

# INTERNATIONAL PLAN





## Toronto is in the “Dish With One Spoon Territory.”

As we embark on Toronto Metropolitan University (TMU)’s 2025–2030 International Plan, we begin by acknowledging the land on which our institution stands.

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, Métis 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.

This land acknowledgment reminds us of the ongoing need for education and action toward reconciliation and that there is more to be done on our campus. We encourage our community members to take time to recognize the lands on which we teach, learn and live and to educate themselves in the Indigenous histories and current realities of those lands.

As we advance our global mission, we remain committed to creating pathways for meaningful engagement and partnerships with Indigenous communities, ensuring that our academic and social contributions reflect the values of respect, reciprocity and responsibility.



For an accessible version of this document, please visit [torontomu.ca/international](https://torontomu.ca/international)

# CONTENTS

03	Foreword
05	Vision
06	Priorities and goals
08	Priority 1: Build a community of international students
10	Priority 2: Broaden access to international opportunities
12	Priority 3: Build strong international and transnational partnerships
14	Priority 4: Increase international impact
16	Closing message





**MOHAMED LACHEMI, PhD**  
President and Vice-Chancellor



**ROBERTA IANNACITO-PROVENZANO, PhD**  
Provost and Vice-President, Academic



**CORY SEARCY, PhD**  
Assistant Vice-President, International

# Foreword

As we embark on the next chapter of TMU’s global journey, we are proud to introduce the International Plan 2025–2030 — a plan that reflects our collective ambition to strengthen TMU’s position as a university that is a globally renowned and innovative city builder.

The international landscape has shifted dramatically since our inaugural strategy in 2019. These changes have underscored the importance of adaptability, resilience and collaboration as we navigate an interconnected world. At TMU, we remain steadfast in our commitment to fostering inclusive and equitable opportunities for learning, research and community engagement that transcend borders.

This plan builds on the foundation of our shared values to be: unapologetically bold, intentionally diverse and inclusive, respectfully collaborative, champions of sustainability and dedicated to excellence. Anchored by these principles, and in alignment with our Academic Plan and Strategic Research Plan, the International Plan outlines four key priorities that will guide our efforts over the next five years:

- Building a welcoming and supportive community for international students
- Broadening access to international opportunities
- Building strong international and transnational partnerships
- Increasing TMU’s global impact

Our vision is clear: to attract and retain top international talent, provide exceptional learning experiences locally and globally, and foster transformative partnerships that address pressing global challenges. From increasing student mobility and creating equitable access to education to strengthening international research collaborations and enhancing TMU’s global reputation, this plan sets an ambitious course for the next five years while laying a strong foundation for continued growth and success in the years beyond.

Achieving these goals will require the collective efforts of our entire university community. Faculty, staff, students, alumni and partners will play pivotal roles in implementing this plan and bringing its vision to life. Together, we can ensure TMU continues to lead with purpose and impact, creating a future where innovation and inclusivity define our global ambitions.

We invite you to explore the International Plan 2025–2030 and join us in shaping a globally connected TMU that inspires and empowers the next generation of changemakers.

**Mohamed Lachemi, PhD**  
President and Vice-Chancellor

**Roberta Iannacito-Provenzano, PhD**  
Provost and Vice-President,  
Academic

**Cory Searcy, PhD**  
Assistant Vice-President,  
International



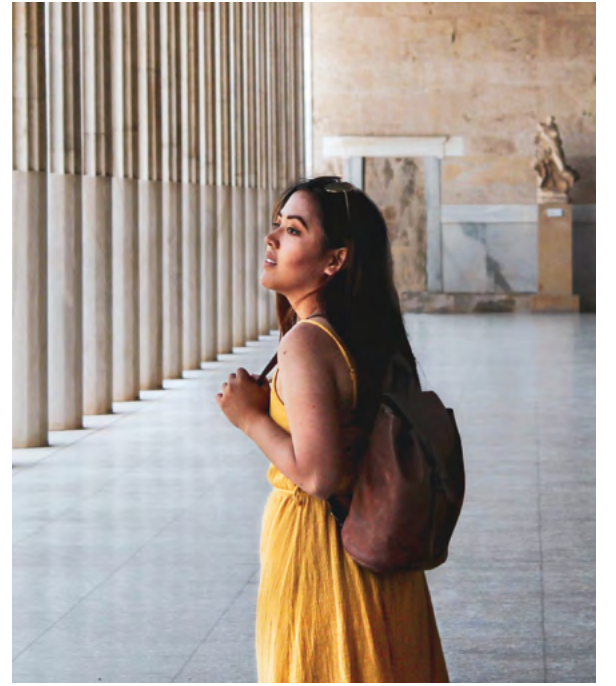


## Vision

**TMU strives to be a globally renowned university that attracts and retains top international students, provides exceptional local and global learning opportunities and fosters mutually beneficial international research collaborations to mobilize knowledge and build partnerships involving faculty members, research centres and programs around the world.**







## Priorities and goals

The strategy identifies four interrelated key priorities and twelve goals between 2025–2030.

The strategy is intended to be focused, implementation-oriented and linked to key responsibilities. It is intended to address the needs of all learners, including full program, continuing education and exchange students, as well as postdoctoral fellows and residents. The strategy adopts a broad perspective on global learning and student mobility opportunities, including inbound and outbound co-ops, work integrated learning opportunities, internships, faculty-led courses, study abroad and entrepreneurial opportunities. The strategy also considers faculty and international visiting scholars.

# 1

## BUILD A COMMUNITY OF INTERNATIONAL STUDENTS

- Further develop a welcoming, equitable and inclusive environment in which all international students can flourish.
- Increase international student enrollment in undergraduate, graduate and continuing education programs.
- Diversify regional and programmatic enrollment.

# 2

## BROADEN ACCESS TO INTERNATIONAL OPPORTUNITIES

- Expand funding for international students and scholars.
- Strengthen non-financial support for international students and scholars.
- Strengthen global learning and student mobility opportunities.

# 3

## BUILD STRONG INTERNATIONAL AND TRANSNATIONAL PARTNERSHIPS

- Strengthen strategic research collaborations with universities around the world, including those in the Global South.
- Explore transnational education opportunities through international campuses, articulation agreements and joint programs.
- Enhance global community, industry and entrepreneurial collaborations.

# 4

## INCREASE INTERNATIONAL IMPACT

- Strengthen TMU's international reputation and rankings.
- Improve communication of TMU's international activities and impact.
- Deepen relationships with international alumni and donors.

Each goal is accompanied by action items, quantitative or qualitative key performance indicators (KPIs) and responsibilities. Different activities will proceed at different rates and work on many will extend beyond the five years covered by the strategy.

Implementing the strategy will require investment in terms of targeted funding, staff resources and time. TMU will need to build on and expand its existing capacity to successfully implement the strategy. Unit-level actions, KPIs and responsibilities will need to be specified. This could be, in part, addressed through the integration of international activities with unit-level strategic plans. Faculty and staff are critical enablers of the strategy and they must be involved in and lead its key initiatives.

TMU recognizes that the strategy must adapt to changing internal and external circumstances. TMU will review the strategy on an ongoing basis.



**PRIORITY 1**

# BUILD A COMMUNITY OF INTERNATIONAL STUDENTS

International students are a key part of TMU’s learner community. As home to a very diverse student body, TMU recognizes the unique and critical role that international students bring to fostering a culture of global engagement and intercultural learning both within and outside of the classroom. TMU also recognizes the essential role of faculty and staff in building a community of international students.

TMU’s vision for increasing the number of international students, at all levels of study, will maintain its commitment to responsible growth — recognizing that international students thrive in campuses, classrooms and communities equipped with proper support. This also means being mindful of the impact on the areas from which we are recruiting. TMU will continue to involve international students in the co-creation and building of an engaging community that supports student success.

TMU’s annual international recruitment targets will be informed by best practices and TMU operational principles — that growth will not exceed TMU’s capacity to responsibly manage its full complement of international students. TMU will recruit students from around the world for enrollment in a range of high-quality programs. TMU will promote recruitment as a shared responsibility across the university.

TMU recognizes that alternative strategies will be required if there are government-mandated decreases in international student enrollment.



Goal	Action Items	Key Performance Indicators	Responsibility
<b>Further develop a welcoming, equitable and inclusive environment in which all international students can flourish.</b>	<ul style="list-style-type: none"> <li>• Develop EDI action plan for international portfolio.</li> <li>• Develop cultural integration initiatives for international students.</li> <li>• Explore new in-person and virtual student support, such as an international student centre.</li> </ul>	<ul style="list-style-type: none"> <li>• International student satisfaction.</li> <li>• Percentage of international students annually participating in co-curricular activities.</li> <li>• International student integration into TMU community.</li> </ul>	Faculties; Office of the Vice-President, Equity and Community Inclusion; Office of the Vice-Provost, Students; TMU Global
<b>Increase international student enrollment in undergraduate, graduate and continuing education programs.</b>	<ul style="list-style-type: none"> <li>• Expand onshore recruitment activities.</li> <li>• Expand enrollment and pathways available through TMU International College (TMUIC) and the English Language Institute.</li> <li>• Deepen investment in international student retention initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of international students enrolled in undergraduate, graduate and Chang School programs.</li> <li>• Percentage of total revenue derived from international enrollment.</li> <li>• International student retention rate.</li> </ul>	TMU Global; Faculties; Yeates School of Graduate and Postdoctoral Studies
<b>Diversify regional and programmatic enrollment.</b>	<ul style="list-style-type: none"> <li>• Expand offshore recruitment activities.</li> <li>• Expand programs with multiple intake periods.</li> <li>• Encourage program development and improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of countries with at least 30 enrolled students.</li> <li>• Number of undergraduate programs with at least 30 international students.</li> <li>• Proportion of programs with multiple intakes.</li> </ul>	TMU Global; Faculties



**PRIORITY 2**

# BROADEN ACCESS TO INTERNATIONAL OPPORTUNITIES

Access is one of TMU’s core values. TMU recognizes the importance of increasing student access to inbound and outbound international opportunities. This includes international students seeking to study at TMU, as well as current TMU students interested in global learning opportunities. This can include local learning opportunities, including increased internationalization of the curriculum. TMU will identify barriers to international opportunities and work to resolve or mitigate them.

TMU recognizes that funding is one of the key enablers of improved student access and, ultimately, student success. TMU will work to expand funding for international students, including targeted funding for students from the Global South. This reflects TMU’s aspirations to contribute to strengthening the global learning community. Recognizing the critical role they play in its scholarly, research and creative activities (SRC) and its reputation, TMU will continue to strengthen funding support for international PhD students. TMU will also enhance support for faculty and staff implementing global learning and student mobility activities.

TMU is committed to providing exceptional learning experiences on its campuses and abroad. TMU recognizes that international students face immigration, onboarding, retention, persistence and career planning challenges that are distinct from domestic students. It also recognizes the importance of safe, affordable housing options and food security for all international students. TMU envisions that ongoing financial and non-financial support will improve international student enrollment and retention.



Goal	Action Items	Key Performance Indicators	Responsibility
<b>Expand funding for international students.</b>	<ul style="list-style-type: none"> <li>• Create a financial aid strategy for scholarships, awards and bursaries.</li> <li>• Develop funding programs for students from lower income countries.</li> <li>• Align support between domestic and international PhD students.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of high-value scholarships available to international students.</li> <li>• Dollar value and percentage of total scholarships and grants to students from lower income countries.</li> <li>• Average funding to domestic and international PhD students after tuition fees.</li> </ul>	Faculties; Office of the Vice-Provost, Students; TMU Global; Yeates School of Graduate and Postdoctoral Studies
<b>Strengthen non-financial support for international students.</b>	<ul style="list-style-type: none"> <li>• Invest in new housing options for international students at TMU.</li> <li>• Deepen centralized support for student mental health.</li> <li>• Deepen centralized support in immigration, onboarding, retention, persistence and career planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of international students placed in housing through TMU.</li> <li>• International student satisfaction with counseling and mental health services.</li> <li>• Non-financial support available to international students.</li> </ul>	Office of the Vice-President, Administration and Operations; Faculties; Office of the Vice-Provost, Students; TMU Global
<b>Strengthen global learning and student mobility opportunities*.</b>	<ul style="list-style-type: none"> <li>• Increase student mobility opportunities with global university programs.</li> <li>• Improve access to international learning opportunities, locally and globally.</li> <li>• Develop models for asymmetric exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of programs offering an international exchange or study abroad opportunity.</li> <li>• Percentage of students participating in paid and unpaid positions (onshore and offshore) relevant to their studies.</li> <li>• Dollar value of student funding for global mobility programs.</li> </ul>	Faculties; TMU Global

\*Global learning and student mobility opportunities include inbound and outbound co-ops, work integrated learning opportunities, internships, faculty-led courses, study abroad and entrepreneurial opportunities.



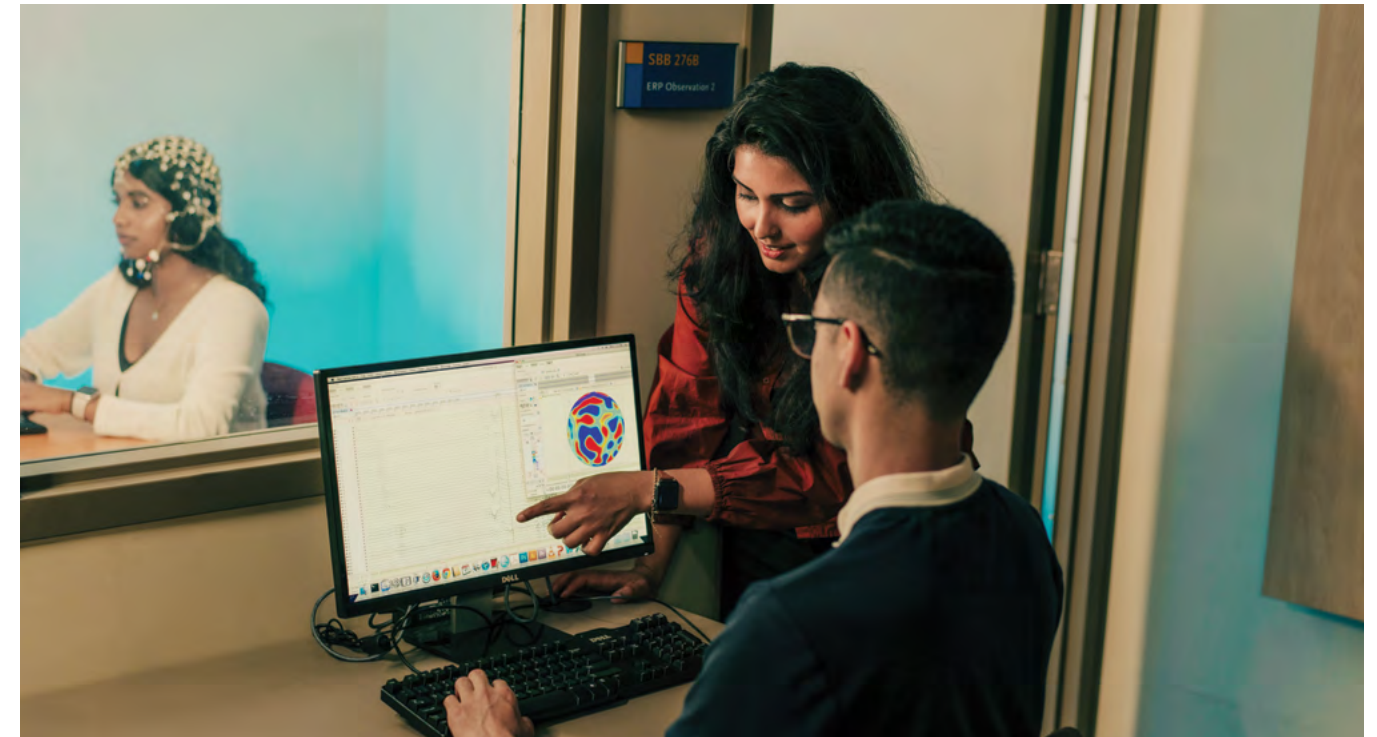
**PRIORITY 3**

# BUILD STRONG INTERNATIONAL AND TRANSNATIONAL PARTNERSHIPS

TMU seeks to deepen mutually beneficial research and learning partnerships with leading universities around the world. This includes exploring partnerships to improve access to its education in Canada and abroad, as well as partnerships focused on entrepreneurship and innovation. TMU will work to enhance the global learning community through its partnerships. While different partnerships can serve different needs, TMU will also cultivate reciprocal partnerships addressing multiple objectives.

TMU recognizes the need to provide strong support to faculty members, staff and research centres pursuing partnerships. This includes supporting SRC activities that focus on international issues. Resources will be required to support international SRC activities, such as inbound and outbound visiting researcher programs. International SRC collaborations provide a foundation for exchange, new lines of inquiry and scaling contributions. TMU aspires to deepen existing collaborations and build new ones, including with industries based outside of Canada. In addition to SRC partnerships, TMU will deepen its collaborations supporting global community development. TMU will continue to support its Zone networks to deepen international relationships.

Expanding transnational education opportunities (TNE), which focus on the delivery of programs for offshore students, is an important priority for TMU. TMU will prudently explore international branch campuses to generate revenue, improve access to its programs and serve as regional collaboration hubs. It will also work to strengthen relationships with leading universities, including in the Global South, through articulation agreements, dual degrees and joint programs. TMU will also work with its global partners to strengthen student mobility options.



Goal	Action Items	Key Performance Indicators	Responsibility
<b>Strengthen strategic SRC collaborations with universities around the world, including those in the Global South.</b>	<ul style="list-style-type: none"> <li>• Increase inbound and outbound delegations.</li> <li>• Expand inbound and outbound visiting researcher programs.</li> <li>• Increase SRC funding from international sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of international SRC partnerships.</li> <li>• Proportion of TMU publications with an international co-author.</li> <li>• Number of funded international SRC projects led or co-led by TMU faculty.</li> </ul>	Faculties; Office of the Vice-President, Research and Innovation; TMU Global
<b>Explore transnational education opportunities through international campuses, articulation agreements and joint programs.</b>	<ul style="list-style-type: none"> <li>• Develop a transnational education strategy.</li> <li>• Increase articulation agreements, dual degrees and joint programs.</li> <li>• Establish partner assessment and risk management frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students engaged in transnational education opportunities.</li> <li>• Number of articulation agreements, dual degrees and joint programs.</li> <li>• Gross revenue generated from international branch campuses.</li> </ul>	Faculties; TMU Global; Office of the Vice-Provost, Academic; Yeates School of Graduate and Postdoctoral Studies
<b>Enhance global community, industry and entrepreneurial collaborations.</b>	<ul style="list-style-type: none"> <li>• Expand faculty participation in global community development activities.</li> <li>• Deepen engagement with industry partners based outside of Canada.</li> <li>• Strengthen global Zone collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>• International community partner engagement.</li> <li>• Number of international industrial partnerships.</li> <li>• Number of companies successfully incubated in international Zone hubs.</li> </ul>	Faculties; Office of the Vice-President, Research and Innovation; Office of Zone Learning



# INCREASE INTERNATIONAL IMPACT

TMU is committed to advancing its international impact, including its contributions to the Sustainable Development Goals. TMU recognizes the need to promote the work of its faculty, postdoctoral fellows, staff and students. TMU continues to expand its innovative programming, including the recent launch of the Lincoln Alexander School of Law and the imminent opening of its School of Medicine.

TMU recognizes the increasing importance of rankings in international recruitment, enrollment, collaboration and reputation. TMU seeks to improve its international rankings, recognizing that all decisions on rankings must be driven by its academic mission and be aligned with its core values. TMU recognizes that its impact goes beyond rankings.

TMU also recognizes the need to do more to share its unique story. TMU community members are actively engaged in international collaborations, partnerships and global learning opportunities. The university is also taking action on sustainability and must ensure that is effectively communicated. This will include improved websites focused on the Sustainable Development Goals and rankings.

In support of the above, TMU will increase its engagement with its international alumni and work with them as mentors, advisors and donors, as well as serving as local ambassadors. This includes engaging with international alumni and donors locally and globally, as well as strengthening connections to local diasporic communities.



Goal	Action Items	Key Performance Indicators	Responsibility
<b>Strengthen TMU’s international reputation and rankings.</b>	<ul style="list-style-type: none"> <li>• Develop rankings strategy.</li> <li>• Improve TMU’s ranking in major international and domestic rankings.</li> <li>• Improve faculty engagement in major rankings surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• TMU rankings in major rankings.</li> <li>• Number of highly ranked subject areas in major international rankings.</li> <li>• Proportion of partnerships with universities ranked higher than TMU.</li> </ul>	Faculties; Office of the Vice-President, Research and Innovation; TMU Global; University Planning Office
<b>Improve communication of TMU’s international activities and impact.</b>	<ul style="list-style-type: none"> <li>• Develop an international communications strategy.</li> <li>• Expand initiatives to share information on TMU’s international activities with key internal and external stakeholders.</li> <li>• Improve tracking of TMU’s progress on the United Nations Sustainable Development Goals (UN SDGs).</li> </ul>	<ul style="list-style-type: none"> <li>• Number of international website views.</li> <li>• Communication of TMU’s international activities.</li> <li>• Number of research publications aligned with the UN SDGs.</li> </ul>	Faculties; TMU Global; University Relations
<b>Deepen relationships with international alumni and donors.</b>	<ul style="list-style-type: none"> <li>• Develop an international advancement plan.</li> <li>• Strengthen connection to local diasporic communities.</li> <li>• Improve utilization of existing travel plans to host alumni events.</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar value of donations from international alumni.</li> <li>• Number of in-country international alumni events.</li> <li>• International alumni engagement with TMU community.</li> </ul>	Faculties; TMU Global; University Advancement



# Closing message

The International Plan 2025-2030 represents a shared vision for TMU's future as a globally engaged and impactful university. Anchored in our values of inclusivity, sustainability and excellence, it is more than a roadmap — it's an invitation to collaborate in shaping TMU's role on the global stage. Together, we will create opportunities for students, faculty and staff to connect across borders, develop transformative partnerships and address pressing global challenges.

This mission is a collective one. Achieving our shared goals will require the dedication and creativity of the entire TMU community. Whether through fostering a welcoming environment for international students, expanding global learning opportunities or advancing innovative research collaborations, everyone has a role to play in building a university that inspires and empowers. We invite you to join us in bringing this vision to life, ensuring TMU continues to lead with purpose and impact for years to come.





Creativity and collaboration are essential as we navigate this period of adjustment in Canadian International Higher Education. International engagement offers not only challenges but immense opportunities to innovate, connect and reaffirm our commitment to fostering inclusive, globally impactful education.

**CORY SEARCY, PhD**

Assistant Vice-President, International