

INTERNATIONAL STRATEGY

Toronto Metropolitan
University
2019–2024

WE SUPPORT ACCESSIBLE, INTERNATIONAL AND INTERDISCIPLINARY PROGRAMMING FOR ALL STUDENTS, INCLUDING INDIGENOUS AND EQUITY-SEEKING GROUPS.



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OUR AMBITION

Toronto Metropolitan University (TMU) is committed to becoming a leading city-facing innovation university with a global reach.

Building on the existing strength of programs ranked among the best in the world, our goal is to establish TMU within the top 200 internationally ranked universities by 2030, gaining a top 50 ranking for at least 15 TMU academic programs.

OUR MISSION STATEMENT

TMU prioritizes providing all students, faculty and staff with access to opportunities for transformative global learning and for collaborative scholarly, research and creative (SRC) activities by forming values-driven ethical, sustainable and inclusive partnerships to advance critical engagement, mutually beneficial forms of innovation, capacity building and global awareness.

A GLOBAL REACH



“TMU’s time has arrived to enhance the international scope of its aspirations and influence. Our goal: to be recognized as a global urban innovation university.”

I am pleased to present Toronto Metropolitan University’s International Strategy, providing a framework for the university community to identify opportunities, set goals and consider initiatives to extend TMU’s global connections.

The strategy affirms internationalization as one of our key priorities and details elements such as values, mission, global learning, international research, entrepreneurship and more.

Just as TMU has become a community and city builder, it has moved onto the world stage, delivering smart, scalable solutions to challenges. This emergence has been made possible by faculty (through international partnerships and collaboration), by students (through volunteer work and studies abroad) and by alumni (starting businesses and social enterprises around the world).

TMU’s time has arrived to enhance the international scope of its aspirations and influence. Our goal: to be recognized as a global urban innovation university. We will know we have arrived when TMU’s reputation has increased exponentially – the best in the world come here to study, teach and work, we are the leader in experiential and work-integrated learning and we are the most sought-after community and industry partner.

The International Strategy will help us get there. I encourage you to review the strategy and join the discussion on moving TMU’s global ambitions forward.

I want to thank members of the TMU Global team, under the exceptional leadership of Anver Saloojee, assistant vice-president, international, for their work to develop the strategy and the community members who took part in the consultative process.

Mohamed Lachemi
President and Vice-Chancellor

GLOBAL OPPORTUNITIES



“TMU holds unique strengths that apply to global concerns and opportunities and we are well-placed to respond meaningfully to these issues alongside our peer institutions, cities and communities.”

Since becoming Toronto Metropolitan University’s inaugural assistant vice-president, international, I have made a concerted effort to listen to our community and reflect upon how we can build on TMU’s established legacy of global engagement in a significant and purposeful manner. TMU holds unique strengths that apply to global concerns and opportunities and we are well-placed to respond meaningfully to these issues alongside our peer institutions, cities and communities.

The document before you represents the synthesis of a wide array of TMU voices and perspectives, as befits a strategy that frames a domain as broad as TMU’s international engagement. Emerging from a robust consultation process, which benefited greatly from the ideas and insights of our students, faculty, staff and alumni, this strategy reflects the ambitions and abilities of our collective TMU community and the discrete capabilities found therein. It is founded on our institution’s values – to engage responsibly and in the spirit of reciprocity, to facilitate our community’s outreach to the world and to better bring that world onto our campus.

We’ve organized the strategy into five key pillars: Global Learning, Research Collaboration, Projects and Capacity Building, International Students and Global Innovation, Incubation and Entrepreneurship. While this framework helps us to organize our priorities and track our success, these areas are interconnected and are mutually reinforcing.

Moreover, our International Strategy intersects with other critical planning and strategy frameworks at TMU, such as the Strategic Research Plan, and will continue to be informed by the Academic Plan.

It is critical that our thinking in relation to TMU’s global engagement always remain dynamic. Just as the world changes around us, so must our ideas and actions. We plan on a continual review process, much like the startups that we foster on our campus, in order that we refine our strategy to respond to the changing circumstances of the day.

Most of all, I want to extend my thanks to those that participated in the process and to reaffirm our interest in working with all faculties, centres, institutes and administrative units to facilitate TMU’s robust and deep connections with the world. We look forward to collaborating with all of you as faculties, schools and departments develop the plans and priorities that will bring the International Strategy to life.

Anver Saloojee
Assistant Vice-President, International

INTRODUCTION

Toronto Metropolitan University has attracted international attention from peer institutions, prospective students, governments and industry for a number of years based on our strong academic programs, impactful applied research and innovative and entrepreneurial outlook. Our partnership network spans the globe, fostering opportunities for students, faculty and staff to collaborate and for TMU to build its reputation as a global urban innovation university. TMU will continue to draw upon the rich partnerships within the City of Toronto and our alignment with the priorities identified by the federal and provincial governments.

The TMU Academic Plan, Our Time to Lead, prioritizes student engagement, SRC and academic excellence, innovation and community engagement. TMU’s first International Strategy takes these priorities beyond Yonge and Dundas Streets with reference to a set of international values vetted by the TMU community.

Input provided by TMU students, faculty and staff was central to the development of this strategy. From October 2017 to March 2018, TMU community members shared their perspectives during a series of town hall events and consultative meetings informed by the discussion paper *Priorities for Internationalization at TMU*.

As a result of these university-wide discussions, TMU has identified five internationalization priorities that will provide a framework for global engagement:

1. **Global Learning**
2. **Research Collaboration**
3. **Projects and Capacity Building**
4. **International Students**
5. **Global Innovation, Incubation and Entrepreneurship**

TMU’s International Values	
Value 1	Students First: the student experience is at the centre of our work, with a commitment to provide equitable access to all students, in particular underrepresented and marginalized groups.
Value 2	Collaboration: strive for collegial relationships and partnerships that are based on mutual respect and reciprocity.
Value 3	Enterprising: creatively pursue opportunities that are of strategic importance, raise TMU’s profile and improve the student experience.
Value 4	Good Practice: carry out work based on high ethical standards and current research. Monitor, evaluate and reflect upon results of our international activity.
Value 5	Openness: operate with transparency and fairness, prioritizing open and honest communication.
Value 6	Accountability: taking responsibility, working toward specific goals, measuring progress through clear metrics and reporting fully and accurately on progress.
Value 7	Transformative Leadership: focus on impact and serve as a beacon to our peers, offering our expertise and leadership, where appropriate.

GLOBAL LEARNING

TMU has identified Global Learning as its top priority for internationalization. TMU recognizes global learning as incorporating not only international travel, but also engagement with other cultures and nations within Canada and elsewhere. TMU acknowledges the roles that imperialism and colonialism have played in the oppression of Indigenous Peoples, both at home and abroad, and in shaping knowledge, learning and education generally. Global learning at TMU will include recognition of other ways of knowing and being that function outside the dominant Western point of view – a framework that often goes unchallenged through international exchanges or travel experiences.

Goals

1. Ensure that students in all academic programs have the opportunity to participate in global learning experiences that are relevant to their goals and interests.
2. Increase the number of TMU students participating in experiential learning activities outside Canada.
3. Improve equity of access to global learning opportunities for students from Indigenous, racialized, first-generation and other underrepresented groups.

Recommendations

- Establish a Global Engagement Recognition program to incentivize participation in a culture of global awareness.
- Create sustainable financial support programs for student participants and prioritize fundraising for these programs by University Advancement.
- Create a Global Learning Working Group, bringing together the numerous stakeholders in this area to explore opportunities for more effective co-ordination and collaboration within the university.
- Create a special fund to enhance global engagement of Indigenous students, staff and scholars.

CREATIVE INDUSTRIES STUDENT JACKIE JAGSON IN ISTANBUL, TURKEY.

BUILDING A CULTURE OF GLOBAL AWARENESS

TMU is committed to helping students develop the international and intercultural competencies they will require for a global career and to providing access to the experiences and mindsets required for global engagement. Moving forward, TMU will provide a wider range of opportunities for global learning, including opportunities on campus and in Toronto, in addition to those that involve international travel. Units across campus will collaborate on a variety of curricular and co-curricular programming to ensure that students have multiple points at which they can get involved. Furthermore, the university will engage in enhanced promotional and communications activities to help students both recognize the benefit of global learning and the pathways to engagement that are most relevant to their personal needs and interests.

As part of enhancing positive global engagement, TMU will enrich the resources it makes available to students, faculty and staff around planning and implementing sustainable and ethical programming. TMU will be an active participant in both national and international interinstitutional networks that identify and disseminate best practices around global engagement and will incentivize the development of programming that allows our students to “dig deep” into current global issues. Approaches that display a nuanced and contextual view of global issues that reference existing areas of academic and research capacity at TMU will be prioritized over those that claim to be quick fixes or are feel-good solutions to complex issues.

Recognizing Global Engagement

TMU Global will create a Global Engagement Recognition program – an official reflection of a student’s engagement with the kind of global awareness, knowledge, skills and competencies that will allow them to effectively identify their learning and showcase their aptitude for critical thought and problem-solving to potential employers.

PHOTOGRAPH BY RILEY KUCHERAN, A PHD STUDENT IN COMMUNICATION AND CULTURE.

INDIGENOUS GLOBAL LEARNING

TMU recognizes the importance of meaningful collaboration with Indigenous studies and perspectives on campus, in keeping with the report *Truth and Reconciliation at TMU: Building a Foundation for Generations to Come*. TMU Global has set aside funding in support of Indigenous student mobility and has engaged with the Yellowhead Institute as a starting point for creating new opportunities.

We will place a premium on SRC endeavours and on the exploration of how we engage with multiple perspectives in Canada. This will include the adoption of a broader definition of “global learning” to specifically include opportunities for meaningful intercultural engagement within Canada and with the global Indigenous community.



ACCESS AND AFFORDABILITY

As part of TMU's commitment to equity, diversity and inclusion, the university provides a small range of bursaries and scholarships in support of global learning activities and commits to increasing the level of funding available to students through internal funding sources in the near term. This funding will be added to, and balanced over time, with funding to be raised by University Advancement from external parties and alumni. TMU will ensure that donors receive recognition for the transformative impact their support will make on the lives of our students.

TMU will carefully review how the current funding mechanisms are accessed by students and which students actually participate in global learning activities, gathering a broader range of demographic information than ever before in order to identify accessibility gaps. TMU Global and the Office of the Vice-President, Equity and Community Inclusion will collaborate on the development of specific initiatives in pursuit of increased accessibility for underserved communities on campus. This data will allow us to create new programming and funding initiatives aimed at ensuring more equitable access to global learning opportunities.

In addition to providing financial support, a new focus on the creation of short-term programs is, in part, intended to create more affordable options for studying abroad. TMU will also create resources to provide as much transparency as possible around the costs of participating in international activities, so students can make informed choices. Finally, TMU Global and the Career & Co-op Centre will collaborate closely to provide increased access to compensated work abroad opportunities.

A Focus on Short-Term Study Abroad Opportunities

TMU will immediately invest in new supports for short-term, subsidized, faculty- or staff-led programming to increase accessibility for students who cannot (or do not wish to) commit to a full term abroad for financial, personal or programmatic reasons.



GLOBAL LEARNING AT HOME

TMU is among the most diverse universities in Canada, if not the world, mirroring the city around us. TMU's connection to our community offers an incredible wealth of intercultural learning opportunities, which will be explored in close collaboration with partner organizations representing diaspora and Indigenous communities, cultural organizations, businesses and other stakeholders to provide opportunities to experience "internationalization at home."

Finally, TMU is committed to implementing measures that support faculty members in creating an internationalized curriculum. In addition to the co-curricular global learning resources indicated earlier, TMU will invest in consultations, course redesign institutes and specialized grant programs that facilitate faculty members' efforts to bring global learning into the classroom. Furthermore, TMU will leverage its technological savviness and broad range of partner institutions to provide students with opportunities to collaborate with peers in other jurisdictions on joint projects and learning outcomes.

RESEARCH COLLABORATION



TMU recognizes the critical importance of “brain circulation” and strongly encourages faculty to consider the global potential of their research. The uniquely hands-on approach to SRC activity at TMU resonates with peer institutions in other parts of the world and has begun to draw attention from some of the top research institutions in other jurisdictions. While the international impact of TMU’s research relies upon the efforts of the growing number of faculty performing cutting-edge SRC activities, the university will seek to ensure that support is in place to globalize that activity.

Goals

1. Promote and leverage external funding opportunities dedicated to international research collaboration (led by the Office of the Vice-President, Research and Innovation [OVPRI]) to catalyze greater global engagement of TMU’s SRC agenda.
2. Increase the number of joint research projects undertaken with international partners.
3. Increase research funding from international sources.
4. Increase the international reach of TMU’s research output.

Recommendations

- Promote and leverage external funding opportunities dedicated to international research collaboration (led by the OVPRI) to catalyze greater global engagement of TMU’s SRC agenda.
- Invest in enhanced data management capacity to better recognize existing and potential connections and the opportunities they represent in an easily accessible and timely manner.
- Establish regular channels for communication, including workshops, networking events and other communication tools, to provide information on available opportunities and to assist researchers in identifying opportunities for partnership and funding relevant to their research areas.

BUILDING A GLOBAL RESEARCH REPUTATION

As mentioned earlier, the success of TMU's reputation and SRC agenda rests on the shoulders of our faculty and the visibility of their publications. Noting the impact of international collaboration on citations and the impact of citations on international university rankings, TMU will advocate for publication in international journals and through media that garner consistent international attention. Paramount to this effort will be highlighting TMU's specific areas of research excellence. For example, the recent announcement of the Canada Excellence Research Chair in Migration and Integration and the university's unique partnerships, such as the Institute for Biomedical Engineering, Science and Technology (iBEST) and the Centre for Urban Energy (CUE).

The university is home to a number of researchers who have significant collaborative experience and multiple ties to international partners. As such, TMU will leverage not only existing partnerships, but also the existing knowledge and experience of its faculty members. The OVPRI and TMU Global will support a range of workshops, symposia and networking events to promote the exchange of ideas, connections and

advice in order to promote increased collaboration. The inclusion of graduate students in this endeavour is recognized as an important one. The Yeates School of Graduate Studies will work with researchers and TMU's international partners to establish joint programs and other opportunities for graduate students to build their own international research networks and to increase opportunities to contribute to collaborative research activities across borders.

Furthermore, TMU will make sure that our research and innovation stories are not only shared at home, but also with our international peers. TMU Global and the OVPRI will collaborate to ensure regular updates and case studies are shared with partner institutions, Canadian consulates and embassies and other key stakeholders to keep them abreast of developments in TMU's research activities and to make certain our institution is kept top of mind as a potential partner for new endeavours. TMU will also continue with efforts to bring our collaborators to Toronto and to share our expertise by seeking to host international conferences, workshops and symposia at the university.

OPTIMIZING RESEARCH NETWORKS

TMU is already connected with some of the world's leading universities and individual faculty members hold a rich array of personal connections. A concerted effort will need to be made to collect information on researchers' international connections and to systematically organize this data so that potential collaborators for new endeavours can be identified. The institutions with which TMU currently has student exchange agreements or other memorandums of understanding will be closely scrutinized to identify areas of overlap with our research theme areas and those existing relationships will be leveraged to meet research aims. Effective data management will be key and the university has already invested in a new partnership database that will ensure that information on current partnerships is easily available. Faculty and staff will be called upon to report their interactions and connections and will be recognized for the international work they undertake.



PROJECTS AND CAPACITY BUILDING

Every effort to use project work to enhance TMU's reputation and profile globally should be undertaken by students, faculty and staff. The successful implementation of projects supplements TMU's ability to enhance partnerships and to build a sustainable, lasting presence in the communities with which we engage. This, in turn, leads to a higher likelihood of success for new project proposals, the involvement of additional faculty and students from TMU and our partner institutions and the identification of other potential areas of collaboration.

Revenue generated from project activity can then be used to expand capacity for further resources and supports to project acquisition and management. Additionally, enhancing TMU's reputation in different regions can contribute to the university's ability to recruit international students at both the undergraduate and graduate levels.

Goals

1. Secure one to two externally funded projects annually.
2. Include opportunities for student engagement in all new projects.
3. Secure sufficient project funding to cover the costs of TMU Global's partnerships and projects team.

Recommendations

- Extend collaboration between TMU Global and the OVRPI to increase support available for project prospecting and proposal development.
- Develop a plan on how to capitalize upon TMU's ability to provide consulting and capacity-building services as a means of generating revenue and strengthening partners globally. This includes establishing partnerships with non-governmental organizations and civil society organizations, with which joint projects may be developed.
- Develop, in line with strategies for global learning, opportunities and funding for student involvement in project- and capacity-building activities.



IDENTIFY AND DEVELOP EXPERTISE

Working with the OVRPI, TMU Global will develop a thorough inventory of existing areas of expertise at TMU, with reference to how this existing capacity can be leveraged for project work, consulting services or capacity-building activities. In particular, TMU will pursue partnerships with organizations with the objective of developing jointly funded programming. A great deal of the applied research activity that takes place at TMU has potential for application to the social, cultural and economic challenges faced in other jurisdictions. Efforts taken to map these existing areas of capacity against the calls for proposals from both Canadian and other funding agencies are expected to result in new opportunities for meaningful community engagement at the global level.

TMU Global will develop enhanced prospecting and proposal development support services for faculty members, as well as the capacity to provide robust project management support.

INTERNATIONAL STUDENTS



It is TMU's intention to significantly increase the number of international students at the university.

TMU is among the most diverse universities in the world, yet when compared with peer institutions, its international students make up a relatively small proportion of its student body. International students provide an important element of diversity and can help build a culture of global engagement at the university by sharing their experiences and viewpoints in the classroom and through facilitated intercultural programming and social interactions. TMU's unique program offerings and its favourable urban location both point to a strong potential for growth, especially at a time when Canadian institutions of learning are becoming increasingly attractive to international students. Indeed, in 2017, Canada surpassed France and Australia to become the fourth most popular destination country among international students globally.

Goals

1. Increase the intake of international students to 1,790 annually.
2. Increase the participation in the Real Institute's ESL Foundation Program to 600 students annually.
3. Reach 4,500-plus registered international full-time equivalent students (FFTEs) by the 2022-2023 academic year.

Recommendations

- Commit to the provision of resources necessary to maintain or improve current standards of support provided to international students as their numbers on campus continue to grow.
- Continue to invest in a robust international student recruitment strategy and explore opportunities for co-ordination with other elements of international outreach activities.

EFFORTS ARE UNDERWAY

The Office of the Provost and Vice-President, Academic has formulated a student recruitment strategy in conjunction with the Office of the Registrar, the University Planning Office, the Yeates School of Graduate Studies and the Real Institute. This strategy has received the full support of the TMU Board of Governors. The recruitment of international undergraduate students requires a significant investment of time and resources. The strategy is currently being implemented and is already showing strong results. The need to carefully manage the risk of overreliance on enrolments by students from one or two specific source countries is recognized. Continuing to carefully build TMU's international reputation and profile will play a critical role in ensuring that we can compete with our peer institutions in Ontario and beyond.

The university's efforts are being co-ordinated carefully to avoid a drop in applications from a key country and to ensure that we are taking full advantage of the benefits of a globally diverse student body. The Real Institute's ESL Foundation Program represents an important element of TMU's strategy to recruit growing numbers of highly qualified international students. The Real Institute also has the capacity to develop new, short-term and on-demand English as an Additional Language programming that will build TMU's international presence.

International Undergraduate Enrolments*	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Year 1 intake (head count)	480	677	840	1,000	1,290	1,540	1,790	1,790	1,790	1,790
Change over 2018-2019	—	—	—	160	450	700	950	950	950	950
Change over 2018-2019	—	—	—	19%	54%	83%	113%	113%	113%	113%
Total international FTEs	1,140	1,473	1,920	2,400	3,000	3,700	4,500	5,100	5,400	5,600
As % of total undergraduate	4%	5%	6%	8%	10%	12%	14%	15%	16%	16%

* Numbers do not include The G. Raymond Chang School of Continuing Education's international students or the Real Institute's ESL Foundation Program.



ENSURING A QUALITY EXPERIENCE

TMU is, and will continue to be, a leader in international student support. This means maintaining and enhancing the broad range of support programs currently in existence. Word of mouth is a significant medium through which reputation is developed and providing the conditions for academic, personal and professional success are of central importance. As such, the university will continue to ensure that students find community and a sense of belonging and are supported in all aspects of being an international student. TMU will continue to invest the resources necessary to nurture student engagement and success through exceptional experiences, even as the number of

international students on campus increases. TMU will also continue to develop faculty and instructor resources to support international students and internationalization in the classroom. The attention to internationalization of the curriculum, as part of efforts to enhance global learning, will also include the creation of a teaching and learning best practices tool kit that will outline how to integrate international students and their unique perspectives into the classroom. Implementing these strategies will help international students to feel engaged, and in turn, their experiences and viewpoints will contribute to a globalized perspective in the learning environment.

GLOBAL INNOVATION, INCUBATION AND ENTREPRENEURSHIP

Our institution's commitment to innovation, incubation and entrepreneurship is central to the vision of TMU as a global urban innovation university. The university's leadership in this area is well-recognized globally and will continue to contribute to TMU's international reputation and profile-building efforts, enhancing the university's ability to forge new global connections and partnerships. The DMZ, the Zone Network and DMZ Ventures are expected to continue to draw global universities, industry representatives and government officials to TMU on a regular basis, which we will leverage to open doors in service of other internationalization priorities. To date, TMU has taken an open approach to sharing our models and knowledge with institutions in other parts of the world and will continue to do so.

Of particular value are the operational footprints that have been established outside of Canada (namely, the DMZ's space in New York City and the presence of DMZ Ventures in India and Vietnam). The physical presence of TMU – via its defining characteristic as a leader in innovation – must be fully exploited in key jurisdictions in support of all global engagement objectives (e.g. student recruitment, partnership building, etc.)

Goals

1. Create a range of short-term, revenue-generating programs to bring international students to TMU to participate in entrepreneurship education programming.
2. Create new models of engagement between TMU's Zone Network and similar programs at current and potential partner institutions and constituencies that engage students in a meaningful way.

Recommendations

- Liaise with pertinent TMU leadership areas regarding the innovation and entrepreneurship ecosystem to ensure consistent and optimal partnership outcomes that are responsive to external interests.
- Establish a working group to identify opportunities for international engagement through Zone Learning. This will include leveraging existing programs for visitors on a revenue-generating basis and for the purposes of profile building and recruitment support.



BROADENING THE IMPACT

TMU's innovation ecosystem has expanded and so too must the ecosystem's international outreach. New models of engagement will be explored through the Zone Network beyond TMU to find unique means to connect with similar programs at peer institutions and to enrich opportunities for global growth for the companies being incubated throughout the ecosystem. The Zones have unique capacities to take part in activities that will include consultation, design competitions and hackathons, among other activities. By connecting in this way with university incubators in other jurisdictions that may not yet be as advanced as the DMZ, TMU's emerging global leadership in this sphere can be consolidated and expanded.

TMU Futures Inc. has already established a firm foothold in India and has more recently established a presence in Vietnam. Beyond the invaluable media coverage that results from the launch and ongoing successful programming of these entrepreneurial outposts, TMU must be innovative in how these international assets are leveraged. Opportunities to support TMU's international strategy in terms of global learning opportunities, research connections and international student recruitment in these locations will be explored in the coming months.

Students, in particular, have expressed a deep interest in engaging globally through social innovation. TMU will respond to this demand by presenting opportunities for students to engage with entrepreneurship by listening to the problem to understand and empowering those affected to solve it themselves. While the entrepreneurial perspective has emphasized finding a solution to a problem, TMU recognizes that the contextual elements of problem-solving when looking at global issues are significantly more complex than they seem from the perspective of downtown Toronto. We will work with local partner organizations, student groups and subject matter experts to encourage our aspiring social innovators to dive deeper, to "intern with a problem" and to avoid rushing to a solution without deeply engaging with the many issues that have made the world's most pressing problems so complex.

A DYNAMIC STRATEGY

While TMU has made significant strides toward its goal of being recognized as a global urban innovation university, there is still a great deal of work to do before our global reach meets our global ambitions. By implementing this international strategy and committing the resources required to reach our stated goals, we are taking the steps toward meeting our objective of becoming Canada's leading city-facing innovation university with a global reach.

In keeping with this idea, the crosscutting theme of reputation building will receive significant attention. Achieving a place among the top 200 internationally ranked universities will demonstrate TMU's quality and serve as a key building block for the university's international success in the future. Reflecting the recommendations made earlier, significant effort will be put into the recruitment and retention of excellent students, faculty and staff. Furthermore, we will ensure that the data collected on our university is accurate and that information on our accomplishments is shared among current international partner universities, in addition to institutions with which we aspire to collaborate in the future.

Reaching this objective will require engagement at all levels of the university. Each of TMU's faculties will be asked to use the five priorities they have helped to identify through the consultation process as building blocks for their own international strategies. TMU Global will serve as a resource as the deans develop and evolve their strategies. TMU Global's support will also be made available to chairs and directors, as well as the leaders of other administrative units, to identify their own objectives and to formulate implementation plans.

This strategy is a reflection of the values expressed in TMU's Academic Plan (2020-2025). It is expected that, as TMU's vision continues to grow and evolve, so too will our viewpoint on internationalization.



For an accessible version of
this document, please visit
torontomu.ca/international-strategy

**It is critical that our thinking
in relation to TMU's global
engagement always remain
dynamic. Just as the world
changes around us, so must
our ideas and actions.**

Anver Saloojee

Assistant Vice-President, International
Toronto Metropolitan University