

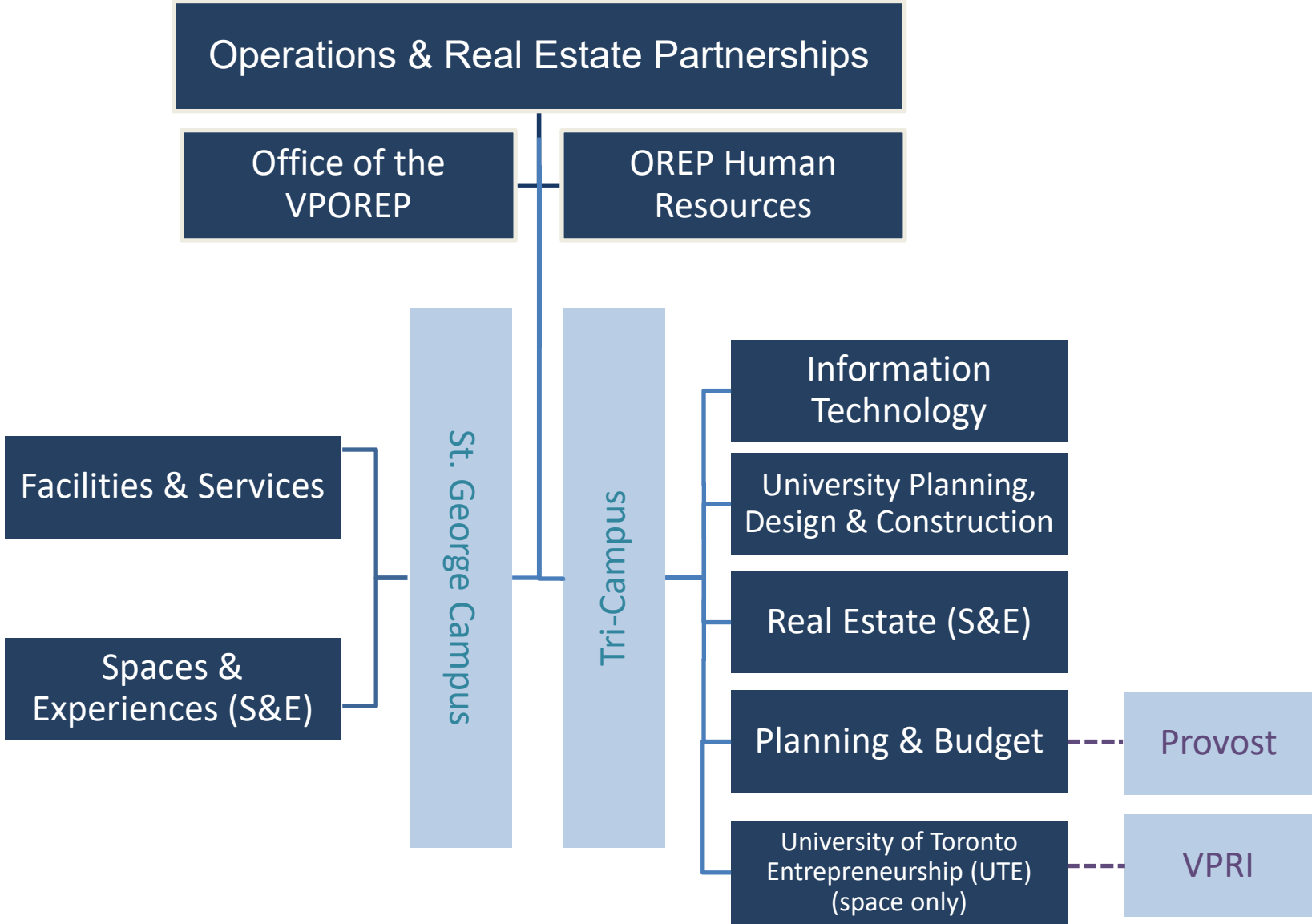
Annual Report 2023-24

Operations & Real Estate Partnerships

Scott Mabury
Vice-President, OREP



OREP Org Structure



Our response to Institutional Priorities

Embrace our Place through housing strategies to increase housing supply for faculty, staff and students; and master planning to leverage our location

Reinventing Undergraduate & Graduate Education through innovative research and learning opportunities

Our response to Institutional Objectives

Student Success: Expand and develop opportunities that build research skills and literacy

Leadership: Enhance research security and IT security

Advance **Sustainability**

Optimizing Financial Resources to Support the Educational and Research Mission

Facilities & Services

U of T News

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U of T named most sustainable university in the world

The QS World University Rankings: Sustainability 2024 placed U of T first out of more than 1,400 institutions across 95 countries



Completion of the public green above the geothermal exchange. Photo by David Lee.

Priority: Reinventing Undergraduate & Graduate Education

Operational Highlights:

#1 for Sustainability: QS World University Rankings 2024

Excellence in research and teaching

Progress on our strategic priorities:

- Great place to work
- Leadership in campus stewardship
- Superior customer solutions
- Innovative technology

University Planning, Design & Construction (UPDC)

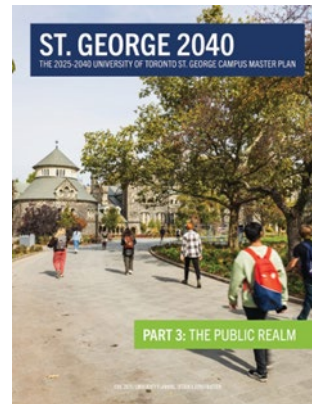
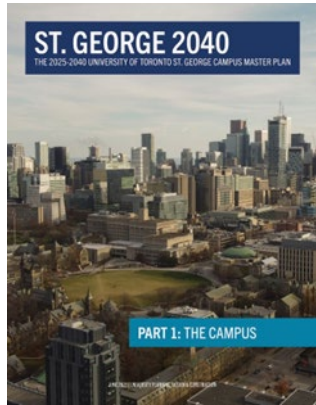
Key objective: Value for Money

Practice smart construction and, through technology and technique:

- Improve productivity
- Maximize user benefits
- Minimize whole life cost
- Improve sustainability



University Planning



Priority: Embrace Our Place

- Master Planning
- Planning Policy
- Leadership in Space Planning
- Leadership in Future Capital Initiatives

Spaces & Experiences

Priority: Embrace Our Place

- **Student Residence Communities:** Graduate House; Chestnut Residence; Knox College; and CampusOne
- **University Family Housing:** Charles Street; Student Family Housing and Huron Sussex Faculty Housing
- **Real Estate Partnerships:** executing on the 4 Corners Strategy
- **Food & Beverage:** 30 retail food service outlets; 3 student residence community dining halls across the St. George campus; 3 “ghost” kitchens; 11 third party partner locations; inhouse catering department (St. George Catering); campus alcohol and beverage services program
- **Campus Events:** from Fall Campus Days to Orientation to Convocation
- **Trademark Licensing** protects trademark and ensures ethical merchandise procurement
- **Transportation:** operates 37 surface lots and 11 underground garages

Information Technology Services

Continued emphasis on **Information Security** focusing on implementing the multi-year information security plan, vulnerability management, enhanced network security, identity management, and better academic resiliency.

Major emphasis on **enhancing the end-user experience** and **realizing process improvements**

Continued the **digital modernization of our major systems** in HR, Finance, Research and Student Life

7,000

Staff & faculty
enrolled in
security
awareness

10,000

Devices
protected
through end-
point protection
across UofT

Planning & Budget

Institutional Data Strategy

- Data stewardship
- Institutional data access guidelines
- Institutional Data Warehouse
- Data classification framework

Budget Processes & Structures

- Blue Ribbon Panel engagement
- Balanced Budget Plan for 2024-25
- University of Toronto Advanced Planning for Students (UTAPS) Bursary Program changes
- International Study Permits advocacy

Reporting & Analytics

- New version of public reporting
- Rollout of new Faculty Graduate Appointments dashboard
- Student EDI data management requirements (in collaboration with the Provost portfolio)

And...

OREP Finance Hub implementation

To **enhance operational efficiency** and **improve financial management capacity** within the portfolio an extensive review of OREP's finance function has been conducted. **Process improvement** recommendations have been made, **technology solutions** are being explored and an implementation plan is being finalized.

OREP HR

~1800 staff in portfolio – **largest shared service portfolio** with the **highest number of unions** represented; key partner in the collective bargaining process; manage and advise on recruitment; training; EDI initiatives

Office of the VPOREP

UniForum Data Collection and Global Benchmarking; Shared Service **Business Continuity Planning**; **Operational Excellence** initiative; VPOREP Awards