



IMI STRATEGIC PLAN

2019



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

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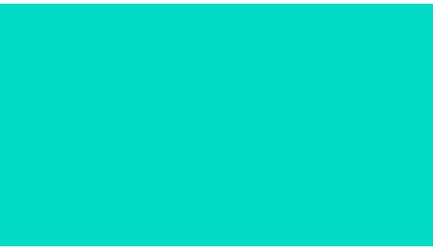
Foreword

The Institute for Management & Innovation (IMI) is in its fifth year of establishment. The first five years were focused on setting up house in the brand-new Innovation Complex and incorporating five professional Masters programs under one roof. We have arrived at a moment where IMI should embark in the next phase of its development, a phase that pushes further on fulfilling the mandate of the Institute and the vision of its progenitors.



It is with this in mind that this strategic planning process was carried out with the enthusiastic collaboration and support of our outstanding affiliated Faculty, Directors, and staff. With UTM's five core attributes and five Academic Goals laid out in UTM's Academic Plan (2017) in full view, and IMI's mandate and plan laid out clearly in the initial proposal, "Institute for Management and Innovation — Proposal for an EDU:B at the University of Toronto Mississauga," we renew and put forth our ambitions for the Institute and detail our specific action plans for getting us there.

We address our aspirations for research, teaching, and community by first highlighting what IMI's mandate is, then identifying the current state, and concluding with our future plans. The plans are undergirded by a number of initiatives proposed by committed IMI Faculty and staff (see Appendices). Each of the initiatives was proposed by a faculty or staff member willing to champion and lead the work and have been discussed and collectively agreed upon. It is this genuine commitment from the ground up that makes IMI a hotbed for success.



From a personal point of view, I have been deeply moved by the ambition, enthusiasm, and dedication of my colleagues to come along with the charge to help IMI reach its full potential and beyond. From my vantage point, I see enormous potential for IMI to become an internationally-recognized Institute focused on innovation and leadership in sustainability. IMI is becoming a hub where thought leaders at IMI connect with individuals, groups, companies and communities with cutting-edge knowledge. I am thankful to my predecessors for bringing together the key elements. And now, the work begins of shaping and molding IMI into the organization it can still be.

The coming years will be critical for IMI's development. We look forward to working together with all our stakeholders to reach higher planes.

Soo Min Toh
Director, IMI

Positioning

IMI is a multi-disciplinary research and teaching hub located at the heart of the University of Toronto Mississauga (UTM). It is an academic platform providing new means for a range of disciplines and partners to work together. With the study of management at its heart, IMI's source of distinctiveness lies in its ability to connect cutting-edge research in management and innovation with practice to impact policy, business, and people.

Mission

To produce mission-focused leaders with a combination of management skills and depth in their chosen field of science, technology and the professions, all closely linked to the external community. Our goal is to foster cross-disciplinary research and scholarship in areas relevant to IMI's associated programs, in particular on the role of innovation and management in the development of the sciences, industrial sectors, and professions associated with its teaching activities.



Our Values

- Discovering and sharing of core and cross-disciplinary knowledge with students by offering undergraduate, professional, and graduate degree programs of the highest quality in an environment that provides immersion in world-class research and ensures a supportive student experience
- Equipping our students with the leadership skills, communication skills and global awareness required by the professions and by society
- Creating new knowledge and contributing to society through advanced research, innovation and technology transfer
- Realizing an exemplary degree of social responsibility and ethical behaviour among our faculty, staff, alumni and students
- Collaborating and partnering with local and worldwide industry and community partners to create opportunities for knowledge exchange

Vision & Identity



The Institute for Management & Innovation will be a leader among the world's very best in its discovery, creation and transfer of trans-disciplinary knowledge in the domains of social, economic, and technological innovation and the role of management. It will continue to be a leader in teaching the management of scientific, technological and professional enterprises.

Academic Plan

GOAL 1

Academic Excellence



IMI provides a framework for integrating the teaching of management with the discipline, sector or profession-specific teaching that makes its program distinctive, and for exploring synergies between programs in both academic delivery and administration. IMI coordinates the teaching of the disciplines involved and “supports these programs in the areas of experiential learning and helping forge closer connections to the external communities relevant to each program” (EDU:B Proposal, 2012, p. 8).

IMI Goals

- Support excellence in teaching, learning and research
- Build student resilience
- Engage and support intellectually innovative and creative faculty
- Support academically rigorous programs and curricula
- Expand opportunities for student-faculty interaction and active learning experiences
- Prepare students for the global workforce



What are we doing now?

- IMI bears primary responsibility for the following programs:
 - Master of Management & Professional Accounting
 - Master of Management of Innovation
 - Master of Biotechnology
 - Master of Urban Innovation
 - Master of Science in Sustainability Management
 - Master of Science in Biomedical Communications
 - Master of Forensic Accounting
 - Minor in Business, Science and Entrepreneurship
- IMI supports the following programs administratively, by sharing staff who engage in operations, alumni engagement, event coordination, and communications:
 - Commerce programs (B.Com), Specialists and Major, offered jointly by UTM's Departments of Economics and Management
 - Management programs (BBA), Specialists and Major, offered by the UTM Department of Management
- IMI offers distinct programs, each of which feature:
 - Industry connections, speakers and networking, and program-specific and research conferences
 - Experiential and team-based learning, in the form of cooperative placements, capstone projects, case competitions (within programs and in support of other groups, e.g. Graduate Management Consulting Association)
 - Access to entrepreneurial programs and work-integrated learning through ICUBE (see Appendix 4)

What are the next steps?

- **Launch two new IMI programs/streams in 2019.** The next three years will be focused on recruiting students, delivering an enriched learning experience and achieving a steady growth for these programs. With adequate administrative support, these programs will also add to the need for greater IMI central support (e.g. finances, HR, alumni, recruitment/marketing, events). These



programs will continue to be supported by the IMI Curriculum Committee.

- 1. Master of Urban Innovation
- 2. Digital Health Technologies stream within the Master of Biotechnology

- Build the **Minor in Business, Science, and Entrepreneurship**
 - Launched in 2017, the Minor comprising of six new 0.5 FCE IMI courses. Up until now, the courses have been administered by the Department of Management's Academic Advisor for the Commerce/Management Programs, with the assistance of the Curriculum Support Officer for the Commerce/Management Programs, and Director, Undergraduate Programs.

 - Starting Fall 2018, IMI has taken on the administration of the courses. A Faculty Advisor has been appointed to provide curriculum and academic oversight and be supported with staff program assistance tied to sessional hires, and TA and instructor support.

- Offer two new collaborative electives that are relevant and accessible to almost all programs (usually with the exception of MMPA and MFAcc), including:
 - Change Leadership
 - Data Analytics and Visualization

- Establish the Sustainability Triangle (Appendix 2) as an EDU-C, headed by an Academic Director, which seeks to carry out the following:
 - Offer Sustainability Pathways Certificate Program for undergraduates

 - Host a Sustainability Summer School

 - Foster cross-disciplinary research on sustainability

 - Organize conference, professional development, and orientation for all staff

- 
- Expand outreach events, e.g., “Let’s Talk Sustainability”, Peel Science Fair, and summer camps
 - Increase channels of communication with IMI students:
 - Host IMI Director Breakfasts or lunches with graduate students to gain their feedback on programs and insights on strategies for improvement.
 - Regular contact with the Graduate Student Council (GSC).

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- Promote and brand IMI research and programs (see Appendix 6):
 - o Marketing and branding campaign to create international awareness
 - o Faculty research and research centre
 - o Professional programs
 - o Teaching innovations
 - o Executive education
 - Engage and recruit faculty:
 - o All-IMI Instructors meetings twice a year to discuss cross-program learning and exchange of best practices, opportunities, and challenges.
 - o Executives-in-Residence: As a way to enhance the student experience and capitalize on our deep academic and industry ties to experts of high reputation, we will identify and appoint up to 2 individuals.
 - o Offer and renew cross-appointment or affiliation to faculty involved in IMI programs.

GOAL 2

World-class Research Across Disciplines



IMI was established with the aim of fostering research and scholarship in areas relevant to the programs with which it is associated, in particular (but not exclusively) on the role of innovation and management in the development of the sciences, industrial sectors, and professions associated with its teaching activities. To date, we have minimally supported research, primarily through supporting conferences and workshops organized by IMI-affiliated faculty. As such, IMI's research identity is still in a nascent state. Multiple groups of researchers have come together to propose research clusters, with themes including Investing in Innovation (Appendix 1), Sustainability (Appendix 2), and Big Data (Appendix 3). Support is needed to facilitate these activities.

IMI Strategies

- Communicating IMI research and strengthening IMI research culture
- Continuing to attract world-class scholars
- Investing in research infrastructure across the disciplines
- Supporting research through funding, mentorship and administration
- Leveraging the strengths of the tri-campus model and the uniqueness of UTM and IMI

What are we doing now?

- Communications
 - Internal
 - IMI newsletter
 - Emails
 - Social media
 - Regular meetings
 - External
 - Website
 - Social media
 - Work with UTM & downtown communications office
- Themed junior researchers' workshops, staff support for organizing conferences and workshops, 1-2 research events (e.g., IMI in the Headlines), 1-2 conferences and panels per year
- Establishing research connections with external partners
 - City/municipality (e.g., Peel Region of Health)
 - Industry engagement both locally and abroad (e.g. ICBC, Astrazeneca, MNP, RBC)
 - Tri-campus U of T Entrepreneurship/ICUBE, Tri-campus WorkIntegrated Learning (WIL) group

What are the next steps?

- Funding and support for cross-disciplinary research
 - Fund 1-2 major research clusters over 3 years, modelled on UBC's successful model of leveraging funding for research clusters into significant Tri-Council partnership/network funding.
 - Support in terms of funding and organization for up to 4 cross-disciplinary conferences, colloquia, workshops per year
 - Fund and house 2-5 highly qualified personnel (post-docs)
 - Fund and house visiting researchers

- Deepen and expand industry research connections and promote research opportunities through:
 - o Organizing CEO roundtables
 - o Hosting a Tedx UofT Salon with IMI faculty (Jan, 2019)
 - o Cultivating marketing and branding awareness
 - o Working with industry, community, alumni, and research partners
- Deepen and expand connections and collaborations with other research centres and institutes within UofT and beyond, including:
 - o Munk Centre
 - o Rotman research centres
 - o Peel Region of Health
 - o Trillium Health Partners
- Invest in knowledge translation and mobilization by personnel (a research communications officer) and technologies to promote IMI research through enhanced digital engagement and new platforms:
 - o Collaboration with VP Research and UTM Communications.
 - o Communications strategy and visual identity: e.g. professional logo, tagline, and blurb (See Appendix 6)
 - o Website content enhancement: e.g., developing a research website
 - o Coherent and consistent communications pathway for research promotion
- Establish BIGDataHUB within IMI as a venue for research and teaching about data (see Appendix 3).
- Explore the possibilities of endowed chaired positions.

We see these communications strategies as essential to fulfill our aims of building IMI's research identity and reputation, potentially opening up further opportunities for research, and supporting the translation and mobilization requirement of Tri-Council funding.

GOAL 3

Quality Student Experience



Each of the IMI professional Masters programs offers a highly enriched academic as well as experiential environment for students. There is a desire among students, staff, faculty, and the Program Directors to engender greater cross-program experiences and exchange, and a greater sense of community.

IMI Strategies

- Enhancing student engagement and experiential learning opportunities
- Engaging students in active and intentional career development experiences
- Involving faculty and staff more fully in community building
- Creating partnerships for eliminating barriers within and outside of campus
- Collaborating with local and global communities including indigenous communities
- Helping the public know IMI's strengths and expertise

What are we doing now?

- Experiential placements (all programs have 4-12 month co-op internships)
- Individual support from placement officers
- Access to networking events and industry speakers
- Graduate student conferences and case competitions
- Community partnerships, which include: ICUBE mentors, MBOT, RIC Centre, City of Mississauga, industry partners, etc.
- Global collaborations, which include: Global Leadership Development Program, Bank of Canada Conference, current faculty research, international placements, visiting scholars, MScSM international student exchange
- Building public awareness through the IMI Communications team, executive education, student and faculty recruitment, experiential placements, IMI Grad Campus Day, Sustainability Leadership Series, MMPA Conference

What are the next steps?

- Support the IMI Graduate Student Council (GSC), focused on creating cross-program initiatives and community
 - Maintain student magazine, IMI Research by Students (IMIRS) and student listserv
 - Involve students in community outreach, host symposia and conferences, and offer inter-program case competitions
- Further develop the ICUBE, Work Integrated Learning (WIL) programs, and engage IMI students in ICUBE programming (see Appendix)

- Build Executive Development Programs for alumni and community partners (see Appendix 5).
 - CEO roundtable, speaker series and conference for executives, and sustainable innovation leadership series
 - Hire an Executive Education Program Manager full-time to support program
- Establish an IMI C-level Advisory Board to provide feedback on: building IMI brand, developing high-value, high-impact events, and programs and executive education opportunities
- Develop and implement a marketing strategy to enhance recruitment and fund-raising
 - Promote student successes and connections with industry partners in a more coordinated way
 - Add a new communications and marketing officer
- Deepen alumni engagement and advancement by collaborating with the Office of Advancement for support/personnel
 - Addition of an Alumni role, shared between IMI, Management, and Office of Advancement (already approved)

GOAL 4

Global Citizenship



IMI aims to be exemplary in its citizenship as well as in its care for its environment. It is open and welcoming to diverse perspectives, with its faculty and staff bringing with them their varied expertise, backgrounds and training. Our student body also spans the globe and are engaged in frequent cultural exchange and learning in the context of a global marketplace.

IMI Strategies

- Attracting diverse perspectives to IMI
- Expanding opportunities for students to increase their awareness of global issues and cultures
- Incorporating global learning as a specific learning outcome in programs where appropriate
- Expanding and promoting opportunities for students to gain international experiences in local communities and beyond
- Using initiatives to enhance understanding of Indigenous knowledge

What are we doing now?

- Engaging international research faculty and industry partners through high-level conferences held at UTM (e.g., MMPA Conference, Sustainability Leadership Series, and Frontiers of Economics)
- Organizing community partnership events, which include: “Invention Convention” (Grade 7/8 Peel School event), People Power Challenge, Let’s Talk Sustainability, Driving Dreams, and hackAbility.
- Supporting international conferences (e.g., Bank of Canada Conference held in China)
- Hosting MScSM international student exchange and fostering Global Leadership Development Program connections with IMI students

What are the next steps?

- Support community partnering events around the themes of innovation and sustainability through engagement with partners, including the City of Mississauga, the RIC Centre, Mississauga Board of Trade, and other identified collaborators.
- Collaborate with the Office of Advancement to refine messaging for the external community and foster alumni engagement through a new IMI alumni officer responsible for alumni events and outreach
- Collaborate with other departments and centres on outreach to highlight research and educational activities through promotional events, symposia and entrepreneurial activities
- Integrate communications, alumni engagement, and event planning across programs
- Grow digital media, communications and marketing strategies to gain a wide international reach
- Expand executive education offerings to other international organizations, and provide training to local partners to prepare them for international opportunities (refer to Appendix 5)
- Engage internal and external parties to establish the IMI “brand” and create U of T approved templates for all marketing to be used consistently (refer to IMI Brand Strategy, Appendix 6)

GOAL 5

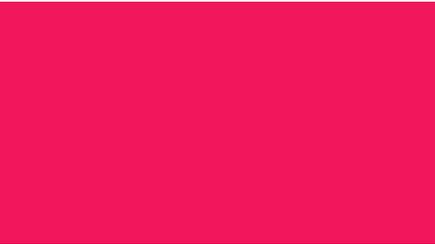
Equity, Diversity & Inclusion



IMI prides itself on maintaining a diverse, inclusive, and respectful academic and work environment.

IMI Strategies

- Support and foster all staff and faculty in a high-performing, inclusive culture
- Build a cross-disciplinary academic community
- Recognize faculty and staff excellence
- Further promote high-quality student recruitment (national and international)



What are we doing now?

- Supporting Connections and Conversations; supporting Black History Month; working with Equity & Diversity Office and Sexual Violence Prevention office; focusing on equitable hiring practices; offering professional development support to all staff and faculty
- Implementing new research clusters, cross-appointed faculty, cross-disciplinary programs
- Recognizing significant achievements through UofT programs (e.g., True Blue; UTM Staff & Faculty Awards), IMI Awards, and IMI newsletter

What are the next steps?

Working in partnership with Human Resources, Equity & Diversity Office, and Occupational and Development Learning Centre, IMI will provide training workshops and develop best practices to:

- Increase awareness about University Policies on civility, sexual violence and sexual harassment for IMI students, faculty and staff
- Provide enhanced professional development for all staff and faculty with a focus on sustainability, inclusion and innovation
- Assess current recruiting methods to ensure effectiveness, look to develop efficient and inclusive new models for promoting diversity and inclusion

Closing

Setting Up for Success



As this strategic plan has highlighted, IMI's first five years have established a solid foundation from which to expand into the next five years of continuing growth. One of IMI's unique differentiating strength lies in its commitment to integrating science, technology, and management through specialized graduate programs and cross-disciplinary, cutting-edge research.

IMI's organizational review has allowed us to identify existing efficiencies and functions, so that we can identify how to properly resource IMI for future success and growth. Identifying existing structures and areas of strategic growth is an integral step as we move to establish IMI as an internationally recognized institute. The dedication and productivity of its directors, faculty, staff, and students, bolstered by proper resources, support, and continued innovation, will allow IMI to flourish as a world-class research and teaching institution.

The proposals described in the following appendices highlight IMI's specific plan for fostering IMI's international recognition as a cross-disciplinary research and teaching unit.

Appendices

APPENDIX 1

Research Clusters: Investing in Innovation



Rationale

We propose the establishment of an interdisciplinary IMI research cluster oriented around investment in innovation, a crucial issue for public and private sectors who seek to drive economic growth.

The issues of study in these cluster will revolve around social and environmental issues, emerging economies, and emerging organizations (start-ups and Small and Medium-sized Enterprises; SMEs). Moreover, as the fin-tech revolution is upon us, the cluster will also investigate the potential of newer ways of financing, such as crowdfunding and initial coin offerings, in alleviating financing constraints for innovative projects. The specific foci will emerge through a call for cluster proposals to the faculty associated with IMI. The selected proposal will be funded with \$150,000 for 3 years.

Faculty Expertise

At IMI, there is a cluster of faculty with publications and active research projects related to the topics of technology management, innovation policy, and resource constraints. For example, we have faculty researching patents, the relationship between urban density and knowledge diffusion, and the impact of competition policy.

Faculty members at IMI also have considerable academic and policy-oriented expertise in incorporating insights from psychology and behavioral science into the study of economics and management. Expertise of cluster members in behavioral economics of education and the effect of non-economic motivation in various areas—such as effort, choice, voluntary donations, repugnant trades, and financial literacy—will be very useful in developing this cluster.

Potential members of the cluster have already been identified and will initially include faculty from management, economics, geography, and political science.

Opportunities and Next Steps

Funding this cluster will enable the group to host academic conferences, workshops, and public lectures centered on the topics of innovation policy and technology management. These events will bring together researchers and stimulate conversation among the cluster members, which will ideally lead to joint research projects and grant applications.

Some faculty members have created a set-up for running laboratory experiments that can be enhanced with funding from IMI through this research cluster. Moreover, the cluster will be able to exploit faculty members' existing connections in governmental and business sectors to run field experiments and randomized controlled trials. IMI can help in funding such experiments.

This cluster is also likely to interact and collaborate with federal, provincial and regional agencies (e.g. the Canadian Intellectual Property Office or the City of Mississauga) to access key datasets, which are crucial to examining how to stimulate innovation at the national and regional level.



In the longer horizon, members of this cluster may form a multi-disciplinary center on innovation policy and technology management to promote an understanding of the challenges associated with innovation management and how such challenges can be remedied through private and public sector policies. The cluster's activity should also be aimed at gaining Federal research funding through academic and industry partnerships. Part of these activities will also be supported by various sources of Federal research funding, VPRI, and UTM OVRP.

APPENDIX 2



Sustainability Triangle

Rationale

UTM's 2017 Academic Plan identifies Sustainability as one of the five core attributes of UTM's identity, alongside Community, Innovations, Creativity, and Communication. Each of the five goals set by the Plan include some elements of sustainability while the first goal puts special emphasis on "engaged learning in multidisciplinary collaboration."

We propose to establish a "Sustainability Triangle," an EDU C, at IMI. As a multi-disciplinary unit, IMI has a unique opportunity and position to advance the Academic Plan's multi-disciplinary focus on sustainability. The plan's first goal also identified Sustainability Pathways as one of the key programs to promote engaged learning in multi-disciplinary collaborations.

The Master of Science in Sustainability Management (MScSM), housed in IMI, has established itself as the leading sustainability management program in Canada. In 2017, the program received a Sustainable Development Goal (SDG) Award in the small organizations category from the Global Compact Network Canada (GCNC). The MScSM has created a sustainability culture among its students, staff, faculty and other members, in addition to having established a wide network of 350 organizations.

Hence, IMI, through MScSM, offers an ideal home to establish a sustainability hub at UTM.

Main Features of the SPWG Report

In December 2017, Professor Amrita Daniere, Vice-Principal Academic and Dean, convened the Sustainability Pathways Working Group (SPWG). The group made comprehensive recommendations on sustainability at UTM, producing a draft report that was circulated for inputs from a wider community in July 2018.

The Sustainability Vision articulated by the SPWG states that “UTM strives to become a global leader in sustainability by fostering a culture of sustainability.” The SPWG conceptualized sustainability as human beings’ relations with the Earth and its other inhabitants, and has proposed that a culture of sustainability promotes “the wellbeing of all generations, maintains healthy ecosystems, and fosters regenerative relations between natural, social, and technological systems.” Nurturing such a sustainability culture requires emphasizing critical, holistic, and integrative thinking that draws upon and also moves across natural sciences, social sciences, and humanities.

Trans-disciplinary and newly emerging fields will also play an important role by synthesizing insights, identifying critical gaps in knowledge, and developing new approaches to studying and promoting sustainability. The SPWG has realized that such a culture can be fostered only by incorporating sustainability in all aspects of the campus—including academic programs, research, human resources and infrastructure—and by engaging the whole campus and society at large in sustainability.

The key necessary condition to realize the Sustainability Vision of UTM, as articulated by the SPWG, is a leadership role by a trans-disciplinary academic unit focused on sustainability at UTM. Given the SPWG’s emphasis on the multi-dimensional importance of sustainability in human wellbeing, there is a demonstrated need for a sustainability hub at UTM.

Hence, we are proposing the creation of such a unit, named the **Sustainability Triangle** in consideration of the three dimensions of sustainability that grounds it: economic, environmental, and social; or people, planet, and profit.

Opportunities and Next Steps:

The Sustainability Triangle will focus on the first four pillars of sustainability identified by the SPWG, since the fifth pillar's focus on human resources and infrastructure is beyond the scope of an academic unit. Since, the ST will be inter-disciplinary and cover academic programs as well as research, it should be an Extra-Departmental Unit (EDU), and given its scope, it should be at least EDU C. Its key features are:

- **Mission:** To foster a culture of sustainability so that UTM becomes a global leader in sustainability.
- **Vision:** Sustainability Triangle becomes a global attraction for its unique philosophy, culture, civic engagement, academic programs, and inter-disciplinary research on sustainability.

APPENDIX 3

Big Data Hub



Rationale

We propose the establishment of an IMI-led BIGDataHUB as an interdisciplinary unit where people from across campus—including faculty, professionals, alumni, students and administrators—can connect on the social, technological, and governance issues relating to big data. The BigDataHUB will serve as a place for cutting-edge, cross-disciplinary research and teaching. Positioned under IMI, this hub would allow for affiliation by interested parties including faculty, students, alumni and community partners.

The Hub will help UTM meet its goals laid out in the Academic Plan through the following:

- Creating a new focal point relating to transformation and innovation for world class research
- Inspiring faculty and students, by looking at timely and relevant issues relating to big data that are transforming our societies and economies
- Enriching the student experience by providing research and experiential learning opportunities, including co-op placements, to address the issues surrounding big data

- Transforming our academic programs such that we produce graduates equipped to become leaders in the global data-driven economy
- Increasing numeracy and literacy of students through education in data analysis and modelling

The BIGDataHUB will have three cross-disciplinary “spokes”:

- People and data (e.g. psychology, organizational behaviour, health, human behavior and change)
- Technology and data (e.g. science and engineering)
- Systems and data (e.g. management, accounting, strategy, governance)

Opportunities and Next Steps

While working closely with existing faculty with expertise in big data and information, the hub will also draw in top-tier applications for new faculty and students. This hub will further drive a potential research cluster in high-powered computing. Specifically, this hub will create opportunities for:

- Differentiation: For IMI and IMI professional programs from other units and programs in management education
 - o Creation of opportunities for experiential and cooperative education by deepening and expanding industry ties
- Connectivity: For research and teaching faculty from various disciplines to converge around big data
 - o Access to data sets and feeds through involvement from IMI Library Services and instruction through the Li Koon Chun Finance Learning Centre
- Research: Support cross-disciplinary research of IMI and others at UTM and support the other research clusters (e.g., innovation) that IMI is developing.
 - o Sponsorship of conferences, such as the MMPA’s recent November conference on Distributed Ledger Technology

- Outreach: With external stakeholders including alumni, local and global community, the accounting profession, and employer partners.
 - With the accounting profession, including CPA
 - With other data centres (e.g., Trillium Health, Management Data Centre)
 - Emerging relationship and potential accreditation by ISACA (Certified Information Systems Auditor)
 - Connected alumni
 - Executives in residents/fellows/chief scientists.

Expanding community partnerships

Key community partners currently include: the Research Innovation Commercialization (RIC) Centre, the City of Mississauga, and ONE Peel Network. ICUBE's goal will be to deepen these existing relationships and look for opportunities to expand and develop new community partnerships in the region and beyond.

Key industrial partners currently include: MNP, Thompson Reuters, Scotiabank, Bereskin & Par, Dentons, and LFRG. ICUBE's intent is to further develop existing partnerships and expand our outreach with a goal of developing long-term funding and sponsorship, working in partnership with the Office of Advancement.

Having recently signed an MOU with the Southwestern University of Finance and Economics (China), ICUBE is looking to provide 'train-the-trainer' workshops for international universities looking to develop entrepreneurship programs.

Expanding experiential learning

Startup Experience League Certificate: Focusing on undergraduate students who show an interest in entrepreneurship, the SXL Certificate program is a series of workshops and experiential learning opportunities that combine to create the Startup Experience League Certificate. Students may earn the certificate by completing three of the four components. Co-Curricular records available to date.

SXL Accelerate: Startups from across the western GTA (students, alumni, community) receive support to build their business with the SXL Accelerate Program. This program includes online and workshop based training along with mentorship and access to the SXL Grant. SXL Accelerate has two streams: Startup, which focuses on ideation stage ventures, and Scaleup, which focuses on generating revenue and growing companies.

SXL ICUBE received a 3-year LEAF Impact grant to create a new Work Integrated Learning Program. This program is designed to support two key groups: 1) a diverse range of undergraduate students, as well as 2) seed and early stage start-up companies who are supported by ICUBE



UTM or other accelerators part of the University of Toronto. This program brings these groups together by pairing entrepreneurial students with start-up companies for project-based micro placements of 5-10 weeks or 100 hundred hours in total.

ICUBE mentors and supports the students throughout a 5-10 week term, helping them develop transferable employment skills through a series of workshops, seminars, and micro work-term placements. The program consists of various sessions of training and development, followed by a work placement with a start-up company. ICUBE received close to 200 applications, placed over 20 students and had 15 companies participate.

ICUBE is now working with the Dean's office to create a WIL course based on the current LEAF funded program, which we are hoping to implement by 2020.

APPENDIX 5

Executive Development Programs (EDPs)



Rationale

IMI was created to develop innovative programs that combine UTM's expertise in management disciplines with its expertise in other disciplines and professions. EDPs were explicitly identified as worthy initiatives within the IMI mandate when IMI was initially approved because of what they can add to the recognition and success of both IMI and UTM. Moreover, effective EDP programs are an expected aspect of prestigious, well-known management units like IMI around the world.

In order to ensure desired recognition and success, the rationale and vision for each EDP program must conform to the following requirements. Each EDP program must:

- Extend our IMI/MGT UTM expertise, thereby enhancing IMI/UTM brand recognition
- Respect our UTM faculty expertise, capacity and existing commitments
- Be designed, staffed and monitored by the EDP Academic Faculty Director, and approved by the Director of IMI

- Provide opportunity for faculty to interact with business leaders that would generate enhancement opportunities, including:
 - o Advancement support
 - o Research opportunities
 - o Highly relevant teaching illustrations
 - o Referral of better students.
- Generate surplus over a short time horizon to be used for funding for IMI/research purposes, or be funded by the Principals' Office or by Advancement.

Each of these requirements is an essential dimension of potential value added for IMI and UTM by effective EDPs. As indicated, these requirements envision the appointment of an EDP Academic Faculty Director, and an approval process requiring the sign-off of the IMI Director. As well, EDP Programs are expected to utilize IMI/UTM faculty who have proven effective in teaching IMI/UTM courses to deliver EDP programs, except for occasional guest lecturers.

Opportunities and Next Steps

Value-added EDP Programs can arise from a wide range of opportunity categories, including the following:

1. Outreach Programs

An outreach program is intended to raise the awareness of IMI/UTM activities and expertise in the minds of individuals/groups, and to develop linkages with those individuals/groups that are important to future success. Outreach programs will require support from the UTM Principal's Office and the UTM Office of Advancement and will maintain close working arrangements with both offices.

For example, an *IMI/UTM CEO Roundtable* with 5-6 meetings per year, each featuring a UTM expert could provide enhanced linkages with senior executives and IMI and/or Principal's Advisory Committees, or with Advancement. The CEO group could be expanded through CEO referrals. Outreach Programs would be funded by a UTM unit (Principal's Office, Advancement, or other), so there would be no financial risk to be borne.

An *IMI/UTM Alumni Speaker Series*, with two meetings per year, could represent a further outreach opportunity for bringing together IMI and or UTM alumni. Modest funding would be required that could be provided from alumni funds.

2. Custom Designed Programs

Custom Designed Programs are intended for IMI faculty to cover a blend of topics, as defined by the EDP Academic Director and the organization involved, and are paid for by the organization contracting for the program. IMI/UTM would not bear any financial risk in offering Custom Designed Programs.

An example of this type of program is the *Global Leadership Development Program* that IMI offered in 2017 and 2018, which has generated surpluses due to negotiated funding support from the Industrial and Commercial Bank of China (ICBC)

3. Open Enrolment Programs

Open Enrolment Programs are expected to develop sufficient sustaining interest based on fees charged, but may have funding support from corporations and/or organizations. These programs will be designed to fill a societal need, thus generating continued interest. Examples of Open Enrolment Programs could include the following.

- *Short Certificate Programs* that extend IMI/UTM expertise to Alumni and other qualified students. For example, IMI staff have surveyed M. Biotech alumni who have indicated an interest in a *Certificate in Strategy & Innovation* to augment their curriculum. Other examples would be a *Sustainability Certificate*, or a *Forensic Accounting Certificate* for other IMI/UTM alumni. As UTM expertise emerges in new areas, other certificates might be considered such as a *Certificate in Data Analytics*. Care would have to be taken that these Certificates did not erode the market for IMI Masters degrees.
- *Educational Gateway Programs* that provide the educational gateway learning required by respected associations. For example, Rotman has long provided the educational gateway courses for the Human Resource Professionals of Ontario (HRPAO).
- *Auditing Arrangements for Currently Offered IMI Courses*: The arrangements would allow approved individuals to audit courses, such as Professor Revers' Gambit course (BTC 1860). Approvals would have to be sought from the course instructor and appropriate fees would have to be set.

Priority Programs and Timeline

Given the existing and proposed staff and other resources available and recommended below, and the potential impact of the programs identified above, it is recommended that the following programs be initiated as soon as possible and before June 30, 2019:

- IMI/UTM CEO Roundtable
- Certificate in Strategy and Innovation.
- Alumni Speaker Series

It is also assumed that the custom-designed program with the Chinese bank would continue. Other programs could follow in subsequent years.

APPENDIX 6

IMI Brand Strategy



Rationale

Since its inception five years ago, IMI has become an integral member of the UTM community due to its interdisciplinary programming, research engagement and community outreach. While IMI's alumni and industry network have grown because of individual programs, there has been little outreach to brand and champion IMI and its programs in the community outside of acute program initiatives (recruiting, internships, alumni, etc).

One could argue this is in part because IMI does not have a brand identity in which to rally around, coordinate efforts and execute focus of vision for the future. A brand is not just a logo; it is the identity of who IMI is and what it offers the world. Once this brand identity is in place, it becomes easier to engage with external stakeholders, build new partnerships and market the Institute.

Opportunities and Next Steps

It is essential that IMI begin to build its brand as an institute of international importance.

By engaging the services of a marketing and brand expert, IMI will have the tools to move forward with the development of professional communication strategies, marketing and branding. This will allow us to stand out as an international research and management institute, thereby enhancing our recruitment activities and research engagement.

Brand tools IMI would receive from this exercise:

- Brand story and positioning
- Brand voice and design template
- Audience personals (at least two)
- Social media audit / initial strategy
- Digital outreach and engagement strategy
- PR strategy
- Design strategy