

WE'RE ALL YOURS

A Shared Commitment
to Student Success



Office of the
Vice-Provost,
Students

2025-2030

Land Acknowledgement

Toronto Metropolitan University lies in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Toronto is in the "Dish with One Spoon Territory."

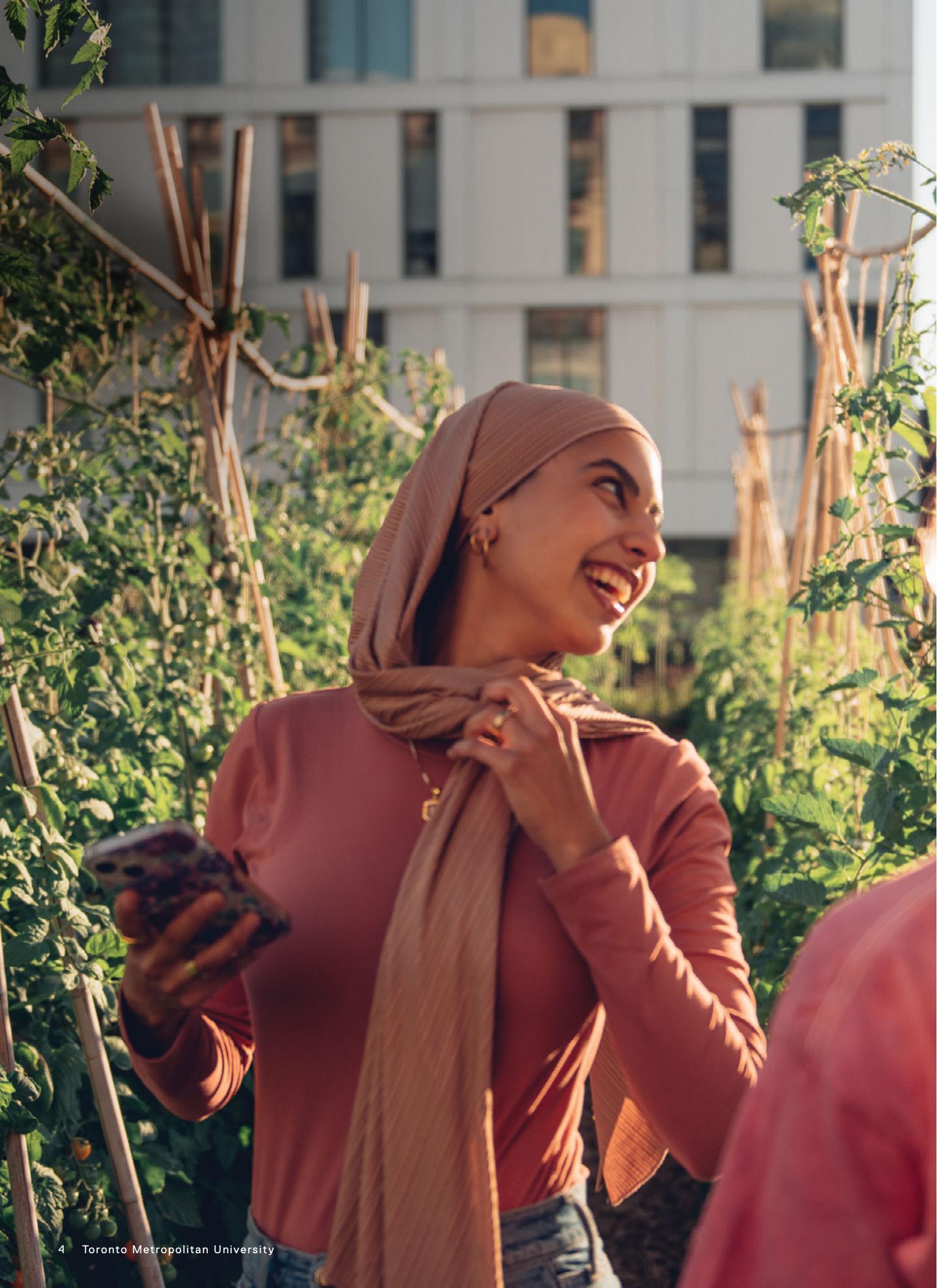
TMU's campuses in Toronto and Brampton operate on the Treaty Lands of the Mississaugas of the Credit. This land has been part of the traditional territories of the Anishinaabe, Huron-Wendat and Haudenosaunee. They are now home to many Inuit, Métis and First Nations Peoples from across Turtle Island. We honour and uphold the Dish With One Spoon Treaty, we commit to valuing the Two Row Wampum and we vow to treat the land and people of our community with understanding built on mutual respect.

This land acknowledgment reminds us of the ongoing need for education and action toward truth and reconciliation and that there is more to be done on our campus. We encourage our community members to take time to recognize the lands on which we teach, learn and live and to educate themselves about Indigenous and colonial histories and current realities of those lands. As we advance our academic mission, we remain committed to creating pathways for meaningful engagement and partnerships with Indigenous communities, ensuring that our academic and social contributions reflect the values of respect, reciprocity and responsibility.

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A Message from the Vice-Provost, Students

We're All Yours: A Shared Commitment to Student Success



It is with great pride that I share the 2025-2030 strategic plan for the Office of the Vice-Provost, Students (OVPS) - a roadmap aligned with the institution's Academic Plan for supporting, empowering and inspiring the heart of our Toronto Metropolitan University (TMU) community, our students.

We are fortunate to welcome students representing a broad range of perspectives and voices on our campuses. They arrive with diverse experiences, bold ambitions and a commitment to leaving their mark on the world around them. It is our responsibility, and our privilege, to create the conditions in which they can thrive academically, personally and professionally. We are living in a time of rapid change, technology is reshaping how we connect and learn, and the needs of society demand innovative, inclusive and resilient leaders. As a result, the student experience is shifting too.

This plan defines how we will meet this transformational moment. It reflects a deep commitment to leading the change happening around us, and to ensuring every student feels seen, valued, and supported while at TMU and beyond. From removing systemic barriers to access and strengthening wellbeing resources, to expanding experiential learning and designing belonging-centred programming, we are charting a path that equips students with the knowledge, confidence and adaptability to navigate an uncertain world.

Our success is rooted in the success of TMU's students, however they choose to define it. None of our work would be possible, though, without the dedication of my colleagues across Athletics and Recreation, Student Affairs, Student Communications, Student Wellbeing, and the Office of the Registrar, as well as our collaboration with teams university wide that help to shape the student experience. Together we champion a culture that prioritizes learning, nurtures growth and promotes collegiality so that we can reach our full potential as we support students in reaching theirs.

The consultation process in developing this plan was thorough and multi-tiered. A combination of individual and team-level engagement, it incorporates input from stakeholders across all levels and has been approved by the accountable leaders. I would like to thank my colleagues for their thoughtful and invaluable contributions to this plan.

The next five years are a critical opportunity to pour into the students who will shape our collective future, and the timing has never felt more significant. As you review our commitments and ambitions, I invite you to join us on this journey.

JEN MCMILLEN
Vice-Provost, Students

Our Values

The Whole Student

We see students as whole people with diverse perspectives, identities and experiences. We create environments where they can show up fully as themselves, and can thrive inside and outside of the classroom.

Student Voice:

We value and elevate student voices by including them in our decision-making, program design and service delivery, thereby ensuring their perspectives shape their experiences.

People First:

We prioritize people by cultivating leadership, recognizing growth, and ensuring our teams have the skills and support to serve students and the academic community with excellence. We foster a culture of continuous learning and improvement so that staff can keep growing in their practice and impact.

Service Excellence:

We provide timely, compassionate and student-centred service—responding with understanding, respect and a commitment to meeting students where they are.

Partnership & Collaboration:

We foster collaboration with students, faculty and staff across the university, with employers, and with the broader TMU community to build partnerships that strengthen belonging and that enable student success.

Data-Driven Decision Making:

We use data and metrics to guide our decisions, to measure our impact, and to improve continuously in pursuit of our shared goals.

Stewardship and Innovation:

We are careful stewards of our human, physical and financial resources for the greatest benefit to students and staff. We focus on evolving, creative and sustainable practices that will strengthen our capabilities and the student experience today and into the future.



Our Vision

Every TMU student experiences a sense of belonging, wellbeing and possibility - laying the foundation for flourishing beyond the classroom, and a life marked by impact, innovation and social responsibility.

Our Mission

We co-create exceptional supports, resources, and experiences that enable students to reach their full potential inside and outside the classroom. In collaboration with students, faculty, employers, and partners, we deliver services that foster academic excellence, equity, wellbeing and connection, preparing students for purposeful lives beyond TMU.



AN INTEGRATED APPROACH TO STRATEGIC ENROLMENT MANAGEMENT

At its core, Strategic Enrolment Management (SEM) is about student success; this foundation shapes everything we do. An integrated approach to SEM brings the institution together, creating an environment where students can explore the programming that speaks to them with the full support and power of the entire TMU community.

From the moment they first explore our offerings to when they graduate and become engaged alumni, we are committed to helping students thrive. We remain attuned to their diverse needs, goals and aspirations so that when they leave our classrooms and our campuses, they can respond dynamically to the shifting realities of our time.

Our approach is rooted intrinsically in supporting their holistic success across the full spectrum of their university experience. By aligning our efforts across all areas, we prepare them for the complex, interconnected world that awaits them.

Within each priority below you'll see SEM activities noted in blue. They are embedded in our ongoing work and remain top of mind for all OVPS units.

PRIORITY 1

Enhance the student learning journey for student success

We strive to create spaces and programming that enable every student to make the most of their time at TMU. We know that success in the classroom is deeply connected to a fulfilling campus experience, so we are committed to ensuring that all students have access to the programs, services and supports they need to thrive academically, personally and professionally.

Our approach to student success centres on recognizing that every student is different—their needs, priorities and interests are unique, and are likely to evolve as their studies progress. This growth is a natural part of the university journey, and we're here to create opportunities that enrich this time of self discovery. Through exceptional academic, social, cultural and wellbeing programming that champions diversity, inclusivity and accessibility, we dedicate ourselves to seeing and supporting students as whole people who are stewards of their own bright futures.



Strategic Goal	Strategic Initiative(s)	Intended Outcome(s)	Metric(s)
Supporting future readiness through holistic student engagement	<p>Improve and increase support for TMU students' holistic development at key retention points across the student life cycle, including programs and services focused on identity development, career development and academic support services.</p> <p>Strengthen a culture of belonging and success by ensuring new TMU students experience a seamless transition into university life, supported by coordinated orientation initiatives that connect them with peers, faculty, and student societies.</p>	<p>Students, particularly those from equity-deserving groups, feel a strong sense of belonging and representation, with access to specific supports that honour their identities, build future-ready skills and lead to increased persistence and retention.</p> <p>Integrate and align orientation efforts across faculties, Student Societies, and central units to deliver a cohesive transition experience.</p>	<p>*Improved student persistence and graduation rates, with attention to equity gaps in academic outcomes.</p> <p>Increased participation and engagement in programs and services that contribute to student learning, belonging, and future readiness.</p> <p>Increased student sense of belonging and awareness of resources, as measured by first year experience surveys.</p> <p>*Higher participation rates in orientation and first-year programming across diverse student groups.</p>
Supporting inclusive and accessible learning environments	<p>Enhance upstream resources that support the transition into, through, and out of TMU for students with specific inclusion needs, which contribute to preparing students for an evolving workforce.</p> <p>Expand institutional capacity for academic accommodations by increasing capacity to implement accommodations consistently and effectively.</p>	<p>Advance the student experience by embedding innovative, inclusive practices across systems and programs, improving equitable access, clarity, and support throughout the learning journey.</p> <p>Expand institutional capacity for academic accommodations by increasing capacity to implement accommodations consistently and effectively.</p>	<p>Increase percentage of students, faculty and staff reporting improved academic accommodation related experiences.</p>
Creating culture of engaged student leadership	<p>Grow inclusive leadership pathways across the student journey by providing leadership development opportunities via intentional co-curricular activities, peer programs, and student employment.</p> <p>Enhanced opportunity for student engagement in university decision making through formal advisory structures and clear feedback loops.</p>	<p>High level of student engagement in student elections at all levels of student government.</p> <p>Enhanced opportunity for student engagement in university decision making through formal advisory structures and clear feedback loops.</p>	<p>Increase in students participating in leadership roles and programs.</p> <p>Increase in student participation in student votes.</p> <p>Increase in student participation in formal advisory and governance bodies.</p>



*SEM Aligned Outcomes and Metrics

Strategic Goal	Strategic Initiative(s)	Intended Outcome(s)	Metric(s)
Innovating registrarial processes	Build a more seamless and reliable experience for students, staff, and faculty by moving to integrated systems and consistent approaches that reduce errors, save time, and support better decision-making across the university.	<p>Students experience transparent, streamlined, and reliable academic processes that improve access to courses, clarity of program requirements, and overall confidence in academic planning.</p> <p>Academic units and staff benefit from integrated systems and standardized processes that reduce duplication, errors, and inefficiencies while strengthening institutional decision-making capacity.</p>	<p>Increased student access to desired courses and higher satisfaction with enrolment and curriculum processes.</p> <p>Reduced processing time, errors, and duplication in registrarial workflows (e.g., course intentions, curriculum approvals, scheduling).</p>
Developing a sustainable, affordable student housing ecosystem	Expand Student Housing options through the strategic use of existing resources, institutional expertise and external partnerships.	<p>Increase in the percentage of students in TMU provided or affiliated housing by adding beds across multiple delivery models, with a mix of unit types and price points that meet diverse needs.</p> <p>Strategic partnerships and adaptive reuse expand capacity more quickly and cost-effectively, while maintaining student protections and service quality.</p>	<p>Number of beds available and being developed exclusively for TMU students.</p> <p>Growth in partnerships with non-TMU housing providers who offer safe and affordable housing for students.</p>



Strategic Goal	Strategic Initiative(s)	Intended Outcome(s)	Metric(s)
Efficient and effective service delivery models	<p>Advance institutional efficiency and accountability by leading a coordinated approach to implementing Efficiency and Accountability Review recommendations across OVPS administrative and student service functions, reducing duplication, strengthening integration, and enabling consistent, student-centered experiences.</p>	<p>Students, faculty, and staff experience consistent, reliable, and student-centered services supported by integrated systems and aligned processes across the university.</p> <p>A culture of continuous improvement is embedded across OVPS administrative and student service functions, ensuring that processes evolve in step with student needs and sector changes.</p>	<p>Number of major workflows reviewed and improved through Lean or continuous improvement initiatives annually.</p> <p>Reduced unnecessary duplication in service delivery, with strategic resource reallocation.</p>

PRIORITY 2

Create positive impact through SRC excellence and local and global collaboration

We facilitate opportunities for students to expand their networks so they can have purposeful roles in responding to societal needs. Whether they are interested in the city at our doorstep or the world far beyond, the foundation they are building to do transformative work is strengthened by programming designed to broaden their horizons.

Our initiatives are grounded in in-depth research that allows us to create strategic pathways leading to meaningful change. Through volunteerism, philanthropy, and the securing of wellbeing-focused grants, we are able to explore new ways of supporting students who will leverage their learning to influence our collective evolution.



Strategic Goal	Initiative	Intended Outcome	Metric
Strengthen referral pathways	Develop and implement comprehensive referral and reintegration pathways to and from the TMU mental health support system, ensuring safe, supportive, and sustained care for students transitioning through mental health-related challenges.	Campus to community referral and reintegration pathways are formalized resulting in timely access to care and reducing disruptions to studies and graduation progress.	*Increased retention rate for students supported through the referral and reintegration pathway.
Enhance financial sustainability through philanthropy and revenue growth	Strengthen financial sustainability by advancing philanthropy and expanding revenue opportunities that support core programs and services for students, increase sustainable scholarship funding, and enable long-term investment in facilities and division priorities	Philanthropy and new revenues provide stable, growing funding for OVPS priorities, including student services, scholarships and facilities. Donor and partner engagement deepens, building a strong mid-level to major and principal gift pipeline and more multi-year commitments.	Year-over-year growth in total philanthropic commitments and net new revenue to OVPS in our core focus areas of scholarships, student services and facility investment. Growth in the number and value of closed major and principal gifts and multi-year commitments.



*SEM Aligned Outcomes and Metrics

PRIORITY 3

Support people and community

We are fueled by the network of people who dedicate themselves to cultivating the student experience. Together, we foster community at TMU through our leadership, programming and partnerships, and we do so proudly in collaboration with stakeholders university wide.

Connection is at the heart of this work—to our colleagues, to students, employers, and to the local experts and organizations that enhance our offerings. We continually seek ways to uplift and to engage meaningfully with others, as our success is rooted in our people-first approach to operations and ideation.

Importantly, we are deliberate about our inclusion of students in our decision making, program design and service delivery. We are able to develop thoughtful solutions to the challenges that come with this transformative phase because we prioritize listening to their voices.



Strategic Goal	Initiative	Intended Outcome	Metric
Supporting student wellbeing with a holistic approach grounded in the social determinants of health	<p>TMU opens and operates an integrated Student Wellbeing Centre that brings key services together, simplifies navigation, and delivers coordinated, team-based care.</p> <p>Expand lower-barrier wellbeing supports for equity-deserving students and graduate students.</p> <p>Differentiate student support for graduate students including targeted mentoring for graduate students that identify as equity deserving.</p> <p>Provide student wellbeing support that targets and supports graduate students.</p> <p>Enhance campus wellbeing by expanding systems and practices that increase awareness and access, support prevention, and build resilience and connection.</p>	<p>Improve the overall student experience and enhance student wellbeing by optimizing facilities, integrated care service delivery models, and a campus wide approach to fostering wellbeing.</p> <p>Equity-deserving students connect to the optimal level of support earlier, improving continuity of care and reducing disruptions to studies.</p> <p>Students, faculty, and staff can easily find and use resources across the continuum through centralized websites and proactive communications.</p>	<p>Increase in student satisfaction with ease of finding and accessing care at the Student Wellbeing Centre.</p> <p>Increase in utilization of low-barrier wellbeing supports.</p> <p>Percentage of students who report knowing where to go for help with wellbeing needs.</p>
Facilitating a campus culture of care and safety	<p>Expand individualized, holistic, trauma-informed support, referrals, and care planning to students navigating complexities with the goal of persistence and retention.</p> <p>Provide barrier free crisis housing through a coordinated campus response that protects student wellbeing and safety.</p>	<p>Students facing complex issues or crises, including survivors of sexual and gender based violence, can access coordinated, trauma informed care that protects safety and supports academic continuity.</p> <p>Students in crisis can access safe, secure housing, with coordinated supports that protect health, safety, and academic continuity.</p>	<p>*Increased persistence and retention among students supported through care and pathways.</p>



*SEM Aligned Outcomes and Metrics



Strategic Goal	Initiative	Intended Outcome	Metric
Mentoring that builds belonging and readiness	Advance an inclusive mentoring ecosystem that strengthens belonging and readiness.	<p>Enhanced demographic-specific programming to support the academic, personal, and professional needs of equity-deserving students.</p> <p>Mentoring best practices co-developed and shared with campus partners who are engaging in mentoring activities.</p> <p>Engagement with community members who are interested in supporting the development of equity-deserving students.</p>	<p>Increase in participation by equity-deserving students in mentoring pathways.</p> <p>Improvement in mentee outcomes, agreement on belonging and career readiness</p> <p>Increased contacts with community members supporting mentoring initiatives.</p>
Enhance recruitment and admissions activities to support the diverse communities we serve	Advance equity-informed recruitment and admissions processes that increase participation from underrepresented groups.	<p>TMU delivers equitable, accessible recruitment and admissions, reducing barriers and increasing transparency across faculties, which broadens participation and success for underrepresented and equity-deserving students.</p> <p>Recruitment and admissions builds a representative, accessible, and belonging-focused workplace culture that sustains EDIA-informed decisions across people, policies, and partnerships.</p>	<p>*Growth in applications, offers, and confirmations from underrepresented and equity-deserving students.</p> <p>*Increase in completed application rates and fewer process-related inquiries.</p>

Strategic Goal	Initiative	Intended Outcome	Metric
Supporting Black student success	Expand services, programs, resources and community connections to increase and support Black student recruitment, retention, and thriving at TMU, in accordance with the Anti-Black Racism Campus Climate Review Report recommendations.	Black students experience a connected, supportive environment that strengthens belonging, skill development, persistence, and post-graduation readiness.	Increase in Black student engagement with supports and community, measured by unique participants across programs, community spaces and signature events.
Embedding EDI and personalization in student communications	<p>Creating and encouraging development opportunities that support knowledge of EDI advancements and best practices, and hiring diverse student staff reflective of the student body to support content development on our social channels.</p> <p>Student voice is visible across channels, strengthening belonging and awareness of key supports, for example financial aid, career and co-op, and wellbeing.</p>	<p>Communications are inclusive, accessible, and personalized by design across email, web, and social, improving clarity and action for diverse student audiences.</p> <p>Improvement in student-reported clarity, relevance, and feeling represented in university communications.</p>	<p>Increase in engagement with priority resources driven from communications, for example unique students reaching key pages or services.</p>



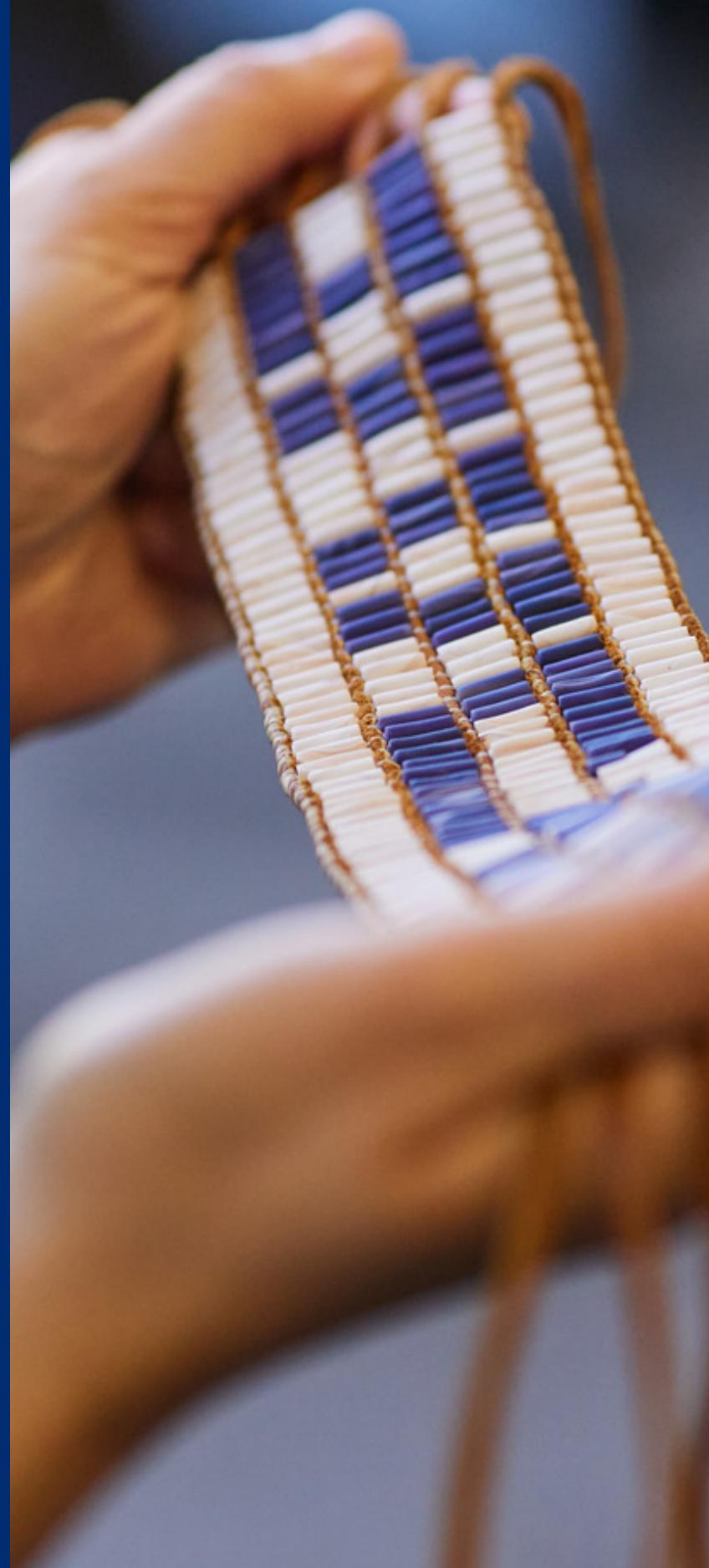
*SEM Aligned Outcomes and Metrics

PRIORITY 4

Continue our commitment to Truth and Reconciliation

We recognize that Indigenous ways of knowing, being and doing are essential pillars in an environment where every student can flourish. Anchored in interconnectivity, wellbeing and wisdom, and guided by principles of relationality, respect, responsibility and reciprocity, Indigenous ancestral teachings help us to think more holistically about how we work together and how we nurture students.

Our dedicated efforts to represent and honour Indigenous communities are strengthened by our relationships with Indigenous students. We seek to better understand our shared history to inform today's programming, and we celebrate how tradition can fuel tomorrow's possibilities.



Strategic Goal	Initiative	Intended Outcome	Metric
Integrating the “Working with the Ancestors” approach across student support areas	Develop and embed the “Working with the Ancestors” approach across student supports, with Gdoo-maawnjidimi Mompii Indigenous Student Services, aligned to TMU’s TRC Community Consultation and Standing Strong reports.	Integration of a framework for student success rooted in Indigenous ways of knowing, being, and doing across student-serving roles and practices at TMU. Student-serving units build and sustain capacity in Indigenization and decolonization, leading to consistent, culturally safe supports across TMU.	Increase in adoption of the “Working with the Ancestors” framework across student-serving units. Increase in staff completion of Indigenization and decolonization learning across TMU.
Enhancing Indigenous student wellbeing and success	Embed culturally safe, holistic care across student wellbeing services in partnership with Indigenous students and communities. Increase Indigenous representation and capability across care teams and student-serving roles.	Culturally safe, holistic supports are embedded across student wellbeing services in partnership with Indigenous students and communities, improving access, experience, and trust. Indigenous representation and capability grow across care teams and student-serving roles, leading to more responsive supports and better continuity for Indigenous students.	Increase in Indigenous students using wellbeing services. Growth in Indigenous representation and staff readiness to provide culturally safe care across student wellbeing teams.
Fostering an inclusive communications culture for Indigenous students	Establish an inclusive team culture and strive to hire Indigenous student staff for content development on social channels.	Indigenous student voices and perspectives are visible across TMU student channels, using culturally safe storytelling that builds belonging and highlights relevant supports and celebrations. Coordinated, timely communications connect prospective and current Indigenous students to programs, services, and spaces, increasing awareness and engagement.	Increase in awareness and engagement with Indigenous supports, spaces, and events, measured by unique visits to key information pages and registrations.

Strategic Goal	Initiative	Intended Outcome	Metric
Strengthen Indigenous student recruitment and outreach	Support Indigenous student access to post-secondary education through respectful engagement, outreach, and support that removes barriers, builds community relationships, and strengthens learner transitions to university.	<p>Indigenous learners experience clear, welcoming, and culturally safe pathways from initial outreach to application, offer, and enrolment.</p> <p>Core recruitment channels reflect Indigenous perspectives and partnerships, building trust with Indigenous communities and schools.</p>	<p>Increase in prospective Indigenous learners progressing from outreach touchpoints to application, offer and enrolment.</p>
Investing in Indigenous student development, leadership and belonging for Indigenous students who engage in the Indigenous Students' Initiatives Fund (ISIF)	Grow the Indigenous Students' Initiatives Fund through strategic fundraising initiatives.	<p>Enhanced opportunities for Indigenous student-led initiatives that build community, reflect culture, and shape Indigenous students' experience.</p> <p>Increased participation in the ISIF program to strengthen Indigenous participants skills and confidence.</p>	<p>Increase in fundraised dollars dedicated to Indigenous student-led initiatives.</p> <p>Increased reported sense of belonging and representation by Indigenous student participants in the ISIF program.</p> <p>Increased number of Indigenous student participants in the ISIF program.</p>



Ensure future readiness

We acknowledge that the workforce is becoming increasingly competitive and that students are seeking every possible opportunity to set themselves apart. Our programming is an essential complement to what they learn in the classroom, and our services can provide the edge they need to help them secure roles in their chosen fields.

Our opportunities for mentorship and hands-on learning are highly sought after, and have opened doors to lasting careers. With inclusive supports, diverse thinking and tech-forward methods embedded in our initiatives, we develop confident students who are ready to use their distinct perspectives to make their mark.

Our relationships with industry based employers ensure labour market feedback is used to inform academic planning, and student support delivery. Ensuring all people at TMU with connections to industry employers are collaborating in ensuring their voices are heard, and feedback is integrated into our institutional offerings is key to ensuring our students are successful in attaining employment in our swiftly changing labour market.

As the professional landscape continues to evolve, so do we. As a result, students can trust that they are growing at a rate that is keeping pace with our transforming world, and that TMU will have relationships with employers that will support their future readiness.



Strategic Goal	Initiative	Intended Outcome	Metric
Develop a market-informed employability ecosystem	<p>Develop and then embed an integrated employability framework across TMU, connecting coursework, work-integrated learning (WIL), campus employment, career education and advising, employer and alumni partnerships, and cohort mentoring.</p> <p>Apply labour market intelligence and student insight to guide programs and academic decisions, aligning advising, partnerships, and opportunities with areas of demand.</p>	<p>The employability framework is adopted across academic and co-curricular settings, guiding program design, work integrated learning, campus employment, and advising.</p> <p>Students build recognized career readiness competencies, leading to stronger post-graduation outcomes.</p> <p>Academic offerings and student supports align with student goals and labour market trends, improving relevance and pathways to post-graduation opportunities.</p> <p>Employer and alumni partnerships inform curriculum and create clearer routes into high demand roles.</p>	<p>*Increase in students completing high impact work experiences measured as co-op, other forms of work-integrated learning, and on-campus work experiences aligned to the framework.</p> <p>Improvement in perceived career relevance and preparedness, from the Graduate Destinations Survey.</p>
Facilitate clinical learning that prepares students for team-based care	<p>On-going clinical placements for TMU students at the Centre for Student Development and Counselling (CSDC) and the Medical Centre.</p> <p>Expand and diversify opportunities by establishing partnerships with external health and community organizations. Deliver interdisciplinary, team-based experiences, ensuring students achieve optimal professional readiness for collaborative healthcare settings.</p>	<p>Students complete high quality clinical experiences and demonstrate competency in team-based, collaborative care.</p>	<p>Growth in clinical placement capacity and student participation across health disciplines.</p>
Explore AI solutions for accessible, inclusive learning support	<p>Advance equitable and future-ready education by integrating AI-driven solutions that enhance accessibility, personalize learning, and promote inclusive excellence across diverse student populations.</p>	<p>Responsible AI use is integrated across student accessibility student supports, with clear guidance that protects privacy, supports accessibility, and builds digital literacy for students and staff.</p> <p>Instructors are supported to explore AI to enhance accessibility in their academic activities.</p>	<p>Increase in number of AI-driven support tools and resources available to students and instructors.</p>



*SEM Aligned Outcomes and Metrics

Strategic Goal	Initiative	Intended Outcome	Metric
Student leaders adopting and learning about the UN Sustainable Development Goals (SDG)	Embed UN SDG learning and action across residence life, co-curriculars, and career development, connecting students to real projects, volunteer roles, and work experiences that advance the goals.	Students have clear, supported pathways to contribute through residence life, volunteering, and career exploration. Residence communities model sustainable operations and reduce environmental impact.	Increase in students who participate in SDG-aligned activities. Reduction in waste produced by TMU residences.



Advancing an institutional culture of Strategic Enrolment Management

The Office of the Registrar (RO) plays a unique role in guiding the university's complex enrolment initiatives through a Strategic Enrolment Management (SEM) lens. As a key driver of several SEM priorities, the RO leads initiatives that support enrolment health, enhance the student experience, and advance long-term technological and system improvements.



Strategic Goal	Initiative	Intended Outcome	Metric
Optimize enrolment activities to advance key academic and SEM priorities	Establish and deliver collaborative institutional enrolment target-setting processes. Innovate and modernize core enrolment service processes. Advance alignment between scheduling and curriculum. Undertake policy review to ensure institutional policies and procedures actively support student retention across academic and administrative areas. Implement data-driven scheduling practices and modern curriculum management systems that ensure students have timely access to required courses and pathways to graduation. Strengthen capacity for data-informed SEM.	Working with the Provost and UPO, faculty-level enrolment targets are evidence-based, financially sustainable, and responsive to domestic and international recruitment landscapes. Reduced friction, improved access, and high-quality service delivery at scale in processes related to admissions, transfer credits, registration, records, financial aid, and curriculum management. Enrolment-related practices across faculties are consistent, transparent, and student-centred. Revise and update Senate Policy 1: Admission to Undergraduate Programs; 2: Undergraduate Curriculum Structure; 170(a): Undergraduate Course Grading, Academic Program Standing and Eligibility to Graduate. Publish a comprehensive SEM Data Governance Resource that defines core data concepts and categories, outlines shared goals for responsible data management and access, establishes clear standards for transparent reporting and analysis, and provides guidance for dashboards, analytics, leadership competencies, and EDI-informed data practices.	Achievement of targets. Reduced redistribution of targets required in-cycle. Increased alignment between faculty-level enrolment targets and institutional SEM objectives. Improvements in yield, registration, and retention attributable to RO-led service and process enhancements. Increased capacity to implement change. Increased satisfaction from students, faculties, and advising networks on the accessibility, timeliness, and effectiveness of enrolment services. Reduction in scheduling conflicts, bottlenecks, and last-minute course availability issues. Increased clarity and consistency in the application of academic policies across faculties. Confirmed adoption of the SEM Data Governance Resource across faculties, departments, and SEM councils.



**Office of the
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