

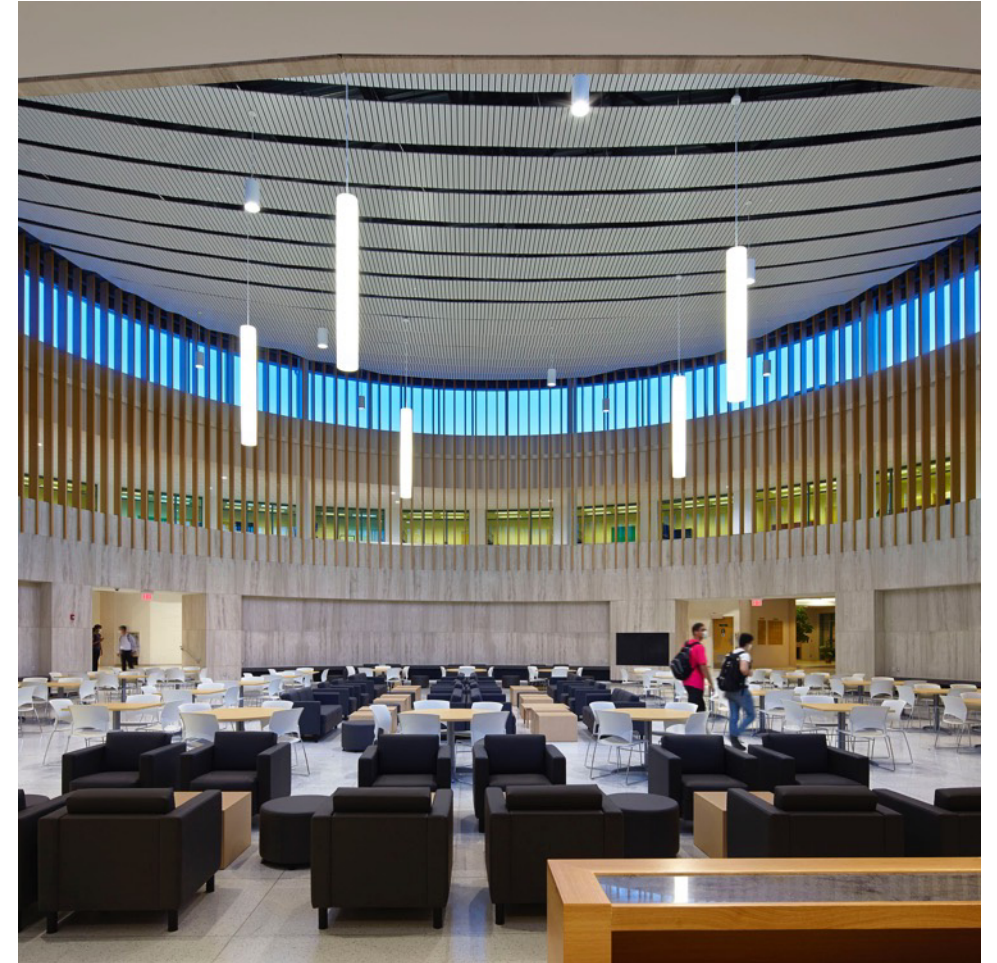
# UTM Strategic Framework





## 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 – adapted from 2017 Academic Plan

**Contexts** – post-secondary education in Ontario, development of campus and tricampus, role of UofT in Mississauga and Peel, social and economic risks and opportunities, local and global impact.

**Priorities**, arranged in a circle to suggest non-hierarchical unity. At the centre, truth, openness, and reciprocity, and around this:

- Foster student success
- Enable research creativity, curiosity, and impact
- Encourage collaboration and belonging
- Build sustainable spaces and operations
- Embrace our place in the region and globally.





# Truth, Openness, and Reciprocity

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







# Foster Student Success

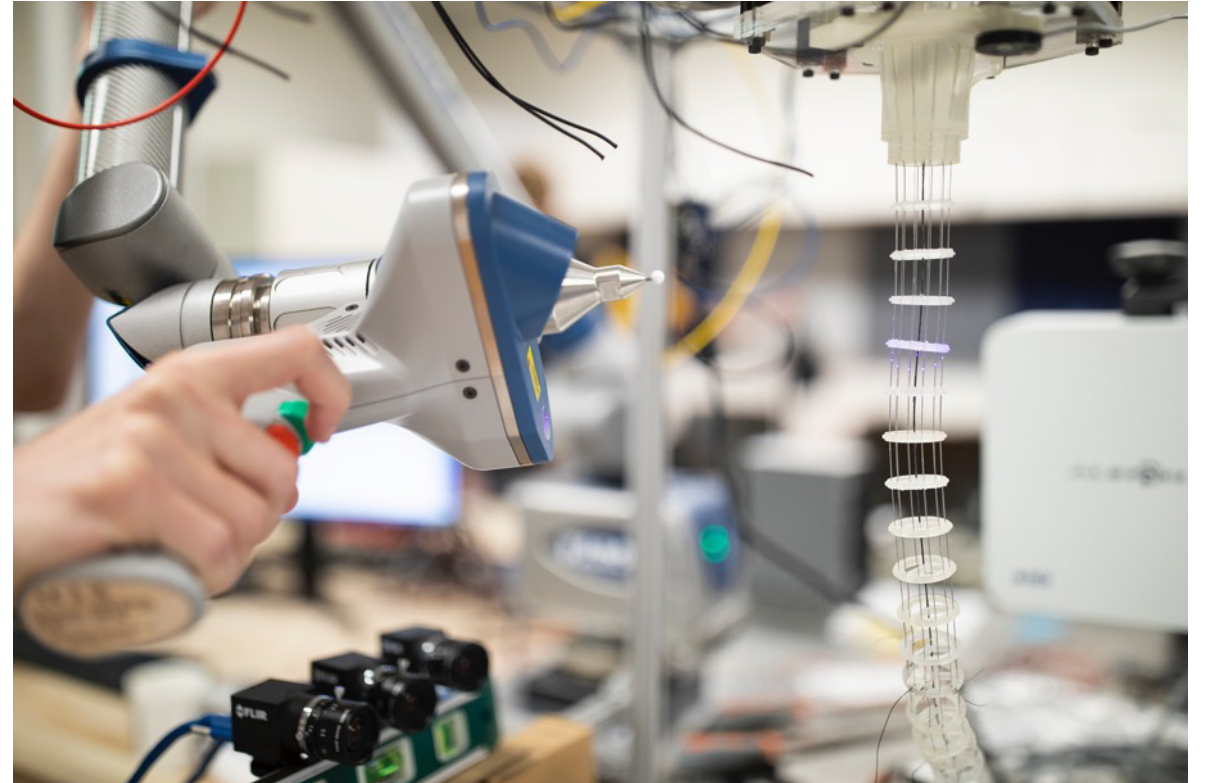
- Recruit and retain outstanding and promising students and graduate lifelong learners and engaged global citizens.
- Collaborate on positive transformations in undergraduate, graduate, and professional teaching and learning.
- Foster student flourishing through integrated curricular, co-curricular,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





# Enable Research Creativity, Curiosity, 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, and researcher entrepreneurship.
- Catalyze research inquiry that delivers benefits regionally and globally.







# Encourage Collaboration and Belonging

- Promote cooperation among diverse teams, uniting complementary forms of expertise.
- Enact anti-racism and anti-oppression strategies as collective responsibilities and collaborative actions.
- Centre approaches to safety, accessibility, and physical, mental, and social health and wellbeing.





# Build Sustainable Spaces and 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.
- Practice innovative, responsible stewardship of our human, environmental, infrastructural, technological, and financial resources.







# Embrace our Place in the Region and Globally

- Incorporate local history and culture and regional priorities into campus identity and planning.
- Foster community-engaged teaching, learning, research and service in Mississauga, Peel, and surrounding regions.
- Enhance UTM's global reputation for excellence through our transformative local impact.

