



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Campus Affairs Committee

**SPONSOR:** Professor Alexandra Gillespie, Vice-President & Principal &  
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**PRESENTER:** As above  
**CONTACT INFO:**

**DATE:** October 11, 2022 for October 18, 2022

**AGENDA ITEM:** 3

**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 18, 2022)
2. UTM Campus Council [For information and advice] (November 16, 2022)

**PREVIOUS ACTION TAKEN:**

At meetings on October 21, 2021 and November 16, 2021, 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. [UTM Strategic Framework](#), [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: Status Report on UTM Campus Strategic Priorities

An aerial photograph of the University of Toronto Mississauga campus during autumn. The campus is surrounded by dense trees with vibrant yellow, orange, and red foliage. Several large, modern academic buildings with flat roofs and glass facades are visible. In the background, a city skyline with numerous skyscrapers is visible under a cloudy sky. The text "U of T Mississauga: Strategic Priorities" is overlaid in white on the left side of the image.

# U of T Mississauga: Strategic Priorities

Campus Affairs Committee

18 October 2022





# Centre Truth, Openness, and Reciprocity

- Opened new on-campus space for the Mississaugas of the Credit First Nation (MCFN).
- Collaborated with MCFN and other Indigenous knowledge keepers to host UTM's first international workshop on wiigwaasaatig and cultural heritage preservation.
- Expanded the role of UTM's Office of Indigenous Initiatives, to help answer the calls to action of Wecheehetowin.
- Launched a project on the safekeeping of Indigenous artefacts, led by UTM's first Special Advisor on Rematriation.
- Continued collaborative planning with UTM's Indigenous Table, including for a UTM-based pow-wow in 2023.





# Foster Student Success

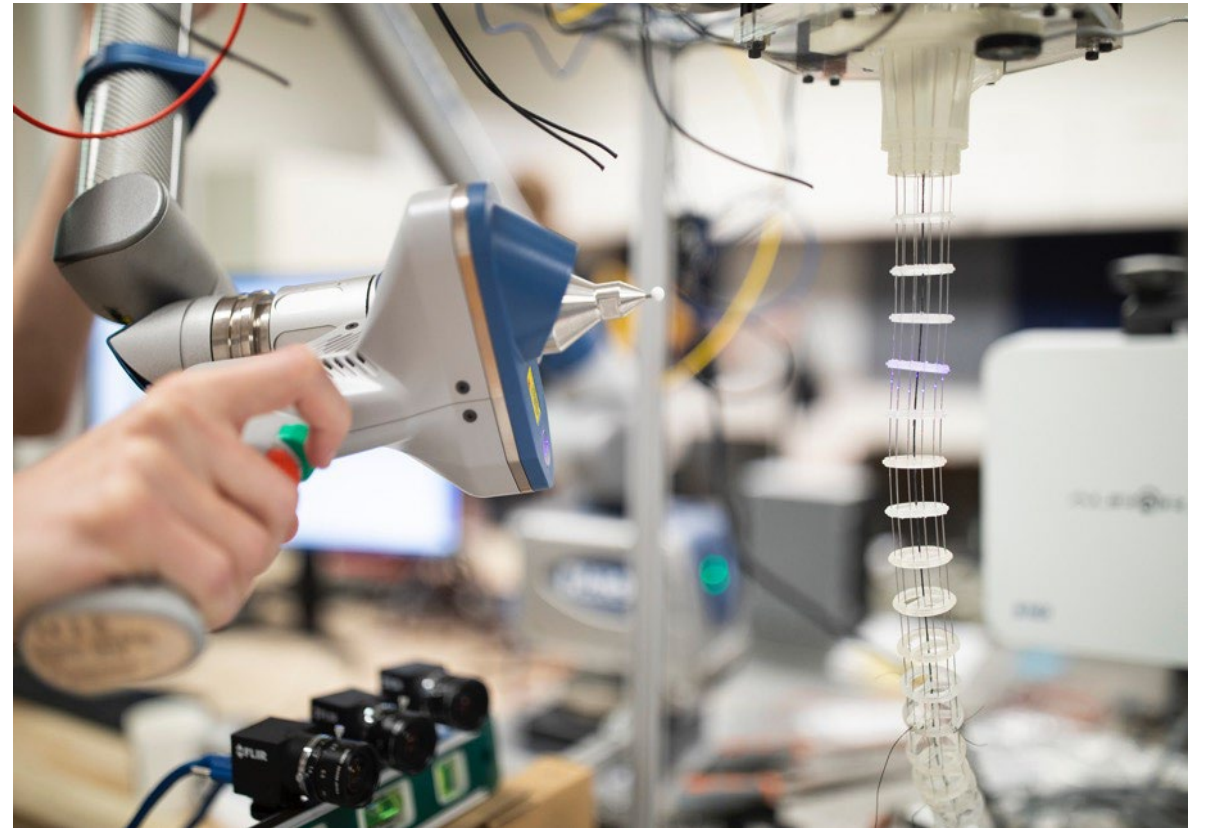
- Strengthened UTM's culture of teaching innovation, including by hiring four new education developers at ISUP focused on anti-racist, Indigenous, student engagement pedagogies.
- Advanced development of UTM's Student Services Hub, a new first-stop for student support set to open in 2023.
- Began implementing task force recommendations towards a new approach for student advising, to support increased student retention, resilience, and flourishing.
- Opened new pathways for inclusive access to post-secondary education, including the SEE@UTM pilot for Black-identifying students in the Peel District School Board.
- Continued to benefit from the talent, dedication, and kindness of amazing teachers, including UTM's winner of Canada's 3M National Teaching Fellowship, Prof. Fiona Rawle.





# Empower Research Discovery and Impact

- Began work on UTM's first formal vision for inclusive research excellence, to amplify priorities of the Strategic Framework and complement other major campus plans.
- Expanded OVPR's capacity to catalyze world-leading research, including by hiring a new AVP of Research Facilities, a manager of research partnerships, and three strategic research officers.
- Opened UTM's undergraduate robotics lab: a space unrivalled in Canada for student research and experiential learning.
- Launched UTM's INSPIRE Program at the Centre for Medicinal Chemistry, to support emerging student researchers in hands-on work in pharmaceutical drug discovery.
- Continued to shape – and rationalize campus investment in – U of T's ISI portfolio, including for scholarship on robotics, data science, Black excellence, and digital humanities.





# Encourage Collaboration and Belonging

- Launched UTM's online Equity Hub: the first at U of T to share equity resources for students, staff, and faculty in one place.
- Organized UTM's operational group to enact the commitments of U of T's Task Force on Anti-Black Racism, supported by our Vice-Presidential Special Advisor on Anti-Racism and Equity.
- Created a new collaborative table for UTM's people and equity portfolios, to develop approaches for anti-oppression and wellbeing, including a wellness toolkit for UTM managers.
- Advanced a new public art project, to represent Black excellence and experiences in Canada and support UTM's work to become a more deserving home for Black flourishing.
- Opened new spaces for inclusion and access, including U of T's first Mamava lactation pod for breast and chest-feeding parents.







# Build Efficient and Sustainable Operations

- Made major progress on UTM's New Science Building, set to open in 2023 – on time and on budget – as one of the greenest laboratory spaces in North America.
- Continued to plan UTM's F2 Build on a sustainable scope, to support high-demand teaching and research programs in robotics, computer science, and ICCIT.
- Started conversations for a new student residence, to continue to deliver for students an outstanding place-based experience and meet our first-year residence guarantee.
- Piloted a program for a newly collaborative and transparent approach to campus space, led by the new Mississauga Capital Projects and Space Allocation Committee.
- Launched a new Budget Planning Committee, to balance UTM's five-year budget and organize UTM's transition from a period of exponential to slower growth.



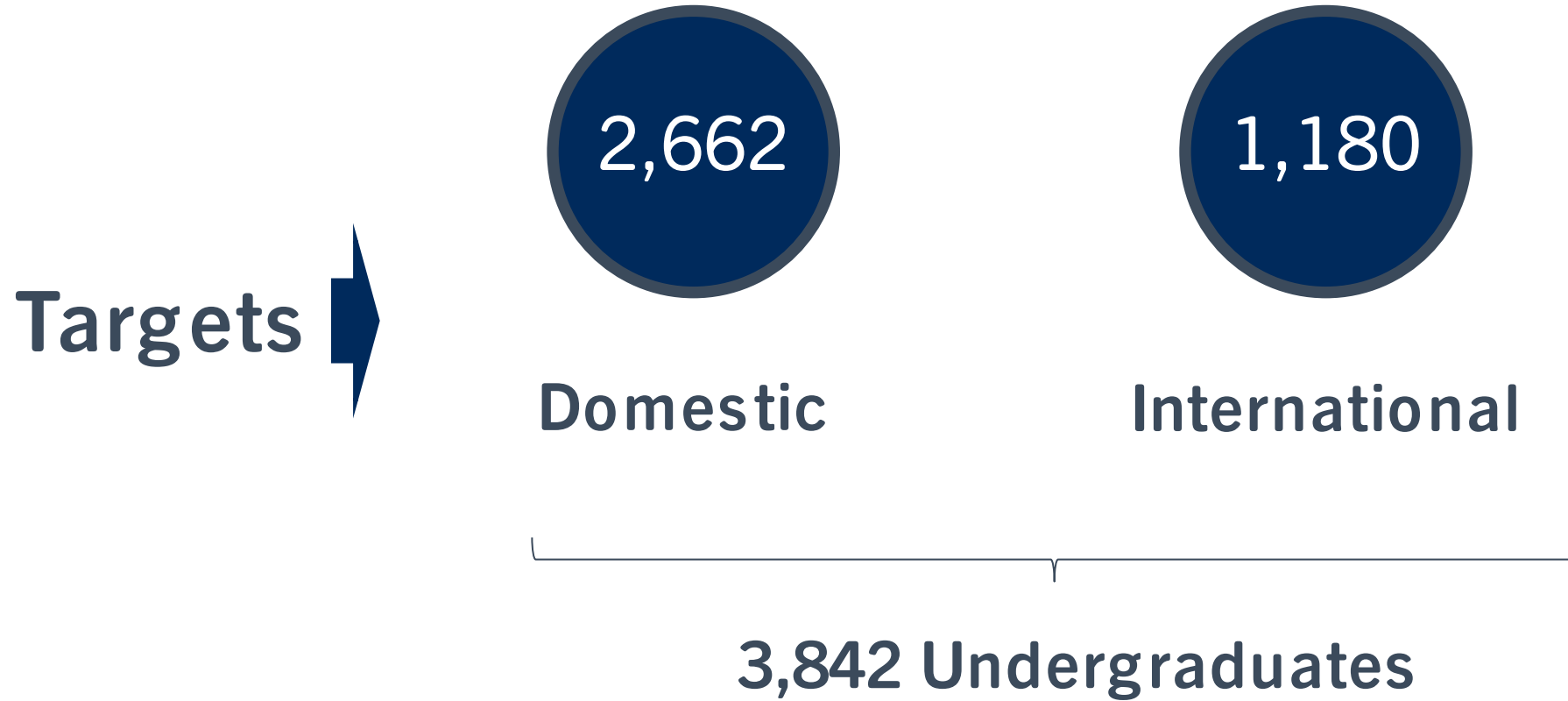


## Embrace our Place

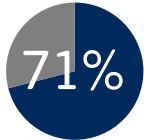
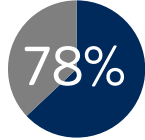
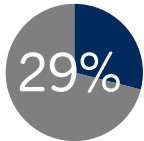
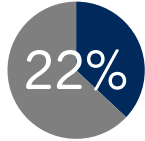
- Created a new administrative portfolio for external relations – and developed UTM’s first external relations strategic plan, aligned with the Strategic Framework.
- Strengthened connections with federal, provincial, and municipal governments, including through UTM’s first-ever summit with the City of Mississauga’s leadership team.
- Continued to build research collaborations that leverage special opportunities in – make a positive difference for – Mississauga and Peel, including the Centre for Medicinal Chemistry, the Novo Nordisk Network, and the Centre for Urban Environments.
- Advanced UTM’s MOU with the City of Mississauga, to create new pathways for collaboration around student experience, community engagement, and policy-oriented research.
- Set a new precedent for U of T as the first campus to recognize (and celebrate) elections for Indigenous governments, including for the Mississaugas of the Credit First Nation.



# Enrolment: 2022-23 Intake



# Enrolment: International & Domestic

	2022-23 Targets	2022-23 as of Oct 03, 2022	Variance	
Domestic	2,662 	2,705 	(43)	↑
International	1,180 	760 	(420)	↓
Total	3,842	3,465	(377)	↓

# Faculty Recruitment

- Conduct 29 searches in progress across all disciplines, including for 7 growth positions. Growth consistent with goals of Academic Plan, which wrapped in June 2022.
- Align planning for faculty complement with the new Strategic Framework, pre-existing Academic Plan, and new budget process.
- Continue to highlight UTM's commitment to Sustainability education and research.
- Focus on EDI in recruitment, retention, and faculty success.

# Academic Plan

- UTM self-study complete and in the hands of the Provost.
- External review scheduled for late fall or early winter.
- Recommendations and response to recommendations to be provided to the Provost in spring 2023.
- Will provide framework, and identify priorities, for UTM to address over the next five years.