

# THE CREATIVE SCHOOL ACADEMIC PLAN

ROGERS COMMUNICATIONS CENTRE  
80 GOULD STREET

Toronto  
Metropolitan  
University

The  
Creative  
School

Academic Plan: 2025–2030

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

The faculty, staff, and students of The Creative School share this plan with gratitude for the privilege of gathering on the Dish with One Spoon Territory. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas of the Credit, Huron-Wendat, and Haudenosaunee that bound them to share the territory and protect the land. Stating a land acknowledgement in the context of an educational institution is freighted with the role educational institutions have played as agents and tools of colonization.

We carry a particular responsibility in realizing the 94 calls to action in the TRC, which specifically call on post-secondary institutions to actively participate in the protection and revitalization of Indigenous languages, cultures, and knowledge. Here in The Creative School, we are particularly attuned to the vital role creative and cultural practices have played in Indigenous resurgence, flourishing and survivance, to invoke Métis/Cree artist Cheryl L’Hirondelle’s term, despite efforts to ban these practices through amendments to the Indian Act between 1884 and 1925, which profoundly disrupted the ancestral passage of Indigenous knowledge. The very effort to suppress Indigenous creativity and cultural practices speaks to their power— particularly as a form of resistance against ongoing colonial violence. Land acknowledgements are opportunities to remind ourselves of our commitment to action, to realize the calls not only of the TRC but also TMU’s Standing Strong Committee.

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## Message from the Dean



What would our world look like without creative thinkers, without artists, designers, storytellers, and media-makers, without problem solvers, thought-leaders, and risk-takers? Creative practices do more than produce arts and culture; they expand our experience of being human. They cultivate the human capacity to envision alternative futures, and to reimagine how we live in relation to one another and to the planet. Creativity is not ornamental, it is essential social infrastructure that is vital for making more equitable systems, inclusive communities, and sustainable futures.

Situated in the heart of Toronto, one of the world's most dynamic creative cities, we are a home for unconventional thinkers and a launchpad for creative leaders. Our programs combine critical inquiry with hands-on making, preparing graduates who can translate imagination into design solutions, sector transformation, and real-world impact.

At The Creative School, our students and faculty harness creativity to intervene in the pressing challenges of our time, while grappling with age-old questions of what it means to live, work, play, and inhabit spaces in the physical world (and other worlds too). Whether confronting misinformation through media design, investigating how responsible uses of AI can extend human creativity, advancing environmental resilience through sustainable innovation, or changing healthcare paradigms through creative and community-engaged practice, our work is grounded in the problems of today and done for the benefit of tomorrow.

As we look toward 2030, our Academic Plan commits us to five priorities: enhancing the student learning journey; growing our scholarship, research and creative impact; supporting our people and communities; advancing Indigenous resurgence alongside the ongoing work of truth and reconciliation; and ensuring our graduates are ready for the futures we all design.

Creativity is both method and mission at The Creative School, connecting careers to communities, disciplines to sectors, and ideas to action. It prepares our graduates not simply to adapt to change, but to lead it with ingenuity, integrity and purpose.

**NATALIE ÁLVAREZ**  
Dean of The Creative School

**“Situated in the heart of Toronto, one of the world’s most dynamic creative cities, we are a home for unconventional thinkers and a launchpad for creative leaders. Our programs combine critical inquiry with hands-on making, preparing graduates who can translate imagination into design solutions, sector transformation, and real-world impact.”**

# CHAMPIONING CREATIVITY AS A CIVIC FORCE



## Vision, Mission, and Values

### Vision

At The Creative School, we envision a world shaped by creativity, where the arts, design, media, and technology expand human possibility, nurture empathy and belonging, strengthen communities, and sustain the planet. Creativity is not only a practice but also a vital part of our social infrastructure: a way of seeing, making, and living that empowers people to respond to the grand challenges of our time with vision, care, and purpose.

### Mission

To champion creativity as a civic force by:

- Advancing transformative learning experiences that prepare students to lead across sectors and communities;
- Fostering transdisciplinary collaboration that bridges the arts, design, media, and technology to address real-world challenges in expansive fields, from arts and culture and sustainable design, to healthcare and generative AI;
- Supporting scholarly, research, and creative (SRC) excellence that reimagines systems and generates new forms of knowledge; and
- Upholding equity, sustainability, and ethical engagement as the foundation of creative education and practice.

### Values

#### 1. Creativity with Purpose

We believe creativity is essential to addressing key challenges of this historical moment. Our work connects artistic vision and critical inquiry to the pursuit of justice, inclusion, and sustainability.

#### 2. Education that Transforms

We see education as an evolving, lifelong practice of experimentation, reflection, and action. Our classrooms, labs, and studios are

spaces where access is foregrounded, ideas become tangible, and learning is hands-on.

#### 3. Creative Research as Action

We blur the lines between creative methods, practices, and outcomes, recognizing that creativity is not only what research produces, but also how it unfolds. The processes we design – how we collaborate, who we bring together, and what forms of exchange we enable – are themselves sites of impact. Through creative methodologies that attend to relation, process, and possibility, we shape new social formations and envision alternative futures.

#### 4. Ethical Imagination

We are committed to responsible experimentation that honours the social, cultural, and environmental implications of creative practice, including the ethical use of emerging technologies like AI.

#### 5. Collaboration and Care

We understand creativity as an ethical practice that sustains relationships, communities, and the planet. Through reciprocity, empathy, and respect, we cultivate environments where trust, collaboration, and care can thrive.

#### 6. Global Engagement, Local Responsibility

We understand creativity as a networked practice rooted in place and enriched through exchange. From Toronto's dynamic creative ecosystem, we collaborate with local and international partners to share knowledge in ways that are reciprocal and mutually transformative.

#### 7. Sustainability and Stewardship

Our practices foster ecological awareness, material responsibility, and regenerative practices to design sustainable futures.

# STRATEGIC PRIORITIES, GOALS, AND INITIATIVES

1

Enhance the Student Learning Journey for Greater Student Success

2

Create Positive Impact through SRC Excellence and Local & Global Collaboration

3

Support People and Community

4

Continue Our Commitment to Truth & Reconciliation

5

Ensure Future Readiness



# Enhance the Student Learning Journey for Greater Student Success



At The Creative School, learning is immersive, flexible, and career-oriented. Our students begin making, creating, and collaborating from their first semester, building confidence as they move between classrooms, studios, and industry settings. What distinguishes us is how we balance academic excellence with professional readiness: students work on real-world projects, learn through experimentation, and graduate with both a strong portfolio and the networks to launch their careers.

## Objective 1: Support a Holistic Student Experience

### Initiative 1: Flexible Routes for Creative Careers in Undergraduate Studies

Integrate our thematic clusters into undergraduate pathways, so students can curate flexible routes that match their skills, passions, and career goals. With flexible curricular pathways, students will have more chances to test their skills in professional settings and gain industry-recognized experiences. To support this initiative, we will continue to centre work-integrated learning as a hallmark of The Creative School education, and expand opportunities for placements, applied research projects, and alumni mentorship across all programs. Classrooms, studios, and labs – from sustainable fashion facilities to broadcast control rooms – will be reimaged as living labs and professional networks that connect students directly with professional practice.

### Initiative 2: Strategic Enrolment Management (SEM)

Advance an integrated SEM framework that spans recruitment, student progression, retention, and program sustainability across the student journey. This framework strengthens program clarity and student success by sharpening program identities, clarifying career pathways and expanding targeted outreach to domestic and international students, while reinforcing student progression, retention, and career-readiness across the academic journey. Within this framework, The Creative School is

advancing a set of targeted retention and student success supports, including the “Future You” digital pathway tool, which helps students map skills and competencies across their programs, visualize multiple career pathways, and make informed academic choices.

### Initiative 3: Wellness Integration

Integrate academic and student services with wellness and accessibility supports to position well-being as essential to academic and creative success. This initiative will foreground neurodiversity as a strength of The Creative School community – developing programs, pedagogies, and supports that embrace diverse cognitive and creative approaches and celebrate their contributions to culture and society.

## Objective 2: Strengthen Academic Programming

### Initiative 1: Creative School Pro for Lifelong Learning

Grow short courses, certification, and lifelong learning opportunities so that students, alumni, and professionals can continuously upskill. Creative School Pro will engage international audiences through global networks and align short courses with stackable certification pathways, creating adaptable and flexible learning routes that lead to new opportunities in the creative sectors.

**PRIORITY 1**

Enhance the Student Learning Journey for Greater Student Success

**Initiative 2: Curricular and SRC Clusters/Minors**

Emerging from our academic clusters in high-impact areas of inquiry, develop new minors and pathways of specialization (e.g., Sustainable Design or Creative AI) that give students transdisciplinary fluency in timely sector challenge areas, complementing their major areas of study.

**Initiative 3: Tech Leap**

From motion-capture to sustainable design, increase access and integrate emerging technologies into teaching and practice. This deeper integration will ensure students develop future-ready skills and graduate as leaders in rapidly evolving creative industries.

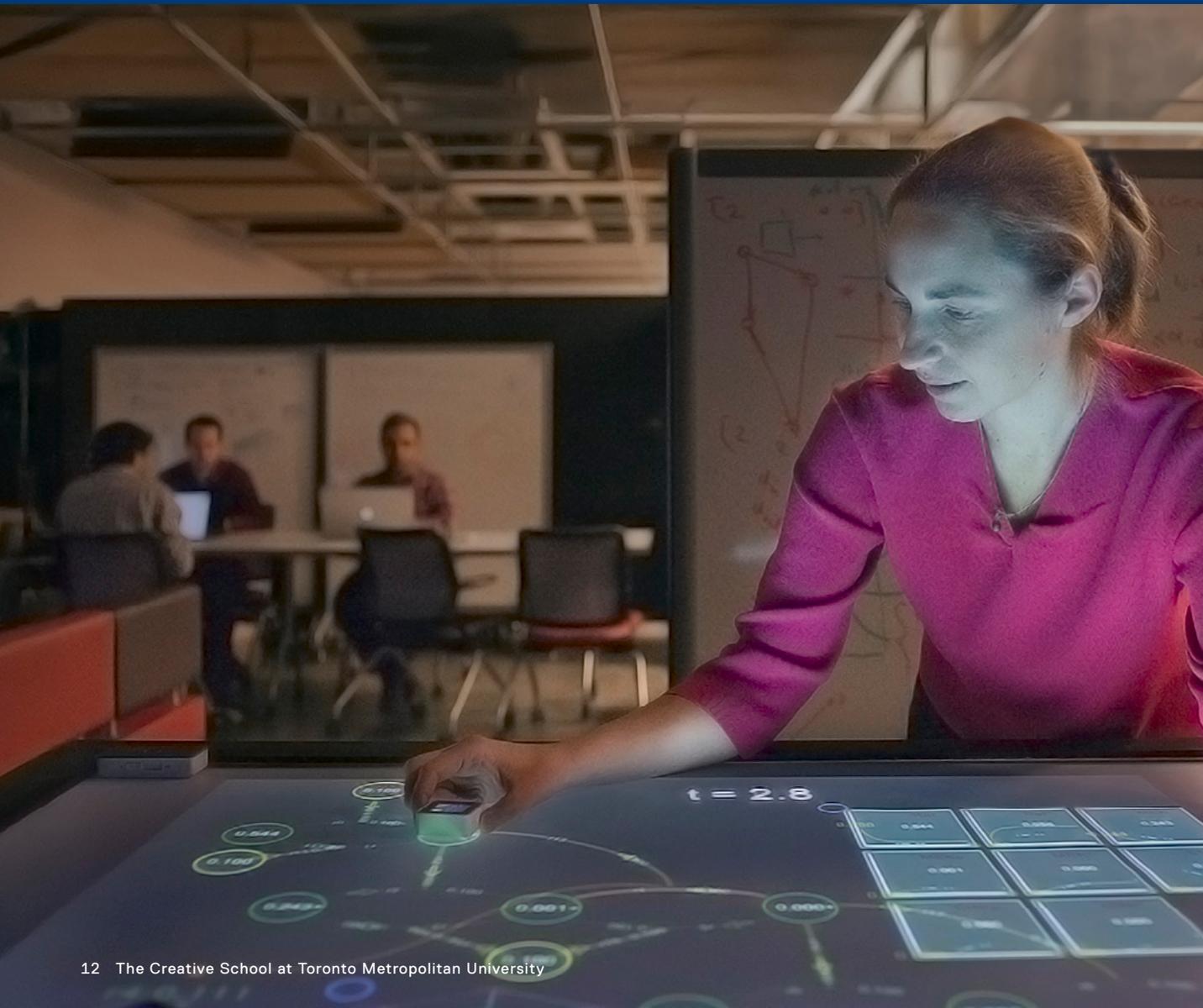
| Metric                                                                                                                                                                           | Projected Measure of Success by 2030                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Student Engagement:</b> % of students in interdisciplinary/CSE courses; % student satisfaction score on experiential learning.                                                | 90% of students in transdisciplinary/CSE courses<br><br>80% student satisfaction score on experiential learning                                       |
| <b>Well-being &amp; Inclusion:</b> % increase in student well-being score improvement.                                                                                           | 20% student well-being score improvement                                                                                                              |
| <b>Curriculum &amp; Clusters:</b> # of cluster-driven minors.                                                                                                                    | 3 cluster-driven minors                                                                                                                               |
| <b>Technology &amp; Facilities:</b> % increase in makerspace and lab usage for classroom and curriculum; % increase in access to creative technologies for faculty and students. | 25% increase in makerspace and lab usage for classroom and curriculum<br><br>25% increase in access to creative technologies for faculty and students |
| <b>Lifelong Learning:</b> # of microcredentials and short courses launched; % enrolment growth; % of international participants.                                                 | 15 microcredentials and short courses launched<br><br>200% enrolment growth<br><br>20% international                                                  |
| <i>For Career Readiness &amp; WIL, see priority 5</i>                                                                                                                            |                                                                                                                                                       |

**Qualitative Success Signals**

- **Confidence:** Students articulate growth in creative and professional identity.
- **Belonging:** Students feel connected to peers and faculty across disciplines.
- **Relevance:** Learning is perceived as real-world, purposeful, and future-oriented.
- **Well-being:** Students feel supported holistically in their academic and personal development.
- **Adaptability:** Students demonstrate readiness for emerging technologies and industries.
- **Reflection:** Faculty and partners observe visible transformation in how students think, create, and collaborate.



# Create Positive Impact through SRC Excellence and Local & Global Collaboration



The Creative School is home to ten schools that individually nurture vibrant and diverse cultures of scholarly, research and creative (SRC) activities. Together, we form a transdisciplinary ecosystem defined by experimentation, innovation, and societal impact in research and practice.

A recognized leader in research-creation, much work at The Creative School merges scholarship and creative practice to generate new knowledge and creative works with impact. Our researchers use storytelling, design, performance, craft, media, and many other approaches to tackle urgent challenges, such as sustainability, social justice, disinformation, and cultural transformation. Both undergraduate and graduate students are active partners in this research output, gaining experience that prepares them to shape industries, audiences, and communities alike.

## Objective 1: Make Impact Through SRC Innovation

### Initiative 1: Creative HQP Development and Research-Integrated CSE

Establish an integrated HQP development ecosystem through coordinated opportunities for research assistantships, grant-writing mentorship, data literacy training, and lab or hub placements. By embedding these experiences into the student journey, The Creative School will cultivate the next generation of creative researchers leading advancements in key areas such as AI, sustainability, and health communication.

### Initiative 2: Sector-Driven Projects and Funding

Strengthen sector collaboration and external funding capacity by expanding programs that connect students and faculty with real-world partners. Building on the MDM Industry Partner Program, students will gain applied SRC experience while advancing sector practices. Enhanced support for Tri-Council and external grants, including peer writing cohorts and a dedicated Grant Support Specialist, will increase

research competitiveness. In collaboration with Advancement, we will diversify revenue streams through endowed research chairs, postdoctoral fellowships, and donor-funded labs. Research clusters will serve as engines for transdisciplinary, term-based projects that align academic expertise with sector and community needs.

## Objective 2: Global Learning and International Hubs

### Initiative 1: International Hubs, Global Classrooms and Virtual Engagement

Leverage The Creative School's international hubs in London, New York, and Cortona, alongside the Global Campus Studio, as platforms for credit-bearing courses, short-term intensives, globally networked classrooms, and hybrid learning experiences. Through in-person and virtual engagement with international partners, students will develop intercultural competencies and global professional awareness, ensuring broad access to international learning regardless of physical mobility.

### Initiative 2: International Professional and Industry-Aligned Learning Pathways

Develop and expand international professional learning pathways in collaboration with recognized industry organizations and institutional partners. These collaborations will align industry-validated learning experiences, supporting student and alumni access to global professional networks and career relevant learning opportunities.

**PRIORITY 2**

Create Positive Impact through SRC Excellence and Local & Global Collaboration

**Objective 3: Lead as a City and Community Builder**

**Initiative 1: Knowledge Mobilization**

Develop an SRC communication and dissemination strategy that makes our research accessible and impactful beyond the academy – through open-access publishing, public storytelling, and creative collaborations that translate creative scholarship into civic dialogue and action.

**Initiative 2: Donor Engagement**

In collaboration with Advancement, develop an external funding strategy that supports SRC infrastructure, HQP development, and endowed research chairs at both early-career and senior levels. We will build a robust pipeline of individual, foundation, and corporate donors aligned with key priorities, including an integrated “Creative Corridor” of performance, archives, preservation, and exhibition across disciplines; technology and infrastructure renewal; student support; and international engagement – while creating sustainable plans to retain CRCs and CERCs beyond government funding cycles.

**Initiative 3: Community Partnerships**

To further position The Creative School as a nexus for city-building through creative collaboration, we will leverage our experiential strengths and deep integration with Toronto’s cultural ecosystem to bring together creative industries, community organizations, and public partners. Through partnerships with the City of Toronto, Brampton, Halton Health, and others, we will embed civic engagement and social impact into SRC activities that benefit students, faculty, and the wider community. Building on initiatives such as the Health User Experience (HUE) Lab’s collaborations with the new medical school, we will establish a Living Lab model for user-experience design and community-responsive innovation, advancing creative solutions that improve everyday life in our cities.



**Qualitative Success Signals**

- **Research-Infused Learning:** Students gain tangible RA experience, mentorship, and publication opportunities.
- **Applied Innovation:** Faculty and partners co-create industry and community solutions.
- **Global Perspective:** Students and faculty participate in international collaboration and mobility.
- **Visibility & Storytelling:** Research is shared openly, creatively, and accessibly.
- **Philanthropic Impact:** Donors, alumni, and partners fuel sustainable innovation ecosystems.
- **Civic Leadership:** The Creative School anchors creative problem-solving in city and community life.

| Metric                                                                                                                                                                                                                                                                                                                                                                   | Projected Measure of Success by 2030                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Research &amp; HQP Development:</b><br/>                     % of students participating in research-integrated CSE courses or RA placements;<br/>                     % of students participating in SRC-linked outputs annually; \$ total SRC revenue produced annually.</p>                                                                                     | <p>25% of students participating in research-integrated CSE courses or RA placements</p> <p>% of students participating in SRC-linked outputs annually</p> <p>\$2.5M total SRC funds produced annually</p>                                                                                            |
| <p><b>Global &amp; Industry Engagement:</b> % of students completing at least one globally engaged or industry-partnered learning experience; # of active international or industry partnerships.</p>                                                                                                                                                                    | <p>80% of students completing at least one globally engaged or industry-partnered learning experience</p> <p>150 + active international or industry partnerships</p>                                                                                                                                  |
| <p><b>Knowledge Mobilization, Donor Engagement, Community Partnerships:</b><br/>                     # public-facing SRC outputs published and/or presented annually; % increase in community-embedded SRC projects or partnerships; \$ value of philanthropic or corporate investment supporting SRC; % of TFA with active and completed ORCID and RShare profiles.</p> | <p>75 public-facing SRC outputs published and/or presented annually</p> <p>50% increase in community-embedded SRC projects or partnerships</p> <p>\$8M in philanthropic or corporate investment supporting SRC (cumulative)</p> <p>95% of TFA with active and completed ORCID and RShare profiles</p> |

# Support People and Community



The Creative School is defined by its people. Our students, faculty, and staff thrive when they feel supported, safe, and included. We are committed to cultivating a culture of care that recognizes well-being as inseparable from academic and professional success. By building strong supports, advancing equity, and creating a sense of belonging, we ensure our community is healthy, diverse, and resilient.

## Objective 1: Promote Health, Well-Being, and Safety

### Initiative 1: Collaborative Network of Integrated Health Centres (IHCs)

Advance creative approaches to health, wellness, and community care through cross-sector partnerships. Through collaborations with hospitals and community health organizations – including Brampton Civic, St. Michael’s, Sherbourne Health, KITE, and UHN – faculty-led projects will enhance patient-centred care while providing HQP training opportunities in health communication, design, and creative technologies for care delivery. In partnership with TMU’s medical school, we will co-develop courses in medical humanities and design thinking that bridge creative practice with health equity and culturally safe care.

### Initiative 2: Wellness through Creative Platforms

In collaboration with Student Care, advance a Creative School mental health task force to identify key stressors and gaps in mental health supports, developing peer-to-peer models and responsive programs that address acute student needs. In support of student wellness, we will leverage The Creative School’s Gaming Hub and other digital labs to create wellness-focused games and interactive platforms that strengthen both individual resilience and community well-being. Building on The Creative School’s Equity Action Plan, we will

further implement initiatives that aim to enhance psychological safety, foster belonging, and address systemic barriers across learning and workplace environments.

## Objective 2: Embrace Community Inclusion and Belonging

### Initiative 1: Debt-Free Creative Education

Advance a model that reduces reliance on tuition loans for equity-deserving students through targeted scholarships, bursaries, and financial aid. This expands access to creative education and diversifies our student body.

### Initiative 2: Affinity Groups and Peer Networks

Support faculty- and student-led affinity groups that create opportunities for relationship-building and peer exchange among members of equity-deserving communities. In service to this initiative, we will continue to grow Saagajiwe as a meeting place for Indigenous-led inquiry, dialogue, and creative practice. This initiative will also leverage academic clusters as vehicles to support faculty connection, collaboration and sense of belonging, ensuring measurable impact across all levels of community.

**PRIORITY 3**

Support People and Community

**Qualitative Success Signals**

- **Care:** Students and faculty feel emotionally and psychologically supported through creative practice and academic life.
- **Access:** Financial aid and inclusive design open pathways for underrepresented communities.
- **Belonging:** Affinity networks, Saagajiwe, and peer mentorship foster connection and community pride.
- **Well-being:** Creative tools (e.g., games, design thinking) are used to sustain health and resilience.
- **Equity in Action:** Institutional policies and culture evolve toward fairness, representation, and safety.

| Metric                                                                                                                                                                                                                                                | Projected Measure of Success by 2030                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Health, Well-Being, and Safety:</b><br/># of active partnerships with hospitals or health organizations; % of students reporting improved well-being and access to supports.</p>                                                                | <p>5 active partnerships with hospitals or health organizations</p> <p>80% of students reporting improved well-being and access to supports</p>                                                                   |
| <p><b>Equity, Inclusion, and Belonging:</b><br/>% increase of total value of scholarships, bursaries, and financial aid disbursed to equity-deserving students; % of students from equity-deserving groups reporting a strong sense of belonging.</p> | <p>50% increase in total value of scholarships, bursaries, and financial aid disbursed to equity-deserving students</p> <p>80% of students from equity-deserving groups reporting a strong sense of belonging</p> |
| <p><b>Workplace Culture and Institutional Care:</b> % of faculty and staff participating in wellness, equity, or leadership development programs; % of staff and faculty reporting improved well-being and workplace satisfaction.</p>                | <p>75% of faculty and staff participating in wellness, equity, or leadership development programs</p> <p>50% of staff and faculty reporting improved well-being and workplace satisfaction</p>                    |



# Continue Our Commitment to Truth & Reconciliation

At The Creative School, we recognize that reconciliation is an ongoing responsibility that must be embedded in our teaching, research, and community practices. Indigenous creativity, storytelling, and knowledge are central to Canada’s cultural and intellectual future. By investing in Indigenous faculty and students, supporting Saagajiwe, and building respectful partnerships with communities, we will contribute to Indigenous flourishing and intercultural learning across the faculty.

## Objective 1: Advance Indigenous Scholarship and Education

**Initiative 1: Fostering Indigenous Belonging**  
Centralize Saagajiwe as a vibrant Indigenous-led hub for creative expression, storytelling, and knowledge-making. New faculty hires will bring expertise to advance Indigenous creative practices, curriculum transformation, and community-engaged SRC activities.

**Initiative 2: Curriculum Transformation**  
Integrate Indigenous ways of knowing, histories, and methods into Creative School Experience courses, ensuring every student encounters Indigenous knowledge in their learning.

## Objective 2: Build Partnerships with Indigenous Communities

**Initiative 1: Indigenous Partnerships Program**  
Develop a structured program through Saagajiwe to foster long-term, respectful collaborations with Indigenous organizations and knowledge keepers. These partnerships will prioritize storytelling, cultural production, and Indigenous leadership in curriculum and SRC activities.

**Initiative 2: Community-Led Engagement**  
Create opportunities for Indigenous-led projects to shape curriculum, public events, and SRC activities, placing Indigenous voices at the centre of how we engage with creative practice.

## Qualitative Success Signals

- **Flourishing:** Indigenous students, faculty, and artists thrive through creative sovereignty and cultural belonging.
- **Respect:** Partnerships are reciprocal, community-led, and long-term.
- **Integration:** Indigenous ways of knowing and intercultural learning are embedded across teaching, research, and creative practice.
- **Visibility:** Saagajiwe is a beacon for Indigenous creativity and leadership within and beyond TMU.

| Metric                                                                                                                                                                                                                                                                                                              | Projected Measure of Success by 2030                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indigenous Scholarship and Education:</b><br># of Indigenous faculty hires and research chairs established; % of programs integrating Indigenous content, pedagogy, or community collaboration; # minors in Indigenous creativity established; # of students participating in Indigenous-centred SRC activities. | 2 Indigenous area faculty hires and research chairs established<br><br>80% of programs respond to Recommendation #9 of the Standing Strong Report by integrating content, pedagogy, or community collaboration centred on Indigenous knowledge and decolonial practices.<br><br>Establish 1 minor in Indigenous creativity<br><br>30 students participating in Indigenous-centred SRC activities |
| <b>Partnerships with Indigenous Communities:</b> # of active partnerships or co-created projects with Indigenous organizations, knowledge keepers, or artists; # of Indigenous-led public events, exhibitions, or workshops hosted annually.                                                                        | 25 active partnerships or co-created projects with Indigenous organizations, knowledge keepers, or artists<br><br>20 Indigenous-led public events, exhibitions, or workshops hosted annually                                                                                                                                                                                                     |
| <b>Institutional Culture and Accountability:</b><br>% increase in Indigenous faculty, staff, and student representation across The Creative School; % of faculty and staff completing Indigenous cultural safety or learning modules.                                                                               | 150% increase in Indigenous faculty, staff, and student representation across The Creative School<br><br>35% increase in faculty and staff completing Indigenous cultural safety or learning modules                                                                                                                                                                                             |

# Ensure Future Readiness

The creative industries are evolving faster than ever, reshaped by technology, sustainability imperatives, and new forms of work. The Creative School prepares graduates not just for today’s jobs, but also for careers and sectors that don’t yet exist. We equip students to be adaptable, entrepreneurial, and future-focused – ready to lead in times of rapid change.



## Objective 1: Prepare Our Students for Evolving Careers

### Initiative 1: Career-Ready Competencies in Curriculum

Embed strategic foresight, collaboration, digital fluency, and communication skills throughout the CSE course spine to prepare students to design proactively: shaping, rather than reacting to, industry transformation. Signature offerings such as the second-year Creative Strategic Foresight course and fourth-year Design Solution Supercourse cultivate anticipatory thinking and systems-level collaboration, enabling students to imagine equitable, inclusive, and sustainable futures through creative practice.

### Initiative 2: Career Launchpad

Expand co-curricular supports including mentorship, career fairs, networking through The Creative School Network, and alumni engagement (e.g., RTA in LA). These supports will be paired with resume reviews, interview preparation, and a new Creative School job board, emphasizing adaptability, creative confidence, and professional agility as core competencies for our graduates navigating dynamic creative industries.

### Initiative 3: Work-Integrated Learning (WIL)

Make work-integrated learning a defining feature of every Creative School program through expanded internships, living labs, and sector-simulation courses. Initiatives such as PRC internships, BOLD Broadcast election coverage, and applied studio

projects will ensure that every student engages directly with professional practice, graduating with the skills, networks, and experience to lead in rapidly evolving creative industries.

## Objective 2: Reimagine Learning and Teaching

### Initiative 1: Curricular Renewal with CELT

Collaborate with TMU’s Centre for Excellence in Learning and Teaching to pilot new pedagogy and curricular models that reflect how creative disciplines are taught and practiced.

### Initiative 2: CSE Models for Teaching

Use the Creative School Experience model to test new approaches to transdisciplinary, experiential, and hybrid learning.

### Initiative 3: Tech Leap & Centre WIL

Invest in future-facing studios, labs, and experiential hubs that immerse students in real-world creative practice and innovation, encouraging co-curricular and self-propelled learning that adds to The Creative School ecosystem.

## Objective 3: Cultivate Sustainability

### Initiative 1: Sustainability Courses and Modules

Expand learning opportunities in sustainable practices across programs with electives in natural dye, net-zero design, sustainable packaging, and social innovation. These offerings ensure students graduate with the capacity to design sustainable futures.

**PRIORITY 5**

Ensure Future Readiness

**Initiative 2: Academic Cluster in Sustainability**  
Strengthen transdisciplinary collaboration through the Sustainability Cluster, hosting events, exhibitions, and joint SRC initiatives across programs.

**Initiative 3: Graduate Research Leadership**  
Build postgraduate research capacity through the Arts Impact and Sustainability cluster, engaging

graduate students in creative approaches to climate and environmental challenges. The research and training initiatives done through the Center for Packaging Innovation & Sustainability allow us to position The Creative School as a leader in sustainable design innovation.

**Qualitative Success Signals**

- **Adaptability:** Students demonstrate readiness to thrive in changing creative industries.
- **Innovation:** Faculty and students co-create new pedagogies and technologies for future learning.
- **Sustainability:** Environmental and social responsibility are embedded in creative thinking.
- **Relevance:** Industry and community partners see The Creative School as a leader in future-focused education.

| Metric                                                                                                                                                                                                                                                                                                                                       | Projected Measure of Success by 2030                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Preparing Students for Evolving Careers:</b> % of students completing at least one WIL placement, internship, or applied project before graduation; # of students participating in mentorship, career fairs, or alumni networking events; % of graduates employed in creative or related industries within 6 months of graduation.</p> | <p>80% of students completing at least one WIL placement, internship, or applied project before graduation</p> <p>2000 students participating in mentorship, career fairs, or alumni networking events</p> <p>90% of graduates employed in creative or related industries within 6 months of graduation</p> |
| <p><b>Reimagining Learning and Teaching:</b> 20% increase in CELT-supported curriculum renewal or pedagogy pilots; # of new or upgraded labs, studios, and experiential hubs supporting creative innovation.</p>                                                                                                                             | <p>20% increase in CELT-supported curriculum renewal or pedagogy pilots</p> <p>7 new or upgraded spaces supporting creative innovation</p>                                                                                                                                                                  |
| <p><b>Cultivating Sustainability and Climate Leadership:</b> % increase in sustainability-focused courses or modules offered; # of students and faculty engaged in the Sustainability initiatives.</p>                                                                                                                                       | <p>25% increase in sustainability-focused courses or modules offered</p> <p>1000 students and faculty engaged in Sustainability initiatives</p>                                                                                                                                                             |





## Measuring Success: Implementation and Evaluation

This plan is supported by a comprehensive implementation plan that includes major milestones at Year 1, Year 3, and Year 5, bolstered by annual assessments and report-backs to track progress and evaluate effectiveness. The implementation plan will provide the space to assess the outcomes of the initiatives, measure success rates, and identify gaps, allowing us to make informed decisions, shifts, and adjustments to the course of the initiatives and their performance timeline.

We will be using both quantitative and qualitative methodologies in assessing the implementation and outcomes of the initiatives at the three key milestone years. Quantitative methodologies include institutional surveys, student and alumni outcome tracking, participation rates, employment data, and funding metrics, among others. These provide data-driven, measurable indicators of progress. Complementing this, qualitative methodologies such as focus groups, interviews, student and faculty reflections, course evaluations, and case studies will offer deeper insights into student and faculty experiences and industry shifts within the creative fields.

At The Creative School, artist-researchers work collaboratively to reimagine systems, expand access, and create new possibilities for how we live and work together. Creativity, here, is the practice of working in relation (to communities and to each other across fields of practice), and of building pathways that honour a plurality of voices, perspectives, and experiences. At The Creative School, we equip our students and faculty to turn imagination into impact and creative thought into a blueprint for more just, sustainable, and equitable futures.

**NATALIE ÁLVAREZ**

Dean, The Creative School at Toronto Metropolitan University