

Toronto
Metropolitan
University

The Chang School
of Continuing
Education



THE CHANG SCHOOL 2025–2030 ACADEMIC PLAN

The Chang School

2025–2030

Academic Plan

- 4 Land Acknowledgement
- 5 Message from the Dean
- 7 Introduction
- 8 Mission, Vision, and Values
- 9 **Priority 1: Enhance the Learning Journey for Greater Student Success**
 - Support a Holistic Student Experience
 - Strengthen Academic Programming
- 13 **Priority 2: Create Positive Impact Through SRC Excellence and Local and Global Collaboration**
 - Engage Globally for a World of Perspectives
 - Lead as a City and Community Builder
- 15 **Priority 3: Support People and Community**
 - Promote Health, Well-being and Safety
 - Embrace Community Inclusion and Belonging
- 19 **Priority 4: Continue our Commitment to Truth and Reconciliation**
 - Advance Indigenous Scholarship and Education
- 21 **Priority 5: Ensure Future Readiness**
 - Prepare Our Students for Evolving Careers
 - Reimagine Learning and Teaching
 - Cultivate Sustainability





Land Acknowledgement

Toronto is in the “Dish With One Spoon Territory.”

As we embark on The Chang School’s 2025–2030 Academic Plan, we begin by acknowledging the land on which Toronto Metropolitan University (TMU) stands.

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

This land acknowledgment reminds us of the ongoing need for education and action towards truth and reconciliation and that there is more to be done in The Chang School’s learning environments.

We encourage our community members to take time to recognize the lands on which we teach, learn, and live and to educate themselves on the Indigenous histories and current realities of those lands.

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

This statement was developed in consultation with The Chang School’s leadership team, our Equity, Diversity, Accessibility, and Inclusion (EDIA) Committee, and TMU’s Indigenous Human Resources Lead, James McKay.

Message from the Dean

Our world is transforming, driven by technological breakthroughs, economic shifts, and evolving societal needs. In this environment, learning can no longer be confined to one stage of life. Universities have a vital role in preparing individuals not only for their first career, but for every stage of their professional journey.

At The Chang School, we embrace this responsibility by championing continuous learning as essential to resilience, well-being, and innovation. This Academic Plan sets out our direction for the next five years. Developed through extensive consultation within the school and aligned with Toronto Metropolitan University's 2025–2030 Academic Plan, *Transforming Futures*, it reflects both the opportunities ahead and the responsibility we hold as Canada's largest provider of university-based continuing education.

This plan arrives at a pivotal moment. As learners seek greater flexibility, career relevance, and meaningful connections in their educational journeys, it is clear that continuing education must evolve to offer high-quality learning experiences that are more integrated, personalized, and future-focused. The Chang School is uniquely positioned to respond to these needs by cultivating a dynamic learning community and creating new opportunities for learning and growth that strengthen individuals, communities, and the economy.

This work cannot be done alone. Our progress depends on collaboration with learners seeking opportunities to expand their potential, faculty sharing their expertise, employers anticipating future skills, and communities turning to education as a pathway to resilience and prosperity. Together, we will create learning experiences that prepare individuals not only to adapt to change but to lead their organizations and communities into the future.

I invite you to join us in building this future.

Linda Koechli, PhD
Dean
The G. Raymond Chang School of Continuing Education



Introduction

The Chang School's 2025–2030 Academic Plan is directly aligned to the five priorities of Toronto Metropolitan University's Academic Plan, *Transforming Futures*. This alignment ensures that our work advances the university's mission of academic excellence, innovation, and community impact, guided by a strong commitment to learners and their success.

Priorities of *Transforming Futures*

1. Enhance the Learning Journey for Greater Student Success
2. Create Positive Impact through SRC Excellence and Local and Global Collaboration
3. Support People and Community
4. Continue Our Commitment to Truth and Reconciliation
5. Ensure Future Readiness

The development of our plan has been a collaborative effort, shaped by the insights of The Chang School's leadership team and enriched by feedback from managers and staff. This process has ensured that our goals and actions are responsive to both the university's priorities and the evolving needs of the communities we serve.

Together, these priorities provide a clear framework for action over the next five years and position The Chang School as a leader in shaping the future of continuous learning.



Mission, Vision, and Values

Mission: We deliver transformative learning experiences that advance the career goals and future readiness of continuous learners.

Vision: We will lead the evolution of continuing education through innovation, fostering a vibrant community of continuous learning that connects learners, employers, and partners to drive positive societal impact.

Values: In pursuing the priorities of The Chang School's 2025–2030 Academic Plan, our shared values define who we are and how we work.

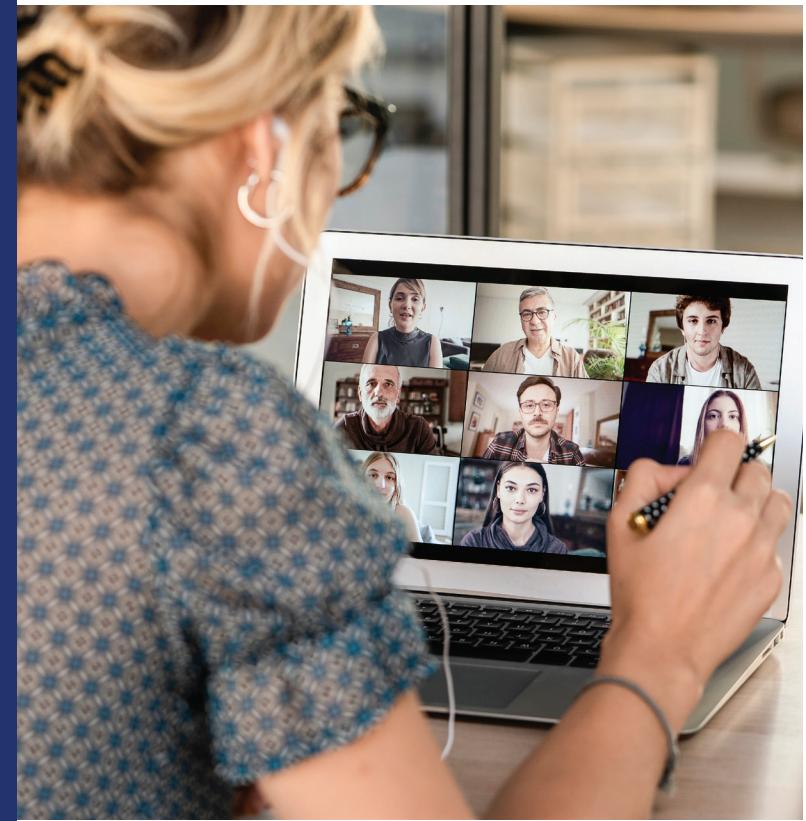
These are the values that guide us:

- **We are unapologetically bold.**
We prepare continuous learners for current and future careers through innovative, leading-edge programs.
- **We are intentionally diverse and inclusive.**
We broaden access to continuous learning opportunities and embed equity, diversity, and inclusion across our offerings, services, and workplace culture.
- **We are dedicated to excellence.**
We empower continuous learners to achieve their goals through exceptional programs and services, with a commitment to continuous improvement.
- **We are respectfully collaborative.**
We build strategic partnerships across the university campus and with employers and industry, government, and community organizations to strengthen learning opportunities and impact.
- **We are champions of sustainability.**
We maintain the sustained impact of our work through efficient, financially sound operations.

Priority 1

ENHANCE THE LEARNING JOURNEY FOR GREATER STUDENT SUCCESS

Transforming Futures provides a clear vision of the university's role in ensuring that student success is at the centre of its activity. At The Chang School, enhancing the learning journey means recognizing that learners benefit from integrated, career-relevant continuing education supported by flexible pathways, exceptional programs, and timely support. Central to this priority is delivering a holistic student experience and strengthening academic programming.



Support a Holistic Student Experience

Supporting a holistic student experience means ensuring learners have clear pathways, flexible options, and responsive services that help them navigate every stage of their learning journey. To advance this priority, The Chang School will focus on the following goals.

Lifelong Learning Credential Framework

Goal: Develop and implement a credential framework that broadens access to lifelong learning through a diverse portfolio of career-aligned, flexible offerings (such as microcredentials, certificates, postgraduate certificates, and bridging programs).

Success will be defined by the successful adoption of a credential framework that offers expanded program pathway options (both connected and standalone) and increased recognition of the variety of Chang School credentials by employers and professional communities.

Strategic Enrolment Management

Goal: Develop and implement a Strategic Enrolment Management (SEM) framework that supports a seamless learner experience and service excellence across the full learner lifecycle – from recruitment to alumni engagement.

Impact will be demonstrated through enhanced engagement across the learner journey and improved tracking of learner conversions, progression, and retention.

“

In researching the certificate programs, I was interested in gaining more insight about engagement with communities that experience barriers to services and are impacted by a lack of equity and social justice issues.”

Graduate, Certificate in Community Engagement, Leadership, and Development

Strengthen Academic Programming

Programming that combines academic excellence with real-world, practical experience is central to TMU's mission. Strengthening academic programming means ensuring that The Chang School's offerings remain current and of high quality while aligned with the needs of learners and employers. To achieve this, The Chang School leverages its expertise and the strengths of the wider university community to deliver accessible, flexible, and responsive learning opportunities. Guided by this commitment, the school will focus on the following goals.

Policy Framework for Quality Non-Credit Programming

Goal: Develop and implement a clear policy framework for non-credit programming at The Chang School that aligns with adult learner needs and TMU's commitment to access, equity, and quality standards.

Progress will be measured by the successful adoption of a non-credit policy framework that ensures consistency and quality across all non-credit offerings. This framework will be fully integrated with our digital systems, communications, and delivery models to support seamless implementation.

Academic Collaboration

Goal: Strengthen collaboration, communication, and knowledge sharing with TMU faculties to leverage disciplinary expertise across relevant career and academic offerings, in support of flexible and accessible learning opportunities.

Success will be demonstrated through the number of new collaborative offerings and the percentage of learners reporting enhanced confidence for career advancement or further study.



“

My experience at The Chang School was excellent. All of my professors were very supportive and responsive whenever I asked them any questions through email, and it really helped to make me feel connected even though I was studying online.”

Graduate, Certificate in Cybersecurity, Data Protection and Digital Forensics

CREATE POSITIVE IMPACT THROUGH SRC EXCELLENCE AND LOCAL AND GLOBAL COLLABORATION

“As an institution gaining international visibility, TMU is well-positioned to grow its reputation and impact on the world stage.” *Transforming Futures* highlights this global aspiration, and The Chang School is committed to contributing to it by developing new ways to serve international learners through expanded access to flexible, high-quality learning opportunities. At the same time, and in alignment with TMU’s commitment to lead as a city and community builder, The Chang School will deepen collaborations with local partners to help shape a more sustainable and prosperous future for Toronto, Brampton, and the surrounding region.



Engage Globally for a World of Perspectives

New Models for International Learners

Goal: Identify new models to bring flexible, high-quality learning opportunities to international markets.

Progress will be reflected in the number of new or renewed international initiatives and learner success stories that highlight satisfaction and impact.

Lead as a City and Community Builder

Local Partnerships for Workforce Development

Goal: Strengthen The Chang School’s network of local partners – including businesses, industry associations, nonprofits, and government organizations – through collaborative initiatives that advance workforce development and community impact.

Impact will be assessed through the number of active local partnerships, enrolment growth in partnership-supported programs, learner satisfaction scores, increased participation of external experts, and the value of secured sponsorships or donations.

“

As a newcomer to Canada, I was searching for guidance, confidence, and a clearer understanding of the Canadian workplace. I gained new skills, built a strong network, and landed my first job in Canada.”

Graduate, Workplace Communication in Canada Bridging Program

SUPPORT PEOPLE AND COMMUNITY

Transforming Futures emphasizes the importance of well-being, belonging, and diversity within a university community committed to fostering an environment where students, staff, and faculty feel valued, respected, and empowered to succeed.



Promote Health, Well-being and Safety

The Chang School is committed to cultivating a connected, resilient, and inclusive community for staff, instructors, learners, and alumni. Strengthening engagement, advancing inclusive recruitment, and building lifelong connections will contribute to a culture of support, collaboration, and continuous learning.

Staff and Instructor Engagement

Goal: Foster a connected, inclusive, and resilient internal community through professional development, engagement initiatives, and effective internal communications that promote collaboration, knowledge sharing, and professional growth among staff and instructors.

Progress will be measured by participation rates in professional development and peer support initiatives, as well as participants' self-reported professional growth and their confidence in applying new skills in their work.



Embrace Community Inclusion and Belonging

Inclusive Recruitment

Goal: Advance inclusive recruitment strategies for staff and attract a more diverse, industry-connected group of instructors, subject matter experts, and assessors through targeted, equity-focused recruitment strategies.

Impact will be seen in greater diversity of staff and in the cultivation of a robust and diverse pool of instructors and subject matter experts engaged in teaching, curriculum development, advisory roles, or other forms of contribution to the school's priorities.



I absolutely have the job I have now because of the program, not only because it taught me the fundamentals of what I needed to know to pursue this career, but the networking opportunities were life-changing.”

Graduate, Certificate in Applied Geography and GIS



Learner and Alumni Community

Goal: Strengthen engagement with current learners and Chang School alumni to improve retention, foster a lifelong connection to The Chang School, support ongoing career development, and promote a dynamic ecosystem of continuous learning, networking, and collaboration.

Progress will be demonstrated through learner and alumni outreach, engagement, and events, and the rate at which they participate in subsequent learning opportunities at The Chang School.

CONTINUE OUR COMMITMENT TO TRUTH AND RECONCILIATION

Transforming Futures affirms the university's commitment "to honouring reconciliation, decolonization and Indigenous ways of knowing, being and doing, in all aspects of university life, including curriculum transformation." It also states that collaboration with Indigenous communities in Canada is essential for creating an environment where Indigenous students have the necessary tools to succeed.



Advance Indigenous Scholarship and Education

At The Chang School, this means building and deepening relationships with Indigenous colleagues and communities, advancing curriculum renewal, and ensuring that all continuous learners have the opportunity to engage with Indigenous histories, perspectives, and knowledges.

Indigenous Education

Goal: Strengthen relationships with Indigenous colleagues and communities to co-create and expand accessible and meaningful learning pathways for Indigenous learners, while integrating Indigenous content and perspectives into the curriculum to increase opportunities to learn about Indigenous histories and settler colonialism.

Progress will be reflected in the number of curricular enhancements or pathway expansions, as well as in activities that align with the Truth and Reconciliation Commission's recommendations.

ENSURE FUTURE READINESS

Transforming Futures recognizes that “the needs of the workforce can change quickly, [and therefore] the university collaborates closely with employers in providing ... experiential learning opportunities that are responsive to shifts in the professional landscape, to equip our students with the skills and competencies required for future success.”



“

I had a lot of important goals at work, and I knew The Chang School could provide the skills I needed to have an impact.”

Graduate, Certificate in Public Relations

Prepare Our Students for Evolving Careers

Preparing learners for evolving careers is central to The Chang School’s mission. The school will continue to enhance experiential learning opportunities, embed career development into programs and services, and ensure that learners have the tools and guidance they need to confidently navigate the future of work.

Career and Curriculum

Goal: Improve learner engagement and program impact by expanding experiential learning strategies and authentic assessments, including employer-informed projects. Integrate career development resources and opportunities into the continuing education curriculum.

Progress will be measured by the increase in experiential learning activities, authentic assessments, employer-informed projects, and career development resources. The school will also track learner satisfaction scores to gauge the perceived value of these approaches.



Priority 5

Personalized Career Services

Goal: Provide more opportunities for personalized career-related services, guidance, and tools (such as pathway navigation aids and skills mapping) that empower diverse learners to navigate their educational and professional journeys with confidence. Align with the TMU Employability Framework when it becomes available.

Impact will be measured by the development of personalized career tools and supports, alongside the percentage of participating learners who report greater confidence in identifying programs and credentials that align with their career goals.

Reimagine Learning and Teaching

Recognizing lessons learned from the pandemic, *Transforming Futures* calls for leveraging innovative technologies and partnerships to enrich the student experience. It emphasizes that TMU must “create a dynamic learning environment that enriches the student experience, prepares students for success in a rapidly evolving world through exceptional experiential learning opportunities, and ensures the university remains nimble, adaptive and accessible.”

At The Chang School, this means strategic and ethical use of Artificial Intelligence (AI) in continuing education, while also ensuring the school’s digital systems and infrastructure are designed to support evolving learner needs.

“When I completed my first course, it was my first victory. It boosted my energy and self-confidence. If I can complete the courses, then I can be hired for an Accounting job too.”

Learner, Certificate in Accounting - Finance

“

The staff were very supportive and the communication touchpoints were very helpful. I also appreciated being able to complete the modules in my own time.”

Learner, Curv Microcredential



Artificial Intelligence

Goal: Advance the effective, critical, and ethical integration of AI in continuing education, helping learners and instructors apply it to both subject- and career-specific AI use cases. Strategically determine where AI technologies enhance learning and teaching, course design, and learner support by piloting tools and fostering knowledge sharing among educators.

Progress will be demonstrated through the critical engagement of learners and educators with AI initiatives and instances of the integration of AI-related materials into the curriculum to support future-ready graduates. Key operational markers will focus on efficiency and productivity gains, as well as an increase in instructor confidence and capacity for ethical AI integration.

Digital Systems and Infrastructure

Goal: Develop a future-ready digital infrastructure strategy that ensures a seamless, accessible, and adaptable learner experience, supporting programming growth and evolving learner needs. The priority will be on digital assets that have the highest overall positive impact.

Impact will be measured by completion of a comprehensive digital infrastructure strategy and implementation roadmap and increased user satisfaction with the platforms that support continuous learning.

“

The industry instructors at The Chang School are fantastic because their real-world stories truly bring the lessons to life and deepen the impact of our course material. Learning alongside motivated peers in such a flexible, intuitive online environment has made the experience incredibly meaningful.”

Learner, Postgraduate Certificate in Lean Six Sigma Green Belt



Cultivate Sustainability

Transforming Futures recognizes the essential role of universities in advancing the United Nations' Sustainable Development Goals (SDGs). As a universal call to action to end poverty, protect the planet, and build peace and prosperity, the university accepts its responsibility to advance the 17 SDGs through leadership, decision-making, and transformation across all institutional areas.

At The Chang School, this commitment means further embedding sustainability into programming priorities. By aligning offerings and initiatives with the SDGs, the school will reinforce its commitment to innovation, global responsibility, and the preparation of learners to actively engage with the world's most pressing challenges.

United Nations' Sustainable Development Goals

Goal: Identify and expand opportunities to align programs, courses, and partnership initiatives with the United Nations' SDGs. The school will initially focus on existing offerings and potentially serve as an incubator for new sustainability-focused programming, reinforcing its commitment to global priorities, innovation, and relevance.

Progress will be measured by the completed SDG assessment of programs or courses, and the resulting number of new or revised programs, courses, or initiatives developed to strengthen alignment with one or more of the SDGs.

“

**Education changes lives.
It changed mine.”**

Alum, The Chang School