

**FOR INFORMATION****PUBLIC****OPEN SESSION**

**TO:** Academic Board

**SPONSOR:** Cheryl Regehr, Vice-President and Provost  
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**PRESENTER:** Prof. Alexandra Gillespie, Vice-President & Principal  
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**DATE:** May 19, 2022 for May 26, 2022

**AGENDA ITEM:** 9

**ITEM IDENTIFICATION:**

University of Toronto Mississauga Strategic Framework

**JURISDICTIONAL INFORMATION:**

Pursuant to Section 4 (Function) of the Academic Board Terms of Reference, the Board is concerned with “the development of long-term and short-term plans and the effective use of resources in the course of these pursuits.”

**GOVERNANCE PATH:**

1. UTM Academic Affairs Committee [For concurrence with the prospective recommendation of the UTM Campus Affairs Committee] (May 9, 2022)
2. UTM Campus Affairs Committee [For Recommendation] (May 12, 2022)
3. UTM Campus Council [For Approval] (May 24, 2022)
- 4. Academic Board [For Information] (May 26, 2022)**
5. Executive Committee [For Confirmation] (June 14, 2022)
6. Governing Council [For Information] (June 28, 2022)

**PREVIOUS ACTION TAKEN:**

None

**HIGHLIGHTS:**

The UTM Strategic Framework (Framework) is intended as a guide for continuous planning, as it identifies existing plans and communicates a common purpose that governs the campus’s objectives. The Framework provides a deeper focus for the campus and its partners, as it identifies five core priorities as well as commitments that operationalize these priorities into tangible goals. The Framework draws on the 2017 Academic Plan, the 2020 Sustainability Strategic Plan, and the 2021 Campus Master Plan, and further builds on several University-wide plans. Ultimately, the Framework serves to unify existing campus and University-wide goals into

a common narrative, thereby providing a shared language through which to clearly communicate objectives. Furthermore, the Framework details how areas that require additional support will be identified and adjusted accordingly.

The Framework was created through a collaborative effort that involved extensive consultations across the U of T community. The Framework is not a plan in and of itself, but a synthesis of UTM's existing plans' collective purpose. As such, the Framework reflects the results of prior processes of consultation, including, but not limited to, those held for the 2020 Sustainability Strategic Plan, the 2021 Campus Master Plan, the 2017 Academic Plan, and the 2021 Defy Gravity Campaign. The framework-specific consultations represent only a fraction of the feedback that has informed the Framework's development.

In winter 2020 and spring 2021, Principal Gillespie attended academic department meetings in which she discussed a range of topics, including priority research areas and campus space management practices. The ideas shared in these meetings helped shape the Framework's initial priorities, driving the rest of the consultation process.

From May 4, 2021 to May 31, 2021, four [community reflection forums](#) on the topic “what matters most to you?” were held online and advertised publicly in UTM news stories, which saw participation from more than 150 students, faculty, postdoctoral fellows, staff, and librarians. The results of the forums were synthesized into a video and [discussion paper](#), which was posted to the Office of the Vice-President & Principal website, and later workshopped at the May 19, 2021 meeting of the UTM Campus Council.

Consultations on June 9, 2021, and June 14, 2021, included representatives from the City of Mississauga, Mississauga's Economic Development Office, and Mississauga Board of Trade, local CEOs and prominent alumni. Regular strategy-related conversations continue to be held with external stakeholders, including the Mississauga Economic Recovery Group, Peel Public Health and Trillium Health Partners, Peel business and community leaders, UTM alumni, and Indigenous partners.

The first draft of the Strategic Framework was published on September 8, 2021, and community feedback was invited through an online forum. Feedback was further solicited through Twitter via *Feedback Fridays*, and commentary was received from students, faculty, staff, librarians and alumni on every aspect of the Framework. A series of Zoom conversations were held in fall 2021, to which individuals from every portfolio on campus were invited to attend. Other modes of feedback included a discussion with the Connections and Conversations affinity group, as well as a staff meeting with extensive participation from a number of portfolios across campus.

Governance meetings have consistently been used as a forum to discuss strategic priorities, and presentations focused on the Strategic Framework were presented to the UTM Campus Affairs Committee on October 21, 2021, and the UTM Campus Council on November 16, 2021.

Throughout 2021 and early 2022, the Framework was workshopped in structured meetings with various advisory teams, including the Principal's Advisory Group, the Principal's Senior Team, and UTM's Indigenous Table. In March 2022, the near-final version of the Framework was presented to the tri-campus Vice-Presidents, including President Gertler.

The core priorities identified in the Framework are organized in a circular structure to illustrate their non-hierarchical unity. The priorities revolve around the central tenets of truth, openness, and reciprocity, which signify the campus's overarching commitment to honesty, transparency, and the development and strengthening of reciprocal relationships. While this particular priority will inform the basis of all of the campus's actions, it is particularly significant in terms of UTM's relationship with Indigenous people and communities.

The Framework identifies the following five priorities:

- Foster Student Success
- Empower Research Discovery and Impact
- Embrace Our Place
- Build Efficient and Sustainable Operations
- Encourage Collaboration and Belonging

Three commitments are listed under each priority, which operationalize each priority into actions as a basis for measurement. Five questions are listed following each set of commitments that serve as accountabilities, which are points of reflection that serve to ensure the campus is on track with its progress towards each priority. These accountabilities will be integral to the annual review process.

The Framework will be reviewed annually by the Vice-President & Principal, in consultation with U of T's President & Provost, and other tricampus leaders. While annual reviews will be all-encompassing, they will pay particular attention to the accountabilities stated for each priority. Upon completion of the annual review process, a report that outlines any updates to the framework will be posted to the Office of the Vice-President & Principal's website.

**FINANCIAL IMPLICATIONS:**

The Strategic Framework will be implemented within the envelope of the UTM Operating Budget.

**RECOMMENDATION:**

This item is *for information only*.

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**DOCUMENTATION PROVIDED:**

- UTM Strategic Framework