

The University of Toronto's **Excellence Through Innovation Award (ETIA)** program recognizes exemplary staff and librarians and provides a platform for sharing outstanding practices across our campuses. ETIA is an opportunity to acknowledge and celebrate above-and-beyond contributions toward the University's mission as one of the world's foremost research-intensive universities, driven to invent and innovate.

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This year, 349 librarians and administrative staff members were recognized with an Excellence Through Innovation Award.



For more information about the Excellence Through Innovation Award, please visit [uoft.me/etia](https://uoft.me/etia).

For more information about any of the winning initiatives, please contact [thanks@utoronto.ca](mailto:thanks@utoronto.ca).

**We are pleased to honour our 2019-2021  
award recipients:**

## **Team Recipients:**

## #EXAM READY U OF T

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Divisions involved:  
*Vice-Provost, Students*

Cheryl L Davison  
Chantal Duchesne  
Sarah Etienne  
Tricia Kenderdine  
Haley Overland  
Diana Scattolon  
Febby Iriani Tan

Exam Ready U of T is an initiative identified to bring attention to mental health resources available to U of T students (available directly or via partnerships) using a multi-channel approach for maximum reach.

The initiative combines web, social media, digital assets (slides, newsletters), print, swag, proactive (push) personal engagement / outreach and passive (pull) personal engagement / outreach.

# ADMISSION MODERNIZATION

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Divisions involved:  
*Faculty of Arts & Science*  
*Vice-Provost, Students*

Octavio Gonzalez  
Dennis Gravel  
Stella Pui-Ki S Ip  
M. Fahim Kazemi  
Lynda Onorati  
Steffen Reinhart

Enrolment Services Admission Modernization was a two-year project to modernize the management of the direct entry undergraduate admissions across the University of Toronto's tri-campuses. The successful implementation of the Slate CRM, along with streamlining the business process, supporting a significant change management process, and integrations and automation with Student Information System (SIS) processes has transformed how the university engages and admits direct entry students.

Now we have a fully integrated admissions process from prospect to registered student, which consolidates all information in a single system. It's built on the foundation of providing an exceptional client experience and provides data insights to improve decision-making and to allow Enrolment Services to be responsive to changing business needs.

## ASKREGISTRAR

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Divisions involved:  
*University of Toronto Mississauga*

Bridgette Arrindell  
Johnny Chung  
Olha Fihol  
Love Deep Grewal  
Lynne Hsueh  
Jenny TT Hu  
Michelle Kraus  
Nathania E McCash  
Cesar Mejia  
Sandra Carolina Ngan  
Vladimir Soloviev

AskRegistrar was conceptualized, developed, tested, and launched for students within five (5) months during the start of the COVID-19 pandemic (April - August 2020). The Office of the Registrar sought to create a multi-level service model that students could access 24/7 while studying remotely, establishing a more efficient and sustainable workflow for staff.

Leveraging the ServiceNow platform, AskRegistrar services over 15,600 undergraduate students, approximately 300 graduate students, and over 60 staff members. The live statistical reports more accurately capture student interactions and demand for services. Students can utilize the AI Knowledge Base to get quick answers to their important questions, submit tickets for personalized support, and pre-book an advising appointment up to two weeks in advance. The ticket system automatically triages each ticket and assigns it to a subject matter expert.

For students, this means that they are connected to the appropriate member of the team directly. This has improved our response times and enabled students to track the progress of their request as it moves from Open to Work in Progress to Closed – Complete for added transparency. To date, staff have completed over 51,000 tickets (and counting!).

## AS ONLINE LEARNING ACADEMY

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Divisions involved:  
*Faculty of Arts & Science*

Fiona Coll  
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Alexandra Logue  
Erin Macnab  
Kim McLean  
Douglas Orme  
Maureen Peng  
Philip Rudz  
David ter Stal  
Jessica Whitehead  
Alicja Wigglesworth  
Amy L Wong

In response to the rapidly changing teaching and learning environment during the 2020 pandemic, the Faculty of Arts & Science Dean's Office launched, with a long-term vision, the Online Learning Academy (OLA) which brings together professors and instructors as well as skilled Faculty Liaisons and Arts & Science Information & Instructional Teaching Technology Support staff to share their expertise in providing outstanding online learning experiences for students.

The OLA is led by Don Boyes, an award-winning professor from the Department of Geography & Planning who is passionate about the role of technology in teaching and how it can be leveraged to transform the learning experience.

# BLACK HISTORY MONTH LUNCH

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Divisions involved:

*Faculty of Arts & Science*

*New College*

*The Office of the President*

*The Office of the Vice-President &  
Provost*

*University of Toronto Mississauga*

*University of Toronto Scarborough*

*Division of University Advancement*

Glenford A Boothe

Chuck Chan

Ira Cohen

Maria Constantino

Sherol Cowell

Jennifer J Curry

Philippe Devos

Zoe Dille

Diamando Draganidis

Megan Fedorchuk

Humberto C Ferreira

Kimberley Anne Finn

Maliha Hasan

Jennifer Lanthier

Jonathan Leitch

Anthony Miceli

Walter Palaroan

Brenda A Registe

Mark Sedore

Martina Simmonds

Christopher Sorensen

Valary Thompson

Thach TK Tran

Kimberley Tull

Heather C Ullman

Matthew Volpe

Shannan Wray

Growing in stature and impact over the past 20 years, the University's annual Black History Month Luncheon is now one of the most highly anticipated events on the calendar. Organized by the Division of University Advancement, the event regularly features Afro-Caribbean music, gospel singers and a keynote guest speaker.

It brings together hundreds of volunteers and guests—students, faculty and staff from across U of T's three campuses—to eat, converse, and celebrate Black history and culture.

# COMBATting RACISM: FROM BYSTANDER TO UPSTANDER

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Divisions involved:  
*University of Toronto Scarborough*

Chanda T Chandalala  
Tayyab Rashid  
Shari Russell Opara

COVID-19 has sharpened the structural and societal inequities that have long existed and permeated disproportionately across racialized communities. These inequities have been maintained by power dynamics that translate into a lack of access to resources and opportunities for racialized and marginalized students.

This initiative attempts to create a safe and inclusive space, mindfully curated by a licensed clinical psychologist, a case coordinator, an award-winning teaching faculty, and a student club to offer a series of workshops, psycho-educational groups and a professional development session for staff. The goal is to support the campus community to move from bystander to upstander by taking purposeful, impactful and strengths-based actions to combat anti-Black racism, anti-Indigenous racism, Islamophobia, and other forms of oppression.

## ENROLMENT SERVICES HUB

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Divisions involved:

*Vice-Provost, Students*

Jiffin Arboleda  
Andrea Armstrong  
Loraine Au Tham  
Christine M Concannon  
Brenda Cromb  
Pablo Duenas  
Dennis Gravel  
Sutandy Hall  
Michael Kwan  
Anne Elizabeth Lebens  
Claire MacKenzie  
Siddhartha Naraine  
Jorge Rivera  
Mohammed Shaik  
Arthur Tieu  
Donny Wong  
Xiang Xu  
Ji Min Yoon

The Enrolment Services HUB was a multi-year project to take the many processes that form the basis of university-wide financial aid applications and associated administrative processes to modernize, consolidate and simplify them across the university.

Ultimately, improving financial aid processes has provided a convenient, personalized, and guided online application experience for students and a robust back-end process for central and divisional staff that allows for full interaction (back and forth communication) with students, Enrolment Services staff, and divisional staff across the three campuses.

# HART HOUSE MENTORSHIP PROGRAM

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Divisions involved:  
*Division of the Vice-President & Provost*

Andrea D Blackler  
Bradley A. Kulay  
John Monahan  
Cindy A Nevins  
Peter Wambera

The Hart House Mentorship Program for Graduate, Mature Undergraduate and Part-Time Students is a holistic program designed to meet the needs of a community of students from whom there were relatively few mentorship opportunities.

It contributes to advancing diversity and inclusion objectives by specifically addressing a need among students that has not been met by the other available programs on campus, and by intentionally bridging elements of identity in the matching process. It fosters engagement of U of T staff alongside alumni and community members in acting as mentors for students.

## IAR ONLINE PROGRAM

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Divisions involved:  
*Faculty of Applied Science &  
Engineering*  
*Vice-Provost, Students*

Melissa Fernandes  
Kasthuri Paramalingam  
Judy E Vorderbrugge

Identify, Assist, Refer (IAR) online, asynchronous training empowers students, staff and faculty to become active campus partners in helping students who may be experiencing mental health challenges get connected to the help they need.

Participants learn steps to help students in distress, practice effective referrals through case scenarios, and gain access to tailored, tri-campus university directories of services and supports. The IAR program strengthens U of T's systems of support for student mental health and is available to all campus members including undergraduate and graduate students, faculty, and staff across all three U of T campuses.

## INSULIN 100 CAMPAIGN

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Divisions involved:

*Division of Research & Innovation*

*Division of University Advancement*

*Division of University Operations &  
Real Estate Partnerships*

*Division of the Vice-President & Provost*

*Office of the President*

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Gaurav Bhanot

Krista Boniface

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Barbara J Dick

Melissa Dukovcic

Blake Eligh

Gabrielle Giroday

Jason Ip

David Jang

Bianca Jimeno

Josslyn Johnstone

Kristina Kazandjian

Alison Kenzie

Julia Knapp

Tatiana Kreinin

Darina Landa

Jennifer Lanthier

Helen Lasthiotakis

Jonathan Leitch

Kimberly Teresa Lyn

Catherine Maloney

Kenneth Meiklejohn

Gillian Morrison

Curtis Nelson

Emma Nguyen

James Oldfield

Melissa Pang

Linda Quattrin

Philip Rae

Stephannie Roy

Jaclyn Shapiro

Jose Silveira

Jasdeep Singh

Mark Smith  
Karlie St. Jean Hopf  
Jane Stirling  
Laura Stradiotto  
Alice Taylor

John Tolentino  
Heather C Ullman  
Matthew Volpe  
Anna Weigt-Bienle

The discovery of insulin at the University of Toronto 100 years ago is one of the most significant advances in the history of medicine that sparked a century of health innovation that continues to change the world. To celebrate this momentous occasion, Brand Hub worked with partners across the University to develop an integrated marketing and communications campaign that reached audiences locally and globally.

The team created and shared a robust set of tools, resources and guidelines across the University, its affiliated hospitals and industry partners. Innovative paid and earned media strategy enabled effective partnerships with international media channels. Consultations with Historica Canada and Health Canada led to the incorporation of the Insulin 100 logo in the new insulin-focused Heritage Minute and the development of a series of Insulin 100 flags for Confederation Boulevard in Ottawa.

This collaborative environment and the creative in-house cost-saving implementation of the campaign are paving the way for future programs of similar breadth and depth.

# **INTEGRATING ANTI-RACISM & EQUITY AT ROTMAN**

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Divisions involved:  
*Rotman School of Management*

Neel Joshi  
Freeda Khan  
Stephanie Freitas Pereira  
Margaret Charles  
Susan Lee  
Tyler Thom  
Edith Cheung  
Jonathan Soo

The Office of Student Engagement at the Rotman School of Management led the design and development of several Equity, Diversity & Inclusion (EDI) initiatives within the school. The group was able to affect systemic change at Rotman through programming across Student Life, Experiential Education for students and Professional Development for staff.

The group intentionally included EDI in all aspects of planning for Orientation for the incoming class of 2023 from training for the orientation leaders in partnership with the Rotman Equity, Diversity & Inclusion Office. The group was also able to arrange to provide Indigenous Community-Engaged learning opportunities and provide professional development to staff on meaningful Indigenous Engagement.

## MAIN E-VENT WEBINARS

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Divisions involved:

*Faculty of Applied Science &  
Engineering*

*Faculty of Architecture, Landscape &  
Design*

*Faculty of Arts & Science*

*Division of University Operations &  
Real Estate Partnerships*

*Division of People Strategy, Equity &  
Culture*

*Division of University Advancement*

*Division of the Vice-President & Provost*

*Office of the President*

*Office of the Secretary Governing*

*Council*

*University of Toronto Mississauga*

*University of Toronto Scarborough*

*Victoria University at the University of  
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*Woodsworth College*

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Ira Cohen

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Joshua Jones

Sarah Kennedy

Kathryn Millard

Lara Muldoon

Sarah Reid

Carlo Siochi

Thomas Spence

Valary Thompson

Tracy Maria Torres

Barbara Track

Shannan Wray

During the pandemic, two groups of university events professionals from across the three campuses developed and implemented the Main e-Vent Webinar Series (2019-2020; 2020-2021). Recognizing the university-wide imperative to learn quickly and adapt immediately to online delivery modes for university events for students, faculty, staff, alumni, and external stakeholders, they designed a series of webinars delivered over two academic years. In the first year, the offerings focused on learning new and emerging technologies for the implementation of virtual events; accessibility and virtual events; and planning for a safe return to in-person and hybrid events.

In its second series, the group focused on comparative best practices in event management through case studies from across the faculties and divisions; improvements in virtual event platforms and delivery; elevating the quality of virtual events; and the safe return to in-person events when conditions permit. Not only did this series of webinars fulfill its educational mission, but it also fostered a very unique and inclusive tri-campus community of event professionals and beyond. This is a story of successful staff collaboration achieved during the pandemic.

## NAVI: YOUR MENTAL HEALTH

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Divisions involved:

*Office of the Chief Information Officer  
University of Toronto Mississauga  
University of Toronto Scarborough  
Vice-Provost, Students*

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Jessica Charbonneau  
Cathy J Eberts  
Kimberly Elias-Cartwright  
Ravinder Gabble  
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Meagan Wyn-Yun Lau  
Dana Nedoszytko  
Do Anh Vu

Since September 2020, “Navi” – the University of Toronto (U of T) Mental Health Wayfinder – has had more than 29,000 conversations with U of T students. The anonymous chatbot leverages IBM’s Watson Assistant to help students easily find support, such as contact information and direct links to U of T and community resources, to address everything from stress and anxiety to feelings of discrimination or loneliness.

Navi is adaptable, scalable, available 24/7, anonymous, accessible around the world, receives feedback from students. It can be placed on multiple websites, provides access to limited data and can continue to grow and learn.

Launched during the COVID pandemic, the tool has been enthusiastically received by students who appreciate how easy it is to use and access, and especially value anonymity.

Access Navi at: [uoft.me/navi](https://uoft.me/navi)

## REFRAMING DISABILITY

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Divisions involved:

*Faculty of Arts & Science*

*Division of People Strategy, Equity & Culture*

*Division of the Vice-President & Provost*

*University of Toronto Mississauga*

*University of Toronto Scarborough*

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Kyomi Hastings

Michal Kasprzak

Elizabeth Martin

Day Milman

Aron Mohr

Michelle Morgani

Alexander Nathan

Michael Nicholson

Ben Poynton

Natasha Prashad

Thomas Spence

Archana Sridhar

Irene Mary Sullivan

Valary Thompson

To mark National Accessibility Week (May 31 – June 4, 2021), a wide array of partners on all three campuses – engaging the many staff members – creating several sessions exploring ways to reframe disability and embed intentional inclusivity, eliminating barriers to accessibility. For each day of the week, the AODA office and the collaborative partners hosted transformational and multimodal discussions covering: accessibility in healthcare settings; co-designing peer support networks; demystifying brain injury; and inclusively designing curriculums.

This team pulled together experts with lived experience of disability and facilitated rich and dynamic sessions, making sure to reflect on accessibility with a highly intersectional lens and to engage a multi-faceted set of stakeholders.

# SECURITY PLANNER

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Divisions involved:  
*Faculty of Arts & Science*

Bahr Abdul Razzak  
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Masashi Crete-Nishihata  
Jakub Dalek  
Simon Humbert  
Miles Kenyon  
Irene P. Poetranto  
Adam M. Senft  
Jing Lan Zhou

Security Planner is an easy-to-use platform with tested, peer-reviewed recommendations for staying safe online. With just a few clicks, Security Planner tailors straightforward recommendations based on someone's digital habits and the technology they use.

Security Planner's recommendations are presented with clear language, making it easier to decide if they are right for the user. The goal is to put people in a position to move from learning to action. Clear advice and simple steps for your personal online safety are only a few clicks away.

## SIDNEY SMITH COMMONS

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Divisions involved:  
*Faculty of Arts & Science*

Linh Do  
Christine Elstub  
Robyn Godfrey  
Brenda Hampton  
Melissa Hill  
Sarah Khan

The Sidney Smith Commons Online (SSC) is an online resource to connect Faculty of Arts & Science (A&S) students with academic resources and opportunities. It provides students with answers to academic-related and registrarial questions. It also informs students how to join study groups, participate in study sessions, research academic opportunities, and understand academic expectations.

In addition, the SSC has live chat functionality, which is monitored by Sidney Smith Commons Assistants (student peers). The live chat provides one-on-one, real-time support and academic wayfinding to students around the world.

# STUDY PERMIT EXPIRY REMINDER

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Divisions involved:  
*Faculty of Arts & Science*  
*University of Toronto Mississauga*  
*Vice-Provost, Students*

Anthony Betts  
Ralph Fawaz  
Kevin Matos  
Loretta Neebar  
Neil Neebar  
Cristina Puha  
Ursula Shail  
Vladimir Soloviev  
Veronica Vasquez  
Radmila Zivkovic

The UTM Study Permit Expiry Reminder System (SPERS) was developed to prompt each international student 90 days, 60 days and 30 days in advance of their study permit expiry. Many students fail to track the deadline, but if they don't file for a study permit extension in time, they face a more risky and burdensome process seeking restoration of their study permits.

More than 25% of UTM's student population is categorized as international, so SPERS has a huge impact on maintaining their uninterrupted enrolment that also benefits their post-graduate work permit eligibility.

## SUPPORTING RECOVERY ADAPTABILITY

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Divisions involved:  
*Division of University Operations &  
Real Estate Partnerships*  
*Division of Research & Innovation*

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Ayooob Ghalami  
David Hanwell  
Jennifer LaPierre  
Genalyn Lo  
Rhain Louis  
Robert Provost  
Stephannie Roy  
Yang Ting Shek  
Geoffrey Shirliff-Hinds  
Gina G Trubiani  
Rachel Zand

The Research Oversight & Compliance Office (ROCO) team wrote the guidebook for managing research operations during a global pandemic. The ROCO team has demonstrated an unparalleled level of innovation and service to the U of T research community by providing evidence-based advice and consultations to academic administrators, researchers, and administrative staff.

Their work has ensured that essential research was able to safely continue early in the pandemic and that other research could resume within public health directives. Their efforts have had a tremendous impact on the research enterprise at U of T by ensuring that researchers, trainees, and staff could continue with their important work under unprecedented circumstances. U of T has become a leader in how we responded to the challenges of researching in a time of physical distancing, masks and public health restrictions, with other Ontario institutions adapting U of T's materials and processes for their local contexts.

## THE 99 AI CHALLENGE

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Divisions involved:

*University of Toronto Libraries*

*University of Toronto Mississauga*

*University of Toronto Scarborough*

Christina Kim

Paulina M. Rousseau

Michael Serafin

Christa Michelle Spence

Carey Toane

In 2019-2020, the University of Toronto Libraries offered an opportunity to help members of the U of T community to better understand Artificial Intelligence (AI) technology and its potential impact with The 99 AI Challenge.

The 99 AI Challenge gathered a diverse cohort of ninety-nine non-technical experts of students, faculty, staff and community members to engage them in an online course, discussions, and presentations to explore the basics and impacts of AI.

Significant outcomes were: developed knowledge of AI and its implications on applications, functionality, and society; and technological awareness and critical perspectives on AI trends and innovations.

# THE CONNECT+LEARN PROJECT

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Divisions involved:  
*Office of the Chief Information Officer*

Kathleen McLeod  
Heather Postill  
Vicki Vokas

As the pandemic has forced us into a new normal, the Connect+Learn team has helped ensure that everyone can effectively use new and existing collaboration tools in a remote work environment. Connect+Learn sessions are designed to provide training on specific tools or processes in an informal and interactive environment where attendees can ask questions and be part of a conversation.

The team has delivered over 90 Connect+Learn and SharePoint office hours sessions to almost 5,000 attendees since the shift to remote work. Equally as important as their technical contributions, their work has had a huge impact on team morale and overall engagement within our community.

# TORONTO COVID ACTION FUND

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Divisions involved:

*Faculty of Arts & Science*

*Division of Research & Innovation*

*Division of University Advancement*

*Office of the Chief Financial Officer*

*School of Graduate Studies*

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Gillian Morrison

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Shanna Pritchard

Nadia Saracoglu

Lee Slinger

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Jonathan Turner

Heather C Ullman

Luke Wesley

In the early days of the COVID-19 global pandemic, the Division of the Vice-President, Research and Innovation created the Toronto COVID-19 Action Fund to marshal the expertise of U of T's researchers across an array of disciplines to fund research that would make an immediate and significant difference in halting the spread of the disease, and to understanding the broader impacts of the pandemic. The VPRI developed and promoted the funding call, accepted proposals, and administered a fast-tracked, peer-reviewed competition.

In less than 30 days after the creation of the fund, the winning projects were announced. 338 proposals were reviewed, and with contributions from the hospitals and donors the fund grew to over \$10 million to support 40 projects in nine academic divisions and six partner hospitals.

## TRANSFORMATION

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### AAA / RSL

Divisions involved:  
*Faculty of Arts & Science*  
*Division of People Strategy, Equity & Culture*  
*Division of the Vice-President & Provost*  
*Office of the Chief Information Officer*  
*University of Toronto Scarborough*

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Piyush Tiwari  
Vaishnavi Varadarajan  
Sheryl Vitug  
Toks Weah  
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Yimei Zhao

The uniquely cross-divisional team which included central offices across three Divisions and Deans Offices conceptualized, developed, and implemented two enterprise-level solutions connecting to and embedded within the University's main Human Resources Information system (HRIS). The two projects have transformed institutional processes relating to the appointment of faculty to academic administrative roles and the tracking of the research and study leave and administrative leave entitlements of all faculty.

The AAA Solution workflow allows the Provost's Office and Dean's Offices to bring forward nominees for specific AAA positions for approval and coordinates the on and off-lining of AAAs in HRIS. With the development of the AAA Solution, the University has transitioned from a manual and time-consuming process to a much more streamlined and intuitive workflow. The end product is the creation of an accessible,

consolidated, and authoritative list of all Academic Administrators and AAA positions within the University's Human Resources Information System (HRIS).

The RSL Tool consists of changes made within the University's Human Resources Information System (HRIS) that allow us, as an institution, to track and report on the research and study leave (RSL) and administrative leave entitlements of all eligible faculty at the University. These projects have significantly reduced time and effort on these tasks, generated critically important, institutional-level authoritative data that will remain current, and directly supported improved academic planning and risk mitigation.

## UNIVERSITY COLLEGE'S REVITALIZATION

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Divisions involved:

*Division of University Operations &  
Real Estate Partnerships*

*Division of the Vice-President & Provost*

*Faculty of Arts & Science*

*Office of the Chief Information Officer*

*University College*

*Vice-Provost, Students*

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Catherine Y MacNeil  
Carmela Mazin  
Ted W Miekus  
Irfan Miraj  
Carla Munoz Puente  
Arnaiz  
Melinda Scott  
Stan Szwagiel  
Christine Tan  
Tiffany Jane Wonacott  
David Yan  
Sivarajah Yogarajah

This project united members from diverse teams at U of T for a truly cross-divisional effort to plan and work toward the successful completion of the UC Revitalization. The needs and challenges of this project were myriad. The project was able to draw upon staff expertise in project planning, finances, student-facing and donor-facing communications, advancement, and in many additional areas related to facilities, safety, IT, classroom technology, building management, transportation, and many more.

The result is stunning: While honouring its heritage character, a significant part of one of the most iconic buildings on the St. George campus has been transformed. The project has provided entirely new measures for barrier-free

accessibility, returned the Library space to its original location within the existing building, and modernized the building's function with the ability to support new programming. The project also updated the building infrastructure, renewed the West Hall as the Clark Reading Room and created a new sUCcess Commons for student support. In addition, a new cafe, the Owlery, has been created as a social hub for students and faculty.

# VIRTUAL HUB FOR ALUMNI

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Divisions involved:

*Division of University Advancement*

*Rotman School of Management*

Giselle Arsenault  
Scott Baker  
Chuck Chan  
Rachel Chochinov  
Barbara J Dick  
Susan D Fischer  
Benjamin Goss  
Susan Graham Fine  
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Julia Knapp  
Tatiana Kreinin  
Jonathan Leitch  
Kimberly Teresa Lyn  
Mary Markou  
Ashley Meehan  
Jennifer Neill-Smith  
Emma Nguyen  
Melissa Pang  
Janet Rowe  
Andrea Villegas Mayorga

The DUA Alumni Relations and Communications and Marketing teams discussed a plan for digital engagement that would create a wide impact but streamline planning and resources. The teams explored how they would innovate alumni offerings, identify and understand digital platforms, and pivot beyond academic-focused material as our faculty were busy adapting their work to digital. The objective was to provide an easy and integrated way for alumni to access university-wide content while supporting divisional Alumni Relations colleagues in digitally scaling their engagement.

The result was the Virtual Hub for U of T Alumni— a one-stop engagement portal for digital resources and events, which were available and mostly free to all alumni. For the first time, the centralized alumni website became open to divisional content. The Virtual Hub harnessed the strength of U of T’s alumni engagement programming, extended the reach and impact of divisional programming, and established a sustainable portal to promote virtual programming on an ongoing basis.

## VoIP MIGRATION PROJECT

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Divisions involved:

*Office of the Chief Information Officer*

Tony Danas  
Wei-Lung Hu  
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David Tseu  
Steven Wall

In December 2017, following extensive community consultation and requirements gathering, a complex, large-scale, multi-year project to replace over 13,000 legacy Bell Centrex telephone lines with Voice over IP (VoIP) phone lines was launched. This migration project was officially completed on November 30, 2020.

The migration to VoIP has reduced the University's average annual telephony spend from \$5.5M in the years before 2017 to a forecasted \$2.4M in 2021. In addition to the significant per line cost savings that departments now enjoy, this project represents ongoing savings by eliminating long-distance calling charges within North America, as well as the cost of moves, adds and changes that our previous provider charged when a telephone line was moved from one location to another.

# WELL BEING COLLECTIVE

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Divisions involved:

*Faculty of Arts & Science*

*Faculty of Law*

*Division of the Vice-President & Provost*

*University of Toronto Scarborough*

*Vice-Provost, Students*

Olivia Allen  
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Seika Boye  
Alicia Brown  
Davina TW Chan  
Zoe Dille  
Danielle Dinunzio  
Terry Gardiner  
Tom Jaffe Moss  
Gillian Lewis  
Punita Lumb  
Ezinwanne Odozor  
Harry Martin Phillips  
Rebecca Price  
Jessica Rayne  
Andrea Wasserman  
Chun Kit Chris Wong

The Well Being Collective at Hart House is a multi-unit collaborative initiative that seeks to explore wellness while centring and highlighting the experiences and practices of Indigenous, Black, and Racialized students, staff and faculty, as well as those of the greater community. The Collective is about creating space for Indigenous, Black, and Racialized people to explore wellness from a lens that centres on their particular experiences, voices, and knowledge.

This space and collaborative aim to support and examine what it means to live and be well through dialogue, movement, and reflection. Approaches include in-person, real-time virtual and "any time any time zone" asynchronous sessions that support physical and mental health for students, staff, faculty and community.

## YOUR JOURNEY

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Divisions involved:  
*Faculty of Applied Science &  
Engineering*  
*Faculty of Arts & Science*  
*Division of People Strategy, Equity &  
Culture*  
*University of Toronto Scarborough*

Allison HF Burgess  
Jennifer Lee Davies  
Sania Hameed  
Cynthia Jairam  
Peggy Shkuda  
Megan Tate  
Kathy Vi Mac

Your Journey: A Career Guide for Trans and Nonbinary Students is a first-of-its-kind resource in Canada, developed by a group of professionals from career units across U of T's three campuses, in partnership with Career Exploration & Education and the Sexual & Gender Diversity Office.

Your Journey was created in consultation with and at the request of trans and nonbinary University of Toronto students and alumni, and offers strategies and insights that can support trans and nonbinary students in exploring their career options, applying for jobs and navigating the workplace.

## **Individual Recipients:**

## **BLACK LEADERSHIP WITH BNI**

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Divisions involved:  
*Rotman School of Management*

Neel Joshi

As a response to acts of profound racial injustice, Neel Joshi at the Rotman School of Management (with supervision from Prof Ann Armstrong and Wes Hall of BNI) led the design and development of the Black Entrepreneurship & Leadership in Canada Experiential Course. This course included participants from the Rotman MBA Program, Alumni Community and Black Community Leaders from across Canada (referred by Black Led and Serving Organizations). It explored and supported actions to address anti-Black racism and systemic barriers to Black entrepreneurship, to reflect Black experiences and excellence, and to foster a culture of inclusion in the Canadian business ecosystem. The course is unique to the University of Toronto and the first of its kind in Canada and featured a number of case studies designed by leading Black scholars.

## ELEV8 PROGRAM AT UTSC

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Divisions involved:

*University of Toronto Scarborough*

Desma Charlemagne-Michel

Too often, exceptional work is unseen. Desma's work is not only impressive but is also sector-leading and has helped position U of T as a leader in the HR and Equity, Diversity and Inclusion space. The innovative program Desma has created is specific and targeted in its ambition to improve the employee experience and address inequities (and advance EDI) at the UTSC campus.

Elev8 was designed to be a program led by racialized coaches and facilitators. Desma partnered with a racialized career and business coach to develop a robust and innovative training program that includes a series of professional development modules. The program was designed with the UTSC community in mind and consists of nine (9) modules covering specific subject areas: Building and Cultivating Resilience; Workplace Communication; Conflict Management; Emotional Intelligence; Work-life Balance; Career Progression; Team Building; Managing Stress and Change Management for managers/leaders.

## KROLL VIRTUALIZATION

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Divisions involved:

*Faculty of Pharmacy*

Adam Trent

Kroll is a pharmacy management solution used by pharmacists and in other specialized clinical settings. The training of junior students on the use of Kroll to practice processing prescriptions is an integral component of Pharmacy programs at the Leslie Dan Faculty of Pharmacy.

Before the pandemic and the move to remote learning, students accessed the Kroll platform within a laboratory setting. With the move to remote learning, students were not able to access the platform without visiting the Faculty, for required laboratories or to practice their skills.

The decision was made to move the platform from the physical laboratory environment where only a limited number of students could access the software at specific times to an online environment accessible to all students, all the time, on any device.

## LEARNING & (RE)CONCILIATION

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Divisions involved:  
*Office of the Vice-President & Provost*

Bonnie Jane Maracle

Bonnie Jane's work is not easily summarized in a delineated project description. Hers is a tireless, ongoing contribution to (1) transform student perspectives on learning (through workshops and development of resources, including Medicine Wheel perspectives of learning and of wellness that align with recent scholarship in social-cognitive neuroscience and trauma-informed pedagogy); (2) educate and train staff in Indigenous wisdoms, including personalizing Land Acknowledgments and learning to appreciate and practice Indigenous learning methodologies; and (3) support structural and cultural changes to advance Calls to Action towards TRC, including renaming buildings with harmful legacies and changing the culture of what it means to teach and educate through her chairing of the Indigenous Learning Committee at Academic Success, in work with both staff and students U of T-wide.

## UNDERGRADUATE STUDENT HUB

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Divisions involved:  
*University of Toronto Mississauga*

Murray Clayton

Using web-based tools, Murray Clayton, Program and Event Coordinator for the Forensic Science Program at UTM, created both a digital home for Program students through the Forensic Science Hub on Quercus, and designed creative and unique spaces instead of in-person events by hosting 122 participants in the 2021 Forensic Science Day on Gather Town and YouTube channel, and led virtual outreach events for 15 schools across the GTHA.

In 18 months of unprecedented high stress and bouts of isolation, Murray created havens for the Forensic Science students, faculty, staff, and external stakeholders that fostered camaraderie, advanced an inclusive culture, and provided equitable opportunities.

**Congratulations to all our recipients!**