



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTM Campus Affairs Committee

SPONSOR: Professor Alexandra Gillespie, Vice-President & Principal & Professor Nicholas Rule, Vice-Principal Academic & Dean

CONTACT INFO: principal.utm@utoronto.ca; Nicholas.rule@utoronto.ca

PRESENTER: See Sponsor

DATE: October 12, 2023 for October 19, 2023

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 19, 2023)
2. UTM Campus Council [For Information] (November 14, 2023)

PREVIOUS ACTION TAKEN:

At meetings on October 18, 2022, and November 16, 2022, 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, the Committee is being asked to consider, for information, the overall goals of the campus with reference to the priorities of [UTM's Strategic Framework](#), which express plans to:

- Promote truth, openness, and reciprocity;
- Foster student success;
- Empower research discovery and impact;
- Encourage collaboration and belonging;

- Build efficient and sustainable operations; and
- Embrace our place.

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, research, 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:

There are no net implications for the campus' operating budget.

RECOMMENDATION:

For information and advice.

DOCUMENTATION PROVIDED:

Presentation: Status Report on UTM Campus Strategic Priorities

U of T Mississauga: Strategic Priorities

Campus Affairs Committee
October 19, 2023



Strategic Framework





Foster Student Success

Our collective accomplishments

- Designed and delivered a pilot for a new place-based equity access program: SEE@UTM
- Introduced U of T's first Game Studies minor and launched the tri-campus minor in Global Leadership
- Mapped a path for UTM-based programs with other divisions: e.g., Bloomberg Faculty of Nursing

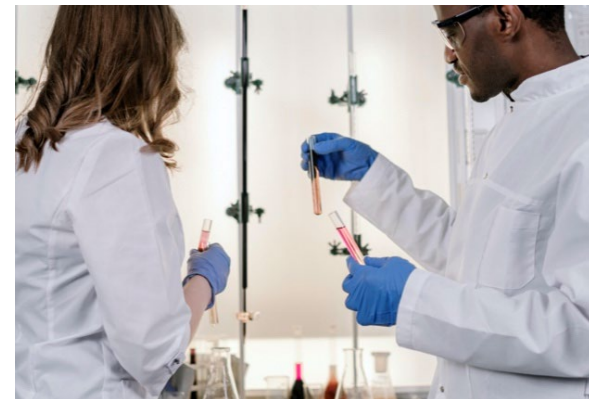




Empower Research Discovery and Impact

Our collective accomplishments

- Launched U of T's first wet-lab incubator for early-stage life science innovation: SpinUp
- Earned largest donations for humanities research in campus history
- Exceeded national averages in SSHRC and NSERC grant competitions by more than 15%
 - Led U of T with 100% success rate in CFI





Embrace our Place

Our collective accomplishments

- Developed our first MOU with the City of Mississauga to enable collaboration on, e.g., health equity
- Organized the world's first international research workshop on birchbark, co-hosted with MCFN
- Hosted elected officials on campus for 30+ tours and presentations, creating new champions for UTM





Encourage Collaboration and Belonging

Our collective accomplishments

- Appointed Professor Robin Gray as U of T's first Special Advisor on Indigenous Rematriation
- Expanded UTM's Operational Group against anti-Black racism, which continues to set a university-wide standard
- Commissioned and completed an environmental scan of campus EDI activity to inform a new equity strategic plan

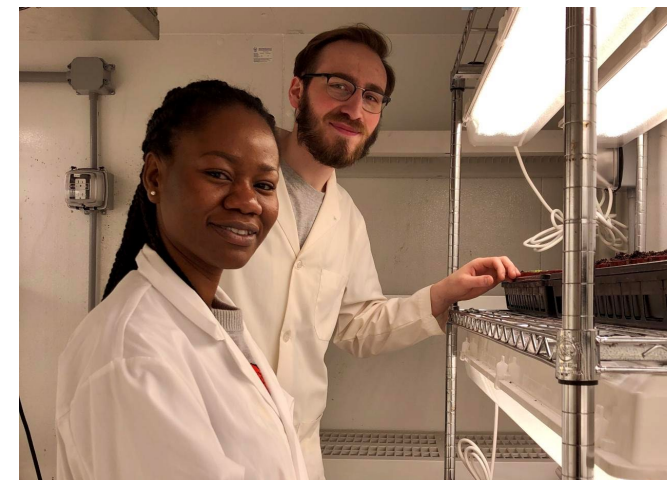




Build Efficient and Sustainable Operations

Our collective accomplishments

- Won a Mississauga Modern Heritage Award for new MCFN office at UTM
- Addressed \$150M in projected deficit, creating a budget balanced for the next five years
- Advanced our sustainability strategy to decrease our GHG emissions by 37% by 2030, compared to 2005





Truth, Openness and Reciprocity

Our collective accomplishments

- Launched UTM's Office of Indigenous Initiatives to recognize autonomous Indigenous leadership
- Hosted U of T's first All-Nations Powwow with 1,500 Indigenous and non-Indigenous participants
- Raised new tipi and teaching lodge on campus



Looking Ahead: U of T Mississauga 2023/24



Embrace our Place

On the horizon

- Develop campus-wide co-op program, strengthening connections with Mississauga employers
- Collaborate with community partners on pollinator plant projects for biodiversity and climate resilience

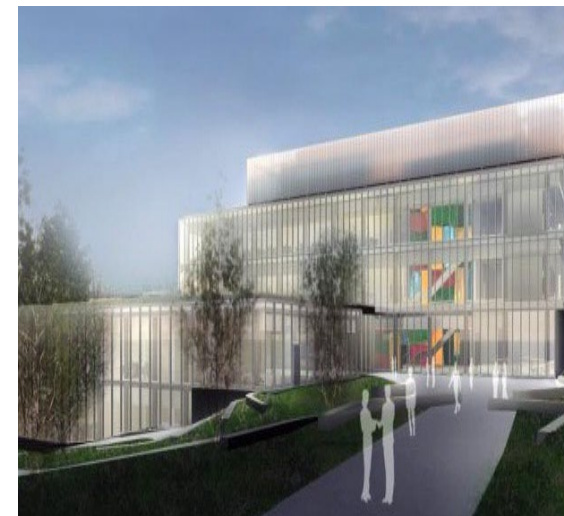




Build Efficient and Sustainable Operations

On the horizon

- Advance capital development projects
 - Complete new science building and student services hub
 - Submit governance proposal for new student residence
 - Scope Indigenous build and campus heart-scape
 - Continue to plan building on F2 site
- Launch UTM's climate positive strategy





Encourage Collaboration and Belonging

On the horizon

- Realize goals of Student Mental Health Task Force
 - e.g., Pilot new positions tailored to support Black, Indigenous, and racialized students
- Implement commitments of the Scarborough National Charter and U of T's Anti-Black Racism Task Force
 - e.g., Resource UTM's Black Leadership Table and operational group against Anti-Black racism





Empower Research Discovery and Impact

On the horizon

- Launch and begin implementing our new Strategic Research Plan, tracking progress towards its metrics
- Organize community consultations on research lab space
 - e.g., Explore opportunities to bring CFREF-funded Self-Driving Lab from the Acceleration Consortium to UTM





Truth, Openness and Reciprocity

On the horizon

- Plan Indigenous-led curricula, including undergraduate courses in Ojibwemowan and Anishinaabemowan
- Collaborate with MCFN to organize second All Nations Powwow, building on lessons learned in 2023





Foster Student Success

On the horizon

- Accelerate plans for UTM-based programs with FASE, including in robotics
- Implement strategic enrolment management
 - e.g., Launch project to strengthen student advising
 - Reimagine student recruitment communications



Enrolment Overview

Registered Students | October 2023

Undergraduate	Newly Admitted	Returning	Total
Domestic	3,205	8,243	11,448
International	1,207	3,182	4,389
Total	4,412	11,425	15,837

Graduate	Newly Admitted	Returning	Total
Domestic	152	124	276
International	101	56	157
Total	253	180	433

Academic Plan, 2023-28

A Timeline

- **Late Spring 2023**
External reviewer comments received based on April 2023 visit to the UTM campus and self-study documents
- **Early Fall 2023**
Assess external-reviewer comments and recruit consultant to support new Academic Plan development
- **Late Fall 2023**
Consultation sessions with academic departments and UTM community stakeholders
- **Early Winter 2023-24**
Synthesize information and develop Plan



U of T Mississauga: Strategic Priorities

Campus Affairs Committee
October 19, 2022

