

An aerial photograph of the University of Toronto Mississauga campus during autumn. The campus is surrounded by dense trees with vibrant yellow, orange, and red foliage. Several modern university buildings with flat roofs and large windows are visible. In the background, the city skyline of Toronto is visible under a clear blue sky. The text "Strategic Framework: 2022-25" is overlaid in white, sans-serif font across the center of the image.

Strategic Framework: 2022-25

University of Toronto Mississauga





Inspire Academic Creativity
for Student Success





Inspire Academic Creativity for Student Success

Commitments

- Recruit and Retain Outstanding and Promising Students; Graduate Globally-Minded, Lifelong Learners.
- Champion Positive Transformations in Undergraduate, Graduate, and Professional Education.
- Foster Student Flourishing with Augmented Systems of Support.



Inspire Academic Creativity for Student Success

Accountabilities

- Have we attracted talented, diverse students to UTM and enabled their progress through their programs?
- Have we developed innovative curricula that realize the goals of our Academic Plan; that adapt to social, environmental, and economic change; and that empower our students' ongoing growth?
- Have we enhanced resources in student advising, engagement, international education, academic integrity, skills development, and financial aid?



Enable Impactful Discovery
in Student and Faculty Research



Enable Impactful Discovery in Student and Faculty Research

Commitments

- Engage World-Leading Faculty, Graduate, and Student Researchers.
- Advance Disciplinary Discovery, Artistic Creativity, and Interdisciplinary Innovation.
- Catalyze Research Growth and Impact through Institutional, Regional, and Global Networks.



Enable Impactful Discovery in Student and Faculty Research

Accountabilities

- Have we created administrative and infrastructural supports that propel our researchers' success—and do these supports inspire rewarding collaborations with our research and core facilities staff?
- Have our research projects—including UTM's signature initiatives—shaped academic discourse, student learning, and public experience?
- Have we cultivated new research partnerships that leverage the strengths of U of T's tri-campus system and that translate knowledge effectively for internal and external communities?



Centre Truth, Openness, and Reciprocity



Centre Truth, Openness, and Reciprocity

Commitments


- Answer Calls for Truth and Reconciliation.
- Deepen Connections with Indigenous Peoples and Communities.
- Communicate with Openness, Honesty, and Cooperation.



Centre Truth, Openness, and Reciprocity

Accountabilities

- Have we implemented actions promised in U of T's Response to the TRC: *Answering the Call: Wecheehetowin*—and have we sought new opportunities to practice anti-colonial and Indigenizing action?
- Have we cultivated relevant, respectful, and reciprocal Indigenous partnerships in research initiatives, teaching plans, capital developments, and civic engagements?
- Have we developed communications that tell the truth; that reach new campus and community audiences; and that enable our teams—staff, students, librarians, faculty—to see, share, and expand their perspectives?

A photograph of a stone arch bridge spanning a stream in a dense, green forest. The bridge is constructed from grey stone blocks and features a single large arch. The surrounding trees are tall and have vibrant green foliage, with sunlight filtering through the canopy. The water in the stream is dark and reflects the surrounding greenery.


Develop Inclusive Spaces and Sustainable Operations



Develop Inclusive Spaces and Sustainable Operations

Commitments

- Nourish a Campus Culture of Safety, Health, and Accessibility.
- Enact Initiatives in Equity and Anti-Racism.
- Focus Campus Operations and Infrastructure on Beauty, Biodiversity, and Sustainability.



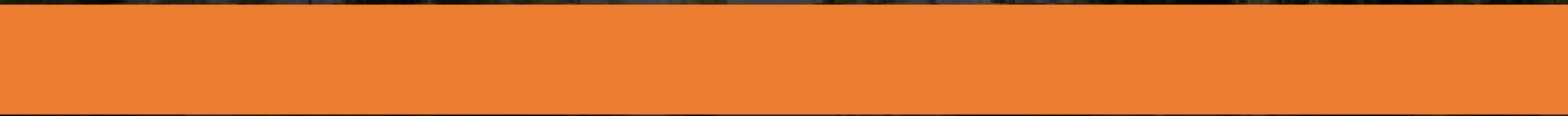
Develop Inclusive Spaces and Sustainable Operations

Accountabilities

- Have we integrated system-wide actions consistent with the Okanagan Charter for Health Promoting Campuses and U of T's Presidential and Provostial Task Force on Student Mental Health?
- Have we fulfilled recommendations—for staff; for faculty, instructors, and librarians; for students—expressed in the final report of U of T's Anti-Black Racism Task Force—and have we sought new opportunities to practice inclusion and advance justice?
- Have we met targets set in UTM's Sustainability Strategic Plan; advanced our campus's aesthetic and ecological beauty; and embedded sustainability in all pillars of our operation?



Embrace our Location for
Connection, Wellbeing, and Care





Embrace our Location for Connection, Wellbeing, and Care

Commitments

- Build Community Collaborations to Improve Community Health.
- Propel Regional Efforts in Economic Resilience.
- Incorporate Mississauga's Pasts and Presents into Campus Identity.



Embrace our Location for Connection, Wellbeing, and Care

Accountabilities

- Have we grown health-promoting projects with leaders in community care, including Trillium Health Partners and Peel Public Health?
- Have we enabled opportunities for economic development and meaningful employment, including for our employees at UTM?
- Have we built campus connections with Mississauga as a local and international place?

A photograph of a deer looking out from behind dense green foliage. The deer is positioned in the center-left of the frame, looking directly at the camera. The background is filled with various green plants and trees, creating a natural, outdoor setting. In the top left corner, there is a small orange rectangular graphic element.

What Happens Now?

- To read the complete first draft of UTM's Strategic Framework, please visit the Vice-President and Principal's dedicated website: <https://www.utm.utoronto.ca/strategic-framework/>.
- To share your feedback and help revise the framework's draft, please complete the online form: <https://www.utm.utoronto.ca/strategic-framework/share-your-feedback>.
- To learn more about upcoming consultations on the framework's development, or to schedule a consultation for your office or team, please email Jeff Espie: jeff.espie@utoronto.ca.