

2025-30 Academic Plan

DRAFT

July 2024

TABLE OF CONTENTS

1.0 LAND ACKNOWLEDGEMENT	3
2.0 SETTING THE STAGE	3
3.0 BUILDING ON PAST SUCCESS: ACADEMIC PLAN 2020-25	4
4.0 CONNECTION TO COMMUNITY	5
5.0 TMU'S MISSION AND VISION	6
6.0 INTRODUCTION TO THE 2025-30 ACADEMIC PLAN	7
7.0 OUR SHARED VALUES	7
8.0 PRIORITIES AND STRATEGIES	9
9.0 IMPLEMENTATION AND MEASURING SUCCESS	21

1.0 LAND ACKNOWLEDGEMENT

Land Acknowledgement to be inserted here.

2.0 SETTING THE STAGE

At Toronto Metropolitan University (TMU) we are guided by our [Strategic Vision 2020-2030](#), a bold plan to be intentionally inclusive and strategically nimble with a commitment to tackle real-world problems, forge strong partnerships and foster innovative solutions.

The 2025-30 Academic Plan aligns seamlessly with the strategic vision as well as with the university's suite of plans:

- Campus Master Plan
- International Strategy
- Strategic Research Plan
- Sustainability Action Plan
- University Advancement Plan

Serving as a comprehensive blueprint, these plans collectively advance our mission and affirm our commitment to innovation, collaboration and positive change, ensuring that TMU remains at the forefront of academic excellence and societal impact. Together, they foster a thriving, sustainable and inclusive academic environment.

The academic plan also furthers our commitments under the Strategic Mandate Agreement, an agreement between the Ministry of Colleges and Universities and TMU that outlines our priorities, identifies areas of strength and focus, and sets performance metrics.

3.0 BUILDING ON PAST SUCCESS: ACADEMIC PLAN 2020-25

Intentional and responsive programming

In the past five years, TMU has demonstrated its commitment to programming that reflects student demand and the needs of tomorrow. Our programs and curricula directly respond to student and societal needs, employment opportunities and interest from potential employers. Since 2020, we have launched:

- 3 new undergraduate programs (including 1 new law program)
- 8 new graduate programs (4 master's and 4 PhDs)
- 12 new continuing education certificates, 7 new Curv micro certificates and 28 new Curv microcredentials

The Lincoln Alexander School of Law was founded on a vision for education that drives the legal profession to be more accessible, equitable and technologically advanced. Then, before the first cohort of law school graduates walked the stage to collect their diplomas, TMU began work on its School of Medicine. Enacted with a focus on the primary care needs of diverse and medically underserved populations, the School of Medicine is committed to graduating compassionate, respectful, future-ready clinicians who provide outstanding holistic health care and lead in health system transformation and innovation.

Fostering an inclusive, equitable and accessible community

Since 2020, TMU has taken great strides to advance equity, foster diversity and create an inclusive and accessible campus. These significant achievements have included:

- **Truth and Reconciliation:** Installed new public art and placemaking initiatives, built a new Indigenous TMU website, hired a Manager of Indigenous Events and Special Projects, implemented an Indigenous Wellbeing and Cultural Practice Leave and created new funding programs to support Indigenous scholarly, research and creative (SRC) activities.
- **Standing Strong Task Force:** TMU's Board of Governors committed to addressing all 22 recommendations from the task force.
- **University renaming:** Launched our new name, to better reflect our institutional values and address feedback from our community.
- **Confronting anti-Black racism and cultivating Black flourishing:** Efforts include the establishment of the Presidential Implementation Committee to Confront Anti-Black Racism, funding of the inaugural Postdoctoral Fellowships for Black Scholars, establishment of the Black Scholarship Institute, creation of the Black Initiatives Fund for students, hiring of a Black Student Support Facilitator and development of a TMU EDI Knowledge and Action Framework.
- **Diversity:** Expanded the Diversity Self-ID program and was named Canada's Best Employer for Diversity in 2023 by Forbes.

- **Curriculum:** Introduced minors in LGBTQ2S+ Studies, Black Studies and Indigenous Thought.
- **Leadership:** Welcomed Indigenous, Black and disability health leads to the School of Medicine and a growing number of faculties have employed Indigenous and Black advisors.

Scholarly, research and creative (SRC) activities for people and planet

At TMU, our approach to SRC combines excellence and relevance to expand knowledge and understanding of the most important issues facing the world today. Our two Canada Excellence Research Chairs are exploring social, cultural, economic and political factors that influence health and community well-being, as well as innovative and usable insights into migration and post-migration processes.

In addition, our 21 Canada Research Chairs (as of July 2024) are achieving research excellence in areas from engineering and health sciences to humanities and social sciences. In 2023, TMU was awarded \$98.6M to lead a migrant integration research program by the Government of Canada through the Canada First Research Excellence Fund. This is the largest research grant the university has ever received, part of the largest federally funded university strategic research initiative in Canadian history and one of only 11 awarded.

Our faculty and students are increasingly participating in research partnerships and connecting to broad research networks. Whether it's developing innovative solutions to pressing environmental issues, informing public policy, or enriching cultural life through artistic expression, TMU researchers are making a meaningful difference.

4.0 CONNECTION TO COMMUNITY

This plan is truly a collaborative effort, shaped by the many rich and engaging conversations held throughout the consultation period, and reflects the diverse perspectives within our TMU community. The first phase of consultations with the community began in fall 2023. Consultations continued during a second phase in winter/spring 2024.

Students, faculty, staff, alumni, and external industry and community partners participated in these consultations and are actively helping to shape the future of our institution. Their dedication has reinforced our commitment to a collaborative, transparent and inclusive decision-making process.

BY THE NUMBERS

- 1,600+ participants
- 118 groups consulted
- 86 consultations
- 2 town halls

5.0 TMU'S MISSION AND VISION

Mission

TMU's academic mission is to advance applied knowledge and research to address societal needs. This includes delivering programs of study that balance theory with application and preparing students for careers after graduation. As a leading experiential and applied learning institution, TMU is recognized for the relevance of its curriculum, the quality of its teaching and the success of its students in their career pursuits.

Located at the centre of Canada's largest city, TMU has embraced its role as a city builder. Partnering with organizations that share our values, we are working on the complex challenges faced by Toronto, Brampton, the Greater Toronto Area and cities around the world. With our progressive values, we are champions of equity, diversity, inclusion and accessibility (EDIA).

Vision

TMU is challenging conventional approaches to education and SRC activity, empowering our students, staff and faculty to lead positive change for our university, our communities and our society. We will continue to cultivate innovation, creativity and entrepreneurship as we tackle the real-life problems of our rapidly changing environment. In all decision-making and action, we will strive to challenge and dismantle oppression and advance EDIA.

6.0 INTRODUCTION TO THE 2025-30 ACADEMIC PLAN

Located in the heart of our country's most diverse city - TMU represents all that it is to be metropolitan. We are a gathering place for people from all over the world, from all walks of life, with broad and diverse perspectives, lived experiences and aspirations. TMU is dedicated to being a global leader in innovative, inclusive, and transformative higher education, and empowering diverse communities to thrive in an ever-changing world.

TMU is also committed to providing accessible, transformative education that fosters intellectual curiosity, critical thinking and social responsibility. Through the pursuit of excellence in learning and teaching, SRC, operations and community engagement, we strive to advance knowledge and address the complex challenges facing society. We are guided by our commitments to equity, diversity, inclusion, access, anti-racism, decolonization, anti-oppression and Indigenous ways of being, knowing and doing in our actions and decisions.

7.0 OUR SHARED VALUES

Building on the university's past academic plans, a set of core values was articulated in our [2020-25 Academic Plan](#) and our [Strategic Vision 2020-2030](#). In consultation with our community, we have received feedback that all of these continue to be relevant.

Underlying our values is our unwavering commitment to academic freedom and freedom of expression, the university's foundational principles, in support of teaching, learning and SRC and within a culture of respect, and free from hate.

Unapologetically bold

TMU will demonstrate and model courage in decision-making and challenge the status quo to make just decisions that align with our mission, vision and values. We will be bold in our pursuit of social justice, push boundaries and break new ground to best prepare students for the careers of tomorrow.

Intentionally diverse and inclusive

TMU is committed to embedding EDIA, respect and belonging into everything we do to ensure that every member of our community of students, faculty, staff and alumni can flourish. Proudly diverse and intentionally inclusive, we are grateful for the diversity of knowledge, perspectives and experiences that enrich every aspect of our community. This includes an active, intentional and continuous process to address inequities in power and privilege, and cultivate respectful and welcoming spaces and opportunities for all.

The university is dedicated to embedding Indigenous thinking, experiences and expertise into the way that we learn, teach and work. This includes rethinking how we deliver education, including curriculum and learning outcomes, and our relationships with Indigenous communities.

TMU aims to engage Indigenous students, staff, faculty and community members in planning and decisions and to enable Indigenous student success. By challenging the dominance of colonial ideas, we will strive to bring Indigenous thought to the forefront.

Dedicated to excellence

TMU aims for the highest standards in everything we do and through academic programs, teaching and SRC activity that promote participation, engagement and empowerment, and a sense of belonging for all students, including those from equity-deserving groups. Through belonging, our students, faculty and staff feel accepted and included in the TMU community.

By means of continuous improvement, self-reflection, and peer review, TMU strives to offer high-quality academic programs led by world-class educators, researchers, and creators. As we pursue inclusive excellence, TMU embeds a system-wide approach to EDIA, defining true excellence as only attainable when inclusive. TMU strives to be a vibrant community that creates excellence by embedding diversity throughout the university. The ongoing pursuit of knowledge in diverse fields and disciplines is what drives and inspires us as an institution.

Respectfully collaborative

TMU's culture is based on shared success, mutual respect and community care. We commit to building the value of respectful collaboration into academic programming and as a value students take with them when they graduate. This includes supporting the success and well-being of students, faculty and staff. The university is committed to integrity through upholding the highest standards of ethics, transparency and accountability in all aspects of university life.

Champions of sustainability

The university is committed to living harmoniously within the limits of natural resources so that all living systems can flourish for future generations. This requires a forward-thinking, interdisciplinary approach that advances and holistically safeguards the economy, social progress and the environment.

TMU is also committed to financial sustainability in order to ensure the long-term health of our institution for future groups of students and employees, and to allow us to continue supporting students, finding innovative solutions to real-world problems, and driving economic growth for the benefit of our community and the world.

Our values are not simply aspirational; they are embodied in all aspects of being a part of our community. These values inform our identity and define the priorities that will guide all facets of academic life over the next five years.

8.0 PRIORITIES AND STRATEGIES

Based on our community consultations and shared values, below are the five priorities of the academic plan that will guide our activities and initiatives from 2025-2030. The strategies outlined offer a broad framework to address the academic plan's priorities. They are intentionally kept at a high level, allowing faculties, schools, departments and units within the university to adapt and implement them according to their specific contexts.

Both locally and institutionally, these strategies are expected to connect academic goals and priorities with resource allocations that are fiscally sustainable and in line with the university's strategic vision. Throughout the five-year span of the plan, there will be opportunities to adjust implementation and expectations as needed in accordance with the availability of funds as we move forward.

Five priorities for 2025-2030:

- Enhance the student learning journey for greater student success
- Create positive impact through SRC excellence and local and global collaboration
- Support people and community
- Continue our commitment to truth and reconciliation
- Ensure future-readiness

ENHANCE THE STUDENT LEARNING JOURNEY FOR GREATER STUDENT SUCCESS

Support a holistic student experience

At TMU, the student experience is our top priority, forming the foundation of every objective outlined and decision made in academic planning. To enhance and improve the student experience, TMU is committed to cultivating an immersive learning environment where students have the tools, resources and supports they need to thrive and contribute to an ever-changing world.

Our holistic approach puts all facets of the student experience at the forefront, ranging from the intellectual to the emotional and physical, to ensure students can thrive. This means understanding and addressing student challenges with physical, mental, economic, social health and well-being, welfare, housing, safety and security as foundational to academic success.

Supporting strategies:

- Work to ensure that students are provided with more flexibility concerning course and curricular options. Endeavor to give students more choices, make courses more accessible and enhance the transferability of credits between programs.
 - Implement innovative pedagogical approaches that prioritize student-centred practices, personalized learning and engagement and holistic development.

- Offer flexible and mixed academic credentials and enhanced pathways through micro-credentials, certificates, lifelong learning opportunities, and executive education.
- Support students to lead through work and volunteer opportunities both on- and off-campus. This may take shape through participation in clubs, athletics, recreation, competitions and SRC, by launching a project or business initiative or by taking on a work experience.
- Expand access to comprehensive support services, including academic advising, counselling, and career development, to ensure the success and well-being of all students. This may include:
 - Enhancements through community of practice and co-creation of opportunities with students.
 - Integrated advising that is reflective of extensive best practices and encompasses individualized attention.
- With a focus on system modernization and data competency, review, improve and optimize processes for course selection and scheduling and enhance services provided by the Office of the Registrar.
- Implement a Strategic Enrolment Management framework to ensure students are supported from the time they consider TMU to the time they graduate.
- Leverage technology as a way of improving the student experience.
 - While prioritizing the in-person experience for students, explore alternative modes of course delivery where possible, including blended and online formats for accessibility and to accommodate diverse learning preferences and needs, while maintaining rigorous standards of academic quality and integrity.
- Improve student persistence and academic recovery through the application of Universal Design for Learning, academic accommodation support, supplementary learning services and student-centred learning strategies.

Strengthen academic programming

Academic programming is the foundation of TMU's mission, focusing on curricular offerings rooted in experiential learning that prepares graduates for success in the future. From undergraduate programs, to graduate studies and continuing education, the university strives to offer cutting-edge, inclusive education that combines academic excellence with real-life experience.

TMU will continue to champion its commitment to fostering excellence in undergraduate and graduate studies and continuing education, including both research-oriented and professional programs. We seek to ensure all our programs are accessible to under-represented groups, and that appropriate services, resources and supports are available for all students.

To further enhance students' success, TMU is committed to ensuring our curriculum remains relevant and reflects emerging trends and technological advancements. By building on our strengths, TMU will continue to enhance its academic programming and ensure that our

graduates are well-prepared to thrive and equipped with the tools required to lead positive change in an ever-evolving world.

Supporting strategies:

- Strengthen partnerships between academic departments and The G. Raymond Chang School of Continuing Education to support growth in continuing education programs and offer new online learning opportunities for students.
- Balance the creation of new programs, certificates and microcredentials, with strengthening existing ones, focusing on relevant programming that meets the needs of students by grounding decision-making in labour market demand and societal needs.
- Conduct program review and evaluation to ensure consistent quality and ongoing curriculum improvement.
 - Eliminate curricular structures that make student retention difficult.
 - Review and refresh curriculum at regular intervals.
 - Ensure periodic program reviews are on time and on schedule per our Institutional Quality Assurance Process.
- Working in line with the [Campus Master Plan](#), the university will bolster hybrid spaces and inclusive classrooms.
 - Renovate teaching and learning spaces and update technology and equipment.
 - Create collaborative learning spaces that are suited to a range of learner needs.
- Support the Centre for Excellence in Learning and Teaching (CELT) for it to continue to provide professional development opportunities and enhance current and cutting-edge teaching practices for faculty, contract lecturers, teaching and graduate assistants.
- Through collaborations among TMU Libraries, CELT and faculties, demonstrate leadership in expanding Open Educational Resources for all programs.
- Develop options for non-degree studies, post-graduate upskilling and transitional programming into graduate studies.
- Establish and expand interdisciplinary and transdisciplinary programs, where there is clear evidence of enrolment demand, by drawing from existing curricula as much as possible, rather than duplicating.
- Strategically expand graduate and postdoctoral programs based on social needs and government priorities and funding.

CREATE POSITIVE IMPACT THROUGH SRC EXCELLENCE AND LOCAL AND GLOBAL COLLABORATION

Make impact through SRC and innovation

SRC continues to be a top priority at TMU. The academic plan is closely tied to the [Strategic Research Plan](#) that articulates how TMU supports and builds SRC excellence, intensity and impact by distinguishing key thematic areas of SRC investment and growth and highlighting support structures. TMU is deeply committed to fostering SRC excellence, innovation and

creativity across all disciplines through increased EDIA and protecting academic freedom in SRC.

TMU's SRC excellence and impact are built upon supporting our established strengths as well as identifying and incubating new bold ideas and nascent areas of SRC activity. This includes attracting top faculty, students and staff and a sustained focus on building and measuring our SRC profile and reputation.

TMU recognizes that to attract and retain faculty, students and postdoctoral fellows of the highest calibre, we must continue to champion our commitment to fostering excellence in graduate studies, including both research-oriented and professional programs. We seek to ensure our graduate programs are accessible to under-represented groups, and that appropriate services and supports are available for all students.

We recognize the transformative power of SRC activities in driving societal change and advancing knowledge. By fostering an environment that encourages curiosity, creativity and interdisciplinary collaboration, we empower our faculty and students to take risks to advance inquiry and generate innovative solutions to complex issues.

Through cutting-edge research projects, groundbreaking discoveries, and impactful creative works, we aim to address critical societal needs and improve the well-being of individuals and communities locally and globally. Through community-engaged research, we bridge academic inquiry with real-world needs, strengthening our strategic and multidisciplinary collaborations, expanding partnerships, and promoting greater alignment between the innovation ecosystem and research.

Supporting strategies:

- Grow externally funded SRC revenue.
- Expand research collaborations and partnerships, including international.
- Encourage stronger partnerships and connections between graduate students and SRC activities driven by faculty to ensure the long-term success and sustainability of a robust SRC culture and to enrich graduate students' experience.
- Strengthen SRC supports and systems to aid researchers and their SRC activities.
- Amplify SRC impact through knowledge translation, dissemination, mobilization and commercialization
- Enhance multidisciplinary collaborations, including involving students at both the undergraduate and graduate levels under the mentorship of faculty members.
- Develop a plan for strategic or cluster faculty hiring to grow a critical mass of scholars committed to priority areas.
- Leverage health-related programs across the university to boost our commitment to studying and advancing SRC and innovation in health equity, the social determinants of health, digital health for better patient outcomes, and community and population well-being, locally and globally.

Engage globally for a world of perspectives

As an institution gaining international visibility, TMU is well-positioned to grow its reputation and impact on the world stage. By strengthening global research and strategic partnerships, we continue to expand our resources and reach, while enhancing our ability to compete internationally.

TMU's innovation ecosystem, including the DMZ—a world-leading incubator for tech startups—is fuelling innovation locally and globally. They support and grow startups that develop products and solutions that are positively changing lives and businesses in Canada and abroad.

The university is also increasing opportunities for students and faculty to engage globally through study or research abroad. This type of participation enriches our community, cultivates globally-minded citizens, and connects TMU to the world. TMU is also committed to transnational education that brings our campus to the global stage. By offering TMU academic programming across the world we enhance the international scope of our aspirations and increase our standing on a global scale.

We understand the importance of engaging with diverse perspectives and experiences from around the globe. Through intentional international partnerships, collaborative research initiatives, and cross-cultural exchanges, we seek to broaden our understanding of global challenges and develop innovative solutions that transcend borders.

Supporting strategies:

- Partner with reputable foreign institutions that share our values, to create joint degrees, facilitate cross-cultural research collaboration and enable student and faculty exchange programs.
- Build engagement with the world beyond Canada by expanding student mobility and study abroad opportunities across the university, including a systematic approach to faculty-led programs abroad.
- Explore transnational education and satellite campus opportunities to improve access to education, particularly in the Global South but also in other parts of the world.
- Refresh our approach to international rankings to establish a benchmark for how TMU is excelling compared to other institutions globally and to identify areas for improvement.
- Identify clear commitments to advancing the Sustainable Development Goals (SDGs) and ensure resources are appropriately allocated to support those objectives.

Lead as a city- and community-builder

TMU stands as a vital city-builder, actively shaping the landscape of Toronto, Brampton and beyond through its academic, SRC and community engagement initiatives. Our culture of

innovation and commitment to social justice fuels our community of changemakers to break down barriers and address our cities' most pressing challenges to build a brighter future.

The university is also working to expand its rural partnerships, particularly in light of the School of Medicine and its affiliation agreements with rural communities. TMU wants to ensure our students have access to diverse learning environments, including a mix of urban, suburban and rural communities, particularly in underserved areas.

Forging strong relationships with like-minded partners, such as the City of Brampton – one of the fastest-growing cities in Canada and one of the most culturally diverse – allows TMU to address society's most acute needs so that we can help create a sustainable and prosperous future for our neighbourhoods, communities, cities and regions. Brampton is home to TMU's [Brampton Venture Zone](#), [Rogers Cyber Secure Catalyst](#) and the [School of Medicine](#), which will all create outstanding educational pathways for those who aspire to be part of the region's exciting evolution.

Through engagement with donors and the development of partnerships with local businesses, industry, government agencies, and community and healthcare organizations, TMU plays a pivotal role in enhancing our cities' cultural vibrancy, economic resilience, and social cohesion. By nurturing talent, generating knowledge, and championing inclusivity, TMU is a dynamic force in building more prosperous and equitable cities for all. In these partnerships above all else, we will listen with humility, collaborate, and learn with, from, and about each other.

Supporting strategies:

- Deepen collaborations with local organizations, businesses, and government agencies to address community needs, promote civic engagement, and enhance student learning opportunities.
- Expand service-learning, community-based learning and civic engagement:
 - Continue to integrate service-learning opportunities into curriculum to provide students with hands-on experiences that contribute to community development and social justice.
 - Expand volunteer opportunities in communities, especially research and evidence-based volunteer opportunities for students.
- Encourage faculty and students to engage in public scholarship and knowledge dissemination activities that contribute to informed public discourse and policy development.
- Focus on scalable and transferable solutions to the challenges of a global population that is increasingly urban as a way to expand our impact in international destinations.
- In alignment with the [University Advancement Plan](#), foster philanthropic partnerships and engagement with donors to fund programs, expand financial support, enhance academic supports and improve infrastructure.

SUPPORT PEOPLE AND COMMUNITY

Promote health, well-being and safety

At TMU, we are committed to promoting the health, well-being and safety of every community member. Together we will grow and sustain a campus environment where every person is supported with the tools they need to thrive physically, mentally and emotionally. This includes academic, health and well-being supports and services grounded in compassion and tailored to the individual.

At both our campuses, students have access to dedicated, holistic, health and well-being services. The student well-being centre, a purpose-built hub for health and wellness initiatives at the heart of our Toronto campus, ensures most student well-being supports are delivered via a single access point. Our Brampton campus has dedicated well-being services and an on-site integrated health centre. This model increases awareness of the variety of available resources while improving accessibility to programming, maximizing connection points and taking a holistic approach to the delivery of health and well-being services at TMU.

Supporting strategies:

- Connect and work with surrounding community partners in Toronto and Brampton to expand safety on campus and enhance supportive services grounded in harm reduction.
- In addition to the School of Medicine's flagship integrated health centre (IHC), develop a collaborative network of IHCs across Peel Region's most underserved areas that will offer comprehensive clinical services to the community and support TMU clinical faculty, train community-focused future physicians and build a robust research and innovation platform.
- Strengthen community well-being by taking a systems-level approach to proactively identifying issues and addressing the social determinants of health, with the overall aim to reduce strain on downstream services, ensuring the entire community is supported.
- Foster peer support networks: Build capacity in students, staff and faculty to support each other as part of a thriving community.
- Leverage appropriate technologies to improve the access, quality and responsiveness of student services.
- Continue to invest in campus safety and security using a holistic approach which includes supporting personal and collective safety through the provision of awareness building, prevention, intervention and response.

Embrace community inclusion and belonging

TMU takes pride in its diverse community, recognizing it as a strength that sets us apart. Located in Toronto and Brampton, both richly diverse and multicultural cities, TMU has an opportunity and a responsibility to be a leader in equity, diversity, inclusion and access. We are

deeply committed to confronting racism, discrimination, hate and oppression through a multifaceted approach encompassing education, advocacy and community engagement.

The university supports strategies, programs, initiatives and resource groups, aimed at fostering awareness and understanding of systemic issues, empowering oppressed populations, and providing resources and platforms for all voices to be heard.

Additionally, through TMU's leadership competencies, we ensure that our leaders have a transparent set of expectations that embed equity, diversity, and inclusion, and that they perform their roles in a manner that reflects our strong and collective TMU values.

By promoting dialogue, allyship, and actionable change, TMU stands as a beacon of progress against discrimination, striving to create an inclusive and equitable environment where all individuals can thrive and feel a sense of belonging. We are committed to understanding the lived experiences and resulting needs of our community, and integrating these perspectives into decision-making to build a unified community together.

With students from 140 countries around the world, TMU is home to a richly diverse community. To infuse an inclusive campus climate, TMU will continue to promote a welcoming environment where all members of the university community feel seen, valued, respected, supported and empowered to achieve their potential. This commitment includes listening actively to the voices of our community, and supporting opportunities for collaboration in support of a shared vision that unites all community members towards our broader purpose and goals.

Supporting strategies:

- Implement strategies to recruit, retain, and support a diverse student body, faculty, and staff, reflective of the communities we serve.
- Integrate diverse perspectives and lived experiences into curricular and co-curricular activities, to enrich the learning environment, promote intercultural understanding and broaden cultural competencies.
- Examine and dismantle oppression in all its forms, thereby fostering community inclusion and belonging.
- Explore new in-person and virtual support services for international students, such as an international student center.
- Enhance centralized support for international students in areas such as immigration, onboarding, retention, persistence, and career planning.

CONTINUE OUR COMMITMENT TO TRUTH AND RECONCILIATION

Advance Indigenous scholarship and education

TMU is committed to honouring reconciliation, decolonization and Indigenous ways of knowing, being and doing, in all aspects of university life including curriculum transformation. Exploring

how education at TMU can better prepare students to identify inequity and practice and uphold equity is at the core of the university's [Truth and Reconciliation](#) and [Standing Strong Task Force](#) reports and recommendations. This includes reflection on systemic forms of inequity in higher education and public life.

TMU will work collaboratively with Indigenous faculty, staff and students, to co-create programs and initiatives that support Indigenous students and that cultivate and promote Indigenous SRC.

Supporting strategies:

- Cultivate opportunities for Indigenous SRC to flourish at TMU.
- Work in partnership with Indigenous people and community members to bring local knowledge and Indigenous approaches, methodologies and pedagogy into course design and continue Indigenous curriculum transformation for Indigenous education.
- Increase support for the recruitment, hiring and retention of Indigenous faculty and staff.
- Establish more pathways and access programs to bridge the gap between high school and university for Indigenous students, additionally addressing the existing barriers that prevent Indigenous student success.
- Increase support and resources for the outreach, recruitment and retention of Indigenous students.
- Integrate Indigenous pedagogies, experiential learning opportunities, and Indigenous content and perspectives in our curriculum and develop new approaches for all students to learn about Indigenous history and settler colonialism.

Build partnerships with Indigenous communities

TMU actively recognizes the specific treaty territories of our two campuses and the unique relationship the City of Toronto has with the Mississaugas of the Credit First Nation. Collaboration with Indigenous communities in Canada is a core component of enacting an environment where Indigenous students have the tools they need to succeed. Access to education must be combined with ongoing, tailored support; this is a key part of the reconciliation process.

The university is committed to decolonization and is mindful of the harms that can be caused to TMU Indigenous community members and Indigenous communities when collaboration is approached with a settler colonial mindset. TMU aims to reduce these potential harms in the cultivation of partnerships on campus and with Indigenous communities through relationships built on mutual respect and trust. The university also aims to increase outreach and recruitment in Indigenous communities.

Addressing the systemic barriers within our TMU community is essential. Progress towards truth and reconciliation is ongoing, and includes cultivating practices that repair and give back to Indigenous people. TMU is also committed to recruiting, retaining and supporting Indigenous students, faculty, and staff and Indigenous curriculum and SRC.

Supporting strategies:

- Build and cultivate long-term, sustainable, community-based relationships and reciprocal agreements with Indigenous partners.
- Sustain our long-term commitment to the role of TMU Elder and Senior Advisor, Indigenous Relations and Reconciliation to ensure there is Indigenous representation at the senior level and that Indigenous knowledge and perspectives are embedded into the university's culture.
- Partner with Indigenous communities and organizations to bring Traditional Knowledge Keepers to TMU as a way to expand Indigenous awareness and cross-cultural experiences.
- Expand and support experiential and community-engaged learning opportunities where students learn with, from, and about Indigenous communities, and support community-led projects.
- Address the barriers to providing support to Indigenous communities in SRC projects.

ENSURE FUTURE READINESS**Prepare our students for evolving careers**

Preparing students for career success is a long-standing commitment and part of TMU's legacy, embodied through our motto, "With Mind and Skill." Now more than ever, it is essential that university graduates acquire the skills they need to thrive in continually evolving careers. As an institution, we encourage students to study what they love, and we provide the education they need to pursue work in their chosen field.

TMU is dedicated to preparing students for successful careers through innovative approaches to applied learning experiences and the integration of emerging technologies. Recognizing the importance of adaptability and resilience in the face of uncertainty, the university emphasizes simulated, practical and real-world experiences that equip students with the skills and knowledge needed to thrive in dynamic professional environments.

Throughout their TMU education, students are exposed to cutting-edge tools and leading methodologies that enhance their problem-solving abilities and creativity, preparing them to overcome complex issues in their respective fields. Through interdisciplinary collaboration and hands-on projects, TMU fosters a culture of innovation and entrepreneurship, empowering students to become agile, forward-thinking leaders poised to make meaningful contributions to the workforce and society of today and tomorrow.

Supporting strategies:

- Expand work-integrated and project-based learning opportunities so students graduate with real-world knowledge and practical experience along with the skills needed to break into the job market.

- Grow mentorship opportunities on campus and beyond, including with industry leaders, through faculty, school, program and alumni advisory councils.
- Integrate and leverage the resources and services provided by the Career, Co-op & Student Success Centre and the Experiential Learning Hub into every student's learning journey.
- Equip students with the future skills necessary for employment in a dynamic and changing world.
 - Develop an employability framework designed to ensure that students are not only academically prepared but also possess the practical skills, confidence and understanding needed to seek employment upon graduation.
- Promote and build a culture around lifelong learning for staff, students, faculty and alumni.
- Develop and expand the creative and entrepreneurial mindset across all programs of study, leveraging our Zone Learning ecosystem to give students the chance to incorporate real-world experiences and embrace innovation and entrepreneurship, while benefiting our community, society and economy.

Reimagine learning and teaching

Reimagining learning and teaching at TMU aims to integrate lessons learned from the pandemic while leveraging innovative technologies and partnerships to enhance the educational experience. By embracing flexibility, technology, and strategic partnerships, TMU strives to create a dynamic learning environment that enriches the student experience, prepares students for success in a rapidly evolving world through exceptional experiential learning opportunities and ensures that the university remains nimble, adaptive and accessible.

TMU is a leader in experiential learning. New strategies will build on the strength of existing experiential learning programs, including co-operative education, field placements, labs, internships, industry and community research programs, simulations, service learning and Zone Learning. A wide range of opportunities are available across campus, whether they are embedded into program requirements, optional accredited undertakings or entrepreneurial endeavours.

Supporting strategies:

- Embrace, adapt and lead with a responsive, student-centred approach to new technologies.
 - This includes the ethical integration of generative AI technologies to personalize learning experiences, facilitate equitable student engagement, and provide tailored support. This may also include quantum computing, machine learning, cloud computing, and more.
 - Leverage technology to create powerful in-person experiences and transformative learning spaces.

- Enhance opportunities for experiential learning, co-operative education, and internships by strengthening industry and community partnerships. These collaborations will provide students with real-world experiences, fostering practical skills and professional networks.
- Through learning and teaching grants and awards, enable faculty and contract lecturers to pursue and develop new pedagogical approaches and methods for modifying curriculum to improve the student learning experience and teaching excellence.
- Leverage CELT and TMU Libraries' resources and expertise to enhance and support learning, teaching, research and collaboration.

Cultivate sustainability

TMU has the opportunity to make contributions to environmental and social sustainability through programs and planning related to campus operations, teaching and learning, research and leadership. Guided by our first [Sustainability Action Plan](#) TMU is committed to transformative change for a greener, more inclusive future.

Universities also have an essential role in making progress on the [United Nations \(UN\) Sustainable Development Goals](#) (SDGs). These 17 goals are a universal call to action to end poverty, protect the planet and build peace and prosperity for all people. TMU's efforts in this area contribute to our international rankings and our reputation on the world stage. The university has an important responsibility to advance the SDGs through leadership, decision-making and transformation across all areas of the university. Mapping our institutional goals to the SDGs will provide a standard for organizational planning and accelerate our work to transition and adapt our behaviours in support of the goals.

In addition to the SDGs, universities are essential contributors to growth, prosperity, innovation and addressing global challenges. As such, TMU is committed to maintaining fiscal responsibility while empowering community members, generating employment, and driving crucial economic and social advancements. Our role as an institution committed to sustainability, combined with our dedication to supporting our students, is why TMU works to ensure long-term financial stability. Grounded in responsible practices, TMU can maintain fiscal health while also making a positive societal impact.

Supporting strategies:

- Foster and grow a culture dedicated to making a positive impact across the SDGs, where knowledge exchange and mobilization are a top priority.
 - Expand the mapping of university activities to the SDGs and require it as part of departmental reporting. This includes mapping SDGs to learning outcomes and SRC.
 - Activate students in addressing SDGs while they are at TMU, through a co-curricular ambassadors program.
- Collaborate with community partners to implement sustainability initiatives and support local efforts to mitigate climate change and promote environmental justice.

- Commit to implementing proposed actions related to academics from the Sustainability Action Plan:
 - Integrate program-level sustainability learning outcomes into the curriculum, aiming for a minimum of 25% of students graduating from these programs.
 - Establish a formal program that supports academic staff to develop new sustainability courses and/or incorporate sustainability into existing courses.
 - Explore methods to make sustainability education easier to identify and access for all students (undergraduate and graduate).
 - Explore transdisciplinary sustainability courses and modules to support future needs of industry, business and government.

9.0 IMPLEMENTATION AND MEASURING SUCCESS

To aid in the launch and continued implementation of the academic plan, the Office of the Provost and Vice-President, Academic will work with the University Planning Office (UPO) to develop metrics and key performance indicators to assist in tracking progress toward the plan's goals. With the support of the UPO, faculties and other units will develop their own plans reflective of and aligned with the broader university academic plan. Progress updates on initiatives locally and institutionally will be provided annually to the Senate and Board of Governors.

Strategic planning committee: Establish a cross-functional committee chaired by the Provost and Vice-President, Academic tasked with overseeing the implementation of strategic initiatives in this plan and monitoring progress towards established goals.

Data-informed decision-making: Utilize data and evidence-based assessment to evaluate the effectiveness of programs and initiatives, and inform strategic decisions.

Continuous improvement: Foster a culture of continuous improvement by soliciting stakeholders' feedback, conducting regular program reviews, and adapting strategies to evolving needs and circumstances.

Accountability and transparency: Maintain transparency and accountability in governance structures, resource allocation, and communication processes to ensure alignment with the university's mission, values, and strategic priorities.

Pan-university collaboration: Cultivate and encourage collaboration between academic and non-academic units of the university, including with the DMZ, the Rogers Cybersecure Catalyst, the Dais and Magnet, to share resources, expertise and insights to realize and bring to fruition the academic priorities.