



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Campus Affairs Committee

**SPONSOR:** Professor Alexandra Gillespie, Vice-President & Principal &  
**CONTACT INFO:** Professor Amrita Daniere, Vice-Principal Academic & Dean

**PRESENTER:** As above  
**CONTACT INFO:**

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

**AGENDA ITEM:** 2

**ITEM IDENTIFICATION:**

Status Report on UTM Campus Strategic Priorities

**JURISDICTIONAL INFORMATION:**

The Committee receives a status report on campus strategic priorities prior to the start of the administrative budget review process. The campus operating budget is presented for information following the administrative budget review process and the approval by Governing Council of the institutional operating budget.

**GOVERNANCE PATH:**

1. UTM Campus Affairs Committee [For information] (October 22, 2020)
2. UTM Campus Council [For information and advice] (November 16, 2020)

**PREVIOUS ACTION TAKEN:**

At meetings on October 29, 2019 and November 20, 2020, the Campus Affairs Committee and the Campus Council respectively received for information and advice a presentation on the themes and priorities of UTM's proposed operating budget and its themes and priorities.

**HIGHLIGHTS:**

In this high-level overview of the campus strategic priorities, the Committee is being asked to consider, for information, the overall goals and direction of the campus with reference to the relevant planning information (e.g. [Academic Plan](#)).

This presentation represents the first step in the governance process for consideration of budget matters.

The presentation will focus on strategic objectives, and address topics such as enrolment, programs, services, capital projects, and assessment of progress toward long-term goals.

Following the Administrative Review process, an Institutional Operating Budget presentation will be provided to Campus Council in Cycle 4.

In Cycle 5, a presentation on the Campus Operating Budget will be presented to the Campus Affairs Committee and the Campus Council for information. The presentation will address enrolment, complement, expense priorities, and capital plans for the upcoming academic year.

**FINANCIAL IMPLICATIONS:**

n/a

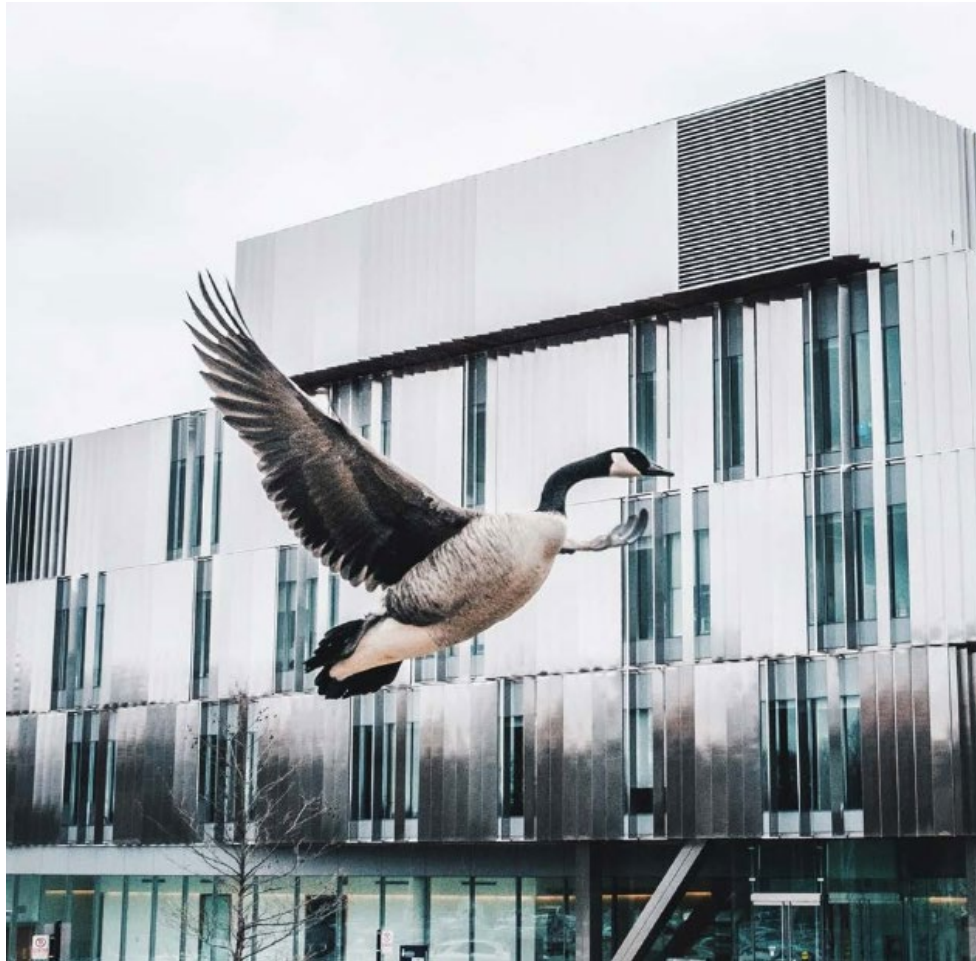
**RECOMMENDATION:**

For information and advice.

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**DOCUMENTATION PROVIDED:**

Presentation: Campus Strategic Priorities



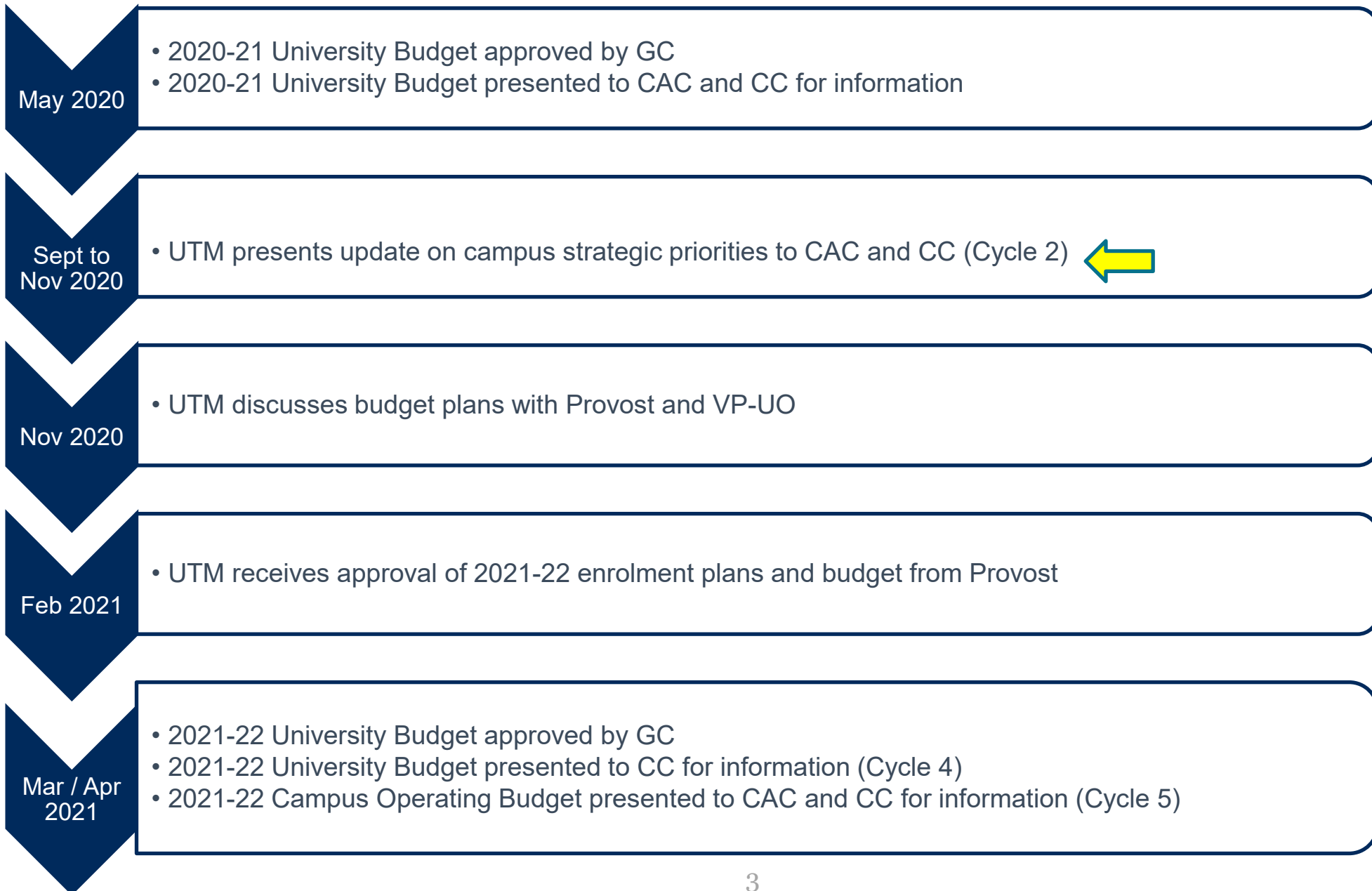
# **UTM Campus Strategic Priorities**

**UTM CAMPUS AFFAIRS  
COMMITTEE  
OCTOBER, 2020**

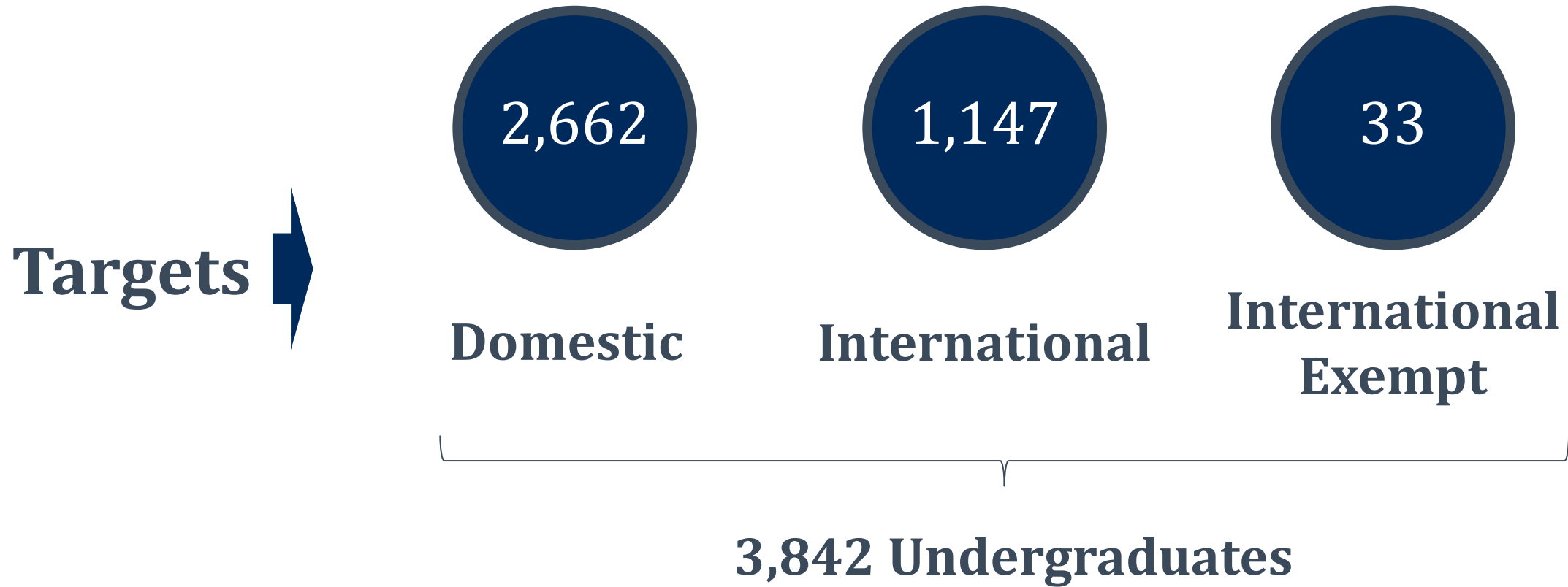
# Overview

- Budget Timeline
- Strategic Priorities
  - Enrolment
  - Faculty Recruitment
  - Research
  - Capital Plan
  - Office of the Dean: Academic Plan

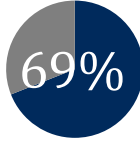
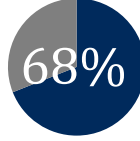
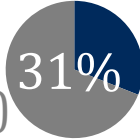
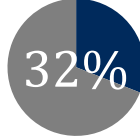
# Budget Timeline



# Enrolment: 2021-22 Intake



# Enrolment: International versus Domestic

	2020-21 Targets	2020-21 Estimated Actuals <small>(Impact from COVID-19)</small>	Variance	
<b>Domestic</b>	2,662 	2,367 	(295)	↓
<b>International / International Exempt</b>	1,180 <small>(1,147+33)</small> 	1,124 	(56)	↓
<b>Total</b>	3,842	3,491	(351)	↓

# Faculty Recruitment

- In alignment with Academic Plan implementation, conduct 29 searches in progress across all disciplines
- Open consultations on faculty hiring in key areas, e.g. Medicinal Chemistry, Robotics, Indigenous Studies, Critical Digital Humanities, Population Health, South Asian Civilizations
- Focus on EDI in recruitment, retention, and faculty success: TIDE; appointment of Special Advisor on Anti-Racism & Equity; implementation of outcomes of EDI retreat and BIPOC faculty initiatives



# Strengthening Research

- Focus on strategic planning, including faculty and staff recruitment and capital projects on research excellence
- Promote fundamental research across all seven clusters identified in UofT's 2018-23 Strategic Research Plan
- Promote UTM's role in tri-campus strategic initiatives e.g. the Digital Humanities Network, the School of Cities, Medicine by Design
- Implement new strategies to increase UTM and UofT's share of tricouncil funding and investment in research from industry and philanthropy

# Capital Plan

## **Master Plan**

### **Complete**

- Davis Meeting Place re-vitalization

### **Move Forward**

- Science Building
- Student Services Commons
- Arts Culture Technology Building
- New Residence
- Robotics Laboratory Environment

### **Plan**

- Indigenous place making

# Office of the Dean: Academic Plan

## UPDATE ON UTM ACADEMIC PLAN

- Sustainability Strategic Plan (formally presented to the Principal this month)
  - 2019-20: Global Climate Week; Sustainability Conference; Sustainability Week (March 2020)
  - Planned: Cluster hire of 5 Sustainability Faculty ; Achieve UTM's first Sustainability, Tracking, Assessment and Ratings Systems (STARS) ranking (<https://stars.aashe.org/about-stars/>)
- Writing/Numeracy initiatives
  - 2019-20: ISUP (new EDU-A) – 4 faculty and new Director; teaching new foundational writing courses this term
  - Planned: Interim Director (Ruth Childs) will hire at least 5 more faculty (3 writing and 2 numeracy); Foundational courses in writing rolled out in Anthropology, CPS and Visual Studies; next year will be a requirement for CS programs
- Made some incredible hires last year
  - 2019-20: Robotics hired one new faculty member; Professor Jessica Burgner-Kahrs now an Associate Director of UofT Robotics Institute: <https://robotics.utoronto.ca/>); new Indigenous faculty member (Historical Studies)
  - Planned: ICCIT (proposing new program Technology, Coding & Society) and moving Digital Enterprise Management Program fully into UTM out of Sheridan; Facilitate faculty growth and renewal (29 searches planned) in unusual market conditions:

# Office of the Dean: Academic Plan

## UPDATE ON THE UTM ACADEMIC PLAN

- Protect many gains in number and breadth of Experiential Learning opportunities across all departments:
  - 2019-20: 1<sup>st</sup> annual Experiential Education Fair; Experiential Education Unit won a grant to study skills and employment options for Humanities graduates <https://www.utm.utoronto.ca/experience/research/linking-skills>.
  - Planned: Work with departments to create more professional certificates.
- Student retention
  - 2019-20: Completed summer advising pilot project and Advising Environmental Scan
  - Planned: In conjunction with the Office of the Registrar and Dean of Students Office, create UTM student advising initiative that provides more comprehensive, cohesive and supportive academic advising from Year 1 to Year 6.

### Possible pathways forward:

- Provide each first year student with individual advising.
- Enhance resources devoted to advising for all students through both Office of the Registrar and individual academic departments.
- Improve coordination among academic advisors.