



Strategic Plan 2025-2030

Toronto
Metropolitan
University

Ted Rogers
School of
Management

Land Acknowledgement

As we embark on the Ted Rogers School of Management's 2025-2030 Strategic Plan, we begin by acknowledging the land on which our institution stands.

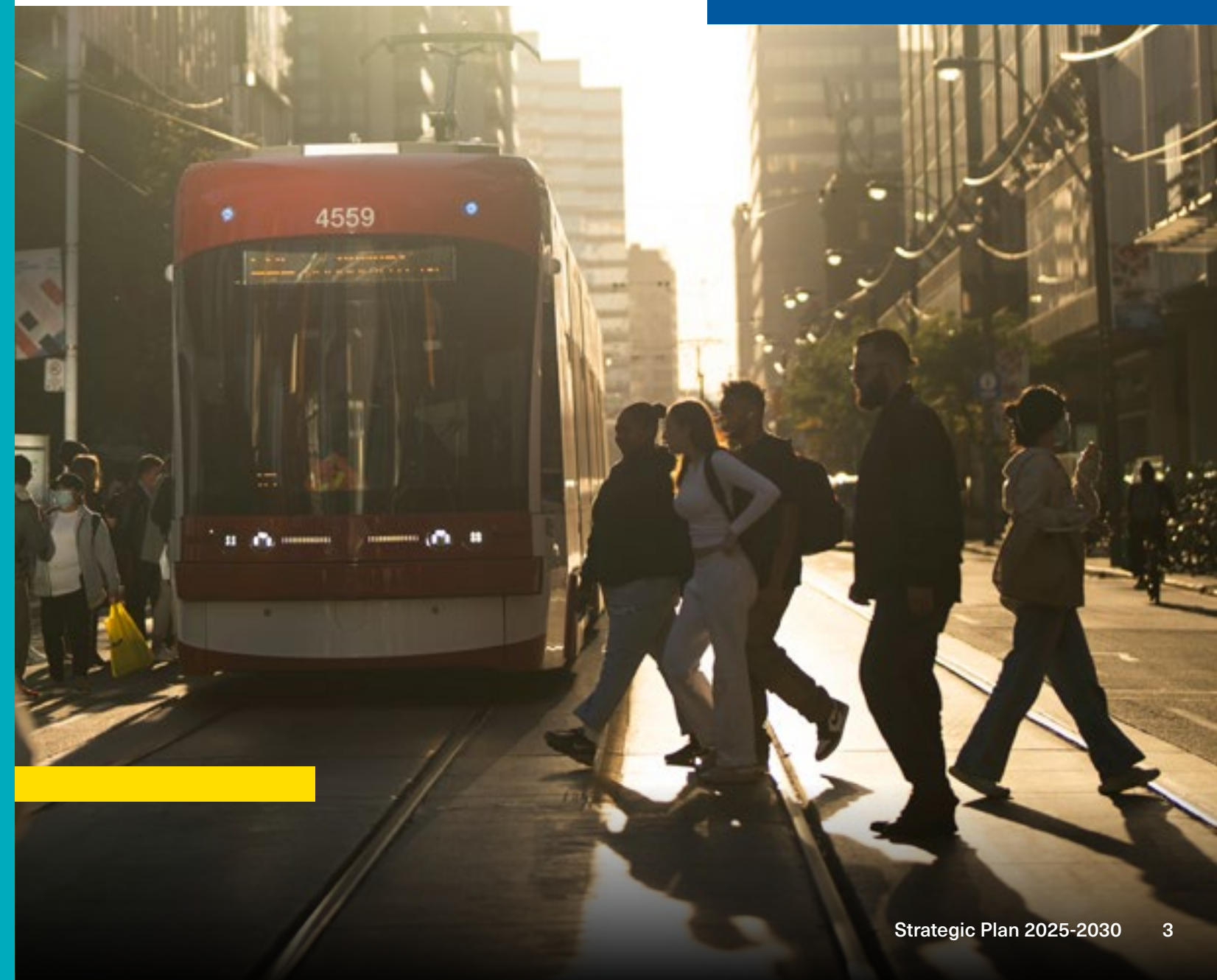
We operate on the Treaty Lands of the Mississaugas of the Credit First Nation and on the traditional territories of Anishinaabe Peoples, the Huron-Wendat, Haudenosaunee Nations, and many other Indigenous Nations and Peoples who have stewarded these lands since time immemorial—land that is now home to 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 with an understanding grounded in relational accountability and co-learning.

We acknowledge the impact we have on the land and our duty to care for and protect the natural world and respectfully coexist with our plant and animal relations who share the land with us. We encourage our community members to take time to recognize the lands on which we teach, learn and live and to educate ourselves on Indigenous histories and the ongoing impacts of colonialism.

As we advance our mission, we remain committed to creating pathways for meaningful engagement and partnerships with Indigenous communities, ensuring that our academic and social contributions reflect the principles of respect, relevance, reciprocity and responsibility.

Contents

- 2 Land Acknowledgement
- 4 Setting the Stage
- 6 TRSM Mission and Vision Statements
- 7 Societal Impact Statement
- 8 Priorities
- 10 Goal 1: Student Learning & Success
- 12 Goal 2: Positive Impact through Scholarly Research and Local & Global Collaboration
- 14 Goal 3: Connection & Community



Setting the Stage

At the Ted Rogers School of Management (TRSM), we are guided by the University's [Strategic Vision 2020-2030](#) and the [Academic Plan 2025-2030](#) along with a suite of additional plans.

TRSM has always celebrated our connections to industry, and we are proud to train students who work hard, are career-ready and driven, and ready to hit the ground running. We are immensely proud of our research and its meteoric trajectory. Our faculty members are at the forefront of research dissemination across a wide range of fields, from sustainable tourism to cybersecurity and much more.

The Ted Rogers School of Management is ready – ready for new ideas, bright innovations and exciting research. The world is complex, full of inspiring moments and deep challenges, and we are ready to make our mark. This TRSM Strategic Plan 2025-2030 will allow us to grow, build on our strengths and develop new streams of expertise that shape the future.



TRSM Mission and Vision Statements

Mission:

The Ted Rogers School of Management is an inclusive and collaborative community dedicated to elevating business and society through impactful management research and experiential education.



Vision:

We aim to be globally recognized for management research and education that shapes the world of business and develops principled leaders.



Societal Impact Statement

The Ted Rogers School of Management is dedicated to fostering inclusive career opportunities by addressing systemic barriers and creating pathways for all individuals to succeed. Our objective is to develop and implement initiatives that improve opportunities for equity-deserving groups, increase awareness of workforce barriers to equity and promote solutions to overcome these barriers. We aim to equip learners with the skills and knowledge needed to succeed in the workforce while empowering them to uplift others and create a more equitable society.

Our formulation of this statement is inspired by three of the United Nations Sustainable Development Goals:

Decent work and economic growth

Reduced inequalities

Gender equality



To achieve these objectives, we have set goals to build strategic partnerships, conduct impactful research, expand curricular offerings and enhance student recruitment and support services. In addition, we will develop comprehensive career readiness curricular and co-curricular programming to ensure our students are equipped to succeed in the workforce.

Priorities

1

Student Learning & Success



3

Connection & Community



2

Positive Impact through Scholarly Research and Local & Global Collaboration



Goals

1

Student Learning & Success

Enriching the undergraduate and graduate student experience inside and outside of the classroom is integral to cultivating a strong and diverse student body. TRSM prepares our students for evolving careers to ensure future-readiness.

GOAL 1A: Support a holistic student experience

- Improve graduation rates for both undergraduate and graduate students
- Expand math and writing support for undergraduate and graduate students
- Extend the Fit for Business program beyond first year to encompass the entire undergraduate program
- Support student entrepreneurs with curricular and extracurricular education, business service programs and funding initiatives
- Expand participation in co-op
- Implement co-op entry direct from high school
- Ensure that students not enrolled in co-op have the opportunity to gain work-related experience (e.g., internship, professional experience)
- Form a career-focused council to advise on career development programs

GOAL 1B: Strengthen and extend academic programming

- Conduct regular, vigorous and collegial curriculum reviews across all programs
- Initiate new professional Master's programs, with innovative admissions processes and curriculums, and excellent student support services
- Expand and improve processes related to graduate student recruitment
- Integrate more experiential learning opportunities into the curriculum (including travel courses)
- Introduce a new, flexible first year elective table to Business Management
- Launch Health Services Management as a new major in Business Management
- Create a business curriculum for fourth year students in the School of Medicine
- Develop a joint Engineering and Business degree
- Explore the creation of other interdisciplinary academic programs
- Encourage the exploration of alternative and innovative course delivery methods, including innovations related to artificial intelligence
- Establish technology-related learning outcomes across programs, especially related to generative artificial intelligence



Positive Impact through Scholarly Research and Local & Global Collaboration

Supporting and advancing scholarly research and creative (SRC) initiatives is vital for driving innovation and academic excellence. We commit to fostering a globally oriented learning and research environment that transcends geographical and cultural boundaries, bridging academic inquiry with real-world needs.



GOAL 2A: Make impact through research and innovation

- Champion all faculty researchers pursuing excellence across a wide variety of disciplines
- Improve communication of the societal impact of faculty research
- Strengthen research infrastructure and resources, including more research support staff, and access to databases and specialized equipment
- Foster new research centres focused on key business challenges and emerging fields
- Establish a granting culture where all active researchers are holding an external research grant or are applying for one
- Build strong research clusters capable of securing large, prestigious grants and awards
- Secure donor gifts for research chairs and/or research fellowships
- Intensify undergraduate research activities
- Increase MScM and PhD grants and awards through advancement
- Increase the annual intake of PhD students
- Provide mentorship training to faculty as they take on research supervisory roles
- Attract more visiting researchers and post-docs

GOAL 2B: Engage globally for a world of perspectives

- Expand the number of research partnerships with industry, government, community stakeholders and other leading research universities both in Canada and internationally
- Elevate and enhance our reputation and our rankings by implementing a deliberate strategy to improve our rankings
- Better communicate our strengths and increase the visibility of student, faculty and staff achievements
- Explore opportunities for transnational partnership initiatives
- Focus participation in international exchange programs and study abroad programs

GOAL 2C: Engage locally as a community builder

- Develop and strengthen connections with alumni and external partners
- Build strategic partnerships, especially with incubators and innovation zones, to drive inclusive career opportunities for students
- Co-create initiatives with our community partners to support diverse student populations and to create new pathways for equity-deserving groups
- Encourage alumni participation in advancement and student engagement (especially mentoring)
- Expand executive and continuing education and professional development programs for alumni and working professionals
- Create a strategy to more effectively engage advisory councils

Goals

3

Connection & Community

TRSM is focused on cultivating community and connection with openness and warmth, making the TRSM environment enriching for all. Strong and supportive ties among students, faculty members, contract lecturers, staff and external partners foster a shared sense of purpose enriching both learning and work life. Fostering health and well-being is critical in creating a thriving, inclusive environment for all faculty, staff and students, and is an essential element in building a sense of community.

GOAL 3A: Build connection and community for faculty, staff and students

- Create opportunities for staff members to connect and collaborate, including a new staff mentorship program
- Create a staff on-boarding program
- Launch new programs to support staff learning
- Make space for meaningful connection amongst staff and faculty, including more integration of the facilities and culinary teams
- Improve our facilities and technology to make them welcoming and functional for all participants
- Foster connections among faculty members to encourage collaboration, knowledge-sharing and interdisciplinary research through informal structures and through a new mentorship program
- Encourage and support the creation of student-led peer support and well-being initiatives
- Cultivate a vibrant campus community by encouraging student involvement in extracurricular activities, clubs, organizations and student government

GOAL 3B: Embrace community inclusion and belonging

- Increase the value of student awards, especially for equity-deserving groups and international students
- Improve access to co-op for equity-deserving groups and international students through financial and other supports
- Develop a recruitment outreach plan to reach equity-deserving potential students including persons with disabilities, Black and Indigenous students, economically disadvantaged groups and first-generation university students
- Ensure Black, Indigenous, students with disabilities and other equity-deserving groups have access to informed, responsive supports that empower them and address their specific needs
- Ensure diversity and inclusion are prioritized in research activities (for example, diverse research teams)
- Nurture scholarly, research and creative activities that foster the goals articulated in our societal impact statement
- Start a new research cluster focused on equity, diversity and inclusion (EDI)
- Encourage the implementation of EDI-related learning outcomes across all programs
- Enhance accessibility by improving digital spaces and offering more inclusive support services



Goals: Connection & Community

3



TRSM aims to be a force for good in our community — locally, nationally and globally. We acknowledge the pivotal role that business schools play in shaping responsible business practices, and we commit to shaping leaders who prioritize environmental and social sustainability. We commit to fostering a diverse, equitable and inclusive environment where all voices are heard and respected, and to continuing our commitment to seeking truth and honouring reconciliation. Rooted in C.A.R.E: Celebrate, Advocate, Reciprocate, Educate, we envision a space where all individuals can share their unique perspectives.

GOAL 3C: Continue the commitment to Truth and Reconciliation

- Enhance and expand respectful, reciprocal partnerships with Indigenous communities
- Prioritize the hiring and retention of Indigenous faculty and staff to advance Indigenous scholarship and education
- Follow recommendation 9 of the Standing Strong Task Force, to “ensure all academic programs contain mandatory learning opportunities about Indigenous history and Indigenous and colonial relations.”
- Expand and support experiential and community-engaged learning opportunities where students learn with, from and about Indigenous communities, and support community-led projects
- Address the barriers to providing support to Indigenous communities in SRC projects

GOAL 3D: Cultivate sustainability

- Start a new research cluster focused on sustainability in business
- Improve sustainability efforts in our operations
- Encourage the implementation of sustainability-related learning outcomes across all programs



**TED
ROGERS
SCHOOL
OF MANAGEMENT**

