

Inspiring Inclusive Excellence

A strategy
the Univer
Scarboroug

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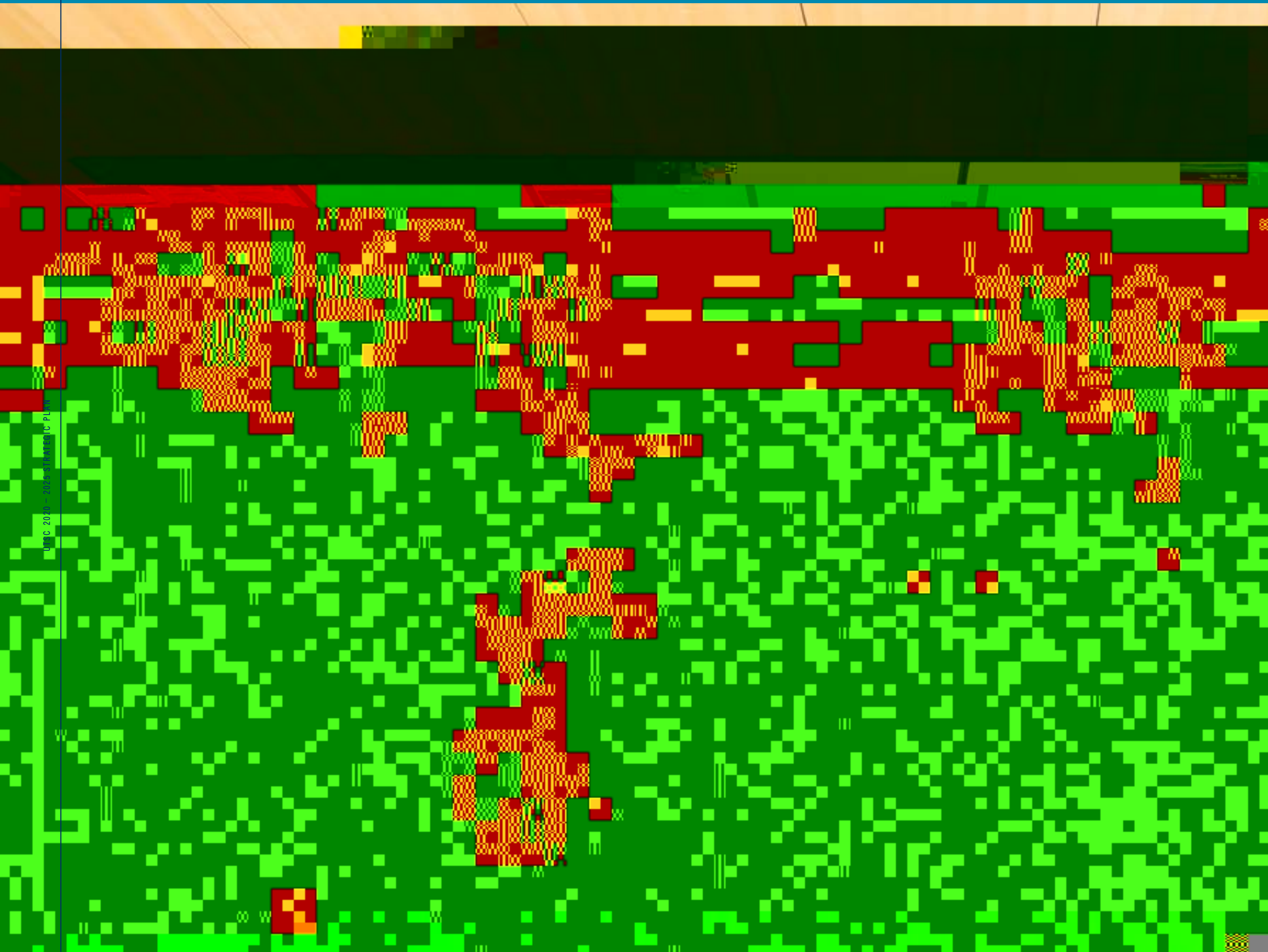
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Priority 5

UTSC 2020 - 2025 STRATEGIC PLAN

From its very beginnings in the 1960s, the University of Toronto Scarborough has been a leader in innovative approaches to higher





UTSC 2020 - 2026 STRATEGIC PLAN

UTSC 2020 - 2026 STRATEGIC PLAN

UNIVERSITY OF TORONTO
SCARBOROUGH

An Overview

Set in the beautiful Highland Creek valley, our campus is a place of energy, enthusiasm, and passion for educating trend-setters and influencers, and providing leadership around the world. Our commitment to inclusive excellence attracts the brightest learners, scholars, and employees from around the globe. Equity is core to our campus essence, is the basis of the innovation that we are known for, and is the fuel that will enable us to continue leading into the future.

We share the land on which we are located with our Indigenous hosts, and our success has been made possible by our continuing partnerships.

Throughout our history, the University of Toronto Scarborough has been an active member of the Eastern Greater Toronto Area (GTA), contributing to socio-economic development through enriching new ideas, and providing jobs and community supports. We are proud to be embedded in the region that we serve, and we embrace our role as an anchor institution that is committed to the social and economic development of our immediate communities.

But our role extends beyond the borders of the GTA and, indeed, Canada. Our students, faculty and staff are deeply rooted here, but have ties to every corner of the world. We have an international footprint and an ever-expanding global reach, bringing together a vibrant intellectual community that inspires ingenuity,

addresses the pressing issues of the day, and generates solutions that have profound global relevance. We work hand in hand with diverse communities to ensure that our cutting-edge research and world-class education have local, national, and international impact. As we continue to strengthen the comprehensive range of research and creative activity represented on the campus, we are pursuing global prominence in particular areas of established and emerging strength, and their intersections. These are:

- a. Global cultures, connectivities, identities, and livelihoods
- b. The environment, conservation, and sustainability
- c. Health, wellbeing, and resilient communities

As leaders, as innovators, and as researchers and educators, we accept our responsibility to be champions for inclusion through our individual and collective actions. We believe that our ability to generate great new ideas and novel solutions to the world's problems is exponentially enriched when we embrace and value different experiences and foster an authentic sense of belonging for all.

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Vision, Mission, and Values

VISION

The University of Toronto Scarborough is the embodiment of inclusive excellence, a bold community of conscientious and adaptable global leaders in scholarship, innovation, teaching, and learning, who constructively disrupt the status quo, connect the world, and advance transformative change for the good of all.

MISSION

As outlined in its *Statement of Institutional Purpose*, the University of Toronto is committed to being an internationally significant research university with undergraduate, graduate and professional programs of excellent quality. It is dedicated to fostering an academic community in which the learning and scholarship of every member may flourish, with vigilant protection for individual human rights, and a resolute commitment to the principles of equal opportunity, equity, and justice.

At the University of Toronto Scarborough, our distinctive contributions to the University's mission are guided by four imperatives:

1. To advance a culture of leadership that is bold, empathetic, shared, transparent, inclusive, and transformational, thereby enabling our collective aspirations.
2. To promote and support an inclusive, healthy learning and working environment.
3. To strengthen, grow, and sustain local and global networks and partnerships that advance our mission.
4. To augment U of T's global standing through scholarly prominence and exceptional learning in unique areas of established and emerging strength.

We will ensure that these four imperatives inform all that we do to sustain a vibrant and international intellectual community, which through intentionally inclusive structures and practices strives every day to inspire limitless ingenuity to address the pressing global issues of our time, to lead transformative change, and to foster thriving communities and ecosystems in Canada and around the world. We do not simply react. We help to shape the future.

INTENTIONAL INCLUSION

Only by genuinely embracing and understanding different experiences, backgrounds, perspectives, and identities can we sustain our vibrant intellectual community and address our global challenges. We take pride in the diversity of our community, but it is only meaningful in a culture of equity and inclusion that flows from active and intentional action to ensure that every voice is heard and everyone feels a strong sense of belonging.

STUDENTS AS PARTNERS

Students are active participants and partners in the educational process. From curriculum development to cutting-edge scholarship to community service that produces global leaders to shaping our values, our students play a critical role as valued partners in enriching our academic and community activities.

RECIPROCITY

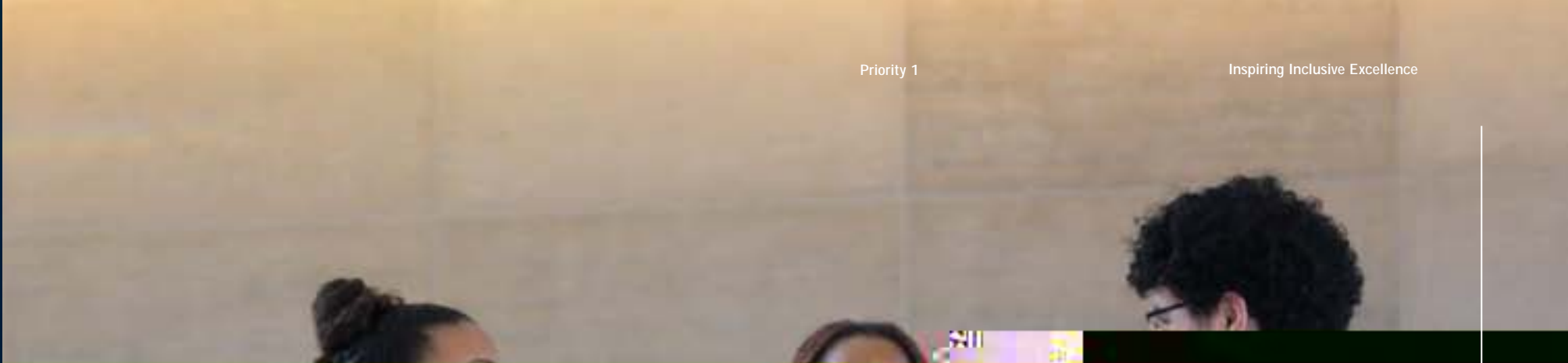
Guided by our vision, mission, and values, and informed by our community consultation, our strategic plan focuses on five priorities:



INNOVATIVE, HIGH-QUALITY UNDERGRADUATE AND GRADUATE EXPERIENCE & SUCCESS

2.





U of T Scarborough faculty are widely recognized for their innovation in teaching practices. They have helped to make the campus a leader in experiential, work-integrated learning for over 50 years, and have launched dynamic academic programs at the undergraduate and graduate levels that highlight a progressive, entrepreneurial approach to learning. We will build on these successes by helping to

We will take deliberate steps to realize the recommendations of the University’s Expert Panel on Undergraduate Student Educational Experience to ensure that every student who enters U of T Scarborough — regardless of their identity, their strengths, or the challenges they face — will have access to a rich, rewarding, inclusive, and supportive educational experience that enables them to thrive and to make valuable contributions to society.

STRATEGIC DIRECTION

1.1

Provide all students with transformative, experiential, and holistic curricular, co-curricular, and extra-curricular learning opportunities.

OBJECTIVE

Foster global leadership, promote well-being, nurture resilience, and sustain community.

INITIATIVES

- i. Establish a learning enhancement and related networks fund to strengthen collaborative, research-informed curriculum and teaching innovation, communities of practice, and experiential learning opportunities.
- ii. Pursue coordinated, efficient, and effective support systems for student mobility opportunities, both within Canada and internationally.
- iii. Expand support for facilitated learning communities, drawing on an increased pool of graduate teaching assistants.
- iv. Increase the number of informal and formal learning spaces to provide conducive environments for student success.
- v. Make revisions to course/curriculum planning, design, and approval processes to incorporate considerations of student health and obligations for learner-centred accommodations.
- vi. Expand our current stock of residences and athletics facilities to support wellbeing, foster a vibrant and engaged community, build school spirit, enhance learning, and promote a strong sense of belonging and lifelong affinity.

STRATEGIC DIRECTION

1.2

Undertake comprehensive curriculum renewal that builds upon our top-tier teaching, prepares students for the world of work and the disruptions of the future, and supports innovations in inclusive teaching and learning.

OBJECTIVE

Ensure that graduating students have intellectual and intercultural competencies to be responsible, adaptable global citizens and leaders equipped with tools and transferable skills that enable them to thrive and to influence the world.

INITIATIVES

- i. Develop new programs and review existing programs/curricula with consideration for their responsiveness to developments in relevant fields, transformations in society more broadly, and the realization of learning outcomes that give our graduates the competencies needed to be successful in their careers and to adapt to a dynamic world.
- ii. Initiate a campus-wide curriculum review to ensure that all of our programs incorporate international, decolonizing, and intercultural perspectives and knowledge systems, including Indigenous ways of knowing; support pluralistic learning experiences and needs; and adopt related inclusive learning approaches in teaching and course design.
- iii. In line with the goals of U of T Entrepreneurship, expand the opportunities provided by the existing campus-led accelerators and incubators so that more students, from across a variety of programs, can avail themselves of the range of entrepreneurial as well as technological and social innovation skills provided. (See Strategic Direction 4.2.)

STRATEGIC DIRECTION

1.3

Develop and implement a balanced and robust multi-year strategic enrolment management plan that maintains the integrity and viability of our academic mission.

OBJECTIVE

Attract and facilitate access for an appropriate complement of intellectually curious and motivated domestic and international students from all backgrounds, thereby enabling us to create rich learning experiences for them, to support them to thrive, and to engender in them a strong sense of affinity for our campus.

INITIATIVES

- i. Undertake a coherent and robust communications plan that enhances the reputation of the University of Toronto Scarborough and helps to effectively articulate the unique benefits of the educational experience that it provides.
- ii. Develop an enrolment plan that includes an expansion of our recruitment efforts into new domestic and international markets; extension and deepening of our outreach activities in Indigenous and other underrepresented communities; and diversification of source countries for international student enrolment.
- iii. More intimately engage the campus' academic departments as accountable partners with other offices involved in student recruitment, support, retention, and success at U of T Scarborough.
- iv. Leverage the tri-campus strengths of the University by strengthening our partnerships with various offices to attract students (graduate, undergraduate, domestic, and international) and to enrich the supports needed to provide them the highest-quality educational experience.
- v. Incorporate support for students (graduate and undergraduate) and for learning into our advancement and alumni engagement campaign as key components. A special focus will be on awards that facilitate access and on-campus support programs for students from Indigenous and other underrepresented communities.

STRATEGIC DIRECTION

1.4

Develop academic programs that make University of Toronto Scarborough an exemplar of life-long learning and expand opportunities for non-traditional students.

OBJECTIVE

Provide enriched continuing professional and other types of education to members of our community, particularly in the Eastern Greater Toronto Area.

INITIATIVES

- i. Establish a task force that will collaborate with partners across the University, including the School of Continuing Studies and professional Faculties, to develop a business case and implementation plan in support of this strategic direction.
- ii. Introduce new opportunities for targeted credentializing and other pathways for new and recent immigrants.
- iii. Create select programs to enhance education required to facilitate career transitions in the new economy.

We will take deliberate steps to realize the recommendations of the University's Expert Panel on Undergraduate Student Educational Experience to ensure that every student will

PRIORITY 2

Scholarly Prominence in Established and Emerging Areas

As a comprehensive, research-intensive campus that has the nimbleness to work across disciplines while maintaining strong disciplines, we are in an excellent position to take a substantive leap forward in scholarly productivity and impact. We will do our part to address issues and to advance objectives outlined in the University's institutional strategic research plan.

STRATEGIC DIRECTION

2.3

Establish the University of Toronto Scarborough as a centre of excellence for research partnerships and knowledge translation.

OBJECTIVE

Strengthen our capacity for knowledge production, translation, and commercialization in ways that bring us global prominence and make a positive impact on local communities in our role as an anchor institution.

INITIATIVES

- i. Continue efforts to build and to strengthen tri-campus, domestic, and international higher education, community, and industry partnerships that support our research, learning, and community development goals. (See Strategic Direction 4.2 and 4.3.)
- ii. Pursue Tri-Council and other research chairs in collaboration with our partners. (See Strategic Direction 4.3.)
- iii. Integrate Initiative 1.2(iii) — expanding entrepreneurship opportunities — into the scholarly and innovation life cycle through expansion of, and support for, campus-led innovation accelerators and incubators in collaboration with U of T Entrepreneurship, donors, community organizations, industry, and other entrepreneurs, including alumni. (See Strategic Direction 4.2-4.4.)

STRATEGIC DIRECTION

2.4

Invigorate the on-campus research culture to increase disciplinary and interdisciplinary engagement across departments and with the wider community.

OBJECTIVE

Be a vibrant intellectual community that is a destination of choice for disruptive thought leaders and innovative thinkers.

INITIATIVES

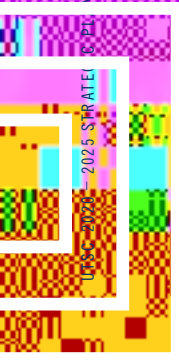
- i. Centre undergraduate, graduate, and post-doctoral research opportunities and experiences at the University of Toronto Scarborough.
- ii. Incentivize bold, collaborative, and team-based research.
- iii. Increase and support opportunities for varied forms of knowledge dissemination and intellectual engagement.
- iv. Promote and facilitate easy access to information related to the full range of scholarly activities and resources on campus.

WE WILL PURSUE GLOBAL PROMINENCE AND IMPACT FOR THE CAMPUS AS A LEADER IN SPECIFIC AREAS OF STRENGTH BY ENHANCING INTERNAL SUPPORTS FOR RESEARCH, LEVERAGING INSTITUTIONAL RESOURCES THAT MAKE THE UNIVERSITY OF TORONTO A TOP-RANKED GLOBAL POWERHOUSE OF SCHOLARSHIP, AND FACILITATING COLLABORATIONS WITH PARTNERS AND SCHOLARLY NETWORKS ACROSS THE UNIVERSITY AND AROUND THE WORLD.

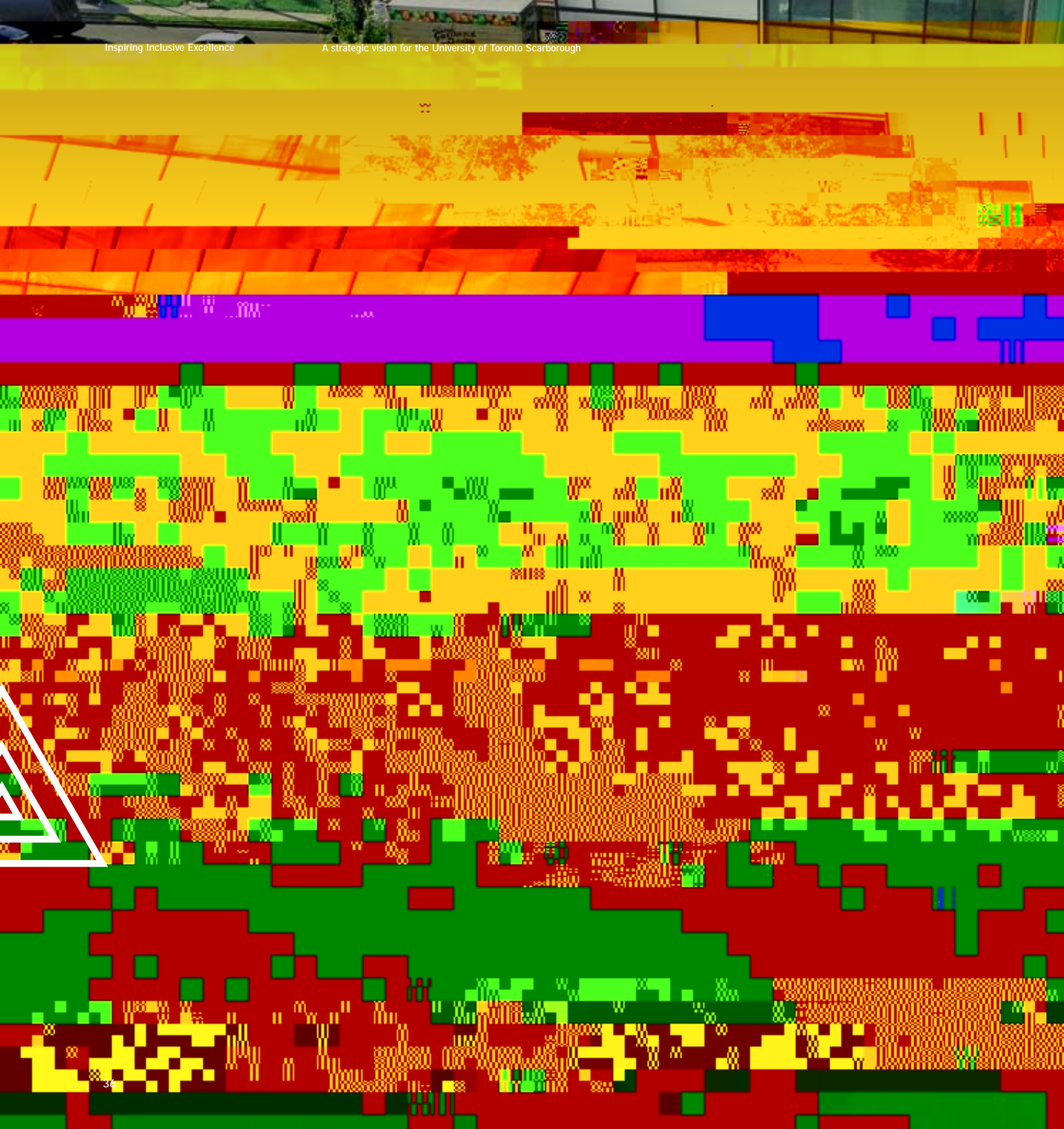
PRIORITY 3

Intentional Inclusion and Relational Accountability

U of T Scarborough's mission is significantly enriched when we create an environment that embraces and supports everyone to feel welcome and to thrive. We also acknowledge that some members of our community continue to face structural and systemic barriers that limit access to and participation in the benefits of our mission. This does not reflect our values of inclusion and relational accountability. We must challenge conventions and approaches that have traditionally defined how our institution operates, but we are committed to the task.



U of T 2000 - 2025 STRATEGIC PLAN



U of T Scarborough students, staff, faculty, and alumni continue to make significant contributions to the University of Toronto's mission independently and in partnership with others within our tri-campus system and across a variety of public and private sectors, international agencies, and community organizations. Those partnerships have demonstrated that enduring collaborations and networks create mutually beneficial opportunities and outcomes for participants, as individuals and as institutions, which they could not have generated on their own.

OBJECTIVE

Ensure that we stay true to our values, maintain institutional coherence, focus on our strategic priorities, and sustain our long-term commitment to partners.

INITIATIVES

- i. Enhance administrative processes and structures to facilitate effective coordination of our partnerships and community engagement work to maximize impact and to foster transparency and accountability.
- ii. Review existing partnerships and community-engagement units on the campus to ensure clarity of roles and responsibilities and appropriate points of contact for members of the campus/University community and external collaborators.
- iii. Undertake a consultative exercise to outline considerations for pursuing prior-

STRATEGIC DIRECTION

4.3

OBJECTIVE

Create mutually supportive networks in our areas of established and emerging strength that mobilize large-scale resources and leverage extensive expertise to address complex questions, grand challenges, and globally significant issues that directly impact local communities and the world as a whole.

INITIATIVES

- i. Facilitate opportunities for U of T Scarborough faculty members and departments to lead or to actively participate in networks made possible by institutional initiatives such as Global Research Alliances and International Doctoral Clusters that will promote scholarly excellence through international collaborations.
- ii. Identify and pursue targeted partnerships with a select group of domestic and international higher educational institutions in our areas of established and emerging strength, to produce globally impactful research outcomes and benefits that extend beyond academia.
- iii. Under the leadership of GTA-RISE, pursue collaborations with partners who share our values and our vision to identify socio-economic challenges and opportunities within our region and to enable the kinds of interventions that facilitate revitalization and/or the building of healthy, inclusive, and regenerative communities for equitable socio-economic development. This will include a new Centre for Cultures, Arts & Pluralism.
- iv. Under the leadership of the Institute for Environmental, Conservation, and Sustainability Research (IECR), facilitate academic collaboration among the partner higher education institutions that engages various sectors and sets the stage for the establishment of the Earth and Related Technologies Hub (EaRTH) as a partnership combining expertise from relevant higher educational institutions in the region and their industry counterparts (regional, national, and global), with the support of various levels of government. EaRTH will advance scholarship and learning and be a catalyst for socio-economic development in the region that has national and global impact.
- v. Advance plans for the establishment of the Scarborough Academy of Medicine and Integrated Health (SAMIH) in collaboration with partners in the Faculty of Medicine and allied health faculties at the University of Toronto, various levels of government, hospitals, local communities, and philanthropic supporters. The Academy will support the Government of Ontario's goal of creating a more connected healthcare system centred around patients, families, and caregivers in their communities. Related to the SAMIH is the Institute for Integrated Health Research (IIHR), which will be a significant contributor to scholarship and public policy related to the transformation of health care in communities such as those in the Eastern GTA.

OBJECTIVE

Grow the community of actively engaged alumni who maintain a strong affinity for our campus as ambassadors, advocates, supporters, exemplars, and lifelong learners.

INITIATIVES

- i. Develop a comprehensive set of networking activities, in partnership with the University of Toronto Scarborough Alumni Association (UTSCAA), to bring alumni together in various domestic and international locations, to revitalize and to sustain their connection to the campus, and to draw them back regularly, including as lifelong learners.
- ii. Create opportunities for alumni to share their valued expertise, generosity, and experiences in support of our recruitment, mentorship, teaching, learning, research, innovation, and community engagement, and other activities that are fulfilling for them.
- iii. Work in partnership with the U of T Scarborough Alumni Association and the Division of University Advancement to develop tools that enable our students, staff, faculty, and alumni to benefit from and to contribute to the global campus and university-wide alumni community.
- iv. Promote a culture of mutual investment and success by sharing the stories and accomplishments of our alumni.
- v. Develop a plan for engaging our diverse community of alumni as a key constituency for the campus's new advancement campaign as donors, advocates, mobilizers, and ambassadors, to enable us to generate the philanthropic support needed to pursue our shared vision.

Participatory Decision-Making

In order to truly inspire and benefit from inclusive excellence, we must provide opportunities for all members of our campus community to participate in and to enrich decisions that affect them, shape our mission, and sustain our vision. Bringing the voices of students, staff, faculty, alumni and other partners to bear on how we operate is key to creating the caring, supportive, healthy campus on which we want to work, study, create, and play.

OBJECTIVE

Promote inclusive decision-making that supports talent and leadership development, ensures shared ownership of the strategic plan, and requires individual and collective accountability for its implementation and outcomes.

INITIATIVES

- i. Develop departmental academic plans that flow from the campus strategic plan.
- ii. Ensure that campus operational plans enable the academic plans through engaged and consultative processes.
- iii. Track and share progress.
- iv. Establish departmental governance processes and structures that reflect best practices for broad and inclusive participation.
- v. Ensure the Campus Leadership Forum plays its fiduciary, deliberative, and advisory role in support of the campus's overall strategic direction and interest.
- vi. Establish a leadership development pathway and succession planning through identification and growth of talent and recognition of contributions.

OBJECTIVE

Support effective and accountable delivery of services to the communities that we serve.

INITIATIVES

- i. Establish a process for regular self-studies and external reviews of administrative units.
- ii. Implement a standardized project-management approach that assesses project

STRATEGIC DIRECTION

5.3

Develop a participatory process for resource allocation.

OBJECTIVE

Ensure transparency and accountability on all financial and budget matters across the campus.

INITIATIVES

- i. Establish an appropriate budget model and tools for departments that are tied to academic and operational plans.
- ii. Establish a more broadly consultative budget planning process tied to achieving campus priorities.

STRATEGIC DIRECTION

5.4

Identify opportunities to grow and diversify revenues.

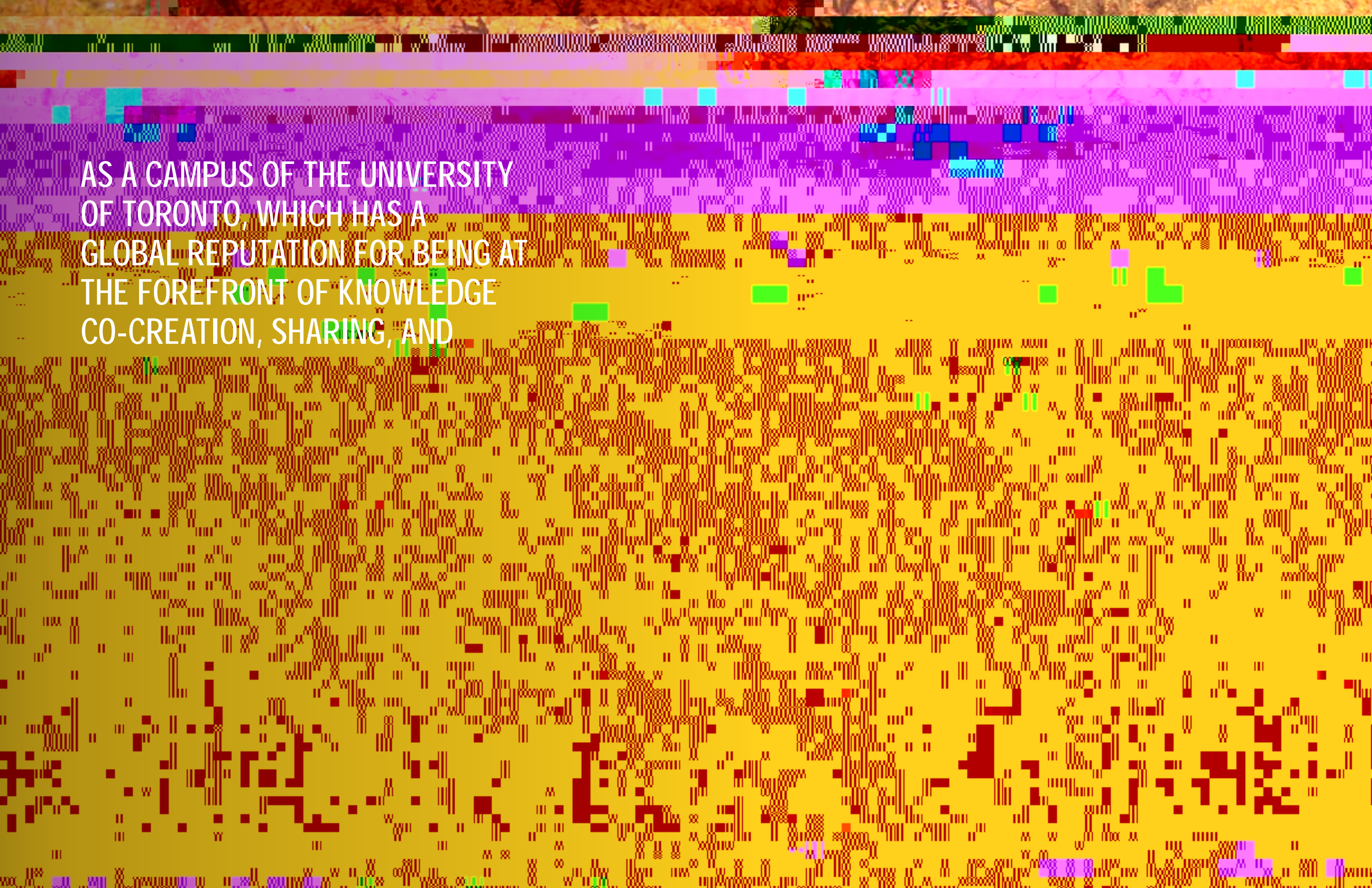
OBJECTIVE

Ensure long-term integrity, viability, and sustainability for the campus's academic mission.

INITIATIVES

- i. Identify, pursue, and grow advancement opportunities.
- ii. In collaboration with relevant tri-campus and external partners, undertake diverse educational initiatives that focus on community development and individual professional growth, interests, and certification.
- iii. Pursue targeted research collaborations with community organizations, industry, businesses and municipalities to realize the social and economic benefits to the region.
- iv. Optimize opportunities to generate revenue from campus infrastructure and assets.

BRINGING THE VOICES OF STUDENTS, STAFF, FACULTY, AND ALUMNI AND OTHER PARTNERS TO BEAR ON HOW WE OPERATE IS KEY TO CREATING THE CARING, SUPPORTIVE, HEALTHY CAMPUS ON WHICH WE WANT TO WORK, STUDY, CREATE, AND PLAY.



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OF TORONTO, WHICH HAS A
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CO-CREATION, SHARING, AND

