

# TRANSFORMING FUTURES

TMU's Vision for Academic Excellence

Toronto  
Metropolitan  
University

Academic Plan: 2025–2030

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

As we embark on Toronto Metropolitan University (TMU)’s 2025–2030 Academic 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 academic 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/academic-plan](https://torontomu.ca/academic-plan)

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## Provost's Foreword



Toronto Metropolitan University (TMU)'s 2025–2030 Academic Plan is more than a document — it's a shared vision for our future. This plan represents a collective commitment to excellence, shaped by the voices and aspirations of our students, faculty, staff and alumni. It serves as a comprehensive roadmap for the next five years, ensuring that our academic priorities align with the evolving needs of our students and the broader community.

At its heart, this plan is about people — the vibrant community that makes TMU what it is today and what it will become tomorrow. Through town halls, consultations and thoughtful feedback, you have shared your hopes, challenges and ideas for the future. This is your plan. It reflects your insights and embodies your vision of how we can move forward together.

As we embark on this journey, our commitments remain steadfast. We are dedicated to preparing students for meaningful careers and lives, confronting oppression and fostering equity, and driving innovative research, scholarship and creative endeavours that address the complex issues of our time. Central to these efforts is our unwavering pursuit of academic excellence — a commitment to fostering a culture of intellectual curiosity, critical thinking and lifelong learning that empowers our community to thrive in a rapidly changing world. These priorities are grounded in our shared values and guided by a strategic vision that places community and inclusivity at the forefront.

I am deeply grateful to everyone who contributed to this process. Your collaborative spirit and enduring dedication have been inspiring. Whether you attended a town hall, participated in a consultation or shared your thoughts in writing, your contributions have been invaluable in shaping a plan that is both ambitious and achievable. I would like to extend special thanks to the Academic Plan Advisory Group and the core team whose tireless efforts brought this plan to life.

At TMU, we believe in the power of transformation — transforming lives, our institution and the world around us. Together, we will make this vision a reality. Thank you for being part of this journey. I look forward to all that we will achieve as a community in the years ahead.

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

# President's Foreword



The success of any endeavour relies on strong planning and Toronto Metropolitan University is no exception. TMU is built on a foundation of thoughtfully crafted plans that provide a clear vision and direction for the future. As a leading academic institution, having a comprehensive and forward-thinking academic plan is essential to maintaining our leadership in innovative and relevant post-secondary education. This plan ensures that we can adapt to the evolving needs of our students, the shifting academic landscape and broader societal changes.

The 2025–2030 Academic Plan embodies everything it should—future-focused, constructive, inspiring and deeply aligned with TMU's mission and vision. Through its well-defined priorities and strategies, it reflects the individual and collective goals of our students, faculty and staff. This achievement is due in no small part to the active participation of our community members whose insights and feedback during the consultation process have shaped a plan that honours our strengths and supports our aspirations. I am so impressed by the breadth and depth of the consultations that informed the plan in meaningful ways.

I would like to recognize the leadership and vision of Provost and Vice-President, Academic, Roberta Iannacito-Provenzano. From the beginning, Roberta placed great importance on listening to the diverse perspectives and experiences of our community, ensuring that the plan provides the guidance and support necessary to lead TMU into 2030. Thank you to Roberta, the Academic Plan Advisory Group and the core team for the hard work and dedication in creating this important roadmap for our future.

I am confident that our entire community will benefit from the vision for academic excellence outlined in the 2025–2030 Academic Plan. Together, we will continue to make TMU a destination for forward-thinking, dynamic and innovative change-makers.

A handwritten signature in black ink, appearing to read 'Mohamed Lachemi'.

**MOHAMED LACHEMI, PhD**  
President and Vice-Chancellor, Toronto Metropolitan University



# 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 2025–2030 Academic Plan aligns seamlessly with the strategic vision as well as with the university's suite of plans, including but not limited to, the following:

- Campus Master Plan
- International Plan
- Strategic Research Plan
- Sustainability Action 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.



# Building on past success: Academic Plan 2020–2025

## 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  
microcertificates 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. Before the first cohort of law school graduates walked the stage to collect their diplomas, TMU began work on its School of Medicine. With a focus on the primary care needs of diverse and medically underserved populations, the School of Medicine is committed to graduating, outstanding, compassionate, respectful, future-ready clinicians who provide outstanding holistic health care and lead in health system transformation and innovation.



# Fostering an inclusive and equitable community

Since 2020, TMU has taken great strides to advance equity, promote intentional diversity and create an inclusive 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

Established the Presidential Implementation Committee to Confront Anti-Black Racism, Postdoctoral Fellowships for Black Scholars, the Black Scholarship Institute, and the Black Initiatives Fund for students, hired a Black Student Support Facilitator and developed 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.

**TMU has taken great strides to advance equity, promote intentional diversity and create an inclusive campus.**



# 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 Canada Research Chairs are achieving SRC 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 significant research partnerships and connecting to broad research networks to address real-world challenges to drive economic growth and improve quality of life for Canadians. 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.



## Inspired by 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.

**1,600+**  
participants

**118**  
groups consulted

**86**  
consultations

**2**  
town halls

# 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 and inclusion (EDI).

## 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 EDI.

**TMU has embraced its role as a city builder. We will continue to cultivate innovation, creativity and entrepreneurship as we tackle the real-life problems of our rapidly changing environment.**



## Introduction to the 2025-2030 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.



# Our shared values

Building on the university's past academic plans, a set of core values was articulated in our 2020-2025 Academic Plan and our [Strategic Vision 2020-2030](#). Consultations with our community indicated that all of these continue to be relevant and reflective.

Underlying our values is our unwavering commitment to academic freedom and freedom of expression — foundational principles of the university that support teaching, learning and SRC, all within a culture of mutual respect and freedom from discrimination, racism and hate. 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, and to identifying and removing barriers to inclusion.

Our values are not simply aspirational, they are embodied in all aspects 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.



## Unapologetically bold

TMU will demonstrate and model courage in decision-making and challenge the status quo to make 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 EDI, respect and belonging into everything we do to ensure that every member of our community of students, faculty, staff and alumni can thrive. Proudly diverse and intentionally inclusive, we celebrate the diversity of knowledge, perspectives and experiences that enrich every aspect of our community. This includes a commitment to support decolonization and Black flourishing and to undertake an active, intentional and continuous process to address inequities in power and privilege, identify and remove systemic barriers to equity, accessibility and inclusion, and cultivate respectful and welcoming spaces and opportunities for all.

The university is dedicated to embedding diverse cultural thinking, experiences and expertise into the way that we learn, teach and work. This includes identifying opportunities to reconsider how we deliver education, including curriculum and learning outcomes, and our relationships with various communities. TMU aims to engage students, staff, faculty and community members in planning and decisions and to enable student success. By challenging the dominance of colonial ideas, we will strive to bring diverse worldviews to the forefront.



## Dedicated to excellence

TMU aims for the highest standards in everything we do, including academic programs, teaching and SRC activities 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, creators and innovators. As we pursue inclusive excellence, TMU embeds a system-wide approach to EDI, defining true excellence as only attainable when it is inclusive. TMU strives to be a vibrant community that creates excellence by embedding diversity throughout the university.



Underlying our values is our unwavering commitment to academic freedom and freedom of expression.

## 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 fostering it in our students, ensuring they take it 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, faculty and staff, 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.



## Priorities and strategies

# FIVE PRIORITIES FOR 2025-2030



Based on our community consultations and shared values, the following 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.

## 1

### ENHANCE THE LEARNING JOURNEY FOR GREATER STUDENT SUCCESS

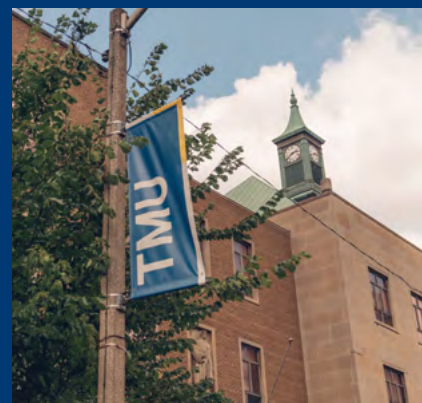
- Support a holistic student experience
- Strengthen academic programming



## 2

### CREATE POSITIVE IMPACT THROUGH SRC EXCELLENCE AND LOCAL AND GLOBAL COLLABORATION

- Make impact through SRC and innovation
- Engage globally for a world of perspectives
- Lead as a city and community builder



## 3

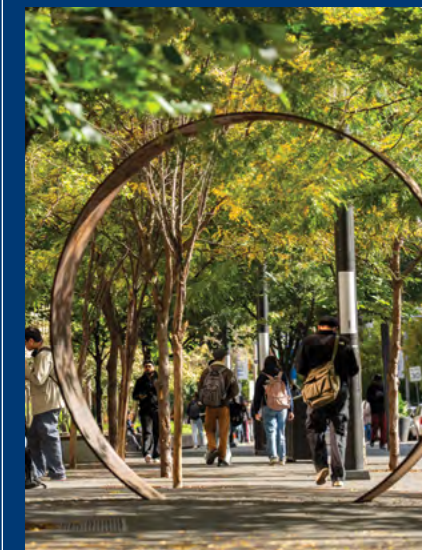
### SUPPORT PEOPLE AND COMMUNITY

- Promote health, well-being and safety
- Embrace community inclusion and belonging

## 4

### CONTINUE OUR COMMITMENT TO TRUTH AND RECONCILIATION

- Advance Indigenous scholarship and education
- Build partnerships with Indigenous communities



## 5

### ENSURE FUTURE READINESS

- Prepare our students for evolving careers
- Reimagine learning and teaching
- Cultivate sustainability



# ENHANCE THE 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 removing systemic barriers to education and 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 succeed. This means understanding and addressing student challenges with physical, mental, economic, social health and well-being, 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. Endeavour to give students more choices and make courses more accessible.**  
 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 microcredentials, 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 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 grounded in 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 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-world, practical 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 equity-deserving 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 so 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.
- Support the Centre for Excellence in Learning and Teaching (CELT) so that it continues to provide professional development opportunities and enhance current and cutting-edge teaching practices for faculty, contract lecturers and academic 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.
- Strategically expand graduate and postdoctoral programs based on societal needs and government priorities and funding.

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.

Protect the integrity of academic programs through academic integrity education and academic misconduct prevention.

- 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.

TMU is committed to ensuring our curriculum remains relevant and reflects emerging trends and technological advancements.



# 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 aligned with the Strategic Research Plan, which 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 EDI 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 students, faculty, postdoctoral fellows 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 that our graduate programs are accessible to equity-deserving groups, and 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, locally, nationally and internationally.
- Encourage stronger partnerships and connections between graduate students and faculty-driven SRC activities, while strengthening SRC supports and systems, to ensure the long-term success and sustainability of a robust SRC culture and to enrich graduate students' experience.
- Amplify SRC impact through knowledge translation, dissemination, exchange, 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.

## 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. The ecosystem supports and grow startups that develop products and solutions that positively change 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 international stage. By offering TMU academic programming across the world, we enhance our standing and deepen our connections on a global scale.

We understand the importance of engaging with diverse perspectives and experiences from around the world. 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.



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.

### → Supporting strategies

- Partner with reputable foreign institutions that share our values to create joint degrees and facilitate cross-cultural research collaboration and 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.



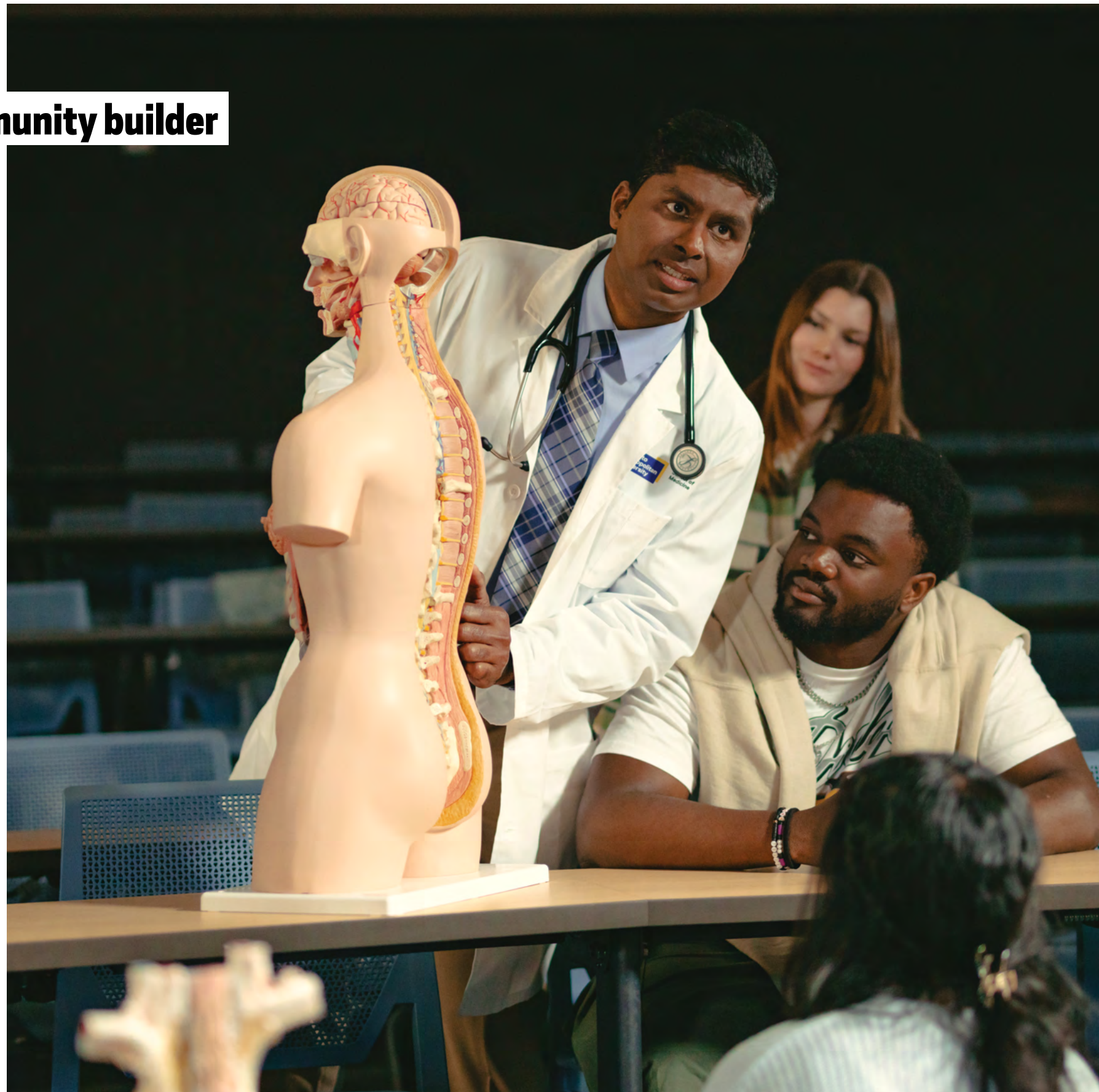
## Lead as a city and community builder

TMU stands as a vital city builder, actively shaping the landscape of Toronto, Brampton and beyond through its academic, SRC and community engagement initiatives. Anchored at the heart of these dynamic cities, TMU is a trailblazer in innovation. Our commitment to social justice fuels our community of changemakers to address our cities' most pressing challenges and 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 strives 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 and culturally diverse cities in Canada — 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 Cybersecure 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 driving force for 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 for students, especially research and evidence-based ones.

- 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 internationally.
- In alignment with University Advancement strategies, foster philanthropic partnerships and engagement with donors to fund programs, expand and enhance financial and academic supports and improve infrastructure.

# SUPPORT PEOPLE AND COMMUNITY



## Promote health, well-being and safety

We are committed to promoting the health, well-being and safety of every TMU community member. Together we aim to 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, will ensure most student well-being supports are delivered via a single access point. Our Brampton campus is intentionally designed to have 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.

**Together we aim to grow and sustain a campus environment where every person is supported with the tools they need to thrive physically, mentally and emotionally.**



### → 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 university 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 all forms of racism, discrimination and oppression through a multifaceted approach encompassing education, SRC, advocacy, community engagement and accountability.

The university recognizes that inclusion and belonging are a shared responsibility and supports strategies, programs, initiatives and resource groups aimed at fostering awareness and understanding of systemic discrimination, supporting 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 each individual and integrating diverse 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. There is no single path to pursuing academic achievement, and the university recognizes the unique needs of a diverse student body. To support an inclusive campus climate, the university will continue to promote a welcoming environment where all students, staff and faculty feel seen, heard, 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 us towards our broader purpose and goals.



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.

### → 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 systemic barriers and 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 centre.
- 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 cultivate and promote Indigenous SRC.

### → Supporting strategies

- Cultivate opportunities for Indigenous SRC to flourish at TMU.
- Work in partnership with Indigenous Peoples 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 creating 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 admissions activities 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 Peoples. TMU is also committed to recruiting, retaining and supporting Indigenous students, faculty and staff and Indigenousizing curriculum and SRC.

**Collaboration with Indigenous communities in Canada is a core component of creating an environment where Indigenous students have the tools they need to succeed.**

### → 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 the TMU Elder and Senior Advisor, Indigenous Relations and Reconciliation to ensure there is Indigenous representation at the senior leadership 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. Understanding that the needs of the workforce can change quickly, the university collaborates closely with employers in providing placements, internships and other experiential learning opportunities that are responsive to shifts in the professional landscape, to equip our students with the skills and competencies required for future success.

Throughout their TMU education, students gain experience with cutting-edge tools and leading methodologies that enhance their problem-solving abilities and creativity, preparing them to tackle complex issues in their respective fields. Through interdisciplinary collaboration and hands-on projects, TMU fosters a culture of innovation and entrepreneurship. The university is empowering students to become agile, forward-thinking leaders poised to thrive as citizens and 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 project and competency-based learning 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.
- Encourage faculty and staff to 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 while exploring opportunities to expand non-degree credit career-oriented learning.
- Develop and expand the creative and entrepreneurial mindset across all programs of study. This includes continuing to leverage 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 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 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, SRC 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, SRC 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. 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 provides a standard for organizational planning and accelerates 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 supporting 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

- Make 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.

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 academic programming 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.

Encourage faculty 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.



## 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 at the department level and institutionally will be provided annually to 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

Efficiently and effectively 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.

## In appreciation

### Academic plan core team

**Critical to every step of the academic plan process, the 2025-30 Academic Plan Core Team collaborated closely to provide leadership in project management, planning, analysis, strategic communications and content creation.**

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**Johanna VanderMaas**, Senior Director, Communications, Central Communications

### Academic plan advisory group

**As an integral part of the consultation process, the Provost formed an advisory group consisting of select TMU faculty, librarians, staff and students with representation from across the university. The advisory group offered a range of knowledge and experience and provided expertise throughout the academic plan process.**

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The greatest strength of our institution is our ability to collaborate. With input from every corner of our community, our 2025–2030 Academic Plan puts collaboration into action, enhancing and enriching our learning and teaching, scholarly, research and creative activities that make TMU the bold, supportive and impactful university that it is.

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