to-peer advice, featuring insights from alumni in Australia, England, France, Hong Kong, the UAE, and Vancouver. We also profiled the work and ventures of 10+ international alumni.
- Toronto Met Connect, an e-newsletter going to 100,000+ alumni and friends, was refreshed in the Fall and themed on topics such as fashion, sports, and travel, resulting in increased open and click-through rates.
- Stronger Together, a series of alumni giving stories, was shared on the website and other platforms. New profiles are shared monthly to inspire a culture of giving.
- The fall annual fund appeal generated \$40,000 in support of student wellness.
- A new expert-led webinar series for a professional and personal development program reached 2,662 alumni through live and archived sessions.
- Season 5 of the podcast The Forefront: Ideas for Cities was released with a new marketing strategy, driving a 2,400% increase in downloads over previous seasons.
- This year's G. Raymond Chang Outstanding Volunteer Awards recognized 26 alumni and friends for their contributions to the University.
- Advancement also oversaw the management of affinity programs (including the negotiation of a new ten-year agreement with TD Insurance effective January 1, 2025).

BOARD OF GOVERNORS

June 26, 2025

AGENDA ITEM: 2024 Annual Environmental Health and Safety 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:

Toronto Metropolitan University's (the "University") Environmental Health and Safety ("EHS") team provides an annual summary of activity to the Board of Governors (the "Board") with respect to health and safety on campus. Additionally, this report includes the legislatively required annual review of the *Environmental Health and Safety Policy* and the *Respectful Workplace Policy*.

Overall, the University's workplace safety performance data continues to be strong:

- The University lost time injury frequency continues to be lower than both the sector (education) and large universities' averages;
- EHS offered in-class safety-training sessions to over one thousand six hundred (1,600) employees and over eight thousand nine hundred (8,900) individuals participated in EHS self-directed online training.

Among the key health and safety highlights in 2024, the following accomplishments had significant impacts to the University community:

- 2024 was the third year of EHS's five (5) year strategic plan, which was developed to guide the advancement of EHS culture at the University. The plan is based on two (2) pillars: excellence and engagement.
- An external effectiveness review of the University's Joint Health and Safety Committee ("JHSC") was completed in 2023. As a result of the recommendations, significant changes are underway at the University, including the addition of two (2) new committees to address higher risk areas.

- Due to participation in the Workplace Safety and Insurance Board's new Health and Safety Excellence Program, a rebate of over Twenty Seven Thousand Dollars (\$27,000) has been earned. This stemmed from excellence-focused work in the areas of:
 - Hot work;
 - Risk assessment; and
 - Hazard control.
- Program development has taken place in additional areas such as manual material handling, workplace violence, hazard control registry, and updating EHS required training programs
- The University was selected for a Public Health Agenda of Canada audit of our biosafety program, resulting in a high commendation

The work of the EHS team has been supported by the colleagues in Facilities Management and Development, Human Resources, Departmental Safety Officers, Fire-Wardens, First-Aiders and JHSC members, as well as numerous faculty, staff and students.

The EHS Policy requires annual review by the Board. No material changes were proposed to the policy for this year, and this was discussed with the JHSC in March 2025. One (1) grammatical revision is proposed to reflect the University's move to multiple JHSCs.

The *Respectful Workplace Policy* also requires annual review to meet the University's obligations regarding workplace harassment and violence. This policy was updated earlier this year in consultation with stakeholders, and did not require the approval of the Board.

BACKGROUND:

In accordance with the Ontario *Occupational Health and Safety Act*, the Board approved the University's *Environmental Health and Safety Policy* in 1992, which was most recently updated in 2023, and reviewed in 2024. This policy and supporting programs and expertise establishes the means by which the University will achieve regulatory compliance and demonstrate due diligence, in response to an expanding University mandate.

PREPARED BY:

Name: Teresa DuCroix, Director, Environmental Health and Safety
 Date: March 31, 2025

APPROVED BY:

Name: Saeed Zolfaghari, Vice President, Administration and Operations
 Date: May 22, 2025



A Year in Review: Looking back on 2024

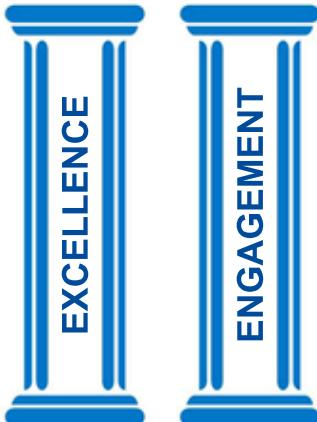
Key Accomplishments

EHS Performance and University Statistics

What's Next

Toronto Metropolitan University Facilities Management & Development

EHS Strategic Pillars



The EHS Five-Year Strategic Plan has two foundational principles as its strategic pillars:

1) Excellence

Customer service, integration, continuous improvement, evidence-based decision making and leveraging technology.

2) Engagement

Robust internal responsibility system, employee participation, proactive leadership and well-integrated Equity, Diversity and Inclusion.



EHS Key Accomplishments in 2024



Enhancing client services — new online course

- A new Manual Material Handling online course to train employees on techniques for proper lifting and movement that help prevent musculoskeletal injury.

TMU Biosafety Program recognition by the Public Health Agency of Canada (PHAC)

- PHAC commented that TMU has the best biosafety program and documentation among licensed holders. No deficiencies noted during the inspection.

WSIB Health and Safety Excellence Program: Year four started

- TMU has received rebates in the last three years ranging from \$22k to \$39k in each year.
- Year 4 in progress: Five new health and safety topics were selected for workplace injuries prevention.

Improving workplace hazards management and updating EHS-mandated training

- A TMU workplace hazard registry with risk rating was developed. This registry facilitates hazard control prioritization and ongoing hazard management.
- EHS-required training was updated for continuous improvement.



EHS Key Accomplishments in 2024



Empowering Safety Champions

The Joint Health and Safety Committee was restructured by adding two committees for high-risk areas (laboratories, workshops and facility operations). This will support workplace inspections in a growing campus and engage more community members and departmental safety officers in health and safety.

Completed Workplace Violence Risk Assessments

- Eighty-three workplace violence risk assessments were conducted by department/faculty teams, including both managers and employees.
- 94% of our occupied downtown Toronto spaces (representing 2.4-million square feet) were assessed by Community Safety and Security for environmental design for workplace violence prevention.

Reviewing the Departmental Safety Officers (DSOs) Program

- The DSOs completed a survey to evaluate the effectiveness of the DSO Program and to identify opportunities for improvements.
- An action plan was developed in response to the survey to increase engagement of DSOs.



EHS Performance: WSIB statistics

TMU WSIB approved claims in 2024

Types of claims	Number of claims in a year				
	2020	2021	2022	2023	2024
Healthcare	5	6	7	13	14
Lost Time	4	7	5	6	10
Critical Injuries	0	2	3	1	1

Total Days Lost by Injury Events = 153



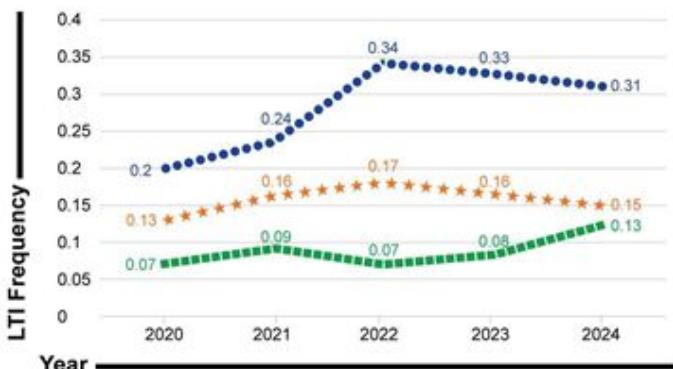
TMU had 8,175 full time employees in 2024.

Out of the 153 days lost in 2024, one case, involving a trip and fall from an employee while working at home resulting in a concussion, which contributed to over 70% of the total days lost.



EHS Performance: Comparative WSIB data

TMU's Lost-Time Injury (LTI) Frequency 2020 – 2024



Lost-time injuries per 100 workers, compared to rate group and large universities

● **WSIB Rate Group (Class D1):** Educational services including universities, schools, colleges, instruction/training and educational support services

★ **Large Universities:** TMU, McMaster University, University of Ottawa, University of Toronto, University of Waterloo, Western University, York University

■ **TMU's LTI continues to be lower than both the rate group and large universities' averages.**



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EHS Performance: Training statistics

Training is considered a leading indicator for the prevention of illnesses and injuries and helps build a culture of health and safety.

Participation on in-class training is expected to be relatively consistent unless there are significant organizational changes.

Organized Training (online/classroom)	2023 participants	2024 participants
<ul style="list-style-type: none">Asbestos AwarenessLaser SafetyJHSC certification/refresherHealth & Safety for First-Year Engineering StudentsTransportation of Dangerous Goods*Working at Heights*Radiation SafetyRespirator Fit Testing <p>*Recertification every three years</p>	1,607	1,653



EHS Performance: Training statistics

Self-Directed Online Training	2023 participants	2024 participants
<ul style="list-style-type: none">• Awareness training on:<ul style="list-style-type: none">◦ Biosafety◦ Chemical Safety◦ Compressed Gas◦ Laser Safety◦ Personal Protective Equipment (PPE)• EHS for Employees• EHS for External Placement Students• Health and Safety for Leaders• Machine Safety• Manual Material Handling (new)• Office Ergonomics• X-ray Safety	9,841	8,912



EHS Performance: Industrial Hygiene Testing

Type of Workplace Testing in 2024	Frequency
Indoor Air Quality Testing (including mould investigation)	12
Respirator Fit Testing	15
Volatile Organic Chemicals Testing	1
X-ray Machine Testing (leakage)	9

EHS conducts workplace testing in response to concern investigations as well as regular monitoring.

In 2024, EHS provided respirator fit testing to users that have to wear respirators to protect against chemical or biological hazard exposures.



EHS Performance: Government visits

Date of Visit	Agency	Reason for visit	Orders issued
Feb. 14, 2024	MLITSD	Allegation of workplace harassment	2
Feb. 28, 2024	PHAC	Biosafety and biosecurity program licence audit	None
Aug. 21, 2024	MLITSD	Extended follow-up timeline for previous (Feb. 14, 2024) two orders	None
Oct. 10, 2024	MLITSD	Allegation of workplace harassment	None

On February 14, 2024, TMU received two orders from the MLITSD to: (1) complete a workplace harassment complaint investigation and (2) review the workplace harassment policy annually. Both orders have been complied with in the extended timeline.

MLITSD = Ministry of Labour, Immigration, Training and Skills Development
PHAC = Public Health Agency of Canada



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EHS Performance: Institutional EHS Committees



Joint Health & Safety Committee (JHSC)

The JHSC identifies workplace health and safety issues to bring them to the attention of university leadership. It conducts workplace inspections, critical-injury investigations and participates in policy and program consultations.

10 Members

6 Meetings

1 Recommendation

4,856 Rooms Inspected

5 Workplace Testing Notifications

6 Programs/Reports Consultations

An active JHSC is an indicator of good health and safety engagement and provides a forum for union and employee participation.

The JHSC is undergoing restructuring to increase its efficiency, member engagement and to support workplace inspections of a growing campus.



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EHS Performance: Institutional EHS Committees



Biosafety Committee

Provides oversight for safety and compliance in research involving biohazardous materials and promotes a culture of health and safety diligence in research practices.

What was accomplished in 2024

- TMU had its first federal audit in 2024. The Public Health Agency of Canada sent inspectors to audit the biosafety and biosecurity components of our biosafety program. The program earned a high commendation for how it manages its spaces where infectious materials are stored and handled.
- The committee launched its medical surveillance program which applies to work with blood, small lab animals or human/animal waste that potentially expose individuals to human pathogens.
- The biohazardous waste program was overhauled with reusable waste totes that replace single-use boxes, bags and pails. This increases protection, reduces disposal costs and our environmental footprint as a more sustainable hazardous waste management model.



Facilities Management & Development



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Health and Safety Policies: Annual Review

TMU's EHS and workplace violence and harassment policies were reviewed under the terms of OHSA

Under the Occupational Health and Safety Act (OHSA), an employer must review, annually, its occupational health and safety policy and workplace violence and harassment prevention policies and to maintain the implementation of these programs.

In 2025, the *EHS Policy* and the *Respectful Workplace Policy* (which includes workplace violence and harassment prevention) were reviewed in consultation with relevant stakeholders.

No changes are recommended.



Facilities Management & Development



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Looking Ahead: EHS five-year strategic plan



Planning continues to be guided by the EHS strategic pillars:  Excellence  Engagement



Looking Ahead in 2025



Year 4 of the five-year Environmental Health and Safety Strategic Plan towards prevention and continuous improvement.



Implement the new JHSC structure. Develop terms of reference, select members and train new members.



Continue to participate in the WSIB Health and Safety Excellence Program by implementing:

- procedures on health and safety records and documents control
- a working-at-heights program
- an internal audit program for the health and safety management system



Enhance the Departmental Safety Officer (DSO) Program by engaging DSOs in workplace inspections, updating their orientation program and providing them with ongoing health and safety resources.



Questions?

Marketing & Communications Results

January 1 - April 30, 2025

Prepared by:
University Relations (UR)

May, 2025

**Toronto
Metropolitan
University**



Executive Summary

Highlights from Jan 1 - April 30, 2025

- Supported The Creative School in the launch of The Creative is Now event to raise awareness of the impact that the faculty has on our economy & society.
- Supported on the creation of a series of strategic plans that ladder up to the university's new Academic Plan.
- Launched two new courses for the Lincoln Alexander School of Law Professional Development program with successful results, including more than 70 participants overall.
- Created reactive communications plan for the 2025 IMC Scotiabank Photography Award to ensure a seamless launch.
- Collaboratively launched the Masters in Cybersecurity program with visibility across Canada and internationally.
- Supporting an 'always on' approach to keep momentum going for new School of Medicine by pitching stories to media on a weekly basis and writing regular stories for TorontoMet Today.

Earned Media



17,271 Media Hits

40% increase from previous report



19.4B Potential Reach

74% increase from previous report



180M AVE

Advertising Value Equivalency

71% increase from previous report

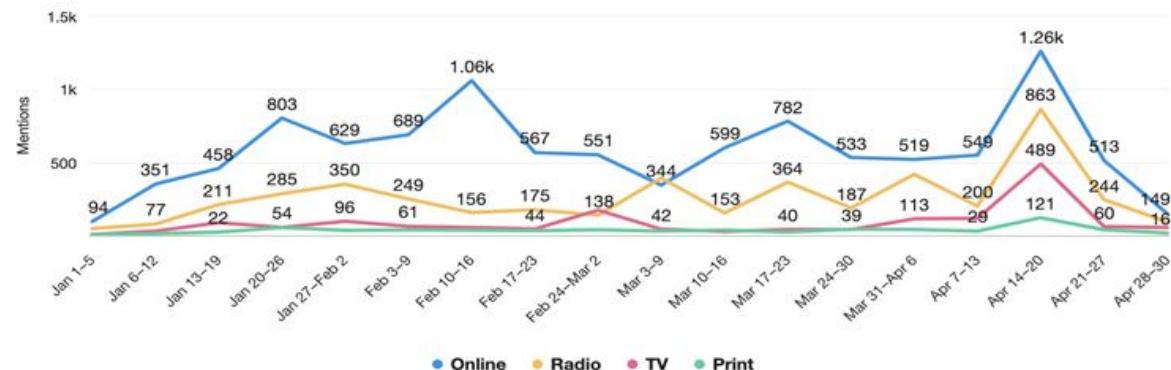


50% Positive Sentiment

7% decrease from previous report

Mentions Trend by News Media Type

Jan 1 - Apr 30



Social Media



8.9K New Followers



3.5M Impressions



137.3K Engagements

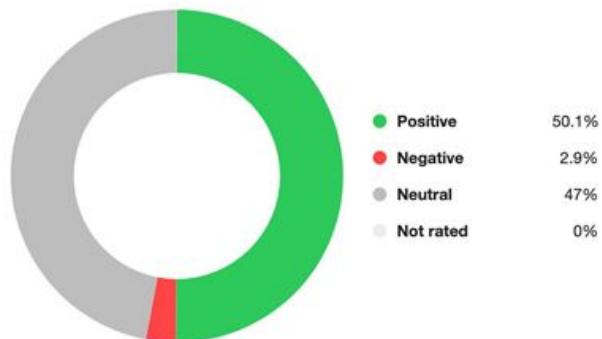


43.5K Link Clicks

Earned Media Detail

Results highlights

- TMU secured 17,271 media hits from January 1 - April 30, 2025 with a total potential reach of 19.4 billion.
- Coverage was secured in NYT multiple times, quoting 1) political science professor Daniel Rubenson on Doug Ford's re-election; 2) TRSM professor Rachel Dodds on overtourism; and 3) a lost silent film on Lincoln unearthed by TMU film preservation student Dan Martin, with a total potential reach of 154M each.
- The Advertising Value Equivalency (AVE) on media coverage secured during the period is \$180 million.



Proactive pitching highlights:

- The Central Communications team secured significant coverage for TMU on the upcoming School of Medicine between January and April, including a piece in the Globe and Mail about the Kassam donation, interviews on Metro Morning with Dr. Teresa Chan and Dr. Jobin Varughese and The Brampton Guardian's coverage of the PDSB panel series on medical education featuring Dr. Trudy McFarlane.
- Coverage was secured for a number of research initiatives, including research from Sarah Dermody, Seth Dworkin, Dr. Farhan Asrar and Bilal Farooq.
- The Toronto Star and CBC's Here and Now covered the news that TMU has opened its doors to host classes for the Ontario Science Centre.
- TMU Faculty Experts were pitched to media daily to speak on timely news items, including: the provincial and federal elections, tariff impacts and 51st state commentary.
- Worth noting: TMU saw a number of media mentions between April 14 and 20th as a result of the pedestrian hit-and-run incident on campus.

TorontoMet Today (TMT) e-newsletter:

The TMT e-newsletter was emailed to over 70,000 staff, faculty, students and friends three times a week between January and April this year.

- The newsletter edition with the most opens between January and April 2025 was the Friday, January 10 issue, "Chancellor makes \$1 million donation to Student Wellbeing Centre" with a 68.9% open rate (for comparison, the cross-industry average open rate for newsletters is 21.33%).
- The 18-24 demographic were the most active readers during this period.
- Views have stayed the same as the same period last year.
- The best performing story over the period was "[Top 10 things you should know about Zone Learning](#)" with 23,317 views. While this story is from 2023, the ISEEI team put some paid promotion behind this story for a campaign in March 2025.

Top 10 things you should know about Zone Learning

See how TMU's incubator network is creating valuable opportunities for students

By: Lindsey Craig

April 13, 2023



Laneigh Ramirez, a student in the [ZON 100](#) class (Winter 2022), talks about her startup, [Art by Neigh](#), at the Zone Street Fair. (Photo: Harry Choi Photography)

Top TMT stories

Other top performing [TMT](#) stories between January 1 - April 30 2025:

TMU ranked in Canadian top 10 for graduate employability

University recognized for career-oriented education

November 19, 2024



The Times Higher Education has ranked TMU in the top 10 universities for graduate employability. (Photo: Jae Yang)

TMU is one of the 10 best Canadian universities at preparing students for the workplace. The ranking comes from the Times Higher Education's [Global Employability University Ranking 2025](#).

6,799 views (paid promo
behind this in March 2025)

It's a match! MD students successfully matched to a range of residencies

TMU is the only Canadian med school to match all applicants

April 08, 2025



TMU School of Medicine's first cohort of 105 residents will begin residency training this summer with placements under experienced physicians in clinical settings. This year, TMU is the only medical school in Canada to fill all R-1 positions in its residency programs.

Tuesday, March 4 marked the TMU School of Medicine's first R-1 Match Day—the day when

6,501 views

TMU's co-op program setting students up for career success

Through co-op, students have discovered new passions and found full-time work after graduating

By: Michelle LaPage

February 11, 2025



TMU co-op student Hailey Davidson poses for a photo next to a mining haul truck. Davidson spent eight months working at a mining company in British Columbia. Photo supplied by Hailey Davidson.

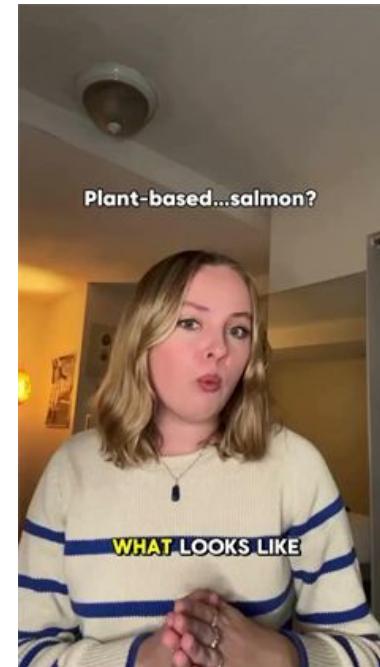
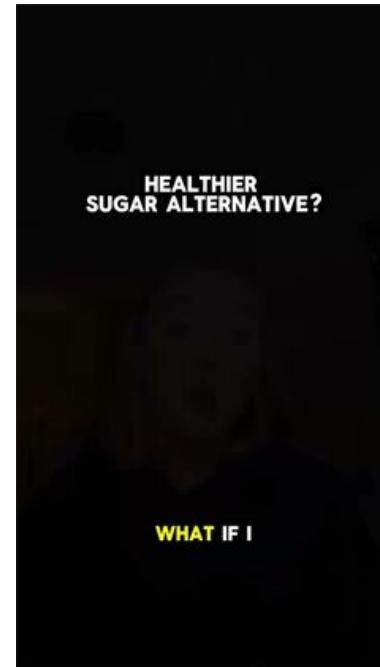
For fourth-year student Hailey Davidson, joining Toronto Metropolitan University's co-op

6,421 views

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NEW - Research Video Series

University Relations' marketing and communications teams worked together to develop and produce a new "Research Spotlight" video series for the university's central social media channels to help highlight the great research coming from TMU. We are still in a test and learn phase, but results so far are encouraging. Here are the first three videos produced.



Organic Social Media Detail

Instagram

- 71.5K followers
- 1.7M post impressions
- 53K engagements

Twitter

- 61.8K followers
- 4.6K engagements

LinkedIn

- 331,010K followers
- 1M impressions
- 10,263 reactions
- 425 comments
- 100 reposts

TikTok

- 74.2K followers
- 483.6K video views
- 26.7K engagements

Facebook

- 98.9K page likes
- 899 engagements

Bluesky

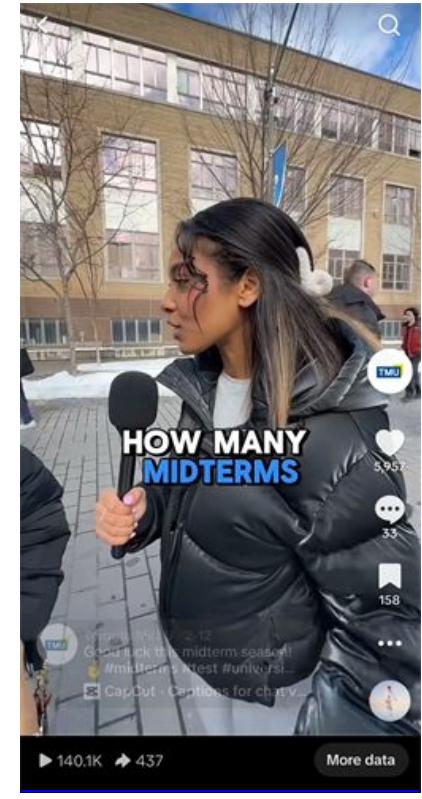
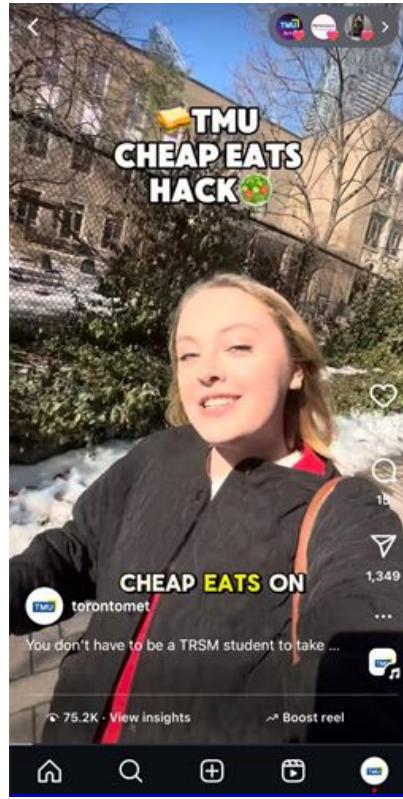
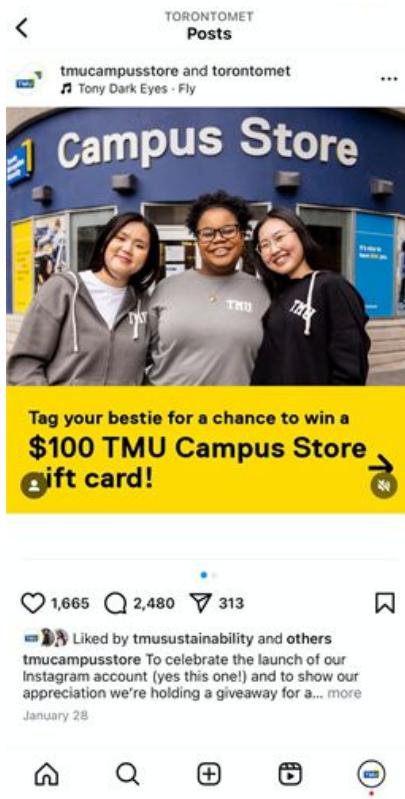
- 828 followers

Highlights



- Instagram followers increased by 1.9k
- Comments on LinkedIn posts increased by 81%
- 67% of Twitter engagements came from TMU Safe Alerts

Top Social Posts



Creative Examples

The Creative is Now Video

Developed a compelling video that played at The NOW event. The video aims to strengthen the positioning of The Creative School as a leader in forward-thinking education, emphasizing its innovative, transdisciplinary, entrepreneurial and global approach.



Suite of University Plans

Launched an integrated suite of University plans that connects to TMU's Strategic Vision featuring the Academic Plan, Strategic Research Plan, and International Plan. Refreshed the [Strategic Vision website](#) as well.



Creative Examples

A Decade of Transformation (Printed Book)

A printed book that commemorates the institution's major accomplishments from the last decade.



Law PD Recruitment Campaigns

Leveraging the law school's branding, we created distinct recruitment campaigns for the Law PD MAID and Real Estate programs.

A collage of four recruitment posters for the Law PD. The top-left poster features a man working in a lab, with text about a medical device. The top-right poster features a woman in a suit with text about real estate transactions. The bottom-left poster features a woman in a suit with text about MAID services. The bottom-right poster features a woman in a suit with text about a law degree. All posters include the TMU logo and accreditation information.

Faculty of Arts Open House Promo

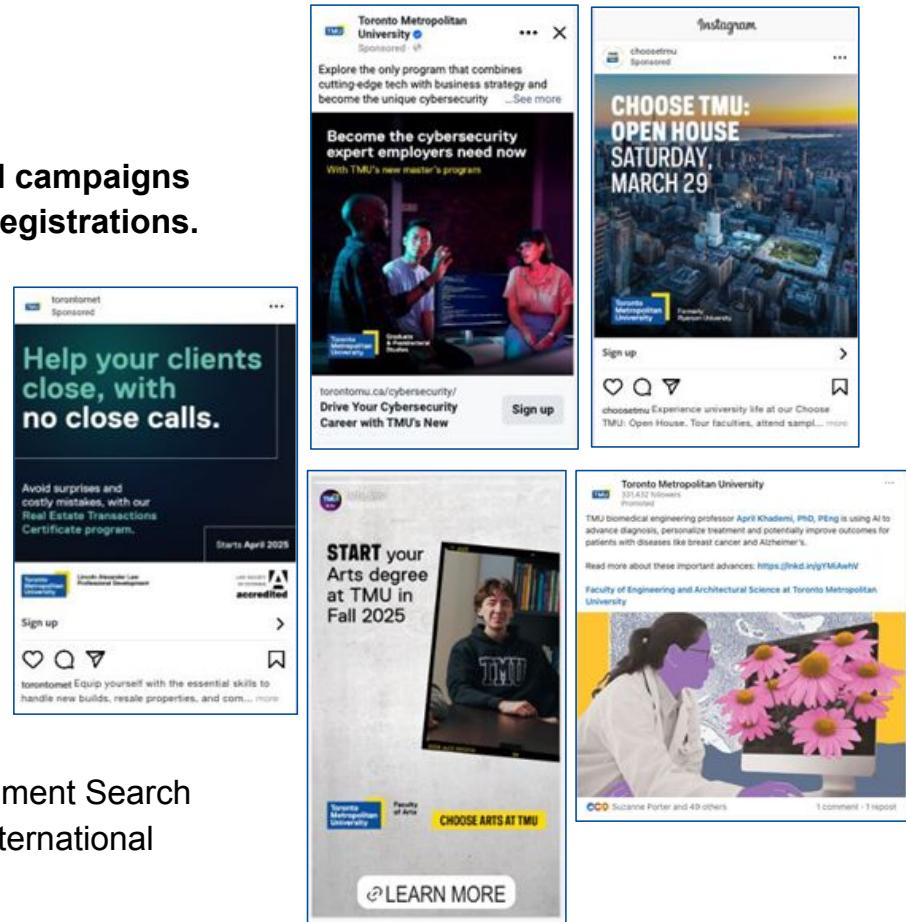
Launched a campaign that encourages prospective Arts students/applicants to register for Spring Open House.



Paid Media Details

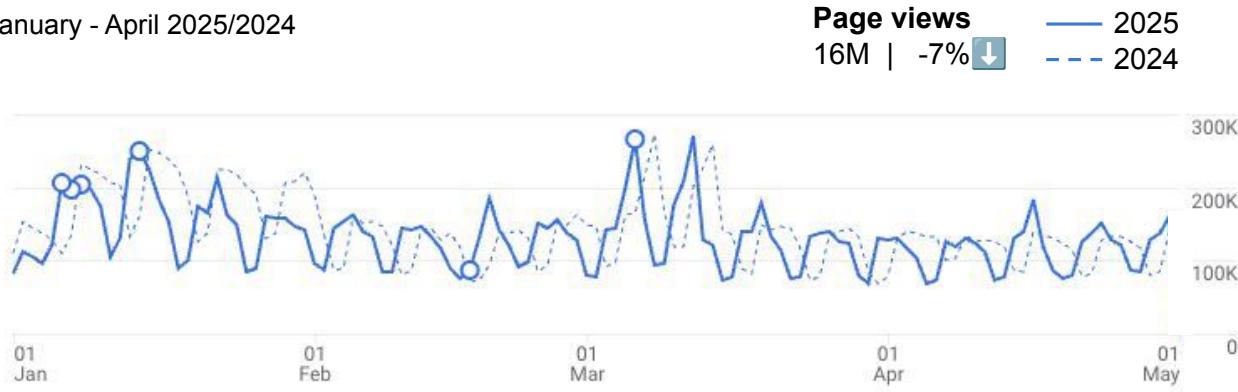
Digital advertising campaigns for Jan - April '25 included ad campaigns focused on recruitment, applications, event and/or course registrations.

- Registrar's Office - March Open House Promotion
- Registrar's Office - Student Confirmations Campaign
- Arts - Winter Recruitment Push
- Arts - March Open House Promotion
- Law Professional Development Courses Registration
- TRSM - BComm Recruitment
- TRSM - Graduate Recruitment
- TRSM - Masters of Health Administration Recruitment
- Alumni Magazine Winter Edition Promotion
- TMU Brand Search Ads (Renaming)
- International Ugrad Student Recruitment
- Graduate Studies: Environmental Applied Science Management Search
- Graduate Studies: Masters of Cybersecurity Domestic & International



Web Traffic

January - April 2025/2024



Demographic Details: Sessions by country		
Canada	5,206,617	-0.3% 
USA	312,140	7% 
Pakistan	181,993	-45% 
Nigeria	180,600	10% 
India	106,081	-70% 
Vietnam	103,685	-27% 
Bangladesh	91,867	-75% 
China	37,374	18% 
UK	27,398	-18% 

Traffic acquisition		
Overall sessions	6,519,968	-12% 
Overall active users	6,519,968	-26% 
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Organic search	4,027,878	-0.7% 
Direct	844,892	-22% 
Email	214,240	N/A
Referral	219,346	-0.9% 
Paid Social	104,673	-60% 
Paid Search	358,403	-8% 
Other	607,279	N/A

Highlights

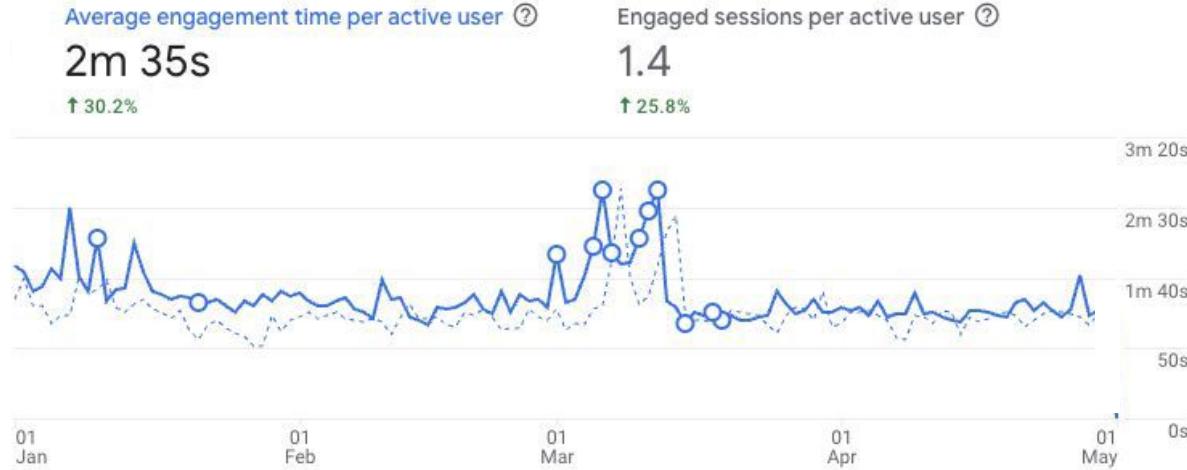


- Overall page views down 7% over last year
- International traffic down significantly
- Canadian traffic steady, US traffic up
- Changes to regulations for international students likely have impacted traffic
- Mobile the most common device
- Organic traffic steady, but decrease in direct and paid visitors

Engagement

January - April 2025/2024

Events/user
25 | +24% 



Pages getting more traffic

- [Search](#) (+1%)
- [My Service Hub](#) (+15%)
- [Programs Overview](#) (+14%)
- [Careers](#) (+1%)
- [The Master of Engineering Innovation & Entrepreneurship \(MEIE\) program](#) +5,000%+
• [International](#) (Campaign page) +1,800%+
• [Undergraduate Open House](#) +2%

Pages getting less traffic

- [Homepage](#) (-12%)
- [Undergraduate - Applicant portal](#) (-8%)
- [Undergraduate - Programs](#) (-17%)
- [International How to Apply](#) (-58%)
- [International Undergrad](#) (-32%)
- [Graduate Programs](#) (-31%)
- [Admissions](#) (-5%)
- [Scholarships & Awards](#) (-14%)

Highlights



- Increase in engagement = interested and active site visitors
- Organic traffic continues to have highest engagement
- Overall fewer visits to program recruitment pages
- Strong traffic to key campaign related pages