

## Vice-President and Provost Portfolio – 2010-11

- Ongoing academic planning in a difficult financial environment.
- Recruit or renew a record breaking ten deans, principals and directors.

### Vice-Provost, Academic Operations [Scott Mabury] “Basketballs, Buildings, Budgets, & Bandwidth”

- Review and assessment of the budget model - will likely generate recommendations for further improvements to what is recognized as a highly successful mechanism for productively managing university resources;
- Two streets (Wilcox & a portion of Devonshire) have recently been converted into pedestrian zones replete with tables, food carts, planters, basketball hoops, and wireless access;
- Effort to provide university-wide server virtualization is garnering more clients, discussing with external service providers how best to deliver greatly enhanced functionality in student email, significant progress has been made in planning and execution towards a new generation student information system;
- Building and space planning has recently focused on student space including the student commons, office space for APUS, and significant effort on the PanAm Aquatic Centre at UTSc.
- Focused attention on updating the Capital Project Policy and developing standards and procedures through broad consultation and involvement of divisional clients and project managers (joint effort with Real Estate Operations).

### Vice-Provost, Academic Programs [Cheryl Regehr]

#### *Instituting new quality assurance framework*

- Development and consensus building regarding a Manual for use by divisions planning new programs, modifying existing programs, or preparing for program review.
- Development of (a.) leadership workshops on planning for reviews of programs; (b.) a common set of benchmarking data derived from institutional data bases to be used in the divisional self-studies of units at the time of review, and (c.) Vice-Provost, Academic Programs website for managing and providing access to quality assurance material.

#### *Online Education Working Group*

- Developing and implementing demonstration models for online courses.
- Establishing a vision and framework for online education at University of Toronto.
- Developing and implementing demonstration models for online courses.
- Developing a system for coordinating online resources at University of Toronto (CTSI and IT)

#### *Policy Revisions*

- Review and revise grading practices policy.

- Create policy on academic continuity.

#### *Academic Crisis Management*

- Planning for and responding to situations of academic disruption

#### **Vice-Provost Faculty & Academic Life [Edith Hillan]**

- The second *Speaking Up* employee survey to be conducted in October 2010. This project is undertaken in collaboration with the Office of the Vice-President Human Resources & Equity and will assist the university in determining our strengths and highlighting areas where there could be improvement.
- The completion of the administrative review of the Code of Behaviour on Academic Matter.
- An assessment of the use of technology in academic HR processes.

#### **Vice-Provost, Graduate Education [Brian Corman]**

- Traditional activities associated with the Dean of SGS, such as the rules, regulations, policies, procedures, and best practices for all the aspects of graduate study captured in the *SGS Calendar*, participation in tenuring and promoting of faculty, chairing the Graduate Education Council, sitting on the various provincial, national, and international collectives of graduate deans, etc.
- As well as, steering the restructuring of SGS that began many years ago through the final stages of establishing its identity in the new century. This includes the place of the office in such areas as the newly-defined processes for quality assurance and new program development, the evolving tri-campus approaches to graduate studies, internationalization, recruitment of international students to joint programs with other universities, and the formalization of the place of postdoctoral fellows at the University.

#### **Vice-Provost, Students [Jill Matus]**

- Beginning in 2010, the VP Students' team will include a newly created position-- Executive Director, Enrolment Services, which will oversee the integration and amalgamation of the admissions and recruitment processes.
- Several projects are in the works this year:
  - exciting innovations to undergraduate recruitment through print, website and new media;
  - follow-up on the priority areas emerging from an extensive focus group project run through the Council on Student Experience in March 2010);
  - development of wayfinding and navigation tools; enhanced transition programming for new students;
  - an assessment of Student Aid
  - the completion of an update to the Code of Student Conduct;
  - a U of T student video competition to find the best "I love my U of T" story.

## **HUMAN RESOURCES & EQUITY PRIORITIES FOR 2010-11**

### **Compensation Issues**

The announcement, with the March provincial budget, of an immediate two year compensation freeze for all non-unionised/represented employees and a requirement for employers to negotiate two years of no net increase to compensation for all other employee groups will bring significant challenges to the U of T over the next 12-24 months. Negotiating “zeros” in ways that do not impact negatively on our academic programs, our operations, and staff morale implies a lot more than simply trying to ensure we do not have work disruptions. Most particularly, it requires us to ensure that we do not compromise on issues of principle, especially where such principles pertain to academic programs.

These negotiations must also be conducted within the context of the Government’s newly proposed solvency relief program for DB pension plans within the University sector. There will be a requirement for employee contributions to increase, over time, if solvency relief is to be granted.

We must also focus on ways to mitigate the inequities that are now emerging as Bill 16 and the Compensation Restraint programs unfold – especially in relation to the least paid employee groups and employees who are close to retirement.

Upcoming negotiations include:

- 2010: - UTFA, CUPE 3261(Facilities), OPSEU - Campus Police, CUPE 3907(OISE), Plumbers
- 2011: - UTFA, USW, CUPE 3902 TA’S, CUPE 1230(Library), CUPE 2484 (Childcare), Carpenters, OPSEU 578 (OISE)

### **Leadership & Succession Planning**

A key focus will be on improving our Leadership Development programs. We will continue to define the leadership competencies that will be important to achieving the University’s objectives in the future and review /improve the leadership development programs to ensure they support the development of these key competencies.

We plan a more intensive focus upon the most senior positions within the Professional and Managerial staff as well as the senior leadership team. For each senior position we need a number of potentially viable internal candidates.

### **Review of the Equity Offices**

The appointment of the current Status of Women Officer will end as of June 2011. This provides an excellent opportunity to review the overall structure of those equity offices reporting through the HR portfolio (Status of Women; Sexual Harassment; LGBTQ; Anti Racism & Cultural Diversity; Ontarians with Disabilities; Employment Equity; Quality of Work Life; Family Care). The goal is to deliver more effective and efficient services within the resources currently available.

## **HR Review**

The HR Review conducted by Deloitte has just been completed and we have received a number of excellent recommendations. Many involve better use of technology and we are working closely with Information and Technology Services. Specific recommendations include the following;

- 1) Reduce the number of staff who touch the HRIS system ; provide mandatory training
- 2) Significantly improve the use of technology to automate processes and provide accurate data and reports to users
- 3) Create/expand “Centres of Expertise” for Recruitment and Job Evaluation to provide more expertise and support to the Divisions and ensure a more consistent level of service.
- 4) Define required capabilities and expectations of HR staff more clearly and provide more formalized development support to ensure a consistent standard of HR capability.

A 3-4 year implementation plan is currently being reviewed by our Advisory Board.

## **Business Affairs – Strategic Priorities for 2011**

### **Pension Issues**

- Defining a strategy to respond to the new provincial regulations on pension solvency will be the most critical priority for this year.
- We also need to initiate a new Pension Committee.
  - This depends on confirmation of the current arbitration award and finalizing Terms of Reference.
  - Once the Pension Committee is approved through governance, the members must be appointed and briefed appropriately.

### **Investment Issues**

- Putting the new oversight framework in place so that the UTAM board and the Investment Committee can deal with the issues that are appropriately theirs is a critical priority.
- Review of the return targets and risk tolerance of the University, first with regard to the endowment and later for the pension plans.
- Launch two new donor focused investment products this fall, to meet the needs of donors who want to have a bigger immediate impact than can be had from the endowment.

### **Debt and Balance Sheet Management**

- A ten year forecast of the balance sheet to project net assets under a variety of scenarios including the need to make a pension solvency payment, changes in the endowment payout level resulting from a reduction in risk tolerance and other factors.

### **Procurement**

- Work on improving procurement practices and tools to ensure better compliance with the law and policy and to streamline the work process to save time and money..

### **Real Estate and Capital Projects**

- Continue to deliver projects on time and on budget
- Bring a revised Capital Projects Policy forward through governance for approval at the Business Board meeting in January.

## **Facilities and Services**

- Link the steam system with Enwave and sign a strategic assistance agreement that will enable us to deliver a critical steam supply if the operation of the steam plant were interrupted.
- Sustainability is one of the key drivers of this group and will remain a focus again this year. See the display in the lobby.

## **Ancillary Services**

- Provide excellent services on at least a break even basis.
- Review Parking at St George. Look at issues of supply and demand as well as pricing and operational efficiencies.
- Bring the new Food Policy for approval. It will deal with food safety, environmental issues, local purchasing, and business management standards.

## **Pan Am Games**

- The project management of the University of Toronto involvement in the Games will evolve over the next few months.
- Bring funding plans for approval



**UOT Research and Innovation Strategic Initiatives for 2010/11+  
Professor Paul Young, Vice-President (Research) and Team**

- ***Canada Research Chairs (CRC)*** – Moving forward, the aim is to maintain research funding that gives a steady state of approximately 250 CRC chairs and develop internal mechanisms that allow reallocation between divisions based on their tri- council funding over the typical term period for chairs. In order to achieve a steady state of 250 CRCs, an increase of 0.25%/year in tri-council funding would be needed for the next three years. The UOT research funding performance report, plus consultation with the divisions will map out operational strategies to achieve this goal. ***Benchmark: Maintaining approximately 250 chairs and this will be a major driver for UOT.***
- ***Enhancing Participation and Success in Major Research Funding Competitions*** –We will continue to work on increasing the market share from the tri-councils especially as it links to our CRC Chair allocation. We have been far more successful in the discovery/basic research programs but have underperformed in the applied partnership based programs and thus focus and proactive engagement will be needed. Our successful excellence based external review strategy for CFI will be enhanced where appropriate, and will form the basis for the next major CFI competition in 2011/12. ***Benchmark will be % of tri-council research funding received by UOT and maintaining success rate in the next CFI/MRI competition.***
- ***Innovations and Partnerships*** –. Our focus over the coming years is to invest in our Innovations & Partnerships pillar to expand its programs and activities, in order to increase research partnerships with the public/private sector, and leverage that research investment against CRC-eligible tri-council programs, to increase our market share. Another specific target is the Networks of Centres of Excellence Program, a federal research funding program run outside the tri-councils, which is CRC-eligible and involves the leveraging of private sector contributions against federal investments. ***Benchmark: to increase private sector funding by at least 50% over the next 5-10 years.***
- ***Commercialization and Knowledge Translation*** – The reorganization of the Toronto Innovations Group (TIG/IPO) and new mechanisms to dock with Mars Innovation and new Centers of Excellence for Commercialization of Research will change this landscape for the university. The UOT team will focus primarily on working with researchers to help with knowledge translation and bring their innovations to the attention of Mars Innovation for evaluation and commercialization promotion. ***Benchmark will be increased impact of our discovery based innovations and knowledge translation over current baselines. However, we need to look more closely at the impact of the University beyond that of our academic faculty – many significant innovations will be made by our students and alumni.***

- ***Awards and Honours*** – Initiated a more focused central campaign to prioritize award nominations. We aim at a culture shift to engage ALL from the professor to the divisional staff in creating a “*Network of Excellence Promotion*”. This initiative is gaining huge traction notably, increased FRSC nominations resulting in 11 new fellows and 3 medalists in 2009 which is the highest for any institution, greatest number of Ontario early researcher awards winning 26 of 82 awards and the prestigious “Nobel for the Humanities” - the 2009 and 2010 Holberg Prizes. We will continue to grow the culture, extend the network of excellence promotion and gain recognition for UOT researchers. ***Benchmark will be quantity and quality of the awards we win moving forward compared to current baselines and our peers.***
- ***Institutional Cost of Research Advocacy*** – I am working with OCUR and G13 VPRs in concert with AUCC and the University Presidents to promote a minimum indirect cost rate of 40% for all universities. UOT indirect costs are calculated to be in excess of 50% of direct costs and we currently receive from the tri-council less than 20% for indirect costs. This is a difficult sell to government but will be a key research advocacy pillar for UOT and other research intensive institutions. ***Benchmark will be any significant increase in the government’s indirect costs program.***
- ***Research Oversight and Compliance*** – For the first time since research funding took off in the late 1990s we have an integrated, coherent framework and organization through which we can address all research and innovation-related compliance, reporting, financial management and oversight matters. We also have the capacity to respond strategically to changes in the regulatory and reporting environment, actively engaging in a range of government consultation initiatives. We will continue to develop the culture that this necessary aspect of research is best practice; however, it will need additional resources to keep pace with increased regulation. ***Benchmark improved processes for ethics reviews, research accounting and reporting from current practice.***
- ***Institutional Strategic Research Plan (SRP)*** – Develop an institutional strategic research plan that highlights UOT strengths. The current plan is over 10 years old. Extensive consultation with the Divisions on the draft plan will take place in the fall and this will be finalized by the end of 2010 in time for the next major funding competitions which require an SRP. ***Benchmark will be an SRP that is worthy of our great institution.***
- ***Research Communication*** – OVPR has been successful with its external strategic communications (award winning VPR Research Report and Edge). Our focus in the coming year will be to also have increased personal and targeted communication with our local stakeholders (Professors, Faculties and our Research Partners) – next Edge is focused on showcasing our research and innovation partnerships. ***Benchmark will be number and quality of the communications.***





UNIVERSITY RELATIONS  
STRATEGIC OBJECTIVES 2010-2010

**ADVOCACY AND INCREASED GOVERNMENT SUPPORT**

Building on the University's advocacy successes of the 2009-2010, which yielded significant government support for a variety of specific projects, the 2010-2011 objectives are:

**Federal**

- Build stronger relationships by increasing our presence in Ottawa and building relationships (bureaucracy and political)
- Mine funding opportunities including strategic research advocacy related to the R&D Review
- Continued advocacy for institutional costs of research and increased student aid/bursaries
- Advance the international agenda by working with relevant agencies (e.g. DFAIT, HRSDC, CIDA)
- Advocate for Federal support for recruitment, student mobility and scholarships for international students

**Provincial**

- Continue to build strong political and official relationships at the Provincial level
- Work with peer institutions, the Council of Ontario Universities and government to advance PSE support
- Maximize funding opportunities:
  - On-line learning initiatives
  - Increase student aid (bursaries)
  - Enhance Pathways opportunities and partnerships
- Advance the Province's Internationalization agenda
- Address specific tuition challenges
- Advocate for specific capital projects
- Assist faculties in specific program submissions

**Municipal/Community**

Support for:

- UTSC – Pan Am Games
- UTM's continued work with the City of Mississauga, Board of Trade and industry
- U of T St. George Master Plan and capital projects

## **INCREASING THE SCOPE AND VALUE OF BRAND**

U of T's brand campaign yielded positive measurable results in 2009-2010 in the area of recruitment where there was a significant increase in the number of high-school student choosing U of T as their first choice for post-secondary education. We intend to continue to expand our presence in 2010-2011.

- Implement 2010-2011 Marketing Strategy
- Support Recruitment through first entry undergraduate communications and other initiatives
- Support relations with key donors and advance the profile of specific initiatives

## **COMMUNICATIONS**

Both internal and external communications continue to evolve as technology increases the ability to communicate with stakeholders through social media tools. Our media relations area has continued to build profile recording over 88,000 media hits in 2009. In 2010-2011, we will continue to:

- Manage institutional reputation
- Provide targeted, pro-active media strategies
- Manage Emergency Communications

## **INTERNATIONAL ACTIVITIES AND OPPORTUNITIES**

There is increased integration between the international and government strategies.

The focus on India over the last few years has resulted in increased opportunities for faculty and students. We will continue to:

- Create international opportunities and support for faculty, students, and researchers
- Specific Country Initiatives:
  - continuing attention to India,
  - China (Hong Kong and Taiwan) and
  - new concentration on Americas (Brazil)
- Strengthen cooperation with leading industry to advance student mobility and research partnerships
- Develop relationships with peer institutions for international collaborative efforts



**University Advancement  
Strategic Priorities for FY 2010-11**  
Submitted for Governing Council Orientation, September 2010

**Mission**

To engage private sector constituents meaningfully in the mission of the University, building sustainable relationships of increasing value and satisfaction over time that enhance the University's academic mission, leadership, and worldwide impact.

**Vision**

To become the country's primary destination for philanthropic, volunteer, and advancement leaders.

**Mandates**

1. Enhance the effectiveness and satisfaction of alumni participation and programs.
2. Grow fundraising performance to \$200 million per year on a sustainable basis.
3. Build advancement capacity within and across divisions, creating an organization and culture that fosters leadership, initiative, effectiveness, and community.
4. Contribute to the creation of an external relations strategy (working closely with Strategic Communications) for transforming image, reputation and standing of U of T along axis of differentiation and excellence.

**Context and Recent Highlights**

- Recovery in the Canadian economy is now beginning to generate opportunities for wealth creation.
- Giving USA predicts philanthropy will return to a more traditional 3.7% annual growth rate across North America for 2010-11, but notes recovery in donor confidence still lags economic recovery.
- Anticipation of the coming University-wide campaign has raised expectations around its goal, purpose, and timing, and a sense of readiness among traditional supporters to engage in new gift discussions.
- Alumni participation in various programs, including spring reunion, is increasing, partly in response to more proactive communications strategies and improved brand and marketing standards (such as the redesigned U of T alumni magazine, recipient of several national magazine awards).
- Recent coverage of the University's global leadership in high-profile media is helping create conditions for positive reception of the urgency, relevance, and societal impact of the University's case for support.
- Recent large gift announcements, such as for the Munk School of Global Affairs (at \$35 million, the largest individual gift in our history), UTM Medical Academy (\$10 million), and student study space (\$15 million), have helped set the stage for a campaign that strongly profiles U of T's global outreach and influence, its impact on issues of national relevance, and its commitment to improved student life and learning.
- Academic leaders across the University are actively engaged in planning for the new campaign, with strong and growing appetite for the pursuit of transformative goals of change and consequence.
- New models for donor-designated investment options will roll out in January 2011 and may help bolster the case for long-term endowment giving at U of T.
- A year of significant organizational and programmatic changes within advancement will provide a significant lift in advancement capacity across the University, and accelerate our shift to a more focussed, ambitious and measurement-oriented advancement culture.

### Strategic Priorities for FY 2010-11

1. **Alumni Relations:** New multi-year plan for the enhancement of alumni programs and alumni leadership, improved service and support of divisional alumni programs and alumni associations, improved integration with annual fund, and re-launch of new alumni websites by April 2011.
2. **Comprehensive goal setting:** new process to set specific fundraising goals for each division and for central giving programs that roll up into an overall institutional fundraising goal and support a multi-year objective of raising \$200 million annually.
3. **Fundraising management:** new approach to fundraising management enabled by new relationship management system, new management reporting modules, and new performance metrics and evaluations for fundraisers; implementation November 2010.
4. **Annual fund:** Substantial improvements to the definition and marketing of the Annual Fund case for support, integration with overall institutional and divisional cases, new plans to maximize productivity of calling centre operation, and re-launch of President's Circle.
5. **Database Information Systems (DIS) replacement:** Systems gap analysis (involving 15 functional user groups and over 100 staff in the DUA and divisions, fully integrated with Business Affairs and the CIO's office), to finalize user requirements for new system, and issue RFP by spring 2011.
6. **Campaign readiness and momentum:**
  - a. Recruitment of a **Campaign Steering Committee** to help with the identification and recruitment of campaign leadership, recommend the organization of the campaign, and review key campaign objectives and parameters, established summer 2010 and meeting through fall/winter 2010/11.
  - b. **Campaign planning framework:** developed through extensive discussions with Principals and Deans, Provost and President, the campaign framework will be the subject of a P&D Retreat on September 23, seeking input and consensus on key academic planning elements; includes the identification and development of cross-cutting initiatives to be featured as institution-wide priorities.
  - c. **Modelling** of campaign framework implications for internal matching sources, capital requirements, faculty recruitment, and student support, completed by Dec. 31, 2010.
  - d. Development of a **prospectus** (3 to 5 pages) in fall 2010 arising from the campaign framework, outlining the purpose, relevance, and impact of the campaign, describing its key objectives, and serving as the basis for a future case for support, vetted by Campaign Steering Committee, and taken through comprehensive program of consultations with internal and external stakeholders in individual visits and roundtables.
  - e. **Campaign targets, policies and guidelines,** for campaign goal, timelines, counting procedures, valuation and recognition of specific initiatives (validating gift opportunities of \$10 million and higher), developed and finalized by academic and administrative leadership, reviewed by Campaign Steering Committee, and where appropriate taken through governance channels in winter/spring 2001.
  - f. Volunteer organization of campaign defined with input of **Campaign Steering Committee** including identification and recruitment of Campaign Chair(s), highly selective Campaign Executive leadership, and broad-based and inclusive Campaign Cabinet, with links to strengthened divisional campaign cabinets and other leadership bodies.
  - g. **Campaign communications plan** for key messages, speaking engagements, media placements, advertising, etc., to be implemented through winter/spring 2011. Complete campaign marketing and branding plan developed by April 2011.
  - h. Individual solicitation strategies for **top 100 principal gift campaign prospective donors** defined by April 30, 2011, including specific gift targets, project interest, strategies for engagement, and momentum-building milestones designed to promote involvement and commitment.

**UNIVERSITY OF TORONTO MISSISSAUGA**  
**VP & Principal's brief to the Governing Council**

## **Major Updates**

### Undergraduate enrolment

Total projected enrolment for 2010-11 stands at 3,702, including 541 international admits, representing 15% of the total (Aug 10, 2010 figures). The total numbers are up from 3,274 in 2007, when the international intake of 282 represented 8.9% of the total.

### Mississauga Medical Academy (MMA)

The work is progressing on-schedule towards the formal start of classes at the MMA in September 2011, with 54 admits. Hiring of the teaching, administrative and support personnel is in progress. Coordination between the Faculty of Medicine, UTM and the affiliated hospitals (Credit Valley, Trillium) towards the opening date is progressing smoothly.

### First-Year Learning Communities – rezONE Program

The *rezONE* is an innovative first year learning community program, through which UTM residence students participate in a 13-week peer-facilitated seminar series that is designed to provide just-in-time support for the myriad learning and developmental issues they may encounter in the first year. The program is now entering its sixth year, having served approximately 70% of each first year residence class, with the 6-year total of ~3,000 participants. A review of the program in 2009-10 indicated that the participating students complete more credits and achieve higher CGPA than non-participants. The program is now being extended to non-resident commuting students with financial support from Ontario Government's "First Generation" project.

### Capital projects

*Instructional Centre (\$70m)*: Construction started on Sept 15, 2009 and is 4 weeks ahead of schedule with 67% of the project completed. We are on target to meet all schedule and financial milestones, including the March 31 "substantial completion" requirement. The building includes key sustainability features of geothermal heating and cooling (bore holes located under adjacent playing field) and an integrated photovoltaic system.

*Health Sciences Complex (\$37m)*: Construction started June 29, 2009, and is 55% complete. The project is approximately 3 weeks late but with time being re-captured, the project is expected to meet all schedule and financial milestones by March 31, 2011.

*Parking Deck (\$6.5m)*: Construction started June 15, 2010, the 1<sup>st</sup> level opened on Sept 7 and the 2<sup>nd</sup> level is scheduled to open by October 15.

*Other*: A large number of smaller but important construction and renovation projects are underway to provide additional faculty office space and enhanced teaching/research space. All are on schedule and on budget.

### Short-term capital needs

- There is critical space shortage for faculty offices, laboratories (2012 faculty hiring cohort may need to be deferred) and renovated space to enhance the student experience (UTM's #1 priority)
- Even current enrolment expansion targets, let alone enhanced targets, will be impeded without capital expansion



- GC can this year expect to see from UTM major capital projects, including: \$20m Phase 2 of South Building renovations to provide Student Service Plaza; \$50m Phase 1 of a North Building re-construction initiative; \$25m laboratory renovation initiative. Note that the latter two are part of university's request to Ontario Government under the province's 10-year capital plan

## Strategic Priorities

I am presently engaged in extensive conversations with UTM members and stakeholders to get a good sense of where this campus stands, where it needs to go, and how. Based on my current understanding, the following issues are likely to inform the development of UTM's strategic priorities for 2010-11 and beyond.

### Raising the bar on "excellence":

UTM has made impressive progress over the past decade towards becoming a de facto comprehensive *teaching* university within the U of T system. A vigorous research profile fitting the reputation and ethos of the University of Toronto must accompany this progress. While preserving and enhancing UTM's reputation as a student-oriented campus with strong emphasis on teaching excellence, a vigorous effort is needed to intensify its ongoing drive to strengthen research activities. A review of the UTM's research strategy will be launched in the coming weeks. The aim is to identify existing areas of excellence and new opportunities to build upon, and to develop a clear plan for further action.

### Inter-disciplinary programs

Education and research must increasingly draw from a variety of disciplines in order to address the challenges of the increasingly complex world around us. Disciplinary intersections are also where the distinctiveness of three U of T campuses is likely to manifest itself, and where the greatest opportunities for impact lie. We are embarking upon identifying key areas where UTM could carve out a unique niche, with special attention to bringing together health, natural and social sciences. In this regard, four foci, reflecting emerging opportunities and key socio-economic drivers (local and broader), come to mind:

- Health and life sciences, including biotech and pharmaceuticals
- Environment
- Business, commerce and entrepreneurship
- Citizenship and culture

### Recruitment and internationalization

International students comprise approximately 15% of the current undergraduate intake at UTM – up from 9% just three years ago. There is substantial room for further growth in this area. A strong emphasis will be placed on further increasing international enrolment in undergraduate and graduate programs, including professional graduate degrees, in strategically targeted areas.

### Fund-raising goals and priorities

UTM has raised approximately \$3 million per year on average over the past few years, but the potential is much greater. I have initiated discussions with key internal and external players to set an aggressive but realistic fund-raising target for UTM, and to put a plan in place to achieve it. A recent \$10m gift to the MMA is a game-changer in this regard through its potential to trigger matches and broader interest in UTM among the philanthropic community.

[H. Deep Saini; September 13, 2010]



UNIVERSITY OF  
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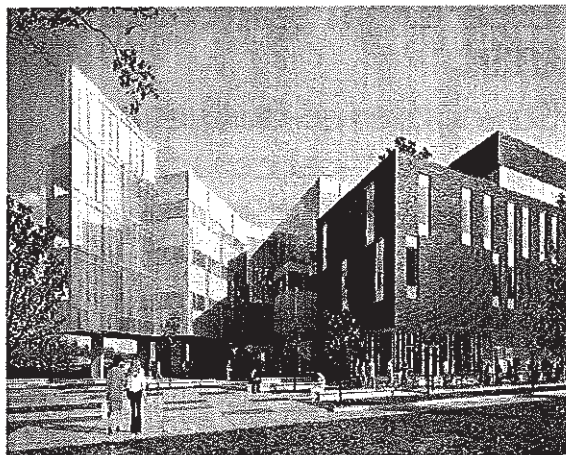
## UTSC 2010–2011 Priorities

Building a strong tri-campus system for  
U of T

Governing Council Meeting  
September 13, 2010

### Priorities & Plans

- Academic Planning
- Infrastructure & Capital Planning
- External Outreach & **Planning**

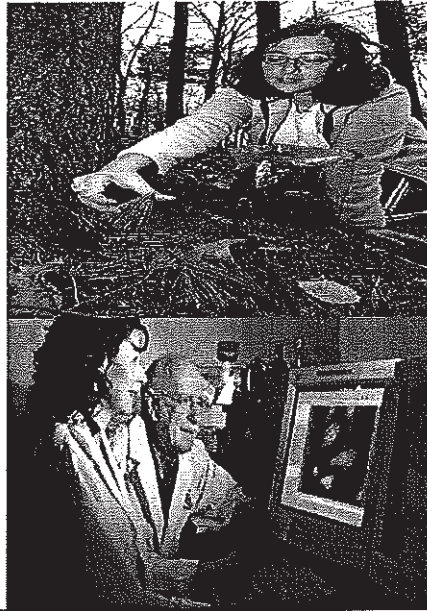


UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH

## Academic Planning

### Academic Planning

- Finalizing Academic Plans
- Building platforms of excellence and “cooperative differentiation”
  - Health Studies
  - Environmental Studies
  - Continued development of new graduate programs



## Academic Planning

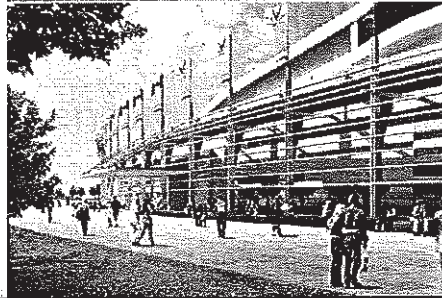
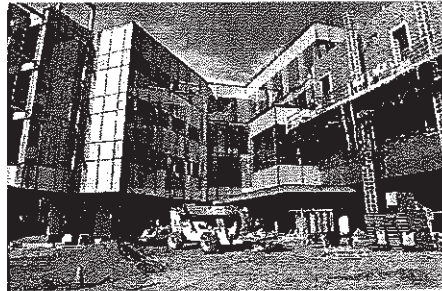
- Experiential Learning at UTSC
- Strengthened budgeting and analytical capacity in academic units
- Student recruitment (getting the word out)
- Completing growth scenario plans



## Infrastructure & Capital Planning

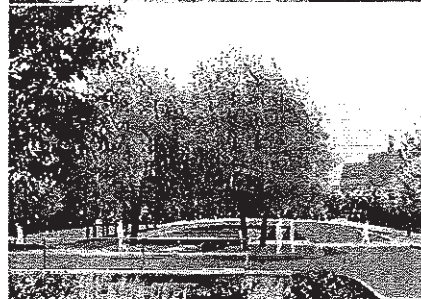
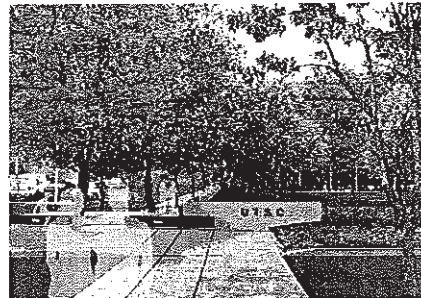
### New Development

- Successful completion of Instructional Complex - Spring 2011
- Development of joint City/University Athletics Complex for Pan Am Games



## Infrastructure & Capital Planning

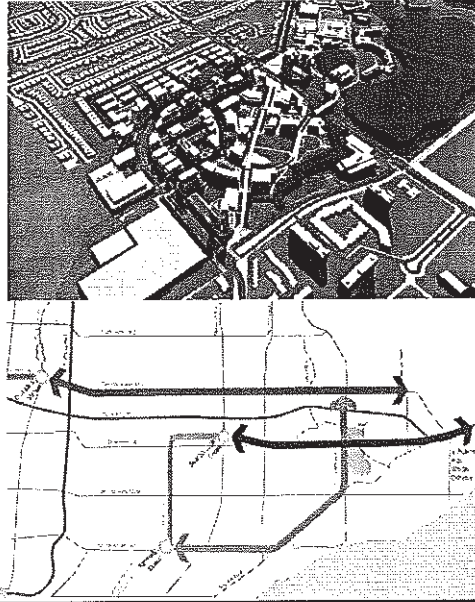
- ▶ Creating East Arrival Court





## External Outreach

- Completing Master Plan
- Helping to move forward TTC LRT Transit Plan
- Developing campus scorecard/metrics



## External Outreach

- Enhancing communications mechanisms
- Developing fundraising campaign plan and enhanced alumni relations strategies





## External Outreach

- ▶ Building relationships with local community
- ▶ Building on partnership opportunities (e.g. Metro Toronto Zoo, Sunnybrook Hospital, Scarborough General Hospital)

