

University of Toronto Mississauga

Academic Plan Implementation

The Academic Plan goals were written to be inclusive and overarching; with the hope that many departments and offices across UTM will be able to see where their plans and ideas fit into the document. The process undertaken by the Strategic Planning Task Force involved extensive consultation and discussion to arrive at a set of five campus wide goals and the general means that we hope to follow to achieve them. The Academic Plan (pending governance approval) is available [here](#).

This Implementation Plan outlines the specific objectives designed to attain the goals of the Academic Plan along with the strategies that will be used to achieve the objectives. Implementation involves the specific tactics, establishment of targets, reporting mechanisms, and identifying an overall accountability framework to regularly measure progress and success in the achievement of the goals in the Academic Plan. Individuals, Academic Units and/or Offices that will play key roles and have primary responsibilities for implementation have been proposed as part of the draft Implementation Plan. Please feel free to comment constructively on the draft Plan. Just a reminder, the primary all-encompassing goal of our efforts is to create a supportive and nurturing high-performance environment for students, faculty, staff, and librarians; one that also advances the University of Toronto's reputation as an academic leader and one of the foremost research-intensive universities in the world.

This Implementation Plan is an evolving document that details specific tactics and steps we plan to take in the next few years. If you have suggestions for new initiatives, please submit your comments and input to the following account: academicplan.utm@utoronto.ca

Academic Plan Goals

1. Inspire student success by supporting a rigorous and innovative academic environment
2. Demonstrate that UTM is a home for world-class research
3. Enrich the student experience by embracing opportunities for community involvement
4. Educate future leaders to be global citizens meeting global challenges
5. Focus on transformation and innovation to create a sustainable and cohesive community

Objectives to Support the Goals

Please note that the blue colour blocking in the columns labelled 'Goals Each Objective Supports' highlights the specific goals in the Academic Plan that each objective supports.

	Objective	Goals Each Objective Supports				
A	Invest in pedagogy and learning outcomes	1	2	3	4	5
B	Attract increasing numbers of quality students	1	2	3	4	5
C	Enhance foundational competencies	1	2	3	4	5
D	Increase student retention rates	1	2	3	4	5
E	Create new undergraduate and graduate programs	1	2	3	4	5
F	Provide experiential education opportunities to all UTM undergraduates	1	2	3	4	5
G	Benefit from better linkages with the local community	1	2	3	4	5
H	Expand opportunities to increase awareness of global issues and cultures	1	2	3	4	5
I	Support research across the curriculum	1	2	3	4	5
J	Support interdisciplinary research at UTM	1	2	3	4	5
K	Attract and hire more diverse faculty, staff, and librarians	1	2	3	4	5
L	Implement the recommendations of the Truth and Reconciliation Commission	1	2	3	4	5
M	Optimize high quality space available and its allocation	1	2	3	4	5
N	Increase financial resources we have available	1	2	3	4	5
O	Embrace sustainability as a focus of campus practices, pedagogy, and research	1	2	3	4	5

Objective	#	Year 1 – 2017/2018	Year 2 – 2018/2019	Year 3 – 2019/2020	Year 4 – 2020/2021	Year 5+ - 2021 →
Invest in pedagogy and learning outcomes	A1	Assess needs and assist undergraduate departments with curriculum maps for their programs	Continue to assist undergraduate departments with curriculum maps for their programs	<ul style="list-style-type: none"> All undergraduate programs should have initial curriculum maps Continue to assist with development of curriculum maps for new programs, and assist with revision and assessment of existing maps 	Continue to assist with development, revision and assessment of curriculum maps for undergraduate (and graduate) programs	Continue to assist with development, revision and assessment of curriculum maps for undergraduate (and graduate) programs
	A2	<ul style="list-style-type: none"> Provide information to departments on High-Impact Education Practices Begin to assess the range of high-impact practices already used by programs/departments 	Encourage departments to highlight and make use of the high-impact practices best suited to their programs and learning outcome goals	<ul style="list-style-type: none"> Encourage departments to highlight existing and add new practices, as appropriate for their learning outcome goals. Collect more formal data on high-impact practices in use or proposed by programs/departments, as appropriate 	Continue encouraging departments to highlight existing and add new practices, as appropriate for their learning outcome goals.	Continue encouraging departments to highlight existing and add new practices, as appropriate for their learning outcome goals.
	A3	Publicize existing Communities of Learning and/or Scholarship of Teaching and Learning (SoTL) faculty groups at UTM focused on pedagogy, such as the Teaching-Learning-Collaboration or TLC groups at RGASC	Based on experiences in Year 1, expand existing or develop new Communities to fit faculty and program interests and needs across the range of faculty needs	Continue to involve range of faculty in Communities of Learning (basic to advanced), depending on interests and needs.	Continue to involve range of faculty in Communities of Learning (basic to advanced), depending on interests and needs.	Assess Communities of Learning groups at UTM.

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Attract increasing numbers of quality students	B1	Work with the Office of the Registrar, the Office of Communications, and Departments for recruitment and marketing	Implement recommended changes to recruitment and marketing practices		Evaluate recruitment achievements	Implement changes
Enhance foundational competencies	C1	Form a working group to review and recommend options for writing competency program	<ul style="list-style-type: none"> Establish a working group - Evaluate how to better support ELL Take writing program curriculum changes through governance as appropriate 	Pilot preferred writing program	<ul style="list-style-type: none"> Implement changes to writing program Pilot program to better support ELL 	Evaluate and revise curriculum wide improvements to writing program
	C2	Form a working group to review and recommend options for a numeracy competency program	Take numeracy program curriculum changes through governance as appropriate	Pilot preferred numeracy program	Implement changes to numeracy program	Evaluate and revise curriculum wide improvements to numeracy program
	C3		Form a working group to review and recommend options for an oral/verbal competency program	Take oral /verbal program curriculum changes through governance as appropriate	Pilot preferred oral/verbal program	Implement changes to oral/verbal program
	C4		Form a working group to review and recommend options for a visual	Take visual program curriculum changes through governance as appropriate	Pilot preferred visual program	Implement changes to visual program

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			competency program			
Increase student retention rates	D1	<ul style="list-style-type: none"> Internal study on student retention best practices in North America Internal study of retention issues at UTM 	<ul style="list-style-type: none"> Establish a working group to review and study the context of our current situation and needs Recommendations for UTM put forward 	Implement strategies to improve retention rates		Evaluate and revise strategies accordingly
	D2	Establish a working group to review and explore strategies to increase graduate student presence at UTM	Implement strategies to enhance graduate student presence at UTM		Evaluate strategies to enhance presence of graduate students at UTM	
	D3	Encourage and monitor graduate affiliations	Encourage and monitor graduate affiliations	Encourage and monitor graduate affiliations	Encourage and monitor graduate affiliations	Check progress in number of affiliated students (Y1-Y5).
Create new undergraduate and graduate programs	E1	Take proposed graduate program for Masters of Urban Innovation (MUI) through governance		MUI graduate program opens		Survey MUI graduate students to assess learning outcomes, employment prospects and satisfaction with program

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	E2	Take proposed Combined Degree Programs through governance	Combined Degree Programs in effect			
	E3	Take proposed undergraduate program for Social Coding through governance	Undergraduate program in Social Coding launches and admits students into this Subject Post			
Provide experiential education opportunities to all UTM undergraduates	F1	<ul style="list-style-type: none"> Determine the percentage of students who have an experiential opportunity (EO) per year of study and percentage of graduates who have a Work Integrated Learning (WIL) experience at least once during their university undergraduate experience 	<ul style="list-style-type: none"> Work with other academic units to ensure that proposed options work for the design of their programs and student interests Put WIL (Pilot) through Governance Plan for enhanced EOs in general is unveiled 	<ul style="list-style-type: none"> Pilot of Work Integrated Learning launches in Digital Enterprise Management Plan for expansion of WIL and EOs in other units and put proposals through Governance as needed 	Expand WIL and EO opportunities across UTM	Evaluate and revise WIL and EOs experiential opportunities
Benefit from better linkages with the local community	G1	<ul style="list-style-type: none"> Complete an inventory of community engagement activities on campus to define strengths and develop areas of growth Form a working group with individuals who 	<ul style="list-style-type: none"> Develop strategies to enhance/create linkages with the local community Establish a framework to streamline community 	<ul style="list-style-type: none"> Implement recommendations regarding better community linkages and raise the profile of engagement activities Keep track of new and existing community 	Keep track of new and existing community engagement activities (ROP, WIL, co-curricular, experiential	Keep track of new and existing community engagement activities (ROP, WIL, co-curricular, experiential opportunities) to

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		<p>already engage with the community at various levels Identify goals and principles</p> <ul style="list-style-type: none"> • Work with Blackwood Gallery and City of Mississauga Departments to design city and campus-wide participatory exhibit Work of Wind 	<p>engagement activities</p> <ul style="list-style-type: none"> • Identify and create pathways for community engagement • Define metrics to assess outcome and impact • Establish partnerships with the community for WIL including partners associated with major year-long Blackwood Gallery exhibit • Explore models of service learning and outreach such as UTSCs relationship with the East Scarborough Storefront organization 	<p>engagement activities (ROP, WIL, co-curricular, experiential opportunities) to evaluate changes over time</p>	<p>opportunities) to evaluate changes over time</p>	<p>evaluate changes over time</p>

Objective	#	Year 1 – 2017/2018	Year 2 – 2018/2019	Year 3 – 2019/2020	Year 4 – 2020/2021	Year 5+ - 2021 →
Expanded opportunities to increase awareness of global issues and cultures	H1	<ul style="list-style-type: none"> Form a working group to recommend how to promote student awareness and perspectives of global topics and challenges Identify how to better communicate and promote how UTM courses and programs provide awareness of global issues and cultures. 	Implement recommendations to promote student awareness and perspectives of global topics and challenges		Evaluate and report on status of student awareness and knowledge re: global perspectives and challenges	
	H2	<ul style="list-style-type: none"> Continued development of curriculum involving international experiences (ROP, Study Abroad, integrated trips) 	Seek financial support for expansions of international experiences open to UTM students			
Support research across the curriculum	I1	<ul style="list-style-type: none"> Identify areas for strategic hiring of faculty to support research initiatives Host undergraduate Scholars-in-Residence Program with the Jackman Humanities Program at UTM 	Identify areas for strategic hiring of faculty to support research initiatives	Identify areas for strategic hiring of faculty to support research initiatives	Identify areas for strategic hiring of faculty to support research initiatives	Identify areas for strategic hiring of faculty to support research initiatives

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	I2	OVPR will <ul style="list-style-type: none"> • develop a comprehensive research communications/ promotion strategy • develop a plan to expand/extend administrative support across the broad research community 		OVPR will <ul style="list-style-type: none"> • implement a comprehensive research communications/ promotion strategy • implement a plan to expand/extend administrative support across the broad research community 		OVPR will <ul style="list-style-type: none"> • review the research communications/ promotion strategy • review administrative support across the broad research community
Support interdisciplinary research at UTM	J1		Take proposed Robotics program and space through governance	Robotics building construction	Program in Robotics opens	Robotics Institute up and running
	J2	Centre for Urban Environments (EDU) to open Fall 2017	CUE opens			CUE review
	J3		Blackwood Gallery exhibit Work of Wind: Land, Water, Air			
	J4	Development of proposed Digital Humanities Hub (digital arts, theory, culture, and history hub) taken through governance (if needed)	Digital Humanities Hub opens		Report on the Digital Humanities Hub activities	

As of September 4th, 2017

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	J5	Establish a working group to evaluate interdisciplinary research at UTM	Working group to make recommendations on how to encourage interdisciplinary research at UTM	Implement key recommendations of Working group on interdisciplinary research		Report on progress on interdisciplinary research at UTM
Attract and hire more diverse faculty, staff, and librarians	K1	<ul style="list-style-type: none"> Form working groups to identify best practices that can be adopted to enhance diversity and hiring practices(separate by faculty vs. staff vs. librarians) Consider a voluntary survey of employees to gather information to create benchmark of diversity at UTM 	Implement key recommendations from working groups to improve hiring practices	Implement changes in hiring practices and monitor their impact	Monitor changes in hiring practices and their impact	Evaluate and revise hiring practices
Implement the recommendations of the Truth and Reconciliation Commission	L1	<ul style="list-style-type: none"> Open Centre for Indigenous Initiatives as per recommendations of the Indigenous Initiatives Task Force (IITF) Hire staff with responsibility to educate staff, faculty, students, and librarians on Indigenous matters Hire Indigenous faculty as possible 	<ul style="list-style-type: none"> Conduct community outreach with local Indigenous groups Work with academic units to determine how to better integrate content into the curriculum. Take suggestions for 	Introduce Indigenous elements into curriculum across all disciplines		Evaluate and revise progress of IITF recommendations in terms of research, pedagogy, and practices

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			implementation through Governance <ul style="list-style-type: none"> • Build physical space for outdoor ceremonies 			
Optimize high quality space available and its allocation	M1	Engage in broad discussions around the proposed Arts and Culture building	<ul style="list-style-type: none"> • Design Arts and Culture Building • Determine funding envelope for Arts and Culture Building 	<ul style="list-style-type: none"> • Design Arts and Culture Building • Ensure Building meets all University and City regulations and requirements 	Arts and Culture building being built	Arts and Culture building being built
	M2	Centre for Medicinal Chemistry - Science Building designed		Science building construction	Science building construction	Science Building opens and is occupied
	M3	Revitalization of Meeting Place planned and designed	Revitalization of Meeting Place construction initiated	Revitalization of Meeting Place concludes		
	M4	Robotics Building Plan Design	Robotics building construction	Robotics building construction	Robotics Building opens and is occupied	
	M5	Internal - Indigenous space across the campus established	External - Indigenous space across the campus established	Indigenous ceremonies held regularly		
	M6		Student Services Plaza Renovations	Student Services Plaza opens		

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Increase financial resources we have available	N1	Create financial plan to accompany strategic plan	Update and evaluate financial plan	Update and evaluate financial plan	Update and evaluate financial plan	Update and evaluate financial plan
Embrace sustainability as a focus of campus practices, pedagogy, and research	O1	<ul style="list-style-type: none"> Establish a consultative group of stakeholders across UTM to design Sustainability Pathways Create an inventory of courses and programs at UTM that have a sustainability and environmental component 	Examine potential changes required to take new initiatives through the curriculum and identify the appropriate governance process	Take curricular changes necessary to implement Sustainability Pathways.	Launch Sustainability Pathways	<ul style="list-style-type: none"> Report on progress Evaluate and revise strategies and programs accordingly
	O2		<ul style="list-style-type: none"> Evaluate measures to improve resources devoted to sustainability research Host a learning workshop with universities across North America that already implement such practices 			
	O3	Encourage regular reporting to UTM governance on campus	Encourage regular reporting to UTM governance on	Encourage regular reporting to UTM governance on campus	Encourage regular reporting to UTM	Encourage regular reporting to UTM governance on

As of September 4th, 2017

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		sustainability, practices, achievements, and strategies	campus sustainability, practices, achievements, and strategies	sustainability, practices, achievements, and strategies	governance on campus sustainability, practices, achievements, and strategies	campus sustainability, practices, achievements, and strategies