



**FOR CONFIRMATION**

**PUBLIC**

**CLOSED SESSION**

**TO:** Executive Committee

**SPONSOR:** Professor Bill Gough, Chair, UTSC Campus Council  
**CONTACT INFO:** 416-287-7027, william.gough@utoronto.ca

**PRESENTER:** See above  
**CONTACT INFO:**

**DATE:** May 2, 2014, for May 12, 2014

**AGENDA ITEM:** 5b

**ITEM IDENTIFICATION:**

UTSC Strategic Plan

**JURISDICTIONAL INFORMATION:**

Section 4 of the UTSC Campus Council’s Terms of Reference provides that the Council “is concerned with matters affecting the Campus’ objectives and priorities, the development of long-term and short-term plans and the effective use of resources in the course of these pursuits.” As this Plan will have a significant institutional impact, it requires confirmation by the Executive Committee.

**GOVERNANCE PATH:**

1. UTSC Academic Affairs Committee [For Information] (March 25, 2014)
2. UTSC Campus Affairs Committee [For Recommendation] (March 26, 2014)
3. UTSC Campus Council [For Approval] (April 24, 2014)
4. **Executive Committee [For Confirmation] ( May 12, 2014)**

**PREVIOUS ACTION TAKEN:**

The UTSC Academic Affairs Committee received the UTSC Strategic Plan for information at its meeting held on Tuesday, March 25, 2014. On Wednesday, March 26, 2014, the UTSC Campus Affairs Committee recommended the UTSC Strategic Plan for approval to the UTSC Campus Council. It was approved at the UTSC Campus Council on April 24, 2014.

**HIGHLIGHTS:**

The 2014 UTSC five year Strategic Plan is the new updated document that will replace the 2008 UTSC Strategic Plan. The past five years have seen tremendous achievements by our people and

a forward thinking transformation of our campus with the broader context of our University. The strategy builds on those achievements, sharpens our focus and prepares us for greater success and strength in a changing and dynamic post-secondary environment.

The newly updated Strategic Plan is a result of extensive consultation with various stakeholders within the UTSC campus community. It is the integration of those discussions that brings forth the newly updated Strategic Plan.

The UTSC Strategic Plan outlines the following:

- Trends in Post-Secondary Education
- Context for the University of Toronto
- Context for the University of Toronto Scarborough
- The Five UTSC Strategic Directions and their Corresponding Priorities
  1. New and Emerging Areas of Scholarship: Lead thinking in traditional disciplines, and build new areas of scholarship
  2. Innovative Research: Create and share new knowledge in new ways
  3. Global Perspective: Harness the advantages of our local surroundings and global reach
  4. Experiential Learning: Enhance learning through experiences on campus and beyond
  5. Strong Foundations: Create strong interpersonal connections through the campus of tomorrow

## **FINANCIAL IMPLICATIONS:**

There are no net financial implications on the campus' operating budget.

Any financial implications arising from the strategic directions and priorities emerging from the Strategic Plan will be considered in due course as part of specific proposals that will be brought forward to governance.

## **RECOMMENDATION:**

Be It Confirmed

THAT “The Five Strategic Directions” detailed on pages 11 to 15 of the *University of Toronto Scarborough Strategic Plan*, as proposed in the documentation from the Interim Vice-President and Principal, Professor Bruce Kidd, dated March 18, 2014, be approved in principle, effective July 1, 2014.

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## **DOCUMENTATION PROVIDED:**

UTSC Strategic Plan



# UTSC STRATEGIC PLAN

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# BUILDING ON OUR STRENGTHS

This is an exciting time for UTSC. The past five years have seen tremendous achievements by our people and a forward-looking transformation of our campus, within the broader context of our university.

This strategy builds upon those achievements, sharpens our focus, and prepares us for greater success and strength in a changing and dynamic post-secondary environment.

The future we are building today at UTSC is not simply for the next five years – it is for the next fifty years, and beyond.

## ENVIRONMENTAL CONTEXT

Our context is dynamic and full of both challenges and opportunities. We are excited for the future, and this bold plan sets us on a course to fully realize our potential as a campus of one of the strongest research and teaching universities in North America – while helping us to overcome any obstacles on the path to success.

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# TRENDS IN POST-SECONDARY EDUCATION

## GROWTH OF INTERNATIONAL COMMUNITIES & INTERNATIONAL STUDENTS IN CANADA

Canada, and its student population, is becoming increasingly diverse. Fifty per cent<sup>1</sup> of those living in the Toronto region were born outside of Canada, an astonishingly high proportion unequalled anywhere else in the world. This growing diversity has helped make Canada and Toronto more specifically one of the most attractive destinations for international students and there is an opportunity to build on this

momentum to better position Canada, and UTSC, as a leading destination for post-secondary education that caters to diverse student populations. In January 2014, the Government of Canada announced funding for a new program that will see more than 450,000 international students and researchers enrolled in Canadian universities by 2022.<sup>2</sup>



## RELEVANCE OF A UNIVERSITY EDUCATION

University education pays off. A survey conducted for the Ministry of Training, Colleges and Universities found that graduates of Ontario's undergraduate university programs have higher employment rates and higher incomes than people with any other level of education.<sup>3</sup> And not only are they more gainfully employed, two years after graduation, 82 per cent of graduates report that their employment is related to their degree. A Gandalf Group survey

released by the Council of Ontario Universities in January 2014 shows Ontarians consider universities' contributions to society essential. UTSC, as a campus of the University of Toronto and together with peers in the sector, needs to communicate the benefits of its undergraduate degrees, and how its perspective on learning and critical thinking helps prepare students not just for one job, but for their entire professional lives.



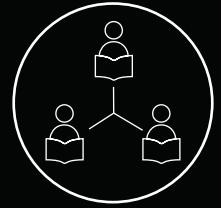
1. [http://www.toronto.ca/toronto\\_facts/diversity.htm](http://www.toronto.ca/toronto_facts/diversity.htm)  
2. [http://www.international.gc.ca/media/comm/news\\_communique/2014/01/15a.aspx?lang\\_eng](http://www.international.gc.ca/media/comm/news_communique/2014/01/15a.aspx?lang_eng)  
3. [http://cou.on.ca/news/media\\_releases/pdfs/2012gradsurvey](http://cou.on.ca/news/media_releases/pdfs/2012gradsurvey)



## CHANGING NATURE OF HOW STUDENTS LEARN

The majority of undergraduates today were born into a uniquely tech-driven world. Growing up with technology has largely shaped the way in which these students learn: they desire flexibility, are highly social and collaborative, and look to technology to support their learning. Additionally,

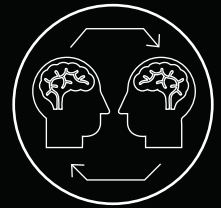
they are motivated by solving real-world problems and prefer to do, rather than to listen. Learning in the 21st century requires an adept use of technology, and global collaboration, and UTSC should continue to provide these opportunities to students both in and out of the classroom.



## EVOLVING COMPETITION FOR POST-SECONDARY EDUCATION

The way in which education is delivered is changing. Advances in on-line learning, and the rise of wholly new forms of education such as MOOCs and inverted classrooms are exciting developments that will increasingly require us to find new pedagogically sound ways of delivering the curriculum and interacting with students. UTSC has taken a prominent and leading position on this front. Technology is a powerful

educational enabler, however it is no substitute for the classroom experience. Deep and legitimate concerns over the deskilling of faculty, the commercialization of knowledge, intellectual property rights, and the nature of the student-teacher relationship must be understood and taken seriously. Broad buy-in and participation is key to ensuring that scholars remain in control of pedagogical activity.



## FUNDING CHALLENGES

Funding is declining. Tuition rates struggle to keep up with inflation and there has been an across-the-board reduction in grants. We are actively looking to find alternative sources for capital investments, while developing innovative solutions to manage

our operating budget. We know that our financial situation is not unique and that's why we are ready to take on more students, as the government plans to increase university spaces in the GTA by 60,000 students.



## CHANGING MARKET DEMANDS

Labour markets are evolving within the context of a knowledge-based economy, and will require a highly skilled and adaptable workforce in order to grow and compete globally. As a result, there is a need for more and better graduate and post-graduate professional programs. UTSC's Masters in Environmental Science is a prime example of a successful graduate

program that trains well-qualified students who immediately make a contribution: 98 per cent of graduates are hired within months of graduation with an average starting salary just shy of \$100,000. The opportunity in post-graduate programs is real, and is worth exploring for further opportunity.



## INCREASING COMPETITION FOR DONOR DOLLARS

The evolution of philanthropy in Canada is remarkable in that the number of organizations that rely on external support has increased significantly in recent decades. While UTSC faces some fundraising challenges due to a relatively small and young alumni base (half of our alumni are under age 44) who are not yet in a position to support the campus in a significant way, fundraising is likely to see significant upside as our alumni base grows. While UTSC has enjoyed modest incremental external support since our last campaign, it is increasingly critical to secure philanthropic gifts in the face of declining grants and constrained tuitions. However there is more to Advancement

than simply closing the gap. Advancement promotes active engagement and partnerships with the campus that fuel innovation. As education becomes more necessary, philanthropic support enables the university and our campus to maintain a high level of excellence while ensuring accessibility to the widest possible group of students. We share with our alumni and partners the values for growing levels of educational attainment that translate into robust economies, productive workforces, and a vibrant society; the contribution to the public good through creating new knowledge, and to the quality of life through UTSC's service to the community.



# UNIVERSITY OF TORONTO

## NEW LEADERSHIP & STRATEGY

The University of Toronto has new leadership with the installation of Professor Meric Gertler as its 16th President. In addition to celebrating and reaffirming the University's continued commitment to research, Prof. Gertler, in his Installation Address, has laid out a new three-pronged strategy for the university.

## COMMUNITY BUILDING

There is an opportunity to shape the University's role in building vibrant communities – within the GTA and with colleagues around the world. Our campus is open to our neighbours and civic partners. Together we strive to make our region a better place to live, work and prosper, ensuring that our physical development plans support the academic needs of the university and also address the needs and aspirations of the many communities we serve.

## INTERNATIONAL OUTREACH

Beyond the local community, the University of Toronto will develop and deepen relationships with international partners, providing access to fantastic research opportunities for faculty and staff, and fostering student mobility and faculty exchanges, as well as joint research projects, joint conferences, joint teaching and perhaps even joint degrees. This strategic initiative encourages students to become global citizens, and promises to bring this new experience and expertise to Toronto.

## RE-EXAMINING AND RE-INVENTING UNDERGRADUATE EDUCATION

In response to the rise of digital technologies and the pressure to produce job-ready graduates, the University of Toronto needs to reaffirm the enduring value of a broad liberal arts education, and also ask how we can help our graduates extract the full benefit from that education. We need to demonstrate more clearly how the education we provide prepares our graduates for a lifetime of success and fulfillment, while also contributing to the economic, social and political success of the region, province, nation and the world. Specific priorities include supporting growing interest in entrepreneurial activity and providing more opportunities to study in professional programs. Additionally, the university will continue to build on its efforts to offer students enhanced experiential, service learning, research, and international opportunities.







# UNIVERSITY OF TORONTO SCARBOROUGH

## AN EXCEPTIONAL STUDENT BODY

UTSC is located in one of the country's most diverse and multicultural communities, and our student body reflects this. Many of our students are either first or second generation Canadians. They tend to live at home and commute relatively long distances to get to campus. Throughout the execution of

## PLANS FOR GROWTH

As a part of an overall plan to increase the student population on campus, UTSC has planned aggressive first-year intake growth of 10 per cent in 2014-15 and 2015-16. In 2013, UTSC's first-year intake consisted of 17.4 per cent international students, which was almost double the Canadian average. We expect continued success recruiting international students over the next five years while total undergraduate enrolment is expected to grow 19 per cent by 2018-2019. In this same timeframe, we expect graduate enrolment to see 75 per cent growth alongside faculty and staff increases by 16 per cent and 11 per cent respectively.

Demand for certain program areas provides UTSC with both challenges and opportunities. UTSC is the only U of T campus to offer three of the top ten system-wide programs enjoying increasing numbers of applications. Conversely, UTSC offers four

## LEARNING OUTSIDE THE CLASSROOM

UTSC values active, hands-on learning, and has hired new faculty who are both leading researchers and outstanding classroom teachers. Pedagogical innovation is a theme across all of our departments and centres. We also acknowledge the value of experiential learning: co-op programs are thriving and experiential programs are diversifying. We have expanded volunteer opportu-

## MOVING FORWARD

We are proud of the many advances our campus has made. It's now time to move beyond the boundaries of our campus and share our success, our progress, and the opportunities we are

this strategy it will be important to understand students in the context of their broader lives—beyond their scholastic work on campus. Our students often work part-time or full-time, and have connections to multiple cultures, all of which have implications for their life at UTSC.

of the six programs for which enrolment is in decline. We have an opportunity to realign our programs, responding to prospective student interest and further increase our enrolment.

**New Environmental Science and Chemistry Building**  
UTSC recently began construction of our new Environmental Science and Chemistry Building, which will be a science education and research hub on our north campus. The 110,000-square-foot facility is targeting LEED Gold certification with features including geothermal boreholes, and other innovative design solutions for a sustainable and highly flexible research and study space. The story this building tells of our commitment to the environment is one of many we will share in the future.

nities for students on campus and in the community through the Department of Student Life by adding 75 work-study positions and 700 volunteer opportunities over the last few years. Additionally, by working with community partners such as East Scarborough Storefront, UTSC has facilitated close to 70 students per year working with local agencies and community groups.

pursuing with all those around us. This plan is the first step on our journey and we are excited for the work ahead as we are confident in our ability to succeed.

Problem Solving

Memory

Vision

Language



# UNIVERSITY OF TORONTO'S MISSION

The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.

As the university's eastern campus within the GTA, UTSC contributes to achieving the U of T mission. Our vision articulates our broad and aspirational image of the future. At UTSC, we believe that university campuses are places where incredible learning and discovery can occur. The experiences and breakthrough thinking we achieve are not simply a function of personal research work and reading learning material. They are made more powerful, impactful and meaningful through energetic exchanges within an inspirational environment.

As part of the tri-campus system of Canada's leading university, our vision is to be the leader in fostering innovative approaches to research and learning.

Our campus mission statement defines our core purpose and function. We believe that knowledge can change the world. We are a home for groundbreaking research, and a centre for enriching student experiences that prepare our graduates for tomorrow's economy.

Our piece of the U of T mission is to be a world-leading centre of research and intellectual growth anchored in the eastern Greater Toronto Area.

## GUIDING PRINCIPLES

Our guiding principles capture our core values and beliefs, and describe how they manifest themselves culturally and attitudinally. They exist through our actions, our ethos, and our work with one another. They are:

- Seek new and innovative ways to teach and learn.
- Share our knowledge and breakthroughs.
- Welcome unanticipated learning.
- Make the university campus experience more meaningful and profound.
- Celebrate diversity of perspective and thought process.
- Focus on the possibilities of tomorrow, and not the constraints of today.
- Achieve global impact – taking our approaches and ideas into our local community and our global community, and bringing these communities to our campus.





# **OUR STRATEGIC DIRECTIONS & THEIR CORRESPONDING PRIORITIES**

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The following provides an overview of our strategic directions, and a description of what they mean within the context of UTSC.



# 1

## NEW & EMERGING AREAS OF SCHOLARSHIP

Lead thinking in traditional disciplines, and build new areas of scholarship

This strategic direction focuses on building and deepening our existing strengths. By establishing our university as a leader in specific fields, we will attract top quality students with interests in these emerging and exciting areas of study.

### OUR PRIORITIES:

- Defining opportunities that capture the evolving interests of faculty and students, while ensuring the sustainability of new programs. Growing and building upon our existing strengths will include a process of surveying the interests of faculty and future students. Our goal is to experiment, innovate, and to build education experiences in emerging areas of interest for students, while creating programming that is aligned with demand.
- Building critical mass of research and teaching faculty in our new and emerging areas of scholarship. The focus of this priority is the recruitment, support and stewardship of leading faculty from across Canada and around the world to grow and entrench UTSC's recognized expertise in the new and emerging areas that are identified.



# 2

## INNOVATIVE RESEARCH

Create and share new knowledge in new ways

New discoveries and groundbreaking ideas drive our faculty and inspire our students – undergraduate and graduate alike. This strategic priority focuses on our growing research platform. It also focuses on sharing our achievements and breakthroughs in meaningful and relevant ways with our colleagues across departments and campuses, with members of our communities, and with people around the world.

### OUR PRIORITIES:

- **Building our research capacity.** Research leadership requires faculty to devote considerable time, energy and resources to their fields of interest. This priority honours that commitment. It will focus on the acquisition and stewardship of equipment and other research resources, as well as recruitment and support of staff and faculty that propel discovery.
- **Elevating our diverse research cultures.** While UTSC researchers are united in their passion and dedication to advancing their fields, there are different research cultures that help to inspire the efforts of our researchers across our campus. This priority acknowledges and builds on our diverse research cultures, celebrating them as strength of our university system.
- **Enriching student experience through research engagement.** We aspire to provide students with opportunities to participate in academic research. Our aim is to forge meaningful, productive research partnerships between our faculty and our students, and between our post-graduate and undergraduate students.
- **Sharing our ideas in ways that resonate.** Beyond developing new and exciting ideas, articulating and sharing them in ways that resonate broadly is a central component of our research enterprise. Our impact is a function, in part, of our skill in helping others to genuinely understand and act upon our discoveries.



# 3

## GLOBAL PERSPECTIVE

Harness the advantages of our local surroundings and global reach

The concept of global perspective is central to UTSC. Our global perspective leverages the uniqueness of our local community, and we welcome scholars and researchers from around the world – spreading our ethos that is founded in the Canadian experience.

### OUR PRIORITIES:

- **Strengthening and recognizing the role of our global perspective.** This priority focuses on bringing global perspectives and an understanding of other worldviews into our research and teaching, when and where appropriate.
- **Collaborating with our local communities.** Our location within one of the most culturally diverse communities in the world is a tremendous strength. It presents opportunities to enhance research and teaching efforts for the university, and strengthen the communities that surround us. This priority encourages outreach into our communities, and encourages us to open our doors so they can benefit from our campus and its surroundings.
- **Establishing a global presence.** We have already begun to reach through and beyond our local communities and across the world – building global awareness of and interest in UTSC. This priority will focus on being strategic in our international outreach through the development of partnerships, recruitment efforts, and advancement activities.



# 4

## EXPERIENTIAL LEARNING

Enhance learning through experiences on campus and beyond

We must challenge ourselves to combine classroom and university campus learning, with opportunities to learn in the field. Campus-based, community, and face-to-face experience is core to what we do and we are committed to unlocking and enhancing this experience through technological and pedagogical platforms. This strategic direction recognizes the power and richness of the campus experience, and encourages fresh thinking in not only what people learn, but also where and how that learning can be enhanced.

### OUR PRIORITIES:

- Helping students bring knowledge to life. We want our students to experience academic, research, and hands-on learning to gain greater perspective on the direct and lateral applications of their course and program content. This priority focuses on enhancing the direct and indirect applications of what our students learn within our curricula.
- Leveraging our partners to create opportunities for students. There are local, national and international opportunities for our students to complement their on-campus experiences. This priority is focused on creating mutual benefit between our students and employers, along with other organizations and environments that enhance learning and introduce UTSC students to new experiences.
- Creating extra-curricular opportunities for students to practice, share and grow. Beyond curricular and co-curricular programs, part of what makes a university experience so powerful and memorable are extra-curriculars. This priority is about creating learning experiences where students can present, test and debate ideas with peers. We also believe in the importance and value of giving back, so we encourage our students to apply their knowledge through service learning, where they can freely employ their talents for the betterment of our community— and world.





# 5

## STRONG FOUNDATIONS

Create strong interpersonal connections through the campus of tomorrow

From believing that universities should be homes to great architecture, to fostering a culture that is both ambitious and welcoming, we are building upon existing foundations that are strong. This priority is about supporting all of our other strategic directions by creating and enhancing the culture, buildings, infrastructure, and tools our students and faculty need.

### OUR PRIORITIES:

- Fostering a culture and support system that brings students to our university, and helps them to succeed. This priority is about nurturing the welcoming and ambitious culture we have built on our campus, and providing the services and supports that allow our culture to thrive and our students to succeed.
- Attracting, developing, and retaining faculty and staff. This priority is about being targeted in our hiring activities. It is also related to ensuring that is also related to ensuring that we have a vibrant internal culture, and supports in place that are designed to help people succeed.
- Providing the infrastructure and physical environment people need to do their best work. This priority is about ensuring we have the technology, functional spaces, and physical environment to help our people do their best work.
- Creating buildings that tell stories. Our campus inspires people. The beauty of our natural surroundings is enhanced by a tradition of architectural excellence that goes back fifty years. This priority builds upon that tradition, ensuring that the master planning and growth of our campus builds upon and leverages that heritage and strength.
- Being well resourced financially to achieve our ambitious plans and deliver on our mission. With a strong financial position, we can not only achieve our ambitious plans, but also reach beyond them. This priority is about creating innovative solutions that grow our funding, manage our costs prudently and deliver on our ambitious advancement targets.
- Making UTSC a core aspect of the personal identity of our students, faculty, alumni and emeriti, and staff throughout their lives. This priority is about ensuring that the pride people feel in their affiliation and association with UTSC is of life-long duration.



Dated: March 18, 2014 -

