

Brief for the appointment of

President & Vice-Chancellor

November 2025

Toronto
Metropolitan
University

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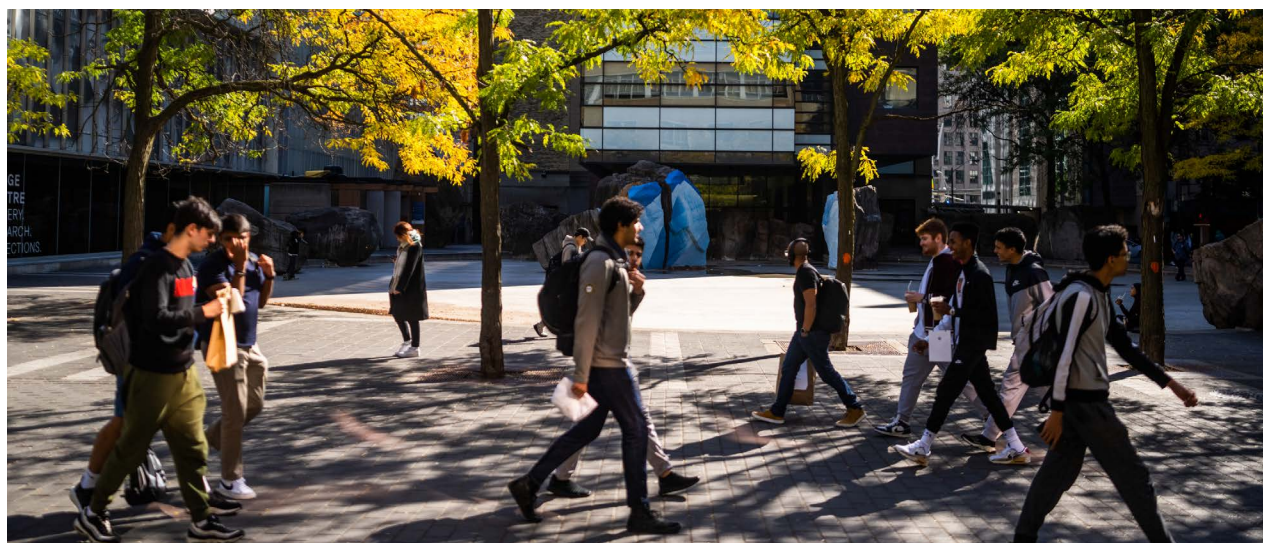
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Toronto Metropolitan University

TMU's campuses in Toronto and Brampton operate on the Treaty Lands of the Mississaugas of the Credit. This land has been part of the traditional territories of the Anishinaabe, Huron-Wendat and Haudenosaunee. They are now home to many Inuit, Metis and First Nations Peoples from across Turtle Island. We honour and uphold the Dish with One Spoon Treaty, we commit to valuing the Two Row Wampum and we vow to treat the land and people of our community with understanding built on mutual respect.



With a footprint across the Greater Toronto Area – Canada's fastest-growing and most diverse region – [Toronto Metropolitan University \(TMU\)](#), established in 1948, is a vibrant, future-focused institution where academic excellence meets real-world impact. One of Canada's most dynamic and diverse urban universities, TMU is driven by a bold commitment to inclusive excellence, innovation, community engagement, equity, and sustainability. TMU's reputation continues to rise globally. In the Times Higher Education Impact Rankings, TMU ranks in the top 10% of universities worldwide, and among the Top 100 globally in Gender Equality and Clean Water and Sanitation. Nationally, TMU is ranked #1 in Student Services, #1 on the Forbes list of Canada's Best Employers for Diversity, and #10 among Canada's comprehensive universities (Maclean's 2026).

With a highly diverse student population of more than 45,000 and over 4,000 faculty and staff, TMU is shaping the next generation of changemakers and innovators, guided by its [Strategic Vision](#) that outlines the university's priorities from 2020 to 2030. TMU's academic landscape spans more than 60 undergraduate programs, over 65 graduate programs, and 80 continuing education certificate programs across a broad range of disciplines, delivered through its 10 Faculties and Schools: The Faculty of Arts, Faculty of Community Services, Faculty of Engineering and Architectural Science, Faculty of Science, Ted Rogers School of Management, The Creative School, Lincoln Alexander School of Law, School of Medicine, the Yeates School of Graduate and Postdoctoral Studies, and the G. Raymond Chang School of Continuing Education.

TMU is internationally recognized for its career-oriented education, experiential learning, and entrepreneurial spirit; 100% of full-time undergraduate programs include experiential learning. The university's DMZ (ranked the #1 university-based startup incubator in the world) along with its Zone Learning network (a unique entrepreneurial incubator model) have launched over 4,700 start-ups and empower students and researchers to transform ideas into real-world impact.

TMU is home to over 125 research centres, institutes and labs, advancing knowledge in areas

such as smart cities, sustainable urban development, health innovation, digital media, and social justice. The university's [Strategic Research Plan \(2025-2030\)](#) prioritizes inclusive, interdisciplinary, and community-driven scholarly, creative and research activities (SRC), supported by a growing portfolio of national and international partnerships. Externally funded research reached \$95.8 million in 2023-24, a 5.3% increase over the previous year. Growth was driven by a 41.5% rise in Tri-Agency funding, reflecting TMU's expanding national research profile and the strength of its collaborations with industry, government, and community partners.

Deeply committed to advancing equity, diversity, inclusion, accessibility, and Indigenization across all aspects of university life – from teaching, and SRC to policy, service, and community engagement – TMU is currently developing its first institution-wide [EDI Strategy and Action Plan](#), and expanding Indigenous-focused programs, services, and partnerships. The university's commitment to Truth and Reconciliation is reflected in its efforts to Indigenize curricula, expand Indigenous-focused programs, and embed Indigenous knowledge and perspectives into the fabric of campus life.



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Key transformative initiatives at TMU include:

- Transforming Futures, TMU's new 2025-2030 [Academic Plan](#), a bold, transformative roadmap that outlines an ambitious path for growth in student experience, SRC, and entrepreneurship and equity for the next generation, all underpinned by TMU's culture of grit, innovation, and community impact.
- In September 2025, TMU marked a historic milestone with the [launch of its School of Medicine](#) in Brampton, the first new medical school in the Greater Toronto Area in over a century, with a mission to transform health care through community-focused, inclusive, and innovative medical education. TMU received \$25 million in capital funding from the federal government to further support the development of its School of Medicine, as announced in the 2025-26 Budget tabled on November 4th. The investment is a historic milestone for TMU, the City of Brampton, and the people of Peel region, and recognizes the national importance of the medical school designed to address the physician shortage and expand access to primary care across Ontario and Canada.
- The upcoming [Smart Campus Integration and Testing Hub \(SCITHub\)](#), the world's first 100% digitally enabled building and research facility designed to support research in net-zero buildings, human-centric design, and urban innovation.

- The [Student Wellbeing Centre](#), currently under construction, will be a \$42M mass timber building that integrates health, wellness, and academic services, reflecting TMU's commitment to holistic student support and Indigenous placemaking.
- The creation of the [Centre for Housing Innovation](#) – supported by the Government of Canada – to leverage the university's DMZ to drive innovation in housing solutions by bridging research, entrepreneurship, and real-world urban issues.



Advancement at TMU helps bring the university's strategic vision to life; its mission is to build lifelong relationships with alumni and the philanthropic community, aligning their interests with high-impact funding opportunities. Through curated programs, events, and communications, TMU engages more than 260,000 alumni in 153 countries, creating a network of ambassadors who strengthen the university's reputation and support its continued success.

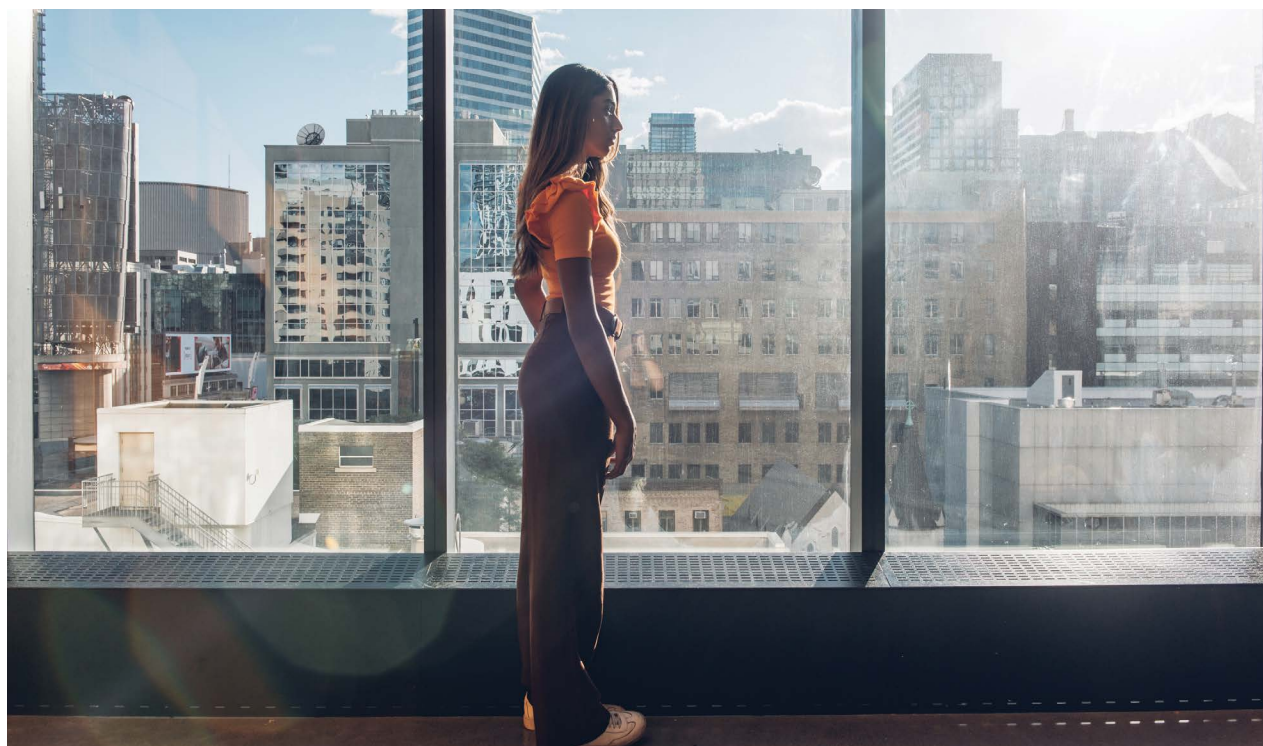
TMU's fundraising efforts span every division and faculty of the university. In 2024-25, TMU received \$50.6 million in new pledges, including 12 principal gifts of \$1M or more – the most received in its history. Student awards that expand access to post-secondary education remain a leading driver of philanthropic support, while new initiatives such as the School of Medicine and the Student Wellbeing Centre are also deeply resonating with the TMU community. In 2025-26, TMU is on track to secure over \$60 million in new gifts/pledges, propelled by a transformative \$25 million matching challenge from Orlando Corporation, doubling the impact of community giving to the School of Medicine.

TMU is a university defined by its people, values, and ambition. Situated in one of the world's most dynamic and multicultural cities, the university offers an environment where energy, creativity, and diversity converge.



The Opportunity

It is a pivotal time for an outstanding leader to become TMU's next President, to continue its momentum as a city builder, and be "unapologetically bold" in driving the institution's mission of confronting society's most pressing challenges and preparing students for the future.



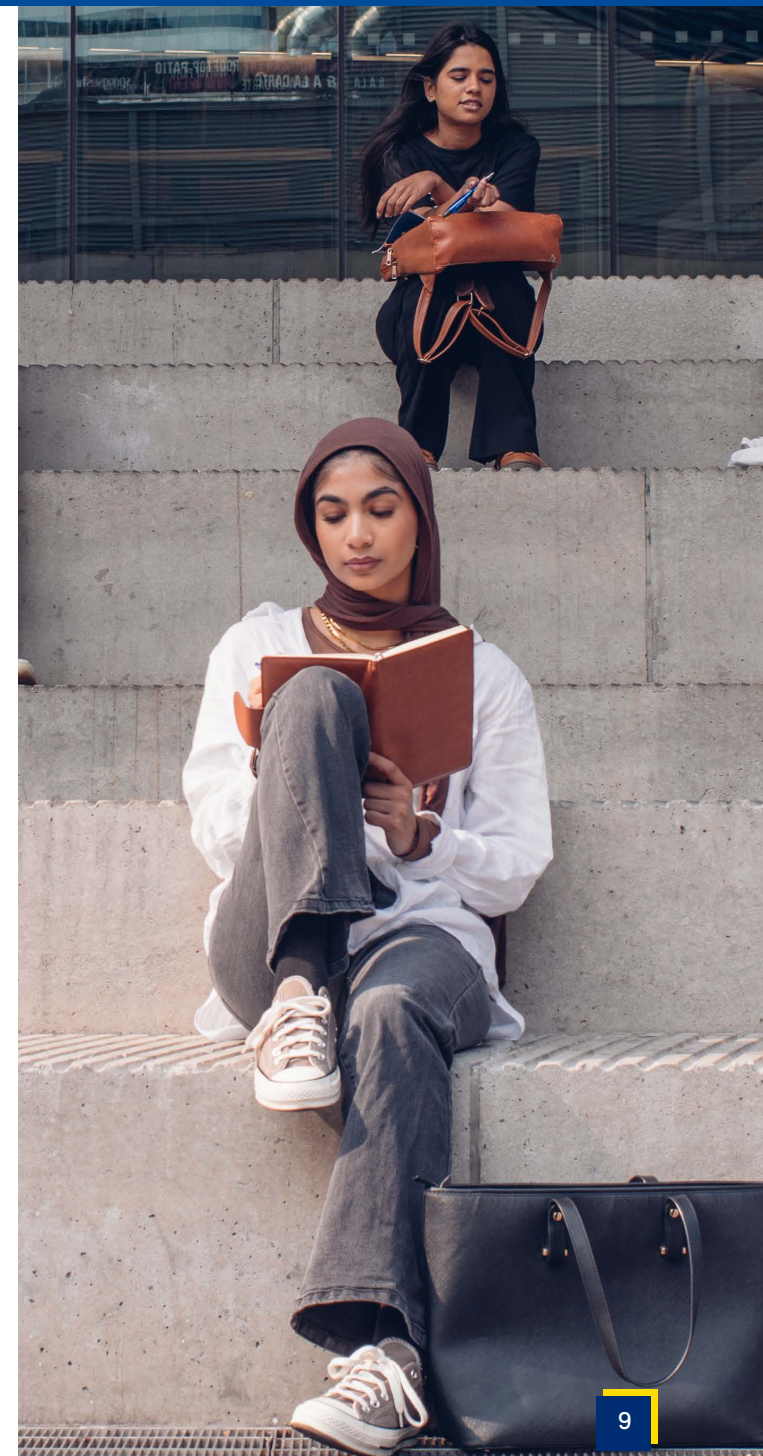
Consultations in preparation for the presidential search revealed a community of stakeholders and partners who, despite the many challenges facing post-secondary institutions, are optimistic about the coming years and proud of both the culture and the accomplishments of TMU. The past decade has seen tremendous growth for the university. While the opening of Lincoln Alexander School of Law in 2020 and a new School of Medicine welcoming its first class in 2025 are perhaps the most high-profile signs of this growth and expansion, the university has also increased its research funding by 50%

percent in the past four years and developed many exciting new interdisciplinary programs across the campus. The urban location and TMU's commitment to city building, the emphasis on diversity and on educating first and second-generation Canadians, the focus on solving real world problems and preparing students for a changing workforce, and TMU's student-centred culture continue to galvanize faculty, staff, students, alumni, and partners. There is a feeling that TMU's uniqueness is what makes it strong and that the university is poised to take a real place on the world stage.

There are, of course, challenges that come with the opportunities, and community feedback suggests that the new President will need to focus on the following:

- **Prioritizing Student Experience:** The President will make the student experience a priority during their tenure. They will continually elevate the quality of that experience, ensure that communication with the student community is engaging and constructive, and ensure that the supports are in place so that students are prepared for increasingly diverse and evolving career options. Continuing the focus on enhancing student services will be a priority, as will be the focus on the safety, well-being, and mental health of all members of the TMU community. This is an important issue across the campus, and one that will remain at the forefront.
- **Excellence in Teaching and Scholarly, Research and Creative Activities:** The President will bring an innovative and entrepreneurial mindset, and a natural tendency to set high standards and encourage big ideas to ensure that TMU continues to be at the forefront of teaching, SRC, innovation, and community engagement. As higher education becomes more globalized and institutions make strategic decisions in order to remain competitive, the President will work with colleagues to expand and grow TMU's SRC portfolio, including by communicating SRC successes more broadly and forming local, national, and international research and scholarly partnerships. While doing this, they will continue to be a champion of excellence in teaching and experiential learning.

- **Collegial Leadership:** The university is seeking a President who has the courage and vision to imagine what a 21st century university can and should be and the leadership style that energizes the community to contribute to this imagining and to play an integral part in pursuit of this vision. TMU is a community that embraces collaboration and collegiality. The President will possess a deep commitment to, and appreciation for collegial governance, and the ability to galvanize people, seek input, and leverage the expertise of faculty and staff in goal setting. They will have an exceptional ability to mentor, inspire, and empower a high-performing team to move TMU forward in this unpredictable environment.
- **Commitment to EDI and Indigenization:** The President will foster an environment that encourages dialogue and a diversity of perspectives. They must value, embrace, and speak up for equity, diversity, inclusion, accessibility, and Indigenization, and have the drive to ensure these principles flourish in practice. Importantly, the President will bring a deep understanding of the realities of Indigenization and reconciliation in post-secondary setting, and a commitment to listening and learning from others to support the promotion of Indigenous education and decolonization across the institution.





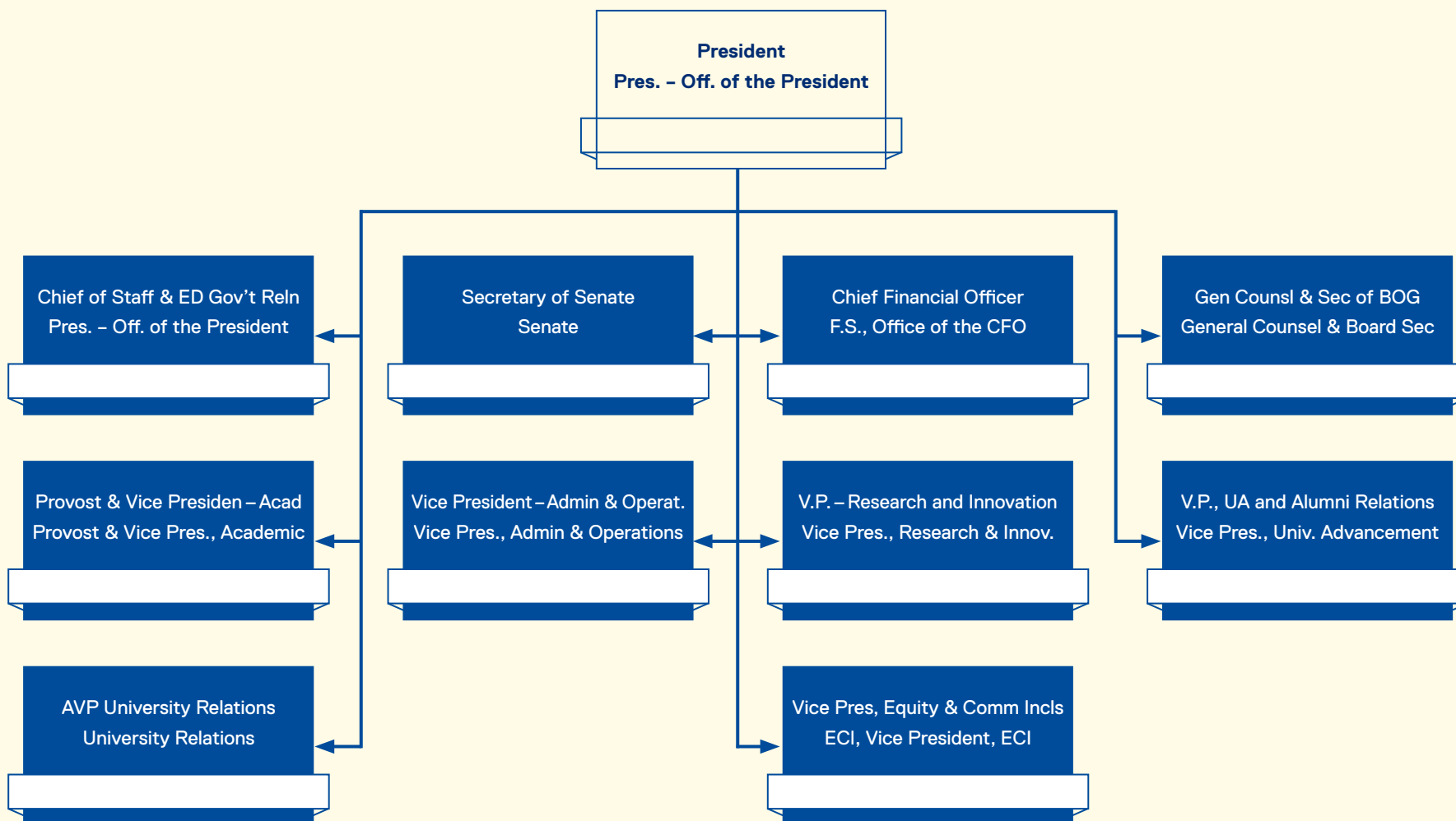
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- **External Partnerships:** The new President must be a strong advocate for TMU to key stakeholders and have the ability to motivate and inspire others to support and participate in initiatives at the university. They will be comfortable embracing philanthropy and fundraising responsibilities, in identifying diverse and innovative channels for sustainable funding to support excellence in teaching and SRC, in continuing to cultivate and foster productive partnerships with government, industry, community partners, peer institutions, and research institutes, and in envisioning and developing novel strategies for attracting and/or generating resources that will allow the university to grow. An entrepreneurial and community-focused style will be critical for success.
- **University Building:** While members of the TMU community are rightly proud of the many developments and the significant growth the university has enjoyed over the last decade, there is a widespread feeling that there are opportunities for renewing the systems, processes, and policies that underpin and enable TMU to perform at a high level. In addition to the importance of focusing on digital transformation, the advent of AI is impacting, and will continue to impact, everything from systems and processes to teaching and learning. The new President will provide leadership and strategic investment in advancing the sophistication of TMU's systems and processes, positioning the university for future readiness and resilience amid technological disruption

- **Leading in a Challenging Fiscal Environment:** This is a pivotal time for post-secondary education. Re-imagining how universities serve society and stay relevant in a world that is changing and challenging is going to be critical to long-term viability. Like most universities in Ontario, TMU faces significant financial pressures due to constraints on revenue growth and rising expenditures. Revenue constraints due to government-imposed limits on grant funding, tuition growth, and international student recruitment, as well as cost pressures have created both a crisis for post-secondary education and an imperative to operate differently, creatively, entrepreneurially, and boldly. The new President must possess a strong orientation to strategy, coupled with a strong business mindset and the ability to build a sustainable business model and develop new revenue streams for the university.



Organization Chart – Office of the President



The Individual

The successful candidate for President and Vice-Chancellor of Toronto Metropolitan University will be a visionary and inspiring leader with a track record of innovative, creative, and entrepreneurial leadership and management, ideally gained in the academy. They must respect and thrive in a collegial, close-knit culture, be able to grow and nurture strong relationships with external partners, and have demonstrated inclusivity, consultation, and transparency.

The President must be brave and bold, while consulting carefully and thoughtfully as they chart the path forward – building on TMU's considerable strengths and injecting energy and excitement into the institution as it explores new directions. Above all, the new President must care deeply about this university and its people and bring a deeply felt commitment to the success of the institution.

Although the Presidential Search Committee recognizes that no one individual possesses the sought-after qualifications in equal measure, it has developed a set of criteria to articulate the desired background, experience, and personal qualities of the successful candidate.

Skills and Experience

Academic Credentials and Administrative Experience

- A distinguished record of scholarly achievement that qualifies for appointment at the rank of full professor.
- A proven track record in administration, ideally gained in a complex, publicly-funded post-secondary institution, including experience with differentiated strategic planning, budget development and management, complex human resources, and the development of creative academic initiatives within a challenging and constrained fiscal environment.

- The ability to work with a large and diverse team of administrators and faculty to ensure academic and operational excellence in a constantly changing environment.
- Proven experience with, or an understanding and respect for, working collaboratively with faculty, governance bodies (Senate and Board) in an academic setting, and other academic and administrative leadership teams.





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Leadership

- The courage and creativity to think boldly about the future of the university.
- Demonstrable record of values-based leadership, creative vision, and advanced relationship and communication skills.
- A deep and abiding commitment to collegial governance, the ability to work within existing governance frameworks, and a willingness to embrace, listen to, respect, and celebrate the diversity of views held by TMU's constituents.
- Personal commitment to, and a demonstrated record of advancing equity, diversity, inclusion, and accessibility and a track record of success in proactively addressing inequities, advancing Indigenization, and fostering a community that is not only diverse, but truly inclusive.
- Proven experience working within a complex, unionized environment and fostering a positive labour relations climate.
- A builder of cohesive teams, with effective empowerment and delegation skills, and the ability to harness the talents, ideas, and strengths of people within TMU.
- A strong commitment to city building by fostering partnerships and initiatives that strengthen TMU's role in advancing inclusive, sustainable, and innovative urban development.
- An appreciation for TMU's traditions as well as its ambitious aspirations for its future.

External Relations and Community Engagement

- Significant experience in fostering and maintaining positive external community relations and partnerships, including a public presence in contributing to the prosperity and vibrancy of an urban environment.
- A track record as a persuasive and effective advocate, with a particular knowledge of, and affinity for, government and industry relations.
- Experience leading and actively participating in institutional advancement, including fundraising, communications and marketing, and donor and alumni relations.

Scholarship and Student Focus

- A deep appreciation for the importance of teaching, scholarly, research and creative activities, and public engagement, and a track record of actively supporting, encouraging, and fostering inclusive excellence in all these areas.
- A genuine dedication to, and passion for, the student experience in a multicultural, urban campus and a proven track record in achieving improvements in student engagement at both the undergraduate and graduate levels.

Personal Qualities

- The ability to connect easily with others and balance firmness and fairness in problem resolution.
- Demonstrate an active interest in the lives of students, faculty, staff, and alumni as individuals in the TMU community.
- A genuine commitment to being accessible, visible, and engaged on campus and in the community, and the passion and energy to engage with students, faculty, and staff as the university articulates and pursues its goals.
- Authentic, approachable, thoughtful, transparent, empathetic, compassionate, and kind.
- Excellent listening skills and high emotional intelligence.
- A steadfast commitment to prioritizing the best interests of the institution.

Leaders at TMU are required to demonstrate the following competencies:

- **Acts with Integrity:** Demonstrates behaviours aligned with high ethical standards and personal integrity and acts in accordance with TMU values.
- **Builds Relationships of Trust & Collaboration:** Actively builds a culture of trust and fosters meaningful relationships.
- **Leads Inclusively:** Creates an inclusive environment where everyone is respected, recognized, empowered to achieve their potential, and valued for their differences.
- **Demonstrates Organizational Acumen:** Understands and respectfully navigates complex internal and external environments using sound judgment, diplomacy, and tact.
- **Drives Vision & Results:** Creates and implements a vision grounded in sound decision-making to achieve desired outcomes.



Additional Information

How to Apply

Inquiries and nominations may be submitted, in confidence to tmupresident@odgers.com.

Applications are encouraged immediately and by January 20, 2026, through this link: <https://careers.odgers.com/en-ca/30590>.

The position will remain open until filled.

In order to apply, please submit the following three documents:

1. Letter addressing the following areas (ideally no more than three pages):

- **Motivation:** Your reasons for wanting to become TMU's next President.
- **Suitability:** What makes you an exceptional President for TMU and distinguishes you as a leader?

2. Your vision: A one-page creative statement envisioning what TMU will look like in 2031, at the conclusion of your first term as President.

3. Curriculum vitae with leadership roles listed along with your academic credentials/publications.

Key Dates

Following a review of applications in **early February 2026**, the Search Committee will invite selected candidates to attend preliminary interviews in **late February**, which will be conducted virtually. The second round will involve a confidential in-person interview in **March 2026**.

The new President will take office in **January 2027**.

Your Personal Information

At Odgers, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out more about how we process your personal data, a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Equity, Diversity, Inclusion, and Accessibility

TMU welcomes those who have demonstrated a commitment to upholding the values of equity, diversity, and inclusion and will assist us in realizing the benefits of embedding these values into the work at every level and in every unit of the university. In addition, to correct the conditions of disadvantage in

employment in Canada and to bring lived experiences to the work, we encourage applications from members of equity deserving groups that have been historically disadvantaged and marginalized, including First Nations, Métis and Inuit Peoples in Canada, First Nations Peoples in the United States, racialized people, Black people, persons with disabilities, women, and 2SLGBTQ+ people. Preference will be given to candidates with lived experiences as people from equity deserving groups, as well as experience working with these communities with which the University works every day. Please note that all qualified candidates are encouraged to apply and we welcome newcomers and immigrants to Canada.

Toronto Metropolitan University is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers and Toronto Metropolitan University throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers is deeply committed to diversity, equity, and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

Appendix A: Major Responsibilities of the President

Strategic Leadership

- Defines, executes and identifies opportunities to advance the University's vision, mission, values and strategic direction given the ongoing evolution of the academic environment both locally and internationally.
- Develops and implements a forward-thinking vision and strategic plan for the university, aligning with the institution's mission and goals.
- Builds, leads and empowers a strong senior leadership team committed to working with the internal and external community to realize TMU's vision, goals and priorities to ensure long-term sustainability, growth, transformation and global reach.
- Oversees the setting of University goals through the formulation of TMU's Academic Plan, Campus Master Plan, International Strategy, Strategic Research Plan, and the University Advancement Plan in collaboration with the executive leaders and in consultation with key community stakeholders.
- Oversees the operational and fiscal management of the university, ensuring policies, processes and governance follow judicious legislative, legal and fiduciary responsibility and compliance.
- Leverages the human, intellectual and financial resources of the university and advances the institution's role and standing within the national and international communities of research and higher education.
- Works effectively with the Board of Governors and serves as Chair of Senate.

- Oversees the complex budget and financial operations of the university, ensuring fiscal sustainability and accountability, managing risks and opportunities, and allocating resources to support the university's priorities

Academic Excellence and Leadership

- Builds on the university's current momentum and further distinguishes it as a vibrant student-centered community known as one of Canada's most innovative destinations for real-world education and professionally relevant programs of study.
- Promotes and inspires the university's mission for distinctive professional faculty, internationally renowned niche programs, innovative education with entrepreneurial opportunities, professional and intensive graduate programs, scholarly, research and creative activity with impact, far-ranging partnerships, and related goals in dedicated city building.
- Identifies and pursues opportunities for university expansion through the setting up and opening of new Schools, Centres and Institutes that respond to the current and evolving needs of the local, provincial, national and international communities, in close consultation with key stakeholders within and outside of the university community.
- Working closely with the Provost in the development and launch of the School of Medicine and Integrated Health Clinics. Fostering excellence and innovation in teaching, scholarly, research and creative activities, and clinical practice, supporting the accreditation and reputation of faculties (including the new law school) and facilitating partnerships and collaborations with external organizations

- Supports institutional excellence academically, administratively, and financially and does so by ensuring an interactive and consultative communication and planning process.
- Works in close consultation with students, the Board of Governors, Senate, faculty, staff and a wide range of external stakeholders to provide academic and administrative leadership, inspiration and direction for the university.
- Works closely with and delegates academic policy, programs and planning, and the development and implementation of the university budget to the Provost who is the university's chief academic officer and chief operating officer.
- Champions academic research excellence, supporting the development of centres of research and innovation to further the reputation of TMU as a catalyst for change in multi-disciplinary fields.
- Enhances the quality of the student experience by championing a student-centered environment, demonstrating a deep commitment to educating students and to promoting the enhancement of student life, inside and outside the classroom, including the appropriate use of new technologies and the betterment of both learning and living environments.

Community Outreach and Strategic Partnerships

- Provides visible and inspiring leadership within TMU, investing time focused externally to promote the mission, vision and values of the university to local, provincial, national and international communities, including government, partners, donors and alumni.
- Acts as the university's key spokesperson, leading its external relations, fundraising and government relations efforts, infusing the campus with energy, and stimulating further growth in research and academic excellence.
- Enhances and builds on the profile and reputation of the institution by representing it effectively in the public domain and communicating a vision to internal and external stakeholders.
- Foster meaningful relationships and ongoing communication with key stakeholders including students, faculty, staff, alumni and community leaders, thereby engaging them in the life of the school and creating a sense of ownership, camaraderie, and shared purpose.

University Advancement and Sustainability

- Acts as a prominent advocate for public education, working with national, provincial and local leaders to advance TMU's interests in areas such as public policy, provincial and federal funding for higher education, scholarly, research and creative activities, community engagement and city building.
- Exhibits verve and ingenuity in approaching an ever-expanding portfolio of fundraising opportunities to garner support for academic and other campus priorities.
- Demonstrates a creative ability to seek and develop new sources of revenue to continue to enhance it as a differentiated academic institution.

- Proactively seek and secure partnerships and new funding opportunities with government, corporate, and community stakeholders to achieve shared objectives.

Equity and Community Inclusion

- Champions TMU's value for equity and community inclusion, creating and fostering a university community culture that recognizes, respects and is rooted in ECI.
- Proactively advances equity, diversity, inclusion and accessibility in research, teaching, scholarship, creative policies and procedures, opportunities and activities.
- Actively promotes TMU's commitment to the social and cultural well-being of the community.
- Leads initiatives and strikes presidential committees to embed equity, diversity, inclusion and accessibility into TMU. Checks the pulse of the community to ensure an ongoing focus on equity, diversity, inclusion and accessibility as an integral part of the university culture, and areas that impact faculty, students and employees.

City Building Initiatives

- Oversees the **Campus Master Plan** and growing infrastructure footprint of the university, ensuring alignment with the university's vision and goals, enhancing the quality and sustainability of the physical environment, and supporting the development and maintenance of facilities and infrastructure
- Leads and enhances TMU's role as a city-builder, collaborating with diverse stakeholders to continually challenge and reinvent the way modern university education is delivered.

- Leads the advancement of the institution's capabilities, assets, and reputation in an increasingly competitive and rapidly changing higher education environment.
- Captures the best thinking within the university to set priorities, make critical decisions about TMU's future and effectively communicate those priorities and decisions to a large and diverse community, gaining buy-in and support.
- Makes critical decisions characterized by openness, honesty and transparency, and an appetite for informed risk and healthy, constructive debate.
- Champions centres for innovative and entrepreneurial thinking, education and service to the community, acting as a catalyst for city building, growth and development for the local and provincial economies.
- Oversees a safe community for students, faculty, staff, and visitors, ensuring compliance with relevant policies and regulations, promoting a culture of respect and inclusion, and addressing issues related to health, safety, security, and wellness
- Identifies and pursues opportunities to showcase TMU success stories and be the public face internally and externally.

Appendix B: Presidential Search Committee

- Catherine Paisley Chair, Board of Governors
- Norie Campbell Vice-Chair, Board of Governors

Senate elected members:

- Ahmed Elshahed Student representative, TMU Senate
- Cynthia Holmes Dean, Ted Rogers School of Management
- Sean Kheraj Vice-Provost, Academic
- Kateryna Metersky Assistant Professor, Daphne Cockwell School of Nursing

Board elected members:

- Tony Conte Staff elected member
- Meg Davis Government appointed member
- Irene Gammel Faculty elected member
- Hyacinth Gawne Alumni elected member
- Louise Taylor Green Government appointed member
- David Porter Government appointed member
- Walied Soliman Government appointed member



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