

# FACULTY OF ARTS ACADEMIC PLAN

2025-2030



## Land Acknowledgement

As we continue our work in the Faculty of Arts, we begin by acknowledging the land on which Toronto Metropolitan University is situated. We work and learn on the Treaty Lands of the Mississaugas of the Credit First Nation, and on the traditional territories of the Anishinaabe, the Haudenosaunee, and the Huron-Wendat. This land has been home to Indigenous peoples since time immemorial and remains a gathering place for First Nations, Inuit, and Métis communities from across Turtle Island.

We honour and uphold the Dish With One Spoon Wampum Belt Covenant, an agreement to share, protect, and care for the land and its resources in peace and mutual responsibility. We also recognize the ongoing responsibilities outlined in the Two Row Wampum, which speaks to principles of respect, partnership, and shared stewardship.

As educators, researchers, and community members, we acknowledge the responsibilities we carry in relation to this land and to the Indigenous peoples and Nations who continue to steward it. We commit to deepening our understanding of Indigenous histories, to recognizing the ongoing impacts of colonialism, and to fostering relationships rooted in respect, reciprocity, relevance, and responsibility.

We encourage all members of our community to reflect on the lands on which they live, learn, and work, and to join us in building meaningful engagement and partnerships with Indigenous communities as we advance the mission and values of the Faculty of Arts.

## Setting the Stage

**At the Faculty of Arts, we are guided by the University's Strategic Vision 2020-2030 and the Academic Plan 2025-2030 along with a suite of additional plans.**

**The Faculty of Arts at Toronto Metropolitan University is committed to advancing inclusive, student-centered academic excellence. This five-year Academic Plan outlines key initiatives and strategies that reflect institutional priorities and our faculty's unique strengths. It responds to demographic shifts, labour market trends, technological disruption, and the evolving expectations of students, scholars, and communities.**



# Dean's Message



I am honoured to share the Faculty of Arts Academic Plan for 2025-2030: a strategic roadmap that reflects our shared commitment to curiosity, creativity, and community. This plan represents the collective voice of our faculty, staff, and students, and charts a path toward an inclusive, future-ready Faculty of Arts, grounded in academic excellence, social responsibility, and the enduring value of a liberal arts education.

We are navigating a complex landscape shaped by fiscal constraints, evolving government priorities, and rapid technological and societal change. Across higher education, the role of the liberal arts is being questioned. Yet this is precisely the moment to reaffirm their importance. The humanities and social sciences cultivate critical thinking, creativity, empathy, and ethical reasoning - the capacities most needed to address today's global challenges.

This Academic Plan builds on that foundation. It outlines five key priorities for the next five years - reimagining the learning journey, strengthening research and creative excellence, supporting people and community, advancing truth and reconciliation, and ensuring future readiness. These priorities are interconnected and mutually reinforcing: together, they reflect a holistic vision for academic innovation, student success, and institutional sustainability.

Looking ahead, my commitment as Dean is to continue leading with transparency, collaboration, and a deep respect for the people who make this Faculty exceptional. I am inspired by the creativity and dedication of our community, and I am confident that, together, we will continue to advance the Faculty of Arts as a place where the pursuit of knowledge is guided by integrity, empathy, and a shared sense of purpose.

A handwritten signature of Amy Peng's name.

**AMY PENG**  
Dean, Faculty of Arts

# Consultation Process

**The Faculty of Arts Academic Plan was developed through a collaborative and iterative consultation process. The Academic Plan Action Plan Framework was first shared with Department Chairs on April 29, 2025 to gather initial input. A full draft was then presented to Chairs on August 27 for further discussion. From September 23 to October 28, 2025, the draft plan was introduced across all departments, allowing colleagues to provide discipline-specific feedback. The final draft was shared faculty-wide between October 20 and November 1, 2025, inviting comments and reflections from all community members.**





## Mission

The mission of The Faculty of Arts at Toronto Metropolitan University is to foster academic excellence and community impact through innovative teaching, interdisciplinary collaboration, and research that addresses the most pressing social, cultural, and economic challenges of our time. We are committed to creating an environment where curiosity drives discovery, diversity strengthens knowledge, and scholarship connects theory to action.



## Vision

**The Faculty of Arts advances inclusive, transformative education and research in the humanities and social sciences. Through a liberal arts education, experiential and career-integrated learning, national and global engagement, we prepare students to think critically, act ethically, and engage meaningfully with the world around them.**



## Priorities and goals

### 1

#### REIMAGINING THE LEARNING JOURNEY

- Supporting a holistic experience.
- Refreshing curriculum and expanding career pathways.

### 2

#### STRENGTHENING SCHOLARLY, RESEARCH, AND CREATIVE (SRC) EXCELLENCE

- Investing in people.
- Building supportive infrastructure.
- Amplifying research impact.

### 3

#### SUPPORTING PEOPLE, COMMUNITY, AND SHARED GOVERNANCE

- Faculty and staff engagement, development, and recognition.
- Governance and shared decision-making.
- Community engagement and philanthropy.

### 4

#### HONOURING INDIGENOUS KNOWLEDGE AND PARTNERSHIPS

- Indigenous-led teaching and curriculum development.
- Indigenous-led scholarly research and creative activity.
- Partnerships, student pathways, and culturally-informed support.

### 5

#### ENSURING FUTURE READINESS

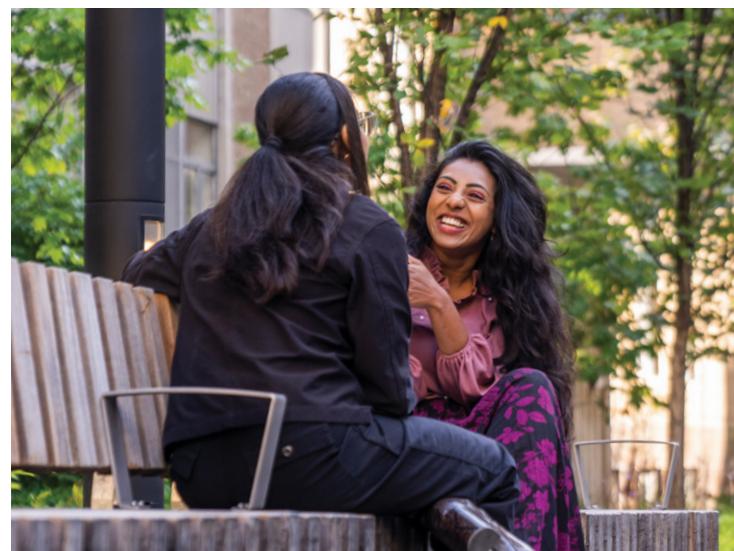
- Digital and pedagogical innovation.
- Lifelong learning and flexible pathways.
- Financial and environmental sustainability.

# Reimagining the learning journey

Over the past decade, the Faculty of Arts, like many institutions across Canada, has navigated shifting student interests, evolving labour market demands, and changing societal priorities. Students today make choices shaped by career readiness, technology, and global uncertainty.

Yet the essence of a liberal arts education remains as vital as ever. Our students continue to seek programs that ignite curiosity, connect disciplines, and cultivate the critical and creative skills needed to make meaningful contributions to society.

The Faculty of Arts is responding by reimagining the learning journey; integrating curricular innovation, enhanced advising, experiential learning, and global education that reasserts the enduring relevance of an arts education in today's world.



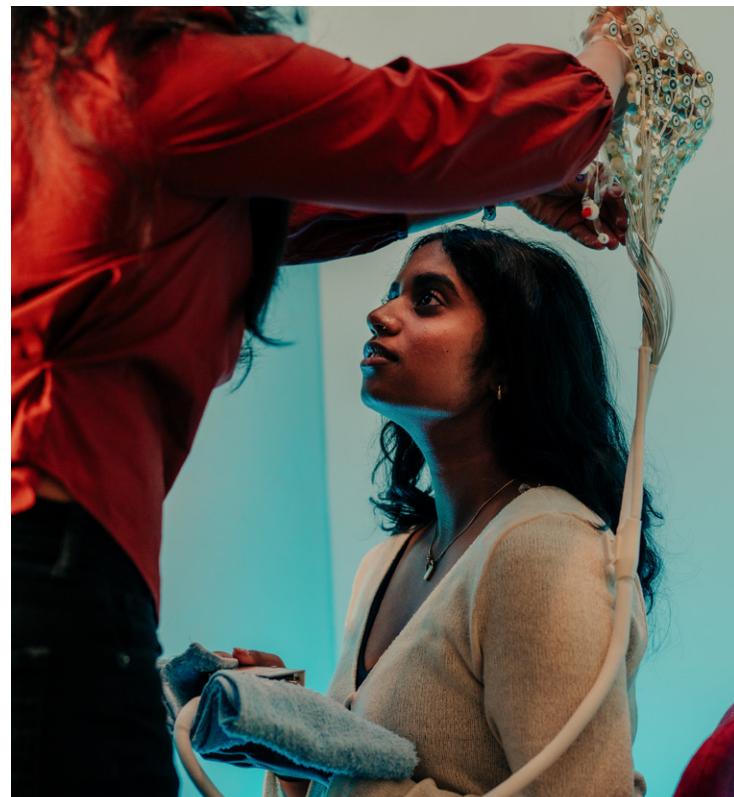
1A. Supporting a Holistic Experience	Key Actions
<p>The Faculty of Arts is committed to supporting students from their first days on campus through to graduation and beyond. By enhancing academic preparedness, strengthening advising, and expanding career-integrated learning, we aim to ensure that every student thrives academically, personally, and professionally.</p>	<ul style="list-style-type: none"> <li>Establish a dedicated Associate Dean, Graduate Studies and International Engagement to develop international strategic initiatives and support global engagement opportunities.</li> <li>Improve first-year transition by encouraging exploration across the humanities and social sciences through shared advising, learning support, targeted first-year engagement programming, and flexible pathways between majors.</li> <li>Reorganize Program Administrator roles for more consistent advising, expand the Early Alert system, and continue proactive outreach to probationary students.</li> <li>Expand co-op options across graduate and undergraduate programs in collaboration with the Career, Co-op &amp; Student Success Centre; and create new internship, fieldwork, and community-based learning opportunities.</li> <li>Support the development of certificates, microcredentials, and non-credit programming through the Chang School.</li> </ul>
1B. Refreshing Curriculum and Expanding Career Pathways	Key Actions
<p>The Faculty of Arts is reimagining its academic programs to connect liberal education with real-world pathways. Through refreshed curricula, including interdisciplinary programs, and career-integrated options, we aim to strengthen the value and visibility of an Arts education in today's rapidly changing world.</p>	<ul style="list-style-type: none"> <li>Finalize and implement a Faculty-wide Strategic Enrolment Management (SEM) plan for domestic and international students that aligns program offerings with labour market trends and the University's SEM plan.</li> <li>Provide faculty-wide centralized support for Periodic Program Reviews (PPRs) to improve planning efficiency and ensure timely completion.</li> <li>Revamp and streamline existing programs to enhance coherence, focus on equity and ethics, and align with career pathways in law, teaching, and public policy.</li> <li>Expand interdisciplinary offerings such as minors in Black Studies, Indigenous Thought, and LGBTQ2S+ Studies and explore joint programs within Arts and with other Faculties such as a Bachelor of Science (BSc) in Environment and Urban Sustainability (EUS).</li> <li>Reintroduce a redesigned SSH Career Integration course emphasizing experiential and professional skill development;</li> </ul>

# Strengthening scholarly, research, and creative (SRC) excellence

Research and creative inquiry lie at the core of the Faculty of Arts' identity and impact. Our scholars investigate some of the most pressing issues of our time, from mental health and migration to climate justice, equity, and democratic engagement. Their work not only deepens understanding of the human experience but also shapes policy, advances innovation, and enriches communities locally and globally.

Over the next five years, we will strengthen our SRC ecosystem by investing in people, infrastructure, and partnerships. This means fostering an environment where research thrives; where faculty and students have access to mentorship, funding, and collaboration opportunities; where administrative systems are efficient, transparent, and supportive; and where Arts-based research is visible, valued, and impactful beyond the university.

Through targeted support, stronger coordination with the Office of the Vice-President, Research and Innovation (OVPRI), and deeper engagement with external partners, the Faculty of Arts will continue to amplify its role as a hub for ideas that drive meaningful social, cultural, and economic change.



2A. Investing in People	Key Actions
<p>Research productivity doesn't happen in isolation; it is deeply connected to workload, administrative support, mentorship, and a culture that values inquiry and creativity. We aim to foster a thriving research culture that supports faculty and graduate students at all stages.</p>	<ul style="list-style-type: none"> <li>Strengthen mentorship, internal grants, and recognition for early-career, mid-career, and senior researchers to enhance productivity and leadership.</li> <li>Align hiring and mentoring with Faculty research clusters in Mental Health &amp; Wellbeing, Migration &amp; Displacement, Digital Humanities and Sustainability &amp; Equity to promote interdisciplinary collaboration.</li> <li>Encourage visibility and recognition of SRC achievements through awards, events, and strategic communications..</li> </ul>
2B. Building Supportive Infrastructure	Key Actions
<p>Research thrives when systems work efficiently. The Faculty will streamline administrative processes, expand grant facilitation, and strengthen data-informed decision-making. By improving coordination, transparency, and access to resources, we will create the infrastructure that enables faculty and students to focus on innovation and impact.</p>	<ul style="list-style-type: none"> <li>Establish a dedicated Associate Dean, Research and Grant Development to lead Faculty-wide SRC coordination and liaise with OVPRI and Finance.</li> <li>Expand pre- and post-award support (proposal review, budgeting, compliance, and reporting) through trained facilitators.</li> <li>Develop standardized tools for budget preparation, internal review, and compliance to reduce administrative burden.</li> <li>Realign internal funding toward bridge grants, graduate mentorship, and high-impact research initiatives.</li> </ul>
2C. Amplifying Research Impact	Key Actions
<p>We will increase the visibility and influence of Arts-based research by promoting public engagement, storytelling, and strategic partnerships. Our goal is to position the Faculty of Arts as a leader in demonstrating the public value of the humanities and social sciences, and to increase access to large-scale grants and philanthropic support.</p>	<ul style="list-style-type: none"> <li>Offer media and communications training to help faculty share research widely through national outlets and public events.</li> <li>Collaborate with TMU Communications and Advancement to feature research achievements and strengthen donor and policy engagement.</li> <li>Deepen partnerships with governments, industry, international partners, nonprofits, and Indigenous communities to co-create knowledge and expand funding opportunities.</li> <li>Promote knowledge mobilization through public dialogues, creative dissemination.</li> </ul>

# Supporting people, community, and shared governance

The Faculty of Arts is built on people including our faculty, staff, students, alumni, and community partners. Together we form an intellectual and creative community that thrives on collaboration, inclusion, and shared purpose. As we look ahead, our success depends on sustaining a positive, collegial, and connected environment that values service, recognizes achievement, and strengthens our ties within and beyond the university.

This priority commits to nurturing well-being, engagement, and transparency while extending our reach through philanthropy and community partnerships. By investing in people and relationships, we reinforce the Faculty's role as a hub of creativity, dialogue, and civic leadership.



3A. Faculty and Staff Engagement, Development, and Recognition	Key Actions
We will cultivate a culture of professional growth and appreciation across all career stages and roles.	<ul style="list-style-type: none"> <li>Expand professional-development opportunities, onboarding resources, and mentorship programs for academic leaders such as Chairs and Program Directors as well as faculty and staff.</li> <li>Improve equitable access to funding opportunities, increase equitable and inclusive participation, and embed EDI-related considerations into research design and practices.</li> <li>Celebrate teaching, research, and service excellence through internal and external recognition initiatives.</li> <li>Review workload distribution to ensure fairness and transparency.</li> </ul>
3B. Governance and Shared Decision-Making	Key Actions
We will strengthen collective governance structures that support transparency, accountability, and collaboration.	<ul style="list-style-type: none"> <li>Establish a Faculty Council (Policy 45) within two years to coordinate academic governance across undergraduate, graduate, and Chang School programs.</li> <li>Create a forum for consultation and shared decision-making on curriculum, policy, and planning.</li> <li>Support equity and inclusion committees and initiatives that advance collegial culture.</li> <li>Promote interdisciplinary alignment, embed EDIA principles in governance practices, and reinforce academic integrity.</li> <li>Build trust and engagement through transparent communication and inclusive representation.</li> </ul>
3C. Community Engagement and Philanthropy	Key Actions
The Faculty's reach extends beyond campus through partnerships, alumni engagement, and donor-supported initiatives that amplify the impact of Arts education.	<ul style="list-style-type: none"> <li>Strengthen collaborations with alumni, donors, and community partners to fund student awards, experiential learning, and research opportunities.</li> <li>Work with University Advancement to expand philanthropic support aligned with Faculty priorities - democracy and public policy, mental-health research, global learning, and Indigenous education.</li> <li>Celebrate community partnerships and donor impact through storytelling, recognition events, and public engagement.</li> <li>Encourage students, faculty, and staff to participate in civic and community projects that exemplify Arts' leadership in arts and culture, democracy, and inclusion.</li> </ul>

# Honouring Indigenous knowledge and partnerships

The Faculty of Arts is committed to advancing reconciliation, decolonization, and Indigenous self-determination through sustained relationships with Indigenous faculty, students, and communities. This work is grounded in respect, reciprocity, and relational accountability. Over the next five years, we will deepen our efforts to embed Indigenous ways of knowing, learning, and leading into our curriculum, research, partnerships, and governance.

We recognize that reconciliation is not a checklist - it is an ongoing, living commitment to systemic change. The Faculty will continue to work in partnership with Indigenous communities and within TMU's institutional frameworks, including MOU 26, the Indigenous Scholars Committee, and the Standing Strong Taskforce recommendations, to ensure that our actions reflect meaningful progress and shared accountability.



4A. Indigenous-Led Teaching and Curriculum Development	Key Actions
We will continue to strengthen the representation of Indigenous faculty and integrate Indigenous perspectives across our academic programs.	<ul style="list-style-type: none"> <li>Support Indigenous faculty recruitment, retention, and mentorship through research resources and community-engaged opportunities.</li> <li>Collaborate with the Provost to complete a permanent shared workspace for the Yellowhead Institute in the Chang School building.</li> <li>Expand Indigenous-led curriculum development through targeted curriculum grants.</li> <li>Broaden course offerings in Indigenous Thought, histories, where appropriate (as piloted in the new ACS program).</li> </ul>
4B. Indigenous-Led Scholarly Research and Creative Activity	Key Actions
Research must be rooted in relationships of trust and respect. The Faculty of Arts will strengthen support for Indigenous and community-led research initiatives that uphold principles of reciprocity and self-determination.	<ul style="list-style-type: none"> <li>Embed Indigenous governance, health, and knowledge systems as priorities within the Faculty's emerging research clusters.</li> <li>Support research partnerships that are community-driven and grounded in Indigenous methodologies.</li> <li>Provide grant facilitation, administrative support, and resources for Indigenous researchers and research centres.</li> </ul>
4C. Partnerships, Student Pathways, and Culturally-Informed Support	Key Actions
We will continue to strengthen relationships with Indigenous communities, organizations, and educational institutions to expand learning opportunities and student success.	<ul style="list-style-type: none"> <li>Renew and expand partnerships with Indigenous education partners, including the First Nations Technical Institute (FNTI) and the Government of Nunavut, to support Indigenous public service training.</li> <li>Provide academic and administrative support for community-delivered programs such as Walls to Bridges, serving both student success and faculty engagement.</li> </ul>

# Ensuring future readiness

The landscape of higher education is changing rapidly, driven by technological disruption, shifting labour market demands, and the growing importance of lifelong learning. The Faculty of Arts must anticipate and adapt to these changes while preserving the intellectual and ethical foundations that define a liberal arts education.

Over the next five years, we will focus on digital innovation, lifelong learning pathways, and sustainable operations to ensure our continued relevance, resilience, and impact. By integrating emerging technologies, expanding flexible learning options, and aligning our operations with environmental and fiscal sustainability goals, we aim to position the Faculty of Arts as a leader in forward-thinking education for a complex, interconnected world.



5A. Digital and Pedagogical Innovation	Key Actions
<p>The rise of artificial intelligence and digital learning technologies presents both opportunities and responsibilities. The Faculty will foster a culture of innovation in teaching, learning, and SRC that balances creativity, ethics, and accessibility.</p>	<ul style="list-style-type: none"> <li>Establish a faculty committee on AI and Digital Pedagogy to guide faculty and students in the ethical and effective use of AI in teaching, SRC, and administrative processes.</li> <li>Encourage integration of digital literacy, data ethics, and civic technology themes into Arts curricula.</li> <li>Partner with the Centre for Excellence in Learning and Teaching (CELT) to pilot digital teaching innovations and share best practices across departments.</li> </ul>
5B. Lifelong Learning and Flexible Pathways	Key Actions
<p>Education no longer begins and ends with a degree. The Faculty of Arts will expand its reach through lifelong learning, continuing education, and flexible credentials that meet the needs of diverse learners and working professionals.</p>	<ul style="list-style-type: none"> <li>Collaborate with the Chang School of Continuing Education to co-develop postgraduate certificates, micro credentials, and non-credit learning opportunities aligned with emerging social, policy, and cultural sectors.</li> <li>Explore stackable credentials and hybrid program models that bridge undergraduate and graduate study.</li> <li>Create partnerships with public, private, and nonprofit organizations to deliver applied learning experiences for mid-career professionals and alumni.</li> <li>Promote recognition of prior learning and flexible transfer pathways for non-traditional and international learners.</li> </ul>
5C. Financial and Environmental Sustainability	Key Actions
<p>Sustainability is not only an environmental imperative but also a cornerstone of responsible academic stewardship. We will align our planning with TMU's Sustainability Action Plan to ensure that fiscal, operational, and environmental priorities reinforce one another.</p>	<ul style="list-style-type: none"> <li>Advance multi-year budget and resource planning that links academic priorities with fiscal realities.</li> <li>Embed sustainability and climate justice themes across curriculum and research initiatives.</li> <li>Support green operational practices across the Faculty, including energy-efficient facilities, sustainable events, and digital-first administration.</li> <li>Strengthen collaboration with TMU's Sustainability Office and Facilities Management and Development (FMD) to integrate sustainability goals into day-to-day operations.</li> </ul>

