

BOARD OF GOVERNORS

September 29, 2026

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

Livestream Link: <https://youtube.com/live/KBMAsvAo9iE?feature=share>

Time	Item	Presenter(s)	Action
2:00 1.	IN-CAMERA DISCUSSION (Board Members Only)	Catherine Paisley	Information
2:15 2.	IN-CAMERA DISCUSSION (Executive Group Invited)		
END OF IN-CAMERA SESSION			
2:40 3.	INTRODUCTION	Catherine Paisley	
3.1	Welcome		
3.1.1	Land Acknowledgement		
3.1.2	Chair's Remarks		
3.2	CONSENT AGENDA	Catherine Paisley	
3.2.1	Approval of the September 29, 2026 Agenda		Approval
3.2.2	Declaration of Conflicts of Interest		Information
3.2.3	Approval of the June 26, 2026 Minutes		Approval
4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
5.	REPORT FROM THE SECRETARY	Wendy Lawrence	Information
6.	REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC	Roberta Iannacito-Provenzano	Information
7.	REPORT FROM THE VICE-PRESIDENT, ADMINISTRATION AND OPERATIONS	Saeed Zolfaghari	Information
7.1	Administration and Operations Update	Saeed Zolfaghari	

8. DISCUSSION ITEMS

8.1	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSIONS COMMITTEE	Meg Davis	Information
8.2	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Catherine Paisley	Information
8.3	Toronto Metropolitan Medical Student Council Referendum Proposal	Jen Gonzales	Approval

9. FOR INFORMATION

9.1	Toronto Metropolitan University Common Abbreviations	Wendy Lawrence	Information
9.2	University Relations Monthly Metrics and Reach	Michael Forbes	Information

4:00 10. ADJOURNMENT

NEXT MEETING: November 30, 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.”

Toronto Metropolitan University Board of Governors

Report from the President

September 29, 2026



BOARD GREETINGS – I am pleased to welcome new and returning members of the Board of Governors to the 2026–27 academic session. In this final term of my appointment as president and vice-chancellor, I look forward to working with you to maintain the significant momentum we have built together as we make the transition to Roberta Iannacito-Provenzano’s presidency.

PRESIDENT’S ENTRANCE SCHOLARSHIPS

TMU applicants with demonstrated exceptional academic accomplishments, leadership qualities, creativity, and independent thought are eligible for renewable scholarships valued at \$10,000 per year. Both national and international scholarships (*) are awarded. We are proud to welcome the 2026–27 recipients:

Faculty of Arts – Bandhna Kang, Politics and Governance; Yoon Yamon Khin*, Economics and Finance

Faculty of Community Services (FCS) – Noah Aguiar, Social Work; Yuna Cheng*, Collaborative Nursing

Faculty of Engineering and Architectural Science (FEAS) – Uman Qourshah*, Industrial Engineering;

Veronika Sulek, Mechanical Engineering

Faculty of Science (FOS) – Alex Tanzola, Biomedical Sciences

Ted Rogers School of Management (TRSM) – Hazel Abigail Chen*, Retail Management; Jershika Evelyne

Justin, Business Technology

The Creative School – Tri Holmes, Performance: Dance; Alejandro Vazquez Labrada*, Media Production

HONORARY DOCTORATES

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

Marci Ien – journalist, author, and public leader; president of the George Brown College Foundation; former MP for Toronto Centre and federal minister for women and gender equality and youth.

John H. McCall MacBain (entrepreneur; former chancellor of McGill University; founder, director, and chair of the McCall MacBain Foundation) and *Marcy McCall MacBain* (health care researcher; founder, director, and vice-chair of the McCall MacBain Foundation) – education, climate and environment, and health philanthropists.

Edward Rogers (businessman; executive chair of Rogers Communications; chair of the Toronto Blue Jays; chair of Maple Leaf Sports and Entertainment) and *Suzanne Rogers* (champion of Canada’s fashion

industry; founder of the Suzanne Rogers Fashion Institute) – philanthropists; founders of the Edward and Suzanne Rogers Foundation.

APPOINTMENT

Josh Fortier has been appointed executive director, Community Safety and Security (CSS) effective July 31, 2026. Josh joined TMU in November 2025 as senior director of security operations and emergency management; since then, he has worked proactively to address the complex needs of community members around campus through partnership and community engagement. Previously, he worked at Sheridan College for nearly 10 years in increasingly senior roles, including as the director of campus safety. During this time, he oversaw Sheridan becoming the first college in Ontario to make Naloxone available as a safety measure to support community wellbeing. Josh has also served as president of the Ontario Association of Colleges and Universities Security Administrators.

CONGRATULATIONS

Chancellor *Donette Chin-Loy Chang* and *Wes Hall* (Honorary DLaws '21) will receive national honours from Jamaica on October 19, the country's National Heroes Day. Donette will be invested into the Order of Jamaica, while Wes will receive the Order of Distinction in the rank of Commander. The Jamaican High Commission has praised their "exceptional commitment to bridging communities, advancing business and educational opportunities, and driving meaningful social change between Canada and Jamaica."

TMU professors *Rania Hamza* (Civil Engineering) and *Karen Soldatic* (Disability Studies) have each received New Frontiers in Research Fund Exploration Grants from the federal government's Tri-agency funding program. Totalling nearly \$500,000, the grants fund what the government calls "high-risk, high-reward and interdisciplinary research." Working with FOS professors Bryan Koivisto and Steven N. Liss, vice-president, research and innovation, Rania is developing new technology to destroy pollutants in wastewater. Together with co-principal investigator Amy McPherson of Holland Bloorview Kids Rehabilitation Hospital, Karen is developing a toolkit to guide the creation of safer, more equitable AI resources for advancing sexual rights for disabled youth.

Natasha Rajah, professor of psychology and Canada Research Chair in Sex, Gender and Diversity in Brain Health, Memory and Aging, and *Victor Yang*, professor of biomedical engineering, have both been elected to the Canadian Academy of Health Sciences as fellows, in recognition of their career achievements and contributions to the health and wellbeing of Canadians. Natasha's citation praises her "significant contributions to our understanding of cognitive and brain aging," while Victor's citation mentions how he has "translated discoveries into clinical practice through multiple medical technology companies, improving patient care in Canada and internationally."

Six researchers from FCS and the Lincoln Alexander School of Law (LASL) have been awarded Partnering for Impact – Catalyst grants from the Canadian Institutes of Health Research totalling over \$420,000 across three projects. The one-year grants enable health researchers to conduct studies in partnership with non-academic organizations. *Karen Soldatic*, professor of disability studies and Canada Excellence Research Chair in Health Equity and Community Wellbeing, is the lead researcher on the project "Co-Designing Strategies to Strengthen HIV Care Engagement." Professors of nutrition *Jessica Omand*

and *Fiona Yeudall* co-lead “Co-creation of a Human Resource Development Training Framework for School Food Program Providers.” Law professors *Jake Effoduh* and *Uchechukwu Ngwaba*, together with midwifery professor *Karline Wilson-Mitchell*, co-lead “Accelerating Antimicrobial Resistance (AMR) Policy Action in West Africa: Building Governance Capacity and a Regional Community of Practice.”

In the Social Sciences and Humanities Research Council (SSHRC) funding round announced in July, *TMU researchers* received a total of \$4M to support 31 research projects. Fourteen researchers across five faculties received SSHRC Insight grants, which fund projects that advance knowledge, train students, and significantly impact society, culture, and public policy. Sixteen researchers across six faculties secured Insight Development grants, which support early-stage research, and one researcher received an early-stage Partnership grant. *Zhixi Zhuang* at the School of Urban and Regional Planning, leading a cross-Canada team of partners, secured a Partnership Development Grant for a project to study building inclusive housing for international students. In addition, researchers from across five faculties received funding to support knowledge-sharing initiatives, including two Aid to Scholarly Journal grants, seven Connection grants, and one Knowledge Synthesis grant.

TMU researchers have received \$9.5M in funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) to support a total of 43 projects. Thirty-nine researchers across six faculties received Discovery grants, and nine of them were awarded Discovery Launch Supplement grants to support their early-career research. Three researchers received Research Tools and Instruments grants (\$450,000), and one received a Discovery Horizons grant (\$155,900); these grants will support research infrastructure and tools to develop advanced imaging systems for studying cells, plants, and materials, and to enable real-time analysis and discovery.

PARTNERSHIP

TMU AND AGA KHAN SCHOOLS – On June 5, TMU announced a partnership with Aga Khan Schools (AKS). Selected AKS students will be offered scholarships to TMU, and AKS students will have the opportunity to join the DMZ’s Sandbox Basecamp program, which helps build skills in entrepreneurship, creativity, and design thinking. The partnership is also designed to create opportunities for cross-cultural exchange and collaborative learning, research, and teaching. As part of the Aga Khan Development Network, AKS is a global education system that serves more than 110,000 students each year across 12 countries in East Africa, the Middle East, and South and Central Asia. The partnership builds on a previous three-year partnership between the two institutions established in late 2017, whereby fellowships were awarded to AKS students and faculty for summer innovation intensives in Toronto.

EVENTS AND INITIATIVES

RISING STAR CELEBRATION – On May 27, TMU hosted its first-ever celebration event for Alumni Rising Stars. The recognition program, which launched in 2025, honours alumni across all faculties who have graduated within the last decade and who are leading innovation, shaping industries, and building stronger communities. Rising Stars from both the 2025 and 2026 cohorts attended the celebration, which took place at the SLC. The keynote speaker was Eno Hysi (Medical Physics ’10, Biomedical Physics MSc ’12, PhD ’20), professor of medical biophysics at the University of Toronto and a 2025 recipient of TMU’s Isadore Sharp Outstanding Recent Graduate Award.

NATIONAL INDIGENOUS PEOPLES MONTH – Throughout the month of June, TMU marked Mzawe Kiing Anishinaabek Giizis / National Indigenous Peoples Month with events, workshops, and community gatherings. The events were organized by a collective of Indigenous and non-Indigenous colleagues, led by Crystal Osawamick, manager of Indigenous events and special projects. The month began with a virtual kickoff event featuring Indigenous teachings and performances and ended with a tour of the Indigenous Food Ways Medicine Garden at the Urban Farm on the Daphne Cockwell Complex, followed by a discussion about fostering and strengthening relationships with Indigenous communities. Other events included an Indigenous art tour of campus, an Indigenous Healing Garden planting day, a Wikipedia edit-a-thon with a keynote address by Pulitzer Prize-winning investigative journalist Connie Walker, and workshops on writing memoir and criticism led by Anishinaabe storyteller and writer Jesse Wente.

SPORT TECH INCUBATION HUB – On June 15, FedDev Ontario and the City of Toronto announced \$900,000 in funding to help establish the Future of Sport Lab x FIFA 2026 Legacy Incubation Hub at TMU. Delivered in partnership with the City of Toronto, the hub will run an annual accelerator program for up to 60 sport technology startups, offering commercialization support, mentorship, international partnership development, and pilot opportunities. FedDev Ontario is contributing \$600,000, while the City of Toronto will contribute up to \$300,000; further investments are to come from private-sector and sports organizations.

SPRING CONVOCATION – From June 16 to 25, TMU hosted 14 ceremonies, at which 8,028 graduands received their diplomas. In total, there were 6,670 undergraduates, 613 graduate students, 608 continuing education graduates, and 137 juris doctor graduates from LASL. Among the graduands were nearly 900 international students from 42 countries. Thirteen new recipients of honorary doctorates gave convocation addresses. All ceremonies were held at the Mattamy Athletic Centre (MAC).

VOICE THE VOTE – On July 28, the Democratic Engagement Exchange and United Way Greater Toronto launched the non-partisan campaign Voice the Vote, which aims to drive voter engagement ahead of the October 26 Ontario municipal elections. In Toronto and across Peel and York regions, campaign organizers are working with community organizations to set up events that encourage residents to participate in local democracy. In addition, the campaign is providing training resources for community organizations to run their own non-partisan election outreach, as well as a civic microgrant program funding up to 50 creative, community-led projects that help people understand municipal issues, connect local government to everyday life, and participate in the election.

RESEARCH TRAINING AWARDS – On August 4, TMU announced that it has received \$1.28M from the federal government's new Canada Impact+ Research Training Awards (CIRTA) program, which aims to boost the country's research capacity and global competitiveness by attracting some of the world's top researchers. With the CIRTA funding, TMU has recruited six international doctoral students (who will receive \$40,000 each per year over three years) and four postdoctoral researchers (who will receive \$70,000 per year for two years).

JUSTICE BENOTTO REPORT AND TASK FORCE – On August 14, TMU announced that it had received the final report from retired Ontario Justice Mary Lou Benotto, who conducted an external review of two

incidents last year. The university sought the review to receive recommendations on better managing protests, events, and demonstrations while maintaining freedom of expression and campus safety. TMU has made the report available online to the community and has created the President's Implementation Task Force on Campus Expression, Antisemitism, and Community Safety. Led by the Honourable Bob Rae, former premier of Ontario and Canadian ambassador to the United Nations, the task force will consider and respond to every recommendation in the report and provide an implementation blueprint to the university by March 2027. The task force includes leaders from across TMU as well as Raja Khouri and Jeffrey Wilkinson, co-authors of the book *The Wall Between: What Jews and Palestinians don't want to know about each other*, and student representatives.

from the President's Calendar

June 16, 2026: I participated in the first spring convocation ceremony for FCS, at which Sheila Watt-Cloutier, Inuit leader, author, advocate, and environmental activist, was awarded an honorary doctorate.

June 16, 2026: I participated in the second spring convocation ceremony for FCS, at which medical education pioneer Herbert Ho Ping Kong, cofounder of the HoPingKong Centre of Excellence in Education and Practice at UHN, was awarded an honorary doctorate.

June 17, 2026: I participated in the third spring convocation ceremony for FCS, at which health care and education philanthropists Berna and Michael Garron were awarded honorary doctorates.

June 17, 2026: I participated in the joint spring convocation ceremony for The Creative School and The G. Raymond Chang School of Continuing Education.

June 18, 2026: I participated in the second spring convocation ceremony for The Creative School, at which gallerist Stephen Bulger, founding member and former chair of the Image Centre advisory board, was awarded an honorary doctorate.

June 18, 2026: Chief of Staff and Executive Director, Government Relations Matthew Baker and I met online with Matt Mahoney, City of Mississauga deputy mayor and councillor (Ward 8), to discuss the role of the School of Medicine (SoM) in Peel Region.

June 18, 2026: I participated in the third spring convocation ceremony for The Creative School.

June 19, 2026: I participated in the first spring convocation ceremony for FEAS, at which Ashraf Habibullah, structural engineer and earthquake engineering software developer, was awarded an honorary doctorate.

June 19, 2026: I participated in the second spring convocation ceremony for FEAS.

June 22, 2026: Matt Baker and I met online with City of Mississauga Councillor Brad Butt (Ward 11) to discuss the role of the SoM in Peel Region.

June 22, 2026: I participated in the joint spring convocation ceremony for the FOS and the Yeates School of Graduate and Postdoctoral Studies (YSGPS), at which University of Toronto and SickKids Professor Emerita Janet Rossant, president and scientific director of the Gairdner Foundation, was awarded an honorary doctorate.

June 23, 2026: Together with Matt Baker, Provost and Vice-President, Academic Roberta Iannacito-Provenzano, and Vice-President, Administration and Operations Saeed Zolfaghari, I met with John McCall MacBain and Bernard Luttmer, CEO of Cedar Podium, to discuss our partnership on student housing.

June 23, 2026: I participated in the joint spring convocation ceremony for LASL and the Faculty of Arts, at which Rosemary Sadlier, author, educator, and social justice advocate, was awarded an honorary doctorate.

June 23, 2026: Matt Baker and I met online with City of Mississauga Councillor Stephen Dasko (Ward 1) to discuss the role of the SoM in Peel Region.

June 23, 2026: I participated in the joint spring convocation for the Faculty of Arts and YSGPS, at which McGill University Emerita Principal and Vice-Chancellor Heather Munroe-Blum, chair of the Gairdner Foundation, was awarded an honorary doctorate.

June 23, 2026: At the annual Honouring the Journey Indigenous Student Graduation Dinner, I was pleased to give remarks celebrating the graduates' accomplishments and their contributions to the university. I encouraged the graduates to share their stories to show others that they too can belong in higher education.

June 24, 2026: I participated in the first spring convocation ceremony for TRSM, at which Laura Dottori-Attanasio, president and CEO of Element Fleet Management, was awarded an honorary doctorate.

June 24, 2026: I participated in the second spring convocation ceremony for TRSM, at which Gregory David, philanthropist and CEO and founder of GRI Capital, was awarded an honorary doctorate.

June 25, 2026: I participated in the third spring convocation ceremony for TRSM, at which philanthropists Nancy McCain and Bill Morneau were awarded honorary doctorates.

June 26, 2026: At the SoM Post Graduate Medical Education (PGME) welcome event, I was pleased to deliver remarks welcoming the second cohort of residents to SoM. I outlined the SoM's vision for community-based medical education that embraces innovation, advances health equity, works across disciplines and sectors, and builds trust.

July 6, 2026: I recorded a video interview that will be played at the Ontario Professional Engineers Awards Ceremony in November. I discussed my research, the crossover between engineering and institutional leadership, and my experiences of board service and mentorship.

July 6, 2026: Together with Matt Baker and DMZ Executive Director Abdullah Snobar, I welcomed Joël Lightbound, federal minister of government transformation, public works, and procurement, to campus for a tour of the DMZ, where he met with entrepreneurs to discuss the opportunities and barriers facing Canada's innovation ecosystem.

July 6, 2026: I was interviewed online by entrepreneur Farokh Kakar (Civil Engineering PhD '22) and civil engineer Charles Shachinda, co-authors of the upcoming *Engineering Career Guide Book*. I reflected on my career and offered advice to early-career engineers.

July 6, 2026: Along with Donette Chin-Loy Chang, Roberta Iannacito-Provenzano, Vice-President, University Advancement and Alumni Relations Krishan Mehta, and Image Centre Director Paul Roth, I viewed the photography collection of Howard and Carole Tanenbaum (both Honorary DLaws '16), one of the most significant private holdings in Canada.

July 8, 2026: I had an introductory meeting with Gina Cody, chancellor of Concordia University, to discuss the postsecondary sector.

July 9, 2026: Roberta Iannacito-Provenzano and I met online with two representatives of Halton Healthcare—President and CEO Melissa Farrell and Vice-President, Medical and Academic Affairs Ian Preyra—to discuss strengthening Halton Healthcare's collaboration with the SoM on medical training.

July 13, 2026: Over coffee, I met with Darryl White, CEO of BMO, to discuss TMU's partnership with BMO.

July 14, 2026: Over breakfast, I met with Mark Nasr, executive vice-president and chief operating officer (COO) of Air Canada, to discuss potential areas of collaboration.

July 15, 2026: Donette Chin-Loy Chang and I met virtually with Mia Amor Mottley, prime minister of Barbados, to discuss potential collaboration on training programs between the government of Barbados and The Chang School.

July 22, 2026: I met online with Alexandra Gillespie, vice-president and principal of the University of Toronto Mississauga (UTM), and members of her team as part of UTM's stakeholder engagement consultations. We discussed the potential for future collaboration in Peel Region.

July 24, 2026: Over lunch, Roberta Iannacito-Provenzano and I met with Mary Lou Benotto for an update on her external review (please see "Events and Initiatives" above).

August 11, 2026: At the 2026 New Faculty and Librarian Orientation event, I was pleased to give remarks welcoming new colleagues to TMU and highlighting the importance of innovation and collaboration for our community.

August 11, 2026: Over dinner, Roberta Iannacito-Provenzano, Krishan Mehta, and I met with managing partners of the commercial real estate firm Triple Group of Companies—Peter Apostolopoulos, chief operating officer, and Steve Apostolopoulos, co-founder and chief development officer of property management company Triple Properties, to update them on developments at TMU.

August 12, 2026: Abdullah Snobar and I welcomed members of the federal government's Liberal Technology Caucus to campus for a tour of the DMZ ahead of their summer meeting at the DMZ office.

August 13, 2026: Over lunch, I met with David McFadden, board chair of 407 Express Toll Route (ETR), to update him on developments at TMU and discuss potential opportunities for expanding TMU's collaboration with 407 ETR on the SoM and health care.

August 13, 2026: I was pleased to give remarks at the retirement celebration for Tony Conte, outgoing executive director of the Office of the Provost and Vice-President, Academic. I spoke about Tony's commitment to the welfare of every member of the TMU community and the respect and affection he has inspired in his colleagues.

August 14, 2026: I spoke with Tony Chahine (Honorary DScience '24), CEO of health care technology firm Myant and partner with The Creative School on the Textile Computing Lab. We continued our discussion about expanding the relationship between Myant and TMU.

August 18, 2026: I recorded remarks for the 2026 Invocation #RoadtoTMU Orientation Kick-Off event, welcoming incoming TMU students to our vibrant university and encouraging them to think big, embrace every opportunity, and build their community.

August 18, 2026: Over lunch, I met with Franca Gucciardi, chief strategy and operations officer at the Canadian Institute for Advanced Research. We updated each other on our organizations' activities.

August 20, 2026: During an online meeting, Roberta Iannacito-Provenzano, SoM Chief Administrative Officer Sharanjeet Kaur, and I shared insights with executive leaders from the Université du Québec network, who plan to launch a school of medicine.

August 25, 2026: I met with TMU's national recruitment team ahead of the upcoming recruitment season and gave remarks outlining how TMU has been investing in the student experience and preparing graduates to lead in a changing world.

August 25, 2026: Over lunch, I met with Mitch Frazer (Honorary DLaws '21), managing partner of the Toronto office of American law firm Mintz, chancellor of Ontario Tech University, and former TMU Board chair, to update him on developments at TMU.

August 25, 2026: Roberta Iannacito-Provenzano, Assistant Vice-President, International Cory Searcy, and I met with Izzeldin Abuelaish (Honorary DLaws '23), human rights and peace activist and University of Toronto Professor Emeritus of global health, to discuss his current project, the Global Institute for the Study of Socio-Endemic Diseases, Hatred, Health and Peace (GISED), based at KU Leuven in Belgium, and the potential for collaboration with TMU.

August 26, 2026: Together with Roberta Iannacito-Provenzano and Krishan Mehta, I attended a presentation by LASL Dean Donna E. Young and her team about their vision for 277 Victoria, the future permanent home of LASL.

August 31, 2026: In Brampton, at the SoM MD Students Welcome Event, I was pleased to give remarks welcoming the 94 exceptional learners in the SoM's second cohort of undergraduate MD students, whose training and experience will prepare them to deliver timely, effective, and compassionate care and help build the future of health care in Peel Region and beyond.

September 2, 2026: Together with Matt Baker and Roberta Iannacito-Provenzano, I met with MP Evan Solomon (Toronto Centre), minister of artificial intelligence and digital innovation and minister responsible for the Federal Economic Development Agency for Southern Ontario, to discuss activities related to technology and entrepreneurship at TMU.

September 3, 2026: I spoke with Robin Wettlaufer, Canada's ambassador to Algeria, to discuss the potential for increased trade between the two countries.

September 4, 2026: Together with Matt Baker, Roberta Iannacito-Provenzano, Donna Young, and General Counsel, Secretary of the Board of Governors, and Chief Privacy Officer Wendy Lawrence, I met with Tom Teahen and Shalini Konanur, respectively CEO and treasurer of the Law Society of Ontario. We discussed TMU's commitment to addressing the findings and recommendations of former justice Benotto's external review as a step in our ongoing work to support campus safety and security.

September 4, 2026: Over lunch, Matt Baker and I met with Kamal Khera, newly appointed consul general of Canada in Los Angeles and former minister of health, ahead of her departure for California.

September 10, 2026: In Brampton, Roberta Iannacito-Provenzano, Sharanjeet Kaur, SoM Executive Director of Advancement Jessica Kovacs, Krishan Mehta, and I led a tour of the SoM for representatives of health care technology company GE HealthCare Canada – Mike Hamilton, president and CEO; Brian McWilliams, general manager and vice-president of commercial/service operations; and Vince Campagnoni, general manager, ultrasound.

September 10, 2026: At the 2026 SoM Stethoscope Ceremony, I was pleased to give opening remarks welcoming the incoming MD cohort and their families and noting that the stethoscope symbolizes listening, both to individual patients and to our wider community, whose needs the SoM is designed to address.

September 11, 2026: At the Indigenous Student-Led TMU Pow Wow, I was pleased to give welcoming remarks thanking the Indigenous Events and Special Projects team, as well as our students, staff and volunteers, whose leadership, care, and commitment created a meaningful space for connection and celebration.

1. Orientation for New Board Members

The Orientation for new Board Members was held on September 11, 2026. The President, Board Chair, incoming President, and Secretary met with new Board members and provided an overview of Toronto Metropolitan University's (the "University") core business, governance structure, and explained how Board members can carry out their responsibilities while supporting the goals and vision of the University. The materials from the session are posted on Diligent in the Resources Centre.

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.

Pension Literacy: Thank you to Robert Bornstein, Director, Pensions and Benefits, Rhea Bowen, Director, Retirement, WTW, and David Kenny, Managing Director, Retirement, WTW for presenting the first Governance Essentials session of the academic year, Pension Literacy, on September 14, 2026. Board members learned about actuarial concepts and how they apply to the Toronto Metropolitan University Pension Plan.

The upcoming sessions are as follows:

Financial Literacy Module 1	October 6, 2026, 10:00 a.m. to 12:00 p.m.
Sexual Violence Policy	November 9, 2026, 9:30 a.m. to 11:30 a.m.
Research and Innovation	November 19, 2026, 10:00 a.m. to 11:00 a.m.

3. Fall 2026 Convocation

The Fall 2026 Convocation ceremonies will be held on October 15, 2026 and October 16, 2026. All Board members are invited to attend the ceremonies and congratulate the graduants as part of the stage party. The registration form was distributed via email to all Board members on September 14, 2026.

4. Board Secretariat Team

We have included a chart outlining the Board Secretariat's key functions and contact names with this report.

5. Board Resources

We have included with this report a current list of the Board and Committee Dates for this Board cycle. You can also find this information in the following places: the Resource Center in Diligent, the tab under Current Books labeled Current Meeting Dates in Diligent, and on the [website for the Board of Governors](#).

Board Secretariat Key Functions and Contacts

Board Secretariat Key Functions	
Board of Governors Meeting	Wendy Lawrence, Adela Mall
Audit and Risk Committee	Wendy Lawrence, Adela Mall
Employee Relations and Pensions Committee	Wendy Lawrence, Adela Mall
Finance Committee	Wendy Lawrence, Adela Mall
Governance Committee	Wendy Lawrence, Adela Mall
Investment Advisory Committee	Adela Mall
Negotiations Committee	Wendy Lawrence, Adela Mall
Election Procedures Committee	Wendy Lawrence, Adela Mall, Adrianna Bogris
Election and Referendum	Wendy Lawrence, Adela Mall, Adrianna Bogris
Appointment of Board Members	Wendy Lawrence, Adela Mall
Committee Membership	Wendy Lawrence, Adela Mall
Events	Board Secretariat Team
General Inquiry	Board Secretariat Team (boardsecretariat@torontomu.ca)
Training, Orientation, and Education	Adela Mall, Adrianna Bogris

Board Secretariat Contacts		
Wendy Lawrence	General Counsel, Secretary of the Board of Governors and Chief Privacy Officer	wendy.lawrence@torontomu.ca
Adela Mall	Executive Director, Legal and Governance and Assistant Secretary to the Board of Governors	adela.mall@torontomu.ca
Adrianna Bogris	Governance and Projects Coordinator	adrienne.bogris@torontomu.ca



**BOARD OF GOVERNORS
MEETING DATES 2026-27**
(In Chronological Order)

September 2026	Meeting	Time
September 11, 2026	New Board Member Orientation	2:30 p.m. to 4:00 p.m.
September 14, 2026	Pension Literacy	10:00 a.m. to 12:00 p.m.
September 23, 2026	Employee Relations & Pensions Committee Meeting	3:00 p.m. to 4:30 p.m.
September 24, 2026	Finance Committee Meeting	2:00 p.m. to 3:30 p.m.
September 29, 2026	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
October 2026	Meeting	Time
October 6, 2026	Financial Literacy Module 1	10:00 a.m. to 12:00 p.m.
October 8, 2026	Negotiations Committee Meeting	2:00 p.m. to 2:30 p.m.
October 20, 2026	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
November 2026	Meeting	Time
November 9, 2026	Sexual Violence Policy	9:30 a.m. to 11:30 a.m.
November 19, 2026	Research and Innovation	10:00 a.m. to 11:00 a.m.
November 23, 2026	Finance Committee Meeting	3:00 p.m. to 4:30 p.m.
November 26, 2026	Investment Advisory Committee Meeting	10:00 a.m. to 12:00 p.m.
November 26, 2026	Audit and Risk Committee Meeting	3:00 p.m. to 4:30 p.m.
November 30, 2026	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
December 2026	Meeting	Time
January 2027	Meeting	Time
January 13, 2027	Introduction to Performance Measurement	1:00 p.m. to 2:00 p.m.
January 20, 2027	Finance Committee Meeting	1:30 p.m. to 3:00 p.m.
January 25, 2027	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.

February 2027	Meeting	Time
February 4, 2027	Financial Literacy Module 2	10:00 a.m. to 11:30 a.m.
February 22, 2027	Investment Advisory Committee Meeting	2:00 p.m. to 4:00 p.m.
February 23, 2027	Governance Committee	10:00 a.m. to 11:30 a.m.
February 24, 2027	Finance Committee Meeting	1:00 p.m. to 2:30 p.m.
March 2027	Meeting	Time
March 4, 2027	Marketing and Communications	10:00 a.m. to 11:00 a.m.
March 4, 2027	Advancement	11:00 a.m. to 12:00 p.m.
March 23, 2027	Audit and Risk Committee Meeting	1:00 p.m. to 2:30 p.m.
March 24, 2027	Finance Committee Meeting	10:00 a.m. to 11:30 a.m.
March 30, 2027	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
April 2027	Meeting	Time
April 8, 2027	Equity, Diversity and Inclusion	10:00 a.m. to 11:00 a.m.
April 20, 2027	Finance Committee Meeting	9:30 a.m. to 11:00 a.m.
April 28, 2027	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
May 2027	Meeting	Time
May 20, 2027	Investment Advisory Committee Meeting	9:00 a.m. to 11:00 a.m.
May 26, 2027	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
June 2027	Meeting	Time
June 21, 2027	Employee Relations & Pensions Committee Meeting	9:00 a.m. to 11:00 a.m.
June 21, 2027	Audit and Risk Committee Meeting	2:00 p.m. to 3:30 p.m.
June 24, 2027	Board of Governors Meeting	1:30 p.m. to 4:00 p.m.
July 2027	Meeting	Time
July 21, 2027	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
August 2027	Meeting	Time

**Board of Governors
Meeting Dates 2026-27
(By Committee)**

Date	Meeting	Time
BOARD OF GOVERNORS		
September 29, 2026	Board of Governors Meeting	2:00 p.m to 4:00 p.m.
November 30, 2026	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
January 25, 2027	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
March 30, 2027	Board of Governors Meeting	1:00 p.m. to 3:00 p.m.
April 28, 2027	Board of Governors Meeting	2:00 p.m. to 4:00 p.m.
June 24, 2027	Board of Governors Meeting	1:30 p.m. to 4:00 p.m.
AUDIT AND RISK COMMITTEE		
November 26, 2026	Audit and Risk Committee Meeting	3:00 p.m. to 4:30 p.m.
March 23, 2027	Audit and Risk Committee Meeting	1:00 p.m. to 2:30 p.m.
June 21, 2027	Audit and Risk Committee Meeting	2:00 p.m. to 3:30 p.m.
EMPLOYEE RELATIONS AND PENSIONS COMMITTEE		
September 23, 2026	Employee Relations & Pensions Committee Meeting	3:00 p.m. to 4:30 p.m.
June 21, 2027	Employee Relations & Pensions Committee Meeting	9:00 a.m. to 11:00 a.m.
FINANCE COMMITTEE		
September 24, 2026	Finance Committee Meeting	2:00 p.m. to 3:30 p.m.
November 23, 2026	Finance Committee Meeting	3:00 p.m. to 4:30 p.m.
January 20, 2027	Finance Committee Meeting	1:30 p.m. to 3:00 p.m.
February 24, 2027	Finance Committee Meeting	1:00 p.m. to 2:30 p.m.
March 24, 2027	Finance Committee Meeting	1:00 p.m. to 2:30 p.m.
April 20, 2027	Finance Committee Meeting	9:30 a.m. to 11:00 a.m.
GOVERNANCE COMMITTEE		
October 20, 2026	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
February 23, 2027	Governance Committee Meeting	1:00 p.m. to 2:30 p.m.
May 26, 2027	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
July 21, 2027	Governance Committee Meeting	2:30 p.m. to 4:00 p.m.
NEGOTIATIONS COMMITTEE		
Scheduled as needed		
October 8, 2026	Negotiations Committee Meeting	2:00 p.m. to 2:30 p.m.
INVESTMENT ADVISORY COMMITTEE		
November 26, 2026	Investment Advisory Committee Meeting	10:00 a.m. to 12:00 p.m.
February 22, 2027	Investment Advisory Committee Meeting	2:00 p.m. to 4:00 p.m.
May 20, 2027	Investment Advisory Committee Meeting	9:00 a.m. to 11:00 a.m.

Canadian Statutory Holidays and University Specific Important Dates 2026-27
(In Chronological Order)

September 7, 2026	Labour Day
October 12, 2026	Thanksgiving Day
December 24, 2026	Start of Mid-Year Break
December 25, 2026	Christmas Day
December 26, 2026	Boxing Day
January 1, 2027	New Year's Day
January 6, 2027	End of Mid-Year Break
February 15, 2027	Family Day
March 26, 2027	Good Friday
May 24, 2027	Victoria Day
July 1, 2027	Canada Day
July 30, 2027	TMU Day
August 2, 2027	Civic Holiday

Religious and Cultural Observances 2026-27
(In Chronological Order)

September 1, 2026	First Parkash - Sikhism
September 4, 2026	Mawlid al-Nabīy (beginning at sunset to sunset of the next day) - Islam
September 4, 2026	Sri Krishna Jayanti - Hinduism
September 4, 2026	Ganesh Chaturthi - Hinduism
September 6, 2026	Ananta-chaturdasi - Jainism
September 7, 2026	Birth Date of H.H. Sakya Trizin - Buddhism
September 16, 2026	Dashalakshani-parva ends - Jainism
September 8, 2026	Izzat - Bahá'í Faith
September 11, 2026	Eve of Rosh Hashanah - Judaism
September 12, 2026	Rosh Hashanah - Judaism
September 12, 2026	Ghambar Paitishem begins - Zoroastrianism
September 12, 2026	Anniversary of the Tatsunokuchi Persecution - Buddhism
September 13, 2026	Second and last day of Rosh Hashanah - Judaism
September 16, 2026	Ghambar Paitishem ends - Zoroastrianism
September 16, 2026	Dashalakshani-parva ends - Jainism
September 16, 2026	Paryushana-parva ends - Jainism
September 16, 2026	Samvatsari (Day of Forgiveness) - Jainism
September 19, 2026	Festival of Higan-e - Buddhism
September 20, 2026	Eve of Yom Kippur - Judaism
September 21, 2026	Yom Kippur - Judaism
September 22, 2026	Shūbun-no-hi - Shinto
September 22, 2026	Mabon - Wicca
September 22, 2026	Eihei Dogen Kigen Memorial - Buddhism
September 25, 2026	Eve of Sukkot - Judaism
September 25, 2026	Ananta-chaturdasi - Jainism
September 25, 2026	Mid-Autumn Festival/Harvest Moon Festival
September 26, 2026	Mashíyyat - Bahá'í Faith
September 26, 2026	First day of Sukkot - Judaism
September 26, 2026	Kshamavani - Jainism
September 27, 2026	Second day of Sukkot - Judaism
September 27, 2026	Mashíyyat - Bahá'í Faith
September 27, 2026	Pitru Paksha - Hinduism
September 30, 2026	National Day for Truth and Reconciliation (Orange Shirt Day)
October 2, 2026	Mehragan - Zoroastrianism
October 2, 2026	Last day of Sukkot - Judaism
October 2, 2026	Eve of Shmini Atzeret Simchat Torah - Judaism
October 2, 2026	Shemini Atzeret Simchat Torah begins - Judaism
October 4, 2026	Shemini Atzeret Simchat Torah ends - Judaism

October 4, 2026	World Communion Sunday - Christianity
October 5, 2026	Bodhidharma Memorial - Buddhism
October 11, 2026	Navaratri begins - Hinduism
October 12, 2026	Ghambar Ayathrem begins - Zarathushti (Zoroastrianism)
October 12, 2026	Birth Date of the Aga Khan - Islam
October 13, 2026	Nichiren Shonin Memorial - Buddhism
October 16, 2026	Ilm - Bahá'í Faith
October 16, 2026	Ghambar Ayathrem ends - Zarathushti (Zoroastrianism)
October 17, 2026	Saraswati Puja - Hinduism
October 18, 2026	Ayambil Ori (Second Half) begins - Jainism
October 19, 2026	Navaratri ends - Hinduism
October 20, 2026	Dussehra - Hinduism
October 20, 2026	Installation of the Sri Guru Granth Sahib Ji - Sikhism
October 22, 2026	Birth of The Báb - Bahá'í Faith
October 26, 2026	Pavarana Day - Buddhism
October 27, 2026	Kathina begins - Buddhism
October 27, 2026	Atmasiddhi Rachna Divas - Jainism
October 29, 2026	Karwa Chauth - Hinduism
October 31, 2026	Samhain - Wicca
November 1, 2026	All Saints Day - Christianity
November 4, 2026	Qudrat - Bahá'í Faith
November 8, 2026	Mahavira Nirvana - Jainism
November 8, 2026	Diwali - Hinduism, Jainism and Sikhism
November 8, 2026	Bandhi Chhor Divas - Sikhism
November 9, 2026	Vikram New Year (2082) - Hinduism
November 9, 2026	Jain New Year and Day of Enlightenment - Jainism
November 10, 2026	Birth of The Báb - Bahá'í Faith
November 11, 2026	Birth of Bahá'u'lláh - Bahá'í Faith
November 14, 2026	Jnana Panchmi - Jainism
November 15, 2026	Advent begins - Christianity
November 23, 2026	Qawl - Bahá'í Faith
November 24, 2026	Kathina ends - Buddhism
November 24, 2026	Tiantai/Tendai Memorial - Buddhism
November 24, 2026	Martyrdom of Guru Tegh Bahadur Ji - Sikhism
November 24, 2026	Dev Diwali - Jainism
November 24, 2026	Birth Date of Guru Nanak Dev Ji - Sikhism
November 24, 2026	Chaturmas ends - Jainism
November 24, 2026	Birth Date of Shrimad Rajchandra - Jainism
November 26, 2026	Day of the Covenant - Bahá'í Faith
November 28, 2026	Ascension of 'Abdul-Bahá - Bahá'í Faith
November 30, 2026	Advent begins - Christianity
December 4, 2026	Maunajiyaras (Day of Fasting with Vow of Silence) - Jainism
December 4, 2026	Eve of Hanukkah - Judaism
December 5, 2026	First day of Hanukkah - Judaism
December 8, 2026	Bodhi / Rōhatsu (Awakening) Day - Buddhism
December 12, 2026	Masá'il - Bahá'í Faith
December 12, 2026	Last day of Hanukkah - Judaism
December 13, 2026	Birth Date of the Aga Khan - Islam
December 20, 2026	Fast of Tevet 10 - Judaism
December 20, 2026	Maunajiyaras (Day of Fasting with Vow of Silence) - Jainism
December 21, 2026	Tohji-taisai - Shinto
December 21, 2026	Yule - Wicca
December 23, 2026	Sanghamitta Day - Buddhism
December 25, 2026	Christmas - Christianity
December 26, 2026	Death Anniversary of Zarathustra - Zarathushti (Zoroastrianism)
December 26, 2026	Kwanzaa
December 31, 2026	Sharaf - Bahá'í Faith
December 31, 2026	Ghambar Maidyarem begins - Zarathushti (Zoroastrianism)
January 1, 2027	Solar New Year - Buddhism

January 1, 2027	Gantan-sai - Shinto
January 4, 2027	Ghambar Maidyarem ends - Zarathushti (Zoroastrianism)
January 4, 2027	Lailat al Mi'rāj (beginning at sunset to sunset of the next day) - Islam
January 5, 2027	Birthdate of Guru Gobind Singh Ji (1666 - 1708) - Sikhism
January 6, 2027	Epiphany (W) - Christianity
January 6, 2027	Armenian Christmas - Christianity
January 6, 2027	Theophany (E - New Calendar) - Christianity
January 7, 2027	Christmas (Old / Julian Calendar) - Christianity
January 10, 2027	Linji Memorial - Buddhism
January 11, 2027	Seijin-no-hi - Shinto
January 13, 2027	Maghi - Sikhism
January 14, 2027	Orthodox New Year (Old / Julian Calendar) - Christianity
January 14, 2027	Makar Sankranti - Hinduism
January 17, 2027	Baizhang Memorial - Buddhism
January 17, 2027	World Religion Day - Bahá'í Faith
January 18, 2027	Week of Prayer for Christian Unity - Christianity
January 18, 2027	Hakuin Ekaku Memorial - Buddhism
January 19, 2027	Sultán - Bahá'í Faith
January 19, 2027	Eihei Dogen Kigen Birth Date - Buddhism
January 19, 2027	Theophany (E - Old / Julian Calendar) - Christianity
January 22, 2027	Mahāyāna New Year - Buddhism
January 22, 2027	Eve of Tu B'Shevat - Judaism
January 23, 2027	Tu B'Shevat - Judaism
January 23, 2027	Laylat al Bara'at (beginning at sunset to sunset of the next day) - Islam
January 25, 2027	Honen Shonin Memorial - Buddhism
January 29, 2027	National Day of Remembrance and Action on Islamophobia - Observance
February 1, 2027	Imbolc - Wicca
February 3, 2027	Setsubun-sai - Shinto
February 6, 2027	Lunar New Year (4725) - Year of the Sheep/Ram - Buddhism
February 7, 2027	Mulk - Bahá'í Faith
February 7, 2027	Losar - Tibetan New Year - Buddhism
February 8, 2027	First day of Ramaḍān- Islam
February 9, 2027	Shrove Tuesday (W) - Christianity
February 10, 2027	Ash Wednesday (W) - Christianity
February 11, 2027	Saraswati Puja - Hinduism
February 11, 2027	Vasanta Panchami - Hinduism
February 15, 2027	Nehan-e (Nirvana Day) - Buddhism
February 16, 2027	Nichiren Shonin's Birth Date - Buddhism
February 20, 2027	Magha (Sangha Day) - Buddhism
February 22, 2027	Shushan Purim - Judaism
February 27, 2027	Ayyám-i-Há' - Bahá'í Faith
March 2, 2027	19-Day Fast begins - Bahá'í Faith
March 2, 2027	Alá - Bahá'í Faith
March 5, 2027	Jum'at al-Wada' - Islam
March 5, 2027	Laylat al-Qadr (beginning at sunset to sunset of the next day) - Islam
March 5, 2027	World Day of Prayer - Christianity
March 6, 2027	Mahashivaratri - Hinduism
March 9, 2027	Īd al-Fiṭr - Islam
March 14, 2027	Sikh New Year's Day - Sikhism
March 14, 2027	Memorial of Shan-tao/Zendo Daishi - Buddhism
March 15, 2027	Great Fast begins (E) - Christianity
March 16, 2027	Ghambar Hamaspath-maedem begins - Zarathushti (Zoroastrianism)
March 17, 2027	Festival of Higan-e - Buddhism
March 20, 2027	Ghambar Hamaspath-maedem ends - Zarathushti (Zoroastrianism)
March 20, 2027	Naw-Rúz/Nowruz - Bahá'í Faith, Islam, and Zarathushti (Zoroastrianism)
March 20, 2027	Ostara - Wicca
March 20, 2027	Spring Ohigon - Buddhism
March 20, 2027	19-Day Fast ends - Bahá'í Faith
March 21, 2027	Bahá - Bahá'í Faith

March 21, 2027	Holy Week begins (W) - Christianity
March 21, 2027	Palm Sunday (W) - Christianity
March 22, 2027	Eve of Purim - Judaism
March 22, 2027	Holi - Hinduism
March 23, 2027	Shushan Purim - Judaism
March 23, 2027	Hola Mohalla - Sikhism
March 25, 2027	Maundy (Holy) Thursday (W) - Christianity
March 26, 2027	Birth Anniversary of Avalokiteshvara Bodhisattva - Buddhism
March 26, 2027	Birth Anniversary of Zarathustra - Zarathushti (Zoroastrianism)
March 26, 2027	Good Friday (W) - Christianity
March 27, 2027	Holy Saturday (W) - Christianity
March 28, 2027	Easter (W) - Christianity
March 29, 2027	Easter Monday (W) - Christianity
April 6, 2027	Birth of Avalokiteshvara Bodhisattva - Buddhism
April 7, 2027	Navvarsha - Hinduism
April 7, 2027	Ramayana Week begins - Hinduism
April 8, 2027	Birth Anniversary of Buddha - Buddhism
April 9, 2027	Jalál - Bahá'í Faith
April 13, 2027	Aymbil Oli (First Half) - Jainism
April 14, 2027	Saka New Year - Buddhism
April 14, 2027	Vaisakhi (Solar New Year) - Hinduism
April 15, 2027	Ramanavami - Hinduism
April 18, 2027	Mahavira Jayanti - Jainism
April 20, 2027	Hanuman Jayanti - Hinduism
April 20, 2027	Theravāda New Year - Buddhism
April 21, 2027	First day of the Festival of Riḍván - Bahá'í Faith
April 21, 2027	Eve of Pesach (Passover) - Judaism
April 22, 2027	First Day of Pesach (Passover) - Judaism
April 23, 2027	Second day of Pesach - Judaism
April 24, 2027	Lazarus Saturday (E) - Christianity
April 24, 2027	Third day of Pesach - Judaism
April 25, 2027	Palm Sunday (E) - Christianity
April 26, 2027	Holy Week begins - Christianity
April 26, 2027	Shrimad Rajchandra Dehvilay - Jainism
April 28, 2027	Nichiren Foundation Day - Buddhism
April 28, 2027	Jamál - Bahá'í Faith
April 28, 2027	Seventh day of Pesach (Passover) - Judaism
April 29, 2027	Eighth (Last) Day of Pesach (Passover) - Judaism
April 29, 2027	Ninth Day of Riḍván - Bahá'í Faith
April 30, 2027	Ghambar Maidyozarem begins - Zarathushti (Zoroastrianism)
April 30, 2027	Holy Friday (E) - Christianity
May 1, 2027	Beltane - Wicca
May 1, 2027	Holy Saturday (E) - Christianity
May 2, 2027	12th day of Riḍván - Bahá'í Faith
May 2, 2027	Pascha (E) - Christianity
May 3, 2027	Easter Monday (W) - Christianity
May 3, 2027	Eve of Yom HaShoah - Judaism
May 4, 2027	Yom HaShoah - Judaism
May 5, 2027	National Day of Awareness for Missing and Murdered Indigenous Women (Canada) - Observance/Event
May 6, 2027	Ascension (W) - Christianity
May 9, 2027	Akshaya-tritiya - Jainism
May 15, 2027	Day of Ḥajj - Islam
May 16, 2027	Īd al-Aḍḥá - Islam
May 16, 2027	Pentecost (W) - Christianity
May 17, 2027	Azamat - Bahá'í Faith
May 20, 2027	Wesak (Buddha Day) - Buddhism
May 20, 2027	Second Passover - Judaism
May 21, 2027	Sanja Matsuri (Three Shrine Festival) - Shinto

May 23, 2027	Trinity Sunday (W) - Christianity
May 24, 2027	Declaration of The Báb - Bahá'í Faith
May 24, 2027	Eve of Lag Ba'Omer - Judaism
May 25, 2027	Lag Ba'Omer - Judaism
May 29, 2027	Ascension of Bahá'u'lláh - Bahá'í Faith
June 4, 2027	Saicho Dengyo Daishi Memorial - Buddhism
June 5, 2027	Núr - Bahá'í Faith
June 6, 2027	First of Muḥarram (New Year's Day) - Islam
June 10, 2027	Ascension (E) - Christianity
June 10, 2027	Eve of Shavuot - Judaism
June 11, 2027	First Day of Shavuot - Judaism
June 12, 2027	Second (Last) Day of Shavuot - Judaism
June 15, 2027	Āshūrā' - Islam
June 16, 2027	Martyrdom of Guru Arjan Dev Ji - Sikhism
June 18, 2027	Jamyang Khyentse Chokyi Lodro Anniversary - Buddhism
June 18, 2027	Poson - Buddhism
June 20, 2027	Pentecost (E) - Christianity
June 21, 2027	National Indigenous Peoples Day (Canada) - Indigenous Spirituality
June 21, 2027	Litha - Wicca
June 24, 2027	Raḥmat - Bahá'í Faith
June 27, 2027	All Saints Day (E) - Christianity
June 29, 2027	Ghambar Maidyoshem begins - Zarathushti (Zoroastrianism)
July 3, 2027	Ghambar Maidyoshem ends - Zarathushti (Zoroastrianism)
July 6, 2027	Birth Date of H.H. Dalai Lama Tenzin Gyatso - Buddhism
July 10, 2027	Martyrdom of The Báb - Bahá'í Faith
July 11, 2027	Fast of Tish'a B'Av - Judaism
July 12, 2027	Fast of Tish'a B'Av - Judaism
July 13, 2027	Kalimát - Bahá'í Faith
July 18, 2027	Asalha Puja (Dhamma Day) - Buddhism
July 18, 2027	Chaturmas - Jainism
July 18, 2027	Guru Purnima - Jainism
July 19, 2027	Vassa (Rains Retreat) begins - Buddhism
July 22, 2027	Fast of the 17th of Tammuz - Judaism
July 30, 2027	Oh-harai-taisai - Shinto
August 1, 2027	Kamál - Bahá'í Faith
August 1, 2027	Lammas - Wicca
August 3, 2027	Layman Pang Y'un Memorial - Buddhism
August 6, 2027	Transfiguration W, E - New Calendar) - Christianity
August 8, 2027	Fravardeghan Days begin (Shenshai) - Zarathushti (Zoroastrianism)
August 11, 2027	Eve of Tisha B'Av - Judaism
August 12, 2027	Tisha B'Av - Judaism
August 13, 2027	Mawlid al-Nabīy (beginning at sunset to sunset of the next day) - Islam
August 17, 2027	Raksha Bandhan - Hinduism
August 18, 2027	Nowruz (Shensai) - Zarathushti (Zoroastrianism)
August 19, 2027	Transfiguration (E - Old / Julian Calendar) - Christianity
August 20, 2027	Asmá' - Bahá'í Faith
August 25, 2027	Sri Krishna Jayanti - Hinduism
August 26, 2027	Festival of Ksitigarbha (Jizo) Bodhisattva - Buddhism
August 29, 2027	Paryushana-parva begins - Jainism
September 1, 2027	First Parkash - Sikhism
September 1, 2027	Installation of the Sri Guru Granth Sahib Ji - Sikhism
September 4, 2027	Ganesh Chaturthi - Hinduism
September 5, 2027	Dashalakshani-parva ends - Jainism
September 5, 2027	Paryushana-parva ends - Jainism
September 5, 2027	Samvatsari (Day of Forgiveness) - Jainism
September 7, 2027	Birth Date of H.H. Sakya Trizin - Buddhism
September 8, 2027	Izzat - Bahá'í Faith
September 12, 2027	Anniversary of the Tatsunokuchi Persecution - Buddhism
September 12, 2027	Ghambar Paitishem begins - Zarathushti (Zoroastrianism)

September 14, 2027	Ananta-chaturdasi - Jainism
September 15, 2027	Dashalakshani-parva ends - Jainism
September 15, 2027	Ksamavani - Jainism
September 16, 2027	Ghambar Paitishem ends - Zarathushti (Zoroastrianism)
September 16, 2027	Pitru Paksha - Hinduism
September 22, 2027	Eihei Dogen Kigen Memorial - Buddhism
September 23, 2027	Mabon - Wicca
September 23, 2027	Shūbun-no-hi - Shinto
September 27, 2027	Mashíyyat - Bahá'í Faith
September 30, 2027	Navaratri begins - Hinduism
September 30, 2027	National Day for Truth and Reconciliation (colloquially called Orange Shirt Day in Canada) - Observance/Event
October 1, 2027	Eve of Rosh Hashanah - Judaism
October 2, 2027	Rosh Hashanah - Judaism
October 2, 2027	Mehragan - Zarathushti (Zoroastrianism)
October 3, 2027	World Communion Sunday - Christianity
October 5, 2027	Bodhidharma Memorial - Buddhism
October 6, 2027	Aymbil Ori (Second Half) begins - Jainism
October 6, 2027	Saraswati Puja - Hinduism
October 8, 2027	Navaratri ends - Hinduism
October 9, 2027	Dassehra - Hinduism
October 10, 2027	Eve of Yom Kippur - Judaism
October 11, 2027	Yom Kippur - Judaism
October 12, 2027	Birth Date of the Aga Khan - Islam
October 12, 2027	Ghambar Ayathrem begins - Zarathushti (Zoroastrianism)
October 13, 2027	Nichiren Shonin Memorial - Buddhism
October 15, 2027	Pavarana Day - Buddhism
October 15, 2027	Eve of Sukkot - Judaism
October 16, 2027	First Day of Sukkot - Judaism
October 16, 2027	Atmasiddhi Rachna Divas - Jainism
October 16, 2027	Ghambar Ayathrem ends - Zarathushti (Zoroastrianism)
October 16, 2027	Ilm - Bahá'í Faith
October 16, 2027	Kathina begins - Buddhism
October 17, 2027	Second Day of Sukkot - Judaism
October 18, 2027	Karwa Chauth - Hinduism
October 20, 2027	Installation of the Sri Guru Granth Sahib Ji - Sikhism
October 22, 2027	Last day of Sukkot - Judaism
October 22, 2027	Eve of Shmini Atzeret and Simchat Torah - Judaism
October 23, 2027	Shemini Atzeret - Judaism
October 24, 2027	End of Shmini Atzeret and Simchat Torah - Judaism
October 29, 2027	Bandhi Chhor Divas - Sikhism
October 29, 2027	Birth of The Báb begins- Bahá'í Faith
October 29, 2027	Diwali (Hindu, Jain and Sikh celebration) - Hinduism
October 29, 2027	Mahavira Nirvana - Jainism
October 30, 2027	Birth of The Báb ends - Bahá'í Faith
October 30, 2027	Jain New Year & Day of Enlightenment - Jainism
October 30, 2027	Vikram New Year (2082) - Hinduism
October 31, 2027	Birth of Bahá'u'lláh - Bahá'í Faith
October 31, 2027	Samhain - Wicca
November 1, 2027	All Saints Day (W) - Christianity
November 3, 2027	Jnana Panchmi - Jainism
November 4, 2027	Qudrat - Bahá'í Faith
November 13, 2027	Kathina ends - Buddhism
November 14, 2027	Birth Date of Shrimad Rajchandra - Jainism
November 14, 2027	Birth Date of Guru Nanak Dev Ji - Sikhism
November 14, 2027	Chaturmas ends - Jainism
November 14, 2027	Dev Diwali - Jainism
November 15, 2027	Advent begins (Christmas Fast: E - New Calendar) - Christianity
November 23, 2027	Qawl - Bahá'í Faith

November 24, 2027	Martyrdom of Guru Tegh Bahadur Ji - Sikhism
November 24, 2027	Tiantai/Tendai Memorial - Buddhism
November 26, 2027	Day of the Covenant - Bahá'í Faith
November 28, 2027	Ascension of 'Abdul-Bahá - Bahá'í Faith
November 28, 2027	Advent begins (Christmas Fast: E - New Calendar) - Christianity
December 8, 2027	Bodhi / Rōhatsu (Awakening) Day - Buddhism
December 9, 2027	Maunajiyaras (Day of Fasting with Vow of Silence) - Jainism
December 12, 2027	Masá'il - Bahá'í Faith
December 19, 2027	Fast of Tevet 10 - Judaism
December 22, 2027	Tohji-taisai - Shinto
December 22, 2027	Yule - Wicca
December 23, 2027	Sanghamitta Day - Buddhism
December 24, 2027	Eve of Hanukkah - Judaism
December 25, 2027	First day of Hanukkah - Judaism
December 25, 2027	Christmas (W, E - New Calendar) - Christianity
December 26, 2027	Death Anniversary of Zarathustra - Zarathushti (Zoroastrianism)
December 26, 2027	Kwanzaa - Observance/Event
December 31, 2027	Ghambar Maidyarem begins - Zarathushti (Zoroastrianism)
December 31, 2027	Sharaf - Bahá'í Faith

Please inform the Board Secretariat Team of any additional observances that should be acknowledged.

Toronto Metropolitan University Board of Governors

Report from the Provost and Vice-President, Academic

September 29, 2026



BOARD GREETINGS – I wish all new and returning members of the TMU Board of Governors a warm welcome to the 2026–27 academic year.

TMU's significant rise in the world rankings that were released this summer testifies to our strong collective work, as well as our unstinting commitment to excellence across the board. I am happy to share with you evidence of how TMU continues to move forward and innovate while encouraging our community members to explore and welcome the world.

Rankings

TMU moved up by more than 200 places in the Shanghai Ranking's 2026 Academic Ranking of World Universities, landing at #825 globally, out of 2,500 ranked universities, and in the top 25 in Canada.

Additionally, TMU performed particularly well in Shanghai Ranking's Global Ranking of Academic Subjects in the following areas:

Management (101-150 in the world, up from 151-200)
Sociology (101-150 in the world for a second consecutive year and top 10 in Canada)
Telecommunication Engineering (101-150 for the fourth consecutive year)
Mechanical engineering, Transportation science and technology, and Metallurgical Engineering (remaining in the top 200)

Another six subjects were ranked in the top 300 globally: nursing, business administration, political sciences, psychology, and electrical and civil engineering

New Positions

TMU Libraries has welcomed Bethany Perkins into the new role of Indigenous Librarian. Bethany, who is a member of the Manitoba Métis Federation from Treaty 1 Territory, previously held library posts in Indigenous teaching, learning and engagement at Capilano University and the University of Calgary. At TMU, she is advancing Indigenous approaches to librarianship, research and collection development in collaboration with campus and community partners.

Fahad Alam has been appointed the inaugural vice-dean, scholarship, research, creative and innovation (SRCI) of the School of Medicine (SoM). Fahad is an anesthesiologist at Sunnybrook Health Sciences Centre, a clinician educator, and an accomplished researcher who has received over \$2M in research

funding and published a diverse portfolio of peer-reviewed work. He will work with Andrea England, the SoM's director of SCRI, to strengthen scientific leadership, foster a diverse research culture, and expand health-innovation research opportunities across the Peel Region.

New Programs, Courses and Opportunities

In Fall 2026, The G. Raymond Chang School of Continuing Education launched the postgraduate certificate Strategic Learning Design; delivered online, it offers four courses that equip mid-career professionals with strategic credibility and advisory capabilities. Two new Chang School microcredentials—in Nonprofit Budget Development and SEO Strategy—equip learners to strengthen nonprofit financial health and master current search engine optimization tactics.

The Chang School has also been approved by the Human Resources Professionals Association (HRPA) as a provider of Continuing Professional Development (CPD) hours. The school is now able to offer CPD hours to HR professionals across courses, microcredentials, training, and events. Additionally, the school's postgraduate certificates in Human Resources Management and Advanced Human Resources Management are now eligible for learners seeking the HRPA's Certified Human Resources Professional and Certified Human Resources Leader designations.

The Image Centre has launched a postdoctoral fellowship to assist emerging scholars researching the history of photography, with a particular emphasis on press, documentary and vernacular photography from the 1800s to the present. The fellowship emerges from a partnership with the Archive of Modern Conflict (AMC) and has been funded by a donation of \$200,000 from AMC founder and Thomson Reuters chair David Thomson. Fellows will be based at the Image Centre and will engage directly with the collections and resources of both institutions.

Welcoming the World

This summer, the English Language Institute Immersion Programs provided on-campus learning experiences for 152 students from around the world—including university students from five partner institutions in South Korea and from Japan and high school students from the United Arab Emirates.

Also this summer, The Creative School welcomed 20 media professionals from across Scandinavia for a three-week program offered in partnership with Aller Media Denmark; it featured hands-on learning in interaction design and digital publishing as well as an immersive industry week.

In July, the Dais partnered with the Canadian Race Relations Foundation to bring the second national Anti-Racist Youth Lab to TMU. Thirty racialized leaders from eight provinces and territories participated in this 2.5-day residency in applied policy training, including delivering policy pitch presentations to expert judges. Rechie Valdez, federal minister for women and gender equality and secretary of state (small business and tourism) and MP Chi Nguyen (Spadina—Harbourfront) made special appearances.

On August 17 and 18, the Faculty of Engineering and Architectural Science (FEAS) partnered with the STEM outreach charity Actua, the Massachusetts Institute of Technology's Responsible AI for Social Empowerment and Education initiative, and the Chinese University of Hong Kong to host the conference AI Exchange: Empowering Educators for Tomorrow. Participants from Hong Kong, Canada, and the United States shared regional approaches and collaborated on practical strategies for integrating AI into K–12 education.

Exploring the World

In July, 17 Faculty of Arts students visited the College of Liberal Arts at Shanghai University to participate in the eight-day immersive workshop “Civilization Dialogue in a Technology Age.” They also learned Chinese calligraphy and dance from Shanghai University students.

Summer international learning opportunities offered by The Creative School included:

Cortona Summer Campus - More than 70 students spent three weeks in June 2026 in Italy collaborating with partners in Tuscany; they concluded their experience by showcasing their creative work at final exhibitions.

New York City Hub - From May 25 to 29, more than 45 students learned from local creative industry professionals through lectures, workshops, guest speakers, site visits and networking events.

Summer Intensives – The school held two-week programs in Paris (where students explored the city's rich fashion and cultural heritage) and Berlin (where students familiarized themselves with some of the German capital's most innovative cultural and urban spaces.)

Global Music Experience course – In July, professional music students travelled to Nashville for an immersive week of experiential learning and industry engagement.

Orientation

From Sunday, August 30 to Monday, September 7, 2026, TMU welcomed 8,278 new students to campus. The Office of the Vice-Provost, Students collaborated with campus partners to deliver an inclusive and engaging #RoadtoTMU Orientation Week, with a comprehensive program of 122 events geared to the incoming cohort's diverse needs.

Highlights included Invocation, the official orientation kickoff event, held this year in the main theatre at the Chrysalis and featuring live student performances; the inaugural Cedar & Summer event, a day-long showcase highlighting Indigenous culture, entrepreneurship, and culinary traditions; SLC Live, a high-energy experience offering interactive activities throughout the Student Learning Centre; the Campus Cookout in the Kerr Hall Quad, with lawn games, music, and barbecue; the annual Fiesta del Fuego concert, held indoors this year due to stormy weather; and the TMU Bold Fest at the MAC, featuring sports, games, trivia, and interactive challenge stations.

While most orientation activities were open to the entire student body, tailored programming that supported specific student groups included:

- 28 events for students living in residence
- 5 events dedicated to international students

Over 560 central orientation student volunteers were registered across various programs and faculties to welcome newcomers.

On August 31, the SoM welcomed its second cohort of 94 MD students with a welcome ceremony at the Lester B. Pearson Theatre; the school's two weeks of orientation programming included an open house, a student barbecue, and the second annual Stethoscope Ceremony to mark the official start of medical training.

Generative Artificial Intelligence Taskforce Report

The Generative AI Leadership Task Force, co-chaired by Sean Kheraj, Vice-Provost Academic, and Mark Robertson, Dean of Libraries, has completed its work following community consultations held in Winter 2026. The Task Force examined the effects, opportunities and risks of generative AI across learning and teaching, scholarly research and creative activities, student experience, and administration and operations.

The Task Force and its working groups developed a final report, which was presented to the Executive Group on August 26, 2026. The report includes institutional principles to guide AI use across the university, a framework for AI adaptation, an environmental scan of relevant policies, key opportunities and challenges, and 22 recommendations. The final report is being published on the AI at TMU website by the end of September.

Hiring and Faculty Development

The Office of the Vice-Provost, Faculty Affairs (OVPFA) supported the hiring of 39 faculty members, two librarians and 24 Limited Term Faculty for the 2026–27 academic year. The hires included Canada Research Chairs, a Canada Excellence Research Chair, Canada Impact+ Research Chairs, as well as Indigenous and Black faculty members and an Indigenous librarian.

In 2025–26, the OVPFA reviewed and approved more than 40 tenure files and 25 promotions to professor.

New and returning academic leaders attended a Welcome Session in September; they were given access to a series of virtual workshops throughout the year on a number of topics and they participated in an on-campus retreat in June, focusing on the curriculum and the academic plan.

Faculty, librarians and contract lecturers were also invited to join a number of virtual workshops on teaching, SRC activities and wellness offered through the Thriving in Academia workshop series.

The OVPFA also launched online Equity Advocate modules for hiring, tenure and promotion committees and a new Contract Lecturer Appointment Committee training module developed with CUPE 3904.

APPOINTMENTS

Lisa Barnoff has been appointed interim dean of the Faculty of Community Services (FCS) for a one-year term effective July 1, 2026. Lisa previously served as dean of FCS from 2016 to 2021, after which she joined the SoM as senior lead of social accountability. She later served as the SoM's interim associate dean of equity and social accountability and, from 2024, interim vice-dean of community, culture, and belonging. Across her leadership roles at TMU, Lisa has built and led teams, strengthened academic governance, and advanced systems that support equity, inclusion, and community engagement. She joined TMU in 2003 as professor of social work—a position she continues to hold. In 2026, she received the President's Blue and Gold Award for Staff Excellence. She holds a PhD and an MA in sociology from the University of Toronto and a BA in sociology from Trent University.

Usha Srinivasan has been appointed interim assistant vice-president, Zone Learning and Strategic Initiatives, for a one-year term effective June 22, 2026. Usha brings more than 20 years of experience in innovation and entrepreneurship, including developing and managing startup incubators and building high-performance teams. She previously served as founding director of the Brampton Venture Zone (BVZ) at TMU from 2020 to 2024, where she launched and led the incubator in downtown Brampton's Innovation District. During her tenure, she developed the BVZ's vision and strategy, secured \$5 million in funding from the City of Brampton, and established partnerships with more than 100 industry and community organizations. An experienced entrepreneur, Usha has founded multiple startups and brings expertise in ecosystem-building, strategic planning and partnership development, with a strong emphasis on diversity, inclusion and community engagement. In her new role, she will provide strategic leadership for TMU's Zone Learning network, including a comprehensive review of the Zone Learning ecosystem to identify opportunities for growth and strengthen the university's connections with industry, government and community partners.

CONGRATULATIONS

Media professor *AJ Cordeiro* has received the CRTC-CCA (Canadian Radio-television and Telecommunications Commission and Canadian Communication Association) Prize for Excellence in Policy Research in the Master's category for his 2025 master's degree thesis at Concordia University, "Micro-Targeted Pseudo-Local News: Computational Analysis of Metric Media's Digital Propaganda Network."

Kelvin Doe, undergraduate student in New Media, has become TMU's first-ever recipient of a Pathy Foundation Fellowship—a \$50,000 stipend for Canadians under 30 finishing university degrees in Canada

to spend a year working on a community-based initiative. Kelvin's initiative, Accelerate STEAM Education, is a program to remove barriers for middle- and high-school learners in Regent Park from accessing quality STEAM learning.

Bala Venkatesh, academic director of the Centre for Urban Energy, has received the P.D. Ziogas Electric Power Award from IEEE (Institute of Electrical and Electronics Engineers) Canada. The award is given annually to a Canadian engineer for contributions to the field of electric power engineering. Bela's citation highlighted his "contributions to enabling the efficient integration of distributed energy resources into the power grid."

A team of 28 *Civil Engineering* undergraduate students led by captain Tamhid Rashid competed in the Canadian National Concrete Canoe competition hosted by the Université de Moncton in May 2026 and received a number of accolades: they were the top-ranked team from Ontario and fourth in Canada (out of 22), received the Most Innovative Construction Technique Award, and came first in the Project Proposal category and third in Enhanced Focus Area. Teams were tasked with creating concrete canoes that can float when filled with water and hold four paddlers who compete in races. To minimize carbon emissions, the TMU canoe, "Metropolifish," was built using the industrial byproduct slag instead of traditional cement.

EVENTS AND INITIATIVES

DILJIT DOSANJH MEETS TMU STUDENTS – On May 31, at the Rogers Centre, Punjabi musician and actor Diljit Dosanjh met with the TMU students who took The Creative School's Winter 2026 course about him—the first course at a Canadian university about a Punjabi star. He spoke with the students backstage before his sold-out show that night, during which he performed an extended version of the song "Ranjha," which was exclusively previewed in the classroom the day before its release in March 2026.

IRON RING SCULPTURE – On April 24, as part of TMU Engineering & Architectural Science Day at the George Vari Engineering and Computing Centre, members of the TMU engineering community unveiled a sculpture that they themselves had created. The installation, which features a steel ring atop a concrete base, commemorates the Iron Ring ceremony (officially the "Calling of an Engineer") at which graduating engineering students from Canadian universities recite an obligation (similar to an oath) and receive a ring. The sculpture's 18-month development process was led by six undergraduate students, who brought together fellow students as well as FEAS alumni, faculty and staff. The statue is meant to evoke the ingenuity and social responsibility that iron rings represent.

PGME GRADUATION / SCHOOL OF MEDICINE AWARDS – On June 3, the SoM held a ceremony to celebrate its first-ever graduating class of postgraduate medical education (PGME) students and to recognize the contributions of staff and faculty through the inaugural TMU School of Medicine Awards. The graduating class of 13 residents completed the Family Medicine–Enhanced Skills programs, which allowed them to develop expertise in areas such as addiction medicine, anesthesia, emergency medicine, and sports and exercise medicine while continuing to practice family medicine. Twenty-six

SoM Awards were presented, including Undergraduate Medical Education awards for facilitation, academic coaching and clinical faculty leadership; PGME awards for program director and educators of the year; staff awards for excellence in different areas; and the Chan Family Awards (named in honour of founding dean Teresa M. Chan and her family) for educators and senior scholars.

WORLD CUP INSTALLATION – From June 11 through July 20—throughout the World Cup—the installation *Kickoff*, created by a team of over 30 TMU architectural science and engineering students, was on display in Trinity Square, beside the Eaton Centre. The soccer ball-shaped pavilion featured mirrored panels reflecting passers-by and their surroundings, and when World Cup teams scored goals, LED lights lit up in colours associated with their countries. The project was commissioned by the Yonge Downtown BIA, led by students Jose-Miguel Calle and Saad Malik, and supervised by architecture professor Vincent Hui.

INDIGENOUS MURAL AT THE MATTAMY ATHLETIC CENTRE – On August 25, the Department of Athletics and Recreation unveiled a mural created by Anishinaabe artist Emily Kewageshig called *Soaring for Greatness*. The mural, depicting a falcon that incorporates the silhouettes of athletes playing five different sports, adorns a wall in the main lobby of the MAC; it recognizes the contributions of Indigenous peoples to the fabric of Canadian sport and reinforces Athletics' commitment to creating an inclusive, welcoming and positive environment for sport at TMU. The family of late Toronto Maple Leafs captain George Armstrong attended the unveiling as special guests; Armstrong was an Algonquin-Anishinaabe hockey trailblazer whose home ice was Maple Leaf Gardens, on the site of the MAC.

Report from the Provost & Vice- President, Academic

Board of Governors Meeting
September 29, 2026

Roberta Iannacito-Provenzano

Toronto
Metropolitan
University



Rankings and Global Recognition



SHANGHAI
RANKING

2026 Academic Ranking
of World Universities



+200
places

TMU moved up by
more than 200 places



#825
globally

Out of 2,500
ranked universities



Top 25
in Canada

In the **Shanghai Ranking's Global Ranking of Academic Subjects**, TMU performed particularly well in:

101-150 globally



Management

up from 151-200



Sociology

(for the second
consecutive year)

Top 10
in Canada



**Telecommunication
Engineering**

(for the fourth
consecutive year)



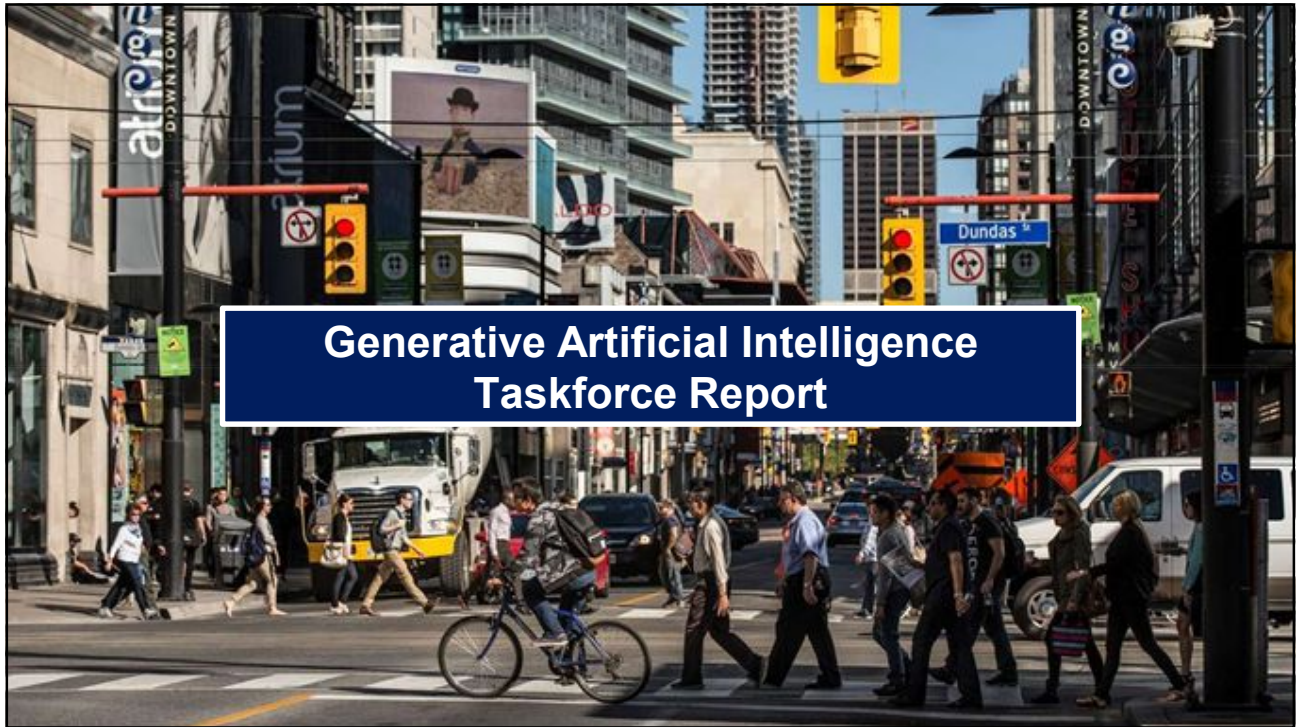
**Mechanical engineering,
Transportation science
and technology, and
Metallurgical Engineering**

Top 200 globally

Top 300 globally

6 additional subject areas

- nursing
- business administration
- political science
- psychology
- electrical and civil engineering



Generative Artificial Intelligence Taskforce Report

Appointments and Searches

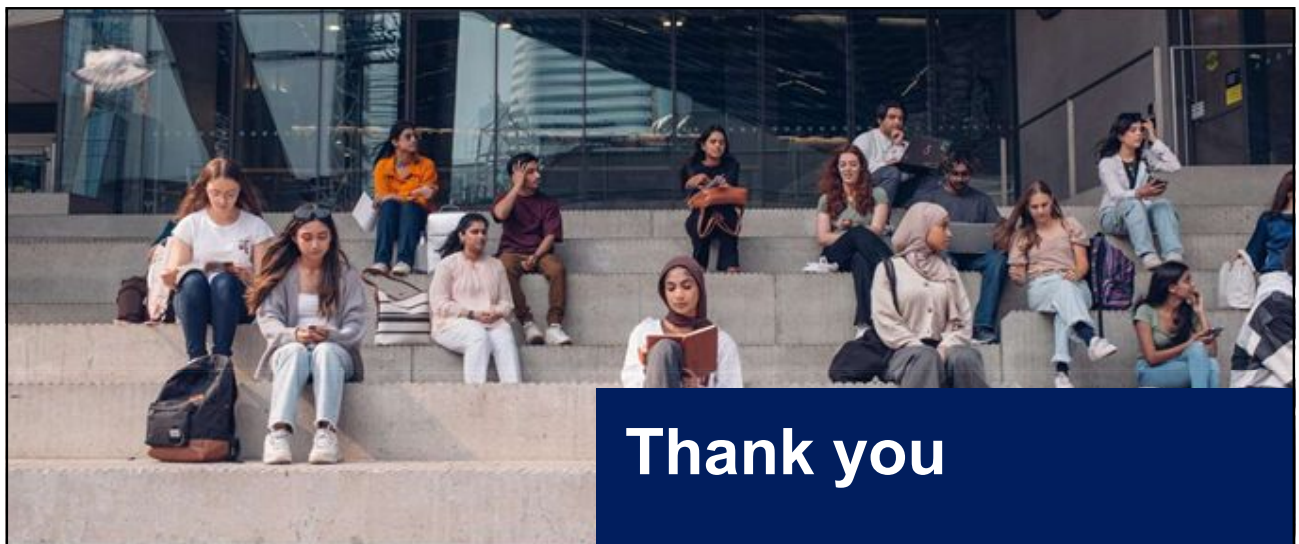


Usha Srinivasan,
Interim Assistant Vice-President,
Zone Learning & Strategic
Initiatives



Lisa Barnoff,
Interim Dean of the Faculty of
Community Services





Thank you

BOARD OF GOVERNORS
September 29, 2026

AGENDA ITEMS: Report from the Vice-President, Administration and Operations

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

This presentation is an overview of the administration and operations portfolio and a summary of key recent and ongoing contributions to Toronto Metropolitan University (the “University”).

BACKGROUND:

Administration and Operations delivers solution-oriented services and projects, aligned to the University’s strategic priorities. The portfolio is made up of seven (7) administrative units that work in partnership with colleagues across the University. This includes:

- Administration and Operations Communications
- Community Safety and Security
- Computing and Communications Services
- Facilities Management and Development
- Human Resources
- Internal Audit Services
- University Business Services

The group focuses on people, infrastructure and operations ensuring that students, faculty and staff can call the University a vibrant place to learn and work.

ATTACHMENT: Administration and Operations Update Presentation

PREPARED BY:

Name: Emily MacIntosh, Director, Communications, Administration and Operations
Jenny O'Donnell, Chief Human Resources Officer

Date: September 9, 2026

APPROVED BY:

Name: Saeed Zolfaghari, Vice-President, Administration and Operations

Date: September 18, 2026

Administration and Operations Update

Board of Governors

September 29, 2026



Office of the Vice-President,
Administration & Operations

Who we are



**7 administrative
units**



**Focuses on people,
infrastructure and
operations**



**Responsibilities of
the portfolio are
complex and diverse**



Office of the Vice-President,
Administration & Operations

A snapshot of key initiatives



**Leadership
updates**



**New Employee
Learning Portal**



**EDI Knowledge and Action
Framework Launch**



**Continued Emergency
Preparedness**



Leadership updates

New Executive Director, Community Safety and Security

- On August 1, 2026, Josh Fortier began his tenure as the Executive Director of Community Safety and Security.
- Josh has over 15 years experience in the security sector.
- Josh's previously held the role of President of the Ontario Association of College and University Security Administrators (OACUSA).



New Learning Management System for employees

New Employee Learning Portal

- In January 2026, Human Resources launched a new TMU Employee Learning Portal.
- A centralized hub for employee-focused learning, workshops and events at TMU that offers a streamlined experience for employees.



EDI Knowledge and Action Framework Launch

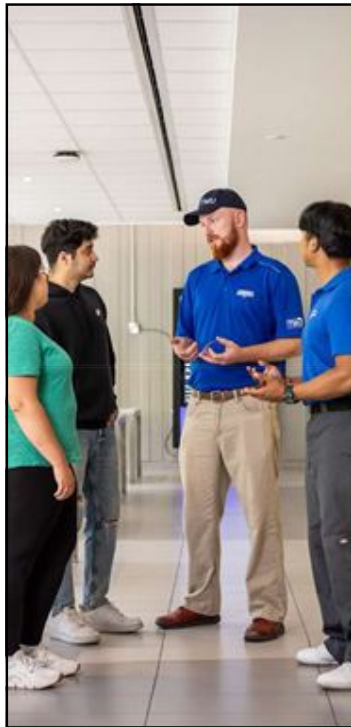


New EDI Knowledge and Action Framework

- Launched by Human Resources in partnership with the Office of the Vice-President, Equity and Community Inclusion.
- The Framework is a roadmap to guide and support employees' continued EDI learning and development.
- Designed as a practical learning framework, it provides employees with deeper knowledge of EDI within TMU's context and provides concrete strategies, actions, and best practices to support the integration of EDI into everyday work across the university.



Continued Emergency Preparedness



Tabletops continue to enhance emergency preparedness

- On April 2, Community Safety and Security, in collaboration with the Office of the Vice-President, Administration and Operations, administered its most comprehensive tabletop to date.
- Approximately 60 senior leaders and their support staff were brought together to practice our institutional response in the event of an active attacker on campus.

Questions?





BOARD OF GOVERNORS

September, 29, 2026

AGENDA ITEM: Toronto Metropolitan Medical Student Council Referendum Proposal

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The Toronto Metropolitan Medical Student Council (“TMMSC”) is seeking approval from the Board of Governors (the “Board”) to hold a referendum among students enrolled in the Undergraduate Medicine (“MD”) program in the Toronto Metropolitan University School of Medicine (“SoM”), asking for their approval of a levy to help fund the operation of the TMMSC and its clubs, associations, programs, and events.

BACKGROUND:

The Board’s referendum procedures require that any increase in the fees students pay be subject to referendum, and that referendum question be approved by the Board.

The TMMSC is requesting that the Board approve that a referendum be conducted of all undergraduate medical students at the SoM to create a fee of Eighty Dollars (\$80) per academic semester, totalling One Hundred and Sixty Dollars (\$160) per academic year to be paid by all students enrolled in the MD program to support the operation of the TMMSC. This past year, activities have been supported through the President’s Office, Provost’s Office, Office of the Vice-Provost, Students, and the SoM administration, however, this funding is discretionary and not guaranteed.

The TMMSC plays a key role in uniting medical students across the SoM’s four (4) medical cohorts and supports programs, events and initiatives that are reflective of their unique needs, the academic context in which they are situated, as well as the complex professional and healthcare environments they are preparing to enter. Currently, the TMMSC supports approximately forty-seven (47) student clubs and organizations that include the following six (6) club categories:

- Five (5) Academic & Medical Education
- One (1) Scholarship, Research & Innovation
- Seventeen (17) Career Exploration
- Four (4) Social, Arts & Recreation
- Eleven (11) Community & Identity
- Nine (9) Global Health, Public Health & Advocacy

This levy would create a stable base of funding for the TMMSC and the programs, initiatives, and student organizations it supports. The levy would allow the TMMSC to reliably plan each semester, to continue to cultivate a unified culture for undergraduate medical students at the SoM, and ensure that they have the opportunity for social, professional, and academic enrichment. The amount being sought is reflective of the amounts that are charged by other student societies at the University as well as other Ontario medical schools.

The Office of the Vice Provost, Students, and the Dean of the SoM are supportive of holding the referendum.

ATTACHMENT: Toronto Metropolitan Medical Student Council Presentation

PREPARED BY:

Name: Haris Ahmad, Co-President, Toronto Metropolitan Medical Student Council
Shymega Arasaratnam, Co-President, Toronto Metropolitan Medical Student Council
Samantha Lamondy, Manager, Stakeholder Engagement, Governance & Student Issues, Office of the Vice-Provost, Students

Date: September 16, 2026

APPROVED BY:

Name: Jen Gonzales, Interim Vice-Provost, Students

Date: September 16, 2026

Proposal for the Establishment of a Student Levy for the

TORONTO METROPOLITAN MEDICAL STUDENT COUNCIL

Investing in Student Voice, Community, and the Future of TMU Medicine



Presented to the Toronto
Metropolitan University Board of
Governors

THE NEED FOR TMMSC

The Toronto Metropolitan Medical Student Council ("TMMSC") unites students across all undergraduate cohorts of the Toronto Metropolitan University School of Medicine.

Medical students need a well-resourced student society that can support them throughout the rigorous academic and clinical demands of medical training, while also preparing them to enter complex professional and healthcare environments.



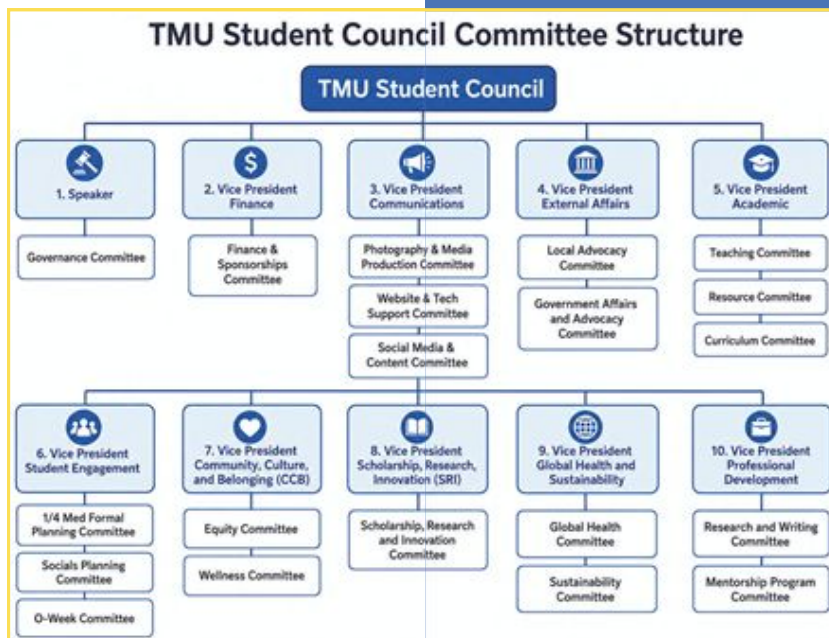
TMMSC IS ALREADY OPERATING AT SCALE

Council Committees

- 20 subcommittees addressing key student priorities
- ~50% of students serve on a Council committee

Student Organizations

- 47 approved and funded student-led clubs
- 100% student participation across six club categories
 - 5 Academic & Medical Education
 - 1 Scholarship, Research & Innovation
 - 17 Career Exploration
 - 4 Social, Arts & Recreation
 - 11 Community & Identity
 - 9 Global Health, Public Health & Advocacy



Board Takeaway: A sustainable levy is needed to maintain this level of involvement, fund opportunities equitably, and support future cohorts as the school grows.

INSTITUTIONAL PARTNERSHIP BUILT THE FOUNDATION

The TMMSC currently operates without a dedicated funding source, limiting its capacity to offer comprehensive programs and services.

- This past year, activities have been supported through the **generosity of the President's Office, Provost's Office, Office of the Vice-Provost, Students, and the School of Medicine Administration**. Still, this funding is discretionary and not guaranteed.
- Without stable resources, our ability to organize events, provide professional development opportunities, and support student organizations remains constrained.



Board Takeaway: A sustainable levy would give student organizations the reliable funding needed to strengthen student engagement and community building, while reducing dependence on discretionary institutional support.

TMMSC STUDENT GROUPS



Athletics Committee



Punjabi Medical Students/Association



Sikh Medical Students Association x Integrated Health Centre – Outreach Event at Gurdwara



Muslim Medical Association Canada (MMAC) – Named MMAC Undergraduate Chapter of the Year



Tamil Medical Students Association

THROUGH THE TMMSC

- Student organizations receive **financial, organizational, and administrative support**
- Groups are guided through planning, approvals, and event execution
- A **clear process** exists for creating and approving new student organizations
- **Oversight and accountability** help ensure resources are used responsibly
- Funding and support are distributed more **fairly** and consistently across groups
- **Strengthens capacity** for professional development, wellness, equity, and advocacy initiatives
- Fosters student engagement and community building across the SoM



Board Takeaway: The levy is not just event funding—it is an investment in the infrastructure that makes student life possible.

TMMSC 2025-26 PROGRAMMING

TMMSC was established in December 2025. In its first six months, it delivered academic, professional, cultural, wellness, and community-building programming despite having no dedicated operating revenue.

As enrolment and the number of student organizations grow, a levy will allow this programming to continue consistently and equitably.



PROFESSIONAL DEVELOPMENT

- ✓ Launched TMU Med Connect, the inaugural mentorship program
- ✓ Matched 109 resident mentors with 80 first-year medical students
- ✓ Created 'The Summer I Did Guide' to support pre-clerkship planning
- ✓ Hosted networking and career exploration events, including a resident mixer and CaRMS panel

109 MENTORS | **80** MENTEES



SCHOLARSHIP, RESEARCH & INNOVATION

- ✓ Built a research resource hub with 20+ programs, 40+ positions, and ~16 exclusive TMU opportunities
- ✓ Supported research education through the OER-funded 'How to Do Research' guide
- ✓ Advanced research equity and skills programming for students
- ✓ Helped advocate for key research supports, including Evidence access

20+ PROGRAMS | **40+** POSITIONS | **~16** EXCLUSIVE OPPORTUNITIES



ACADEMIC

- ✓ Advanced curriculum and grading reform, including Pass/Fail changes for non-POM course metrics
- ✓ Ran the school's largest academic feedback survey
- ✓ Escalated student feedback directly to Deans and Course Directors
- ✓ Secured advocacy wins for essential learning resources and clinical tools

65% SURVEY RESPONSE RATE

OTHER NOTABLE WINS



STUDENT ENGAGEMENT
Med x Law Social, TMU's Got Talent, Pyjama Day, Jersey Day, Quarter MD Formal and other events!



FINANCE
Implemented a formal reimbursement process and secured a budget increase from \$25,000 to \$35,000.



GLOBAL HEALTH & SUSTAINABILITY
Raised over \$4,600 in under two weeks to fund six water wells in Pakistan.



COMMUNITY, CULTURE & BELONGING
Pink Shirt Day and Disability Awareness Week with the school, Feedback Surveys, and a Cultural Bazaar

2026 REFERENDUM QUESTION

Do you agree to the creation of a fee of \$80 per academic semester, totalling \$160 per academic year, to support the operation of the Toronto Metropolitan Medical Student Council, to be paid by all students enrolled in the Undergraduate Medicine (MD) program in the Toronto Metropolitan University School of Medicine, commencing in the Fall 2027 term, and indexed annually to the Toronto Consumer Price Index?



PROPOSED LEVY BREAKDOWN

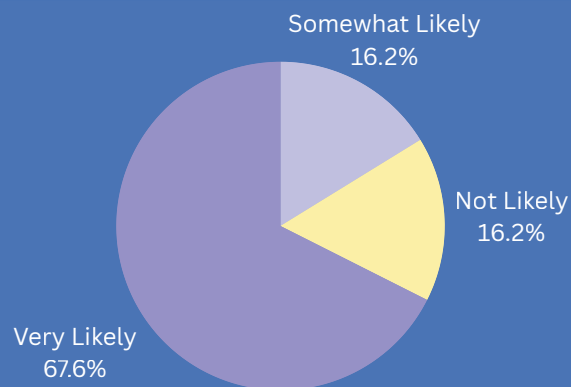
Proposed fee = \$80/semester

Allocation	Annual amount	Key uses
 Student organizations and initiatives	\$20,400	Club allocations, speakers, workshops, cultural programming, advocacy, community projects
 Community, wellness, and class-wide programming	\$12,000	Community-building events, wellness activities, class traditions, accessible programming
 Professional and career development	\$8,000	Specialty exploration, resident networking, mentorship, skills programming, career preparation
 Orientation and student engagement	\$7,500	Incoming-student programming, club engagement, cohort integration
 Advocacy and external representation	\$5,000	OMSA/CFMS meetings, student advocacy, provincial or national participation
 Communications and operations	\$4,260	Elections, website, communications platforms, governance, printing, financial administration, accessibility
 Training, contingency, and continuity	\$3,000	Leadership transitions, training, unexpected costs, organizational continuity
 TOTAL	\$60,160	Entirely dedicated to medical students via TMMSC programs and operations



EVIDENCE OF SUPPORT

Would you support a student society levy at the Toronto Metropolitan University School of Medicine? **83.8% Supportive**



Survey administered from June 2026 to September 2026; results from the Class of 2029 and Class of 2030;



STUDENT VOICES

"A levy would help support student identity groups, create community, and establish networks, especially for marginalized groups who are underrepresented in medicine in Canada."

— Chimele Nsitem

"TMMSC has done a fabulous job creating opportunities, events, and initiatives that connect medical learners and support their professional and social well-being."

— Carmela Rapino

"Continued events and engagement with the student body made first year a wonderful experience. I would like to continue to have a dedicated student body that can advocate and create community within the student community."

— Kathryn Jajo-Yacoub

"TMMSC has created opportunities to connect with classmates, explore career paths, and participate in initiatives that would not otherwise have existed. A levy would give these programs the stability to continue for future cohorts."

— Abdullah Haris



INSTITUTIONAL SUPPORT, STUDENT IMPACT

As TMU's medical student community grows, Student Council is being asked to support more clubs, events, advocacy priorities, professional development opportunities, and student services. Institutional support helped establish this foundation, but it cannot provide the stable, student-controlled funding needed to sustain and expand this work each year.

Current Support Has Helped Us Build:

- 47 student clubs and organizations
- Academic, research, mentorship, and career initiatives
- Community, cultural, wellness, and social programming
- Student advocacy and representation
- Orientation and major class-wide events
- Better-funded clubs and initiatives
- More accessible and affordable events
- Stronger advocacy and representation
- Expanded mentorship and professional development
- A more connected and inclusive medical school community
- Sustainable programming for future cohorts

Institutional support helped us build the foundation. A student levy would allow medical students to take ownership of what comes next by creating a stable, accountable, and student-directed source of funding for the experiences and services that shape student life.



OVERSIGHT & ACCOUNTABILITY

The TMMSC has the following existing measures to ensure proper financial oversight:

- Annual budget
- Regular town halls
- Annual General Meeting
- Financial breakdown posted on TMMSC website
- Auditing and oversight by the School of Medicine (TMMSC funds are held and administered with oversight through the School of Medicine)

This structure promotes **financial transparency** that is accessible to our student body.



WHY \$80 PER SEMESTER IS REASONABLE

1

A practical operating fund

- \$160 annually × 376 students = \$60,160
- Supports four cohorts, 47 student organizations, and 20 Council subcommittees
- Entire amount remains dedicated to TMMSC programs and operations

2

Comparable to TMU Law in total scale

- TMU Law's \$140 levy generates approximately \$63,000
- TMU Medicine's proposed \$160 levy would generate \$60,160
- The higher individual fee reflects Medicine's smaller enrolment—not a larger overall fund

3

Reflects the Brampton campus context

- More limited access to downtown venues, facilities, offices, and professional networks
- Additional transportation, venue, coordination, and community-partnership costs

4

Creates dependable student-directed funding

- Reduces reliance on one-time institutional requests
- Allows elected student leaders to plan, fund, and report on recurring priorities consistently

Annual student-society fee

School	Annual fee
TMU Medicine — proposed	\$160
NOSM University	\$160
University of Toronto Medicine	\$160*
McMaster Medicine	\$175.80
Lincoln Alexander School of Law	\$140

*U of T figure represents the estimated inflation-adjusted equivalent of its historically established levy, not its current nominal fee.

McMaster's \$175.80 society fee is separate from its additional \$64.48 UpToDate fee. TMU Medicine's separate CFMS fee is not included in the proposed levy.



Board Takeaway: The proposed levy creates a fund slightly smaller than that of TMU Law while supporting the distinct needs of four medical cohorts on the Brampton campus.

TMU MEDICINE HAS THE LOWEST LEVY PER ACTIVE WEEK

School	Average active weeks per year	Annual fee	Fee per active week
1 TMU Medicine — proposed	41.2	\$160	\$3.89
2 NOSM University	39.2	\$160	\$4.09
3 U of T Medicine	37.1	\$160*	\$4.32*
4 McMaster Medicine	37.7	\$175.80	\$4.67

Active weeks include scheduled academic, clinical, placement, and assessment periods and exclude published formal breaks. Figures are approximate because program calendars and fee inclusions differ.

*U of T figure represents an estimated inflation-adjusted equivalent.

Compared with TMU Law

54% more active school weeks

26% lower fee per active week

TMU medical students are supported across a substantially longer academic and clinical year.



Board Takeaway: Approving the referendum would allow medical students to decide whether to establish sustainable support across a longer academic and clinical year – at the lowest weekly cost among the programs compared.

THANK YOU!

Thank you for your time, consideration, and continued support of TMU's medical students.

DRAFT RESOLUTION

RE: Toronto Metropolitan Medical Student Council Referendum Proposal

BE IT AND IT IS HEREBY RESOLVED:

THAT the Toronto Metropolitan University Election Procedures Committee be authorized to hold a student referendum at a time to be determined, for all students enrolled in the Undergraduate Medicine (MD) program at the Toronto Metropolitan University School of Medicine to seek approval for the creation of an annual fee of up to One Hundred and Sixty Dollars (\$160) (payable over two academic semesters) to support the operation of the Toronto Metropolitan Medical School Council.

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Interim Vice-Provost, Students.

September 29, 2026

TORONTO METROPOLITAN UNIVERSITY COMMON ABBREVIATIONS

A

AAA Policy	Appointment of Academic Administrators (Also called “Triple A Policy”)
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
APAG	Academic Plan Advisory Group
ARC	Anti-Racism Coalition
ATB	Across the Board salary increase
AVPUR	Assistant Vice-President, University Relations

B

BIP	Budget Incentive Program (Carry forward)
BIU	Basic Income Unit

C

CAC	Counsellor Appointments Committee
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (TMFA Only)
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
COSSDGR	Chief of Staff and Senior Director, Government Relations
CLAC	Composition of Contract Lecturer Appointment Committee
CS	The Creative School
CSS	Community Safety and Security
CTO	Compensating Time Off
CUE	Centre for Urban Energy
CUPE	Canadian Union of Public Employees
CUPE 233	Maintenance and Trades employee union (sometimes referred to as “M&T”)
CUPE 3904	Sessional and Part-time Instructors union (sometimes referred to as “CUPE Unit 1” or “Unit 1”)
CUPE 3904	Evening Instructors (Chang School of Continuing Education; sometimes

Unit 2	referred to as “CUPE 2” or “Unit 2”)
CUPE 3904	Teaching Assistants, Graduate Assistants, Lab Monitors & Exam
Unit 3	Invigilators (sometimes referred to as “TA/GA's”, “CUPE 3” or “Unit 3”)

D

DCC	Daphne Cockwell Health Sciences Complex
DSMVPMA	Dean, School of Medicine and Vice-President, Medical Affairs
DEC	Departmental Evaluation Committee (for TMFA)
DHC	Departmental Hiring Committee
DM	Deputy Minister
DMZ	Digital Media Zone
DMZV	DMZ Ventures
DOA	Director of Administration

E

eAppoint	System used for decentralized contract entry (a service of eHR)
ECI	Equity and Community Inclusion
eHire	System used for decentralized recruitment and hiring (a service of eHR)
eHR	HR system used by the University for most system-based functions; based on Oracle PeopleSoft
ERPC	Employee Relations and Pensions Committee
EHS	Environmental Health and Safety
ESL	English as a Second Language
eWaiver	System used for tuition waiver requests by employees (a service of eHR)

F

FOA	Faculty of Arts
FCP	Federal Contractors Program
FCS	Faculty of Community Services
FEAS	Faculty of Engineering and Architectural Sciences
FTE	Full-Time Equivalent
FIPPA	Freedom of Information and Protection of Privacy Act
FOS	Faculty of Science

FMD	Facilities Management and Development
FPC	Faculty Promotion Committee
FS	Financial Services
FT	Full-Time
FTC	Faculty Tenure Committee
FTCE	Full-time Career Employee
FTE	Full-Time Equivalent

G

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GCBS	General Counsel and Board Secretariat
GL	General Ledger
GPSS	Graduate and Professional Student Survey

H

HRMC	Human Resources Management Consultant
HRMS	Human Resources Management System
HRS	Human Rights Services

I

IEWAS	Integrated Employee Well Being and Accommodation Services
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J

JD	Job Description
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L

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council
LASL	Lincoln Alexander School of Law
LTD	Long Term Disability
LTF	Limited Term Faculty
LTO	Learning & Teaching Office

LTT Long Term Temporary

M

MAC Management and Confidential employee group

MAC Mattamy Athletic Centre

Markview Financial Services invoice review & approval system

MOU Memorandum of Understanding

MYA Multi-Year Agreement

N

NASM Net Assignable Square Metres

NGO Non-Governmental Organization

NUC Non Union Casual

NSSE National Survey of Student Engagement

O

OAC Ontario Academic Credit

OEE Organizational & Employee Effectiveness

OGF Oracle Government Financials (Financial Services system)

OPSEU Ontario Public Sector Employees Union

OPSEU 596 Bargaining Unit specific to CUPE University employees

ORS Office of Research Services

OSAP Ontario Student Assistance Program

OSSD Ontario Secondary School Diploma

OTO One Time Only

P

PAF Personnel Action Form

PAL Post Administrative Leave

PAQ Position Analysis Questionnaire (used for MAC positions)

PCF Performance and Conduct File (not kept in HR)

PDF Professional Development Fund (for TMFA & CUPE unit 1 members administered by Financial Services)

PDF Post-Doctoral Fellow

PDQ	Position Description Questionnaire
POI	Person of Interest
PSE	Post-Secondary Education
PT&S	CUPE 3904, Unit 2 Part-time & Sessional Instructors
PTR	Progression through the range increase
PYE	Partial Year Employee (employees with pre-defined work/non-work periods)
PT	Part-Time
PVPA	Provost and Vice-President, Academic

R

RA	Research Assistant
Req	Position and Appointment Requisition (also referred to as "PAR")
RTA	School of Radio and Television Arts

S

SAF	Separation Approval Form
SAS	Student Administration System (sometimes referred to as "SA")
Self Service	System-based employee functionality in eHR includes time reporting, absence requests, pay advice, T4s, direct deposit, personal information updates, etc. (sometimes referred to as "SS" or "ESS")
SOM	School of Medicine
SRC	Scholarly, Research and Creative Activities
STT	Short Term Temporary

T

TA	Teaching Assistant
TAGA	System for hiring Teaching & Graduate Assistants (being phased out by eHire)
TAI	Teaching Assignment Initiative
TAM	Talent Acquisition Manager
TC	Total Compensation
TESP	Total Earnings Supplemental Plan
The Chang School	The G. Raymond Chang School of Continuing Education

TMAPS	Toronto Metropolitan Association of Part-time Students
TMU	Toronto Metropolitan University
TMU AAC	Toronto Metropolitan University Accessibility Advisory Committee
TMFA	Toronto Metropolitan Faculty Association
TMGSU	Toronto Metropolitan Graduate Students' Union
TMUPP	Toronto Metropolitan University Pension Plan
TMSU	Toronto Metropolitan Students' Union
TRSM	Ted Rogers School of Management

U

UA	University Advancement
UBS	University Business Services
UPK	User Productivity Kit (system used to house on-line training for system and web based applications)
UPO	University Planning Office
URAC	University Renaming Advisory Committee

V

VPAO	Vice-President, Administration and Operations
VPECI	Vice-President, Equity and Community Inclusion
VPFA	Vice-Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation
VPS	Vice-Provost, Students
VPUA	Vice-President, University Advancement and Alumni Relations

THIRD PARTY ORGANIZATIONS

CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CIFAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
COUS	Council of Ontario University Secretaries
CSRDE	Consortium for Student Retention Data Exchange
CUDO	Common University Data Ontario
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium
FSCO	Financial Services Commission of Ontario
HEQCO	Higher Education Quality Council of Ontario
MTCU	Ministry of Training, Colleges and Universities
NAUBCS	National Association of University Board Chairs and Secretaries
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council of Canada
OCAV	Ontario Council of Academic Vice-President
OCGS	Ontario Council of Graduate Studies
OCUFA	Ontario Confederation of University Faculty Associations
OUAC	Ontario Universities' Application Centre
SSHRC	Social Sciences and Humanities Research Council of Canada
UC	Universities Canada (Updated)

Marketing & Communications Results

May 1 - August 31, 2026

Prepared by:
University Relations (UR)

September 10, 2026

**Toronto
Metropolitan
University**



Executive summary

Highlights from May 1 - August 31, 2026

- A special edition of TMU's alumni magazine was finalized, printed, distributed and promoted throughout the summer (see slide 7 for details).
- The publications team tested and learned how curated "long-read newsletters" may better engage readers (see details on slide 6).
- Comms and marketing worked together to refresh the [website media room](#) so that it works better for journalists.
- Marketing developed a new look and feel for a number of campus branding opportunities, including a pop-up shop during convocation, redesigning the campus store signage and hoarding around the new Nadir Mohamed Centre for Student Wellbeing.
- The team redesigned YSGPS program webpages to allow for a better user experience and to prioritize SEO and GEO content (to support AI search).

Earned media



14,324 media hits

↓ 16% decrease from previous report



17.4B potential reach

↓ 23% decrease from previous report



160M AVE

Advertising Value Equivalency

↓ 26% decrease from previous report



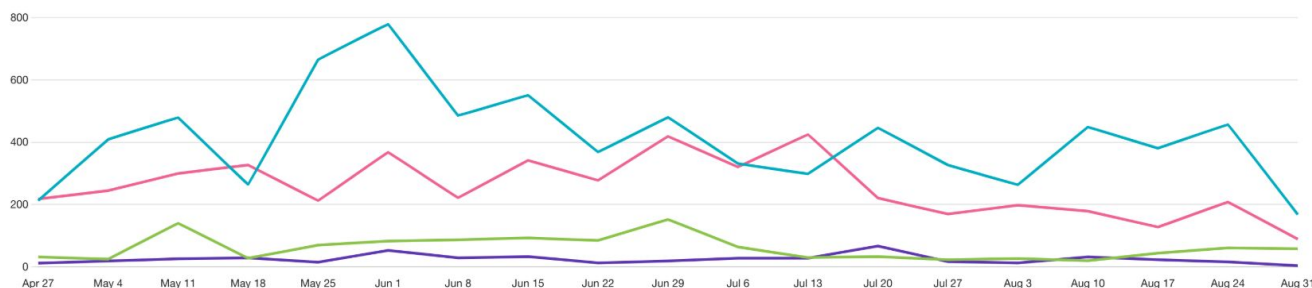
65.8% positive sentiment

↑ 0.5% increase from previous report

Mentions Trend by News Media Type

May 1, 2026 - Aug 31, 2026 | Mentions

News - Online 7.82K Broadcast - Radio 4.87K Broadcast - TV 1.16K News - Print 476



The June peak featured TMU faculty and researcher expert commentary on a variety of topics, including AI risk, labour displacement, egg freezing marketing, political use of AI, and more. TMU-linked commentary appeared in reports on antisemitism and campus controversy.

Social media



8.6K new followers



4.8M impressions



173.9K engagements



78.8K link clicks

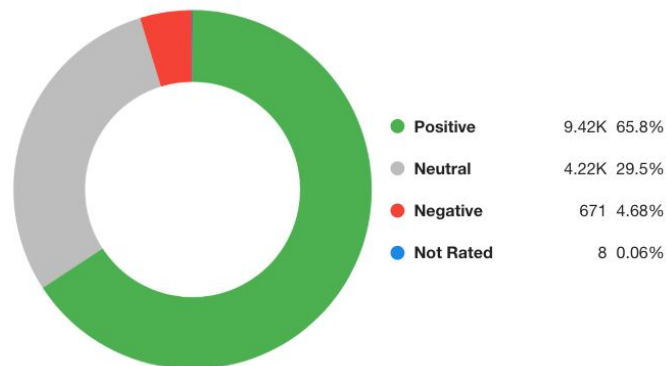
Earned media detail

Results highlights

- TMU secured 14,324 media mentions from May 1-August 31, 2026 with a potential reach of more than 17.4 billion.
- Top news by reach includes: BBC article featuring Prof Sanjay Ruparelia, on India's communist party; The New York Times article featuring Prof Cheryl Thompson, on Toronto's basement parties; and CNN article featuring Dr. Farhan Asrar on NASA crew medical issues
- The Advertising Value Equivalency (AVE) on media coverage secured during the period is \$160 million.

Sentiment Share of Voice

May 1, 2026 - Aug 31, 2026 | Mentions



Proactive pitching highlights:

- CTV attended TMU's Convocation ceremony to do a dedicated feature on student Levar Bailey as a result of targeted pitching from the Central Communications team.
- The Central Communications team successfully secured coverage from CTV, CP24, CBC, CityNews and The Weather Network by proactively pitching prof Ian Young's research on beach water safety in early summer.
- As a result of proactive pitching from the media relations team, CBC's Metro Morning covered new research from TMU highlighting the business benefits to pet-friendly menus.
- At the end of August, TMU welcomed all major broadcast networks (CBC, CTV, CP24, CityNews, Global News, Radio-Canada) on campus to cover Move-In Day.
- Expertise from TMU faculty was pitched to and covered by media on a number of different topics including job market progress, space medicine, FIFA World Cup, Canada-US travel and trade trends, Ernest Hemingway's Toronto connections and the landmark Meta lawsuit to name a few.

TorontoMet Today (TMT):

The TMT e-newsletter is emailed to approximately 65,000 staff, faculty, students and friends thrice weekly September to June and once a week through July and August. (According to 66% of respondents to our reader survey, TMT is the preferred way to receive news about TMU).

- **Highest open rate, 61.32%:** May 20 issue: "[Chatbot manipulation: students networking on the court; and a new Canada Research Chair](#)"
- **Highest click through rate, 3.87%:** June 29 issue: "[TMU climbs global university rankings; new SSHRC research grants; and Bold athletes star in Sephora campaign](#)"
- **User performance: 18-24 demographic** with highest readership; **59.2%** visitors viewed the website via **desktop**
- **Top TMT story for this period:** "[TMU receives Justice Benotto report, appoints Bob Rae to chair Implementation Task Force](#)", generated 81.8% engagement* and 4,589 views. This story also generated **more than 27k impressions** across social platforms



Other top TMT stories

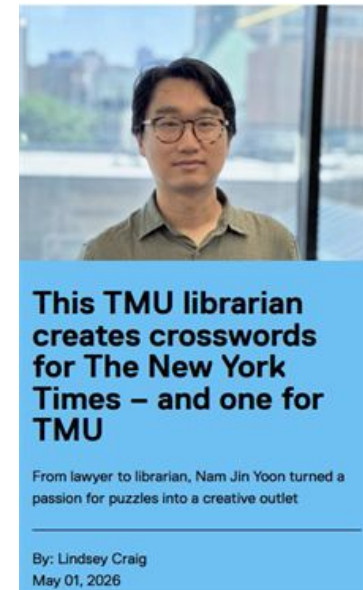
Top performing [TMT](#) stories between May - August 2026



4,559 views;
77.1% engagement rate



2,909 views;
78.5% engagement rate



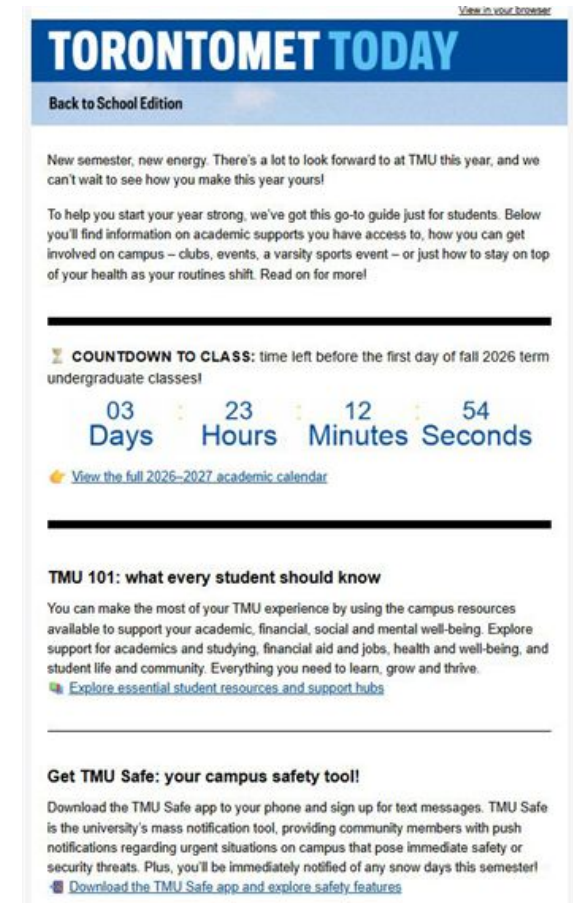
1,839 views;
69.4% new users

*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**.

TMT's special summer long-reads series

- **Concept:** during the summer months, the TMT team produced two premium, editorial newsletters. Inspired by high-engagement long-reads like *The Toronto Star Weekend Edition* and *Wealthsimple* newsletter.
- **Goals:**
 - Learn if curated content may resonate better with target audiences
 - See if there is an appetite for “bite sized” information with a single click
- **Execution and scope:**
 - Issue 1 (July 24): [Magazine Special Edition](#) sent to 54,208 general subscribers (59.69% open rate).
 - Issue 2 (Aug 25): [Back-to-School Special Edition](#) sent to 59,084 students aligned with fall registration cycles (2.98% CTR)
- **Key insights:**
 - The Back-to-School issue achieved an exceptional 5.51% click-to-open-ratio (nearly double the summer average) and 1,760 total clicks, driven by interactive and practical elements like the countdown timer (781 clicks) and OneCard feature (318 clicks).
 - Qualitative feedback and poll data revealed a clear demand for community-building and lifestyle topics, and a need for step-by-step video tutorials for key services like OneCard mobile setup.
- **Results:** While more testing is required, it is clear there is an interest and desire for more content like this by TMU community members



July print issue: TMU Alumni Magazine

In July, the print issue of the *Toronto Met University magazine* - featuring President Lachemi's tenure - hit mailboxes, circulating to ~89,000 specifically selected alumni and friends based on engagement criteria.

[The digital issue went live as well](#), and while the social campaign is still ongoing, the numbers are thus far quite promising.



Organic social media detail



- 81.5K followers
- 2.4M post impressions
- 66.2K engagement



- 356K followers
- 1.9M impressions
- 6.8K reactions
- 226 comments
- 364 reposts



- 74.8K followers
- 225.9K video views
- 11.2K engagements



- 101K page likes
- 11.8K engagements



- 11.1K followers



- 1K followers

Highlights



- Followers increased by 2.5K on Instagram, and 5.5K on LinkedIn
- LinkedIn impressions increased by 100K
- LinkedIn comments increased by 41%, and reposts increased by 156%

Top social posts



Views: 309K

A collaborative photo carousel with the Toronto Blue Jays and Jays Care Foundation celebrating the Buck Martinez Scholarship for Sport Media.



Views: 153K

A collaborative reel with Billboard Canada featuring Punjabi artist Diljit Dosanjh and the TMU students who took the class about him.



Views: 122K

A photo announcement of TMU's progress in the QS World University Rankings.



Views: 100K

A photo carousel capturing residence move-in day.

Creative examples

Recruitment Viewbooks and Faculty Program Guides

Refreshed the Admissions Viewbook, 6 Faculty Program Guides, and International Student Overview. These publications are a critical recruitment tool, often serving as the first touchpoint between TMU and prospective students. This refresh included updating content and bringing faculty books closer to the TMU brand.



Campus Store Signage & Booth

Windows: Created a bold and impactful window display that serves to ignite pride, highlight the Campus Store and the TMU brand while enticing passersby to go into the store.

Booth: Developed a premium retail booth experience at convocation that focuses on convenience for graduates and their families/friends, while maximizing the store's brand presence.



Creative examples

Indigenous Sport Mural Video

Created a video spotlighting the story behind *Soaring for Greatness*, a new mural by local First Nations artist Emily Kewageshig at the Mattamy Athletic Centre. The artwork celebrates Indigenous excellence, presence, and belonging in sport while highlighting the power of art in campus placemaking.



Hoarding: Nadir Mohamed Centre for Student Wellbeing

Created an engaging set of hoarding panels that connects to the vision of the overall building as a central resource for health and wellbeing, and animates the fencing surrounding the construction site.



YSGPS Program Page Template

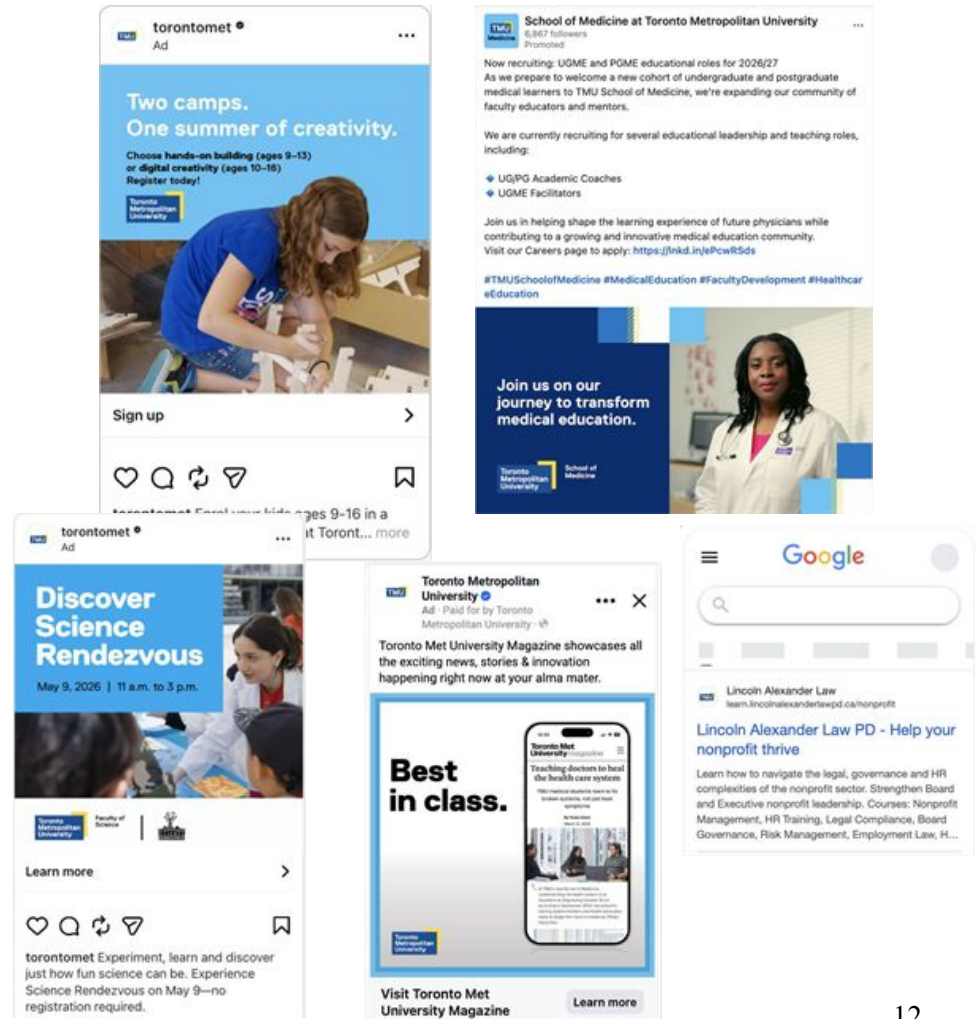
Redesigned a template for the YSGPS program pages to optimize for recruitment, launching with Communication & Culture. The new scannable layout acts as an all-in-one hub for prospective students, improving the user experience while prioritizing SEO and GEO content.



Paid media details

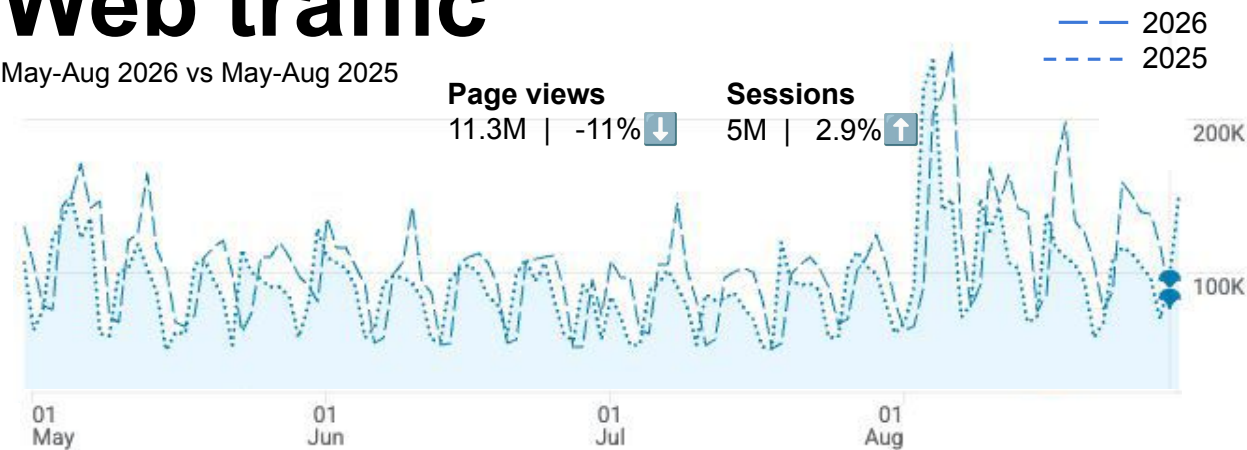
Digital ad campaigns for May - August '26 included:

- FOS 2026 Science Rendezvous
- Central Comms - Alumni Magazine Boosting
- Central Comms - Alumni Magazine - 2026 Magazine Awareness / Class Notes
- FEAS Summer Camp Promotion
- FOA - Student Confirmations Campaign
- 2026 IHC - Patient Registration Campaign
- SOM - Boosted Job Postings
- SOM - Mississauga TV Coverage Boosting
- Law PD: Legal, HR and Governance for Nonprofits
- Law: JD Recruitment Campaign



Web traffic

May-Aug 2026 vs May-Aug 2025



	Country	Sessions ▾	% Δ	Session default channel gro...	Sessions ▾	% Δ
1.	Canada	3,442,197	-11.0% ↓	1. Organic Search	2,984,669	-7.8% ↓
2.	United States	394,084	78.4% ↑	2. Direct	1,262,003	72.1% ↑
3.	Singapore	299,110	3,373.6% ↑	3. Cross-network	253,954	14.3% ↑
4.	India	155,311	-0.7% ↓	4. Referral	127,526	-23.4% ↓
5.	Vietnam	143,507	41.5% ↑	5. Email	119,316	-18.5% ↓
6.	China	117,640	305.4% ↑	6. Paid Social	96,678	92.8% ↑
7.	Pakistan	106,029	5.4% ↑	7. Organic Social	67,792	-29.0% ↓
8.	Nigeria	38,989	-50.9% ↓	8. Unassigned	58,185	-29.7% ↓
9.	United Kingdom	30,008	22.1% ↑	9. Paid Other	50,741	257.5% ↑
				10. AI Assistant	41,720	-
				11. Paid Search	19,636	-76.0% ↓
				12. Display	3,364	-96.5% ↓

Highlights

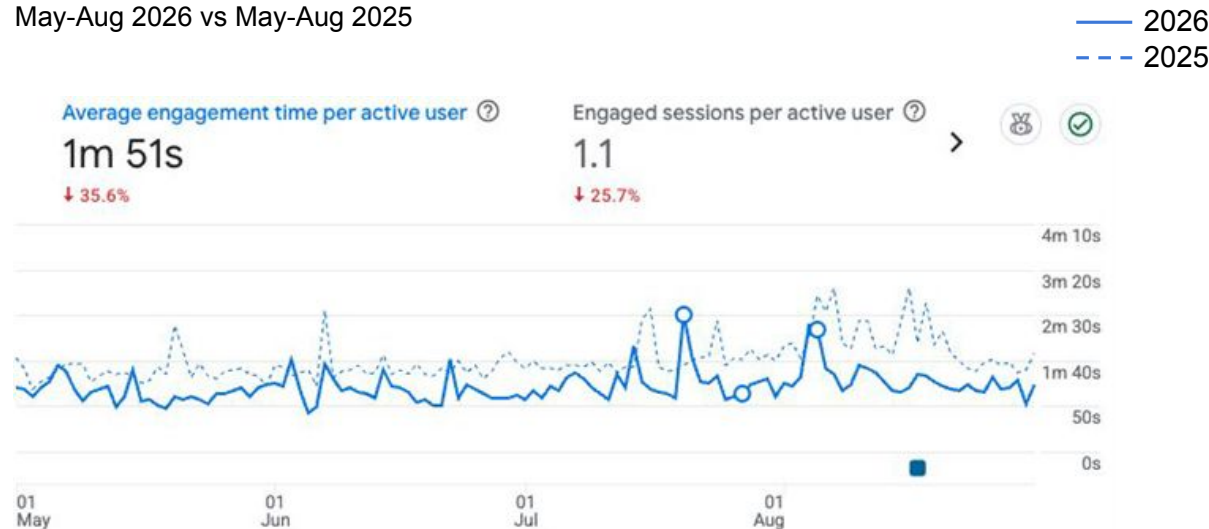


Overall continued strong traffic, but fewer page views overall.

- **Traffic from within Canada continues to decrease**, likely due to the marked increase in '**zero click searches**' (an industry wide trend).
- **SEO/GEO continues to be critical** to drive traffic.
- **AI-referred traffic** is now **#10** in our channels.

Website engagement

May-Aug 2026 vs May-Aug 2025



↑ Pages getting more views

- Landing page for Vietnamese prospective students (1,210%)
- Master of Digital Media (124%)
- SoM admission requirements (100%)
- CCS browser tips & minimum technology (57%)
- MyServiceHub Support (9%)
- New students (8%)
- Scholarships and Awards (3%)

↓ Pages getting less views

- Careers (-43%)
- Undergraduate programs (-24%)
- Graduate programs (-23%)
- Admissions (-23%)
- Search (-22%)
- Programs (-20%)
- Course enrolment (-12%)
- Home (-9%)

Highlights



- Increase in views to **SoM admission requirements** page
- Strong traffic driven by marketing campaigns to **Master of Digital Media (MDM)** and **Vietnam international campaign landing pages**
- Decreased overall engagement likely due to **zero click searches** and the popularity of AI overviews and platforms like **ChatGPT and Gemini**
- UR web/digital team is working on **AI-targeted content strategy** and **SEO/GEO tactics** to recapture organic reach