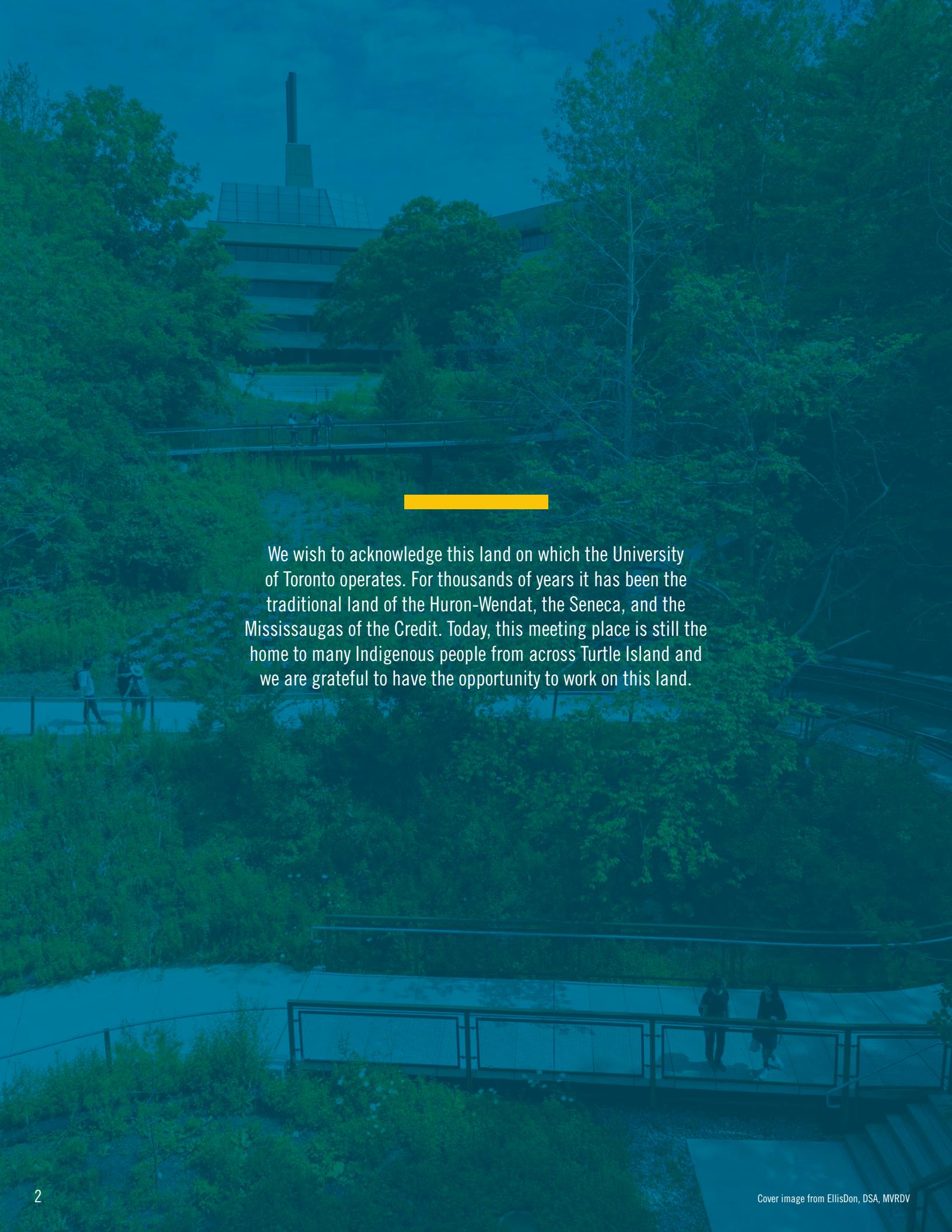




**INSPIRING INCLUSIVE EXCELLENCE**  
**University of Toronto**  
**Scarborough**  
**Annual Report 2021-2022**





We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.



Watch a video or read the strategic plan [here](#).

## Message from the Principal

I am pleased to share the *2021-22 U of T Scarborough Annual Report* with you. It provides a window into what we have all done as a community to move forward our 2021/22 strategic goals and to advance our vision of Inspiring Inclusive Excellence. Notwithstanding pandemic challenges, we were able to sustain our mission and we accomplished many remarkable things together.

Our commitment to access, equity, and inclusion remains strong. Together with partner post-secondary institutions across Canada, we launched, and champion, the *Scarborough Charter on Anti-Black Racism and Black Inclusion*. We are on track with our multi-year Path to Parity program to increase the complement of Indigenous and Black faculty, including at senior ranks. The Curriculum Review Working Circle has provided us with a road map that will set us apart as a genuinely committed place for inclusive teaching and learning.

The campus landscape and learning spaces are being transformed in exciting ways. Construction is underway on a new Instructional Centre and on Indigenous House, which embodies our commitment to Truth and Reconciliation. Our new passive house student residence, which is nearing completion, reflects our drive towards a climate positive campus.

Generous contributions from donors, supporters and government have allowed us to pursue new, courageous, and transformative ideas and initiatives to address some of the greatest challenges of our time. In March 2022, plans were announced for the Scarborough Academy of Medicine and Integrated Health (SAMIH), followed in September by the historic gift from Orlando Corporation, which will alter the health human resource landscape in the eastern GTA.

We deepened and expanded our regional and global networks, including the EARTH District initiative and our collaboration with African institutions. Support for scholarly productivity and prominence yielded significant outcomes. The Clusters of Scholarly Prominence Program facilitated expansion of collaborative research and creative activities and there was substantial growth in the value of external grants.

All of you who are part of these accomplishments – students, faculty, librarians, staff, alumni, partners and supporters – should be deservedly proud of your individual and collective roles in our shared success. Many thanks and more grease to your elbows!

**Wisdom J. Tettey, PhD, FGA**  
**Vice-President, University of Toronto**  
**Principal, University of Toronto Scarborough**



## PRIORITY 1

# Innovative, High Quality Student Experience & Success

Students are at the heart of everything we do at U of T Scarborough. For more than 50 years, U of T

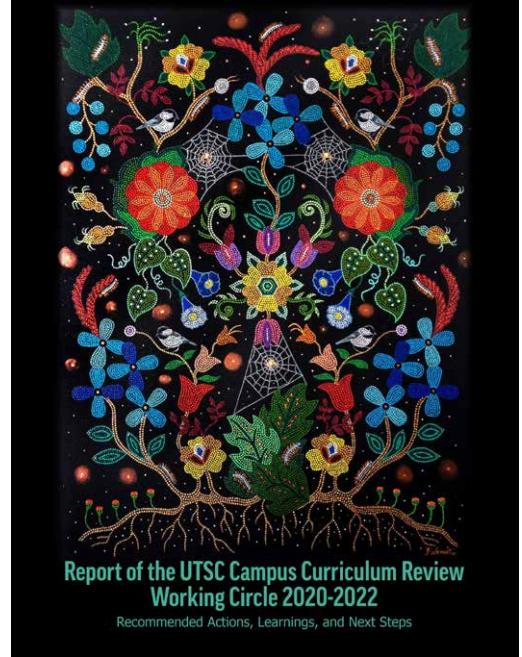
Scarborough has been a leader in experiential and work-integrated learning and we are building

on that success to re-imagine undergraduate education. The rich tapestry of knowledges, lived experiences, and backgrounds of our community enhance the quality of our world-class education and prepare learners for success as they engage with the complexities and opportunities of our world.

This year, 4,000 students were involved in 50 co-op programs in arts and science and management. In fact, 100 per cent of management students are involved in work-integrated learning. Experiential learning is further supported by U of T Scarborough's The BRIDGE. This accelerator supports work-integrated learning, research and entrepreneurship, including international partnerships. The BRIDGE is one of the partners supporting the African Impact Challenge, which aims to empower African youth to develop sustainable solutions to local challenges through entrepreneurship and community engagement. It received recognition by the United Nations for its development of partnerships to grow and sustain innovation on the African continent. Five African start-up teams underwent an intensive incubation period in the summer, leading to opportunities for grant funding.



Read the Campus Curriculum Review Report [here](#).



The Hub is also having an impact, as U of T Scarborough's innovation centre and start-up incubator. This year it guided students and recent alumni from all disciplines into launching 22 new companies. Another 37 companies graduated from the program this year with a combined value of \$10.35 million. This has grown significantly within a few short years.

UTSC welcomed upper-year undergraduate students and their faculty supervisors back on campus for the annual four-week Jackman Scholars-in-Residence program. Students had an opportunity to acquire advanced research skills and experience while collaborating with an interdisciplinary and intellectually vibrant community of peers, professors and research professionals.

**“ Our process aims at foundational change: not simply the addition of a course or two, but a transformative approach that leverages existing strengths and invites every discipline to think carefully about its program and every faculty member to think carefully about their pedagogy.”**

— From the Report of the U of T Scarborough Campus Curriculum Review Working Circle 2020-2022

In May 2022, after an extensive outreach and listening process, the Campus Curriculum Review Working Circle published its report. The Working Circle was established to ensure all U of T Scarborough programs incorporate decolonizing and intercultural perspectives and knowledge systems. Its report includes 56 recommended actions for the inclusion of Indigenous knowledges and knowledge systems, Black knowledges, racialized perspectives, and international and intercultural perspectives. As a campus, we have accepted the recommended actions as a fundamental anchor for a comprehensive set of curriculum initiatives that will foster a rich and inclusive teaching and learning experience at U of T Scarborough.

**73%** of first-year U of T students identify as racialized and/or Indigenous

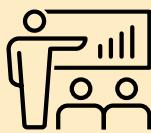
**16%** of first-year U of T students are the first in their families to attend university



**2,698**  
undergraduate  
degrees awarded  
25% increase from 2018



**4,376**  
international  
undergraduate  
students in 2021-22  
23% increase from 2019-20



**202** undergraduate  
programs offered  
12% increase from 2018-19

To support our response to the Campus Curriculum Review, we established the Pedagogies of Inclusive Excellence Fund. It is part of the Transformative Teaching and Learning Fund, which has an annual budget of \$1.36M to support experiential and global learning initiatives, teaching enhancement grants and curriculum transformation.

A task force has been established to expand opportunities for non-traditional students through collaboration with U of T's School of Continuing Studies and other campus partners. In addition, students who have faced barriers and lack the formal qualifications for university admission, but who now have the desire to continue their education, are eligible for U of T Scarborough's Transitional Year Program. Based on the successful program at the St. George campus, it recruits Black, Indigenous and other equity-deserving students, and was expanded this year to ensure it optimally supports the goals articulated in Inspiring Inclusive Excellence. As it re-launched for next year, 60 applications were received and 20 students welcomed into the program.



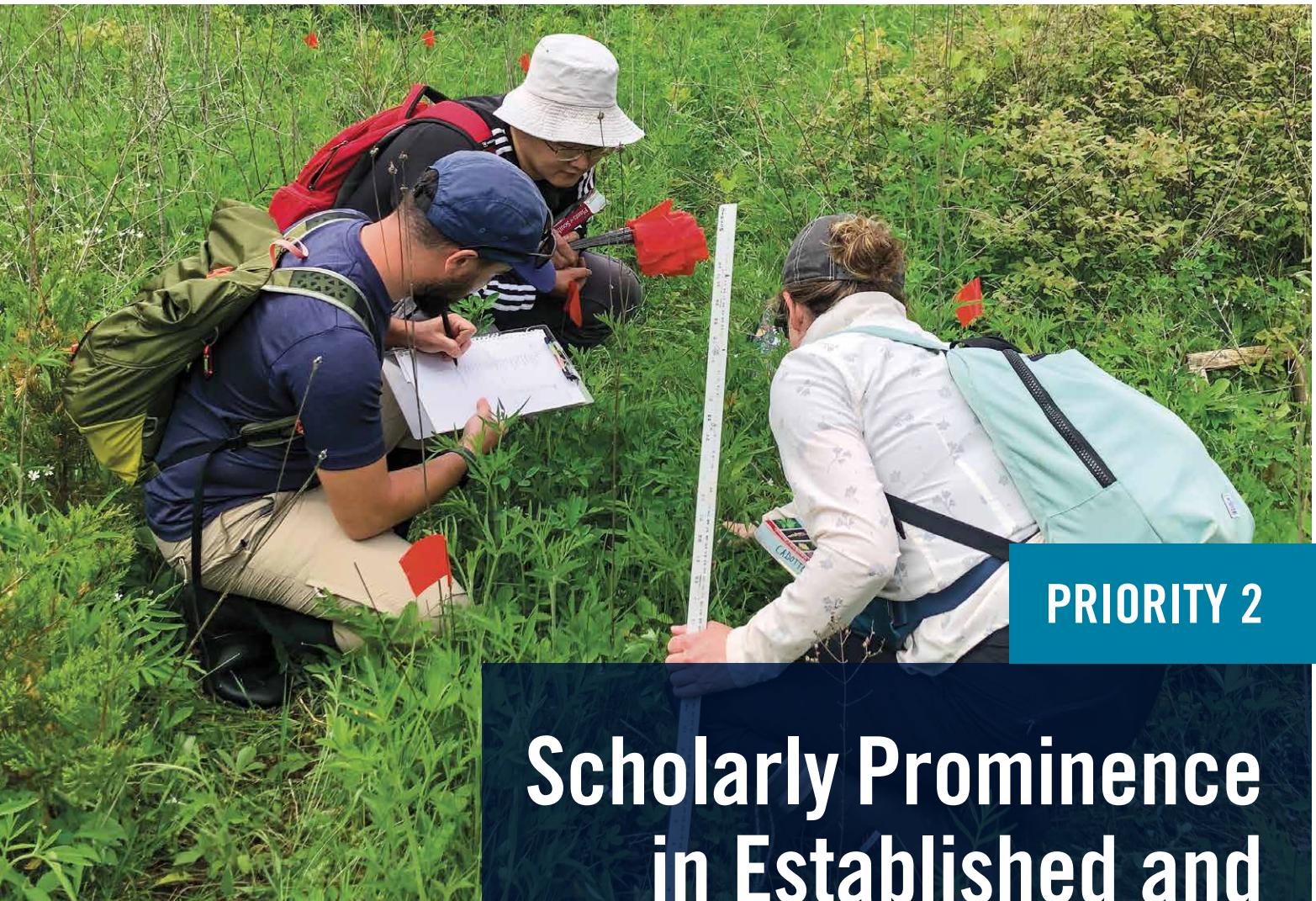
Learn more about the new residence opening soon [here](#).



To ensure that our students have an affordable, enriching residence life experience that fosters community and a sense of belonging, a new, nine-storey student residence is under construction. Due to open in fall 2023, it will include 750 beds, an integrated dining facility and an outdoor roof garden. Construction is also underway on our Instructional Centre, devoted to modern learning, with dynamic, innovative pedagogical elements. It will house a 500-seat theatre-in-the-round auditorium, a 210-seat “Collaboratorium” for collaborative discourse and group work, and 23 new state-of-the-art classrooms designed for optimal learning and flexibility. The five-storey building will also house faculty and staff offices, and collaboration spaces along with most student services and a new Health and Wellness Centre.

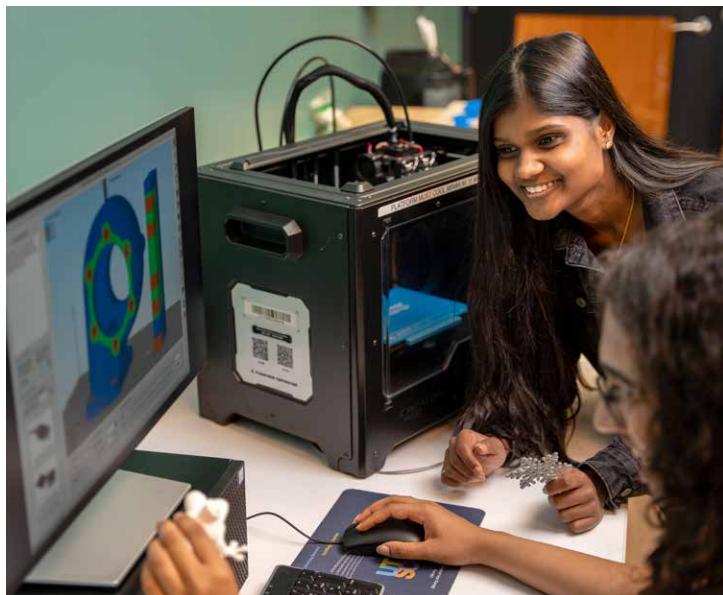
**“**One of the best things about university is that you meet so many different, hard-working people who have different perspectives. It's important to learn from each other, to learn from every single perspective.”

— Alexandra Beltran Montoya, Recipient, U of T Excellence Award



## PRIORITY 2

# Scholarly Prominence in Established and Emerging Areas



Our strategic priority is to initiate a leap forward in scholarly productivity and impact through the enhancement and growth of U of T Scarborough's established and emerging areas of research strength.

Key to this is the establishment of three new research institutes to provide broad support to faculty: the Institute for Environment, Conservation, and Sustainability; the Institute for Inclusive Health and Well-Being; and the Institute for Inclusive Economies and Sustainable Livelihoods. These institutes will serve as catalysts for convergence research in these areas, to solve the complex problems we face today, to connect them to complementary research being done elsewhere, and to global initiatives such as the United Nations Sustainable Development Goals. The institutes will operate under the organizing framework of iRISE (institutes for Resilient and Inclusive Societies and Ecosystems). A key priority for advancing U of T Scarborough's global



prominence and impact, iRISE and its institutes will serve as a hub for game-changing multidisciplinary research and the realization of just, equitable and sustainable transitions and societies.

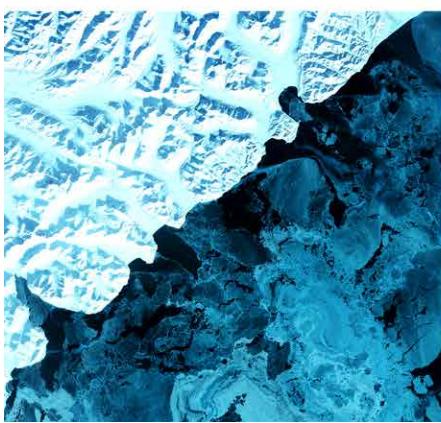
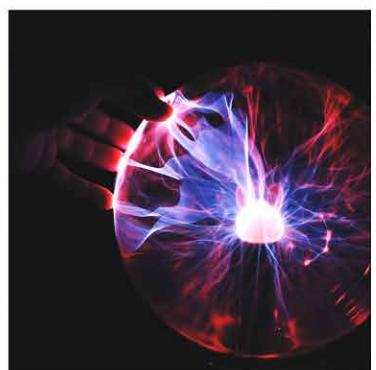
The urgent need for solutions to the challenges of climate change has also led to the establishment of the Environmental and Related Technologies Hub (EaRTH) District, a partnership between U of T Scarborough, Centennial College, Ontario Tech University, Fleming College and Trent University. To be based at the U of T Scarborough campus, the partnership will help develop the green and sustainable technology sector in the Eastern GTA by fostering world-class research and training opportunities for existing and future jobs. The EaRTH District will also translate new knowledge and innovation into entrepreneurship to ensure that solutions achieve impact faster.

Left to Right: Imre Szeman, Director, Institute for Environment, Conservation, and Sustainability; Caroline Hossein, Interim Director, Institute for Inclusive Economies and Sustainable Livelihoods; Charles Trick, Interim Director, Institute for Inclusive Health and Well-Being

**“U of T Scarborough is a leader when it comes to engaging and working collaboratively with community partners on research.”**

— Jayeeta Sharma, Associate Professor,  
Dept. of Historical & Cultural Studies





The Clusters of Scholarly Prominence Program (CSPP) at U of T Scarborough supports the pursuit of interdisciplinary, inter-departmental scholarship. This year, the second competition awarded \$1.8 million to two new clusters. *Urban Just Transitions* brings together researchers from five departments to examine how to achieve equitable transformation to a zero-carbon society. *Sustainable Food & Farming* will identify ways to reduce the environmental impact of agriculture, while promoting food security and the availability of culturally relevant foods. They join four other clusters that began in 2020.

Institutional Strategic Initiatives (ISIs) are U of T's interdisciplinary research programs, which streamline the process of building and maintaining collaborations. U of T Scarborough faculty are involved in 12 ISIs, including Climate Positive Energy, School of Cities and the Black Research Network.

In order to facilitate collaborative methods of knowledge dissemination in which U of T Scarborough engages, two symposia were held involving the community. The Eastern GTA Community Health Pulse featured three panels for discussions on mental health, community relationships and inequities in the Eastern GTA during the pandemic. Inclusive Health: Bridging the Equity Gap brought together U of T Scarborough health researchers with community health advocates to explore health inequities and how to address them.



**419**

faculty  
positions

16% increase  
from 2018-19



**650**

journal articles  
published

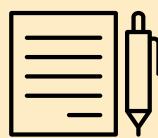
19% increase over  
previous year



**\$25.1M**

in external  
research funding

56% increase over  
previous year



**220**

funding  
applications

35% increase over  
previous year

# Outstanding Faculty

Learn more about our Canada Research Chairs [here](#).



## CANADA RESEARCH CHAIRS AT U OF T SCARBOROUGH – 2021-22 ACADEMIC YEAR

Daniel Bender, Professor, Department of Historical and Cultural Studies

CRC in Food and Culture, 2014-2028

Marney Isaac, Professor, Department of Physical and Environmental Sciences/Global Development Studies, CRC in Agro-ecosystems and Development, 2013-2024

Myrna Simpson, Professor, Department of Physical and Environmental Sciences

CRC in Integrative Molecular Biogeochemistry, 2019-2026

Brian Connelly, Associate Professor, Department of Management  
CRC in Integrative Perspectives on Personality, 2016-2026

Kagan Kerman, Professor, Department of Physical and Environmental Sciences

CRC in the Bioelectrochemistry of Proteins, 2016-2026

Bebhinn Treanor, Professor, Department of Biological Sciences  
CRC in Spatially Resolved Biochemistry, 2016-2026

Cendri Hutcherson, Associate Professor, Department of Psychology

CRC in Decision Neuroscience, 2018-2023

Bianca Schroeder, Professor, Department of Computer and Mathematical Sciences

CRC in Data Centre Technologies, 2014-2024

Hilary Brown, Assistant Professor, Department of Health and Society

CRC in Disability and Reproductive Health 2019-2026

## SELECT AWARD WINNERS

Marlene Goldman, Professor, Department of English, named Fellow of the Royal Society of Canada

Andre Simpson and Myrna Simpson, Professors in the Department of Physical and Environmental Sciences, winners of the Sir George Stokes Award, the Royal Society of Chemistry's Analytical Division Horizon Prize, along with Professor Aaron Wheeler from U of T's Department of Chemistry

Alexander Kupers, Assistant Professor, Department of Computer and Mathematical Sciences, was named a 2022 Sloan Research Fellow

Maria Assif, Associate Professor, Teaching Stream, Department of English, won a President's Teaching Award

Obidimma Ezezika, Assistant Professor, Department of Health and Society, won an Early Career Teaching Award

Scott MacIvor, Assistant Professor, Department of Biological Sciences, received the 2022 Ecological Society of America Sustainability Science Award

Diana Valencia, Associate Professor, Department of Physical and Environmental Sciences, is the co-recipient of the 2021 Paolo Farinella Prize

## PRIORITY 3

# Intentional Inclusion & Relational Accountability

U of T Scarborough's values of inclusion and relational accountability seek to create an environment that embraces and supports everyone to feel welcome and to thrive.



In order to diversify the student population, we participated in outreach events targeting underrepresented communities at U of T Scarborough, including campus visits for high school classes and a seminar for high school students entitled *Nurturing Black Student Excellence in Education*. We are revising and expanding the Supplementary Application Form (SAF). A requirement for admission to some programs, students are typically asked to use the form to note relevant work and volunteer experience. It is now recognized that some students may have limited ability to participate in such activities, and the form will now invite students to share a more holistic view of their experiences. The Geographic Access Bursary has been updated to include all applicants who live 50 kilometres or more from an Ontario university, which broadens our enrolment from students who come from smaller communities and rural jurisdictions, an underrepresented group at U of T Scarborough.

more than **87%** of The Hub start-up founders identify as people of colour

**50%** of The Hub companies have 1+ woman founder

**30** events hosted by tri-campus organization Black Founders Network in its first year



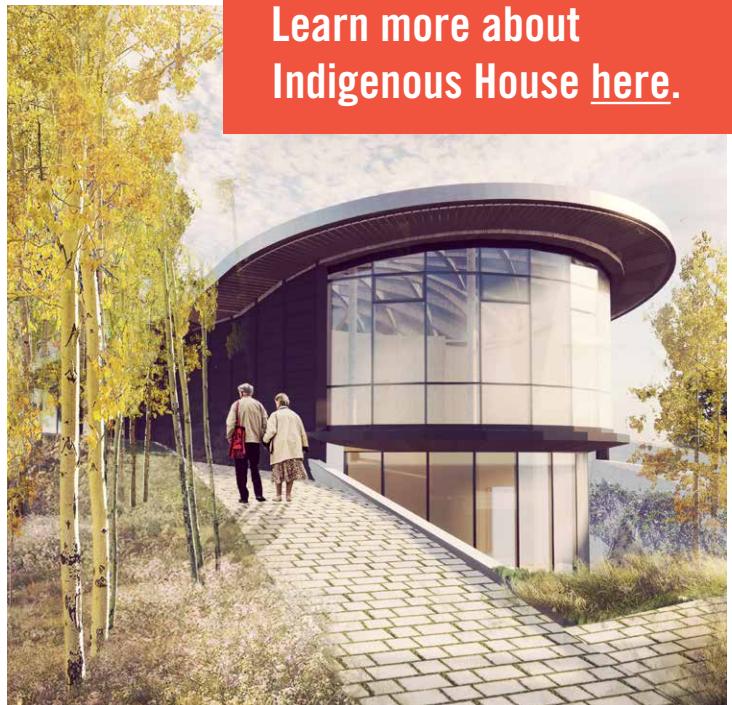
The Anti-Black Racism and Black Inclusion Advisory Committee (ABR-BIAC) brings together students, faculty, staff, alumni and community partners to develop engagement frameworks that enable our teaching, learning, research, and outreach activities to address anti-Black racism and promote mutual respect, reciprocal partnerships and equitable outcomes.

**“ Indigenous House will provide a place for the Indigenous community at U of T Scarborough to gather, share and learn together. As a proud Anishinnabek and a student of U of T Scarborough for over a decade, I am excited to finally have a space that is intended for the practice and acknowledgement of Indigenous cultures.”**

– Taylor Tabobondung, PhD Student, Physical & Environmental Sciences

The Truth, Reconciliation, and Indigenous Initiatives Advisory Committee (TRIIAC) provides strategic direction and advice on Indigenous recruitment, mentorship and programming. The committee, which includes representation from members of the U of T Scarborough community and self-identifying Indigenous staff, faculty and students, held extensive campus-wide consultations this year in support of the current phase of place-making initiatives. This includes renaming the Management Wing and assigning Indigenous names to select pathways and roadways on campus. The Sub-committee on Indigenous Place-making initiated the development of guidelines to Indigenizing the campus which integrate with the Strategic Plan & U of T TRC Report.

**Learn more about Indigenous House [here](#).**



Indigenous House is now under construction after a virtual groundbreaking ceremony and blessing this year. Highly visible overlooking the Highland Creek Valley, Indigenous House will honour the lands, cultures, traditions and knowledge systems of the peoples on whose traditional territory the U of T Scarborough campus is located. With a design influenced by a traditional winter wigwam, it will bring together our community of Indigenous and Non-Indigenous learners, and advance the University's efforts to recruit and retain more Indigenous students, faculty and staff. Once complete, Indigenous House will facilitate programming that supports engagement with Indigenous communities, histories and knowledges.



In the summer, U of T Scarborough joined the other U of T campuses in hosting the 100 Strong Academy, a month-long summer program for Black boys aged 11-14 that engaged them in activities exploring Science, Technology, Engineering and Math (STEM), health and wellbeing, the arts and navigating post-secondary education. Offering youth the opportunity to experience the campus is encouraging them to consider post-secondary education here at U of T Scarborough.



On September 30, 2021, we joined other U of T campuses to recognize Orange Shirt Day along with the first National Day for Truth and Reconciliation. This is a day for all Canadians to reflect on the tragic history of First Nation, Inuit and Métis children forced by the Canadian government to attend Residential schools. Some never returned home, and those who survived carry a legacy of trauma that has repercussions for successive generations. U of T Scarborough marked this significant day with a week-long program of respectful events that addressed some of the Truth and Reconciliation Commission's Calls to Action.

**Find out more about the Healthy Campus Initiative [here](#).**



To promote a campus-wide culture of well-being, a Healthy Campus Initiative is influencing all aspects of campus life for staff, faculty, librarians and students. A weekly course has been launched through the initiative, called "A Healthy Campus for Students: Prioritizing Mental Health." A Wellness Peer Program engages student volunteers to present educational displays and events on topics including nutrition, and mental and sexual health. And a website has been launched to promote wellness services for all. It provides an easy, one-stop shop for students to learn about services available like the Health and Wellness Centre, Department of Student Life, and AccessAbility Services.

U of T Scarborough continues to prioritize the hiring of Indigenous and Black faculty and librarians in order to progress on our Pathway to Parity. This aims to enrich the diversity of our faculty to reflect that of the GTA and Canada by 2027. In June 2022, we welcomed three new Black faculty members and three new Indigenous faculty members to our campus. They joined a vibrant community of Black and Indigenous faculty, librarians, staff and students.

# National Dialogues and Action/ SCARBOROUGH CHARTER

In the fall of 2020, U of T Scarborough was the location for the first National Dialogues and Action for Inclusive Higher Education and Communities (NDA), bringing together leaders from universities and colleges across Canada to address issues of equity and inclusion, and move to action on barriers and disparities that are experienced by equity-deserving groups.

The first NDA focused on anti-Black racism and Black inclusion. In November 2021, a virtual signing event for the Scarborough Charter took place involving nearly 50 Canadian universities and colleges, which has now grown to almost 60. U of T Scarborough is proud to be the Secretariat for the Charter. Signatories are now identifying actions and success indicators for their institutions, while other Charter signatories provide support and accountability.





U of T & Africa Partnership for  
Mutual Excellence Summit

# Deep & Enduring Local, National and Global Partnerships & Networks



**5,000**  
attendees  
to our first  
Homecoming



**350+**  
employers support  
The BRIDGE's  
co-op program



**1,500**  
attendees of 1st Canadian  
Black Scientists Network  
Conference, BE-STEMM

We have committed to deepening and expanding our local, national and global networks with partners from different sectors who share our values and embrace our vision. Only through these collaborations can we extend the scope and impact of our contributions as we work together towards transformative solutions.



Over the past decade, U of T Scarborough has played an instrumental role in bringing together anchor institutions in the Eastern GTA with the intent to think more strategically about how we create socioeconomic opportunities within the communities in which we live.”

— Andrew Arifuzzaman, Chief Administrative Officer, U of T Scarborough

## U of T Scarborough's Partnership & Engagement Framework



## LOCAL PARTNERSHIPS

In order to expand our role as a city-building, anchor institution, we reviewed and built on our reciprocal-learning community-university partnerships approach and co-developed with internal and external partners a new partnership & engagement framework that continues to be rooted in values and anti-oppressive practices to support the development of positive partner relationships.

Engaging in knowledge co-creation and co-learning for the socioeconomic development of East Scarborough, we continued to collaborate with East Scarborough Storefront to support East Scarborough Works (ESW), an intentional employment pathway to address issues of geographic poverty. In 2020, The Storefront brought a lens explicitly addressing anti-Black racism to ESW in its work to support trainers, residents, service providers and job seekers to find their place in a more equitable employment landscape, engaging with employers, unions, and anchor institutions such as U of T Scarborough.

We also partnered with Toronto East Quadrant Local Immigration Partnership (TEQ-LIP) to establish an inclusive network that supports newcomers in the city. Through placement opportunities at local non-profit organizations and social service agencies in Scarborough, students identified the priorities of immigrants in their communities, engaging in action groups to facilitate information sessions, conduct environmental scans, lead qualitative research, and propose culturally relevant solutions.

U of T Scarborough is collaborating with the Daniels Corporation on the redevelopment of a large stretch of Eglinton East. The Golden Mile Innovation District will include educational space shared by U of T Scarborough and Centennial College, along with condominium towers, affordable housing and spaces for community service organizations. The opportunity to participate in creating a community innovation district, where faculty involved in teaching and researching can work with local non-profits and community members to lower barriers, stimulate two-way communication and improve access to post-secondary education, is an exciting one.



Read the Community  
Partnerships and  
Engagement 2022  
Annual Report [here](#).



Efosa Obano, U of T Scarborough alum,  
Founder, Black Founders Network

## ALUMNI PARTNERSHIPS

The Nobellum Innovator Program is an exciting collaboration between: Nobellum, a social and technology non-profit; the Black Founders Network, a new tri-campus organization building a supportive community for Black entrepreneurs; U of T Scarborough's accelerators The BRIDGE and The Hub; as well as the U of T Entrepreneurship community. Nobellum's ambitious goal is to launch 100 Black-owned STEM businesses by 2025. To do so, they are providing training, mentorship, incubation and funding that is matched by the University.

After many months of restrictions, we were able to welcome alumni, students and neighbours to U of T Scarborough's inaugural Homecoming, which brought more than 5,000 people to campus. An exciting new tradition, the Eastern GTA community came together for a day of celebration providing alumni, friends and neighbours the opportunity to reconnect with the campus, student life and faculty. More than 40 workshops and activities were held throughout the day, including academic programming, family-friendly activities, and an outdoor screening of the movie *Scarborough*, followed by a discussion with Catherine Hernandez, author of the novel on which the film is based.

**“When you’re in the market to hire Black talent or give business to Black vendors, you realize there aren’t enough Black entrepreneurs and professionals working in the tech space today. This is why we are partnering with U of T: to build an ecosystem of support and funding for Black students who are just getting started in the business world.”**

— Melisa Ellis of Nobellum

## NATIONAL PARTNERSHIPS

We partnered with the new Canadian Black Scientists Network (CBSN) to host its first national conference, BE-STEMM. CBSN's mission is to "elevate, make Visible, Celebrate and Connect Black Canadians in Science, Technology, Engineering, Mathematics & Medicine (STEMM)." The virtual conference focused on ways to remove barriers keeping Black Canadians from entering or staying in STEMM, and included a youth science fair for students in grades 7 to 12. With values in alignment, there are clear opportunities for partnership, and U of T Scarborough has since become the host campus for the network.



## INTERNATIONAL PARTNERSHIPS

U of T Scarborough was the location for the first day of the U of T & Africa Partnership for Mutual Excellence Summit, welcoming 90 University of Toronto leaders, Africanists and scholars, African diplomats, and African university leaders, partners, and organizations to discuss the University of Toronto's strategic framework for Africa, explore emerging African priorities from the perspective of African participants, and deepen and broaden engagement with the continent. Sessions identified areas for research collaboration: combating climate change, fostering entrepreneurship, addressing food security and health, and harnessing artificial intelligence and digital technologies.

# Scarborough Academy of Medicine and Integrated Health



This year, the Ontario government approved funding for the Scarborough Academy of Medicine and Integrated Health (SAMIH) as part of its strategy to enhance health human resources in the province. Plans for SAMIH received a further boost from a remarkable gift of \$25 million from the Orlando Corporation. It was part of a \$75-million gift announced to support world-class healthcare and health education in the Eastern GTA.

SAMIH will be an inclusive hub for education and research that will strengthen connections among health-care providers in the Eastern GTA. This exciting venture will build on U of T's health education programs drawing on expertise from U of T Scarborough, the Temerty Faculty of Medicine, the Lawrence S. Bloomberg Faculty of Nursing and the Leslie Dan Faculty of Pharmacy. Physicians, nurse practitioners, physician assistants and physical therapists will receive their training in Scarborough. As health professionals are more likely to practice where they have been trained, SAMIH will revitalize the health system in the community, which is identified as an area of high physician need. In addition, there will be a focus on facilitating pathways for local students, particularly from Indigenous and Black communities which are currently underserved. The academy will be unique in its integrated health model, where students will learn alongside peers in other disciplines.



**“ Every resident in Scarborough and the Eastern GTA deserves to live a healthy life and to have access to excellent health care whenever they need it.”**

– Blair Wolk, Orlando Corporation President



**PRIORITY 5**

# Participatory Decision-Making & Supportive Administrative Capacity



Planning is underway to simplify administrative systems to ensure accessible, compassionate, culturally responsive and timely services for students, faculty and staff. A business case is being prepared to establish a campus-wide IT governance structure to prioritize requests, solicit ideas for technology projects, obtain funding and monitor the use of IT resources to meet business demand.

The Process Improvement Community of Practice is a forum for knowledge sharing and learning for all U of T Scarborough community members working on or interested in process improvement initiatives. The Community of Practice includes academic, administrative and support staff comfortable guiding others on their continuous improvement journey in the organization.



In order to improve our support and training for new employees so that they can contribute to inclusive excellence in their workplace and in their interactions with students, new onboarding processes have been developed and are ready to implement.

Improvements to leadership development are underway with the creation of a succession planning framework to support empathetic and transparent leadership. Each academic department is establishing processes for student involvement in decision-making. These will be based on a successful process already established with the Council of Student Services.

To ensure that our resources are being used wisely to support Inspiring Inclusive Excellence, a framework for identifying and extending best practices for project management has been created. A survey has been completed looking at current budget business models in order to establish a baseline. The models will then be updated to align them with academic and operational plans.





## Sustainable Stewardship

In our Strategic Plan, we committed to “protecting the ecosystems that sustain us and which we hold in trust for future generations.” As our campus expands, and construction is visible across our north campus, it is vital that the buildings where our students will learn and thrive will use cutting-edge green technology to reduce our carbon footprint.

The Environmental Science and Chemistry Building (ESCB) is leading the way in sustainable operations for our campus. It attained a LEED Gold Standard for environmental design and building practices, and has provided valuable experience as we build future buildings with cutting-edge technology. ESCB features unique glazing to minimize solar heat gain, LED lighting fixtures and ground source heat pumps. The building also uses one of the largest earth tube systems in Canada to provide ventilation; ESCB is being studied in order to contribute to national guidelines for design. ESCB won the Institutional Award from the Canadian Green Building Council.

The new residence under construction will be one of the largest passive house buildings in North America. A sophisticated ventilation system to capture all heat generated in the building — from computers,



clothes dryers, even body heat — will result in extremely high energy efficiency. And layers of insulation also absorb sound, which will make the building very quiet. Also under construction, the Instructional Centre will meet the Toronto Green Standard, with energy efficiency 40 per cent above current building standards and a green roof.

Our campus is known for its green spaces, and the Ma Moosh Ka Win Valley Trail (formerly known as the Valley Land Trail) won a prestigious National Urban Design Award. The awards are presented each year by the Royal Architectural Institute of Canada, the Canadian Institute of Planners and the Canadian Society of Landscape Architects. A jury member recognized the trail's "attention to detail, inclusiveness (accessibility), and

ecological sensitivity." The curving 500-metre trail slopes gently down into the valley to Highland Creek below, connecting two parts of the campus with a fully accessible path.

The 10-acre campus farm integrates aspects of regenerative agriculture, including water management practices, crop rotation, companion planting and soil regeneration. The Indigenous Garden, located on the farm, includes plants native to Turtle Island, grown through the expertise of an Indigenous agricultural Knowledge Keeper. This year participants in the Nikibii Dawadinna Giigwag Indigenous Youth Access Program visited the garden to explore educational and employment pathways in the field of landscape design. The farm works with the Seed Library on campus to preserve and replant seeds every year, keeping the sustainability loop going.

