

Institute for Management and Innovation

2024-25 Activity Report

July 25, 2025

IMI Equity, Diversity and Inclusion Committee

January 1, 2024 – April 30, 2025



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

DEFY
GRAVITY



Dear IMI Community,

In our second year, the IMI Equity, Diversity and Inclusion Committee focused on select initiatives to support both IMI and UTM's goals in inclusion, programming, learning, and beyond. In the 2025-26 Activity Report, we outline our initiatives and accomplishments this year.

This year, we emphasized commitment to recruitment and admissions, the student experience, and communications. While there is much work to be done in many more areas, these three are cross-cutting, spanning our programs and hubs, and have enabled the engagement and learning of our community.

We hope that this second report continues to illuminate our efforts, commitments, current projects, and our areas of opportunity for growth as we continue to work towards a more inclusive, equitable future.

IMI Equity, Diversity and Inclusion Committee, 2024-25
Institute for Management & Innovation

Table of Contents

IMI Equity, Diversity and Inclusion Committee	4
IMI's EDI Committee: 2024-25	4
2024-25 Committee Members	4
Acknowledgements	6
 Committee Timeline	 6
 2024-25 Goals & Projects	 7
Focus Areas	7
Sub-Working Groups	7
2024-25 Initiatives List	7
 2024-25 Progress & Accomplishments	 8
Overall Progress	8
(1) Current state analysis	9
(2) Admissions practices & expanded access analysis	9
(3) Best practice in admissions: Guide	10
(4) In-program dedicated workshops	10
(5) Student staff hiring & training	11
 Looking to 2025-26	 12
Gaps & Opportunities	12
2025-26 Committee	12
 Appendix: Committee Terms of Reference: 2023	 13

IMI Equity, Diversity and Inclusion Committee

IMI's EDI Committee: 2024-25

IMI's inaugural EDI Committee was struck in January of 2023.

The IMI Equity, Diversity, and Inclusion Committee was established in response to the need for recognition of programming and the enhancement of formalized practices and initiatives in EDI at IMI. In alignment with UTM's strategic plan, which places significant emphasis on equity, diversity, inclusion, transparency, sense of community, student support, impact, and more, this committee advances IMI's work in EDI centrally, as well as across our programs and units.

The IMI EDI Committee is responsible for:

- facilitating guidance and policies/practices for the Institute;
- creating annual plans for EDI initiatives at IMI;
- bringing events, programming, and workshops to the IMI community; and
- provision and analysis of research, data and annual reports.

The launch of IMI's EDI Committee came from our response to the University of Toronto's [Anti-Black Racism Task Force Report](#). Since its launch in January 2023, the Committee has completed two full academic year cycles, with approximately twelve committee members in each cycle, comprising staff, faculty, and students.

Throughout the 2024-25 academic year, the team met several times. This year, the team generated a collective survey of key areas of desired focus and worked collaboratively to settle on recruitment and admissions, the student experience and communications. We struck sub-committees to support each area. In this report, we summarize our achievements for the year, identify areas of opportunity and challenge, and look forward to 2025.

In 2024-25, per the recommendations from the 2023-24 Committee, IMI created a student seat, which brought student voices to the initiatives.

2024-25 Committee Members

We sincerely thank the members of the 2024–25 Committee for their contributions. Their time, expertise, and dedication to advancing IMI's equity, diversity, and inclusion (EDI) goals were invaluable. The committee included faculty, staff, and one graduate student, all of whom brought unique perspectives and enthusiasm to the work.

This report recognizes the collective efforts of each committee member in helping us achieve our objectives and in fostering a culture of inclusion and excellence within the Institute, at UTM, and across the broader University of Toronto community.



Ann Armstrong
Director, ICUBE



Debbi Arnold
Placement & Employer Relations
Manager, MMPA



Simreet Aulkah
Program Coordinator, MUI



Ryan Cerrudo
Communications Officer, IMI



Rebecca Colantonio
Event Coordinator, IMI



Afrodite Cruz
Recruitment, Placement & Employer
Relations Manager, MMI



Teresa Didiano
Special Projects & Strategic Initiatives
Advisor, IMI



Beate Ensminger
Program Coordinator, MMI



Patrice Lee
Institute Administrator & Assistant, IMI



Michael Marin
Associate Director, IMI; PAC; Academic
Director, Business Minor



Sarah Ogbiti
Event Coordinator



Jaimini Patel
Graduate Student
Master of Biotechnology



Natasha Walli
Placement & Employer Relations
Manager, MUI



Claire Westgate
Manager, Communications & External
Partnerships, IMI

Acknowledgements

The IMI EDI Committee gratefully acknowledges the support, resources and engagement provided to us by UTM's [Equity, Diversity and Inclusion Office](#), the [Anti-Racism and Cultural Diversity Office](#), the [Sexual Violence Prevention & Support Centre](#), [Accessibility Services](#), the UTM [Health & Counselling Centre](#) and the [International Education Centre](#).

The leadership and staff in these and other offices have played a vital role in supporting the IMI EDI Committee's efforts to foster learning, growth, and meaningful initiatives within our Institute. Their contributions—including thoughtful advice, mentorship, training, session facilitation, and constructive feedback—have been instrumental in shaping and advancing our projects.

Committee Timeline

Timeframe	Task	Activities
May	Committee is struck	Committee volunteers join
June-July	Outline for the year is developed	The committee created a survey and explored topics and activities
August - September	Project plans created	The committee and sub-committees outlined project plans
October to April	Projects implemented	The committee's annual projects and initiatives began
May-June	Activity reporting	The committee reported on goals and plans for a new team for 2025-26.

2024-25 Goals & Projects

Focus Areas

IMI's EDI committee struck sub-groups this year to focus on our selected activities.

Sub-Working Groups

Projects and initiatives were organized into three primary categories. These categories reflect IMI's core commitments to graduate and undergraduate education, executive education, advanced professional development, and the expansion of research and teaching. They also support our ongoing efforts to cultivate an inclusive culture among staff, faculty, and students, aligning closely with IMI's overall structure and mission.

Recruitment & Admissions

3 initiatives

Student Experience

1 initiative

Communications, Resources & Reporting

1 initiative

2024-25 Initiatives List

Initiatives for the year were divided up by category, which also aligned with the subcommittees. A brief list is here, and a full progress summary can be found below.

For brevity on focus areas:

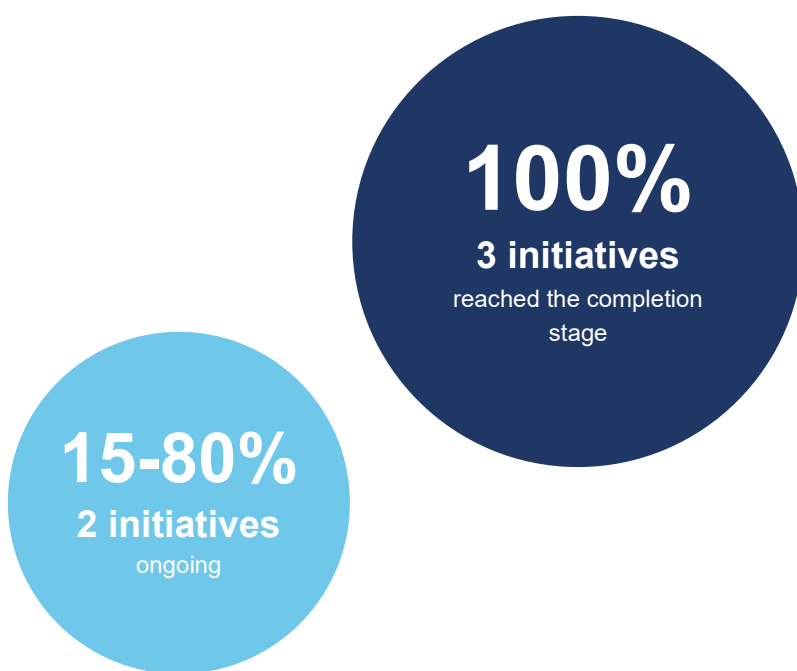
- Recruitment & Admissions: R&A
- Student Experience: SE
- Communications, Resources & Reporting: CRR

#	Focus Area	Initiative	Complete
1	R&A	Current state analysis: Compile data on applications, admissions, and graduation	100%
2	R&A	Admissions practices & expanded access analysis	50%
3	R&A	Best practices in admissions: create an inclusive admissions guide	100%
4	SE	Offer in-program EDI training	83%
5	CRR	Student Staff Hiring & Training: Train all student staff on the Inclusive Language Guide and EDI initiatives	100%

2024-25 Progress & Accomplishments

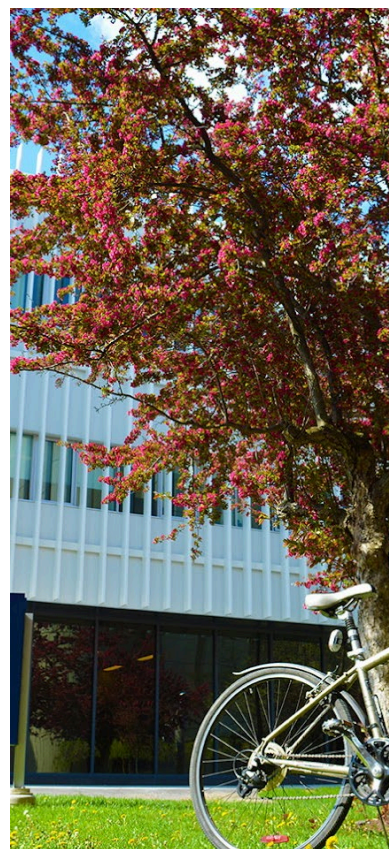
Overall Progress

The EDI Committee has made progress on five projects this year; some reached completion, others did not, and still others will always be ongoing priorities.



IMI EDI Project Completion

The committee outlined 5 projects for 2024-25, some of which will reach a completion stage, and some of which will be ongoing.



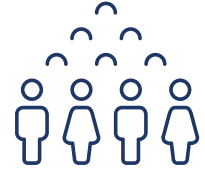
(1) Current state analysis

Recruitment & Admissions: 100%

In alignment with IMI's commitments to the Anti-Black Racism Task Force Report, particularly the goal of compiling equity data to inform potential access programs, the Committee undertook an exploration of the current landscape of graduate student applications, admissions, and cohorts, with a focus on equity-related data.

We were able to access data on the institutional Application Self-Reported Demographic Information dashboard. This enabled us to explore data from across our graduate programs, and for each of our staff members involved in program recruitment and admissions to examine their program data, identifying areas for attention and improvement.

Next Steps: Set an annual review date for each program and ensure each program has the correct data to assess its data. Make continual improvements and adjustments to ensure equity throughout the recruitment and admissions process.



(2) Admissions practices & expanded access analysis

Recruitment & Admissions: 50%

IMI's recruitment team employs a diverse range of recruiting practices and initiatives, designed to attract excellent prospective students to study at UTM in our professional programs.

As part of this year's activity, the Committee compiled the initiatives deployed by our recruitment team and met with the group to discuss their approaches, garnering their input and assessment of what works well. The team further discussed the potential expansion of recruiting practices, either at the program level or the Institute level.

Ideas have been generated on applicant access, including intentional partnerships with affinity groups, mentorship programs, and external partnerships, as well as admissions considerations and in-program enhancements.

This initiative is not yet complete; preliminary meetings have been effective in establishing this as a key topic of importance and in garnering interest and support from across our programs. A strategy can be undertaken in the 2025-26 committee to advance this effort

Next Steps: Work with programs and units at IMI to more deeply identify which practices serve which groups of students. Identify concrete initiatives in access expansion that will be explored in 2025-26; strike a subcommittee to create and implement feasible plans to extend our intentional recruiting practices in partnerships.



(3) Best practice in admissions: Guide

Recruitment & Admissions: 100%

In exploring our admissions practices, the committee was able to draw from the IMI program coordinators' excellent work in admissions to craft a best practice guide in recruiting and admissions. Using both extant literature and current practices at IMI, as well as drawing on best practices from peer institutions, the guide outlines best practices for embedding equity, diversity, and inclusion (EDI) into graduate admissions.

For particular use with new staff in onboarding, it defines key EDI concepts and emphasizes the importance of inclusive recruitment, marketing, and admissions processes. The guide addresses unconscious bias, equitable assessment criteria, and the need to consider diverse applicant experiences beyond GPA. It advocates for accessible materials, standardized interviews, and diverse interview panels. The guide also highlights the value of pre-admission advising, mentorship, and EDI-focused orientation.

Continuous improvement is encouraged through feedback loops, data monitoring, and regular policy reviews. The goal is to continue creating a welcoming and supportive environment that reflects IMI's commitment to inclusive excellence and aligns with the University of Toronto's broader EDI values.

Next Steps: Add this Guide to the Committee's annual review, so that it may be continually updated. Embed the guide in onboarding for new staff.



(4) In-program dedicated workshops

Student Experience: 83%

The committee aims to enable all of IMI's graduate programs to have embedded, appropriate learning on EDI topics. This year, five of our six master's programs were able to offer in-program workshops and training.

MBiotech partnered with UTM's Equity, Diversity, and Inclusion Office to offer a new, tailored session for their graduate students, focusing on EDI in the workplace and classroom, including case studies crafted for professional graduate students.

MMPA delivered a new Introduction to DEI workshop, in partnership with the UTM Equity, Diversity and Inclusion Office. Content focused on EDI at UTM, classroom, biases, and policies, including case learning.

MScSM offered a new session in partnership with Diversity in Sustainability, with co-founder Heather Mak.

MUI gathered to watch a documentary on inequities and urban planning.

MMI continued their collaboration with expert Tyrenny Anderson, who delivered a workshop and coaching sessions for MMI students. In all, content was tailored to the industries and sectors aligned with the students' professional goals.

Next Steps: Continue to offer EDI content, training and learning each year in all IMI master's programs, as part of embedded, normative programming. This should not become a stand-alone initiative, but rather, an embedded way of operating in each program and across IMI.



(5) Student staff hiring & training

Communications, Resourcing & Reporting: 100%

IMI embedded intentional training on the [Inclusive Communications & Practice Guide](#), EDI principles and resources into all student hiring in 2024-25. This included all work-study hires, as well as interns, as part of the normative onboarding process, particularly for students working in roles that required writing, imagery, events, and communications.

Next Steps: Continue to ensure this training is adopted by all new staff, including students and full-time staff and faculty, across the Institute, as part of IMI onboarding.



Looking to 2025-26

Gaps & Opportunities

The primary challenge faced by the EDI Committee remains resources. As a side-of-desk activity, members have minimal time to dedicate to initiatives, and there is a limited budget to bolster additional resources in the form of staff, student staff, workshops, or training sessions.

In the summer of 2025, however, and as of the writing of this report, IMI has hired a graduate work-study student to work on EDI initiatives, beginning with a project assessing best practices in corporate partners in EDI, which bolsters the work of IMI's co-op program. Further, an intern from the ICCIT Program began a review of the Inclusive Communications & Practice Guide, seeking out additional resources to contribute to and expand the Guide.

There is an opportunity in the 2025-26 Committee to narrow the list of initiatives and balance desired outcomes with the availability of reasonable time resources.

2025-26 Committee

The IMI EDI committee will turn over in the summer of 2025. The committee will remain open to all staff and faculty at the Institute who wish to participate, enabling an inclusive environment in which all who wish to engage, learn and contribute may do so. At least one seat will remain for a graduate student voice.

Institute for Management & Innovation
University of Toronto Mississauga
Innovation Complex
imi@utoronto.ca



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

**DEFY
GRAVITY**

Appendix: Committee Terms of Reference: 2023

The IMI EDI Committee's Terms of Reference for the inaugural year were as follows:

Purpose & Objectives

The IMI Equity, Diversity and Inclusion Committee was derived from an observation of the need for recognition of programming, and enhanced, formalized practices and initiatives in EDI at IMI.

In alignment with UTM's strategic plan, with its significant emphasis on equity, diversity, inclusion, transparency, sense of community, student support, impact and more, this committee will serve to advance IMI's work in EDI centrally, and across our programs and units.

The IMI EDI Committee will have a hybrid focus in nature. The Committee will be responsible for:

- Facilitating guidance and policies/practices for the Institute
- Creating a plan for EDI initiatives long term.
- Engaging practice, hands-on initiatives including events, programming, workshops
- Provision and analysis of research, data and annual reports.

Committee Membership, Roles and Responsibilities

The 2023-2024 Committee is comprised of 12 individuals across the IMI Staff and Faculty complement who volunteered to participate in the first cycle of the Committee.

Membership comprises a mix of staff and faculty roles, with the IMI Director maintaining a seat on the Committee at all times.

Members are asked to committee for a 1-year time period, after which seats may be filled by nomination or by volunteer.

Roles

Chair(s)

The Committee for 2023-2024 will be loosely chaired by the IMI Manager, External Partnerships & Communications, who maintains administrative responsibility in meeting schedule, note-taking, creation of agenda, and facilitation of discussion and engagement among members.

Sub-Committee/Working Groups & Leads

The committee may have sub-committee or working group leads, who maintain responsibility for the projects and initiatives of those working groups. Working groups will focus on sub-areas of Committee work.

Committee Members

Committee members at large are tasked with sharing information, participating in discussions, and supporting the broad work of the Committee on an ongoing basis. Members may elect to participate on working groups.