The **Excellence Through Innovation Award** recognizes the exemplary work of administrative colleagues across the University of Toronto. Each year, the awards celebrate the significant efforts of individuals and teams to advance the University's strategic objectives through innovative projects and initiatives.

This year, 130 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**

For more information about any of the winning initiatives, please contact **hrandequity@utoronto.ca**

We are pleased to honour our 2017-2018 award recipients:

ALUMNI IMPACT SURVEY

Divisions involved:
Division of Communications
Division of Research & Innovation
Division of International Relations
Division of University Advancement
Office of the Chief Information Officer
Office of the President
Office of Government Relations

Althea Blackburn-Evans
Deborah Buehler
Gwenyth Burrows
Mary Ellen Caskenette
Vikram Chadalawada
Chuck Chan
Anne Marie Cobban
David Curtin
Barbara J. Dick
Allison Dubarry
Humberto C. Ferreira
Susan D. Fischer
Anthony Gray
Matthew A. Hendrickson
John Hermans
Richard C. Kellar
Tanya Kreinin
Helen Lasthiotakis
Jonathan Leitch
Kimberly Teresa Lyn
Leonard McKee
Bruce W. Mitchell
Milla Motrich
Emma Nguyen
Stephannie Roy
Caley Tessier
Richard Whittall

One of the most extensive studies of its kind at U of T and in Canada, the Alumni Impact Survey (AIS) provides for the first time comprehensive data on the economic, social and cultural impact of U of T's community of more than 540,000 graduates around the globe. Under the direction of Professor Shiri Breznitz and Professor Vivek Goel, and with the assistance of the independent research firm R. A. Malatest & Associates Ltd, the survey reached out to the University of Toronto's global alumni network between April and June of 2017. We collected and analyzed the data, then released the results of the survey to the general public in the spring of 2018. The survey represents a major milestone for the University of Toronto and offers for the first time a detailed, comprehensive picture of the many ways alumni shape our world—an important tool in making an evidence-based case for the impact of our U of T graduates.

COURSE MATCH ELECTIVES ENROLMENT SYSTEM

Divisions involved:
Rotman School of Management

Amy E. Hamilton
Adriana Rossini
Kaylie Tse

The Rotman School of Management recently implemented an innovative course enrolment system for MBA students called Course Match. Using complex algorithms based on Nobel Prize-winning economics, Course Match acts on behalf of students to find them the best possible schedules based on their relative preferences while optimizing the allocation of seats for the entire student body. Originally developed at the Wharton School, University of Pennsylvania, Rotman was the first school outside of Wharton to adopt the innovative system. Immediately upon implementation, student satisfaction with their courses and schedules improved dramatically, with more than 90 per cent getting their top course and 100 per cent getting one or more of their top five. Course Match also enables senior leadership to make data-driven decisions ahead of schedule release, ensuring that no class has fewer than a minimum number of students and that distribution is evenly spread between courses. Course Match has been a game-changer for the Rotman School and is quickly being adopted by leading schools across North America.

CREATING AN INSTITUTION-WIDE DATA COMMUNITY

Alexandra Agostino
Diana Avon
Christine M. Beckermann
Brenda J. Boshoff
Yuliya Cherevko
Andy Chien
Michael A.Y. Green
Robert Jordan
Anton J. Kruger
Xiaoming Liang
Kelly Raposo
Louise Tardif

Divisions involved:
Office of the Chief Information Officer
Division of University Operations

This year, the University of Toronto Business Intelligence and Planning & Budget team seized an opportunity to strengthen and grow the University's data analytics community. They implemented a Tableau data visualization server and developed a training program for analysts across the University. Over 160 analysts were trained to create dashboards that are already being used to support decision making by more than 1000 staff across three campuses. The team worked collaboratively to establish a Business Intelligence community with in-person events, networking opportunities, and online collaboration tools. Their work has greatly increased engagement and enhanced the University's capacity for data-driven decision making.

DATA DRAGONS COMPETITION

Divisions involved:
Office of the Vice-President & Provost
Division of Research & Innovation
Division of Human Resources & Equity
Office of the Chief Information Officer
Division of University Operations
University of Toronto Scarborough

Andrea Armstrong
Judith L. Chadwick
Anita Chooraman
Cathy J. Eberts
Michael A.Y. Green
Robert Jordan
Heather Kelly
Richard Levin
Joseph Peter McNamara
Mari Motrich
Paul Nakonechny
Trevor Rodgers

The Data Dragons competition is a data science and business intelligence competition where the winning pitch will become a project sponsored by the Enterprise Applications and Solutions Integration (ITS) and Planning & Budget departments. A live event was hosted to allow the data community at the University to watch the brave pitchers take center stage to try and convince the dragons that their idea should become reality! There were some intense moments as there could only be one winner!

The Data Dragons:
Judith Chadwick – Assistant Vice-President: Research Services
Cathy Eberts – Director – Enterprise Applications and Solutions Integration
Heather Kelly – Senior Director of Student Success
Richard Levin – Executive Director, Enrolment Services and University Registrar
Susan McCahan – Vice-Provost, Innovations in Undergraduate Education and Vice-President, Academic Programs
Trevor Rodgers – Assistant Vice-President, Planning & Budget

The Pitchers:
Joseph Peter McNamara from UTSC planning office
Mari Motrich from UTSC registrar's office
Andrea Armstrong from Enrolment Services
Anita Chooraman & Paul Nakonechny from Human Resources
Dr. Kulamakan Kulasegaram from the Faculty of Medicine

The Winner: Andrea Armstrong from Enrolment Services whose pitch was to use data analysis to review the level of English language proficiency (ELP) required for success at the university.

FACILITATING EVIDENCE-BASED DECISION MAKING

Lisa Feng
David Gasteiger
Mubin Merchant
George A.Taylor
Hui Wu

Divisions involved:

Faculty of Arts & Science

Good decisions depend on good information that is current, available when needed, and is clearly presented. Good information should be available on a web page or accessed on a mobile device, which is securely connected by VPN to the University's servers.

This is what the data visualizations developed by the Faculty of Arts & Science Finance Office team, with Faculty registrarial and vice-decanal partners have achieved.

Using the web-based tool, Tableau, this team of administrative staff innovators developed web visualizations that present data on recruitment and admissions, enrolment and other questions of importance to the academic leadership in a clear way. Decisions can be informed with more evidence with more opportunity for more nuanced analysis.

FAMILY STUDY SPACE

Divisions involved:
University of Toronto Library
Division of Human Resources & Equity

Adriana Balen
Jesse Carliner
Francesca Dobbin
Kyla Everall
Ikee Gibson
Lari Langford
Julian T. Mitchell
Maureen Morin

In March, U of T opened its exclusive family friendly study space in Robarts Library for student parents. The room has capacity for up to 20 adults and children and includes workstations, collaborative space, a children's play area with furniture and toys, a large screen TV, and nearby access to washrooms with comfortable nursing and baby changing facilities. There were no family designated study spaces at the University and the team proposed that a study space for students with children would have a high positive impact on an underserved population at the University.
As the largest university in Canada with the largest research library system, we are proud to have shown leadership in this important area. By providing the first known space like this in the country, the library made a big statement about our commitment to inclusivity and we hope it will also encourage a new trend at university libraries across Canada.

HART HOUSE GLOBAL COMMONS INITIATIVE

Divisions involved:

Office of the Vice-President & Provost
University of Toronto Mississauga
Faculty of Arts & Science
University of Toronto Scarborough

Marco Adamovic
Marc Arnold
Ira Cohen
Stephanie A. Eldred
Alysha Ferguson
Maria Soledad Fernandez
Scott MacDonald
Aron Mohr
John Monahan
Jenifer Newcombe
Valary Thompson

The Hart House Global Commons Initiative reaches out to international and domestic students and uses an innovative co-curricular model and global classroom technology to create an interdisciplinary dialogue space for students on all three U of T campuses, and students at international partner institutions such as the University of Cape Town in South Africa, Universidad de los Andes, Bogota, Colombia and the University of Indiana, Bloomington, to share ideas and lived experiences about critical issues impacting us all. Global Commons is based on a collaborative model with lead partners at U of T including Hart House, the Centre for International Experience, the Munk School of Global Affairs and Public Policy, UTM's Centre for Student Engagement, UTSC's International Student Centre and the New College Community Engaged Learning program.

IMPLEMENTATION OF TECHNOLOGICAL INNOVATIONS FOR APPOINTED AND CASUAL STAFF

Sharon Grandison

Divisions involved:
Faculty of Kinesiology & Physical Education

Sharon Grandison piloted a new time-tracking system for hourly-paid staff at the Faculty of Kinesiology & Physical Education (KPE) which has been rolled out in many other locations on campus. The Faculty of KPE annually employs casual staff, mostly students, in about 1200 different positions across all departments. Manual tracking and paper processes presented numerous operational challenges, caused frequent errors and was a hugely time-consuming effort. Two earlier attempts to use TimeLink floundered at KPE due to the complexities of the organization and the high numbers of positions and permutations within departments. Sharon successfully implemented Kronos at KPE, which became known as UTime, and through close consultations with colleagues in EASI and at Kronos, led the development of necessary infrastructure and modules for this initiative at U of T. Scalable to the rest of the University, it is seen as a welcome innovation for any department employing hourly paid staff.

LEADERSHIP COUNCILS

Divisions involved:
Division of International Relations
Division of University Advancement
Division of Research & Innovation

U of T has launched International Leadership Councils and an Entrepreneurship Leadership Council to engage accomplished alumni and friends in key global markets. Council members include influential leaders from a wide range of industries including finance, manufacturing, government, and media.

International Leadership Councils (ILCs) are based in regions of strategic importance with strong concentrations of alumni who can help U of T connect to major research universities, industry partners, innovation hubs, and access top talent. They are located in the Asia-Pacific, Europe, and on both U.S. coasts, with the University exploring additional ILCs in other regions.

The Entrepreneurship Leadership Council (ELC), based in Toronto, brings together alumni and friends from across North America who are accomplished innovators and entrepreneurs. Members focus on building entrepreneurship and innovation at the University and on forging stronger connections with industry in leading international innovation markets.

PROGRAM LEVEL FELLOWSHIPS
AWARD STREAMLINING PROCESS

Wynne Yeung

Divisions involved:
Faculty of Arts & Science

Wynne Yeung has developed an automated approach that blended ROSI data with complex Visual Basic coding to innovate a seamless, streamlined approach that allowed for thousands of payments to Arts & Science graduate students to be facilitated for their Program Level Fellowship in a timely, accurate, automated fashion while eliminating the likelihood of any errors. This resulted in over a million dollars in Program Level Fellowship graduate student payments (where the majority of all payments were $500 amounts or less) to be produced, verified and processed in a matter of days, whereas previously with more manual processes, the exercise would have taken weeks or months to complete.

SERVICENOW REQUEST MANAGEMENT PLATFORM

Rishi Arora
Jenny T.T. Hu
Nathania E. McCash
Andrei Semine
Michael Young

Divisions involved:

University of Toronto Mississauga

UTM's groundbreaking ServiceNow platform launched in 2016 and has enabled UTM to become a centre of excellence in service request management at the University of Toronto. The dedicated UTM Information & Instructional Technology Services (I&ITS) ServiceNow team has stewarded the transformation from fact finding and RFP, through to deployment, integration with teams across the campus, and has since overseen both vertical and horizontal expansion of the requests managed within it. The team allowed UTM to be trailblazers in IT service management, and has leveraged this knowledge to spread the good word of service management out to other departments, as well as other large divisions at UofT.

MD PROGRAM LEARNER CHART - A STANDARD STUDENT PROGRESS ePORTFOLIO

Divisions involved:
Faculty of Medicine

Arnold Alfonso
Melissa Casco
Emil Cean
Sam Chan
Tamica Charles
Howard Chow
Philip F. Chung
Heidar Heidari Nia
Douglas Frazer Howard
Bochra Kurabi
Yujung Liu
Pauline Pan
Ben Smith-Lea
Lynette Terrill
Courtney Van Beek

The MD Program underwent a significant curriculum renewal process from 2015 – 2018, with an aim to create a program that would develop doctors who are adaptive, reflective, system thinkers who are prepared to deliver patient centered, quality care. The MD Program implemented Programmatic Assessment, a framework that shifts the emphasis of student assessment from assessment *of* learning to *for* learning. A crucial tenet of the MD Program's approach to programmatic assessment is that students have a portfolio that supports the collection of longitudinal student assessment data and supports translating reflections on data into learning plans that will enhance performance. The basis of this nomination is the development of the MD Program Learner Chart. This project was to develop an integrated solution to the issue of how to provide shared access to student assessment data for students and relevant faculty and administrative staff. The Learner Chart enables students to access a dashboard of information about their progress through the four-year curriculum. It enables faculty who are involved in the students' progress and development to readily access this information for the purpose of supporting the students' progress and for high stakes academic decision-making. It also provides administrative efficiency, tying details from various student information systems into one integrated platform, which removes substantial data management and collation tasks from staff, and supports their ability to work with faculty and students, and each other. The project required two teams from two departments within the Faculty of Medicine to collaborate, develop and deliver the MD Program learner chart in a very short timeframe.

UTM PROGRAM PLANS

Divisions involved:
University of Toronto Mississauga

Laura Cesario
Jose Chacon
Sabrina R. Ferrari
Christina Fortes
Doug Lu
Joanna Mackie
Jane H.W.Medeiros
Cesar Mejia
Dale Mullings
Lorretta Neebar
Maria Ruiz
Monica L. Scott
Angela Sidoriak
Yan Tam-Seguin
Laura Walkling
Sherry Yuan Hunter

The UTM Program Plans, now entering their second year, are an academic based undergraduate reference guide, showcasing UTM resources and encouraging participation in a wide variety of academic and non-academic programs and services. The Plans are based on the idea that engagement for students can translate to greater success, especially with high impact practices but that the information about these opportunities can be challenging to find. With the development of these Plans, students have easier access to the information and are presented with a framework to help them structure their experience at the University. A UTM-campus wide steering committee tackled this challenge and resulted in 70 Program Plans, encompassing all the academic departments and including information from other student service and administrative departments. These Plans allow students to plot out their path and develop their own individual plan, which they are encouraged to revisit annually. Faculty and staff no longer have to search for information that they think might help a student, it is easily available to them. This means their discussions with students are more meaningful and help the student think about their next steps more concretely. The Program Plans have been downloaded more than 18,000 times within the last year; students report that the Plans help them plan their future more broadly, not just selecting courses, but taking a broader view