



**FOR RECOMMENDATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Academic Affairs Committee

**SPONSOR:** Prof. Alexandra Gillespie, Vice-President & Principal  
**CONTACT INFO:** [principal.utm@utoronto.ca](mailto:principal.utm@utoronto.ca)

**PRESENTER:** As above.  
**CONTACT INFO:**

**DATE:** May 2, 2022 for May 9, 2022

**AGENDA ITEM:** 2

**ITEM IDENTIFICATION:**

University of Toronto Mississauga Strategic Framework

**JURISDICTIONAL INFORMATION:**

Section 5.1 of the Terms of Reference (TOR) for the UTM Academic Affairs Committee, lists the Campus Strategic Plan as an area within the responsibility of the Committee, for concurrence with the recommendation of the UTM Campus Affairs Committee.

Under section 4 of the TOR for the UTM Campus Affairs Committee, the Committee is responsible "... for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities for the use of campus resources. Many of the matters within the Committee's scope are matters that have an impact on relationships amongst units on the campus and relationships between the campus and the community at large". Section 5.1 of the (TOR) lists the Campus Strategic Plan as an area within the responsibility of the Committee

Under section 4 of the TOR for the UTM Campus Council, "the Council is concerned with matters affecting the Campus' objectives and priorities, the development of long-term and short-term plans and the effective use of resources in the course of these pursuits. Decisions of the Council may be final with confirmation by the Executive Committee on behalf of the Governing Council".

Section 5 of the TOR of the UTM Campus Council requires that Campus Strategic Plans be considered for approval by the UTM Campus Council.

**GOVERNANCE PATH:**

1. **UTM Academic Affairs Committee [For concurrence with the prospective recommendation of the UTM Campus Affairs Committee] (May 9, 2022)**
2. UTM Campus Affairs Committee [For Recommendation] (May 12, 2022)
3. UTM Campus Council [For Approval] (May 24, 2022)
4. Academic Board [For Information] (May 26, 2022)
5. Executive Committee [For Confirmation] (June 16, 2022)
6. Governing Council [For Information] (June 28, 2022)

## **PREVIOUS ACTION TAKEN:**

None

## **HIGHLIGHTS:**

The UTM Strategic Framework (Framework) is intended as a guide for continuous planning, as it identifies existing plans and communicates a common purpose that governs the campus's objectives. The Framework provides a deeper focus for the campus and its partners, as it identifies five core priorities as well as commitments that operationalize these priorities into tangible goals. The Framework draws on the 2017 Academic Plan, the 2020 Sustainability Strategic Plan, and the 2021 Campus Master Plan, and further builds on several University-wide plans. Ultimately, the Framework serves to unify existing campus and University-wide goals into a common narrative, thereby providing a shared language through which to clearly communicate objectives. Furthermore, the Framework details how areas that require additional support will be identified and adjusted accordingly.

The Framework was created through a collaborative effort that involved extensive consultations across the U of T community. The Framework is not a plan in and of itself, but a synthesis of UTM's existing plans' collective purpose. As such, the Framework reflects the results of prior processes of consultation, including, but not limited to, those held for the 2020 Sustainability Strategic Plan, the 2021 Campus Master Plan, the 2017 Academic Plan, and the 2021 Defy Gravity Campaign. The framework-specific consultations represent only a fraction of the feedback that has informed the Framework's development.

In winter 2020 and spring 2021, Principal Gillespie attended academic department meetings in which she discussed a range of topics, including priority research areas and campus space management practices. The ideas shared in these meetings helped shape the Framework's initial priorities, driving the rest of the consultation process.

From May 4, 2021 to May 31, 2021, four [community reflection forums](#) on the topic "what matters most to you?" were held online and advertised publicly in UTM news stories, which saw participation from more than 150 students, faculty, postdoctoral fellows, staff, and librarians. The results of the forums were synthesized into a video and [discussion paper](#), which was posted to the Office of the Vice-President & Principal website, and later workshopped at the May 19, 2021 meeting of the UTM Campus Council.

Consultations on June 9, 2021, and June 14, 2021, included representatives from the City of Mississauga, Mississauga's Economic Development Office, and Mississauga Board of Trade, local CEOs and prominent alumni. Regular strategy-related conversations continue to be held with external stakeholders, including the Mississauga Economic Recovery Group, Peel Public Health and Trillium Health Partners, Peel business and community leaders, UTM alumni, and Indigenous partners.

The first draft of the Strategic Framework was published on September 8, 2021, and community feedback was invited through an online forum. Feedback was further solicited through Twitter via *Feedback Fridays*, and commentary was received from students, faculty, staff, librarians and

alumni on every aspect of the Framework. A series of Zoom conversations were held in fall 2021, to which individuals from every portfolio on campus were invited to attend. Other modes of feedback included a discussion with the Connections and Conversations affinity group, as well as a staff meeting with extensive participation from a number of portfolios across campus.

Governance meetings have consistently been used as a forum to discuss strategic priorities, and presentations focused on the Strategic Framework were presented to the UTM Campus Affairs Committee on October 21, 2021, and the UTM Campus Council on November 16, 2021.

Throughout 2021 and early 2022, the Framework was workshopped in structured meetings with various advisory teams, including the Principal's Advisory Group, the Principal's Senior Team, and UTM's Indigenous Table. In March 2022, the near-final version of the Framework was presented to the tri-campus Vice-Presidents, including President Gertler.

The core priorities identified in the Framework are organized in a circular structure to illustrate their non-hierarchical unity. The priorities revolve around the central tenets of truth, openness, and reciprocity, which signify the campus's overarching commitment to honesty, transparency, and the development and strengthening of reciprocal relationships. While this particular priority will inform the basis of all of the campus's actions, it is particularly significant in terms of UTM's relationship with Indigenous people and communities.

The Framework identifies the following five priorities:

- Foster Student Success
- Empower Research Discovery and Impact
- Embrace Our Place
- Build Efficient and Sustainable Operations
- Encourage Collaboration and Belonging

Three commitments are listed under each priority, which operationalize each priority into actions as a basis for measurement. Five questions are listed following each set of commitments that serve as accountabilities, which are points of reflection that serve to ensure the campus is on track with its progress towards each priority. These accountabilities will be integral to the annual review process.

The Framework will be reviewed annually by the Vice-President & Principal, in consultation with U of T's President & Provost, and other tricampus leaders. While annual reviews will be all-encompassing, they will pay particular attention to the accountabilities stated for each priority. Upon completion of the annual review process, a report that outlines any updates to the framework will be posted to the Office of the Vice-President & Principal's website.

#### **FINANCIAL IMPLICATIONS:**

The Strategic Framework will be implemented within the envelope of the UTM Operating Budget.

**RECOMMENDATION:**

Be It Recommended,

THAT the Academic Affairs Committee concur with the prospective recommendation of the Campus Affairs Committee,

THAT, the University of Toronto Mississauga Strategic Framework, dated March 17, 2022, submitted by the Vice-President and Principal, be approved in principle.

---

**DOCUMENTATION PROVIDED:**

- UTM Strategic Framework



# Strategic Framework

March 17, 2022



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

## PURPOSE

The University of Toronto Mississauga's Strategic Framework was developed collaboratively between July 2020 and February 2022, amid waves of the COVID-19 pandemic. The public health crisis informed the development of the framework, emphasizing for our community the importance of a balance, between careful planning and principled flexibility—between willingness to adapt and a commitment to our values. That balance is one that serves UTM and the University of Toronto especially well. From the discovery of insulin a hundred years ago to the present day, our university makes its greatest impact through a mode of learning that remains focused but not fixed, always ready to break new ground as new evidence emerges.

UTM's Strategic Framework provides focus for our campus and its partners. It expresses core priorities and commitments that will strengthen consensus, inspire action and guide investment. But it also designs room for change, giving our community the flexibility to realize our priorities in many ways—including in ways that we haven't yet imagined. It accepts that the future holds challenges and chances for which we can't always plan. But it also refuses to accept that uncertainty entails inaction: it sets the priorities that will inform our decisions, giving us a mechanism to understand new opportunities even before they arise.

In balancing structure with agility, this framework also signals its role in our institutional history. The framework represents the culmination of earlier exercises in long-term planning at UTM and across the tricampus U of T. In developing it, we draw from the campus-specific visions articulated in UTM's 2017 Academic Plan, in our 2020 Sustainability Strategic Plan, and in our 2021 Campus Master Plan. We build on U of T-wide plans also, among them the 2015 Presidential Priorities; the 2018 Four Corners Framework; the 2018 Response to the Truth and Reconciliation Commission; the 2018 Strategic Research Plan; the 2019 Report on Student Mental Health; the 2019 Low Carbon Action Plan; and the 2021 Commitments against Anti-Black Racism and Anti-Semitism.

Collectively, these plans provide recommendations for action, targets for progress and deadlines for implementation. UTM's Strategic Framework takes a different approach. It seizes the opportunity to unify existing campus and U of T-wide goals into a common narrative. It provides a shared language with which to communicate our aspirations to internal and external stakeholders and it makes transparent how we intend to reach decisions and identify areas for additional support and growth. The framework articulates our existing plans' collective purpose, sharing an account of what we do. It also encourages ongoing reflection on our plans' success and prepares our community for those times when plans need to change. The framework will be UTM's guide for continuous planning.

As an expression of UTM's vision and adaptability, this framework has professional relevance for our librarians, faculty and staff, who can use it to focus their efforts; to inform their departmental or office commitments; and to see how individual contributions build toward collective aspirations. The framework matters for our students, too. It prioritizes student success, inclusion and support. It imagines our students growing into a future better than the present: more truthful, more sustainable, more innovative, more just. The framework describes a world in which our students will assert their place and make their mark: in which they can flourish personally and professionally and help others to flourish, too. It articulates our responsibility to the next generation, of which our students comprise an essential part: that the linked aspects of a UTM education—teaching, research, administration, connections, services and supports—will build toward a future that they will find worth fighting for.

UNIVERSITY OF TORONTO MISSISSAUGA

# Campus Priorities



## MISSION

UTM developed the following statement of our distinctive mission in our 2017 Academic Plan, which we are adopting, with minor revisions, for the 2022 Strategic Framework. We will review and revise this mission after the development of the 2023 Academic Plan.

*The University of Toronto Mississauga is an exceptional academic institution in the western part of the Greater Toronto Area, the only research university in the City of Mississauga and the Peel Region. As one of the three campuses of the University of Toronto system, UTM champions the teaching, creation, dissemination, preservation and mobilization of knowledge. UTM is a major contributor to U of T's reputation as a premier international research university with undergraduate, graduate and professional programs that meet the highest standards of excellence. UTM combines the opportunities afforded by U of T's standing as a world-leading university; our connections to our vibrant local and to international communities; our naturally beautiful, culturally and ecologically significant location; and our exceptional range of academic programs.*

## CONTEXTS

Founded in 1967 as a college of the U of T, with one building, 155 students and 68 employees, Erindale College became U of T Mississauga, a distinct campus, in 2003 and developed quickly as U of T's second largest division, with fifteen departments, three academic institutes, and more than 180 undergraduate and graduate programs. In 2022, UTM is home to 1,250 continuing faculty, librarians and staff, and 16,100 students, including almost 4,500 international students, who come to study here from more than 100 countries around the world. Our internationally renowned researchers and world-class staff and students enhance U of T's standing as one of the world's best universities and Ontario's reputation as a global leader in post-secondary education.

We ground UTM's global campus in our Mississauga location—and in the responsibility engrained in the land on which we work. UTM is situated on the traditional lands of the Wendat and the Seneca, on the territory of the Mississaugas of the Credit First Nation. It stands alongside the Missinnihe, the trusting creek, called the Credit River by European colonists who traded goods on credit here, with Indigenous peoples who have travelled and cared for these waters and lands from time immemorial. UTM seeks to live up to this place's name, through a commitment to truth and Indigenous reconciliation. We strive to address the legacies of colonialism that have raised some histories and achievements over others and given some people more opportunities to thrive. We work to remove barriers and create opportunities for equity-deserving groups and to solve global challenges by championing diverse ways of knowing.

We have a special responsibility to foster inclusive achievement where we are, in Mississauga and in Peel. As the only comprehensive research and teaching university in a region of 1.51 million people, we provide students in Mississauga, Brampton and Caledon—and in Oakville, Milton, Halton Hills and Burlington—with unique opportunities for personal, intellectual and professional development. Our region is stratified by inequality: 52% of neighborhoods meet the definition of low income. In this context, UTM makes a critical contribution to social mobility and the public good. We create more than \$1.3 billion annually in economic growth and design teaching, research and engagement programs to give back to a community that gives so much to us.



We also leverage our location to enrich our contribution to U of T's mission of inclusive excellence and to build connections of national and international importance. As the heart of Canada's supply chain, and the centre of Canadian industries in life sciences and advanced manufacturing, Peel links intellectual and material communities from coast to coast to coast. Peel is home to many Canadian newcomers: 50% of our 1.51M residents speak a first language other than English. Like UTM and U of T, our region is a microcosm of the world's vibrant diversity. We maximize these opportunities, leaning into initiatives—in robotics and medicinal chemistry, global humanities and new arts and media, and inclusive entrepreneurship—that complement our region's strengths.

We also confront our region's outsize challenges. The pressure of economic injustice and historical underinvestment in the region's social services and infrastructure affects Peel's residents unequally. Our region continues to suffer a disproportionate burden of chronic illness. UTM forges partnerships across the U of T tricampus to address these inequities. The UTM-based Novo Nordisk Network for Healthy Populations promotes new approaches to diabetes prevention and care in Mississauga with U of T's Dalla Lana School of Public Health and Temerty Faculty of Medicine. We work alongside anchor institutions in Peel, including Peel Public Health and Trillium Health Partners, Canada's largest community hospital system, with whom U of T runs the Mississauga Academy of Medicine, bringing world-class doctors and allied health professionals to Peel—and convincing them to stay.

Our commitment to equitable healthcare locally matches our leadership in environmental care globally. Climate change, biodiversity and species loss, and urban environmental resilience require urgent action. We're proud to run a campus of the first university in Canada to divest from fossil fuels. We look forward to taking similarly bold steps going forward, through the work of our Centre for Urban Environments, and as we align with U of T's Low-Carbon Action Plan and implement our own Sustainability Strategic Plan, decreasing our GHG emissions by 37% before 2030 and becoming a climate positive operation before 2050.

In all this work, we seek to make good on the responsibilities articulated in our Latin motto: *tantum nobis creditum*, so much has been entrusted to us. On our beautiful campus, by the Mississauga, UTM has been entrusted with stewarding natural environments toward a sustainable future; educating critical thinkers and courageous innovators; discovering research solutions to pressing problems; building community wellbeing; and walking the path towards reconciliation with Indigenous peoples. We must fulfill the trust that our students have placed in us by honouring the better futures that they will help create.

## **PRIORITIES, COMMITMENTS AND ACCOUNTABILITIES**

The UTM Strategic Framework promotes the campus's work in five priority areas, which come together around a central commitment to honesty, transparency, and the building of trusting and reciprocal relationships. Arranged in a circle to suggest their non-hierarchical unity, these priorities express UTM's intention to foster student success; empower research discovery and impact; encourage collaboration and belonging; build efficient and sustainable operations; and embrace our place in the world.

These actions revolve around a focus on truth, openness and reciprocity, which is central to everything we do. This priority applies first to UTM's relations with Indigenous people and communities. UTM must strive to answer calls for truth and reconciliation and to become a more deserving home for Indigenous students, faculty, librarians, staff and partners. To do so, we will seek and speak truths, be transparent,

accountable and good kin to one another. Through honesty and kindness, we will begin to fulfill the responsibilities entailed by the privilege of learning and working on the traditional lands of the Wendat and Seneca and the territory of the Mississaugas of the Credit, next to Missinihe, the trusting creek.

Each of the five encircling priority areas entails three orienting commitments that range from enacting initiatives in equity and anti-racism to recruiting and retaining outstanding students. These commitments are followed by five questions, designed as mechanisms for accountability. The UTM Principal will lead a review of the Strategic Plan annually with the UTM community and in consultation with U of T's President and Provost and other tricampus leaders. All aspects of the plan will be considered, but the review will pay special attention to these accountabilities. After the review a report, and—when necessary—updates to the framework will be posted on the Principal's website. The report will celebrate successes, identify areas for change, and realize our commitment to openness and continual planning and improvement. Through this process, UTM will highlight our impact as a division and campus of U of T, Canada's best university, championing inclusive excellence that enables people, communities and environments to flourish.



---

## TRUTH, OPENNESS AND RECIPROCIDY

---

At a discussion forum in February 2021, organized to address the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, a UTM student stated the reason for his participation: “the truth matters.” This is a principle relevant to every aspect of UTM’s work, but it applies most acutely to a university-wide commitment to the truth that comes before Indigenous reconciliation. We must confront the legacies of Canadian settler colonialism; understand the intergenerational trauma inflicted on Indigenous peoples; and recognize Indigenous accomplishments and resilience.

The truth entails a responsibility to action. UTM is committed to initiatives rooted in U of T’s response to Canada’s Truth and Reconciliation Commission: *Answering the Call: Wecheehetowin*. We also centre Indigeneity in campus life, seeking genuine reciprocity among people and between people and the natural world. We cultivate right relations with Indigenous peoples both as an urgent end in itself and as the foundation for right relations with everyone and everything.

A culture of reciprocity needs openness. We ground our everyday actions—from research and teaching to communications and student supports—in a transparent generosity that calls people into UTM’s communities. We encourage respectful dialogue and deep, deliberate, unrushed understanding. Our leaders explain decisions and learn from challenges and failure.

### **Commitments**

- Listen, communicate, and act with kindness, transparency and evidence-based honesty.
- Answer calls for truth and reconciliation with Indigenous peoples in every aspect of university operations.
- Deepen reciprocal relationships with Indigenous communities.

### **Accountabilities**

- Have we sought and spoken the truth—in our communications, events, operations, teaching, research and our interpersonal interactions?
- Have we championed excellence achieved through the flourishing of others and the world around us?
- Have we implemented actions promised in U of T’s Response to the TRC: *Answering the Call: Wecheehetowin*?
- Have we sought new opportunities to embed anti-colonial and Indigenizing initiatives across campus life?
- Have we cultivated relevant, respectful, and reciprocal Indigenous partnerships in our research initiatives, teaching, student engagement, campus development and civic engagements?



---

## FOSTER STUDENT SUCCESS

---

At a meeting in April 2021, a member of UTM's academic leadership team encouraged us to "reimagine the experience of post-secondary student education," an ambition in line with U of T's Presidential Priorities, and encouraged by our 2017 Academic Plan, through which UTM took actions that enriched every aspect of our educational mission. UTM has improved student retention, engagement and experiential education. We have prioritized effective learning outcomes and invested in caring pedagogies. We have sought to make UTM a more worthy home for Indigenous teachers and students. Our new Institute for the Study of University Pedagogy supports world-leading scholarship on teaching and learning. These achievements reflect our Academic Plan's commitment to teamwork and creativity, as we embrace opportunities for staff, instructors, librarians and students and our partners, including alumni and donors, to work together to enhance our students' educational experience.

The positive impact of our Academic Plan is a foundation for continued creativity and ongoing teamwork. Alongside our first-in-Canada foundational courses in writing and numeracy, UTM is developing new, integrated approaches to student recruitment, advising, and co-curricular engagement and support. We offer students unique opportunities to work alongside researchers, local industry leaders and entrepreneurs, and community partners. We connect curricular, co-curricular and extra-curricular programming and encourage anti-racist and decolonizing pedagogies. We promote signature undergraduate and professional master's programs in a wide range of fields, including forensic science, sustainability management, occupational therapy, urban innovation, theatre and drama, and biomedical communication.

A commitment to student success inspires the innovative work in UTM's offices of the Dean, Registrar, Library and Student Services, and informs the pedagogies of our librarians, faculty, instructors and teaching assistants. UTM cultivates an educational environment that sets us apart by combining student learning, research, engagement and support into a holistic, enriching experience.

### **Commitments**

- Recruit and retain outstanding and promising students and graduate lifelong learners and engaged global citizens.
- Lead positive transformations in undergraduate, graduate, and professional teaching and learning.
- Foster student flourishing through curricular, co-curricular and extra-curricular supports.

### **Accountabilities**

- Have we attracted talented and diverse students to UTM?
- Have we supported students' living, learning, belonging and wellbeing, ensuring that they progress successfully to program completion?

- Have we developed and improved innovative curricula, programs and pedagogical practices that adapt to new research and to social, environmental and economic change?
- Have we opened opportunities—in the classroom, Library, Student Services, with external partners and elsewhere—for transformational learning on campus and beyond?
- Have we encouraged collaboration across the campus and U of T as we enhance our program and course design, pedagogical innovation, research opportunities, recruitment and advising, international experience, career development, alumni and donor engagement, and wellness and integrity?



---

## EMPOWER RESEARCH DISCOVERY AND IMPACT

---

At a workshop in June 2021, when asked what UTM researchers should aim to achieve in the next fifteen years, one of our Departmental Chairs responded: “a cure for cancer.” Like all researchers at U of T, UTM’s scientists, artists, and scholars have lofty goals. They are ambitious, curious and dedicated to work that has immediate and enduring impact. UTM scientists work on new diagnostic approaches and treatment for rare diseases and chronic illnesses. Our researchers collect and interpret data and invent new technologies that can drive positive changes in the world; investigate structures of inequality and inform policies for social justice; illuminate the diversity of human experience and creativity around the globe; and promote Indigenous ways of knowing.

UTM also shares this knowledge openly, as we seek to benefit local communities in Mississauga, Peel and surrounding regions and as we contribute U of T’s world-leading research endeavours. Today, leveraging tri-campus U of T partnerships and investments by donors, UTM is improving diabetes care in Mississauga and modelling equitable community health globally. Our researchers in robotics, biomanufacturing, finance and economics, and communications technology innovate in a range of industries and fields, from climate adaptation and supply chain logistics to pharmaceutical discovery and human-computer interaction. We support initiatives in Indigenous justice, child and youth mental health and wellbeing and urban ecology. UTM faculty, librarians, curators, and students work together to uncover new histories, lift up new voices, and create new art. UTM research promotes innovation, discovery, belonging, truth and the journey towards reconciliation. At UTM, research contributions also energize the distinctiveness of our teaching and learning. Students learn new knowledge directly from the researchers who discover it and become active participants in research inquiry themselves, carrying their discoveries from the classroom, library and lab into the workplace and world. This collaborative process amplifies our research impact and enriches a dynamic research culture that connects us to global networks and centres for inclusive research excellence across the U of T tricampus and beyond. With support from our alumni and donors, outstanding staff and core facilities, our Library’s resources, faculty expertise and students’ inventive energies, UTM provides a home where the best researchers in the world help make the world a better place.

### **Commitments**

- Attract, support and retain world-leading faculty, postdoctoral, graduate and student researchers.
- Advance disciplinary insight, interdisciplinary innovation, artistic creativity, and scholarly curiosity and critique.
- Catalyze research inquiry that enhances U of T’s reputation for inclusive excellence as it delivers benefits both regionally and globally.

### **Accountabilities**

- Have we fostered a dynamic research environment, with administrative and infrastructural supports

that encourage our researchers' diverse pursuits?

- Have we built rewarding collaborations between and among faculty, students, librarians and research and core facilities staff at UTM and elsewhere at U of T?
- Have our research discoveries shaped academic inquiry, student teaching and learning, innovations in industry and entrepreneurship, and public discourse?
- Have we cultivated research partnerships that leverage the strengths of UTM's unique location and of U of T's tri-campus system?
- Does research at UTM address challenges of immediate and enduring relevance, translating knowledge effectively for internal and external communities?



---

## ENCOURAGE COLLABORATION AND BELONGING

---

A theme emerged from feedback to the first draft of this framework, from staff, faculty and librarians: UTM has a tremendous capacity for collaboration that transforms the way we work. This capacity already enriches our success in teaching and research, student engagement and community partnership. It can do even more, realising our potential to provide a safe, healthy and inclusive environment for all our people. Like others across tri-campus U of T, we recognize that systemic inequities demand system-wide action. At UTM, we ground action in a collaborative approach to problem solving, by asking the sort of questions that turn individuals into a community. What can I do to help? From whom can I learn? With whom can I share and work to make things better?

These questions have special resonance as UTM works with colleagues across the tricampus to implement the recommendations of U of T's Anti-Black Racism Task Force, Anti-Semitism and Islamophobia Working Groups, and Task Force on Student Mental Health. We believe that this moment demands new connections between teams and in individuals with diverse expertise. We need cross-cutting solutions to complex problems: programs in physical fitness and personalized counselling that connect meaningfully with care-oriented services in campus safety; trauma-informed pedagogies that benefit from listening forums in our EDI office; funding for anti-racist research from advancement campaigns that celebrate the diversity of our campus. To enhance and steward campus resources successfully and sustainably, all of us—from student leaders and procurement specialists to faculty assessors and grounds and custodial staff—must be empowered to work together.

UTM builds this culture of collaboration through a people strategy that designs equitable employment plans; nurtures our employees' development; opens pathways for cross-portfolio connection; and leads positive interventions in working environments. We hold each other accountable, both in realizing our personal responsibilities and in making UTM a community; one that welcomes equity-deserving groups, lowers barriers to belonging and fosters everyone's well-being.

### **Commitments**

- Instil an ethos of cooperation among experts from diverse teams at UTM and across the tricampus.
- Enact anti-racism and anti-oppression strategies as collective responsibilities and collaborative actions.
- Integrate and innovate approaches to safety, accessibility and physical, mental and social health.

### **Accountabilities**

- Have we created supports and structures that promote collaboration as the default mode in our academic and administrative operations, including collaborations with donors, alumni, and tricampus and external partners?



- Have implemented positive change to policies and processes that affect the people who work, learn, and connect at UTM?
- Have we fulfilled the commitments to anti-discrimination and systemic justice—for staff, faculty, librarians and students—expressed by U of T Working Groups and leadership?
- Have we taken a wide range of opportunities to advance justice and enhance belonging across our campus and beyond it?
- Have we embedded well-being as a focus in all aspects of campus life, guided by better practices for the promotion of health, belonging, connection and resilience?



---

## BUILD EFFICIENT AND SUSTAINABLE OPERATIONS

---

At an academic department meeting in November 2020, during a discussion about the future of campus research space, a faculty member evoked the Constitution of the Iroquois Nations. “Have always in view,” the Constitution advises, “not only the present but also the coming generations.” UTM embraces this vision as the basis for campus-wide action. We foster a culture of sustainability and professional competence that cares for communities in the present and stewards our environments and resources for communities in the future.

Guided by our Academic, Sustainability and Campus Master Plans, UTM opens undergraduate and graduate sustainability pathways and facilitates opportunities for sustainability-focused research discovery and entrepreneurship. We invest in teaching and research that measures, models and mitigates climate crisis. We promote sustainability in our campus and civic engagements, collaborating on food sovereignty, climate adaptation and land-based ecological projects with Credit Valley Conservation, the City of Mississauga, Peel district schools and Indigenous partners, among others. We enact changes that ensure the sustainability of our physical plant and our operations, designing green and accessible buildings and spaces, and developing innovative methods for managing our communal resources and business processes effectively.

These and all our efforts in teaching, learning and research rely on the ingenuity of the campus’s operational teams who, alongside our instructors, researchers, students and external partners, promote UTM’s resilience in innumerable ways. They design IT solutions to administrative and academic problems; build and maintain world-class facilities; and practice expert care for a physical environment of distinct biodiversity and beauty. Our campus provides nutritious food sourced fairly and hosts events that connect UTM to the broader community. By implementing prudent budget plans and ambitious fundraising campaigns, by balancing growth with sustainability, our operational teams secure the institution’s long term health. Leveraging their expertise, UTM nurtures a campus in which present and future generations can take pride—a site for responsible development, ecological flourishing and equitable opportunity.

### **Commitments**

- Design green buildings and spaces that enhance belonging, biodiversity and operational success.
- Foster sustainability across our academic and research programs and through our external engagements.
- Identify and implement innovative approaches to the responsible stewardship of our environmental, infrastructural, technological and financial resources.

### **Accountabilities**

- Have we enacted the guiding principles of UTM’s Master Plan, opening buildings and spaces that

enhance our campus's beauty and ecological health and promote community vitality and connection?

- Have we met targets set in UTM's Sustainability Strategic Plan?
- Have we sought other opportunities, measures and paradigms to adapt to planetary challenges, including food insecurity and climate crisis?
- Have we implemented systems and practices such as budget processes, IT infrastructure, and space and building management systems that utilize resources responsibly, according to our values and priorities?
- Have we identified areas in which we can grow and what we must relinquish to grow sustainably?



---

## EMBRACE OUR PLACE

---

Among the many lessons we learned during the COVID-19 pandemic were two that resonated particularly strongly with the students, faculty, librarians and staff who came to our May 2021 reflection forums. First, when UTM's international community comes together on our beautiful campus, we enable connections that cannot be found anywhere else. Second, our location and expertise support flourishing and growth in this place, in Mississauga and the surrounding regions. The pandemic was a global crisis that we helped face locally, for example when we agreed to host Peel region's first mass vaccine clinic, relieving some of the burdens on the public health and hospital system, and administering more than 335,000 vaccine doses when it mattered most for our community.

UTM will apply the same lessons over the longer term. Working alongside local partners, including alumni and donors, immigrant communities and Indigenous partners, and leveraging the strengths of U of T's tricampus community, UTM has outstanding capacity for regional leadership—and a duty to run a public institution for the public good. We celebrate our place within U of T's tri-campus system and our strong connections to downtown Toronto and to Scarborough, connections that amplify our achievements in research, teaching and student, alumni and civic engagement. But we discover and learn in Mississauga and Peel because here, in this place, we can achieve global impact through local success.

This local engagement is the basis of a virtuous circle. Most of our students live in Peel, Toronto or the nearby Halton regions. Many faculty, staff and librarians choose Mississauga as their home. International students enrol at UTM to be part of U of T, a world-renowned, international institution, and then they often remain in Peel after graduation, starting careers that benefit our region's economy and society. We make this place—in Mississauga, Brampton, the Western GTA and beyond—a core of our institutional identity because we belong to the communities we serve.

### **Commitments**

- Incorporate Mississauga's history, culture, and City and regional priorities into campus identity and planning.
- Foster community-engaged teaching, learning, research and service in our city and the Peel region.
- Ground UTM's contribution to U of T's global reputation for excellence in our positive local impact.

### **Accountabilities**

- Have we connected the campus's past and future to those of Mississauga, Brampton, Peel and the western part of the Greater Toronto Area?
- Do members of the UTM community feel a sense of place-based belonging?
- Have we built partnerships between U of T and local stakeholders, including other anchor institutions in Peel, to support life-long learning, health and wellbeing, social justice,

Indigenous reconciliation, entrepreneurship and environmental sustainability in our region?

- Have we contributed to sustainable economic development and meaningful employment in our region, both at UTM and beyond our campus?
- Do our local partnerships, initiatives and successes resonate in the tricampus U of T, in Canada and globally?

## CONTINUOUS PLANNING

UTM's Strategic Framework is open-ended, rather than timebound. This is in part because we benefit from plans already in place or in development that are structured on concrete timelines. Our Sustainability Strategic Plan and our Campaign Plan each have a ten-year horizon; our Campus Master Plan extends over 15 years; and in 2023, a new Academic Plan will set our academic objectives for five years. The framework will ground further strategic planning exercises over the next two years, most notably in research, external engagement and people strategy. The framework serves not as a pre-determined plan, but as a guide to continuous planning, setting the priorities around which new projects and plans will evolve on an ongoing basis.

Our commitment to continuous planning matches the scope of UTM's ambition. We seek to practice pedagogies of kindness; to steward our land responsibly; to champion equity and anti-racism; and to effect genuine reconciliation with Indigenous peoples. These goals will outlast any one-, three- and five-year deliverables, and they will be realized in ways we haven't yet imagined, through new initiatives, new collaborations and new plans. UTM's framework makes room for these new opportunities. It projects a vision for a flourishing future to guide and inspire the students, colleagues and communities to whom that future belongs.

## Statement on Acknowledgement of Traditional Land

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

University of Toronto Mississauga  
3359 Mississauga Road  
Mississauga, ON, L5L 1C6  
[www.utm.utoronto.ca](http://www.utm.utoronto.ca)