

A photograph of a wide, paved walkway on a university campus. Three students are walking towards the camera in the foreground: a woman on the left wearing a blue denim jacket and an orange beanie, a man in the center wearing a blue and black jacket and a black cap, and a woman on the right wearing a grey jacket and a red and black plaid scarf. The walkway is lined with trees that have yellowing leaves, suggesting autumn. In the background, other students are visible sitting on benches and walking. A brick building is visible in the upper part of the image.

2025-2030

Office of the Vice-Provost, Faculty Affairs
(OVPFA) Strategic Plan



Toronto is in the “Dish with One Spoon Territory.”

The OVPFA is located on TMU’s Toronto campus, on the Treaty Lands of the Mississaugas of the Credit and the traditional territories of the Anishinaabe, Huron-Wendat and Haudenosaunee. These lands are now home to many Indigenous Peoples from across Turtle Island and newcomers from around the globe.

We are committed to the values of the Dish With One Spoon Treaty, where we strive to treat the land and people of our community with dignity and respect.

Mandate of the OVPFA

The mandate of the OVPFA is to enhance the University's academic mission through leadership and oversight on employment-related matters for faculty, librarians, professional counsellors, contract lecturers, academic assistants and academic leaders. Key areas of responsibility include:

- Offering centralized support and expertise on the recruitment of diverse excellence.
- Providing professional development opportunities for faculty, professional counsellors, librarians, contract lecturers and academic leaders.
- Managing labour relations, including collective bargaining with the TFA and CUPE 3904.
- Supporting the development and implementation of policies and processes relating to Clinical Leadership (ACAA and ACAPL) and Clinical Faculty at TMU's School of Medicine.
- Providing leadership and oversight when it comes to tenure, promotion, leaves, retirement, academic administrative appointments, salary anomalies, grievances and interpretation and application of the relevant collective agreements.
- Overseeing approvals of hiring, tenure and promotion recommendations, paid and unpaid leaves, workload requests, adjunct status, etc.
- Supporting the appointment and evaluation processes for senior academic administrators in accordance with the Appointment of Academic Administrators (AAA) policy.



VPFA's foreword



The OVPFA is deeply committed to advancing TMU's shared values and priorities. We strive, in all that we do, to be bold and collaborative, diverse and inclusive, and dedicated to excellence and sustainability. Our Office's day-to-day activities have us building positive labour relations through respectful, university-wide collaborations. We pride ourselves in our commitment to serving the University through clear, thoughtful and well-informed communication, training and development opportunities, and support for and promotion of exceptional academic leadership.

Once successfully recruited, hired and onboarded, we strive to offer training and support to faculty, librarians, professional counsellors, contract lecturers and academic leaders, throughout their academic careers. Through our Office's training and supports, we aim to empower these key members of the TMU community to meaningfully incorporate equity, diversity, inclusion, accessibility and sustainability into their academic and professional pursuits, with the aim of advancing socially relevant and exceptional scholarship, inclusive excellence, community engagement, for a positive and well-rounded student experience.

A handwritten signature in black ink, appearing to read 'Patrizia Albanese', written in a cursive style.

Patrizia Albanese
Vice-Provost, Faculty Affairs and
Professor, Sociology

vpfa@torontomu.ca



OVPFA's goals and priorities for 2025-30

Building on past successes and driven by our ongoing commitment to Equity, Diversity and Inclusion and sustainability, the OVPFA is committed to:

01

Developing TMU talent aimed at promoting institutional priorities (supporting people and communities).

02

Fostering positive labour relations.

03

Steadfastly supporting the hiring of diverse excellence.

04

Improving service delivery for enhanced academic experiences at TMU.

Develop TMU talent aimed at
promoting institutional priorities
(supporting people and communities)

01



Goal	Action Item	Key Performance Indicators
<p>a. Strengthen the capacity of academic leaders at TMU to serve key institutional priorities and achieve personal and team success.</p>	<ul style="list-style-type: none"> • Annual leadership retreats focused on strengthening academic programs, improving the student experience, increasing student enrolment and success and developing key leadership skills / competencies. • Annual welcome sessions and virtual workshops on key operational / management related topics and skills. • OVPFA newsletters promoting pathways to academic leadership and demonstrating leadership excellence. 	<ul style="list-style-type: none"> • Engagement with the learning and development opportunities. • Engagement from across the different levels of academic leadership. • Engagement with relevant tools and resources.
<p>b. Train faculty, librarians, professional counsellors and contract lectures in core areas of their duties and responsibilities, while promoting high performance, wellbeing and belonging.</p>	<ul style="list-style-type: none"> • Annual onboarding of new hires through pension and benefits sessions, orientation and a series of workshops. • Thriving in Academia workshop series focused on teaching, SRC, wellness, etc. • OVPFA newsletters showcasing resources and best practices in teaching and SRC activities. 	<ul style="list-style-type: none"> • Engagement with learning and development opportunities. • Engagement with training and resources specifically on wellbeing and EDI. • Engagement with relevant tools and resources.
<p>c. Retain internal talent of faculty, librarians, professional counsellors and contract lecturers.</p>	<ul style="list-style-type: none"> • Climate reviews and surveys to understand the employee experience. • Offboarding process allowing TMU to become aware of any retention issues. • Promote EDI-infused practices (e.g. for tenure, promotion, etc.). • Collaborate with OVPECI and other relevant units to track the retention of Indigenous and Black academic community members. • Support and promote institutional initiatives to advance Indigenous and Black scholarship. 	<ul style="list-style-type: none"> • Engagement with Equity Advocate and MOU 26 training modules. • Retention rates. • Improved awareness of retention issues. • Collaboration with key partners.

Foster positive labour relations

02



Goal	Action Item	Key Performance Indicators
a. Successfully and collegially bargain collective agreements with academic unions and Faculty Association.	<ul style="list-style-type: none"> • Collective bargaining with TFA. • Collective bargaining with CUPE 3904 Units 1, 2, 3. 	<ul style="list-style-type: none"> • Collective Agreement renewals within approved bargaining mandates.
b. Achieve / facilitate institutional priorities through participation and collaboration with unions/Faculty Association and other stakeholders across campus.	<ul style="list-style-type: none"> • Ongoing collaboration on the implementation of MOU 26, supporting Indigenous colleagues. • Represent the university on task-forces and joint committees. 	<ul style="list-style-type: none"> • Recruitment and retention of Indigenous faculty, librarians and counsellors. • Actionable recommendations from task forces and joint committees.
c. Maintain ongoing positive labour relations on campus.	<ul style="list-style-type: none"> • Early and proactive resolution of issues, complaints and grievances. • Ensure compliance with relevant collective agreements. 	<ul style="list-style-type: none"> • Minimize labour tensions. • Early resolution of grievances. • Positive arbitration awards.
d. Provide leadership and oversight on employment-related matters affecting the careers/ life cycle of faculty, librarians, counsellors, contract lecturers, and academic assistants.	<ul style="list-style-type: none"> • Review and approve appointments, tenure, promotion, leaves, retirements, salaries, sabbaticals. 	<ul style="list-style-type: none"> • Data-informed, timely decisions on key employment matters.
e. Act as effective administrators of the Appointment of Academic Administrators (AAA) Policy.	<ul style="list-style-type: none"> • Support the appointment and evaluation of senior academic administrators in accordance with the AAA policy. 	<ul style="list-style-type: none"> • Academic leadership positions filled under the AAA policy. • Academic leaders evaluated and renewed under the policy.

Steadfastly support the hiring
of diverse excellence

03



Goal	Action Item	Key Performance Indicators
a. Collaborate with relevant academic units and TMU stakeholders to recruit exceptional scholars, educators, creators and researchers.	<ul style="list-style-type: none"> • Support the recruitment and hiring of emerging and established scholars, CRCs, and CERCs. • Promote the use of policy-informed SRC and teaching-related practices. • Collaborate with OVPECI and other relevant units to track the recruitment and retention of Indigenous and Black academic community members. 	<ul style="list-style-type: none"> • % of searches successfully filled. • Stakeholder experience. • Diversity of hires, including Indigenous and Black hires.
b. Create and refine hiring tools and processes to support rigorous and robust academic appointment processes.	<ul style="list-style-type: none"> • Refine recruitment processes and portal to support strong and diverse academic recruitment. • Gather and analyze relevant recruitment metrics to improve reporting and inform future practices. • Implement technological upgrades to enhance the applicant and committees' experiences. • Apply user feedback on refining processes and technology. • Collaborate with the OVPECI on the collection and effective use of Diversity Self-ID data. • Co-develop and implement a university-wide Indigenous Affirmation process. 	<ul style="list-style-type: none"> • Engagement with relevant tools and technology. • Engagement with reports on relevant metrics. • Engagement with diversity data. • Successful completion of the Affirmation process.
c. Train hiring / appointment committees to recruit diverse excellence.	<ul style="list-style-type: none"> • Produce, update and administer training sessions, events and modules on Collective Agreement procedures, best practices and EDI considerations. • Develop in collaboration with the TFA and ISC, a module on MOU 26 (hiring/retention of Indigenous faculty, librarian & counsellors). 	<ul style="list-style-type: none"> • Compliance with relevant Collective Agreement provisions and policy and legal obligations. • Adoption of best practices. • Identification and recognition of diverse forms of excellence. • Engagement with training modules.



Improve service delivery for
enhanced academic experiences
at TMU

04



Goal	Action Item	Key Performance Indicators
a. Process optimization.	<ul style="list-style-type: none"> Identify and improve key processes to achieve efficiency, compliance and enhanced stakeholder experience. Integrate new legislative requirements, collective agreement provisions and policy changes into relevant processes, tools and resources. 	<ul style="list-style-type: none"> Streamlined processes for an improved user experience. Implementation of new legislation, policies, procedures and collective agreement provisions.
b. Technology optimization.	<ul style="list-style-type: none"> Ongoing optimization of existing technology. Complete assessments of technology options most suitable for the automation of key OVPFA processes. Effectively oversee the use of TAI and other databases. 	<ul style="list-style-type: none"> Technology upgrades. Improved awareness of technology options. Engagement with existing technology.
c. Policy updates and improvements.	<ul style="list-style-type: none"> Review and update relevant policies. 	<ul style="list-style-type: none"> Enhanced clarity. Improved engagement with policies.
d. Support TMU's School of Medicine.	<ul style="list-style-type: none"> Co-develop and support the implementation of policies and processes relating to Clinical Leadership (ACAA and ACAPL) and Clinical Faculty at TMU's School of Medicine. 	<ul style="list-style-type: none"> Policy and process development. Engagement of clinical leaders and clinical faculty.

Building on past successes...

The OVPFA provides centralized leadership to enhance the recruitment and retention of diverse excellence, to build capacity across the academic leadership group, and to support faculty, librarians, professional counsellors and contract lecturers in fostering inclusive excellence in their work at TMU.

Our office strives to build strong university-wide relationships, through positive labour relations, as well as robust and meaningful recruitment, onboarding and training and development opportunities. Our aim is to build skills and capacities, optimize in-house talent, and create and refine resources aimed at achieving our collective strategic priorities.





**Toronto
Metropolitan
University**

**Office of the
Vice-Provost,
Faculty Affairs**