

**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Council

**SPONSOR:** Wisdom Tettey, Vice-President and Principal, UTSC  
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**PRESENTER:** See Sponsor.  
**CONTACT INFO:**

**DATE:** April 15, 2020 for April 22, 2020

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:**

Inspiring Inclusive Excellence: A Strategic Vision for the University of Toronto Scarborough

**JURISDICTIONAL INFORMATION:**

Under section 4 of the Terms of Reference for the UTSC Academic Affairs Committee, “*the Committee is concerned with matters affecting the teaching, learning and research functions of the Campus*”.

Under section 4 of the Terms of Reference for the UTSC Campus Affairs Committee, the Committee is responsible “... *for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities for the use of campus resources. Many of the matters within the Committee’s scope are matters that have an impact on relationships amongst units on the campus and relationships between the campus and the community at large*”.

Under section 4 of the Terms of Reference for the UTSC Campus Council, “*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. Decisions of the Council may be final with confirmation by the Executive Committee on behalf of the Governing Council*”.

**GOVERNANCE PATH:**

1. UTSC Academic Affairs Committee [For concurrence with the prospective recommendation of the UTSC Campus Affairs Committee] (March 25, 2020)
2. UTSC Campus Affairs Committee [For Recommendation] (March 26, 2020)
3. **UTSC Campus Council [For Approval] (April 22, 2020)**

4. Academic Board [For Information] (April 23, 2020)
5. Executive Committee [For Confirmation] (May 5, 2020)
6. Governing Council [For Information] (May 14, 2020)

## **PREVIOUS ACTION TAKEN:**

The current University of Toronto Scarborough Strategic Plan was approved by the UTSC Campus Council on April 24, 2014, and confirmed by the Executive Committee, on May 12, 2014.

The University of Toronto Scarborough Strategic Plan (2020-2025) was recommended by the Academic Affairs Committee (March 25, 2020) and the Campus Affairs Committee (March 26, 2020) to the Campus Council for approval, subject to confirmation by the Executive Committee.

## **HIGHLIGHTS:**

In Fall 2018, UTSC embarked on a participatory strategic planning exercise, informed by the community's collective values and priorities, to shape the campus's future direction for the next five years (i.e. 2020-2025). Within the context of institutional priorities, a comprehensive consultation process commenced.

Included in the consultative process were faculty, staff, students, and members of the extended UTSC community (e.g. alumni, community and government representatives, and campus partners). The consultation forums included student engagement events, town halls, online feedback, surveys, and engagement with external stakeholders. In total, approximately 1,100 individuals from the wider UTSC community were involved in consultations related to the strategic planning process.

The participatory planning exercise also invited members of the internal UTSC community to serve on strategic plan working groups. In November 2018, a Call for Nominations was issued, and in response to the Call, eight working groups composed of committed members of the internal UTSC community was struck. The working groups focused on Research and Scholarly Excellence; Community Connections, Partnerships, and Networks; Indigenous Peoples and Truth and Reconciliation; Equity and Inclusion; Healthy Learning and Working Environments; Collaborative, Synergistic, and Interdisciplinary Academic Programs, Transformative Teaching and Learning, and Institutional Processes and Structures. The working groups met between January 2019 and July 2019 to identify priorities, consult with relevant individuals/groups to seek their input, and make recommendations. A final report from each working group was submitted to the strategic plan steering committee in Summer 2019.

Additional consultations were held between Fall 2019 and Winter 2020 with external community members and the senior institutional leadership including the President and the Vice-Presidential leadership team. During the same period, the final strategic plan was drafted.

Consequently, **Inspiring Inclusive Excellence: A Strategic Vision for the University of Toronto Scarborough** is the result of a thorough and extensive consultative process.

It positions the University of Toronto Scarborough as the embodiment of inclusive excellence, a bold community of conscientious and adaptable global leaders in scholarship, innovation, teaching and learning, who constructively disrupt the status quo, connect the world, and advance transformative change for the good of all.

In alignment with the vision, mission, and values of the institution and the campus, **Inspiring Inclusive Excellence** focuses on five priority areas:

- 1) **Innovative, High Quality Undergraduate and Graduate Experience & Success**
- 2) **Scholarly Prominence in Established and Emerging Areas**
- 3) **Intentional Inclusion and Relational Accountability**
- 4) **Deep and Enduring Local, National and Global Partnerships & Networks**
- 5) **Participatory Decision Making and Supportive Administrative Capacity**

To underpin each priority, clear strategic directions, objectives, and initiatives are highlighted in the plan. Implementation strategies would be developed to operationalize each priority, which would then be measured against a scorecard for reporting and evaluating progress.

#### **FINANCIAL IMPLICATIONS:**

Not applicable.

#### **RECOMMENDATION:**

Be It Resolved,

THAT subject to confirmation by the Executive Committee,

THAT, *Inspiring Inclusive Excellence: A Strategic Vision for the University of Toronto Scarborough (2020-2025)*, submitted by the Vice-President and Principal, Professor Wisdom Tettey, be approved in principle.

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#### **DOCUMENTATION PROVIDED:**

PDF Document - *Inspiring Inclusive Excellence: A Strategic Vision for the University of Toronto Scarborough*

PowerPoint Presentation - Strategic Plan