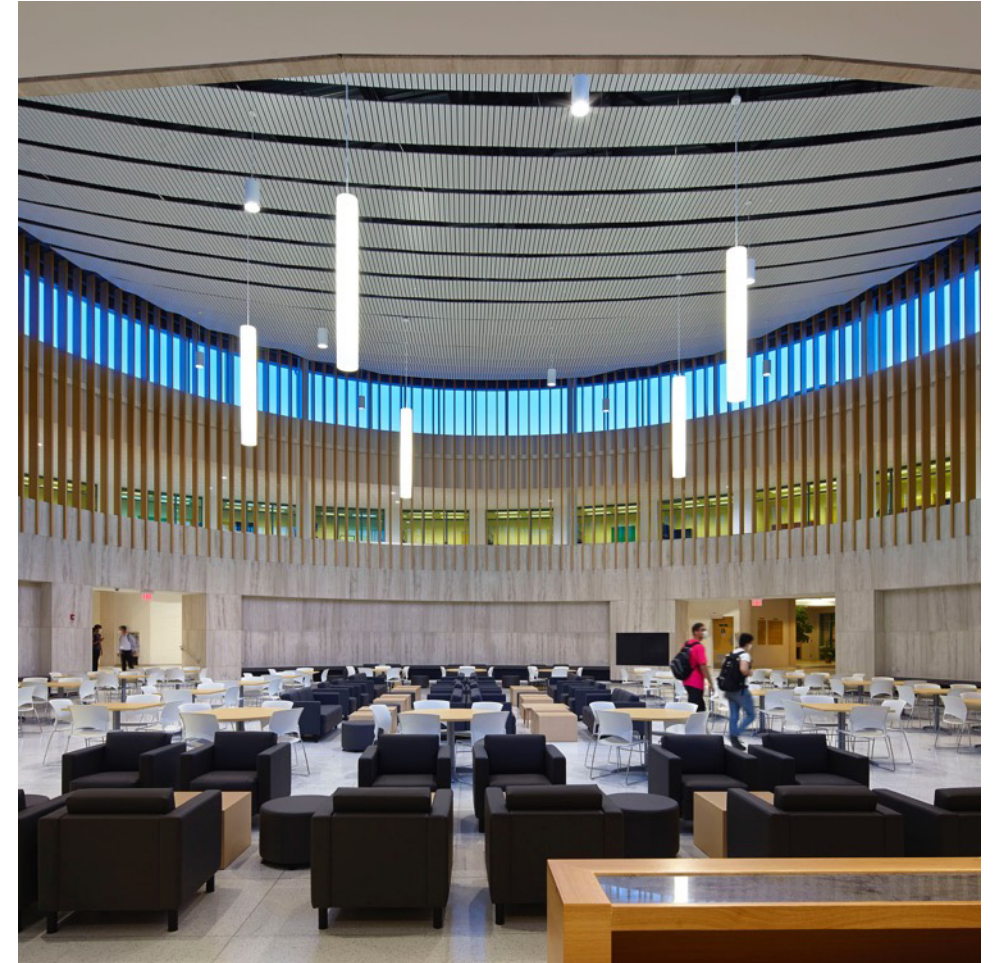


# UTM Strategic Framework



## Purpose

- Unifies existing campus and U of T-wide goals into a common narrative.
- Champions inclusive excellence that enables people, communities, and environments to flourish.
- Provides shared language to communicate our aspirations to internal and external stakeholders.
- Makes transparent how we reach decisions and identify areas for contraction or growth.
- Encourages iterative review of existing strategic plans and development of new ones at the unit level.
- Prepares our community for times when plans need to change.
- Contributes a principled flexibility to the process of continuous planning.



## Mission

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.

## Contexts

- Delivery of post-secondary education in Ontario
- Development of the UTM campus and UofT tricampus
- Social, economic, and environmental risks and opportunities
- UofT's role locally, in Mississauga and Peel, alongside its global impact.



## Priorities

- Arranged in a circle to suggest non-hierarchical unity.
- At the centre, truth, openness, and reciprocity
- Around the circle:
  - Foster student success
  - Enable research discovery and impact
  - Encourage collaboration and belonging
  - Build efficient and sustainable operations
  - Embrace our place.





# Truth, Openness, and Reciprocity

- 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.





# Foster Student Success

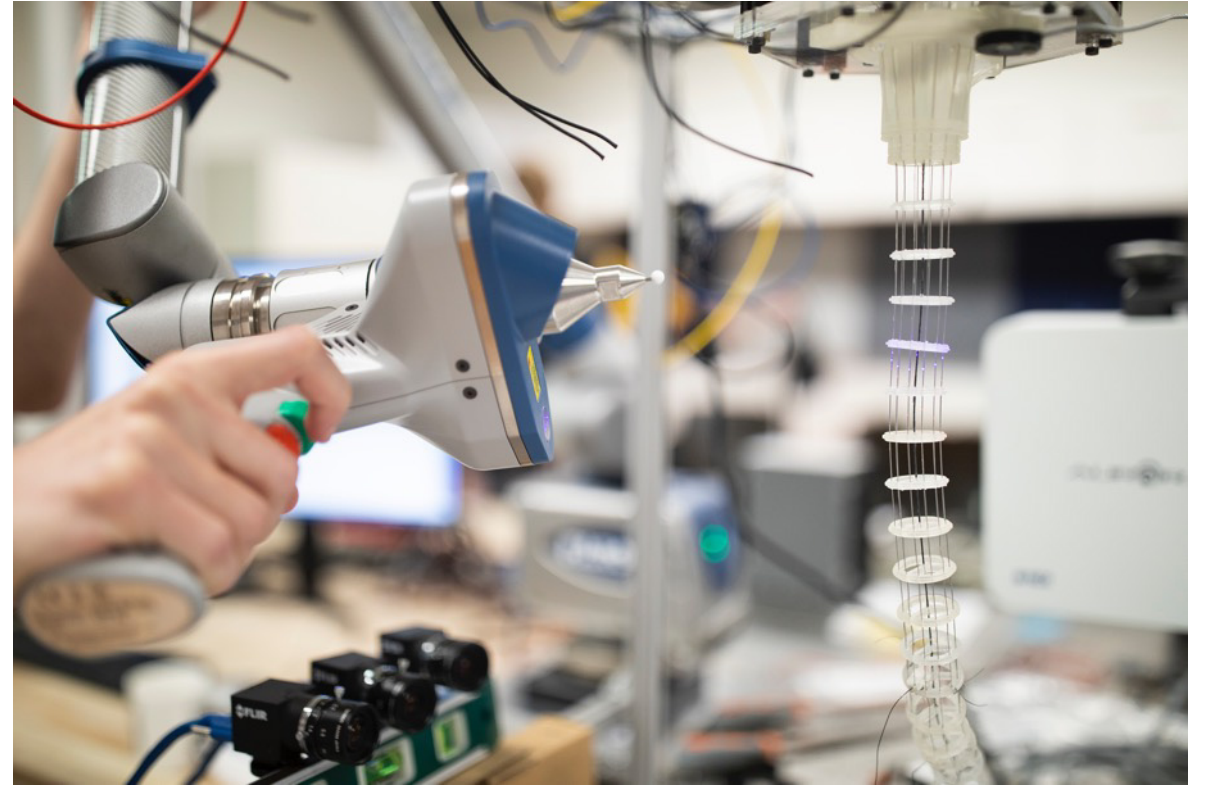
- Recruit and retain outstanding and promising students and graduate lifelong learners and engaged global citizens.
- Lead positive transformations in undergraduate, graduate, and professional teaching and learning.
- Foster student flourishing through curricular, co-curricular and extra-curricular supports.





# Enable Research Discovery and Impact

- 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.





# Encourage Collaboration and Belonging

- 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.







# Build Efficient and Sustainable Operations

- 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.





# Embrace our Place

- 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.

