

**BOARD OF GOVERNORS**

**January 26, 2026**

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

**Livestream Link: <https://youtube.com/live/1x5cEPlvXSE?feature=share>**

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
<b>1:00</b>	<b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>	<b>Catherine Paisley</b>	Information
<b>1:15</b>	<b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>		Information
<b>END OF IN-CAMERA SESSION</b>			
<b>2:00</b>	<b>3. INTRODUCTION</b>	<b>Catherine Paisley</b>	
	3.1 Welcome		
	3.1.1 Land Acknowledgement		
	3.1.2 Chair's Remarks		
	<b>3.2 CONSENT AGENDA</b>	<b>Catherine Paisley</b>	
	3.2.1 Approval of the January 26, 2026 Agenda		<b>Approval</b>
	3.2.2 Declaration of Conflicts of Interest		Information
	3.2.3 Approval of the November 25, 2025 Minutes		<b>Approval</b>
<b>4.</b>	<b>REPORT FROM THE PRESIDENT</b>	<b>Mohamed Lachemi</b>	Information
<b>5.</b>	<b>REPORT FROM THE SECRETARY</b>	<b>Wendy Lawrence</b>	Information
<b>6.</b>	<b>REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC</b>	<b>Roberta Iannacito-Provenzano</b>	Information
<b>7.</b>	<b>DISCUSSION ITEMS</b>		
<b>7.1</b>	<b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	<b>David Porter</b>	

7.1.1 Introduction to the 2026-27 Budget Process

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

**8. FOR INFORMATION**

8.1 Compliance with Directives under Bill 166:  
*Strengthening Accountability and Student Supports Act, 2024* Tanya De Mello Information  
 Roberta Iannacito-Provenzano

8.1.1 Discrimination and Harassment Annual Report Information

8.1.2 Student Mental Health Policy Report Information

8.2 University Relations Monthly Metrics and Reach Michael Forbes Information

**3:00 9. ADJOURNMENT**

**NEXT MEETING: March 31, 2026**

## **MISSION STATEMENT**

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

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

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

## ARTICLE 9

### CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

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

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

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

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

## **CONGRATULATIONS**

*Andrew (Hyounsoo) Kim*, professor of psychology, and *Harshita Yalamarty*, professor of geography and environmental studies, have been named Canada Research Chairs (CRCs). Prof. Kim is a Tier 2 CRC in Addictions and Mental Health Comorbidity. His research seeks to identify risk and maintenance factors that make people susceptible to combinations of addictions and mental illness. Prof. Yalamarty is a Tier 2 CRC in Gender and Migration. Her work explores how migration policies shape, and are impacted by, inequalities within diasporic South Asian communities, which represent Canada's fastest-growing racialized population.

## **RECOGNITION**

TMU has ranked in the top five in six categories among comprehensive research universities in the latest **Research Infosource** ranking of **Canada's Top 50 Research Universities**. The rankings, which reflect the 2023–24 fiscal year, see TMU ranked third in the categories Corporate Research Income Growth (up from fifth last year) and Not-for-Profit Research Income Growth, fourth in Research Intensity Spending per Graduate Student, and fifth in three other categories: University Research Income Growth, Corporate Research Income, and Corporate Research Income as a Percentage of Total Research Income. Overall, TMU ranked 25<sup>th</sup> among Canada's Top 50 Research Universities, receiving \$95.9 million in research funding.

Additionally, in the newly published Research Infosource **5-Year University Publication Spotlights: 2019-2023**, TMU ranked in the top five in four categories: second in both Climate Change Publications Growth and Cross-Sector AI Collaboration Publications, third in Social Sciences and Humanities Publications as a Percentage of Total Publications, and fourth in Cross-Sector AI Collaboration Publications as a Percentage of Total AI Publications.

## **PARTNERSHIP**

**TMU AND OCI** – TMU has announced a partnership with the Ontario Centre of Innovation (OCI), a non-profit funded by the Ministry of Economic Development, Job Creation, and Trade, to accelerate the journey of Ontario life sciences and health technologies from lab to market. Together, TMU and the OCI will foster collaboration between researchers, Ontario companies, and industry leaders in the Greater Toronto and Hamilton Area and the Kitchener-Waterloo region by organizing events and networking opportunities, and by fostering strategic partnerships. The partnership aims to help high-potential ventures scale for growth, generating a robust pipeline of life sciences companies that can promote better patient outcomes and foster resilience in the healthcare sector.

## EVENTS AND INITIATIVES

**NEW TMU FLAG** – On November 7, TMU raised a newly designed university flag in the Kerr Hall Quad. The new flag honours and updates the original design created in 1972. It retains the two original symbols—the lamp of learning, which symbolizes intelligence, enlightenment, the pursuit of knowledge, and the realization of human potential, and the set square, representing building and creation and symbolizing the practical and material expression of human ingenuity. Where the original flag was blue and gold, the new flag is blue and white; it also incorporates the university’s name.

**\$1M DONATION FOR THE ALLAN SLAIGHT RADIO INSTITUTE** – On November 27, the Allan Slaight Radio Institute at The Creative School announced a \$1-million gift from the Slaight Family Foundation. The funding will sustain the Allan Slaight Entrance Awards as well as the Broadcaster-in-Residence program, which connects students with industry leaders and alumni. It will also create a new event coordinator role, establish a fund dedicated to student-led productions, and provide resources for essential upgrades to, and maintenance of, the institute’s cutting-edge technology. The donation was received ten years after the founding of the institute, which was made possible by broadcasting pioneer Allan Slaight’s original donation of \$3 million to the Radio and Television Arts School of Media.

**NADIR MOHAMED CENTRE FOR STUDENT WELLBEING** – On December 1, TMU announced that the new Centre for Student Wellbeing will be named after the late Nadir Mohamed (Honorary DLaws ’25). As a business leader, Mohamed was president and CEO of Rogers Communications from 2009 to 2014; he was also a longstanding friend and supporter of TMU who served as chair of DMZ Ventures and an honorary member of the TMU Board of Governors. The naming was made possible by generous gifts from Mohamed’s wife, Shabin Mohamed, a founding member of The Image Centre’s advisory board, and from a close friend to the couple and long-time supporter of the university.

**TMU FROST** – TMU’s annual Frost festival returned on December 2, on Gould Street. This year’s edition featured free ice skate rentals for Lake Devo, performances by the TMU Superstars (singers, musicians, and skaters including the TMU Concert Choir and the TMU Bold varsity figure skating team), a photo station called “Frosted Layers,” tours of the Image Centre including its new exterior wrap featuring Eadweard Muybridge’s “The Horse in Motion,” and free food and hot drinks served by a number of vendors.

**INTERNATIONAL DAY OF PERSONS WITH DISABILITIES** – From December 1 to 3, the Accessibility unit in the Office of the Vice-President, Equity & Community Inclusion collaborated with the Office of Anti-Racism, Equity and Human Rights at George Brown College to host three virtual events leading up to and marking the International Day of Persons with Disabilities (December 3). Events included a conversation among faculty, contracted lecturers, and staff across Ontario about efforts to build inclusive communities and the institutional strategies that help foster a sense of belonging; performances by artists with disabilities; a student discussion about experiences building community, driving inclusion, and advocating for meaningful change; and a keynote address by David Lepofsky, chair of the AODA [Accessibility for Ontarians with Disabilities Act] Alliance, exploring how to move beyond compliance and toward genuine inclusion.

**TMU STATION** – On December 7, the former Dundas Station on the Toronto Transit Commission’s subway Line 1 officially became TMU Station. The name change started rolling out during the week of November 17, which included updates to signage (including at track level), on digital screens, in announcements, and on TTC maps. The renaming marks a milestone for the university, increasing TMU’s visibility across Toronto’s transit system and reinforcing our presence at the heart of our city, where more than 80 percent of TMU’s 50,000 students, staff, and faculty arrive daily as commuters.

**DISABILITY HEALTH EQUITY NETWORK** – On December 8, TMU announced that it has been accepted as a new member of the World Health Organization (WHO) Disability Health Equity Network. TMU is one of only three Canadian research organizations in the network, which was inaugurated in November. This coalition of organizations has committed to supporting the WHO’s Disability Health Equity Initiative, which aims to advance health equity for the more than 1.3 billion people worldwide with disabilities. As a network member, TMU will contribute to the global knowledge base on disability and health equity while deepening its work in these areas, including by working with leading researchers, policymakers, and disability advocates to promote disability-inclusive public health and to develop frameworks and tools for dismantling systemic barriers.

**from the *President’s Calendar***

*November 4, 2025:* At the annual Honorary Doctorate Luncheon, I was pleased to give opening remarks welcoming the 2025 recipients to the TMU alumni family.

*November 5, 2025:* As part of TMU’s participation in Take Your Kids to Work Day, which introduced Grade 9 students to TMU’s community and innovative programming, I joined a lunchtime gathering to chat with our bright and curious young visitors, as well as their hardworking parents.

*November 5, 2025:* I met with the accreditors visiting the School of Social Work as part of the accreditation review process carried out by the Canadian Association for Social Work Education.

*November 6, 2025:* Over breakfast, Provost and Vice-President, Academic Roberta Iannacito-Provenzano and I met with Andrew Boozary, founding executive director of the Gattuso Centre for Social Medicine at the University Health Network (UHN), to continue our conversation about the School of Medicine (SoM).

*November 6, 2025:* At the TMU Memorial Round Dance, I gave welcoming remarks reaffirming our university’s commitment to continually learning about Indigenous perspectives, creating space for healing, and honouring Indigenous traditions as we work toward reconciliation.

*November 7, 2025:* Over breakfast in Mississauga, I met with Bonnie Crombie, leader of the Ontario Liberal Party and former MP (Mississauga–Streetsville) and mayor of Mississauga, to update her on TMU’s activities in Peel Region.

*November 7, 2025:* I met online with Majid Jowhari (B. Tech ‘85), former MP for Richmond Hill, to discuss areas of potential collaboration with TMU.

*November 7, 2025:* I attended a Canadian Club of Toronto event at which Prime Minister Mark Carney spoke about his government’s 2025 budget before being interviewed by business journalist Amber Kanwar and responding to questions from the audience.

*November 8, 2025:* At the NED Alumni Association Canada 18th Annual Gala Dinner, I delivered a keynote address celebrating the partnership between TMU and NED University of Engineering and Technology, our shared commitments to leading innovation and fostering inclusive excellence, and the crucial role played by our alumni in building alliances that benefit our communities and shape our future.

*November 10, 2025:* I attended a Canadian Club of Toronto event at which Mayor Olivia Chow spoke about her vision for Toronto before being interviewed by club president Cheesan Chew and taking questions from the audience.

*November 11, 2025:* Over breakfast, Roberta Iannacito-Provenzano and I met with Scott Jones, Navitas group CEO, and Darcy Rollins, head of University Partnerships North America at Navitas, to discuss our ongoing collaboration and Navitas’s plans for the future.

*November 11, 2025:* I met with Ayşe Başar, president of Kadir Has University in Istanbul, Türkiye, and professor emerita of Mechanical, Industrial, and Mechatronics Engineering at TMU, to discuss potential collaboration between our institutions.

*November 11, 2025:* At TMU’s annual Remembrance Day ceremony, I laid a wreath on behalf of TMU administration and staff and gave remarks encouraging all present to pay tribute to those who have served and suffered in wars and conflicts around the world.

*November 11, 2025:* At the 27<sup>th</sup> annual fall OPSEU conference, whose theme was “Becoming the Architect of Your Own Journey,” I gave remarks thanking OPSEU staff members for their continued dedication and service to the TMU community and highlighting our institution’s endeavour to put people first in our decision-making.

*November 12, 2025:* In Brampton, I welcomed MP Shafqat Ali (Brampton—Chinguacousy Park), president of the Treasury Board of Canada, to the SoM for a tour of the facility, where he met with undergraduate medical students and community groups participating in a Community Global Advocacy Fair.

*November 13, 2025:* Over breakfast, I met with John McCall MacBain, founder and chair of the McCall MacBain Foundation, and his wife, Marcy McCall MacBain, the foundation’s vice-chair, to discuss areas for potential further collaboration.

*November 13, 2025:* At the Bond Street Student Residence announcement event, I was pleased to give remarks introducing Nolan Quinn, minister of colleges, universities, research excellence and security; Peter Bethlenfalvy, minister of finance; and Bernard Luttmmer, CEO of Cedar Podium, and thanking them for their partnership on the new residence, which will enhance students’ academic and social success and contribute to the positive growth of a central part of downtown Toronto.

*November 14, 2025:* In Mississauga, together with Chief of Staff and Executive Director, Government Relations Matthew Baker and Faculty of Engineering and Architectural Science Dean Sridhar Krishnan, I met with the team at business mobility firm SOTI to discuss expanding our current collaboration on aerial drone technology.

*November 17, 2025:* In Brampton, I was pleased to welcome Sylvia Jones, minister of health and deputy premier of Ontario, to the SoM. I introduced her to the students in the undergraduate Health System Sciences course, at which she gave a keynote address.

*November 18, 2025:* I attended the United Nations Association in Canada Global Citizen Award Gala, at which Moez Kassam (Honorary DLaws, ’25), co-founder and chief investment officer of Anson Funds, received the Global Citizen Award 2025.

*November 20, 2025:* I attended the Greater Toronto Airports Authority’s annual Chair and CEO Reception for the business community.

*November 21, 2025:* In Brampton, together with Matt Baker; Roberta Iannacito-Provenzano; SoM Dean and Vice-President, Medical Affairs Teresa Chan; SoM Chief Administrative Officer Sharanjeet Kaur; SoM Executive Director, Advancement Jessica Kovacs; and Vice-President, University Advancement and Alumni Relations Krishan Mehta, I hosted a tour of the SoM for 407 Express Toll Route (ETR) Board Chair David McFadden, 407 ETR President and CEO Jose Espinosa, and members of their leadership team.

*November 22, 2025:* At the Canada Pakistan Business Council (CPBC) 42nd Anniversary Awards Gala, I was honoured to receive the CPBC Special Recognition Award 2025 and deliver remarks on the

importance of global partnerships that support education, innovation, and economic growth and thus help us tackle complex global challenges collaboratively.

*November 24, 2025:* Over lunch, Assistant Vice-President, University Advancement and Alumni Relations Rivi Frankle and I met with the George and Helen Vari Foundation's executive director, Agnes Hilkenne, and co-director, Victoria de Luca, to update them on the SoM.

*November 24, 2025:* Vice-Provost, Students Jen McMillen and I met online with the executive team of the Toronto Metropolitan Association for Part-time Students to discuss their priorities and upcoming initiatives.

*November 24, 2025:* Jen McMillen and I met online with the executive team of the Toronto Metropolitan Graduate Students Union to discuss their priorities and upcoming initiatives.

*November 25, 2025:* I appeared before the Standing Committee on the Interior for public hearings regarding Bill 40, the Protect Ontario by Securing Affordable Energy for Generations Act, 2025. I gave remarks explaining the necessity of a large-scale, domestically controlled AI data centre for economic competitiveness, privacy and public trust, and national security, and recommending that up to 5% of the data centre's computing capacity be reserved for student training and academic research.

*November 25, 2025:* Jen McMillen and I met with representatives of eight TMU student societies from across faculties to discuss ways to cultivate vibrant student societies and clubs and enhance students' university experience.

*November 25, 2025:* Along with DMZ Executive Director Abdullah Snobar, I welcomed Indiana Pacer and former Toronto Raptor Pascal Siakam to campus for his first visit to the DMZ, with which his PS43 Foundation has partnered on the Siakam Edtech Engine program to support edtech startups that focus on underserved communities. He met with founders from the program's inaugural cohort, and he and Abdullah announced that there will be a second cohort.

*November 26, 2025:* In Richmond Hill, I attended an event celebrating the Schroeder Ambulatory Centre, which launched in October.

*November 28, 2025:* I attended an online meeting of Universities Canada members with Paul Halucha, deputy minister of housing, infrastructure and communities, to discuss initiatives included in the federal budget to support infrastructure and student housing.

*December 1, 2025:* In Brampton, Jessical Kovacs, Krishan Mehta, and I welcomed Andrew Chang, co-director of the Raymond Chang Foundation, to the SoM for a tour and to update him on TMU's healthcare-related activities.

*December 1, 2025:* At a donor appreciation event hosted at the Image Centre, I gave remarks honouring the life and legacy of Nadir Mohamed and announced the transformational gift made in his memory (please see "Events and Initiatives" above).

*December 2, 2025:* I was pleased to join students, faculty, and staff at the annual Frost holiday festival (please see "Events and Initiatives" above) and share in the creativity, enthusiasm and spirit that make TMU such a remarkable place.

*December 3, 2025:* I spoke with Daniel Tisch Echevarría, president and CEO of the Ontario Chamber of Commerce (OCC), with which TMU has partnered on the Skills Bridge project for small to medium enterprises, to discuss expanding on our collaboration.

*December 3, 2025:* Along with Roberta Iannacito-Provenzano, Jen McMillen, and Vice-President, Administration and Operations, Saeed Zolfaghari, I visited the Free Food Project at the Hub Café, where we spoke with students and expressed our support for the free food program that ran from December 3 to December 12, helping students fuel up for their exams.

*December 3, 2025:* I was pleased to attend the Toronto Metropolitan University Faculty Association's holiday party at Oakham House, and to have the opportunity to express my gratitude for members' hard work and contributions throughout the year.

*December 3, 2025:* Together with Krishan Mehta and Image Centre Director Paul Roth, I met with Florence Minz, principal of Sunflower Investments and founding advisory board member of the Image Centre, to thank her for her generous gift towards the Image Centre's upcoming exhibition *Richard Avedon Immortal: Portraits of Aging, 1951–2004* (scheduled for Fall 2026).

*December 4, 2025:* I met for lunch with Omar Sachedina, chief anchor and senior editor of the *CTV National News*, to continue our discussion about potential areas of collaboration with TMU.

*December 4, 2025:* Over dinner, I met with Khaled Naja, executive advisor to Toronto Pearson International Airport's LIFT (Long Term Investments in Facilities and Terminals) capital improvement plan, to discuss TMU's initiatives in aerospace engineering and technology.

*December 7, 2025:* At the annual fundraising dinner for the Help Orphans and Promote Education (H.O.P.E.) Foundation, which supports the education of orphaned and underprivileged children in Pakistan, I delivered a keynote address about TMU's vision to embrace change, take risks, and innovate to make the world better.

*December 8, 2025:* Over lunch, I had an introductory meeting with the new president of the University of Toronto, Melanie Woodin.

*December 9, 2025:* I was pleased to attend a leaders' lunch organized by Assistant Vice-President, University Relations, Michael Forbes to launch TMU's annual United Way campaign, and to deliver remarks reflecting on how giving back strengthens our own wellbeing and the fabric of our community.

*December 9, 2025:* I met with Michael Ford, lobbyist with MDF Strategies and former provincial minister of citizenship and multiculturalism, to update him on TMU activities and initiatives.

*December 11, 2025:* I attended an executive heads roundtable of the Council of Ontario Universities, at which representatives of the Ministry of Colleges, Universities, Research Excellence and Security discussed the postsecondary sector with us.

*December 11, 2025:* I co-hosted the year-end celebration organized by my office along with the offices of the provost; the vice-president, administration and operations; and the vice-president, advancement and alumni relations. I was proud to give remarks celebrating our successes and the milestones we reached over the past year, and thanking everyone for their many contributions.

*December 14, 2025:* I met with Premier Doug Ford to update him on the progress of TMU's major initiatives.

*December 15, 2025:* I met with Rod Phillips, former Ontario minister of finance and current chair of business development organization Toronto Global, to discuss how TMU can play a bigger role as a city-builder, attracting talent and investment.

*December 15, 2025:* I met online with Unity Health Toronto's president and CEO, Altaf Stationwala, to give my feedback on the new strategic plan his organization is developing.

*December 15, 2025:* I met online with Aliya Rami, chair of the OCC, to continue our discussion about expanding our collaboration.

*December 15, 2025:* I met with Phyllis Yaffe, former Board chair and former consul general of Canada in New York, to update her on the geopolitical challenges facing the postsecondary sector.

*December 15, 2025:* Over dinner, I met with Hossam Kishawy, dean of engineering and applied science at Ontario Tech University, to discuss engineering and innovation in the postsecondary sector.

*December 16, 2025:* I hosted Peel Region Chair Nando Iannicca and his staff for a tour of the SoM, and we discussed TMU's contributions to healthcare in the region.

*December 17, 2025:* Assistant Vice-President, International Cory Searcy and I met with three representatives of Aga Khan Schools – General Manager Rahim Somani, Director of Operations Rahim Hooda, and Resource Developer Gulam Juma – about enhancing collaboration between TMU and Aga Khan Education Services, which runs not-for-profit schools in ten countries in Asia and Africa.

*December 17, 2025:* As supporters of the initiative from the postsecondary sector, Matt Baker and I attended the launch of Toronto's bid to be the host city for the new global headquarters of the Defence, Security and Resilience Bank.

*December 17, 2025:* Over dinner, I met with Toronto Pearson International Airport President and CEO Deborah Flint and Chief Justice of Ontario Michael Tulloch to update them on the progress of TMU activities and initiatives.

## **1. Board of Governors Elections 2026**

Below are dates for the 2026 Board of Governors' Elections:

- The nomination period for the Administrative Staff, Faculty, Alumni, and Student Board of Governors' elections is from February 2 to 10, 2026.
- The voting period for the Administrative Staff, Faculty, and Student Board of Governors' elections is from March 2 to 5, 2026.
- The voting period for the Alumni election is from June 1 to 15, 2026.

## **2. Governance Essentials Training**

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

### **Introduction to Performance Measurement at Toronto Metropolitan University:**

Thank you to Kimberley McCausland, Vice-Provost, University Planning, for her comprehensive overview of the University's measurement of institutional and management effectiveness and the transparency that this process provides, which was presented to Board members on January 14, 2026.

The upcoming sessions are as follows:

#### **Financial Literacy Module 2**

February 11, 2026, 1:00 p.m. to 2:30 p.m.

Presenter: Joanne McKee

#### **Marketing and Communications**

March 3, 2026, 10:00 a.m. to 11:00 a.m.

Presenter: Michael Forbes

#### **Advancement**

March 3, 2026, 11:00 a.m. to 12:00 p.m.

Presenter: Krishan Mehta

# Toronto Metropolitan University Board of Governors

## Report from the Provost and Vice-President, Academic

### January 26, 2026

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**BOARD GREETINGS** – It is my pleasure to wish all members of the Board of Governors a very happy new year. I am pleased to share some examples of how Toronto Metropolitan University (TMU) ended 2025 and is beginning 2026 at full steam.

#### **Academic Plan Implementation**

Since the TMU Academic Plan *Transforming Futures* was approved in early 2025, the University Planning Office (UPO) has been working on implementation with faculties and other academic units, assisting them in developing local academic plans. These plans reflect each unit’s distinct goals and aspirations and underscore their alignment with the priorities of the larger TMU plan. Local plans are expected to be posted publicly on the units’ websites in January 2026.

The UPO has also worked with academic units to develop 2025–26 implementation plans, which will be finalized in January and early February. A summary progress report for the 2025–26 academic year will be released in Fall 2026. This approach will allow us to monitor progress, make adjustments and recognize success, ensuring that *Transforming Futures* remains a living plan, responsive to our community and the evolving postsecondary landscape.

#### **Recruitment**

TMU’s Fall Open House, on November 9, attracted more than 5,500 visitors—a 37% increase compared to 2024. Academic and administrative departments across TMU collaborated to showcase the campus and programs, and a post-event survey indicated visitors were highly satisfied with the event.

As of January 19, 2026, applications from international fee-paying students for Fall 2026 are up 20 per cent year over year, with particularly strong growth from the United States (95%), Nigeria (75%), Canada (21%), Pakistan (61%), Saudi Arabia (24%) and S. Korea (300%). India (6%), Bangladesh (11%), and UAE (1%) are maintaining application volume year over year. Despite this recruitment success, the number of students who can apply for study permits is capped by the federal government, and the number allocated to TMU for 2026 has been reduced by 33% from the initial 2025 allocation.

This past cycle, International Student Enrolment, Education & Inclusion engaged in 647 recruitment activities (including 597 school visits and 13 global virtual sessions); prospect leads increased by 42% year-over-year, website visits by 24% and event registrations by 100%.

At the School of Medicine (SoM), the MD program has once again attracted the highest number of applicants among Ontario medical schools. While the total of 6,015 is slightly lower than last year's 6,415, the decrease aligns with two key changes to the process: an increase in minimum GPA from 3.3 to 3.5 and a provincial requirement for public universities to reserve at least 95% of admissions to medical and health education programs for Ontario residents. Admissions activities are underway to identify TMU's second cohort of 94 candidates; offers of admission will begin rolling out on May 12, the common offer date for medical schools across the province.

In Postgraduate Medical Education, total applications for our R1 programs have risen from 2,249 (2025) to 2,562 (2026) representing an increase of 13.9% (+313 apps). File review for the CARMS R-1 match is complete, with interviews occurring through January and concluding in February. The R1 Match Day will take place in March 2026, when thousands of graduating medical students learn if they have been matched with a residency program at medical schools across Canada.

### **Funding Formula Review**

In July 2025, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) initiated a review to modernize the funding formula. The ministry's goals for this initiative are to secure the sector's long-term sustainability, support student success and outcomes, and ensure broad access to high-quality postsecondary education, while building on the work of its Blue-Ribbon Panel and the 2025-2030 Strategic Mandate Agreements.

The funding formula review focuses on six objectives: meeting labour market needs, supporting financial sustainability, addressing unique needs of different regions and learners, rewarding quality, driving efficiency, and streamlining.

TMU has actively contributed to the review by submitting a detailed written submission and the requested program costing information this past October. TMU also participated in the Toronto regional engagement session in November and has been providing technical expertise to the Council of Ontario Universities to support the university sector's positioning and advocacy. The ministry's final report detailing the outcomes of the review remains pending.

Among its feedback and input to the review, TMU has recommended that the ministry:

1. Leverage the success of the corridor model to: (a) expand enrolment in response to student demand, and (b) ensure flexibility including the expansion of graduate education to enhance Ontario's competitiveness, particularly as other jurisdictions are also looking to bolster support for their universities.
2. Augment the funding rate per weighted grant unit (WGU) within the corridor to ensure high-quality programming and financial sustainability, including through recognition of inflationary pressures, and by including both direct and indirect costs, and consider increasing the WGU weights assigned to particular programs to more accurately reflect their delivery cost.

3. Continue with performance funding as a key accountability tool while ensuring that the performance framework: (a) serves as an incentive rather than a punitive measure by capping it at the current 25% of operating funding and excluding special-purpose grants from the calculation as these are already covered by their own transfer payment agreement accountabilities, and (b) recognizes institutional differentiation.

4. Support experiential learning opportunities such as student placements and activity in innovation hubs to further advance skills development and ensure that students are ready to make meaningful contributions to the economy upon graduation.

5. Implement a multi-year tuition framework that provides predictability for both students and institutions and allows for a high-quality student experience. While the scope of the funding formula review does not explicitly mention tuition, it is a vital aspect of financial sustainability given that tuition accounts for well over half of university revenues.

### **Appointments and Searches**

Following a comprehensive search process, Shari Hodges has been appointed as the new university registrar and executive director, strategic enrolment management. Shari has been interim registrar since March 2024 and began in the role permanently on January 1, 2026. With over 23 years of service at TMU, Shari has held progressive leadership roles across the institution, both within academic faculties and at the institutional level. Her extensive experience provides her with a deep knowledge of registrarial operations, with expertise in areas such as undergraduate and graduate admissions, marketing and student recruitment, academic policy, and strategic enrolment management (SEM).

SoM has appointed Heather MacNeill as inaugural assistant dean, clinical faculty development. She previously served in the role on an interim basis and currently practices as a physiatrist at Hennick Bridgepoint Hospital while serving as the medical director of stroke rehabilitation at Sinai Health System. Also at the SoM, Eric Wong has accepted the new role of vice-dean, clinical education. He is a practising academic family physician and professor of family medicine at Western University.

The Lincoln Alexander School of Law (LASL) has appointed Maureen Silcoff, partner at Silcoff Schachter, as its lawyer-in-residence. Having joined the LASL as an instructor in 2021, she will strengthen the law school's social justice advocacy programming and identify strategic partnership opportunities within the legal profession and with Non-Governmental Organization (NGOs) and governmental organizations.

### **New Academic and Training Opportunities**

On November 24, the LASL and the Ted Rogers School of Management jointly announced a new admission stream from the Juris Doctor (JD) program to the Ted Rogers Master of Business Administration (MBA) program. The stream is designed to prepare candidates for leadership roles at the intersection of law and management.

TMU Libraries have launched a badging program in Artificial Intelligence (AI) Fluency for students and the broader university community. Its two core workshops, “Delegation and Description” and “Discernment and Diligence,” teach how to use Generative AI tools effectively and thoughtfully, and how to decide strategically whether to use them or opt out.

TMU Libraries have also launched the workshop series *Ink to Impact*, which gives researchers in the humanities and social sciences a behind-the-scenes look at academic publishing. Experts from the publishing world offer insights and tips on publishing and effectively sharing research.

### **Research in Action**

The Faculty of Community Services (FCS) hosted the 29<sup>th</sup> annual meeting of the International Joint Commission’s Health Professionals Advisory Board on October 14 and 15. Experts from across North America came to campus to discuss emerging public health issues related to water quality in the Great Lakes and other transboundary waterways, and to review projects and prepare recommendations for the Canadian and U.S. governments. Notably, TMU Occupational and Public Health master’s student Tiffany Cao presented her research on public perceptions of Great Lakes water quality.

On November 13 and 14, the School of Nutrition participated in Toronto’s annual Royal Agricultural Winter Fair, the world’s largest indoor agricultural and equestrian event. A team of three graduate and ten undergraduate students, led by Professor Jenn Lee, delivered well-received presentations on nutrition myths and facilitated interactive educational activities at TMU’s onsite booth.

On November 21, the School of Nutrition and the School of Early Childhood Studies co-hosted the Food Environment Consensus Roundtable, an interdisciplinary gathering aimed at improving food practices in early learning and child-care settings. Educators, researchers, public health professionals and sector partners gathered to identify gaps in policy and research; insights they generated will inform the next phase of research, policy recommendations and training initiatives supported by funding from the Canadian Institutes of Health Research and the FCS.

### **Showcasing Student SRC (Scholarly, Research and Creative) Excellence**

On November 21, the Society of Arts, Social Sciences and Humanities hosted TMU’s third annual Kaleidoscope Undergraduate Research Conference, whose theme was “Resistance & Reinvention: Relating, Identity, Power, and Belonging.” Student presentations tackled complex societal issues with nuance and depth, contributing valuable perspectives towards ongoing talks about justice, equity and social change. The conference was made possible through the Jehangir Saleh Fund, which continues to support undergraduate research and the academic community around the university.

On November 28, the LASL and Faculty of Engineering & Architectural Science co-hosted an exhibition of designs for 277 Victoria Street created by law and architecture students to inspire the renovation of the future home of the law school. Together, the students designed areas including moot courts, lecture

halls, libraries and common spaces, exploring how physical spaces can embody a deep commitment to justice, inclusion and community-building.

## CONGRATULATIONS

Department of Architectural Sciences alums *Farida Abu-Bakare* (MArch '12) and *Tura Cousins Wilson* (BArch '09) have been named to the inaugural 40 Under 40 North America list, a collaborative initiative between the World Architecture Festival (WAF) and The Architect's Newspaper. The list celebrates emerging talent among architects working in Canada, Mexico and the United States; the winners' work was exhibited in November at the WAF in Miami.

The Chang School has received a 2025 MEMS (Marketing, Enrollment Management and Student Success) award from the online and professional education association UPCEA, capturing silver in the Excellence in Marketing category for its Summer/Fall 2024 marketing Campaign, "Where Careers Move Forward." The campaign's videos move chronologically backward, showing adult learners achieving career goals, benefiting from opportunities (e.g., academic advising, networking events) and then ending at the start—when they discover The Chang School.

The School of Journalism has been awarded a \$500,000 Responsive Grant from the Law Foundation of Ontario for the Indian Residential School Records project—a collaboration with The Creative School, the LASL and the Yellowhead Institute. The project will create an archive of statements by survivors of Indian Residential Schools and work with survivors, their families and their communities to decide how this documentary history will be managed. The project will also raise awareness about the scheduled destruction, set for September 2027, of Independent Assessment Process records collected as part of the Indian Residential School Settlement Agreement. It will offer experiential learning for law and journalism students through investigative and legal research while fostering cross-disciplinary collaboration.

Eleven TMU students and recent graduates received prizes at the 2025 Global Undergraduate Awards this fall, including *Cameron Schmidt* (Economics '24), who was named Global Winner in the Business and Economics category for his paper "Optimal Economic Intervention: A Bayesian Global Games Approach to Policy Design." TMU regional winners in the Americas included *Lilian Auraha* (in Social Science: Sociology & Social Policy), *Sofya Rudovskaya* (in Life Sciences) and the team of *Ayisha Azizi*, *Syeda Zubia Imam*, *Merjan Jabarkhil* and *Clement Solsona* (in Engineering). *Winnifred Adelaide Blair* and *Shobiya Sivanathan* (Music, Film & Theatre), *Ragave Mahendran* (Politics & International Relations) and *Vedaant Vyas* (Philosophy) received "Highly Commended" designations for their submissions.

## EVENTS AND INITIATIVES

**INDIGENOUS AND BLACK FLOURISHING FUND** -- In November, the Office of Social Innovation (OSI) launched the Indigenous and Black Flourishing Fund, which provides up to \$5,000 for Indigenous and Black undergraduate, graduate and continuing education students, as well as postdoctoral fellows, for both individual initiatives (e.g., research and conference presentations) and community-engaged initiatives that advance growth, flourishing, social justice and systemic change. The fund will address

needs that were identified and reaffirmed in the 2018 Truth and Reconciliation Report, in the 2020 Anti-Black Campus Climate Review and the 2021 Standing Strong Task Force Report—which committed TMU to the “advancement and support of Indigenous and Black scholarship.” The OSI’s Activists in Residence Collective will review applications every two months, between September and May.

**INTERNATIONAL EDUCATION WEEK** – From November 17 to 21, TMU participated in the international initiative International Education Week. TMU Global presented daily events focused on the theme of togetherness and international inclusion. Highlights included the Global Learning Fair, at which students connected with TMU units and external partners to explore opportunities such as faculty-led programs abroad, semester exchanges and international work experience; a visit to the Embassy of Italy; and the International Arts and Culture Festival, at which students were invited to “taste their way through the globe” by sampling dishes from various countries, all featuring a unique twist on one ingredient.

**CMH DAY** – On December 12, TMU hosted CMH (CUPA, MCURES, and HEQCO) Day, welcoming colleagues from the Council on University Planning and Analysis, the Ministry of Colleges and Universities, and the Higher Education Quality Council of Ontario for discussions on shared sector challenges, from future-proofing finances and leveraging data, to Canada’s international student strategy and long-term institutional sustainability.

**ATHLETICS UPDATE** -- The TMU Bold concluded the Fall 2025 term with four teams ranked in their national top tens: Men's Soccer, Men's Hockey, Men's Basketball and Women's Basketball—who closed their term at #3, undefeated in league play. Also of note is third-year Sport Media student and golfer Abigail Dove, who won the Waterloo Invitational tournament for her third invitational win in three years. On November 25, Athletics recognized 99 student athletes as Academic All-Canadians for the 2024–25 season at the annual Bold Scholar Breakfast. This distinction recognizes student athletes in OUA and/or U SPORTS who achieve an academic average of 80% or better. On December 2, Bold Giving Day 2025 raised \$154,373.68 to fund TMU’s varsity and club teams, 29 of which participated (five more than last year). This year saw a 9% increase in net fundraising dollars as well as an increase in mid-level gifts, and a 17% increase in average gift size.

# Report from the Provost & Vice- President, Academic

Board of Governors Meeting  
January 26, 2026

Roberta Iannacito-Provenzano

Toronto  
Metropolitan  
University





**Events and Engagement**



**School of Medicine**



## Funding Formula Review

## Appointments and Searches



**Shari Hodges,**  
University Registrar and Executive Director,  
Strategic Enrolment Management



**Thank you**

**Toronto  
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University**

**BOARD OF GOVERNORS**  
**January 26, 2026**

**AGENDA ITEM:** Introduction to the 2026-27 Budget Process

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** Information

**SUMMARY:**

The presentation provides an overview of the 2026-27 budget process, including the context, timelines, community consultation, and strategic principles.

**BACKGROUND:**

Each year, Toronto Metropolitan University delivers four (4) budget-related presentations to the Finance Committee. This first presentation sets the foundation for the 2026–27 budget by outlining the process, context, timelines, community consultation, and strategic principles for Finance Committee members.

**ATTACHMENT:** Introduction to the 2026-27 Budget Process presentation

**PREPARED BY:**

Name: Kimberley McCausland, Vice-Provost, University Planning  
Date: January 9, 2026

**APPROVED BY:**

Name: Roberta Iannacito-Provenzano, Provost and Vice-President, Academic  
Date: January 12, 2026

# 2026-27 Budget Process

Finance Committee  
Board of Governors  
January 2026

Toronto  
Metropolitan  
University



## Introduction to the Budget Development Process

- The annual budget represents our allocation of resources, includes estimates of revenues and expenditures, and allows TMU to prioritize resource allocations to achieve the university's objectives.
- The budget also provides accountability to our stakeholders.

Toronto  
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University

## Budget Principles - Strategic

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



## Provincial Context: 2025 Ontario Budget and Fall Economic Statement

### Overall:

- Short-term focus on supporting people and sectors most affected by US tariffs
- Major spending is primarily on infrastructure and capital
- Province projects a declining budget deficit for 2026-27 and a balanced budget in 2027-28

### Post-Secondary:

- Limited, permanent increase to funded enrolment levels for some universities, including TMU
- Efficiency and Accountability Fund: provided third-party review and resources to implement cost-saving and revenue-generating initiatives



## Ministry Funding Formula Review

- In July 2025, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) announced its intention to modernize the funding model for colleges and universities with the goals being to:
  - Support **student success** and outcomes
  - Ensure **access** to high-quality postsecondary education
  - Address **long-term sustainability** of the postsecondary education sector
  - Build on work to date with the sector, including through the **Blue-Ribbon Panel** and the **2025 to 2030 Strategic Mandate Agreements**
- TMU provided a written submission, program costing information as requested (October 2025), and participated in the Toronto regional engagement session (November 2025)
- MCURES report on outcomes of their review remains pending

## Context for 2026-27

- Continuation of the constrained fiscal environment:
  - Tuition fees for Ontario students remain frozen
  - Government-funded domestic enrolment level is slightly below TMU actuals
  - Challenges to international enrolment, particularly at undergraduate level
  - Ongoing inflationary pressures
- Budget development will include full input from the community with check-ins with the Board of Governors and the Finance Committee every month for the remainder of the fiscal year

## 2026-27 Budget: Community Consultation

- As in previous years, we will consult broadly with the TMU community
- Consultations will include:
  - Three open town hall sessions
  - Meetings with student members of the Board of Governors
  - Meetings with student unions
  - Meetings with faculty and staff union representatives
  - Meetings with deans, vice provosts and other division leads

## 2026-27 Budget: Updates to Finance Committee

<b>January</b>	Budget Process
<b>February</b>	Environmental Scan
<b>March</b>	Government Funding Update* and Budget Strategy
<b>April</b>	Full Budget for Approval

**BOARD OF GOVERNORS**  
**January 26, 2026**

**AGENDA ITEM:** Discrimination and Harassment Annual 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:**

The Discrimination and Harassment Annual Report (“Annual Report”) provides to the Board of Governors (the “Board”) of Toronto Metropolitan University (the “University”) information and statistics relating to discrimination, harassment, racism and hate during the 2024-2025 reporting period.

**BACKGROUND:**

The University has a long-standing commitment to promoting and protecting human rights in accordance with its *Discrimination and Harassment Policy* (the “DHP”), which is aligned with the University’s obligations under the Ontario *Human Rights Code*.

In 2024, the Ontario Government’s *Strengthening Accountability and Student Supports Act* resulted in amendments to the *Ministry of Training, Colleges and Universities Act*, as well as the issuance of the Minister’s Anti-Racism/Anti-Hate Directive. These legislative updates introduced new requirements for Ontario’s publicly-assisted colleges and universities to maintain anti-racism and anti-hate policies and report annually to their Boards of Governors and the Ministry of Colleges, Universities, Research Excellence and Security on the implementation and effectiveness of the policies. The University was already in compliance with the majority of the new requirements through its existing policies and procedures: namely, the DHP and its complaint resolution process managed by Human Rights Services (“HRS”) as a unit within the Office of the Vice-President, Equity and Community Inclusion.

The Annual Report outlines the University’s ongoing institutional commitment to human rights, including preventing and addressing complaints of discrimination, harassment, racism and hate within University learning, working and living environments. It includes information about the University’s comprehensive review of the DHP in 2024-2025, which helped to ensure alignment

with human rights best practices, feedback from our diverse University community and recent legislative updates. The Annual Report also provides data regarding the complaints and reports of discrimination and harassment received and addressed by HRS on behalf of the University during the reporting period, as required by the Minister's Directive and reported in a manner that protects privacy and confidentiality. This information is intended to support transparency and demonstrate the volume and complexity of discrimination and harassment complaints addressed under the DHP in a process that focuses on trauma-informed approaches, procedural fairness and accountability. The Annual Report also demonstrates how the University continues to build a human-rights-centred University where equity and inclusion are shared priorities and responsibilities across the institution.

**ATTACHMENT:** Discrimination and Harassment Annual Report

**PREPARED BY:**

Name: Erin Hallock, Director, Human Rights Services

Ahmed Ahmed, Strategic Advisor and Senior Resolution Officer, Human Rights Services

Date: January 16, 2026

**APPROVED BY:**

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

Date: January 16, 2026



# Toronto Metropolitan University Discrimination and Harassment Annual Report

*Reporting Period  
May 1, 2024 to April 30, 2025*

Submitted to the Board of Governors  
January 26, 2026

**Toronto  
Metropolitan  
University**

## Introduction

Toronto Metropolitan University (TMU or the University) is committed to fostering learning, working, and living environments where every member of the University community is treated with dignity and respect, and is protected from discrimination, harassment, racism, and hate. These commitments are rooted in TMU's core values, including equity, inclusion, and human rights, which are reflected in the University's Academic Plan, Strategic Vision, and institutional priorities. They are also consistent with the University's *Discrimination and Harassment Policy* (DHP), which is aligned with the Ontario *Human Rights Code* and related legal obligations.

The Discrimination and Harassment Annual Report (Annual Report) focuses on the reporting period of May 1, 2024 to April 30, 2025 and highlights TMU's efforts to promote and protect human rights, including specifically through the management of complaints of discrimination and harassment under the DHP. It also responds to the new reporting obligations for publicly-assisted colleges and universities outlined in the *Ministry of Training, Colleges and Universities Act* and the related Minister's Anti-Racism/Anti-Hate Directive from September 2024. The report demonstrates how TMU continues to build a human-rights-centred university where equity and inclusion are shared priorities and responsibilities.

A major milestone in the 2024-2025 reporting period was TMU's completion of a comprehensive review of the DHP, which culminated with the Board of Governors (Board) approving a revised policy in June 2025. The updates ensure that the DHP embraces human rights best practices and remains responsive to diverse and evolving campus needs.

The Office of the Vice-President, Equity and Community Inclusion (OVPECI) and its various units, including specifically Human Rights Services (HRS), play a central role in advancing the University's human rights commitments. Guided by TMU's updated DHP, OVPECI and HRS provide leadership across the university in supporting an equitable, inclusive and human rights-centered campus for all. This includes the role of HRS in managing the University's confidential complaint resolution process under the DHP in order to receive and address complaints of discrimination and harassment in a trauma-informed and procedurally fair manner in accordance with the policy and in compliance with the Ontario *Human Rights Code*.

Overall, this Annual Report summarizing the 2024-2025 reporting period demonstrates TMU's robust commitment to promoting and protecting human rights, including through a strengthened DHP and responsive complaint resolution process to address discrimination and harassment in fair and appropriate ways in order to protect the rights of all TMU community members.

# The Discrimination and Harassment Policy

The [Discrimination and Harassment Policy](#) (DHP) is TMU's primary policy guiding its commitments and obligations to prevent and address discrimination and harassment in all University learning, working, and living environments in alignment with the *Ontario Human Rights Code*.

## 2024–2025 Policy Review and Update

During the 2024-2025 reporting period, TMU undertook a comprehensive review of the DHP in accordance with its regular policy review cycle. It was also an opportunity to engage the community in response to the Minister's Anti-Racism/Anti-Hate Directive and ensure legislative compliance.

The DHP review involved three rounds of community consultations with members of the University community, including through town halls, focus group sessions and online surveys. Outreach efforts prioritized engagement with students, members of equity-deserving communities, and campus partners engaged in supporting human rights across the University. It also included consultation with student unions and clubs, as well as faculty and staff unions. Community input was reviewed and considered in the preparation of the revised DHP that was officially approved by the Board in June 2025.

The revised DHP reflects extensive community input and ensures legislative compliance, while also offering a more accessible and transparent framework for the University community when it comes to addressing discrimination and harassment at TMU. This includes enhanced definitions of human rights concepts and additional clarity on the scope and application of the policy, including outlining that the University accepts anonymous complaints. The DHP procedures also outline multiple pathways for responding to complaints and reports of discrimination and harassment, including early intervention, alternative resolution and restorative justice approaches, as well as procedurally fair investigation and decision-making.

All information about the DHP and its complaint resolution process is available through a centralized [HRS website](#) in order to make information about the policy and procedures accessible to all members of the University community.

# Complaints of Discrimination and Harassment under the DHP

HRS manages TMU's complaint resolution process under the DHP and is available to all University community members to submit complaints or reports of discrimination or harassment. In addition to its role under the DHP, HRS also manages the complaint resolution process under the University's [Sexual Violence Policy](#) (SVP) and contributes to the Sexual Violence Annual Report submitted to the Board each year.

## Total Complaints and Reports Received under the DHP

Between May 1, 2024 and April 30, 2025, HRS received a total of approximately 650 inquiries, which represent the various diverse connections made with the office in order to access its services, which include human rights advice and consultations, delivery of education and training, as well as the filing of confidential complaints and reports under the DHP and SVP.

HRS received a total of 180 complaints and reports under the DHP in the 2024-2025 reporting period. Complaints can be received from any member of the University community, including students, faculty, staff, contractors, volunteers and guests, and sometimes they are also received from non-TMU community members. Complaints and reports may also relate to alleged incidents of discrimination and harassment on the TMU campus, or in some circumstances where the incidents occur off campus or online. However, the DHP will only apply to University-related activities off campus or online where there is a connection to and impact on University community members and the University's learning, working, or living environments.

## Complaint Parties and Location

Below in Table 1 is a summary of the types of parties involved in the complaints of discrimination and harassment received by HRS, including both Complainants and Respondents. And Table 2 outlines the primary locations in which the alleged incidents of discrimination and harassment occurred.

**Table 1:** Parties involved in complaints of discrimination and harassment between May 1, 2024 and April 30, 2025

Number of complaints by status of the Complainant (i.e. the person directly impacted by the alleged incident of discrimination and/or harassment)	Number
Student	123
Employee	39
Toronto Metropolitan University	7
Other	11
Number of complaints by status of Respondent (i.e. the individual being accused of the alleged incident of discrimination and/or harassment)	
Student	56
Employee	71
Toronto Metropolitan University	29
Other	24

**Table 2:** Location of alleged incidents of discrimination and harassment between May 1, 2024 and April 30, 2025

Number of complaints by primary incident location	Number
Incidents occurring on campus	149
Incidents occurring off-campus	5

Incidents occurring online	24
Incident location unknown	2

## Complaints and Reports Addressed under the DHP

HRS reviews all complaints and reports of discrimination and harassment that it receives in order to complete a preliminary assessment and determine whether a complaint resolution process or any other steps are appropriate to address the matter under the DHP. Complaints or reports may not proceed beyond the preliminary assessment under the DHP for various reasons, including but not necessarily limited to the following:

- The Complainant chooses not to proceed with a complaint resolution process under the DHP, or otherwise withdraws or abandons the process.
- The complaint/report does not fall within the jurisdiction of the University or the DHP, for example if the alleged incident occurred off campus or otherwise in settings that are unconnected to the University and its activities.
- The complaint/report involves allegations that, even if assumed to be true for the purpose of the preliminary assessment, do not meet the threshold to reasonably constitute a breach of the DHP.
- The complaint/report lacks sufficient information to proceed with a complaint resolution process under the DHP; for example when there are not enough details available in order to complete a preliminary assessment or a Respondent cannot be identified despite the University’s best efforts to do so.
- The complaint/report is more appropriately referred for review under a different University policy, for example the *Student Code of Non-Academic Conduct* or *Respectful Workplace Policy*.

In the 2024-2025 reporting period, a total of 59 complaints and reports passed the preliminary assessment and proceeded through a complaint resolution process under the DHP.

## Complaint Types

Complaints and reports of discrimination and harassment under the DHP come in many different forms and can be difficult to categorize because of the unique and complex nature of the allegations raised under the policy. Table 4 below provides an overview of various types of complaints and reports that were addressed under the DHP in the 2024-2025 reporting period, including the following:

- **Direct Discrimination / Differential Treatment:** 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.
- **Constructive Discrimination / Adverse Impact / Failure to Accommodate:** 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). This includes incidents in which an individual may seek an accommodation in connection with a protected ground(s) to address a disadvantage that exists as a result of a rule, requirement, policy, or practice, but where appropriate accommodation is not provided to address it.
- **Harassment:** 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. Common examples may include in person/verbal comments as well as digital/online comments.
- **Personal Physical Impacts:** Physical actions or contact against a person based on protected grounds, including physical assault, as an example.
- **Property Interference:** Interference with or the damaging of physical property based on protected grounds, including graffiti, as an example.
- **Procedural Breaches:** Breaches of obligations associated with the DHP complaint resolution process, including violations of confidentiality requirements and non-compliance with interim measures.
- **Systemic / Institutional Discrimination:** 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.

**Table 3:** Types of complaints of discrimination and/or harassment addressed under the DHP between May 1, 2024 and April 30, 2025

Types of complaints of discrimination and/or harassment	Number
Direct Discrimination / Differential Treatment	13
Constructive Discrimination / Adverse Impact / Failure to Accommodate	14

Harassment	26
<ul style="list-style-type: none"> <li>- In person / Verbal Comments (22)</li> <li>- Online Comments (4)</li> </ul>	
Personal Physical Impacts	1
Property Interference	1
Procedural Breaches	1
Systemic / Institutional Discrimination	3

In some circumstances, HRS received complaints and reports of discrimination and harassment regarding incidents that were also reported to law enforcement. Based on information shared with HRS, it is believed that law enforcement was involved in 2 of the incidents reported and addressed by the University under the DHP during the 2024-2025 reporting period. However, it is noted that HRS and TMU may not necessarily be informed or aware of all incidents that community members may have reported to law enforcement.

### Complaint Protected Grounds

The complaints and reports of discrimination and/or harassment addressed under the DHP in the reporting period can also be categorized in connection with one or more than one of the protected grounds outlined in the DHP, which include the following:

- Age
- Ancestry
- Citizenship
- Colour
- Creed
- Disability
- Ethnic origin
- Family status
- Gender expression
- Gender identity
- Marital status
- Place of origin
- Race
- Receipt of public assistance
- Record of offences
- Sex
- Sexual orientation

In many cases, a single complaint may engage multiple protected grounds because discrimination and harassment often occur in ways that are complex and intersectional, as people’s identities and the unique nature of the barriers that they face are not necessarily or appropriately reducible to a single category. This understanding is grounded in the concept of intersectionality, a framework articulated by legal scholar Kimberlé Crenshaw, which recognizes that systems of power and oppression, such as racism, sexism, ableism, and homophobia, can overlap and compound one another. As a result, the impacts of discrimination and harassment cannot always be fully understood when protected grounds are examined in isolation.

HRS applies an intersectional lens when receiving, assessing, and resolving complaints. This means recognizing that unique and related aspects of people’s identities can affect experiences of discrimination and harassment. It also ensures that the DHP and its complaint resolution process is applied in a way that is responsive to the lived realities of individuals and communities, which strengthens the effectiveness of the University’s efforts to understand and address discrimination and harassment in all its forms.

For reporting purposes, Table 4 below identifies a single primary protected ground engaged in each complaint and report addressed under the DHP during the reporting period, and it also provides accompanying information about how many of each type of complaint/report also involve additional and intersecting grounds.

**Table 4:** Primary protected grounds of discrimination and/or harassment addressed under the DHP between May 1, 2024 and April 30, 2025

Primary Protected Grounds of Discrimination and/or Harassment	Number	Intersecting protected ground(s)
Age	0	
Creed	19	
Jewish	11	
Muslim	8	Race / Sex - 3 Race - 1 Sex - 2

<b>Disability</b>	13	
<b>Family Status and/or Marital Status</b>	4	Family Status / Marital Status / Age - 1
<b>Gender Identity and/or Gender Expression</b>	3	Gender Identity / Gender Expression / Sex - 1
<b>Race and Related Grounds (including Race, as well as Ancestry, Citizenship, Colour, Ethnic Origin, Place of Origin)</b>	15	
Arab / Middle Eastern	1	Place of origin - 1
Asian	3	Place of origin - 3
Black	7	
Indigenous	1	Creed - 1
Citizenship / Place of origin / Ethnic origin	2	
Other	1	
<b>Sex (including pregnancy)</b>	3	
<b>Sexual Orientation</b>	1	
<b>Additional Grounds: Receipt of Public Assistance and Record of Offences</b>	0	
<b>No Protected Ground (Procedural Breach)</b>	1	

## Method of Resolution of Complaints

HRS manages complaints and reports of discrimination and harassment under the DHP in a variety of different ways that are responsive to the parties’ needs and input, as well as the unique circumstances of each case. A defining feature of the revised DHP is the expansion and refinement of early intervention and alternative resolution pathways for addressing complaints. The primary methods for resolving complaints and reports under the DHP include the following:

- **Early intervention:** HRS and/or other University leaders respond to concerns of discrimination or harassment without initiating a complaint resolution process under the DHP. Early intervention does not involve any findings of a breach(es) of the policy and is not disciplinary in nature.
- **Alternative resolution:** HRS facilitates a voluntary process wherein the parties attempt to reach agreed upon terms to resolve the complaint, and it may include the use of restorative justice or Indigenous conflict resolution approaches. Agreed upon terms of resolution are confirmed in writing to support and enforce compliance.
- **Investigation:** HRS appoints an internal or external investigator to conduct an impartial and procedurally fair investigation into the complaint and to prepare an investigation report to be delivered to a senior administrator at the university who will act as the the decision maker under the DHP.
- **Systemic Intervention:** OVPECI and/or HRS recommend interventions to address systemic barriers, which may include review and revision of University policies or practices, human rights education and training, or conducting a climate review, workplace assessment, audit or systemic investigation.

Table 5 summarizes the various methods of resolution engaged by HRS to address complaints under the DHP, including early intervention, alternative resolution, investigation, and systemic intervention. The “Other” category identifies the matters that were not resolved through one of the standard pathways under the DHP, such as those that were withdrawn, abandoned or discontinued during the process.

**Table 5:** Methods of resolution of complaints of discrimination and/or harassment addressed under the DHP between May 1, 2024 and April 30, 2025

Method of Resolution of Complaints of Discrimination and Harassment	Number
Early intervention	22

Alternative resolution	12
Investigation	10
Systemic intervention	3
Other	12

### Outcomes of Complaint Resolution Processes

Complaint resolution processes under the DHP can lead to a variety of outcomes depending on the parties involved and nature of the allegations, among many other factors. Below is a summary of the types of outcomes typically available based on the different methods of resolution outlined in the policy and procedures.

- **Early Intervention:** Outcomes focus on timely resolution through education, relationship repair and prevention of future breaches of the policy, and may include:
  - Direct or Leadership Feedback
  - Letter of Expectation
  - Facilitated Discussion or Conciliation
- **Alternative Resolution:** Outcomes may involve agreements between the parties, including where the Respondents commit to terms that may include the following:
  - No contact or communication with the Complainant/Affected Witness
  - Participation in education about discrimination and harassment
  - Participation in counselling
  - Period of probation
  - No access to designated University premises or services
- **Investigation:** Decision makers have a range of outcomes, referred to as accountability measures, that they can impose following a finding of a breach of the DHP. They include but are not limited to the following:
  - General accountability measures:
    - Educational workshops or counselling;
    - No contact with specified individuals or groups;
    - Letter of behavioural expectations; and
    - Restrictions related to accessing campus as a whole, parts of campus or certain University-related activities, services, or networks.
  - Additional accountability measures applicable to student respondents:
    - Removal from a course or section of a course;

- Limitation to future enrollment in a course or with a particular instructor;
  - Removal or restriction of access to University online platforms, information technology resources, equipment, and infrastructure;
  - Restrictions from participation in intramural or varsity sports and University organizations or clubs;
  - Probationary period;
  - Relocation in or eviction from University-owned and/or operated housing;
  - Suspension from the University for a defined period with a requirement for education/training before reintegration; and
  - Expulsion from the University permanently.
- Additional accountability measures applicable to employees:
    - Change in work assignment;
    - Letter of coaching, warning or discipline;
    - Suspension from work for a set time without pay; and/or,
    - Dismissal from employment.

For complaints received during the 2024-2025 reporting period, 50% of the completed investigations have resulted in decisions that included findings of a breach(es) of the DHP, and 50% have resulted in decisions with no findings under the policy. There are also a number of investigations with respect to complaints received during the reporting period that remain ongoing at the time of the preparation of this Annual Report.

Given the relatively small number of decisions rendered with respect to complaints received during the reporting period and the importance of the University's privacy and confidentiality obligations, this Annual Report can generally share that the types of accountability measures imposed as part of decisions under the DHP have included: (1) no contact requirements between Respondents and Complainants, (2) educational workshops and (3) counselling.

## Timelines for Resolution of Complaints

HRS makes reasonable efforts to complete the complaint resolution process under the DHP in a timely manner, while maintaining a trauma-informed approach for all parties and ensuring procedural fairness. The DHP stipulates that the office will endeavour to address complaints and communicate the outcome of the process to the parties within twelve (12) months from the date that the complaint was received.

Many different variables affect and potentially lengthen the timeline for completing the complaint resolution process, including matters that are outside of the control of HRS and TMU, including but not necessarily limited to the following:

- Trauma-informed engagement with the parties and participants in the complaint resolution process, including for example providing additional time for parties to access support and ensuring participants receive appropriate accommodations required to engage in the process.

- Availability of the parties and participants in the complaint resolution process, including for example where individuals may be on vacation or leaves of absence, or they may no longer be members of the University community.
- Procedural fairness requirements and the complexity of the complaint resolution process, including for example where complaints involve numerous parties, extensive allegations and counter-allegations and voluminous oral and documentary evidence that requires review.

Table 6 provides an overview of the approximate timelines for the resolution of complaints received by HRS under the DHP during the 2024-2025 reporting period.

**Table 6:** Timelines for resolution of complaints of discrimination and/or harassment addressed under the DHP between May 1, 2024 and April 30, 2025

Timeline for Resolution of Complaints of Discrimination and Harassment	Number
0 - 3 months	29
4 - 6 months	11
7 - 9 months	1
10 - 12 months	4
Over 12 months	3
Ongoing	11

## Conclusion

The Discrimination and Harassment Annual Report for the 2024-2025 reporting period demonstrates TMU's ongoing commitment to building an equitable, inclusive and human rights-centered campus, and responding in fair and appropriate ways to complaints and reports of discrimination, harassment, racism and hate. This is illustrated through an updated DHP, as well as the diligent management of complaint resolution processes that emphasize trauma-informed approaches, procedural fairness and accountability. The University is committed to offering meaningful and responsive ways to prevent and address complaints of discrimination and harassment, including through widespread education and awareness, and increased focus on early intervention, alternative resolution and restorative justice approaches to address both individual and systemic human rights issues arising in university learning, working and living environments. TMU continues to implement the DHP in a way that is characterized by collaboration across various expert offices and responsiveness to the needs of our diverse community.

**BOARD OF GOVERNORS**  
**January 26, 2026**

**AGENDA ITEM:** Student Mental Health Policy 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:**

Ontario's *Strengthening Accountability and Student Supports Act, 2024* ("Bill 166") was introduced in response to growing provincial attention on student mental health, safety, and transparency within post-secondary institutions. The legislation mandates that colleges and universities develop, publish, and annually report on the implementation and effectiveness of their student mental health policies.

**BACKGROUND:**

Toronto Metropolitan University (the "University") achieved compliance with Bill 166 in Winter 2024 through the University's Mental Health and Wellbeing website featuring all available student mental health resources. In September 2025, the University launched 'Wellbeing Central', which is a web-based resource offering a searchable, centralized repository of accurate up-to-date resources available to support the mental health and wellbeing of the University's students. As the University transitions from the Mental Health and Wellbeing site to Wellbeing Central as the primary website for this vital information, both platforms will remain active and current for at least six (6) months, and analytics will be tracked throughout this period.

**ATTACHMENT:** Bill 166 Implementation - Student Mental Health Policy Report

**PREPARED BY:**

Name: Jen McMillen, Vice-Provost, Students  
Date: January 12, 2026

**APPROVED BY:**

Name: Roberta Iannacito-Provenzano, Provost and Vice-President, Academic  
Date: January 13, 2026

# Bill 166 Implementation - Student Mental Health Policy Report to the Board of Governors

Date: November 25, 2025

## Background

Ontario's *Strengthening Accountability and Student Supports Act, 2024* (Bill 166) was introduced in response to growing provincial attention on student mental health, safety, and transparency within post-secondary institutions. The legislation mandates that colleges and universities develop, publish, and annually report on the implementation and effectiveness of their student mental health policies.

### Policy Requirement

- Every university must have a student mental health policy that describes the programs, services, and supports available at the university concerning student mental health.
- Each student mental health policy implemented must be published on university websites, made available upon request, and reviewed at least every five (5) years.

Toronto Metropolitan University (TMU or the University) achieved compliance with Bill 166 in Winter 2024 through TMU's Mental Health and Wellbeing website featuring all available student mental health resources. In September 2025, TMU launched 'Wellbeing Central', which is a web-based resource offering a searchable, centralized repository of accurate up-to-date resources available to support the mental health and wellbeing of TMU students. As TMU transitions from the Mental Health and Wellbeing site to Wellbeing Central as the primary website for this vital information, both platforms will remain active and current for at least six (6) months, and the University will track analytics throughout this period.

# Institutional Implementation and Commitment to Annual Reporting

TMU Student Wellbeing has adopted a holistic and stepped-care approach to supporting student mental health and wellbeing, offering upstream health promotion and prevention programs, as well as downstream supports, including clinical and crisis response services.

Upstream approaches include TMU’s annual Wellbeing Week, a university-wide series that drew nearly one thousand (1,000) participants to workshops, resource fairs, and community-building activities focused on mental health literacy, facilitating belonging, and increasing access to care. Additional upstream approaches, such as safeTALK suicide prevention training for marginalized student communities, and Notice Engage, Refer and Debrief trainings facilitate increased skills to equip the wider community to build capacity to support those at risk of mental health crisis. Downstream services include counselling, access to medical care, and a diverse suite of peer-to-peer services. TMU will continue reporting annually on program reach, utilization, and participant satisfaction to monitor effectiveness and identify improvement opportunities. Data supporting service usage in 2024/2025 are included in Appendix A.

## Appendix A: 2024–2025 Student Mental Health Policy Implementation Metrics

### Website Utilization

	Dates	Page Visits	Unique Users	Time on Site
Wellbeing Central	September 1 - November 25, 2025	14,437	7307	2:41
Mental Health and Wellbeing Website	May 1, 2024 - April 30, 2025	22,484	9443	2:27

### Data Collection Period - May 1, 2024 - April 30, 2025

Service	Service Utilization	Sample Key Performance Indicator
Student Counselling	11350 total visits (2119 unique students)	‘Would recommend to a friend’ - 94%
Medical Centre	5158 visits* (1022 unique students*)	Mental health assessment wait times consistently between 2-3 weeks

ThriveTMU Resilience Training for Students	8251 student participants	'Would recommend to a friend' - 80%
Notice, Engage, Refer + Debrief Training for students, faculty and staff	250 participants	Participants reporting increased confidence to refer to resources available on campus - 100%
SafeTALK Suicide Prevention training for students	30 student participants**	'Increased ability to respond to suicidality' - 92%
Wellbeing Week 2024 for students, staff and faculty	998 registered participants	Participants reported having a clearer understanding of the mental health resources on campus - 98%
Health Promotions Programs for students	6576 student participants	'Increased capacity to manage life crises through coping and emotional regulation' - 84%

\* Related to mental health assessments

\*\* Pilot in 24/25 academic year - expanded to reach 200+ students in need in 25/26 academic year

# Marketing & Communications Results

September 1 -  
December 31, 2025

Prepared by:  
University Relations (UR)

January 12, 2026

**Toronto  
Metropolitan  
University**



# Executive Summary

Highlights from Sept 1 - Dec 31, 2025

- UR supported the School of Medicine (SoM) launch with storytelling, media relations, an out-of-home ad campaign and social media.
- Nadir Mohamed's impact on TMU was honoured with a video at Convocation, TMT stories, social media posts and donor recognition event (naming of the Wellbeing Centre).
- In response to the public's reliance on AI Goggle summaries, UR developed TMU's first search-optimized page for the Faculty of Arts to maintain high visibility in an AI-driven landscape.
- Collaborated on major announcements, including the TMU Station renaming and the Bond Street residence.
- Central Communications supported on reputational security issues (Sept. 19 & Nov. 5), with strategic advice, reactive messaging, social monitoring, response letters and media requests.

## Earned Media



**18,759 Media Hits**

17% increase from previous report



**19.1B Potential Reach**

13% decrease from previous report



**181M AVE**

Advertising Value Equivalency  
10% decrease from previous report



**60% Positive Sentiment**

1.5% decrease from previous report

## Social Media



**8.3K New Followers**



**4.8M Impressions**

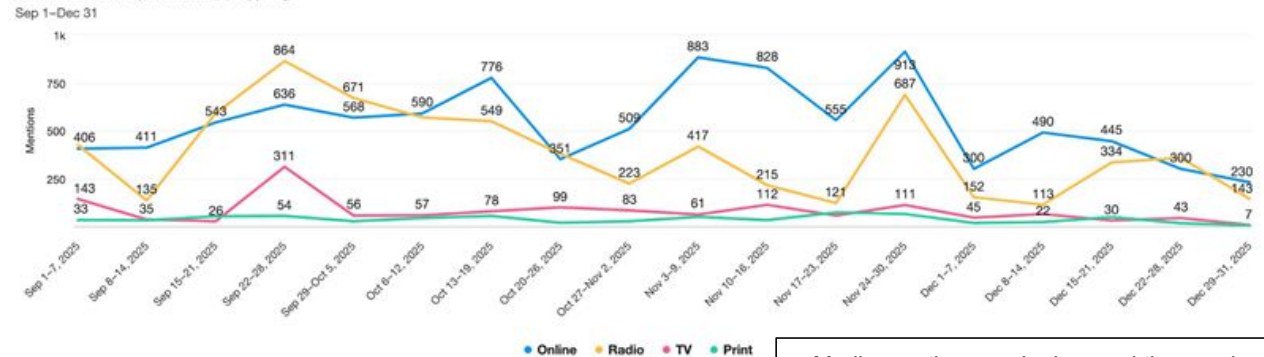


**189.1K Engagements**



**76K Link Clicks**

Mentions Trend by News Media Type

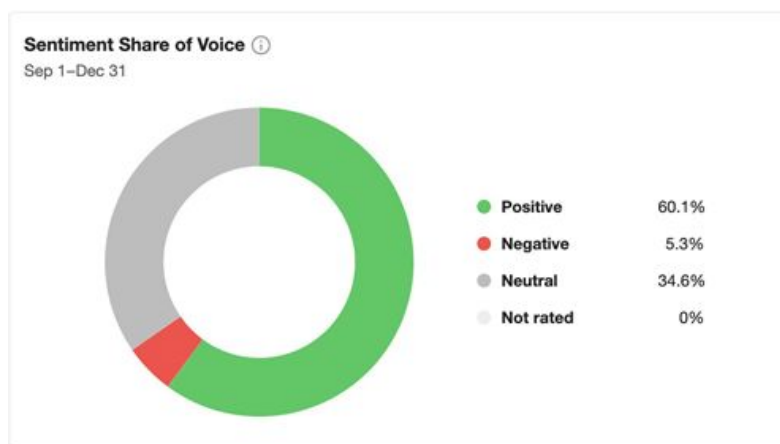


Media mentions peaked around the passing of Nadir Mohamed, Linda Rothman's speed camera research and off-campus protests

# Earned Media Detail

## Results highlights

- TMU secured 18,759 media hits from Sept. 1 - Dec. 31, 2025 with a total potential reach of 19.1 billion.
- Top news by reach includes *The New York Times* article quoting Prof Jenna Jacobson on cruise ship workers as “employee influencers.” *The New York Times*’ holiday book review featured *Richard Avedon: Immortal* edited by The Image Centre’s Director Paul Roth with contributions from the IMC’s curator Gaëlle Morel. Prof Rachel Dodds was quoted in a BBC article on Dutch villages charging tourist fees.
- The Advertising Value Equivalency (AVE) on media coverage secured during the period is \$181 million.



## Proactive pitching highlights:

- Central Communications secured significant media coverage for the SoM launch on September 3. Major outlets were onsite for the official opening event and there were more than 400 media mentions and nearly 300 million impressions.
- In October, a study led by Prof Sarah Dermody on couples fighting was featured in *Vanity Fair Italy*.
- The team pitched TMU’s Natural Dye Garden at the Urban Farm and it was featured in *The Toronto Star*.
- Central Comms wrote and distributed a news release on a study by Prof Colleen Carney about screen time before sleep and it received significant media coverage, with more than 20 different pieces both in Canada and international press, including *TIME Magazine*.
- The Bond Street Residence announcement was widely covered with more than 10 media pieces announcing the new project.
- The TMU and TTC comms teams worked together to officially announce the renaming of Dundas Station to TMU Station which received coverage from all major Toronto news outlets.
- TMU Faculty Experts were pitched to media daily to speak on timely news items, including: Sports betting, housing and travel trends, holiday activities and more.

# TorontoMet Today (TMT):

The TMT e-newsletter is emailed to around 65,000 staff, faculty, students and friends thrice weekly during the school year. (According to 66% of respondents to our reader survey, TMT is the preferred way to receive news about TMU).

- The edition with the highest open rate this period was the Sept. 17 issue: **Cool summer jobs Part 2; A readiness quiz to crush it**, with **72.9% opens** (cross-industry average open percentage is 21.33%) and **click-through-rate of 3.56%**.
- The **18-24 demographic** were the most active readers during this period. Content was most viewed via **smartphone**.
- Of note, **one of our top TMT stories for this period**, [TMU grad in dream job with Toronto Blue Jays](#), generated **73% new visitors to the TMT website**, attracting a **strong external audience**. This story also generated **more than 82,500 impressions** across social platforms.



# Top TMT stories

Top performing [TMT](#) stories between Sept-Dec 2025:

## TMU mourns passing of honorary board member Nadir Mohamed

Mohamed was a prominent business leader and champion of innovation

September 19, 2025



Nadir Mohamed will be remembered for his business and philanthropic leadership and his vast contributions to the TMU community.

**8,550 views,  
80.3% engagement rate**

## New student residence coming to TMU

New residence will increase housing with flexible options, academic spaces to enhance students' on-campus experience

By: Denee Rudder

November 13, 2025



Toronto Metropolitan University (TMU) has

**6,926 views,  
80% engagement rate**

## TMU grad in dream job with Toronto Blue Jays

Anthony 'Cheese' Lucchese makes split-second calls that can change the game

By: Lindsey Craig

October 28, 2025



TMU grad Anthony Lucchese grew up in a family of sports fans. He says his Italian "nonna" has no idea how baseball works – but she watches every Jays game. Today, Lucchese

**5,511 views,  
73% new users**

\*Engagement rate = **percentage of engaged sessions** on a website.

An engaged session is a visit that **lasts over 10 seconds**, has a **conversion** or has **two or more page views**.

# Organic Social Media Detail



- 76.7K followers
- 3.1M post impressions
- 72.6K engagements



- 60.5K followers
- 70 engagements



- 344,499K followers
- 2.4M impressions
- 11,577 reactions
- 544 comments
- 127 reposts



- 74.6K followers
- 494.8K video views
- 24.2K engagements



- 100K page likes
- 80K engagements



- 991 followers

## Highlights



- Impressions grew by 900,000 on Instagram, with LinkedIn experiencing a gain of 1.8 million impressions
- LinkedIn grew by 6.1K followers
- Instagram engagement increased by 12.1%

# Top Social Posts

Posts  
torontomet

TMU

**New student residence coming to TMU**

View insights Boost post

3,282 84 9 2,255

Liked by thecreativeschl and others

tmu station Search

TMU

6,628 101 419

Toronto Met U - 2025-12-7  
It's official! TTC riders will now be arriving at TMU Station. #ttc...

First-time? Try promoting to expand your audience.

130.8K 1398 More insights

Posts  
torontomet

torontomet Original audio (may include audio)

Style at TMU

152K · View insights Boost post

University of Toronto Search

TMU

**HOW MANY MIDTERMS**

Toronto Met U - 2025-10-1  
How many midterms do you have? #TMU #universi...

CapCut · Captions for chat v...

71.6K 355 More insights

# Creative Examples

## School of Medicine Launch

Launched the “Healthy change starts at TMU” campaign celebrating the opening of the SoM and welcoming its inaugural MD class. The campaign featured a range of assets highlighting students and leadership, including out-of-home billboards and ZUM Transit ads across Brampton, a homepage takeover in The Brampton Guardian, signage on Toronto and Brampton campuses, a full page spread in the Globe & Mail, as well as images and a mix of long and short-form videos used at launch events and on social media.



# Creative Examples

## Cyber Science Campaign

This recruitment campaign was designed to raise awareness of the Faculty of Science's newly launched cyber science program, a first of its kind in Canada.



## Faculty of Arts - SEO Page

Created a strategic web page optimized with keywords and content (SEO = Search Engine Optimized) that answers the most commonly asked questions about an Arts degree. The goal is to become the trusted source in AI overviews where students are searching (Google, ChatGPT, etc.).



## Alumni Giving Video Series

Produced a series of videos profiling alumni, sharing their motivations for giving back and inspiring new graduates to support student wellbeing and success.



# Creative Examples

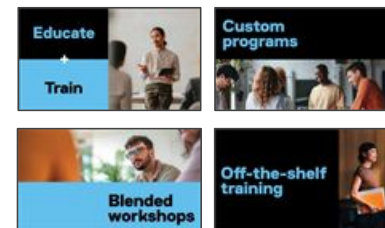
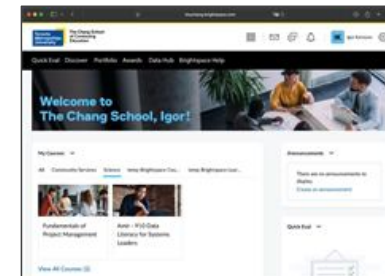
## Nadir Mohamed Tribute Video & Student Wellbeing Centre Naming Globe Ad

A video was created to honour and celebrate Nadir Mohamed's immeasurable impact on the university and community at large. It was showcased at Fall Convocation. This was followed by a donor announcement in the Globe & Mail that the new Student Wellbeing Centre was being named after him.



## Chang Corporate Education Brand Identity

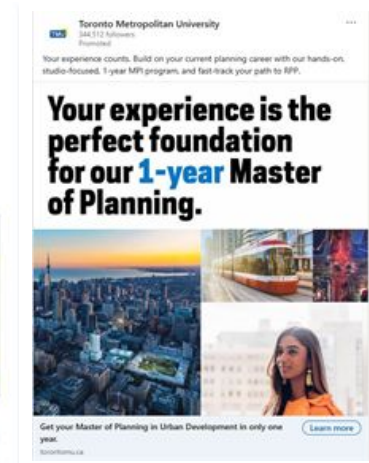
Developed a distinct look and feel for The Chang School's new corporate education unit, which provides customized training solutions for businesses. The identity aligns with TMU and The Chang School brand guidelines while positioning the unit clearly within a B2B context.



# Paid Media Details

## Digital ad campaigns for Sept - Dec '25 included:

- Registrar's Office - Undergrad Fall Open House Promotion
- Registrar's Office - Applications Push Campaign
- Registrar's Office - Program Specific Google Search Advertising
- FCS - Masters of Urban Planning Recruitment
- Arts - Fall Open House Arts Promo
- Arts - Arts Applications Push
- Law - Professional Development Courses Registration
- Law - JD Degree Recruitment
- Chang - Fall Recruitment Campaign
- Faculty of Science: Cyber Science Recruitment
- TRSM - BComm Recruitment
- TRSM - Graduate (MBA) Recruitment
- Alumni/Comms - TMU Magazine Article Promotion
- Alumni - Alumni Giving Social Video Promotion (Donation Support)
- International - Ugrad Student Recruitment
- Graduate Studies - General Grad Studies Recruitment
- Graduate Studies - Masters of Cybersecurity Dom. & Int. Recruitment



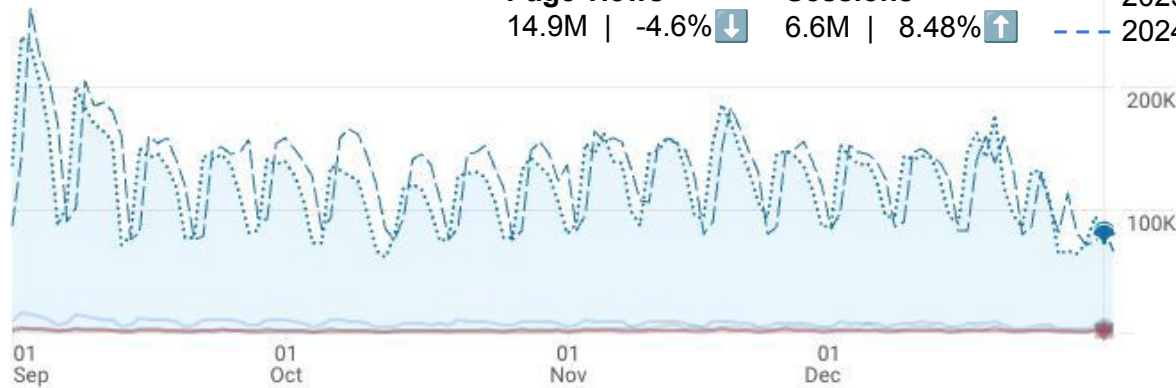
# Web Traffic

Sept-Dec 2025 vs Sept-Dec 2024

**Page views**  
14.9M | -4.6% ↓

**Sessions**  
6.6M | 8.48% ↑

— 2025  
- - - 2024



Demographic Details: Sessions by country		
Canada	5,144,871	0.61% =
USA	324,076	0.48% =
China	298,657	1,392% ↑
Singapore	191,944	3,635% ↑
Pakistan	160,782	41% ↑
India	106,926	86% ↑
Nigeria	79,858	-37% ↓
Poland	46,068	1,961% ↑
Ghana	34,639	-27% ↓

Traffic acquisition			
Overall sessions	6,652,217	8.48%	↑
Overall active users	2,694,891	6.94%	↑
---	---	---	---
Organic search	4,116,939	0.3	=
Direct	1,171,595	23.5%	↑
Referral	238,564	0.5	=
Paid Search	214,239	-47%	↓
Email (*new email tool)	207,086	N/A	
Paid Social	107,333	39%	↑
Organic Social	89,527	-12.5%	↓

## Highlights



More people visited the site, but visited fewer pages overall.

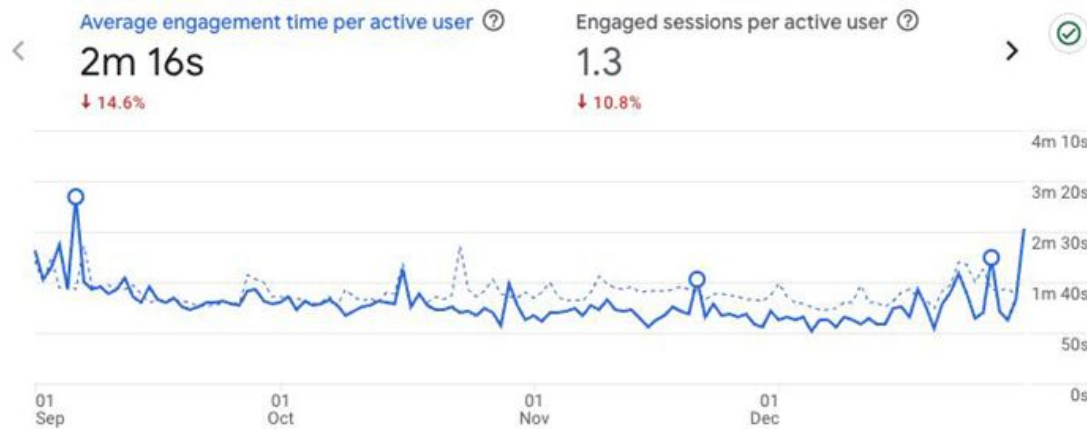
- Overall **sessions increased by 8.48%**
- Overall **active users increased by 6.94%**
- Overall **page views down 4.6%** over last year
- Overall this is a **positive development** compared to previous quarters
- Mobile the most common device used

# Engagement

May-August 2025 vs May-August 2024

Events/user  
23.2 | -10%↓

— 2025  
- - - 2024



## ↑ Pages getting more traffic

- Choose TMU Login (16%)
- Servicehub (43%)
- Careers (3.2%)
- Undergrad Admissions (45%)
- Applicant Accounts (3.3%)
- Cybersecurity Program (76K%)
- Future Students Apply (7%)
- Open house (44%)

## ↓ Pages getting less traffic

- Home (-21%)
- Undergraduate programs (-16%)
- Graduate programs (-6%)
- Programs overview (-25%)
- Search (-12%)
- Undergraduate apply (-6%)
- Admissions (-17%)

## Highlights



- Small reduction in engagement level overall
- Organic traffic continues to have highest engagement
- Fewer visits to program pages, but some positive results for application pages
- Strong traffic to key campaign related pages