

Vision Statement:

Toronto Metropolitan University (TMU) is a hub for world-leading researchers working to solve complex real-world problems.

Introduction:

Toronto Metropolitan University is located in the heart of Toronto - one of the most dynamic, diverse urban centres in the world - and leverages the energy of its location to foster bold thinking, collaborative partnerships, innovation, and entrepreneurship. Our Scholarly, Research and Creative (SRC) engagement is strengthened by a willingness to cross disciplinary boundaries, break down barriers, build alliances, and take risks to advance inquiry, discovery, knowledge and creative works. Forging local, national, and international networks and communities of practice, TMU researchers are generating and applying knowledge across a broad range of disciplines, fields, professions, and private, public, and non-profit sectors.

Led by intellectual curiosity and a desire for sustainable change, TMU researchers are creating evidence-based solutions and activating real-world transformation. TMU's distinctive core mission - to serve societal needs - responds to the demand for highly skilled creative and critical thinkers who address increasingly interconnected, complex problems and work towards effective solutions. Our faculty and students are willing to defy convention as they seek solutions to make the world a better place for all.

As a globally connected city university, we believe that inclusive and collaborative approaches are essential to great research. To that end, Toronto Metropolitan University is committed to cooperation and partnerships with diverse communities, industry, stakeholders, and government. TMU researchers are building on the success of these partnerships as we continue to develop new ones.

Pathways to Excellence:

Research is strengthened by a willingness to cross disciplinary boundaries, break down barriers, develop partnerships, and take risks to advance inquiry, discovery, and knowledge. At TMU, our SRC activities transcend disciplinary perspectives and extend beyond the traditional realms of academia to catalyze transformative change. Through relationship-building and collaboration that spans the spectrum from grassroots initiatives to multi-institutional international endeavours, our researchers and their teams and partners contribute meaningfully to the advancement of inquiry, discovery, knowledge, and creative works both within our community and on a national and global scale.

Central to TMU's success is a focus on SRC excellence and impact through a combination of investment by faculties, researchers, and the institution. Striving for the highest standards of SRC excellence, TMU encourages SRC growth by supporting strategic hiring priorities, driving multidisciplinary SRC initiatives, growing graduate programming and training, and recognizing distinction in SRC activity. Success also includes a commitment to the full spectrum of

community engagement and knowledge translation towards improving the quality of life for the world's citizens through sustainable social, physical, and technological innovation.

TMU's strengths and priorities in SRC activity, innovation, and entrepreneurship are reflected through named research chairs, recognized research centres, and commercialization activity with industry. Together they highlight TMU's national and international leadership.

Using the Strategic Research Plan as a guide, TMU will strengthen strategic and multidisciplinary collaborations across themes, expand international partnerships, and promote greater alignment between the innovation ecosystem and research through enhanced commercialization, knowledge translation, and mobilization.

Community-Engaged Focus:

Community-engaged research bridges academic inquiry with real-world needs and aspirations, cultivating respectful, reciprocal relationships and driving sustainable societal impact. TMU's researchers actively engage in multi-disciplinary collaborations, recognizing that complex challenges require diverse perspectives and collective engagement. TMU's inclusive and collaborative research practices extend beyond traditional academic boundaries by partnering with community organizations, businesses and policymakers. This holistic approach ensures research outcomes have practical applications and benefit the communities involved.

Whether through groundbreaking discoveries, innovative projects, peer-reviewed publications, or meaningful artistic expressions, every SRC contribution enriches the broader intellectual and cultural landscape. At TMU, we celebrate the creativity, passion, and dedication that underpin these contributions, recognizing that the impact of community-engagement and creativity cannot be solely measured by traditional quantitative metrics.

Our commitment to valuing all SRC contributions underscores our belief in the inherent worth and significance of scholarly and creative endeavours. By fostering partnerships between researchers and communities, we can enhance the relevance and applicability of research outcomes, ensuring they address real-world challenges and contribute positively to societal wellbeing.

International Focus:

In an increasingly interconnected world, it is essential to recognize that the challenges and opportunities we face extend beyond the borders of Canada. Addressing complex global challenges requires a concerted effort that transcends national boundaries and TMU researchers are not only advancing knowledge within Canada but also actively engaging with global issues and opportunities. TMU strives to foster mutually beneficial international research collaborations to mobilize knowledge and build partnerships involving faculty members, research centres, and programs around the world.

TMU's research strengths are inherently connected to the United Nations' Sustainable Development Goals (SDGs) and related targets for 2030. They encompass a range of interdisciplinary topics and issues relevant to promoting sustainable development across economic, social, and environmental dimensions in response to pressing global challenges.

Through our SRC activities, TMU researchers contribute to the achievement of the SDGs by leveraging our expertise, resources, and partnerships to generate innovative solutions, inform policy and practice, and drive meaningful impact at local, national, and global levels. By aligning our research strengths with the SDGs, we demonstrate our commitment to making a tangible difference in the world.

Through strategic partnerships with international organizations, governments, and research institutions, we will seek to leverage our expertise and resources to make a positive difference on a global scale. By extending our focus beyond Canada and embracing our role as global citizens, we will maximize the relevance and impact of our research efforts and contribute to building a more sustainable and equitable world for future generations.

Guiding Principles and Values:

TMU is deeply committed to fostering SRC excellence, innovation, and creativity across all disciplines through increased equity, diversity, inclusion, and accessibility (EDIA). TMU's strategic research plan is aligned with the [institution's values](#) which shape our approach and guide decisions related to the SRC enterprise:

- Unapologetically Bold
- Intentionally Diverse and Inclusive
- Dedicated to Excellence
- Respectfully Collaborative
- Champions of Sustainability

Our commitment to our guiding principles and values are expressed and promoted through a multiplicity of perspectives, experiences, and methodological approaches to the SRC work undertaken at the university. Together, these principles underscore our commitment to and expression of social justice and are essential to our integrated approach to SRC activity as they cross-cut TMU's strategic research themes and objectives.

TMU recognizes the pervasive impact of systemic racism and discrimination within our society and acknowledges that these issues extend into the realm of research. We are committed to actively combatting racism in all its forms and strive to foster a research environment that is anti-racist, equitable, and inclusive. The future success of our university community depends on identifying and removing barriers that exclude or discourage participation in knowledge production. By centring anti-racism in our SRC activities, TMU aims to contribute meaningfully to dismantling systemic inequities and fostering a more just and inclusive society.

Drawing on social justice and anti-oppressive practice, we take an explicitly anti-racist perspective, with particular sensitivity to the unique historical and ongoing contexts of anti-Black racism and anti-Indigenous racism to acknowledge, understand, and challenge systems of power that privilege some groups over others. This practice requires attention to intersectionality, which refers to the ways different social categories interact to create overlapping systems of discrimination and inequality. In alignment with the [Cultivating Black Flourishing Report](#) (2024) and [Anti-Black Racism Campus Climate Review Report](#) (2020), we reject deficit-based approaches to advancing EDIA and instead work to understand and remove the structural roots of inequality to amplify research and

innovation opportunities, remove barriers, foster multiple worldviews, and cultivate an enriched environment for SRC success.

Truth and Reconciliation are fundamental to our foundational values. Change and transformation begin with acknowledging historical injustices and ongoing impacts of colonization and using our position as an institution to centre the voices and lifeways of Indigenous peoples. We have demonstrated our commitment to Reconciliation by responding to the [Standing Strong \(Mash Koh Wee Kah Pooh Win\) Task Force](#) and community calls for change by renaming the institution. Our new name, Toronto Metropolitan University, is one example of how we are living our foundational values, namely collaborative respect.

Meaningful change requires more than a stated commitment, it requires action. That is why we strive to advance Indigenous knowledges and perspectives, build on Indigenous SRC leadership, and strengthen SRC relationships in a reciprocal and respectful manner such as through the allocation of Canada Research Chairs and the creation of internal funding programs to support Indigenous-led SRC activities. Indigenous-led SRC scholarship spearheads the decolonization of academic spaces, champions Indigenous rights and sovereignty, and generates greater respect for Indigenous knowledges. Collaborative engagement with Indigenous individuals and communities is integral to TMU's dedication to model Truth and Reconciliation in our SRC activities. We recognize that this work is a long term process of relationship and trust-building that demands we surpass performative gestures and prioritize initiatives, such as Indigenous data sovereignty, that drive systemic change.

Through our Dimensions Pilot Program, the OVPRI worked collaboratively with the Office of the Vice-President Equity and Community Inclusion and fostered a community of practice that shares promising practices and resources. Building upon the foundation of the pilot program, TMU transitioned to integrate the work and learnings from Dimensions into each Faculty to achieve a more equitable, diverse and, inclusive SRC enterprise. Dimensions Faculty Leads work in each Faculty to engage in peer-led learning and researcher-to-researcher conversations among students and faculty at all career stages in all areas of research and creative practice to champion EDIA, identify and address systemic barriers, counter ableism, amplify under-represented voices, and promote diversity in research practices, perspectives, and outcomes. EDIA work is on-going, and never fully complete as the work itself teaches what must be addressed - and improved - year by year through evaluative tools and data analysis. Gathering and analyzing both qualitative and quantitative data is critical to supporting our evidence-based EDIA work.

Strategic Themes:

- Health and Wellbeing
- Transformative Technology
- Resilient Inclusive Communities
- Climate, Energy, and Mobility
- Future of Work
- Democracy, Justice, and Governance
- Arts, Culture, and Creativity

The strategic themes highlight where TMU is driving SRC intensity, impact, and excellence through institutional investment. They are neither exhaustive, nor prescriptive. Each strategic theme is aligned with the priorities outlined in Canadian federal Science, Technology, and Innovation Strategies (STIs), United Nations Sustainable Development Goals (UNSDGs), and Horizons Europe clusters. While each strategic theme stands independently, these themes are not siloed entities; rather, they complement and intersect with one another, enhancing interdisciplinary collaboration and innovation. SRC activities may often transcend a single theme, embodying a multifaceted approach that drives inclusive, holistic solutions to complex societal challenges.

The sub-themes outlined within each theme are indicative of areas of strategic clustering, signifying a concentration of SRC activities that has achieved critical mass and is poised for accelerated growth. These sub-themes reflect institutional priorities, highlighting areas of enhanced opportunity for national and international collaboration, industry and community partnerships, increased funding, broader recognition, and amplified impact. The examples provided within each thematic area serve as illustrative snapshots of the diverse and dynamic SRC landscape at TMU.

With a focus on local, national, and international engagement and cooperation, and partnerships with academic institutions, government, industry, non-profit and community-based organizations, the themes - and the confluence of activities they represent - respond to societal needs and advance transformative knowledge.

Theme	Health and Wellbeing
Theme Description	<p>Healthcare systems around the world are undergoing major transformations to address challenges around access to care, integration, prevention, and complex care needs. Toronto Metropolitan University embraces a person-centered vision of health and wellbeing that focuses on quality of life and promoting wellbeing for all across the lifespan. In advancing health-related SRC activities, our multidisciplinary and multisectoral researchers work across a range of disciplines and perspectives that address personal, social, economic, technological, and environmental factors impacting health and wellbeing at the individual, community, and global levels. Together with our partners, we are solving unique health challenges brought on by rapid growth, cultural diversity, socio-economic disparity and climate change. Our collaborative approach recognizes the diverse needs of all Canadians and includes health research with, for, and by disabled people, 2SLGBTQ+, Indigenous, Black, immigrant, and other equity-deserving groups. At TMU, our community-focused approach aims to make health and health care accessible to all.</p>
Sub-themes	<ul style="list-style-type: none"> ● Healthy Aging ● Health Equity ● Health Innovation ● Health Professionals of the Future ● Mental Health ● Migration and Transnational Health ● Molecular and Precision Medicine ● Planetary Health
Examples of Related Research Centres / TMU entities	<p>Centre for Global Health and Health Equity Daphne Cockwell School of Nursing Disability Publics Lab Health Law & Innovation Research Group Healthcare User Experience (HUE) Lab HOPE Centre for Sexual and Gender Minority People iBEST Institute for Stress and Wellbeing Research National Institute on Ageing Psychology Research and Training Centre School of Health Services Management School of Medicine</p>

Theme	Transformative Technology
Theme Description	<p>In today's rapidly advancing technological landscape, the transformative impact of intelligent systems, social media and networked devices continue to disrupt and reshape numerous sectors including construction, manufacturing, transportation, aerospace, security, and retail. From the proliferation of the Internet of Things (IoT) to the sophistication of artificial intelligence (AI), from the emergence of autonomous systems to the pursuit of process optimization, robotics, and cybersecurity, innovation is driving unprecedented change across industries. These technologies are revolutionizing how businesses operate as they are at the same time redefining societal norms and expectations in light of the considerable ethical and rights challenges. As organizations strive to stay competitive and relevant in this dynamic environment, TMU researchers are advancing our understanding and harnessing the power of these disruptive technologies to navigate the complexities of the modern world.</p>
Sub-themes	<ul style="list-style-type: none"> ● Artificial Intelligence and Machine Learning ● Cybersecurity and Privacy ● Data Analytics ● Digital Enterprise and Social Media ● Digital Twins ● Information and Communication Technologies ● Internet of Things and Smart Systems ● Quantum Computing ● UAVs and Robotics
Examples of Related Research Centres / TMU entities	<p>Cybersecurity Research Lab Digital Enterprise Analytics and Leadership (DEAL) Institute for Innovation and Technology Management Rogers Cybersecure Catalyst School of Information Technology Management Social Media Lab</p>

Theme	Resilient, Inclusive Communities
Theme Description	<p>Urban planning and design are fundamental in creating resilient, inclusive communities that advance social justice and equity. Community encompasses a diverse array of people, places, and businesses, including small retailers, all contributing to economic vitality and social cohesion. The development of places and infrastructure significantly influences the inclusivity of spaces, particularly for newcomers to Canada. Through a focus on green building and architecture as well as climate resilience, we construct socially and environmentally sustainable spaces that address systemic disparities. TMU researchers navigate the interconnected web of social, economic, political, cultural, and technological factors to develop and promote evidence-based solutions to overcome barriers to essential services such as housing, transit, health, and other needs. Our SRC endeavours explore intersectional issues such as gender identity and expression, class and socioeconomic status, history, disability, age, nationality, and religion to better understand the complexities of identity and the related power dynamics. Collaboration with stakeholders and policymakers is central to our approach, ensuring communities are empowered and engaged in developing solutions to promote equitable access to resources and opportunities.</p>
Sub-themes	<ul style="list-style-type: none"> ● Circular Economy Initiatives ● Community Resilience and Social Equity ● Green Building and Architecture ● Housing and Real Estate Economics and Finance ● Indigenous Community-Driven Innovation ● Migration ● Urban Governance and Policy ● Urban Planning and Design
Examples of Related Research Centres / TMU entities	<p>Bridging Divides - Canada First Research Excellence Fund Program Centre for Policy Innovation and Public Engagement Centre for Studies in Food Security Centre for Urban Research and Land Development City Building TMU Institute for Hospitality and Tourism Research Retail Leadership Institute TMU Institute for Infrastructure Innovation Together Design Lab Toronto Metropolitan Centre for Immigration and Settlement Urban Analytics Institute</p>

Theme	Climate, Energy, and Mobility
Theme Description	<p>The theme of climate, energy, and mobility emerges as an urgent call to address the global climate emergency and drive just systems transitions. Taking an interdisciplinary approach that coalesces across a variety of disciplines including natural sciences, engineering, aerospace, policy, law and social sciences, TMU researchers are predicting and understanding the consequences of climate change (and other environmental disturbances) on people and natural communities and developing innovative climate solutions. Our researchers are leading groundbreaking initiatives in green wastewater management, phasing out greenhouse gas emissions across Canada, and integrating cutting-edge technologies for carbon-neutral buildings. We are pioneering solutions that promote advanced energy storage, smart grids, and the electrification of transportation to facilitate the clean and sustainable transition of energy and transportation sections. We are developing climate-neutral, net-zero solutions, including advancements in aerospace technology, to shape a more sustainable future.</p>
Sub-themes	<ul style="list-style-type: none"> ● Clean Energy Technologies ● Climate Action ● Environmental Policy ● Natural and Urban Ecosystems ● Smart Cities and Digital Twins ● Sustainable Aerospace ● Transportation and Mobility
Examples of Related Research Centres / TMU entities	<p>Centre for Advanced Engineering Research and Innovation in Aerospace Science Centre for Urban Energy Laboratory of Innovations in Transportation Smart Building Analytics Living Lab Urban Water TMU Toronto Metropolitan University Aerospace Engineering Centre Transform Lab</p>

Theme	Future of Work
Theme Description	<p>Decent work and economic growth are closely intertwined with the future of work in Canada, as they shape the landscape of employment, labour markets, and overall economic prosperity. As the nature of work evolves due to technological advancements and changing market demands, TMU researchers seek to promote sustained, inclusive economic growth, full and productive employment, and decent work for all. Our multifaceted approach spans entrepreneurial, innovation and policy ecosystems, supply chain management and logistics, advanced materials and manufacturing and management / leadership best practices. We promote inclusive growth and reduce barriers to workforce participation for underrepresented groups contributing to a more resilient and dynamic labor market. Working with industrial and community partners, TMU is driving economic growth ultimately leading to a better quality of life for all.</p>
Sub-themes	<ul style="list-style-type: none"> ● Advanced Materials and Manufacturing ● Aligning Labour Market Skills and Demand ● Economic Growth ● Entrepreneurship and Innovation Ecosystems ● Management ● Productivity ● Supply Chain Management and Logistics
Examples of Related Research Centres / TMU entities	<p>Centre for Engineering Innovation and Entrepreneurship Centre for Labour Management Relations Diversity Institute Entrepreneurship Research Institute Family Business Institute Future Skills Centre Institute for the Study of Corporate Social Responsibility Magnet School of Accounting and Finance School of Business Management School of Retail Management</p>

Theme	Democracy, Justice, and Governance
Theme Description	<p>Increasingly, democratic states and institutions are facing a combination of external and internal challenges. These are especially pronounced in media, law, and public governance.</p> <p>Changes in the manner in which information is communicated have fundamentally altered journalism and the media industry. These changes have also highlighted disparities in coverage and representation that perpetuate harmful stereotypes and narratives.</p> <p>Trust in public institutions at the local, national, and international levels is eroding and participation in traditional forms of democratic engagement is declining. There are enduring systemic issues within the judicial system that result in inequity and injustice, even as Indigenous peoples are revitalizing their legal orders across the country. Growing income and social inequality, a rise in populism, the risk of foreign interference, and the emergence of new technologies compound these difficulties, further deepening societal fractures and impeding progress towards equity and inclusion.</p> <p>In confronting these multifaceted challenges and their intersecting dimensions, TMU’s researchers scrutinize the role of law and democratic institutions with a focus on inclusivity, public participation, and accountability. They emphasize dismantling systems of oppression and centring the experiences and perspectives of equity-deserving communities, including Indigenous, Black and other racialized groups. By fostering critical dialogue, scholarly inquiry, international collaboration, and community partnerships, TMU’s SRC contributes to the development of more equitable and just democratic and systems.</p>
Sub-themes	<ul style="list-style-type: none"> ● Democracy and Engagement ● Indigenous Rights and Data Sovereignty ● Technology ● Policy ● Racial Justice ● Social Innovation
Examples of Related Research Centres / TMU entities	<p>Centre for Free Expression Democracy Engagement Exchange International Law and Global Justice Initiative Journalism Research Centre Justice and Technology Initiative Lincoln Alexander School of Law School of Public Policy Ted Rogers Leadership Centre The Dais Yellowhead Institute</p>

Theme	Arts, Culture, and Creativity
Theme Description	<p>Art and creative expression expand the ways we think about the world and our place in it, enrich our lives, and help us arrive at creative solutions to real-world problems.</p> <p>By challenging dominant narratives and amplifying underrepresented voices, art serves as a powerful tool for confronting systemic injustices and inspiring collective action.</p> <p>Blurring the line between conventional research and creative practice, and drawing from a diverse urban and academic milieu, Toronto Metropolitan University faculty combine traditional media with new technologies to drive innovation in design and culture industries.</p> <p>Using a range of methods of curation and creation, our SRC leaders are forging new practices and standards for academic, professional, business, and public audiences creating spaces where all voices are heard and valued.</p>
Sub-themes	<ul style="list-style-type: none"> ● Arts Education and Community Engagement ● Black Scholarship ● Creative Industries ● Digital Arts and New Media ● Digital Humanities
Examples of Related Research Centres / TMU entities	<p>Black Scholarship Institute Centre for Communicating Knowledge Centre for Digital Humanities Centre for Fashion and Systemic Change Documentary Media Research Centre Future of Sport Lab Inclusive Media and Design Centre Modern Literature and Culture Research Centre Red Bull Gaming Hub</p>

Cultivating Success - Encouraging Bold Ideas:

TMU leverages its historical mandate to conduct SRC activity that serves societal needs to inform its current and future SRC aspirations and programming. Capitalizing on this trajectory, TMU is breaking down thematic and disciplinary silos by integrating a mix of programs, faculties and sector orientations. This approach allows for the clustering and growth of SRC activity towards enhanced SRC partnerships and opportunities for researchers and students. We are committed to a multi-year strategy to expand the quality and level of support to enhance research participation, excellence, and success.

TMU's SRC excellence and impact are built upon supporting our established strengths as well as identifying and incubating new bold ideas and nascent areas of SRC activity. This strategy includes attracting top faculty, students, and staff and a sustained focus on building and measuring our SRC profile and reputation through increased funding, a robust research infrastructure, greater recognition, publications, commercialization and patents, industry and community partnerships, knowledge mobilization and dissemination, and graduate and undergraduate engagement in SRC activity.

Key to this growth has been an investment in faculty growth and renewal which has resulted in the recruitment of top-tier scholars and researchers across diverse fields and disciplines. Through strategic recruitment, professional development opportunities, and the fostering of interdisciplinary collaboration, TMU has cultivated a vibrant SRC community. Looking to the future, the importance of continued investment in faculty growth and renewal cannot be overstated. By prioritizing the recruitment, development, and retention of talented faculty members, we can sustain and further enhance the intensity, excellence, and impact of our SRC activities, positioning TMU as a global leader making significant contributions to addressing the complex challenges facing our world today.

This vibrancy of our SRC community is strengthened by the contributions of highly qualified personnel (HQP), including postdoctoral fellows and undergraduate and graduate students. The active involvement of HQP ignites the spirit of inquiry and infuses SRC activities with new ideas, energy, and enthusiasm. Recognizing the pivotal role of exposure to research opportunities, particularly for students, TMU places great emphasis on engaging HQP early in their academic journey. Faculty members play a vital role in mentoring students, guiding them through the research process, nurturing their academic and professional growth, and imparting invaluable knowledge and expertise that will shape their future endeavours. These opportunities bolster students' competitiveness and exert a profound influence on their choice to pursue further academic pursuits, shaping the trajectory of their scholarly journey and fostering a lifelong passion for research and discovery.

Implementing the Strategic Research Plan:

From ideation and funding acquisition to dissemination and knowledge mobilization, each stage of the SRC process requires careful planning, resources, and support.

To support the implementation of the SRP, the University's enabling infrastructure, both central and Faculty-level, should be reviewed to ensure that the systems and supports are aligned with the ambitions of the plan. TMU will continue to enhance administrative and infrastructure support, including strengthening the quality of our accountability framework and reputation-enhancing initiatives.

We will also work to build knowledge mobilization capacity among researchers and knowledge users. Through training programs, workshops, and mentorship opportunities, TMU will empower individuals to effectively communicate research findings, engage with stakeholders, and drive positive change in their communities.

SRC Physical and Digital Infrastructure:

The physical and virtual spaces of the institution are central to the success of our SRC growth. These spaces serve as dynamic environments that foster collaboration, innovation, and discovery, providing researchers with the resources and support needed to excel in their scholarly pursuits.

In alignment with the campus master plan and in conjunction with research infrastructure funding calls, we will continue to identify new space and facility requirements that will connect research and talent development with industry, business, and community. We need our physical spaces, such as laboratories, studios, libraries, and collaborative workspaces, to have access to state-of-the-art equipment and infrastructure that enable cutting-edge research and experimentation. New and renewed facilities will increase opportunities for interdisciplinary collaboration and partnership.

Investment in digital infrastructure is equally vital to the expansion of SRC activity at TMU. The TMU Libraries are central to the research infrastructure required to ensure SRC innovation and success. The library provides expertise, cross-disciplinary academic perspectives, research dissemination and preservation, and a deep understanding of evolving SRC needs and opportunities. It also plays a foundational role in supporting innovative individual researchers, scholars, creators, and students and in connecting multidisciplinary research teams. A healthy research library system plays a critical role in research excellence advancing University reputation, drawing exceptional researchers and students and ensuring continued SRC excellence. Research excellence is underpinned by robust research data management (RDM). In alignment with TMU's [Research Data Management Institutional Strategy](#), we are committed to supporting the effective management, preservation, and sharing of research data to foster transparency, reproducibility, and innovation. One resource available to improve the discoverability and reproducibility of SRC outcomes is the TMU institutional repository which serves as a key platform for capturing, preserving, and sharing both traditional and non-traditional forms of SRC activity. By embracing open access principles and providing support for research data management, TMU empowers researchers to make meaningful contributions to knowledge creation and dissemination, driving innovation and impact across diverse fields and disciplines. With expertise in research data management, open scholarship

and science, intellectual property, knowledge mobilization and community outreach, the TMU Libraries are critical to advancing the goals of the Strategic Research Plan.

Sustained investment focused on SRC growth and transformative digital and physical infrastructure will leverage some of the Libraries' most successful SRC endeavours (institutional repository, open publishing, collaboratory, digital preservation, research communities, open researcher platform pilot) and allow expansion and creation of innovative new programs and services to meet emerging SRC priorities.

Success Measures:

TMU is committed to collaborative SRC practices that recognize and value the contributions of community members and partner organizations and prioritize inclusivity, diversity, and equity. We strive to cultivate meaningful and mutually beneficial partnerships that empower communities, promote social justice, and address pressing community issues. Their involvement not only enhances the quality and relevance of our research outcomes but also strengthens relationships, fostering trust, reciprocity, and shared responsibility in research and innovation. Through ongoing collaboration and engagement, we are committed to maximizing the societal impact of our SRC activities and creating positive change.

The grant application process has increased its emphasis on describing the impact of proposals, underscoring the need for researchers to demonstrate not only the outputs of their work but also the broader outcomes and societal benefits. Outputs refer to the tangible products or deliverables of SRC activities, such as publications, patents, or prototypes; and, outcomes encompass the broader societal, economic, or environmental changes resulting from these outputs.

TMU recognizes the importance of articulating both outputs and outcomes when considering the potential value and significance of the proposed SRC activities. Moreover, we understand that impact varies across disciplines, and extends beyond academic metrics and citation counts to encompass real-world applications and contributions to societal well-being.

Meaningful engagement with community members and partner organizations enriches the research process, fosters mutual learning and understanding, and enhances societal impact. Whether through participatory research initiatives, co-creation of knowledge, or community-based collaborations, the insights and perspectives of external stakeholders contribute to the generation of innovative solutions to complex challenges and the advancement of knowledge in diverse fields and disciplines.

Agreed-upon measures of progress are essential for operational transparency. These measures facilitate the OVPRI's planning and decision-making processes and allow for the celebration and recognition of SRC excellence. The OVPRI will continue to work closely with the Deans and Associate Deans of Research in each faculty to co-create relevant SRC activity objectives and standards to directly support their respective Strategic SRC Plans.

SRC success may be evaluated through a range of activities, including:

Research Funding and Collaboration

- Intensity of SRC activity and proportional share of external funding
- Quality and number of international partnerships, funding, and publications
- Number of collaborations and partnerships with industry, government, and non-governmental organizations
- Number of interdisciplinary collaborations with academic partners
- Leadership in the development of new fields and/or multidisciplinary areas of SRC activity

Community Engagement

- Quality, length and number of community partners
- History of collaboration (number of projects worked on together)
- Number of organizations led by under-served communities
- Production of community outputs such as scholarly works, cultural sensitivity training
- Communication of research results and knowledge translation to specialist or non-specialist audiences, including the public (e.g., magazine/newspaper articles, media interviews, blog posts, social media publications or public lectures)
- Contributions to policies, guidelines, regulations, laws, standards and/or practice

Impact and Outcomes

- Number and quality of outputs such as peer-reviewed publications or exhibits, as appropriate to discipline
- Growth in the broad adoption of open science and access practices
- Number of HQP involved in SRC activities
- Traditional and social media coverage
- Industrial or social innovation, including new technologies, patent applications, licensing of products and services, or other forms of knowledge transfer and adoption resulting from SRC activities
- Community benefit
- Knowledge translation and mobilization initiatives, including open dissemination
- Influence on current policy, guidelines, regulations, laws, standards and/or practice
- Influence on the direction of thought and/or activity in the community or targeted partner
- Integration of SRC into teaching to develop innovative teaching approaches, including clinical teaching opportunities, that mobilizes and applies research
- Visibility and reputation, measured by national and international reputational surveys

Recognition

- Number of national or international SRC awards and prizes to faculty
- Number of national or international SRC awards and prizes to undergraduate and graduate students
- National and international peer review and recognition
- Periodic third-party review
- International rankings

Growth

- Attract, develop, retain, and support outstanding faculty, staff, students and postdoctoral fellows
- Enhance supports to encourage equitable access and cultivate SRC interest and experience for undergraduate students
- Collaborate with the Yeates School of Graduate and Postdoctoral Studies towards attracting and training high quality postdocs, PhD and masters students
- Globally mobilize people and ideas through exchange, programs, and advanced research opportunities

Role of the Office of the Vice-President, Research and Innovation in Cultivating Success:

To support SRC excellence, attract and retain top talent and promote SRC impact, a key priority of the Office of the Vice-President, Research and Innovation (OVPRI) is to build collaborative partnerships across the University. This includes working with TMU Global and with the Yeates School of Graduate and Postdoctoral Studies towards greater SRC partnerships and initiatives in support of building TMU's cohort of highly qualified personnel at the graduate and postgraduate levels. In addition, the OVPRI is strengthening the innovation ecosystem in moving from lab to market by providing various levels of support for knowledge and technology transfer and commercialization.

As a shared service, the OVPRI fulfills a number of important functions, including:

- Providing advice and support to researchers on individual and institutional research proposals, as well as knowledge and technology transfer to external parties (innovation and commercialization).
- Leading the development and management of institution-led projects and programs and the development of institutional initiatives and strategic partnerships.
- Facilitating and ensuring compliance with federal policies and guidelines in relation to research ethics, security, and integrity.
- Supporting the University's enterprise risk management framework to identify, assess and mitigate risks related to scaling the institution's SRC activities.
- Enhancing opportunities for the training and development of research trainees, including graduate students and post-doctoral researchers, and supporting undergraduate research opportunities.
- Providing the required leadership and support for SRC compliance requirements.

The OVPRI uses the SRP to work collaboratively to scale TMU's scholarly, research and creative activities in order to continue the institution's trajectory of excellence and growth. The SRP is a guide that provides a framework to allow us to identify how to scale in a disciplined manner with a focus on our areas of excellence. As the research support landscape continues to change, the OVPRI will evolve in order to be well positioned to provide comprehensive support and encourage the stimulation of innovation through strengthened multidisciplinary connections and bigger and bolder projects and partnerships.

Strategic Research Plan Progress Review:

SRC activity is a cornerstone of TMU's orientation towards and commitment to the development of talent, student experience, knowledge creation and mobilization. These activities address key challenges and opportunities in the world today, through collaborations and partnerships in our region, country, and the globe.

The Strategic Research Plan is integrated and aligned with the institutional priorities set out in the University's Academic Plan. The Academic Plan captures enhancing SRC excellence, intensity and impact as one of its key priorities. The Strategic Research Plan outlines how TMU will achieve this objective by distinguishing key thematic areas of institutional SRC investment and highlighting support structures.

Progress on the Strategic Research Plan will be reported through the Senate SRC Activity Committee. The Senate SRC Activity Committee has a mandate to examine and report to the Senate regarding the state of SRC activity at TMU and upon issues regarding SRC activity that are likely to arise. Its membership, which is broadly representative of the university, includes individuals from each Faculty, the Libraries, YSGPS, the Research Ethics Board, as well as undergraduate and graduate student senators.

The Senate SRC Activity Committee has established a subcommittee, the SRC Leaders Group, which consists of the Associate Deans of Research (or equivalent) who meet regularly to gather input and offer advice to the Vice-President Research and Innovation regarding strategies for enhancing SRC activity at TMU. The SRC Leaders Group is an active forum for exchanging information and discussing SRC activity issues and strategic planning. Its efforts support the progress of the Strategic Research Plan.

Each year, the OVPRI compiles an annual report that articulates achievements and key actions to deliver on the Strategic Research Plan. The annual report describes progress on:

- Supporting SRC excellence and increasing funding success;
- Expanding research collaborations and partnerships;
- Amplifying SRC impact, acknowledgement mobilization and transfer; and,
- Strengthening SRC supports and systems.

Appendix A: Strategic Research Plan Creation and Approval Process

The 2025 - 2030 Strategic Research Plan was developed through an iterative consultation process under the leadership of the Office of the Vice President, Research and Innovation and guided by a Steering Committee with diverse representation from each faculty and the student body. The development of the plan was informed by a comprehensive mid-point review of the previous SRP and draws on the plans of our Faculties, partners and stakeholders. It is informed by the institutional priorities articulated in the Academic Plan and supports the recommendations found in the Truth and Reconciliation Community Consultation Summary Report.

The broader university community was engaged throughout the SRP development process through a multi-faceted and inclusive approach to ensure broad and meaningful engagement across TMU's SRC community, which included a series of town halls and focused engagement sessions and having the opportunity to provide comments on a draft plan.

The plan was then approved via TMU's collegial governance framework. The Strategic Research Plan is aligned with the university's Academic Plan and 2020 - 2030 Strategic Vision.

Appendix B: Canada Research Chair Allocation and Management

The allocation and management of Toronto Metropolitan University's Canada Research Chairs (CRCs) is overseen by the Executive Committee for CRC Planning. Chaired by the Vice-President, Research and Innovation, additional members include the Provost and Vice-President, Academic or the appropriate designate; the Associate Vice-President, Research and Innovation; the Vice-President, Equity and Community Inclusion; the Vice-Provost and Dean, Graduate Studies; a Dean from one of the university's faculties; and a Toronto Metropolitan University faculty member with an established research track record. The Vice-Provost, Faculty Affairs is an ex officio member of the committee.

This committee reports to the President of the university and reviews all policies and processes relating to the management of the university's allocation, including strategic decisions, renewal reviews and allocation requests. The Committee also oversees the implementation of TMU's Equity, Diversity and Inclusion Action Plan and equity targets in the CRC process.

Planned Allocation

As of March 2024, Toronto Metropolitan University has an allocation of 25 Chairs: three Tier 1s and 22 Tier 2s, consisting of two CIHR Tier 1s; two CIHR Tier 2s; 13 NSERC Tier 2s; one SSHRC Tier 1 and seven SSHRC Tier 2s. This breakdown includes two SSHRC Tier 2 chairs resulting from a flexible option to split one SSHRC Tier1 to two SSHRC Tier2 Chairs and an agency change from NSERC to CIHR. Currently, 22 chairs are occupied.

Research Theme	Current Allocation	Pending Allocation
Health and Wellbeing	8	
Transformative Technology	5	1
Resilient, Inclusive Communities	2	1
Climate, Energy, and Mobility	3	
Future of Work	1	
Democracy, Justice, and Governance	1	
Arts, Culture, and Creativity	1	2