



Candidate Brief

Chief Information Officer



Table of Contents

Land Acknowledgement 3

About the University 3

Mission and Aims of the University 4

The Faculties 6

Position Profile 8

Appendix A – Strategic Vision 2020-2030..... 14

Appendix B – Academic Plan 15

Appendix C – Campus Master Plan 16

Appendix D – Strategic Research Plan..... 17

Appendix E – International Plan 18

Land Acknowledgement

Toronto is in the “Dish With One Spoon” territory. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and Peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect.

About the University

Guided by a bold Academic Plan, an ambitious research agenda, and a Master Plan to revitalize the campus and surrounding neighbourhood, [Toronto Metropolitan University](#) (TMU) is among the most applied-to universities in Ontario and its reputation with community and industry leaders continues to rise. TMU offers more than 130 programs: 61 undergraduate, 46 Master’s, 21 Doctoral, three Professional Master’s Diplomas, plus Law and Medicine. Culturally diverse and inclusive, the university is home to approx. 47,000 students, including nearly 3,000 graduate students, over 4,420 faculty and staff, and more than 250,000 alumni worldwide.

TMU’s programs combine the foundational knowledge of a discipline with real-world experiential learning and the development of life skills such as self-confidence to take calculated risks and creativity to generate new ideas. Effective communication, critical thinking, and resourceful problem-solving skills are emphasized across programs. Cross-cultural competence and a deep appreciation of the linguistic and cultural diversity of the campus and the city help students become responsible and engaged global citizens.

Deeply committed to advancing equity, diversity, inclusion, accessibility, and Indigenization across all aspects of university life – from teaching, and scholarly, research and creative (SRC) activities to policy, service, and community engagement – TMU is currently developing its first institution-wide EDI Strategy and Action Plan. The university’s commitment to Truth and Reconciliation is reflected in its efforts to Indigenize curricula, expand Indigenous-focused programs, and embed Indigenous knowledge and perspectives into the fabric of campus life.

In the latest rankings released by Research Infosource, Toronto Metropolitan University is listed among Canada’s top comprehensive research universities in Canada’s Top 50 Research Universities 2025 list and ranks 5th in corporate research income growth and 9th in corporate research income. These categories showcase the success of TMU’s researchers, students and staff in working with partners and collaborators to accelerate research. TMU is also ranked first among Canadian comprehensive universities for student services in the Maclean’s University Rankings for 2026. This demonstrates the university’s commitment to a well-rounded student experience.

The university’s focus on innovation and entrepreneurship is represented most distinctly by its 10 Learning Zones, which are transforming post-secondary education with collaborative, experiential learning outside of the traditional classroom. The university is home to a growing research library, including a Law Library, with over 100 faculty librarians and support staff. As Canada’s comprehensive innovation university, TMU engages in SRC activities that address real-world challenges to drive economic growth and improve quality of life for Canadians. The G. Raymond Chang School of Continuing Education is Canada’s leading provider of university-based adult education.

TMU cherishes its role as a city builder and continues to reshape the downtown core of Toronto. The Mattamy Athletic Centre at Maple Leaf Gardens has brought an iconic building back to life, the Image Centre has helped make Toronto an international photography destination, and the Sheldon and Tracy Levy Student Learning Centre

Executive Brief

Chief Information Officer, Toronto Metropolitan University

is transforming Yonge Street. Since 2018, TMU has expanded its downtown campus with the opening of two new buildings: The Centre for Urban Innovation, a research, incubation and commercialization hub, and the multi-functional Daphne Cockwell Health Sciences Complex, a combined academic, administrative and student residence building.

In Fall 2020, TMU opened its doors to the first cohort of law students, establishing TMU's new Lincoln Alexander School of Law that provides leading-edge education with a focus on contemporary issues. In 2025, the TMU School of Medicine, Canada's newest medical school, opened in Brampton. The school's inaugural postgraduate and undergraduate cohorts welcomed 105 residents and 94 undergraduate students.



Mission and Aims of the University

Mission

1. The advancement of learning, and the intellectual, social, moral, cultural, spiritual, and physical development of the University's students and employees, and the betterment of society; and
2. The advancement of applied knowledge and SRC activities in response to existing and emerging societal needs and in support of the cultural, economic, social, and technological development of Ontario; and
3. The provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional fields.

As a leading centre for applied education, TMU is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarly, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

Institutional Aims

To provide its students an educational experience of high quality, fostering in them professional knowledge and skills, critical enquiry, ethical standards, creativity, commitment to lifelong learning, a capacity to make an early and sustained contribution to their chosen field and to be effective problem solvers. It will reflect:

- Excellence and commitment to teaching that encourages students to play an active part in their learning;

Executive Brief

Chief Information Officer, Toronto Metropolitan University

- A curriculum of professional and liberal studies which offers the breadth and depth required to appreciate society's broader issues and problems, and the understanding and knowledge necessary for professional leadership;
- Academic programs which combine theory and practice, directly connected to their professional fields, that anticipate and respond to emerging trends and future societal need;
- Interdisciplinary studies and international perspectives;
- Activities and support systems that enhance success and well-being of the whole student.

To promote scholarly, research and creative activities that reinforce the teaching and learning experience, which attract external support, and will be of benefit to society.

To provide career-oriented continuing education and life-long learning opportunities that are accessible, responsive, and comprehensive.

To facilitate the creation of professional partnerships and the transfer of knowledge and technology between the workplace and the university.

To ensure that all employees at TMU will be respected for their unique contributions to the university's mission, will treat one another with trust and dignity; and will join in fostering a fair and equitable environment where creativity, teamwork, genuine participation and the capacity to reach one's potential are both valued and actively encouraged.

To dedicate itself to respect for human rights and dignity and to a caring, safe and humane environment which is accessible, diverse, equitable and free from discrimination and harassment.

To combine accountability, openness, academic freedom, professional responsibility, and integrity in its processes of decision-making and governance.

To ensure that its educational and public responsibilities reflect the changing needs of the local, regional, national and international communities it seeks to serve.

To read more, please visit: <https://www.torontomu.ca/strategic-vision/>

Truth & Reconciliation

In January 2019, the university recognized the work of TMU's Truth & Reconciliation Strategic Working Group and looked back on its journey of reconciliation. The university also created a leadership position of Elder (Ke Shay Hayo) and Senior Advisor – Indigenous Relations and Reconciliation as a significant step towards commitment to increasing Indigenous representation at the senior level and to embedding the community's knowledge and perspectives into the university's culture. Though there is still a lot of work to be done, the progress is encouraging for the future of Indigenization at TMU.

Confronting anti-Black racism and cultivating Black flourishing

Since 2020, TMU has taken great strides to advance equity, promote intentional diversity and create an inclusive campus. These significant achievements have included the university establishing the Presidential Implementation Committee to Confront Anti-Black Racism, Postdoctoral Fellowships for Black Scholars, the Black Scholarship Institute, and the Black Initiatives Fund for students.

Executive Brief Chief Information Officer, Toronto Metropolitan University

Innovation

In a digital world and an era of disruption, TMU is leading new initiatives including the Future Skills Centre, the Women's Entrepreneurship Knowledge Hub and the Rogers Cybersecure Catalyst. With initiatives such as these, TMU continues to be a hub for world-leading, collaborative research that positively impacts our future and meets community needs.



The Faculties

TMU is Canada's preeminent career-focused university; a distinction underscored by 25 accredited undergraduate programs, 8 accredited master's programs, and 2 accredited PhD programs. The university is home to:

- 8 faculties, the Yeates School of Graduate and Postdoctoral Studies, and The G. Raymond Chang School of Continuing Education
- [61 undergraduate programs](#)
- [70 master's and doctoral programs](#)
- Canada's largest school of continuing education
- Over 970 full-time tenured and tenure-track faculty members

Faculty of Arts

Brings a bold vision for the humanities and social sciences in the 21st-century university, with degree programs in English, criminology, sociology, psychology, and a range of other disciplines.

Faculty of Community Services

Home to nine schools offering professional programs that prepare students for addressing the health, well-being, and social care needs of Canada's population. Unrivaled classroom and field learning opportunities empower graduates to think differently, push boundaries and create lasting solutions to social issues.

Executive Brief

Chief Information Officer, Toronto Metropolitan University

Faculty of Engineering and Architectural Science

A hotbed of leading-edge applied education and research and one of the largest faculties of its kind in Canada. All programs have been accredited with the highest possible rating. It offers one of only a few undergraduate aerospace engineering programs in the country, and the first and only accredited stand-alone undergraduate biomedical engineering program in English Canada.

Faculty of Science

Committed to interdisciplinary teaching and research across four departments—physics, chemistry and biology, computer science, and mathematics—to prepare students for a career in the lab, the emergency room, and beyond.

Lincoln Alexander School of Law

Reimagines legal education to create a new kind of lawyer—one who will be technologically savvy, a driver of the new economy and equipped with the diversity of perspectives required to be a champion for ordinary citizens.

School of Medicine

Toronto Metropolitan University's School of Medicine welcomed its first cohort of postgraduate residents in summer 2025 and opened its doors to undergraduate medical learners in fall 2025. The School of Medicine is dedicated to improving the health and well-being of individuals, families and communities across Ontario and Canada, with a focus on the primary care needs of diverse and medically underserved populations, through community-engaged education, scholarship and service.

Ted Rogers School of Management

Canada's leading diverse, entrepreneurial business school centred in an urban learning environment. It is the largest business school in Canada and accredited by the Association to Advance Collegiate Schools of Business—a designation achieved by less than five per cent of business schools worldwide.

The Creative School

Provides a distinctive crossroads for creative and scholarly disciplines, offering 26 programs, many of which are either one-of-a-kind programs in Canada or have been identified as top in their field, both domestically and globally. The Creative School is a leader in experiential learning and creative research.

Yeates School of Graduate and Postdoctoral Studies

Distinctive graduate programs that offer an outstanding student-centred experience where innovative and creative perspectives in relation to real-world questions are valued.

Executive Brief
Chief Information Officer, Toronto Metropolitan University

The G. Raymond Chang School of Continuing Education

Canada's most successful and largest continuing education school offers 1000 courses, 78 certificate programs, 32 micro credentials, and has approximately 65,000 enrolments each year.



Position Profile

The Opportunity

The Chief Information Officer (CIO) provides visionary leadership, advocacy, consultation, and coordination that bridges organizational boundaries across the university and leads an enterprise-wide digital transformation agenda, enabling a cohesive IT vision. The CIO is accountable for defining and executing a forward-looking IT and digital strategy that drives innovation in teaching, learning, scholarly research, creative activity, and administrative excellence.

The CIO oversees campus-wide information technology strategy, governance, project planning, funding, and operations, and plays a central role in advancing academic and administrative initiatives. As a strategic advisor to the Executive Group and Board committees, the CIO drives the adoption of emerging technologies, including artificial intelligence, advanced analytics, and modern digital platforms to transform institutional capabilities and enhance the student, faculty, and staff experience. The CIO also leads the University's cybersecurity strategy, ensuring the robust protection of data, systems, and digital assets in an increasingly complex threat environment. The role oversees the delivery of secure, resilient, and high-performing computing, communications, and telecommunications services, while fostering a culture of innovation, customer service, and continuous improvement.

The CIO expands partnerships within the university and the broader community and provides IT expertise, insight, consultation, and support to the entire Toronto Metropolitan University (TMU) community. The CIO ensures that

Executive Brief

Chief Information Officer, Toronto Metropolitan University

all IT services, digital initiatives, and transformation efforts are aligned with the University's strategic priorities, positioning the institution to adapt and thrive in a rapidly evolving digital landscape.

Scope and Responsibilities

This position reports directly to the Vice President, Administration & Operations. The CIO directly leads the Director of Client Services, Director of Application Services, Director of Computing Infrastructure, Director of Communications Infrastructure, and the Chief Information Security Officer (CISO) and the staff of the Office of the CIO.

Specific Responsibilities

The role is accountable for the following:

Strategic Leadership

- Develop and execute a comprehensive, long-range IT and Digital strategy aligned with the University's academic, research, and operational strategic priorities;
- Serve as a senior advisor to the Executive Group and Board committees on information technology, digital transformation, and cybersecurity;
- Define and communicate a clear vision for the future of enterprise IT, computing, communications, and cybersecurity; and,
- Foster cross-institutional collaboration to ensure cohesive, scalable, and future-ready technology solutions.

Governance, Advisory & Stakeholder Engagement

- Provide expert advice, consultation, and recommendations to senior leadership, faculties, and administrative units on IT strategy and services;
- Participate in and influence key governance bodies (e.g., Academic Planning Group, Administration and Operations Management Group, Macro Planning Committee, and Enterprise Resource Planning Committee) through strategic insight and analysis;
- Build strong partnerships across the University and with external stakeholders to advance innovation and service excellence; and,
- Represent the University in internal and external forums to advocate for IT priorities and drive consensus on complex issues.

Digital Infrastructure & Service Delivery

- Oversee the delivery and continuous improvement of centralized IT services supporting teaching, learning, research, and administration;
- Lead major IT initiatives, ensuring effective project planning, execution, and alignment with institutional priorities;
- Collaborate with distributed IT providers to deliver cost-effective, high-quality technology solutions across faculties and departments; and,
- Ensure IT services remain responsive, reliable, and aligned with evolving user needs.

Cybersecurity & Risk Management

- Provide executive leadership for cybersecurity strategy in partnership with the Chief Information Security Officer, General Counsel, and key stakeholders;
- Establish and enforce policies, standards, and controls to safeguard institutional data and systems;
- Ensure compliance with regulatory requirements and industry best practices; and,
- Promote a culture of security awareness and proactive risk management across the University.

Executive Brief

Chief Information Officer, Toronto Metropolitan University

Financial Management & Resource Stewardship

- Lead strategic and operational IT budgeting, planning, and resource allocation processes;
- Monitor and control IT-related expenditures to ensure alignment with institutional priorities and long-term sustainability; and,
- Oversee procurement and vendor negotiations for technology systems and services; and Optimize investments to maximize value, efficiency, and performance.

Transformation Leadership & Organizational Effectiveness

- Identify and drive technology-enabled transformation initiatives to enhance institutional effectiveness and service delivery;
- Develop and implement organizational structures and service models that support scalability, agility, and innovation;
- Establish priorities and core services to align IT efforts with strategic goals; and,
- Lead continuous improvement efforts to enhance service quality and operational efficiency.

Talent, Culture & Organizational Development

- Build, lead, and develop high-performing IT leadership and technical teams;
- Oversee recruitment, performance management, succession planning, and professional development;
- Foster a collaborative, inclusive, and high-performing culture that supports innovation and continuous learning;
- Strengthen leadership capabilities across IT management; and,
- Advance diversity, equity, and inclusion within the IT organization.

Policy, Communications & Change Leadership

- Develop and implement IT, cybersecurity, and communications policies, standards, and guidelines;
- Communicate strategic priorities, technology directions, and major initiatives to diverse audiences across the University;
- Lead change management efforts to support adoption of new technologies and services; and,
- Translate complex technical concepts into clear, actionable insights for stakeholders.



Desired Candidate Abilities, Background and Experience

Given the role this individual will play in the continued growth and success of TMU, it is essential that the successful candidate possess the following education, experience, and personal characteristics:

Education

- A Bachelor's degree in Computer Science, Mathematics or Business, preferably at the Master's level.

Experience

- A minimum of ten (10) years' experience in an executive management information technology role in a large, complex, multi-stakeholder environment with accountability for a large staff complement; preferably in a broader public sector environment;
- Demonstrated success leading enterprise-wide digital transformation initiatives, including cloud adoption, data strategy, and modernization of legacy systems;
- Strong understanding of emerging technologies (i.e., AI, automation, analytics) and their application in academic and administrative contexts;
- Demonstrated success in leading large-scale, cross-functional transformation initiatives from strategy through execution, including measurable improvements in institutional performance;
- Experience overseeing enterprise portfolio management, strategic planning, or program management offices to ensure alignment and delivery of transformation goals;
- Analyze and evaluate existing workflows to identify inefficiencies and areas for improvement;
- Develop and implement streamlined processes to enhance productivity and operation efficiency;

Executive Brief

Chief Information Officer, Toronto Metropolitan University

- Monitor and assess the impact of process improvements, making adjustments as necessary to achieve optimal results;
- Utilize data-driven insights to continuously refine and optimize workflows;
- Proven ability to build and lead high-performing teams, foster collaboration across diverse stakeholder groups, and manage matrixed resources from departments such as HR, IT, communications, and academic units;
- Strong track record of using data-driven decision-making, business case development, and performance metrics to guide strategic initiatives and assess ROI;
- Familiarity with higher education governance structures and the ability to work effectively with academic leadership, faculty, and administrative units would be an asset;
- Experience in fostering a culture of innovation, continuous improvement, and digital literacy across an organization;
- Knowledge of change management methodologies and experience coaching leaders and frontline managers through organizational change;
- Prior experience working in a unionized environment is an asset; and,
- Understanding of regulatory, cybersecurity, and digital accessibility requirements in a higher education context.

Personal / Professional Attributes

This role will require someone with the gravitas and personality to engage and inspire others in a vision and transformational change. Someone who can support others with diplomacy, sensitivity, and tact. The ideal candidate will possess the following personal attributes:

- **A natural change agent** – initiates and implements support for innovation and for changes needed to improve efficiency and effectiveness (impact); helps others move from current to desired state;
- **Builds Relationships of Trust & collaboration:** Actively builds a culture of trust and fosters meaningful relationships;
- **A relationship architect** – a natural connector, you will build mutually beneficial relationships, networks and strategic alliances (internally and externally) in order to implement a digital transformation;
- **Inspiring** – energizes individuals to strive towards a compelling vision of the future;
- **Manages Complexity** – integrates complex information to identify strategies and solutions, demonstrates keen insights into situations, able to clearly articulate the core idea or issue;
- **Creativity and Innovation** – transcends traditional ideas, rules, patterns, relationships, or the like to develop meaningful new ideas, forms, methods and interpretations;
- **Intellectual Curiosity** – a quick study and a lifelong learner, invests time and energy into learning more about a person, place, thing or concept. Always seeking further knowledge on best practices and leading-edge innovation;
- **Energetic** – exhibits energy, drive, and enthusiasm. Is passionate about making an impact and the cause;
- **Acts with Integrity:** Demonstrates behaviours aligned with high ethical standards and personal integrity and acts in accordance with TMU values;
- **Leads Inclusively:** creates an inclusive environment where everyone is respected, recognized, empowered to achieve their potential, and valued for their differences;
- **Demonstrates Organizational Acumen:** Understands and respectfully navigates complex internal and external environments using sound judgment, diplomacy, and tact; and,
- **Drives Vision & Results:** Creates and implements a vision grounded in sound decision-making to achieve desired outcomes.

Executive Brief

Chief Information Officer, Toronto Metropolitan University

Why you should consider this opportunity

This role provides an opportunity to join a university poised for continued growth and ready for digital and IT transformation. This role touches every part of the university and its stakeholders. The work led through this position and its team will have a long-term implications for the success and ease of workflow at TMU.

Other attractions include the opportunity:

- Work at a University that is committed to putting people first and has a thoughtful and purposeful EDI strategy;
- Play a critical role in the advancement and growth of the institution; and,
- Work at a university that is grounded in collaboration and innovation.

How to Apply

To apply or explore this key leadership position at Toronto Metropolitan University further, please submit a curriculum vitae along with a cover letter in confidence to cioTMU@dhrglobal.com by July 27, 2026.

Toronto Metropolitan University welcomes those who have demonstrated a commitment to upholding the values of equity, diversity, and inclusion and will assist us in expanding our capacity for diversity in the broadest sense. In addition, to correct the conditions of disadvantage in employment in Canada, we encourage applications from members of groups that have been historically disadvantaged and marginalized, including First Nations, Métis, and Inuit peoples, Indigenous peoples of North America, Black-identified persons, other racialized persons, persons with disabilities, and those who identify as women and/or 2SLGBTQ+. TMU is committed to accessibility for persons with disabilities.

To find out more about legal and policy obligations please visit the accessibility and Human Rights websites. TMU recognizes that scholars have varying career paths and that career interruptions can be part of an excellent academic record. Candidates are encouraged to provide any relevant information about their experience and/or career interruptions. Please note that all qualified candidates are encouraged to apply; however, applications from Canadians and permanent residents will be given priority, in accordance with Canadian immigration regulations.

Appendix A – Strategic Vision 2020-2030

From day one, Toronto Metropolitan University's (TMU's) mission has been unique – to serve societal need and to prepare students for careers. Over more than 70 years, TMU's commitment to groundbreaking thinking has grown steadily stronger.

TMU has pioneered experiential learning approaches, launched programs in innovation and entrepreneurship, enhanced our scholarly, research and creative (SRC) capacity and introduced our deliberately disruptive law school. And TMU's values are equally progressive – we are a world leader in equity, diversity and inclusion.

All of this, along with our place in the heart of Canada's busiest city, has encouraged TMU to embrace a new role as city builder. We now partner with like-minded organizations and bring together highly skilled, creative thinkers to work on the increasingly complex challenges faced by Toronto and urban centres around the world.

The demand for a TMU education has never been greater, and in the last decade, we dramatically increased the size of our campus.

The most successful organizations are always in motion. Today, TMU is building on the momentum of the last ten years and planning what comes next.

Strategic plans prepared by leaders across the university will help us fulfil this vision and confidently meet the challenges of the fast-changing social, cultural and economic landscape in which we operate, so that our students and graduates, faculty and staff, partners and communities will continue to thrive.

To learn more, please visit: <https://vision.torontomu.ca/>

Appendix B – Academic Plan

Toronto Metropolitan University's 2025-2030 [Academic Plan](#) articulates the university's ongoing commitment to providing accessible, transformative education. Ensuring alignment with other strategic plans including the Strategic Research Plan, International Plan and Campus Master Plan, TMU will continue to deliver innovative, career-oriented education and embed equity, diversity, inclusion and access throughout teaching, SRC, operations and relationships.

Over more than seven decades, members of the TMU community have made important contributions to society and the world around them. Going forward, the following priorities will continue this trend and will further position TMU as a trailblazer as we enter the next decade:

- Enhancing the student learning journey
- Creating positive impact
- Supporting people and community
- Continuing our commitment to Truth and Reconciliation
- Ensuring future readiness

The 2025-30 Academic Plan includes a set of five core values. Underpinning all of these values is academic freedom and freedom of expression within a culture of respect. Collectively, these values give shape to TMU's identity and provide the foundation for scholarship that equips students to succeed.

The complete 2025-30 academic plan was released in early 2025:

<https://www.torontomu.ca/provost/strategic-plans/academic-plan2025-30>

Appendix C – Campus Master Plan

The 2008 Master Plan established three goals to shape the evolution of the campus: urban intensification, pedestrianization and design excellence. The Plan guided significant achievements over the ensuing decade, adding over 800,000 square feet to the campus through iconic new builds, extensive renovations to historic landmark buildings, acquisitions of the largest tracts of undeveloped land in the precinct, and long-term partnerships to create research space.

In 2019, TMU initiated an update to its Campus Master Plan. The new plan is a bold, long-term strategy, a vision for the future. It identifies areas on campus that are opportunities for renewal and growth as funding becomes available.

The Campus Master Plan describes a collaboratively developed vision of the campus as a place that:

- Advances sustainable development
- Embraces reconciliation
- Supports safety and security
- Embeds accessibility

The Plan identifies goals to build inclusive, vibrant spaces in a diverse and urban destination. It outlines the need to continue to build high-quality spaces for scholarly, research and creative activities, as well as ensuring spaces promote health and wellbeing.

Campus Master Plan Document (full and abridged versions):

<https://www.torontomu.ca/content/dam/facilities-management-development/campus-design-construction/docs/ryerson-campus-master-plan-2020-full.pdf>

TMU University Campus Public Realm Plan:

<https://www.torontomu.ca/content/dam/facilities-management-development/campus-design-construction/docs/campus-public-realm-plan.pdf>

Appendix D – Strategic Research Plan

The Strategic Research Plan, launched in 2025, articulates the university’s key themes that represent Toronto Metropolitan University’s strategic strengths and reflect the diverse scholarly, research and creative activity (SRC) that is taking place across the institution.

Central to the University’s success is a focus on SRC excellence and impact through a combination of investments by faculties, researchers, and the institution. Striving for the highest standards in SRC excellence, Toronto Metropolitan University is enabling SRC growth by supporting strategic hiring priorities, driving multidisciplinary SRC initiatives, growing graduate programming and training, and recognizing distinction in SRC activity. Success also includes a commitment to the full spectrum of community engagement and knowledge translation towards improving the quality of life for the world’s citizens through sustainable social, physical, and technological innovation.

Toronto Metropolitan University’s strengths and priorities in SRC activity, innovation, and entrepreneurship are reflected through named research chairs, recognized research centres, and commercialization activity with industry. Together, they highlight Toronto Metropolitan University’s national and international leadership.

The seven strategic themes outlined below highlight where Toronto Metropolitan University is driving [SRC](#) intensity, impact, and excellence. They are neither exhaustive nor prescriptive. With a focus on local, national, and international engagement and cooperation, and partnerships with academic institutions, government, non-profit and community-based organizations, as well as the private sector, the themes—and the confluence of activities they represent—respond to societal needs and advance transformative knowledge. These themes highlight the ways in which Toronto Metropolitan University’s SRC community addresses complex problems that demand bold and creative solutions, such as those described in the United Nations 2030 Sustainable Development Goals. Toronto Metropolitan University’s SRC activities are making a significant impact in a rapidly evolving world.

Appendix E – International Plan

As TMU embarks on the next chapter of its global journey, it has introduced its International Plan 2025-2030 – a plan that reflects its collective ambition to strengthen TMU’s position as a university that is a globally renowned and innovative city builder.

The plan builds on the foundations of its shared values to be: unapologetically bold, intentionally diverse and inclusive, respectfully collaborative, champions of sustainability and dedicated to excellence. Anchored by these principles, and in alignment with the Academic Plan and Strategic Research Plan, the International Plan outlines four key priorities that will guide TMU’s efforts over the next five years.

To read more, please visit:

<https://www.torontomu.ca/content/dam/international/Documents/tmu-international-plan-2025-2030>