

**FOR
INFORMATION**

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

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DATE: February 4, 2026 for February 11, 2026

AGENDA ITEM: 7

ITEM IDENTIFICATION:

Faculty of Applied Science and Engineering: Strategic Academic Plan, 2026-2031

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*).

GOVERNANCE PATH:

1. **Planning and Budget Committee [for information and feedback] February 11, 2026**
2. Academic Board [for information and feedback] February 26, 2026

PREVIOUS ACTION TAKEN:

The Academic Plan was endorsed in principle by FASE Council on December 11, 2025.

HIGHLIGHTS:

Following the Faculty of Applied Science & Engineering's External Review in 2023, the Faculty undertook a Strategic Academic Planning (SAP) process to articulate a clear, focused, and forward-looking academic vision. Led by the Office of the Vice-Dean, Strategic and supported by a representative Steering Committee, the process focused on articulating a distinct academic identity that reflects FASE's strengths, ambitions, and leadership in Canadian and global engineering education. The Steering

Committee included senior leadership, faculty across career stages and streams, undergraduate and graduate students, and accessibility advocates.

Assessment of current state and extensive consultations in support of the Strategic Academic Plan took place from 2023 to 2025, including broad outreach to faculty, students and staff as reflected in U of T Engineering's External Review (2023), Facilities Master Planning activities (2024) and strategic academic planning consultations (2025).

Consultations were facilitated by an external consultant and involved 10 sessions, alongside written submissions and targeted advisory meetings. Topics of focus included curriculum development, interdisciplinary research, learner experience, industry skill needs, talent development, administrative support and future trends in engineering.

The resulting Strategic Academic Plan 2026–2031 is anchored in four pillars:

1. Educating adaptive thinkers to address complex challenges
2. Research excellence
3. Community, collaboration & resilience
4. Building transformative partnerships

The Plan is supported by five core values:

- Excellence
- Global fluency
- Equity, Diversity, Inclusion & Accessibility
- Sustainability
- Collaboration

This plan was created in line with the Guidelines on Divisional Academic Planning, which were confirmed by the Executive Committee on February 9, 2015. FASE's previous plan ended in 2022, and this will be the first plan under the current dean.

The Academic Plan was considered by the Provost's Advisory Group on October 8, 2025.

FINANCIAL IMPLICATIONS:

There are no immediate financial implications at the point of adopting a new academic plan. As the plan moves into the implementation phase, new initiatives will be brought forward and financial implications will be reviewed as part of the University's established budget planning and approval processes.

RECOMMENDATION:

This item is *for information and feedback only*.

DOCUMENTATION PROVIDED:

- Item Cover Sheet – *FASE Strategic Academic Plan 2026-2031*
- Item – *FASE Strategic Academic Plan 2026-2031*



UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING

DEFY
GRAVITY

Strategic Academic Plan 2026-2031



A five-year framework to guide strategic efforts within the University of Toronto's
Faculty of Applied Science & Engineering

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I'm pleased to present U of T Engineering's **Strategic Academic Plan 2026–2031.**

This is our roadmap for the future of engineering education and research.

The world is changing fast. Drivers include socio-economic pressures, evolving models of education, the rise of advanced and next-generation technologies and growing demands in areas like AI and cybersecurity. These forces are reshaping higher education and redefining how we prepare future engineers. But where many see obstacles, U of T Engineering sees opportunities to lead, innovate, ideate and create a future that is inclusive, sustainable and resilient.

U of T Engineering is the place of choice for learners, researchers, educators and staff who want to make a difference. U of T Engineering will be known as an activator and convener — a catalyst for solving important local and global challenges. We drive opportunities and discovery, and we activate our students to lead with purpose, creativity and empathy.

This plan is about preparing engineers who don't just adapt to change, they shape it. Our graduates combine technical mastery with creativity, global fluency and a deep sense of responsibility to society.

We are building on our strengths and setting ambitious goals:

- Expanding experiential learning across all years of study
- Modernizing learning and research infrastructure to accelerate discovery
- Embedding equity, diversity, inclusion and accessibility in everything we do
- Forging transformative partnerships across sectors and continents
- Instilling a culture of deep curiosity and enshrining a philosophy of life-long learning

I'm often asked what makes U of T Engineering stand out among our peers. The answer is easy: we are in the heart of Toronto — Canada's innovation capital — and surrounded by world-class educators, hospitals, research institutes, startups, industry leaders, government and partners. That means endless opportunities for collaboration and impact. The Engineering community bold, diverse and is a catalyst for the broader U of T community that comprises of more than 100,000 students, staff, professors, alumni and partners around the world.

Learning here isn't just theory: it's hands-on from day one. Design courses, capstone projects and one of Canada's largest co-op programs ensure our graduates hit the ground running. Our graduate students have access to an unparalleled choice of 30+ multidisciplinary research centres, industry partnerships and collaborative programs. U of T is ranked 14th in the world for graduate employability (Times Higher Education, 2025). Add to that our global reputation as Canada's #1 engineering school and among the best worldwide and you've got a network that opens doors everywhere.

We are a launchpad for ideas — a place where students, researchers and partners come together to prototype, experiment and dream big. And when it comes to emerging fields like AI, cybersecurity, sustainable engineering and biomedical innovation, we're not just participating — we're leading.

Thank you for being part of this journey. The future of engineering starts here — with us.

Christopher Yip
Dean, Faculty of Applied Science & Engineering

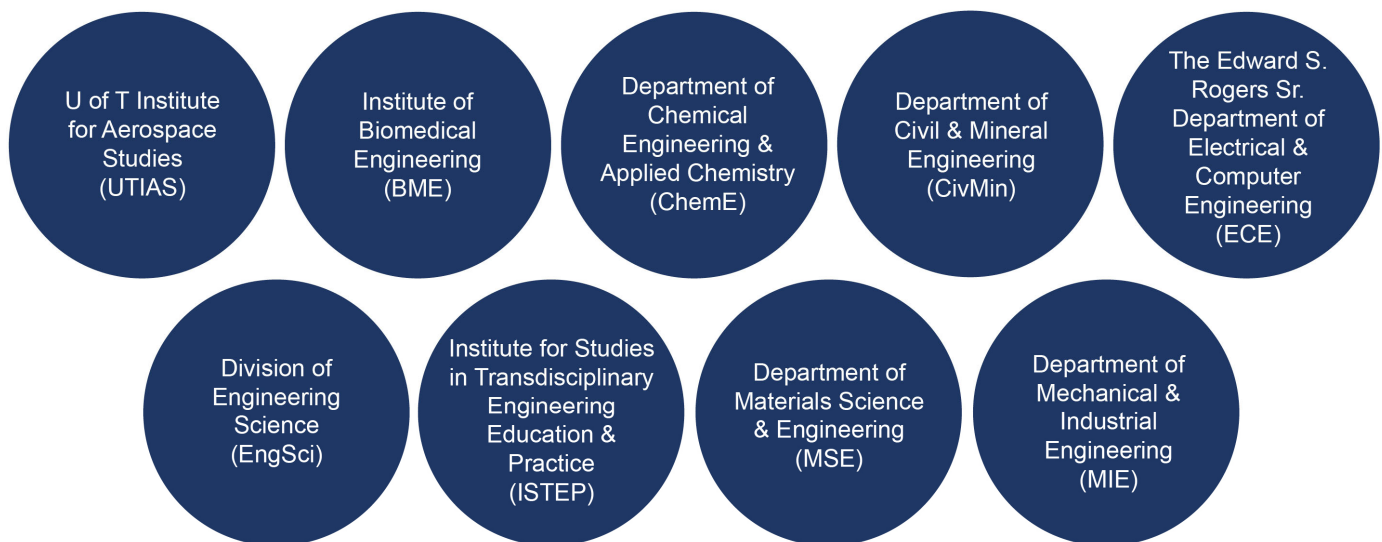
Who We Are

For over 150 years, U of T's Faculty of Applied Science & Engineering (FASE) has led innovation — from robots and bridges to biofuels and biomedical engineering. We challenge convention, ask bold questions, and turn the impossible into opportunity. We are a vibrant community that includes nearly 10,000 students, faculty and staff members, as well as more than 60,000 alumni and partners around the world.

Together we engineer a better future by empowering generations to tackle the world's most pressing challenges through inclusive collaboration and bold innovation. We drive breakthroughs that save lives, improve function, contribute to the economy, and shape a sustainable future for generations still to come. Over the past two decades alone, U of T Engineering professors and researchers have launched more than 100 companies and have reported 498 invention disclosures, representing 70% of the total across all of U of T.

The benefits of studying and working at U of T Engineering include our urban location, as well as access to partners, resources and association within the University of Toronto. Our reputation and offerings have ranked us as Canada's top engineering school, as well as 17th globally according to the 2025 QS World University Ranking for Engineering and Technology. U of T is ranked 14th in the world for graduate employability by Times Higher Education, 2025. We deliver unmatched experiential and international learning opportunities through programs like the Professional Experience Year Co-op (PEY Co-op). Our close ties to hospitals, research centres, industry leaders and community partners — combined with a rich diversity of people and perspectives — set us apart.

U of T Engineering's **nine academic units** continue to shape the future of engineering in Canada and beyond. Spanning both traditional and emerging fields, together, we offer diverse undergraduate and graduate programs. These programs explore fields and topics including robotics, AI, climate change, sustainability, biomedical innovation, entrepreneurship and transdisciplinary applications.



Our Legacy

U of T Engineering has a rich history of being a catalyst for transformative innovations — driven by a shared commitment to excellence, creativity, and global impact.

From pioneering the electron microscope and cardiac pacemaker to advancing nanotechnology, carbon-capturing concrete, geoeexchange systems, and laying the foundations of AI, U of T Engineering has continually transformed science, technology and society.

Over the past five years, U of T Engineering has advanced key strategic priorities:

- **Curricular innovation** — Experiential learning is now embedded in all years through design courses, capstone projects and the Professional Experience Year Co-op program, in which more than 80% of our students participate.
- **Interdisciplinary collaboration** — Over 70% of the graduating class completed at least one undergraduate engineering minor or certificate, enabling students from different disciplines to connect over shared areas of interest, such as AI, environmental engineering, business or global leadership.
- **Research excellence** — U of T Engineering has secured over \$100M annually in total research funding since 2018, with the most recent total reaching \$115M. U of T Engineering produced 70% of U of T's invention disclosures over the past five years and leads major initiatives such as the NSERC CREATE in Thermal Management of Electrification Technologies, which focuses on electric vehicles and industrial-scale batteries.
- **Campus infrastructure** — The Myhal Centre for Engineering Innovation & Entrepreneurship is a unique, multidisciplinary facility that includes workshops, prototyping facilities, lecture theatres and dedicated space for student clubs and teams. We have also modernized IT services across U of T Engineering through the creation of the Faculty Information Technology Office.
- **Representation and inclusion** — For most of the past decade, our proportion of female-identifying students has been at or near 40%, among the highest in Canada. Through the creation of the Diversity, Inclusion and Professionalism Office, the Dean's Advisor on Black Inclusivity, and the Dean's Advisor on Indigenous Initiatives, we have expanded relations with a wide range of community partners.
- **Future investment** — Through the Defy Gravity advancement campaign, U of T Engineering aims to raise \$400M+ by 2029 while strengthening alumni engagement and expanding mentorship and outreach programs. To date, the campaign has raised nearly \$200M in support of faculty and student initiatives, programs, research and infrastructure.

U of T Engineering champions foundational excellence and interdisciplinary collaboration, applying knowledge across engineering fields and into global, transdisciplinary contexts. Collaborations with global leaders such as Moderna, Siemens and BASF, or spin-off ventures such as Deep Genomics reflect our expertise in translating knowledge into real-world solutions.

Executive Summary



Building on the traditions of the last 150 years, we are redefining the delivery of education and enhancing research capacity. Over the next five years, we will build towards a future of engineering that is defined by global fluency, experiential learning and transformative collaboration. We are creating multi-use teaching and research spaces, and pursuing strategies that inspire innovation across disciplines, foster international mobility and engagement, and drive global impact.

Leveraging our global leadership position in climate change mitigation research, biomedical innovations, clean energy, advanced manufacturing, cyber-security, AI and sustainable infrastructure, we are investing in building and inspiring the next generation of engineers.

We are creating inspired, modern, vibrant and dynamic environments — rapid prototyping, design spaces, research labs and collaboration studios — where students, researchers and partners from all disciplines converge, connect and co-create. These spaces are for much more than teaching and research — they will ignite curiosity, stimulate discussion, encourage exploration and inspire innovation. We believe that impactful learning occurs when students are challenged by, and engage with, a diversity of perspectives, environments and opportunities.

We are committed to delivering a transformative engineering education experience that is inclusive, interdisciplinary and globally focused. Our graduates will be globally fluent, disciplinarily agile and life-long learners. We are removing barriers to global exchange, integrating longitudinal learning models, and embracing new pedagogies that prepare students to lead in a rapidly evolving world.

This is not just about engineering — it's about engineering a new way of learning and thinking. One that is immersive, integrative and impactful.

Building on our track record of excellence

U of T Engineering's enduring mission is clear: *To be a global leader, convener and partner of choice in advancing transdisciplinary research, innovation and education. We are dedicated to cultivating adaptable, globally minded engineers who collaborate across and within disciplines to address complex societal challenges and drive sustainable, equitable and prosperous futures.*

U of T Engineering's innovations have shaped Canada and beyond, inspiring new generations through excellence, integrity and visionary leadership. United by a culture of inclusive excellence, our global community tackles complex challenges through interdisciplinary thinking, strategic partnerships and deep engagement with the communities we serve.

Our vision is a world transformed by transdisciplinary engineering — where innovation, education and research drive inclusive, sustainable and resilient communities through excellence, collaboration and impact.

In the coming years, U of T Engineering will continue to grow partnerships, improve infrastructure and amplify collaboration across its disciplines, communities and partners. We will improve integration of leading-edge classroom technologies, expand experiential and lab-based learning, continue to develop innovative teaching techniques and emphasize foundational and research excellence. We will also promote collaborations that integrate interdisciplinary and global perspectives.

We will challenge our students to think critically and beyond conventional approaches to engineering. Our strength is built on the diversity of our university community, the high quality of our students and the richness of our global partnerships network. 28% of undergraduates and 47% of graduate students come from outside of Canada. For the 2025-2026 academic year, U of T Engineering received more than 16,000 undergraduate applications — our highest number yet. 39% of our undergraduate students and 34% of our graduate students are female-identifying. Our learners come from across Canada and around the world. They bring diverse perspectives and approaches that enrich U of T Engineering's learning environment, strengthening our ability to graduate engineers that are positioned to apply their skills globally and across disciplines.

U of T Engineering will continue efforts toward reconciliation with Indigenous communities, broadening collaboration and connecting knowledge with communities. This diversity brings meaningful perspectives to the classroom and to research, further enriching our collaborative learning environment.

The U of T Engineering community of faculty, students, staff, alumni and partners will build on the excellence of past achievements and increase momentum on excellence that will solve local and global challenges. U of T Engineering is committed to being a global leader, convener and partner of choice, integrating engineering into the heart of transformative change and shaping a more resilient future for generations to come.

The pillars of our Academic Strategic Plan

Four pillars guide the principles that define how our mission and vision will be achieved. Articulated priorities are the tasks and goals that we will address to move towards our vision. Our renewed pillars of excellence will build on our legacy and foundational success in the following ways:

Pillar 1: Educating adaptive thinkers to address complex challenges

U of T Engineering will continue to prepare students to thrive in a rapidly changing world by expanding experiential learning, promoting foundational and interdisciplinary education, enhancing career readiness, and ensuring equitable access to high-quality engineering programs.

Our priorities and goals will amplify the societal and global impact of undergraduate and graduate education. We are committed to cultivating innovation, foundational concepts, interdisciplinary learning and entrepreneurial thinking. Through targeted initiatives, we will expand experiential learning and prioritize career readiness and leadership. By aligning education with evolving global needs, embedding research into the student experience and promoting equitable access to education, we will continue to empower future engineers to lead with purpose and drive meaningful change.

Pillar 2: Research excellence

U of T Engineering will be a global leader in research that transcends traditional boundaries, fostering innovation through strategic partnerships, modernized infrastructure, and a culture of entrepreneurship and social impact.

Our priorities and goals signal strategic efforts to continue generating impact and influencing global solutions. We will strengthen our research impact by fostering interdisciplinary collaboration, securing diverse funding, and embedding entrepreneurship and social impact into our research culture. Key priorities include enhancing global leadership in research and innovation, expanding strategic partnerships, modernizing infrastructure and streamlining support systems. By leveraging data, AI and inclusive research practices, we aim to elevate visibility, sustainability and societal relevance across our research enterprise.

Pillar 3: Community, collaboration & resilience

U of T Engineering will cultivate a resilient, inclusive and supportive academic environment by embedding Equity, Diversity, Inclusion and Accessibility (EDIA) principles, strengthening wellbeing and professional development, and deepening engagement with Indigenous knowledge systems.

Our priorities and goals reinforce our continued commitment to fostering a resilient, inclusive and collaborative academic community. We aspire to advance wellbeing, ethical leadership and professional growth by embedding EDIA across programs, policies and infrastructure. Key priorities include promoting inclusive leadership and wellness, integrating EDIA into recruitment and curriculum, strengthening supports for student success, and enhancing connections with Indigenous communities and knowledge systems.

Pillar 4: Building transformative partnerships

U of T Engineering will broaden its global reach and impact by developing sustainable, high-value collaborations with industry, academia, government and community partners, while creating novel pathways for engagement and innovation.

Our priorities and goals continue to be the cultivation of high-impact collaborations with industry, academia, non-profits and community organizations. Key priorities include expanding strategic and global partnerships, developing novel pathways for engagement beyond traditional research models, and leveraging international events and ecosystem partners to elevate visibility and influence. Through these efforts, we will position ourselves as a globally connected institution and a partner of choice in engineering innovation.

Overview of Strategic Academic Planning Process & Community Engagement

U of T's framework for an academic plan aims to:

- Explicitly state the values of a faculty
- Align with U of T's overarching long-range strategic plan
- Work as an overarching strategic document that is iterative and updated every five years
- Define specific focus areas to enable the translation of measurable priorities into strategic actions that work towards achieving the mission and long-term vision
- Strategically match academic offerings with the needs of learners
- Identify and commit to education and research priorities
- Position a faculty for sustainable success in the future
- Gain efficiencies in the short term

Using this framework, the objective of U of T Engineering's Strategic Academic Planning activities was to articulate a clear, focused and forward-looking vision. Led by the Office of the Vice Dean, Strategic and supported by a steering committee, planning efforts aimed to move beyond a broad, all-encompassing approach and instead focused on defining a distinct academic identity that reflects U of T Engineering's strengths, ambitions and leadership in Canadian and global engineering education. The steering committee included a broad representation of members:

- Senior leadership, including the Dean, Vice Deans, unit chairs, directors & senior administration
- Faculty across career stages (early, mid & later career) and streams (teaching & tenure stream)
- Undergraduate & graduate students
- Accessibility advocates

The planning process is articulated in five key planning steps:

1. Assessment of current state
2. Process & planning
3. Consultation & reporting
4. Review & approval
5. Implementation

Assessment of current state and extensive consultations in support of the Strategic Academic Plan took place from 2023 to 2025, including broad outreach to faculty, students and staff as heard during U of T Engineering's External Review (2023), Facilities Master Planning activities (2024) and strategic academic planning consultations (2025).

Strategic academic planning consultation and reporting aimed to:

- Gather diverse perspectives on U of T Engineering's strengths, challenges and opportunities
- Build a shared understanding of U of T Engineering's future direction
- Ensure the academic plan reflects the lived experiences and aspirations of its community
- Establish a foundation for a unified and strategic identity
- Articulate parameters that promote operational excellence

Consultations were facilitated by an external consultant and involved 10 sessions, alongside written submissions and targeted advisory meetings. Topics of focus included curriculum development, interdisciplinary research, learner experience, industry skill needs, talent development, administrative support and future trends in engineering.

Values, Mission & Vision

Broad consultations and guidance from the Strategic Academic Planning Steering Committee and U of T Engineering leadership informed the resulting strategic framework, which is:

- Anchored in **four key pillars** (Educating adaptive thinkers to address complex challenges; Research excellence; Community, collaboration & resilience; Building transformative partnerships)
- Supported by **five core values** (Excellence; Global Fluency; Equity, Diversity, Inclusion & Accessibility; Sustainability; and Collaboration)
- Enabled by Operational Excellence; Information Technology; Decision Frameworks; and Space Utilization

Values

The engineering profession serves the health and prosperity of communities worldwide. As the educators of future engineering leaders and the researchers who advance game-changing innovation, we are driven by five core values that are enabled by Operational Excellence, Information Technology, Decision Frameworks and Space Utilization:

- Excellence in research, teaching and service
- Global fluency and connectedness
- Collaboration across fields, institutions and sectors
- Sustainability in operations and innovation
- Equity, diversity, inclusion and accessibility

Mission

To be a global leader, convener and partner of choice in advancing transdisciplinary research, innovation and education. We are dedicated to cultivating adaptable, globally minded engineers who collaborate across and within disciplines to address complex societal challenges and drive sustainable, equitable and prosperous futures.

Vision

U of T Engineering envisions a world transformed by transdisciplinary engineering — where innovation, education and research drive inclusive, sustainable and resilient communities through excellence, collaboration and impact.

Strategic Pillar 1: Educating adaptive thinkers to address complex challenges



Civil engineering students on work term with RJC through the Professional Experience Year Co-op program (PEY Co-op) visit an in-progress job site in the heart of downtown Toronto.

U of T Engineering prepares students to lead in applied science and engineering by building strong foundational knowledge, fostering interdisciplinary and entrepreneurial thinking, and aligning education with evolving global challenges and employment needs. Through hands-on learning, research-based opportunities and international learning experiences, this pillar's focus is on how we will empower students to tackle complex challenges and drive innovation with impact.

Priority 1: Amplify the societal and global impact of undergraduate and graduate education by cultivating innovation, entrepreneurial thinking and cross-sector collaboration, providing students with the tools and experiences for career success.

Goal 1-1A: Promote interdisciplinary education and research opportunities.

- *Overview of Metrics:* Student engagement in interdisciplinary learning and research opportunities, as reflected in course enrolment patterns and student-reported academic breadth and collaboration.

Goal 1-1B: Foster innovative and entrepreneurial approaches to research-based education.

- *Overview of Metrics:* Participation in university incubators, commercialization-focused research, and industry collaborations with enhanced support for workshops and partnerships with the School of Graduate Studies to track graduate student and postdoctoral fellow engagement.

Goal 1-1C: Improve student transition from university to academia, industry or community.

- *Overview of Metrics:* Student preparedness for post-degree careers, as reflected in participation and expansion of transition programs, facilitating industry/community-linked experiences and student-reported confidence in career readiness.

Priority 2: Expand experiential learning across all years of learning. Build on, maintain and grow our suite of hands-on, experiential learning programs.

Goal 1-2A: Align curriculum with global challenges and sustainability goals, embedding experiential learning across all years through curricular and co-curricular initiatives.

- *Overview of Metrics:* Student engagement in experiential learning and research, as reflected in course enrolment patterns and student-reported academic breadth and collaboration as informed by partnerships and evolving learning trends. Track inclusion of experiential learning in curricular (e.g., capstone, course labs) and co-curricular (e.g., PEY Co-op, workshops, undergraduate research experience) activities. Student preparedness for post-degree careers, as reflected in participation and expansion of transition programs, facilitating industry/community-linked experiences and student-reported confidence in career readiness.

Goal 1-2B: Leverage partnerships to create innovative curriculum and delivery that connects theory with practice, embed interdisciplinary learning and transdisciplinary learning experiences, and equip learners with agile, applied skills for a rapidly evolving world.

- *Overview of Metrics:* Participation in university incubators, commercialization-focused research, and industry collaborations with enhanced support for workshops and partnerships with the School of Graduate Studies to track postdoctoral and research assistant engagement.

Goal 1-2C: Modernize experiential learning infrastructure to improve access, capacity and delivery of learning.

- *Overview of Metrics:* Advance the modernization of existing experiential learning infrastructure and advocate that proposed infrastructure renewals include intentional consideration of learner-centered space design opportunities. Engage our community and partners, and utilize Facility Master Planning data to inform our process, operational planning and scope of work.

Priority 3: Prioritize career readiness and leadership. Advance career readiness and professionalism by aligning education with evolving industry and societal needs. Strengthen alumni and employer engagement in mentorship and curriculum development. Expand access to experiential, leadership and entrepreneurial learning in high-impact fields such as AI, climate tech, biomedical and public policy.

Goal 1-3A: Align education with evolving industry and societal needs by expanding tailored offerings — such as AI, machine learning and other specialized areas — through partner-informed curriculum enhancements that drive upskilling enrolment and meet emerging workforce demands.

- *Overview of Metrics:* Track alumni, industry/community-supported mentorship, networking and PEY Co-op positions. Enhance the collection of graduate employment outcomes and overall employer feedback. Encourage student engagement in emerging fields, interdisciplinary projects and the completion of minors or certificates in high-impact areas. Collect feedback from alumni and external partners to build consensus across all programs as to what skills and knowledge our graduates need. Grow industry-aligned programs and partnerships driving specialized training, such as AI and machine learning upskilling and workforce readiness.

Goal 1-3B: Strengthen career readiness by expanding engagement of alumni, industry and other partners in support of mentorship, curriculum development, co-op, entrepreneurship and leadership development.

- *Overview of Metrics:* Evaluate the effectiveness of initiatives aimed at enhancing career readiness. Monitor the breadth and depth of student engagement with alumni, industry and other partners.

Goal 1-3C: Enhance undergraduate-to-postgraduate pathways through the Master of Engineering (MEng), Master of Applied Science (MASc), direct-entry PhD, credentialling and related programs.

- *Overview of Metrics:* Assess the success of initiatives aimed at strengthening transitions from undergraduate to postgraduate studies. Track the integration of career readiness and partnership engagement across academic and experiential platforms.

Priority 4: Training the next generation of researchers. Embed research innovation and global learning into the learner experience.

Goal 1-4A: Embed research and innovation across the student experience by expanding access to undergraduate and graduate research opportunities, with a focus on increasing participation and improving outcomes in summer research, capstone and thesis projects.

- *Overview of Metrics:* Progress in increasing undergraduate participation in summer research, thesis projects, publications and increased enrolment in graduate studies.

Goal 1-4B: Enhance research scholarship through knowledge translation by improving access to environments that accelerate impactful research outcomes.

- *Overview of Metrics:* Increase in international conference participation, publications and global grant awards to assess the enhanced impact of graduate research contributions.

Priority 5: Promote equitable access to education and inclusive excellence by increasing financial support for graduate studies, reducing barriers for underrepresented groups, and advancing targeted fellowships and strategic fundraising.

Goal 1-5A: Improve financial support and targeted fundraising for postdoctoral fellows and graduate trainees.

- *Overview of Metrics:* Track trainee financial stability and funding satisfaction via surveys and retention data. Highlight philanthropic impact through donor engagement and graduate funding outcomes.

Goal 1-5B: Improve communication and advisory materials around expected pathways to graduation.

- *Overview of Metrics:* Enhanced clarity around graduation pathways with improved communications and improved mechanisms that support academic advising such as sessions focused on graduation planning.

Strategic Pillar 2: Research excellence



Professor Deepa Kundur (ECE) and her research group analyze cyber-physical system data in the Stewart L. Blusson Visualization Facility in the Myhal Centre for Engineering Innovation & Entrepreneurship.

U of T Engineering leads globally in research that transcends traditional boundaries within and beyond engineering disciplines. This pillar focuses on advancing research excellence and scholarship, innovation and impact through strategic partnerships, interdisciplinary collaboration and modernized infrastructure. It emphasizes embedding social impact and entrepreneurship into research culture, securing diverse funding sources and fostering inclusive, co-created research. By streamlining support systems and leveraging data and AI, we seek to enhance the visibility, sustainability and societal relevance of our research enterprise.

Priority 1: Research excellence, innovation and impact. Strengthen U of T Engineering's global leadership in research, discovery and innovation while integrating pathways for entrepreneurship, education and commercialization.

Goal 2-1A: Be a global leader in science and engineering, from fundamental to applied research — building on interdisciplinary and transdisciplinary research to address global challenges.

- *Overview of Metrics:* International rankings and leadership in fundamental, interdisciplinary and transdisciplinary research, as reflected in embedded partner-informed curricula, employment rates and advisory groups.

Goal 2-1B: Enhance research funding, strategic networks, partnerships and international collaboration that position U of T Engineering research for national and international funding success.

- *Overview of Metrics:* Increases in NSERC alliance funds, CIHR program grant success, and international funding secured through Horizon Europe and other global sources as enabled by strategic partnerships, diverse collaboration networks and targeted support for CRC appointments.

Goal 2-1C: Embed knowledge mobilization, social impact and entrepreneurship in research culture.

- *Overview of Metrics:* Patent filings, spinoffs and student engagement in incubators. Contributions to social impact and entrepreneurship, as measured through research commercialization, open-science and collaborative agreements.

Priority 2: Interdisciplinary collaboration & strategic partnerships. Strengthen U of T Engineering's role as a convener of interdisciplinary research and education by fostering collaboration and expanding interdisciplinary partnerships.

Goal 2-2A: Foster interdisciplinary research through collaboration, mentorship and support, including prioritized mechanisms of funding for teams that expand interdisciplinary research opportunities.

- *Overview of Metrics:* Growth in interdisciplinary research impact, measured through joint publications, cross-unit grant participation and tracking of outcomes of seed programs. Continued funding success for interdisciplinary initiatives. Long-term viability of strategic programs and diversification of support sources.

Goal 2-2B: Strengthen transparent frameworks that connect researchers with relevant partners and challenges.

- *Overview of Metrics:* Number of new researcher-industry partnerships facilitated through structured matchmaking and partnership frameworks.

Goal 2-2C: Drive research for greater societal impact through support of co-created research with underserved, underrepresented and Indigenous communities.

- *Overview of Metrics:* Number of co-created research projects involving underserved and underrepresented communities.

Priority 3: Modernize research infrastructure and streamline support through centralized systems, strategic long-term planning and enhanced administrative services.

Goal 2-3A: Revitalize research space to meet the needs of future innovation and discovery.

- *Overview of Metrics:* Integration of Facility Master Planning data to support project planning and the pursuit of funding and external investment for infrastructure. Timely completion of renovation projects supporting future innovation and engagement of space planning.

Goal 2-3B: Ensure core research facilities are financially sustainable and broadly available to researchers and trainees.

- *Overview of Metrics:* Financial sustainability and usage rates of core facilities by student training and external user participation.

Goal 2-3C: Leverage data and AI to advance the U of T Engineering research mission and to enhance research visibility.

- *Overview of Metrics:* Adoption of data-driven and AI-supported research practices, as measured through training participation and integration into decision-making processes.

Strategic Pillar 3: Community, collaboration & resilience



Members of U of T Engineering joined U of T Indigenous community members for the First Nations House Tipi Raising in 2021, a major step toward creating more Indigenous spaces at the University of Toronto.

U of T Engineering will foster a resilient, inclusive community by advancing operational excellence, wellness, ethical leadership and growth. By embedding Equity, Diversity, Inclusion and Accessibility (EDIA) principles across programs, research, infrastructure and engagement strategies, we empower students, faculty and staff to be ethical leaders and skilled professionals. We are committed to efficiency, excellence and transparency. We will strengthen administrative services and conduct regular reviews to enhance service delivery that meets community needs.

Priority 1: Community, wellbeing and professional growth. Advance U of T Engineering wellbeing by fostering inclusive leadership and collaboration, supporting personal and professional development, and promoting wellness and equitable practice.

Goal 3-1A: Advance education on inclusive leadership, professionalism and equitable practices across U of T Engineering.

- *Overview of Metrics:* Improve access to training on inclusive leadership, professional ethics and equity-focused practices. Measure progress in fostering inclusive leadership and collaboration within the community by assessing the representation and diversity of voices across decision-making and selection processes.

Goal 3-1B: Facilitate access to wellness services and foster a caring, accessible learning environment.

- *Overview of Metrics:* Enhance access to wellness services, support inclusive learning environments and promote community care.

Goal 3-1C: Strengthen professional development opportunities for faculty by working with units to expand education.

- *Overview of Metrics:* Improved access to mentorship, onboarding and pathways to professional licensure.

Priority 2: Strengthen administrative services across the Faculty and embed regular reviews to ensure efficient, transparent and high-quality support for learners, faculty and staff.

Goal 3-2A: Align processes and resources with academic priorities to enhance service delivery and advance operational excellence in support of teaching and research.

- *Overview of Metrics:* Cyclical review and transparent reporting on U of T Engineering administrative services to measure alignment against the Strategic Academic Plan and overarching Faculty needs. Actively explore opportunities to collaborate with units and partners to align processes and resources with Faculty priorities.

Priority 3: Advance the integration of EDIA across academic programs, practices, policies and infrastructure.

Goal 3-3A: Continue EDIA-informed recruitment practices that increase the diversity of the U of T Engineering community.

- *Overview of Metrics:* Year-over-year tracking of representation in admissions, hiring and advancement processes. Create inclusive pathways and targeted outreach programs to enhance access to engineering programs for underrepresented communities. Ensure that retention, curriculum, infrastructure and student supports are aligned to ensure equitable outcomes and sustained impact.

Goal 3-3B: Promote accountable spaces for dialogue, mentorship and accessibility across U of T Engineering, and expand access to centralized supports that enhance student wellbeing, professional development and mental health.

- *Overview of Metrics:* Review progress and develop metrics on how U of T Engineering fosters inclusive, supportive and accountable environments, as well as how we align with institutional commitments to equity, dialogue and accessibility. Improve student satisfaction and sense of belonging as measured through wellness surveys, use of centralized supports and services, and engagement with support hubs and inclusive spaces. Improve access and impact of student support structures such as those that promote reducing time-to-completion and progress tracking.

Priority 4: Strengthen connections between Indigenous knowledge systems & engineering education.

Goal 3-4A: Partner and advocate for participation in Indigenous equity-focused initiatives that connect U of T Engineering with Indigenous communities.

- *Overview of Metrics:* Track integration of land-based learning into U of T Engineering curriculum, reconciliation-focused initiatives and participation in equity-focused programs.

Strategic Pillar 4: Building transformative partnerships



In July 2025, officials from the Korea Institute for Advancement of Technology, the Korea Electronics Technology Institute and the Korea Automotive Technology Institute visited U of T Engineering to celebrate the opening of a new centre named AI in Manufacturing (AIM).

U of T Engineering will continue to position itself as a globally connected institution by advancing strategic international partnerships, elevating the global visibility of its research and innovation, and leveraging international events and collaborations. Through targeted business development and outreach, we will expand global impact and foster high-value collaborations that support research excellence and innovation.

Priority 1: Strengthen strategic partnerships. Establish and sustain high-impact, long-term collaborations with industry, academic institutions, non-profits, government, associations, alumni and other community partners to advance U of T Engineering's leadership in research and innovation.

Goal 4-1A: Position U of T Engineering as the partner of choice for industry, other academic institutions, non-profits, associations, our alumni and others to co-create impactful research and innovation initiatives.

- *Overview of Metrics:* Annual growth in strategic partnership agreements and funding. Measurable increases in joint research outputs such as publications, patents and funded projects with academic, association, community, industry and non-profit partners.

Goal 4-1B: Expand the diversity of collaborative research programs and partners.

- *Overview of Metrics:* Strengthen cross-sector collaboration by increasing the number and value of partnerships, fostering interdepartmental engagement, and accelerating growth in joint research outputs such as publications, patents and funded projects.

Goal 4-1C: Integrate non-industry and community partners into strategic planning.

- *Overview of Metrics:* Inclusion of non-industry partners, balanced partnership distribution, and representation in strategic planning initiatives to foster knowledge co-creation with communities.

Priority 2: Build novel pathways and mechanisms to partnership. Continue to create, promote and develop new ways of working with partners (beyond sponsored research) to increase the sustainability and mutual value of partnerships over time and deepen the relationship between U of T Engineering and its partners.

Goal 4-2A: Strengthen industry collaboration by cultivating and expanding our co-location community at the Engineering Partnerships Office.

- *Overview of Metrics:* Promote growth and impact in industry engagement via co-location, facility licensing, testing and rentals, as measured by the number of partnerships and research collaborations initiated through the Engineering Partnerships Office.

Goal 4-2B: Expand access to research infrastructure through facility licensing, testing and rental.

- *Overview of Metrics:* Enhance tailored engagement strategies to generate increased usage and monetization of facilities and assets.

Priority 3: Advance global engagement through partnership. Position U of T Engineering as a globally connected institution by prospecting, pitching and cultivating partnerships that support research excellence and global impact.

Goal 4-3A: Expand and formalize strategic partnerships with leading global companies.

- *Overview of Metrics:* Number of active international partnerships and newly formalized agreements with global companies to evaluate success in building strategic, high-impact global collaborations.

Goal 4-3B: Elevate the international visibility of U of T Engineering's research and innovation.

- *Overview of Metrics:* International media mentions, citations and recognitions of U of T Engineering-led research to assess the global reach and influence of innovation outputs. Leverage conferences, trade shows and events that generate high-quality international exposure. Improve effectiveness of global engagement efforts through strategic event participation as tracked by attendance and digital reach of international events hosted or co-hosted by U of T Engineering.

Goal 4-3C: Leverage ecosystem partners at different levels of government, industry and community partnerships to plan and execute customized business development agendas for international markets.

- *Overview of Metrics:* Improve targeted business development activities and ecosystem collaborations to grow global market penetration and strategic alignment as measured by new international agreements and partnerships.

For more information, please contact:

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