



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

<b>TO:</b>	Academic Board
<b>SPONSOR: CONTACT INFO:</b>	Cheryl Regehr, Vice-President & Provost 416-978-2121, provost@utoronto.ca
<b>PRESENTER: CONTACT INFO:</b>	Wisdom Tettey, Vice-President and Principal, UTSC principal@utsc.utoronto.ca, 416-287-7025
<b>DATE:</b>	April 16, 2020 for April 23, 2020
<b>AGENDA ITEM:</b>	9

**ITEM IDENTIFICATION:**

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

**JURISDICTIONAL INFORMATION:**

Under section 5.1 of its terms of reference, the UTSC Academic Affairs Committee is responsible for Academic plans and guidelines for such plans. The Committee recommends for approval to the appropriate body of the Governing Council, through the UTSC Council, amendments to divisional academic policies. Academic policy sets out the principles for, the general directions of, and/or priorities for the teaching and research activities of the Campus.

Under section 5.1 of its Terms of Reference, the Academic Board is responsible for, “*Divisional academic plans and guidelines for such plans*”.

**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:**

For Information.

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**DOCUMENTATION PROVIDED:**

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

PowerPoint Presentation - Strategic Plan



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH

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2020 – 2025 STRATEGIC PLAN

# Inspiring Inclusive Excellence

A strategic vision for  
the University of Toronto  
Scarborough



# TIMELINE

- **November 2018:** Call for Working Group Nominations
- **January 2019:** Working Groups Formed
- **July 2019:** Working Group Consultations and Recommendations Complete
- **December 2019:** Broader Consultations & Plan Drafting Complete
- **February 2019:** Plan Finalized, Implementation Planning Commenced



# THE JOURNEY TO THE STRATEGIC PLAN

- A participatory strategic planning exercise with over 1,100 individuals consulted
- **Key stakeholders:** Students, Faculty, Staff, and Members of the Extended UTSC Community (alumni, community, government, and campus partners).
- **Consultation Formats:** Student Engagement Events, Town Halls, Online Feedback, Survey and Engagement Round tables

# Vision, Mission, and Values —



# VISION

**The University of Toronto Scarborough is 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.**





# MISSION

## MISSION

As outlined in its *Statement of Institutional Purpose*, the University of Toronto is committed to being an internationally significant research university with undergraduate, graduate and professional programs of excellent quality. It is dedicated to fostering an academic community in which the learning and scholarship of every member may flourish, with vigilant protection for individual human rights, and a resolute commitment to the principles of equal opportunity, equity, and justice.



# VALUES

## **INTENTIONAL INCLUSION**

**Only by genuinely embracing and understanding different experiences, backgrounds, perspectives, and identities can we sustain our vibrant intellectual community and address our global challenges.** We take pride in the diversity of our community, but it is only meaningful in a culture of equity and inclusion that flows from active and intentional action to ensure that every voice is heard and everyone feels a strong sense of belonging.



# VALUES

## **STUDENTS AS PARTNERS**

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**Students are active participants and partners in the educational process.** From curriculum development to cutting-edge scholarship to community service that produces global leaders to shaping our values, our students play a critical role as valued partners in enriching our academic and community activities.



# VALUES

## RECIPROCITY

**We are defined by collaborative, fair, and reciprocal partnerships for the mutual benefit of colleagues, students, alumni, Indigenous communities, neighbours, and global networks.** As an anchor institution in the eastern GTA, we are committed to shared leadership and will work with our local partners to ensure that we remain responsive, relevant, accountable, and accessible to our communities in the pursuit of our common goals while engaging the world.



# VALUES

## **ACCOUNTABLE STEWARDSHIP**

**We continually challenge the status quo in order to be more effective stewards of our resources and to exemplify individual and collective accountability.** We make efficient use of our fiscal resources, promote transparent and participatory decision-making, and facilitate effective administrative processes that ensure continuous improvement in all that we provide to the internal and external communities that we serve.

We commit to respecting Indigenous traditions, lands, and ways of knowing; and to protecting the ecosystems that sustain us and which we hold in trust for future generations.



# Priorities





PRIORITY 1

**Innovative,  
High-Quality  
Undergraduate  
and Graduate  
Student  
Experience &  
Success**



**PRIORITY 2**

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# **Scholarly Prominence in Established and Emerging Areas**



PRIORITY 3

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# Intentional Inclusion and Relational Accountability



**PRIORITY 4**

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# **Deep and Enduring Local, National, and Global Partnerships & Networks**

**PRIORITY 5**

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# **Participatory Decision-Making and Supportive Administrative Capacity**





# Measuring Success

- Key performance indicators and targets will be established as part of the implementation plans;
- The key indicators will be tracked and measured;
- Overall success would be measured using a **Balanced Scorecard** approach.



**Thank you**

**Q&A**

# UTSC Facts & Figures

TOTAL NUMBER OF STUDENTS

**14,068**



**28%**

International from  
over 100 countries

**72%**

Domestic





# UTSC Facts & Figures

**77%**

with curricular  
experiential learning  
experience



**282**

student clubs



FALL 2019

**2,384**

graduates

TOTAL ALUMNI

**55,267**



# UTSC Facts & Figures



FALL 2019

**2,384**

graduates

TOTAL ALUMNI

**55,267**



# UTSC Facts & Figures

TOTAL NUMBER OF  
ACADEMIC PROGRAMS  
(Undergraduate & Graduate)



**180**

TOTAL FACULTY & STAFF



**1,087**

**10**

Canada  
Research  
Chairs





# UTSC Facts & Figures

