

# TOWARD TMU 2030

University  
Advancement Plan  
2020–2030



**ON OUR JOURNEY TO 2030, TORONTO METROPOLITAN UNIVERSITY WILL BE UNAPOLOGETICALLY BOLD, DELIBERATELY INCLUSIVE AND DECIDEDLY NIMBLE.**

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## **BUILDING FOR THE FUTURE**

Toronto Metropolitan University (TMU) believes in the power of education to transform lives, communities, cities and societies. Together, TMU students, faculty, staff, alumni, friends and partners are creating a bright, just and caring future. On our journey to 2030, TMU will be unapologetically bold, deliberately inclusive and decidedly nimble. Tackling real-world problems, forging strong partnerships and fostering innovative solutions.

TMU's values are foundational. They have long defined who we are and will always guide where we are going. They are the basis upon which we have built our unique, vibrant, diverse and inclusive culture. They are also the lens through which we focus on our mission to serve societal need as agents of positive change for students and communities.

Urban, culturally diverse, innovative and entrepreneurial, TMU is increasingly recognized as the driver of smart, scalable solutions to contemporary challenges. We have embraced our role as a city builder, sharpened our focus on excellence in teaching and research and we are engaging communities locally, nationally and internationally.

Toward TMU 2030 is a key part of an integrated planning process that is building this university for the future. Its vision is ambitious because we know that to meet our mission and mandate we must grow in strategic ways.

Build the TMU of the future with us.

**Mohamed Lachemi**  
President and Vice-Chancellor

## MAKING MORE POSSIBLE

The role of University Advancement is to help deliver on the ambitious collective vision expressed in our International Strategy and our Academic, Strategic Research and Campus Master Plans.

Toward TMU 2030 is our fundraising plan for building TMU's future. It was developed in wide consultation with faculty, staff, alumni and our philanthropic community.

Our goals are simple. We intend to increase access and strengthen excellence across the university to create positive social and economic impact. We will achieve these goals by making strategic investments in our people, our programming and our campus.

With increased funding, we will open the doors to more students, improving access to the life-changing opportunity of a post-secondary education. We will attract and retain more of the top educators and researchers who will help develop the talent and solutions to meet the challenges of a fast-changing world. We will invest in programming to provide our students and researchers with the experiences and resources they need to strengthen their accomplishments across TMU's areas of recognized expertise. And we will create the learning spaces to make it all possible – spaces that foster critical thinking, collaboration, innovation and entrepreneurship, proudly expanding TMU's footprint to make room for more possibility.

We cannot do this alone. Toward TMU 2030 is, at its heart, a partnership proposition. We undertake this city building enterprise in the good company of our alumni and friends, faculty and staff, students and parents and the broader community.

Toward TMU 2030 is an invitation. Your invitation. Join us in creating this bright, bold future.

**Rivi Frankle**  
Interim Vice-President, University Advancement



# CELEBRATING SUCCESS AND BUILDING FOR THE FUTURE

TMU's future is inextricably tied to the future of our city and its communities. As we build for that future, we celebrate the impact of our supporters and their role in what we achieve. Donor lists and named spaces never truly capture the spirit and impact of giving. For that, you have to walk the campus and feel the energy in classrooms, labs, studios and zones. You have to imagine the pride students feel when they open an offer of a scholarship or bursary. You have to attend convocation and see the smiles on the faces of students and the pride in their families.

Our supporters bring our mission to life. In the last decade, TMU has emerged as a city builder and a vibrant hub of innovation, with the vision and momentum to shape an exciting future.



### Stronger Together

Our supporters have helped us lead the way in access, equity and community engagement – creating scholarship support and investing in transitional programming to increase opportunities for adults and young people from underrepresented groups. Here are just some of our many success stories:

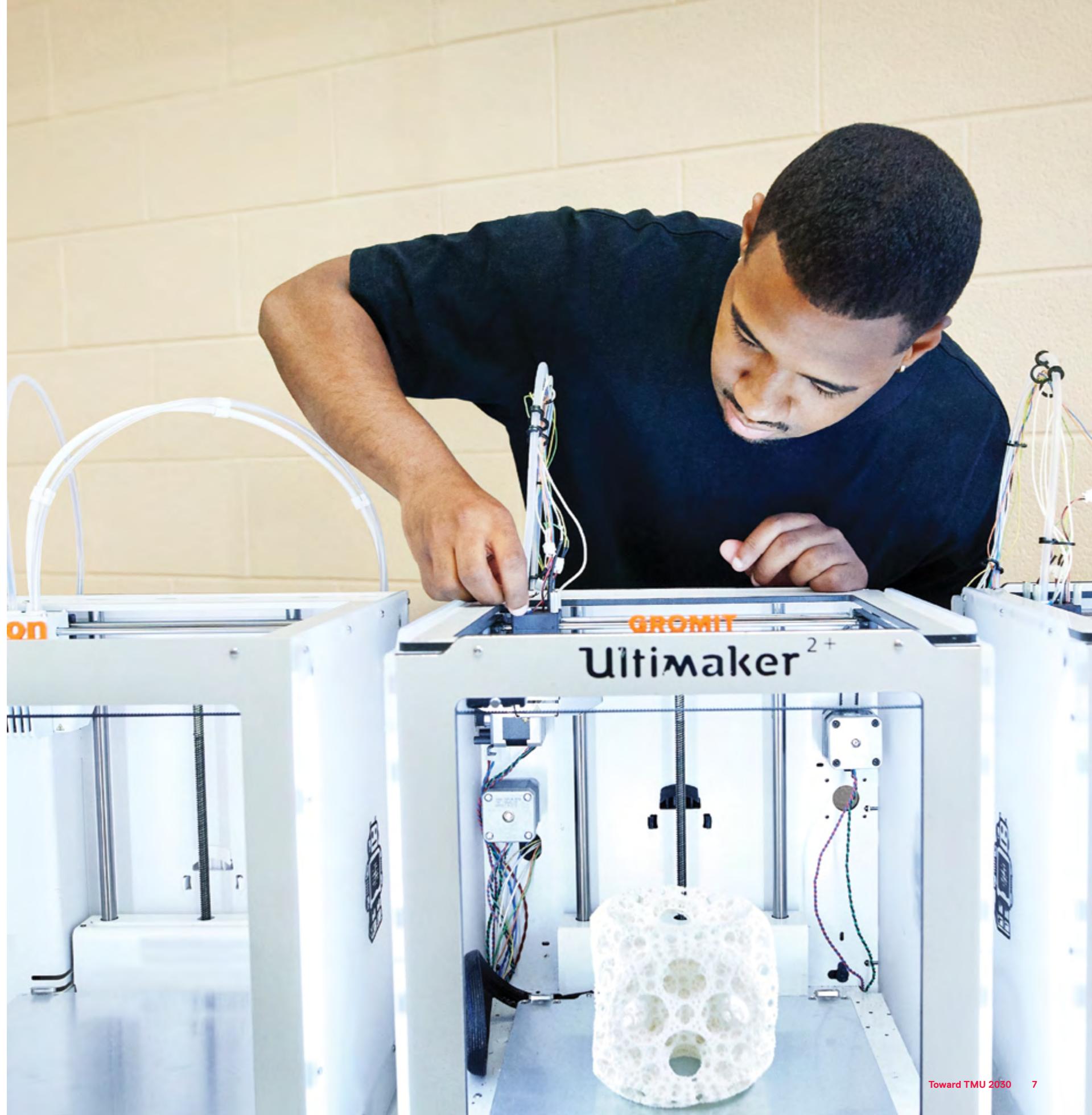
- We pioneered the Zone Learning model of hands-on entrepreneurial education, leading the world in entrepreneur and enterprise development.
- We have Canada's first Canada Excellence Research Chair in the social sciences and humanities and the only graduate program in immigration and settlement studies.
- Our MBA and Fashion programs are rated among the top 25 internationally and we are recognized for excellence in graduating career-ready talent.
- Our graduates enjoy a 90 per cent employment rate within six months of graduation.
- In 2019, the federal government recognized TMU's expertise in skills development by entrusting the university to lead the Future Skills Centre, a \$500-million initiative involving a consortium of national partners.
- We have built exciting and productive partnerships in the community and with industry, including collaborations with St. Michael's Hospital, Google and Shopify.

Donors have helped us reshape our campus and the student experience with award-winning new spaces in which to pursue excellence.

In the last 10 years, TMU has changed the map of Toronto's downtown core with the Mattamy Athletic Centre in the former Maple Leaf Gardens, the Sheldon and Tracy Levy Student Learning Centre on Yonge Street, the TMU Image Centre photography research and exhibition space, and the new Daphne Cockwell Health Sciences Complex.

**Our community of donors – alumni, faculty and staff, students and their parents, corporations, foundations and great friends – is transforming the TMU experience for students, strengthening research and experiential education and opening doors to a diversity of students that mirrors Canada's multicultural makeup.**

**In your company, we look ahead to the next 10 years with optimism – and a bold and progressive way forward.**



# CITY BUILDING SOLUTIONS FOR THE FUTURE



The 21st century has been characterized by disruption. The pace of change is accelerating and no one can predict what lies ahead. Increasing urbanization has led to increased pressures on civic infrastructure for education, health care and employment. The impact on people's lives is real. Precarious work, disparity of opportunity and income and health inequity tear at the social fabric.

TMU is positioned to reframe these challenges as opportunities for shared prosperity, sustainability and more humane and livable communities. In this time of rapid technological, environmental, economic and social change, global cities like Toronto require sustainable solutions that improve the quality of life for all. As a place of evidence-based learning and purpose-driven research, the university is a powerful agent of positive change.

A quality education continues to be the best route to social mobility, economic prosperity and cultural advancement. TMU's model of teaching through experiential education emphasizes relevance and the integration of theory and practice. We are focused on creating more opportunities for our students and deepening their learning experiences so they will gain the skills and characteristics that will serve them well in paths chosen and paths unpredicted. Our programs develop the resilience, competencies and mindsets that these fast-moving times demand.

The TMU mission is more relevant than ever in these times of change. We embrace innovation in our teaching and research, shaping partnerships and collaborations to bring new solutions to bear rapidly and effectively. Those solutions, for instance, help to create a sustainable environment, increase health and well-being, develop smart urban infrastructure and advance technology and intelligent systems. We are developing the talent and ideas to support economic and social success. We harness the strength of our diverse community and our history of productive collaboration to find solutions to problems beyond our own.

It is in this context that we understand our mission. The university lives daily the benefits and challenges of urban growth. TMU is committed to advancing conversations on culture, economics, technology, social justice and the environment that lead to actions and policies and contribute to building inclusive, resilient, sustainable and dynamic cities.

TMU is an active partner with communities, governments and people in the public and private sectors. Together, we are taking on the challenges of our time.

## City Building at TMU

Our students, instructors, scholars, innovators and creative practitioners are engaged in civic issues and contribute their intellectual capital to the cultural, social and economic vitality of the city, province and country.

To be a city builder at TMU means:

- Improving the quality of life for individuals and families.
- Creating and supporting nimble, profitable and sustainable businesses.
- Ensuring economic growth is shared by all levels of society.
- Contributing to a safe, vibrant city.
- Modelling sustainable building practices.
- Helping to shape a Toronto that serves as an example for the world.

# STRATEGIC PRIORITIES



TMU plans to grow to meet the evolving demands of a growing city. Our ambitions reflect our desire to bring opportunity to more students and to deliver more programs and research of positive social and economic impact. TMU is the launching point from which lives, communities, cities and societies are transformed.

In 2019, Toronto was the fastest-growing municipality in the United States and Canada. For the next fastest-growing area – metropolitan Dallas-Fort Worth-Arlington – births were by far the largest component of growth. In contrast, Toronto’s dominant source of population growth was net international migration. The population of the Greater Toronto Area (GTA) is projected to grow by more than 49 per cent by 2046, to more than 10.2 million people. The GTA also is expected

to remain the region with the youngest age structure due to positive natural increase and strong international migration.

Acknowledging there are myriad reasons that inform the decision to emigrate, most newcomers arrive in Toronto with the desire to improve their lives and the lives of their families. TMU intends to be the destination to help make that possible.

# ACCESS | EXCELLENCE | IMPACT

A quality education empowers potential. It is the engine that powers change. Access to excellence in education creates positive impact.

## Access

- Scale to meet demand and improve access – from 45,000 to 60,000 students.
- Update and/or expand two million square feet of space.
- Improve opportunities for diverse and marginalized learners.
- Integrate and expand student health and well-being support.
- Increase financial support for both undergraduate and graduate students.

## Excellence

- Establish TMU among the top 200 universities worldwide.
- Double the number of researchers.
- Expand graduate student support.
- Enhance TMU's reputation and leadership in key areas of existing and developing strength.
- Grow community reach and partnerships, locally and internationally, to be a partner of choice.

## Impact

- Improve the quality of life for all – one graduate, one research project, one community and one partnership at a time.

In order to increase access, drive excellence and strengthen impact, strategic investments will be made in our people, our programming and our campus spaces.

We cannot do this alone.

We know that funding this ambitious vision will require a coming together of our own institutional commitment, all levels of government, our corporate and foundation partners and the philanthropic community.



# SUPPORT FOR OUR PEOPLE

People are our most valuable resource. Attracting, developing, retaining and supporting outstanding students, teachers, researchers, staff and leadership are essential to achieving excellence and impact. Exceptional faculty create exceptional programs. Talented researchers create innovative solutions and give students opportunities for career-shaping experiential learning.

TMU is committed to providing more students with access to these life-changing opportunities, particularly students from marginalized, underrepresented and equity-seeking groups. A world leader in equity, diversity and inclusion, TMU has enshrined access to education as a value in our Academic Plan.

A major strength of our university is our diversity, which reflects the very makeup of Toronto. TMU is purposeful, for instance, in our drive to increase Indigenous student enrolment, as well as the number of Indigenous faculty and staff. Inclusive excellence means that a commitment to inclusion is promoted throughout the university – from recruiting and admissions to curriculum development, faculty and staff hiring, administrative structures and leadership.

TMU plans to invest to:

- Attract the best and brightest students locally, nationally and internationally.
- Improve opportunities for diverse and marginalized learners.
- Expand support for newcomers and bridging education to create more pathways to post-secondary education.
- Grow with the growing city – from 45,000 to 60,000 students.
- Attract exceptional faculty and leadership.
- Double the number of researchers in areas of strategic strength.
- Reduce the faculty-to-student ratio.

To help all students realize their true potential, student financial support is a top priority. Awards, bursaries and scholarships create opportunities for both undergraduate and graduate students, increasing access and helping to attract and recognize talent. Donors who create awards, bursaries or scholarships have a direct impact on the lives of students.

Top students are attracted by excellence in teaching and research talent. To continue to strengthen our ability to attract and retain exceptional faculty members and thought leaders, TMU intends to seek investment in chairs and professorships in areas of recognized accomplishment. The leadership and direction provided by a visionary and strategic chair can have a powerful effect on the institution's reputation and achievement. Chairs and professorships named for donors accrue prestige over time and position the university to be more competitive in the academic marketplace.

Increasing access to education and strengthening teaching and research excellence will enable us to create more positive social and economic impact.

# SUPPORT FOR OUR PROGRAMMING



TMU is focused on creating quality student learning experiences. We aim to equip each student with the knowledge, skills and competencies they need to flourish and contribute to our ever-changing world and an ever-changing workplace. Relevance and excellence in learning and teaching drives all we do.

In support of the Academic Plan, we will strengthen our commitment to funding interdisciplinary and experiential learning that brings students and faculty together to address real-world problems. TMU fosters a culture of excellence and innovation in teaching, deepening experiences to ensure our students are developing skills and characteristics that will serve them throughout their lives. In this way, students will become more fully engaged with communities, service providers and industries as partners in their learning experiences.

TMU will provide more opportunities for students to participate in Zone Learning – our internationally recognized model of experiential learning and enterprise incubation. We will also strengthen our international linkages, collaborations and exchange partnerships to help our students bring a global lens to their learning. At the same time, we will find new ways to increase access to these opportunities for more students through co-ops, professional placements and student financial support.

As TMU evolves existing initiatives and introduces new programming, we plan to advance equity, diversity, inclusion and access. We will, for example, continue to work together – guided by the broader Indigenous community – to integrate Indigenous knowledge, experience and expertise across the university.

With an unwavering commitment to student well-being, TMU will also strengthen our programs and services in support of students, improving care and doubling student access to integrated well-being services.

TMU's new Strategic Research Plan outlines the ways in which the university is building research excellence, intensity and impact. Our research programs will advance both conversation and action on safe, diverse, resilient, inclusive and sustainable cities, keeping TMU at the forefront of key urban issues such as sustainable housing, food security, renewable energy, health, water policy, smart infrastructure, urban design, migration and settlement, democratic governance and well-being.

TMU will engage our partners to invest with us to:

- Integrate and expand student health and wellness support.
- Increase the percentage of students exposed to entrepreneurial and/or experiential learning opportunities.
- Grow community reach and partnerships, locally, nationally and internationally.
- Help newcomers and refugees succeed.
- Expand the university's Indigenous curriculum and foster Indigenous-led research output.
- Strengthen capacity in new areas of activity such as cybersecurity, law, democracy and more.
- Continue to evolve existing and create new programs of study in anticipation of social and economic conditions (as we did with Zone Learning, cybersecurity, biomedical science and more).
- Strengthen academic, research and programmatic excellence in areas of recognized strength (urban innovation, social justice, health and well-being and more).

# SUPPORT FOR OUR PLACE



One of TMU's greatest challenges in realizing our ambitious agenda will be to completely reimagine our physical campus. In response, the Campus Master Plan sets out the need to develop or update more than two million square feet of space.

TMU's campus is an integral feature of Toronto's downtown. Unlike other universities in the city, TMU is not set apart by gates or walls, but flows seamlessly in and out of the streets of the downtown core. In this sense, our interactions with each other and the wider community are shaped by the public spaces we occupy and create – serving both the TMU community and the city itself.

Our campus is the stage where we convene, collaborate and celebrate. It is a reflection of who we are as a university and a city builder.

TMU is located at the busiest intersection in the country, on Canada's most densely populated campus, in Canada's most diverse city. The last three decades have seen significant intensification of the downtown core. To date, real estate values have risen steadily, meaning opportunities for property acquisition in the campus vicinity have been highly competitive, and at times, cost prohibitive.

At the same time, since 2008, the number of students enrolled at TMU has grown by nearly 50 per cent and TMU projects enrolment growth of another 30 to 40 per cent. TMU's Academic Plan also challenges us to become one of Canada's top 10 non-medical research universities by increasing our research intensity and impact.

In the last 12 years, we have added significant square footage to our portfolio, establishing TMU as a committed city and community builder.

However, TMU's allocation of space per full-time equivalent student remains one of the lowest among all Ontario universities.

The future campus envisioned in the Campus Master Plan intends to provide the spaces (real and virtual) for new teaching and student support services in a connected and vibrant place of health, sustainability, well-being and inclusivity – all in support of a world-class educational experience in the heart of downtown Toronto.

The increased height and density envisioned in the Campus Master Plan will provide an opportunity to create a stronger university presence and identity in the downtown core. Our plans are informed by a people-first approach and a commitment to design excellence, complementing the City of Toronto's initiatives to create more pedestrian-friendly spaces in the area around the campus.

## Shovel Ready, Shovel Worthy

The Campus Master Plan looks to address physical constraints over time by providing quality space for students, faculty, staff and collaborators to engage in scholarly, research and creative activity. It also seeks to create a special pride of place in the heart of the city, supporting an animated, safe and healthy community. To that end, the Campus Master Plan presents short-, medium- and long-term initiatives, which University Advancement will support.

### In the immediate term, plans include:

- A new Science Discovery Complex that will encourage an exchange between the Faculty of Science and the city and will involve all students in the authentic experience of confronting real-world problems.
- An integrated Student Wellbeing Centre in the former O’Keefe House, offering a full range of complementary health services, including primary care, mental health services and public health programs, ensuring timely and seamless care.
- A newly integrated Ted Rogers School of Management, with dedicated space for the consolidation of the school’s research portfolios, its internationally recognized MBA program and an integrated Workplace Development Hub.
- An Indigenous Gathering Space – an outdoor gathering and ceremonial space on campus designed for teachings, ceremonies, workshops and community events, providing a focal point for activities related to Indigenous people and learning.
- A transformed TMU Quad, creating a large, beautiful and active city park.
- A revitalized campus hub and welcoming centre in Jorgenson Hall and the Podium Building.

Over the past 30 years, TMU has grown considerably as an institution of higher learning and as a contributor to the vitality of downtown Toronto. How do we continue on this trajectory of growth and excellence in one of the most expensive real estate markets in Canada? We build up. We reach skyward in our ambition and our built environment, and we build up our strength as an educational and research institution.



# ADVANCEMENT'S GUIDING PRINCIPLES

University Advancement at TMU serves the priorities of the Academic Plan. Our mission is to build lifelong relationships, engaging alumni and friends, faculty and staff, and corporations and foundations, and matching their interests with the needs and priorities of the university. University Advancement at TMU is committed to collaboration, diversity and integrity, and to being trustworthy stewards of our donors' investments.

Underpinning our pursuit of philanthropic partnership and investment is our commitment to academic freedom. At the heart of what it means to be a university, freedom of thought and expression in teaching, learning and research provides us with the liberty to think critically, explore and exchange new ideas, and evaluate and challenge norms and preconceptions. It is the foundation for all that we do at TMU.

## OUR PRINCIPLES

- The university values and will protect its academic freedom, integrity and autonomy and does not accept gifts that would compromise these fundamental principles.
  - We are grateful for all gestures of partnership, but will only accept gifts in keeping with the mission of the university and contributing to the strengthening of our reputation.
  - Our success depends on successful partnership; we are committed to earning the respect and trust of our communities through our conduct as professionals.
  - As professionals, we hold ourselves accountable to established standards in the field, as expressed by professional associations such as the Association of Fundraising Professionals and the Council for Advancement and Support of Education.
  - TMU's own policies on philanthropic involvement, approved by our Senate and published on our website, provide a framework for a fundraising process that is both co-ordinated and strategic, ensuring our donors are respected and receive the accountability and recognition that encourages a lifelong relationship.
  - We are the donor's advocate and commit to stewarding their gifts responsibly and in fulfilment of their intentions. We adhere to ethical fundraising principles and the sector's Donor Bill of Rights.
  - We commit to being forthright and transparent with our supporters and are committed to reporting on donor impact on a regular basis.
  - We value inclusion and equity and support initiatives that advance diverse and Indigenous ways of giving and sharing.
  - We commit to celebrating the impact of our donors and to promoting the positive effect of philanthropy on the student experience.
- We look forward to partnering with you to support the TMU vision and to solve the problems you care about. We care about them too.

# JOIN US

The community building proposed here cannot be done alone. Ambitious and bold, Toward TMU 2030 is grounded in a vision of the university as a place where transformation becomes possible – for the student, the community, the city and society.

You can make this possible.

We invite all of you – our alumni and friends, our faculty and staff, our students and their parents, and the country's corporations and foundations – to build this future together.



For an accessible version of  
this document, please visit  
[torontomu.ca/giving/why-give](https://torontomu.ca/giving/why-give)

**Toward TMU 2030 is an  
invitation. Your invitation.  
Join us in creating this  
bright, bold future.**

**Rivi Frankle**

Interim Vice-President, University Advancement  
Toronto Metropolitan University

**Toronto  
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