

May 2018



The Innovation Hub

PILOT PROJECT REVIEW
May 2016 - April 2018

innovationhub
deepening collaboration
uoft.me/innovationhub

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UNIVERSITY OF
TORONTO

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Executive Summary

The Innovation Hub is a project that was launched in May 2016, with the goal of improving the student experience at the University of Toronto through the development of creative, student-centric solutions to questions and challenges brought forth by the university community. Our two guiding questions are: Who are our students? How is the world changing for them?

Employing a unique combination of user research methodologies and grassroots, empathy-driven approaches, our team has undertaken a number of research initiatives to deepen our understanding of how students experience their time at UofT, and how we might help improve these experiences. By partnering with students, staff, faculty, and community stakeholders, the Innovation Hub strives for a collaborative, human-centred approach that gives agency to all participants, and operates on the philosophy of interdisciplinary, co-creative processes of ideation and design that empowers student voices.

From our launch event and throughout the remainder of our first year, we collaborated with hundreds of community members through presentations, workshops, and coffee meetings to create the five domains (shown on the right) integral to student lives. From there, our student-led teams conducted research to identify opportunities for innovative interventions, resulting in 25 ideas that could be iterated and refined.

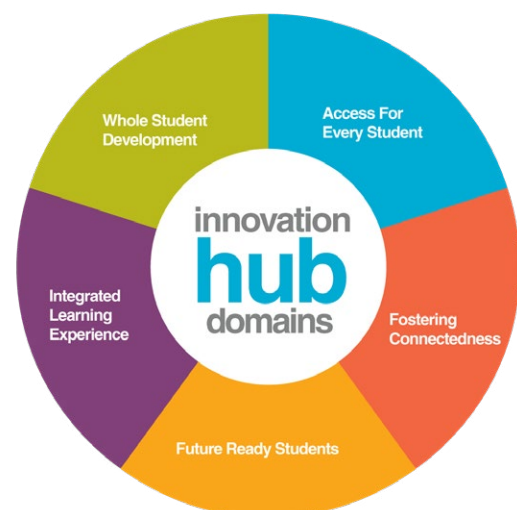
Based on community feedback, these ideas were distilled to our five “Big Ideas,” forming the basis of the subsequent core projects.

OUR CORE QUESTIONS:

- 1 Who are our students?
- 2 How is the world changing for them?

Since its inception and launch in spring 2016, the Innovation Hub has transformed from a broad research project into a refined initiative, partnering with various stakeholders in the university community to address specific questions and challenges that they have identified. By applying our user-centric, empathy-driven methodologies and presenting our research findings in relatable formats (such as storytelling and personas), we hope to inform and influence institutional decision-making processes to ensure that they reflect the needs of the students they intend to serve.

Our goals for the upcoming year are focused on refining our volunteer program, opening a physical makerspace that will facilitate our work, deepening relationships and forming new collaborations across more student groups and organizations, and continuing to support the Division of Student Life and the UofT community by facilitating activities and collaborative sessions to info



Innovation Hub Overview



Every day over 100,000 students, faculty, and staff engage with the spaces, communities, and systems of UofT. Creating change in such a vast institution begins with understanding and highlighting the diverse needs and challenges of this student population, both the highly visible and well-represented, and importantly, the under-represented and those who may not be well served under the current systems.

There are two questions at the heart of the Innovation Hub: 1) Who are our students? 2) How is the world changing them? Seeking answers to these questions has driven our work since the Innovation Hub launched in May 2016.

The Innovation Hub uses human-centred design thinking, ethnographic inquiry, and empathy tools to gain deeper insight into the UofT student experience.

Over the past two years, the Innovation Hub has established domains of innovation for our work, prototyped and launched projects, and collaborated with campus partners to help them develop a process for engaging students in problem-solving.

Using design thinking and other collaborative and community-based methodologies, the Innovation Hub conducts research that goes beyond traditional data collection methods in order to understand and empathize with students' unique experiences. This student-led and student-centred approach allows us to design with students rather than for them, resulting in increased student engagement in a co-creative process.

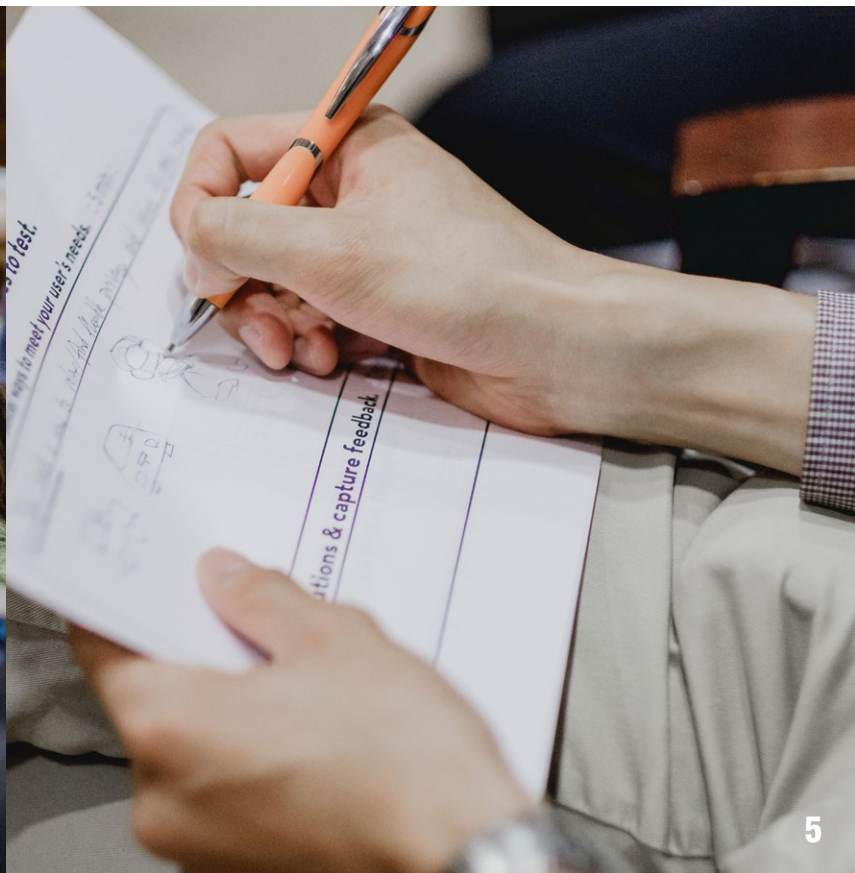
Innovation Hub Vision and Values

WE ENVISION UofT as a place where each student experiences a sense of community and connectedness, enjoys both academic and personal success, and feels well-prepared for the future.

WE VALUE:

- 1** Listening to our students and seeking out their voices when we plan, program, and make decisions.
- 2** Equity, diversity, and inclusion in our programming for students, internal work processes, and external relationships.
- 3** Creating learning and working experiences for students and staff that are built on a vision of social justice and social change.

- 4** Taking an evidence-based approach to our work that makes effective use of available internal data and local and international research.
- 5** Working in ways that are transparent to all our stakeholders both inside and outside the University of Toronto
- 6** Leveraging technology to expand student programming and increase operational efficiency.
- 7** Organizational learning and creating a healthy community culture in our education and work.



Why an Innovation Hub?



Understanding the student experience at the University of Toronto is especially important given how rapidly the student population is changing and growing. Much of this is a result of broader structural changes that are influencing higher education, such as globalization, technology, labour market demands, and changing demographics of students (AUCC 2011; Smith and Blixt 2015). In Canada, the university student population is evolving towards an increasing number of urban students, international students, and graduate students (AUCC 2011). Overall enrolment rates at Canadian universities are expected to remain steady despite a demographic decline in the youth cohort (ages 18-21) of the population (AUCC 2011).

As UofT student demographics continue to change, how can support services for students adapt to reflect those changes? This is the role of innovation. The idea that innovative leadership is necessary for organizations to thrive has spread from the business world to the field of higher education (Christensen and Eyring 2011; Smith et al. 2015; Wildavsky, Kelly and Carey 2011). Smith et al. (2015) who work as consultants to colleges and universities, provide a roadmap for bringing innovation to postsecondary institutions. They define innovation as “novel ideas for meeting needs or solving problems that are then given utility through implementation. Innovations result from the practical application of creative ideas” (2015: 51).

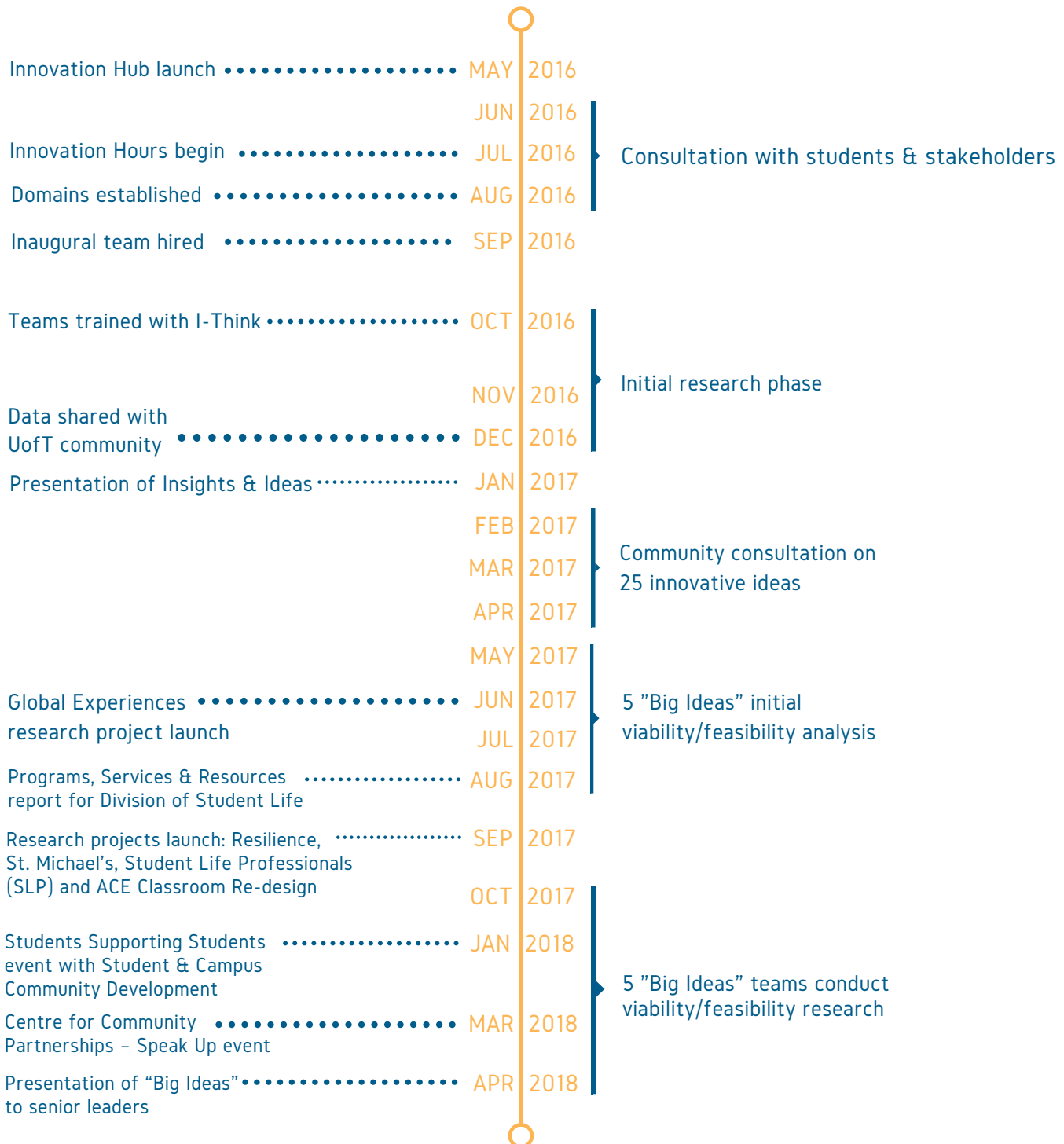
Echoing trends in leadership theory, they also assert that “knowing how to lead innovation is the key to establishing and sustaining a thriving organization in the 21st century” (2015: 47).

With regards to higher education organizations, Smith et al. (2015) advocate creating an innovation hub as an incubator for invigorating novel strategies for change. An innovation hub creates an environment in which innovation can happen through developing infrastructure and acting as a campus-wide resource. Within an innovation hub, the goal is to discover “sustaining innovations” (those designed to improve existing systems) and “disruptive innovations” (revolutionary creations that significantly alter the existing landscape) (Smith et al. 2015: 52). At the University of Toronto’s Innovation Hub, students, staff, and faculty work together to understand what life is like at UofT from the perspective of its students. Based on research findings, we work collaboratively towards innovative ideas that can be realistically implemented with the goal of improving and enriching the UofT student experience.

The Innovation Hub has the potential to help shift UofT towards prioritizing the student experience by fully incorporating students into the process of designing programs, services, resources, and spaces. We believe that positioning students as key agents and partners in this work will create an empowered university experience and improve system supports.

Innovation Hub Timeline

Over the two-year pilot period, our work at the Innovation Hub has evolved substantially. Initially, we took a broad approach to improving our understanding of the UofT student experience and generating innovative ideas that could improve life at UofT by addressing unmet student needs. This approach transformed into a consultation model in which the Innovation Hub works with various UofT departments, applying the same methodologies to a more specific question or challenge related to the student experience. The image below details key events in the Innovation Hub's first two years:



Innovation Hub Story

Driven by a desire for student-led discussions and insights, the Innovation Hub acts as a facilitator between students, faculty, staff, and members of the broader community, with a shared goal of enriching the UofT student experience. The evolution of this work over the last two years is highlighted in the following key events.

INNOVATION HUB LAUNCH EVENT

We launched the Innovation Hub on May 16th, 2016 at Chestnut Residence. Over 260 students, staff, and faculty gathered to explore the mindset of innovation and discuss how we might incorporate it into the student experience. During the opening speeches, Assistant Vice-President of Student Life, Lucy Fromowitz, reminded us that our role is to “hold the door open” for students. She highlighted existing student-led initiatives on campus and encouraged collaboration with them. Our keynote speaker, Futurist Sanjay Khana, explained how innovation hubs are a timely response to massive change. The afternoon was spent with all participants exploring data to drive conversations around the question, “What do UofT students need in order to live successful lives?” The insights that arose were later used to inform our domains of innovation.

MAY 2016



innovationhub
 ble Domains

Table FOUR 's Domains:

1. WAYS OF LEARNING (systems)
2. ACCESS TO LEARNING (structures)
3. CONNECTING TO YOUR COMMUNITY
4. APPRECIATING + SUSTAINING YOUR ENVIRONMENT
5. SHOWING EMPATHY + EQUITY
6. SKILLS FOR LIVING A GOOD LIFE (self awareness, resiliency, compassion, health, pr)
7. COMMUNICATION, FACILITATION, LEADERSHIP SKILLS
8. _____
9. _____

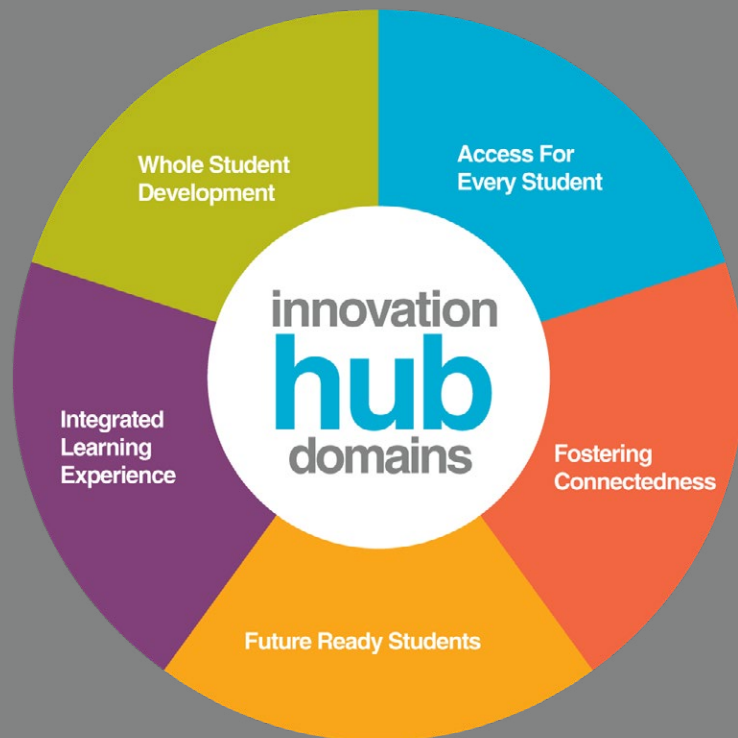


Innovation Hub Story

CREATING THE DOMAINS OF INNOVATION

SUMMER 2016

The domains of innovation were envisioned as a framework for providing scope to the Innovation Hub project. The data collection undertaken to inform these domains started at the launch event and continued throughout the summer of 2016 at the Student Life Day of Learning, as well as during various focus and discussion groups with students. A team of over 30 volunteer ambassadors worked with all of the data collected from May until September 2016, until the final five domains of innovation were defined as seen in the graphic to the right:



INNOVATION HOURS

JULY 2016

The Innovation Hour is a monthly event that was established in July 2016 as an informal morning coffee hour for staff, faculty, and students who are interested in learning more about the Innovation Hub and sharing innovative ideas that will enhance the student experience at UofT. Innovation Hours provided the opportunity for students and staff to engage in conversations about where innovation was already happening at the university, to learn more about the Innovation Hub, and to brainstorm opportunities for innovation. Early Innovation Hours focused on providing insight into the design of the Innovation Hub and the domains of innovation. As the project evolved, they were used as an opportunity to present findings and engage the community in a dialogue about the UofT student experience.



Innovation Hub Story

FORMING THE TEAM: YEAR ONE

The Innovation Hub team was formed as a project-based, volunteer-driven organization with opportunities for participation from students, staff, faculty, and members of the broader community. The following chart outlines the structure of the Innovation Hub in its first year. There were 10 teams in total: the five domain teams, four operational support teams, and a team of volunteer ambassadors who acted as support persons to the project. Team members signed a charter that outlined their roles, responsibilities, and commitment to the project. All team members were provided with training in design thinking and integrative thinking methodologies, as well as tasked with conducting empathy-based ethnographic research to better understand the perspectives of UofT students. The data collected was used for brainstorming ideas for sustaining and disruptive innovations that could improve the UofT student experience. The following image shows the original team structure in October 2016 which remained in place for the 2016-17 academic year:



Innovation Hub Story

SHARE-BACK DAYS

In December 2016, representatives from the five domain teams gathered at the Main Activity Hall at Koffler House to share the research they had conducted with over 130 students in the preceding months. By this point, teams had developed deep insights into the factors that shape the UofT student experience. Share-Back days offered an opportunity for teams to share these insights in the form of personas, key quotations, and other data representation methods with staff and students across the university. Attendees were then invited to collaborate with the teams to brainstorm possible solutions to the problems presented.

DECEMBER 2016



PRESENTATION OF INSIGHTS & IDEAS

The Innovation Hub's Presentation of Insights & Ideas took place on January 27th, 2017 in Desautels Hall at the Rotman School of Management. The event celebrated the unveiling of the 25 ideas for sustaining and disruptive innovations that the five domain teams had developed through their research and consultation with the UofT community. Opening remarks from Julia Smeed, the Innovation Hub project lead, and from Student Life's senior directors, helped set the stage for the morning by recounting the process to date. After introductions, each of the domain teams shared the insights they had collected through their interviews, consultations, and observations over the preceding months. Hearing some of the stories that UofT students had shared with our domain teams was eye-opening for some, reaffirming for others, and powerful for all.

JANUARY 2016

It was clear that students at UofT want to feel connected to a community, supported, valued, and prepared for their future.

With the insights providing context, each team then shared two of the ideas they had developed. Ranging from innovations that encourage people to meet one another, to opportunities for expanded curriculum, from small tweaks to larger initiatives, there were a lot of great ideas presented – all focused on bettering the student experience at UofT.

After an inspiring wrap-up by Director of Rotman I-Think, Josie Fung and Assistant Vice-President of Student Life Lucy Fromowitz, attendees were invited to discuss the ideas they had heard with the presenters and provide feedback during a poster presentation.

Innovation Hub Story



FEEDBACK ON THE 25 INNOVATIVE IDEAS

From February to April 2017, the Innovation Hub sought feedback from the wider university community on the 25 innovative ideas developed by the domain teams. A multi-pronged approach was taken to solicit feedback, and a Report of Insights and Ideas was shared with the community. The feedback generation included an online survey, Innovation Hours focused on soliciting input, coffee meetings with key stakeholders, and a half-day ideas workshop in June 2017 facilitating an open dialogue between more than 50 UofT students and staff.

The following ideas gained the most traction and were soon termed the Innovation Hub's "Big Ideas" to move forward in the process for viability/feasibility analysis:

FEBRUARY-APRIL 2016

1 CHILL SPOTS: Repurpose spaces that students already frequent to be communal areas where they can relax, socialize, and feel at home.

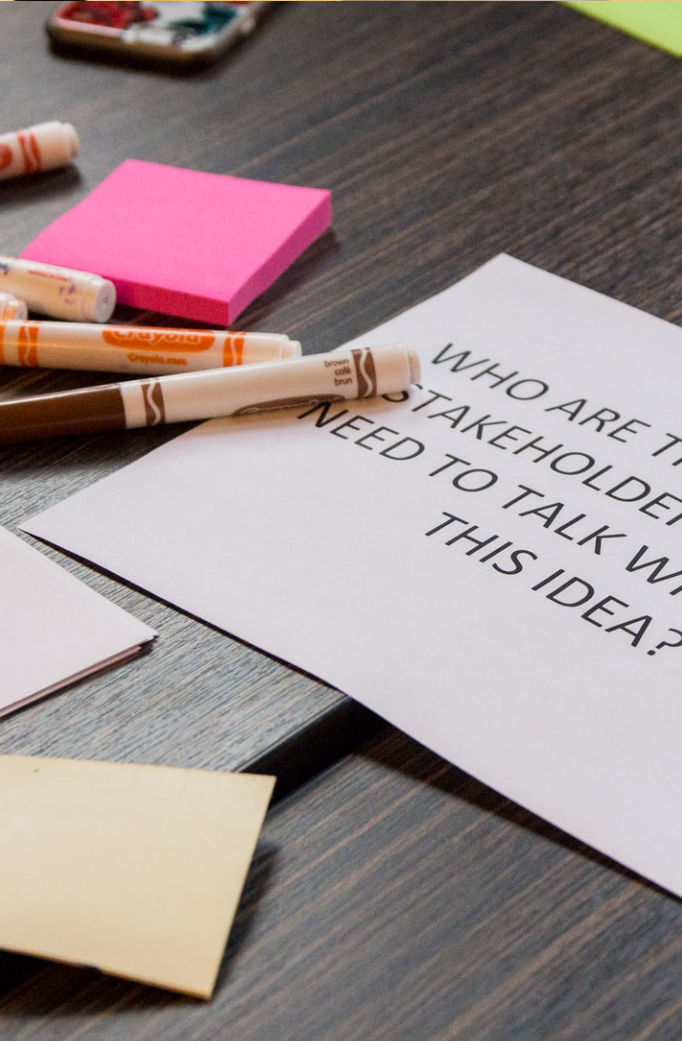
2 UofT CONCIERGE: Establish a centralized location on campus that would act as an initial contact point for way-finding and referrals. Could also have an online component.

3 NEIGHBOURHOOD COMMUNITIES: Set up a virtual platform to connect students who live in the same geographic area, with the goal of facilitating community development.

4 FUTURE READINESS COURSE: Design a customizable course that helps students prepare for their future career in the workplace.

5 STUDENT-FACULTY EXPLORATION CAFE: Repurpose an existing space on campus to act as a hub for activities that support engagement between faculty, teaching assistants, and students.

Innovation Hub Story



BIG IDEAS TEAMS

OCTOBER 2017 - APRIL 2018

In the summer of 2017 we identified a team lead for each of the “Big Ideas.” They were tasked with conducting research about similar existing initiatives at UofT and identifying their key stakeholders. This research formed the basis for launching the five Big Ideas Teams in the fall of 2017. These teams, co-led by a student and staff member and consisting of staff and students in equal numbers, were tasked with exploring the question, “What would have to be true for the idea to be realized at the university in a way that actually met the student needs?” On April 2nd, 2018 each of the teams presented their research findings and recommendations to academic and operational leaders from across the university.

RESEARCH PROJECTS

SEPTEMBER 2017 - PRESENT

One key insight generated in the first year of the Innovation Hub is that the process is just as important as the outcome. Presenting the findings through storytelling and personas afforded a new depth of insight into the student experience, one that could not be achieved through more traditional methods such as focus groups or survey data. As the Innovation Hub’s findings were presented in various forums across the university, many staff and faculty were inspired by the lived experiences of students. These realizations motivated stakeholders across UofT to reach out to the Innovation Hub for assistance in exploring a particular question or challenge. Since the summer of 2017, we have worked with campus partners such as Academic and Campus Events and Health and Wellness to conduct research relating to their specific questions.

Innovation Hub Research

METHODOLOGIES

The challenges facing students today are complex, and the work of the Innovation Hub reflects this complexity. As such, there is no single methodology that can be broadly applied. Instead, we draw inspiration from a number of methodologies, listed below. We are fortunate to do this work at UofT where there is thought leadership in these areas. We are grateful to our partners at the Rotman I-Think Initiative for providing training and consultation to our teams.

DESIGN THINKING

Design Thinking is a human-centred approach to solving problems. Design thinkers build empathy with the users by observing and interviewing them to better understand what they truly want and need. Then, they frame a challenge based on the users' needs, brainstorm creative solutions, prototype the solutions, and test them by getting user feedback.

INTEGRATIVE THINKING

Integrative Thinking is an approach to problem-solving that uses integrative tools to create new and better models that combine the best of both worlds. By taking a positive approach to problem-solving, we can leverage existing models to come up with previously unimagined ways of thinking and doing.

ETHNOGRAPHY

Ethnography is a methodology employed in disciplines such as anthropology and sociology that involves trying to understand different elements of society through observation, participation, and interviews. Understanding ways of life through the eyes of those who lead them illuminates hopes, fears, desires, needs, and so on. The data generated from this research forms the foundation of the design thinking process.

One of the unique aspects of the work at the Innovation Hub is that it is conducted by students across all programs and degree levels who engage with faculty, staff, and community members to generate data and formulate solutions. This model draws from community-based and youth participatory action research approaches that equitably involve community members in all aspects of the process, and that position youth as researchers and experts of their own lives.

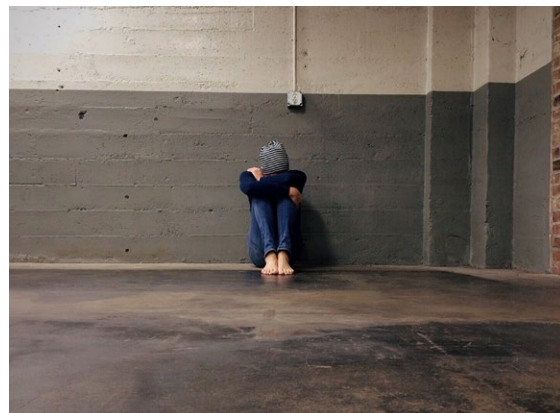
The Innovation Hub is committed to making the work we engage in and the community we create, as equitable, inclusive, and accessible as possible in line with the university's approach to equity. We are working towards achieving this vision by offering professional and volunteering opportunities for students from all backgrounds and at any stage of their education, providing equity and anti-oppression training for all Innovation Hub members, and bringing voices from diverse groups of students to the table through outreach initiatives.



PERSONAS

Personas are a useful tool for conveying the personal narratives of interviewees in a way that invites readers to connect with their story on a deeper level. Whether anonymized versions of full conversations or composites of several dialogues, personas provide detailed descriptions of experiences without stripping them of the context, emotion, and thoughtful reflection that comes through in an interview. The use of the first-person narrative position makes personas feel intimate and immediate. The following is just one example of many personas that emerged based on our interviews with students:

ALEX'S STORY: I'm a trans student who found community at UofT through a social justice club on campus. But after a year or so the club's leadership changed, and the group began to espouse alt-right values. Threats of physical violence were made towards me because of my identity, so I left the group and lost the community I thought I'd found. I tried to reach out to staff about the hate speech that was on the club's Facebook page, but I was told that in order to move forward with my complaint I would need to compile evidence on my own. Tired and overwhelmed, I gave up.



I started to feel a lot more stressed, and less and less safe on campus. One day at Hart House, I saw the club there for an unrelated event. I had a panic attack. I remembered how difficult it was to change my name, having to explain the protocol to those in charge. I was afraid. I registered with Accessibility Services. Given the mounting stress, I asked for an extension on a paper. It was denied, and so I had to work with the registrar to get it pushed through. It's a long process and, in the meantime, the course was not counted towards my total course load. I lost my financial assistance.

I returned home for the summer (I'm an international student) and I wasn't sure if I would be able to come back in the fall. I spent my summer making calls to my department and various offices, but the process moved at a snail's pace. Luckily, I was able to register for the fall session thanks to money I had saved up, but even now my financial assistance is still in the process of renewal.

Alex's story and other personas representing diverse student experiences at our university can highlight unmet needs and provide insights that inspire new ideas about how we can improve the student experience.

Innovation Hub Research

KEY INSIGHTS FROM YEAR ONE DATA

- 1** Students value **being cared about** and helped through their journey at UofT. They have a need to feel supported by staff, faculty and other students.
- 2** Students value **inclusivity**. Some students feel marginalized on campus and express a need for connection in more inclusive and safe spaces.
- 3** Students value **academic achievement** but they express a need for help **negotiating the tension** between academics and other aspects of being a student.
- 4** Students value **guidance**. They have a need for assurance and want someone to show them the way.
- 5** Students value **preparedness for the workplace** beyond UofT. They express a need for help in exploring career paths, gaining work experience, and searching for jobs after graduation.
- 6** Students value **belonging**. Because of the size of the UofT population, students express a need to find meaningful connections to the community.



RESEARCH PROJECTS

The list below highlights a few of the partners working with the Innovation Hub and the questions we are helping them explore through interviews and observations with students:

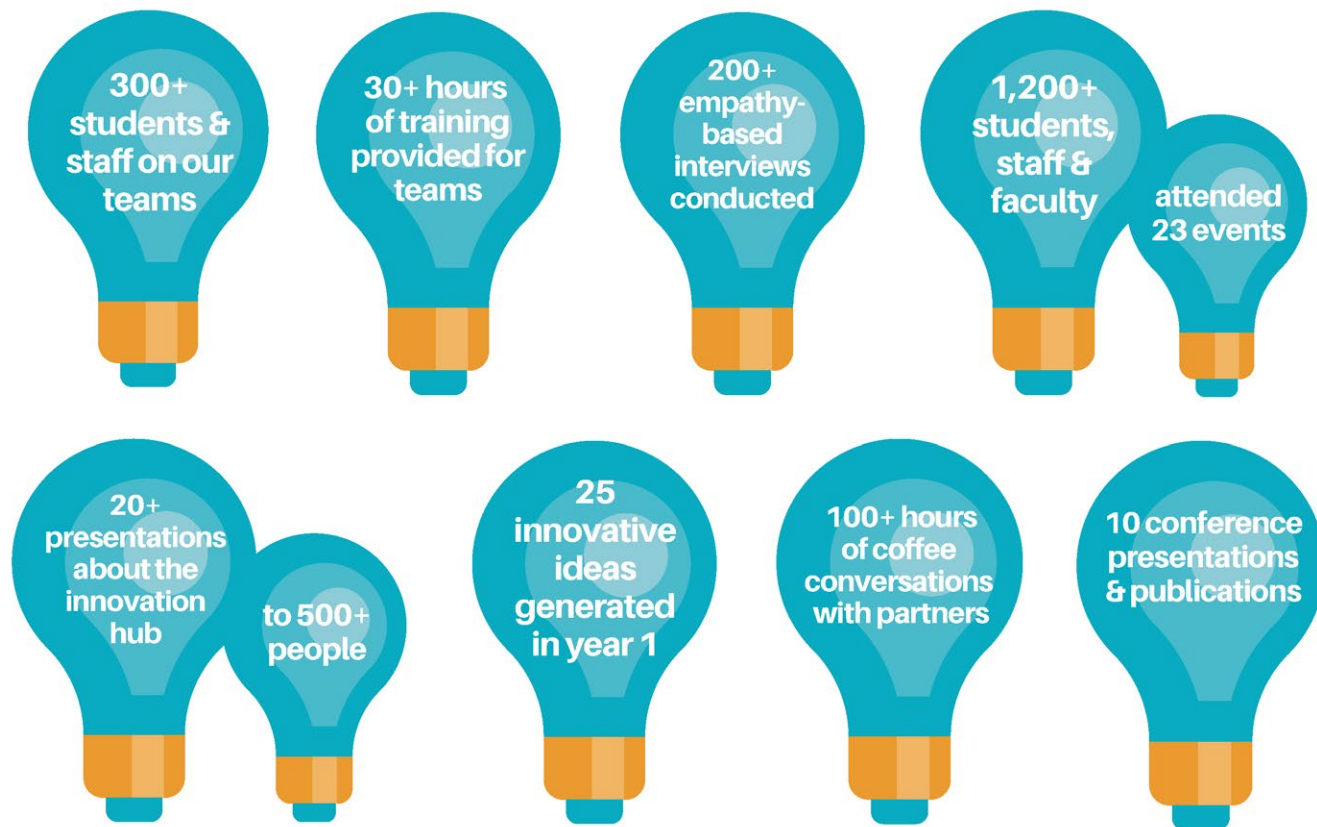
- 1** ORGANIZATIONAL LEARNING (November, 2016 - July, 2017) What are the needs of staff and faculty who support students?
- 2** INTERNATIONAL STUDENT EXPERIENCE & GLOBAL LEARNING OPPORTUNITIES (June - October, 2017) What are the stories of global experiences at UofT for both domestic and international students? Although every student interviewed was confronted with challenges and difficulties at some point in their time abroad, they invariably labeled that experience as 'positive.'
- 3** THE RESILIENCE PROJECT, DIVISION OF STUDENT LIFE (October, 2017 - April, 2018) Students value academic achievement but they express a need for help negotiating the tension between academics and other aspects of being a student.
- 4** TRANSFORMING THE INSTRUCTIONAL LANDSCAPE, ACADEMIC AND CAMPUS EVENTS (October, 2017 - April, 2018) How do we design learning spaces to address student needs? Using interviews, participant observations, and social media data, we outlined student preferences for flexible furniture arrangements, climate control, and their integration with UofT's historic buildings.
- 5** ST. MICHAEL'S COLLEGE - INTEGRATION EXPERIENCES FOR INTERNATIONAL STUDENTS (October 2017 - Present) What do incoming international students need to feel supported and part of the community at St. Michael's college?
- 6** STUDENT LIFE PROFESSIONALS (October, 2017 - Present) How do we best support staff who work with students? Discussions with Student Life professionals revealed a need for systems that facilitate the transfer of student inquiries from one department to another, and stronger ties between

THE FIVE BIG IDEAS: SUMMARIES OF FINDINGS

- 1 CHILL SPOTS** Chill Spots was proposed as an initiative to meet students' desires for welcoming communal spaces. We recommended redesigning existing spaces often used by students, incorporating key design elements as defined by the students themselves. Ideally, these spaces would be: welcoming and easily accessible, close to food services and classes, comfortably furnished, and would feature open-concepts with windows and natural lighting.
- 2 UoT CONCIERGE** The UofT Concierge was an idea that was proposed to help students who felt lost within the university's sprawling ecosystem. We recommended offering students access to a human guide - either in-person, via phone, or online - who could aid them in their way-finding of both physical and online university spaces and services. This service is meant to foster connectedness to the university community, meet a desire for personalized, two-way communication, and make existing information more readily accessible to students on campus.
- 3 NEIGHBOURHOOD COMMUNITIES** Neighbourhood Communities was an idea that grew out of the realization that students who live off-campus often feel disconnected from the campus community. To alleviate this problem, we recommended providing students with a virtual platform through which they could find peers who live in the same geographic area, with the goal of facilitating community development and self-organized initiatives such as ride sharing, social events and study groups.
- 4 FUTURE READINESS** Future Readiness was proposed with the goal of helping students transition from university into the workplace by offering them a framework with which they could build confidence, seek guidance, and share experiences. In order to counteract factors that can negatively impact students' self-perception, we recommended that the initiative focus on normalizing alternative pathways to success, inspiring curiosity and the pursuit of their interests, facilitating reflection and goal-setting, and fostering a supportive atmosphere of hope.
- 5 STUDENT-FACULTY EXPLORATION CAFE** The Student-Faculty Exploration Café was an idea that stemmed from the desire of both students and faculty to have access to a shared, non-academic space in which they could meet and connect. The goal of this idea is to foster organic connections between students and faculty in a setting that affords equal-footing and opportunities to learn from each other. Based on further criteria outlined by research participants, we recommended that the space: be advertised with clear purpose and commitment, maintain a level of consistency that carries through each instance of the event, establish an interdisciplinary philosophy that welcomes students and faculty from all departments, and offer food and drink to all participants.

Innovation Hub Impact

THE NUMBERS



REFLECTIONS FROM STUDENTS ON OUR TEAM

"I believe that the Innovation Hub is critical to student services at UofT because it takes a real and meaningful look at the issues of the 21st century student through their eyes."

"I see the Innovation Hub as a 'way in' for students to bring their voices to the attention of directors, senior leaders and the institution at large...I want all students to get the opportunity to see this & to feel this."

"I believe our projects, if implemented, can have real lasting impact and that's why I know that the Innovation Hub is important."

"One key difference between the Innovation Hub and other associations is that there are no limits for the Innovation Hub, which is powered by a certain sense of autonomy."

Community Involvement



INNOVATION HUB EVENTS

May 16, 2016: Innovation Hub Launch Event
July 21/26, 2016: Innovation Hour - Domains of Innovation
August 9/18, 2016: Innovation Hour - Innovation Hub Team Structure
October 18/27, 2016: Innovation Hour - Ecosystem Mapping
November 10/15, 2016: Innovation Hour - Interviews for Domain Teams
November 30/December 5, 2016: Share-Back Days
January 31/February 6, 2017: Innovation Hour - Ideas Feedback
July 4, 2017: Training with Elementary & Secondary Teachers (with I-Think)
September 27, 2017: Innovation Hub & Student Life Professionals Event
December 8, 2017: Prototype "Chill spot" at Arts and Science Exam Jam
December 11/13, 2017: Innovation Hour - Programs, Services & Resources
January 31, 2018: Students Supporting Students event - with Student & Campus Community Development
February 21, 2018: Innovation Hour - Programs, Services & Resources
March 9, 2018: Speak Up Event with the Centre for Community Partnerships
March 16, 2018: Innovation Hub Town Hall
March 24, 2018: HEQCO Student Pitch Competition for Access in Practice
April 2, 2018: Big Ideas Presentation



CONFERENCES & PUBLICATIONS

June 16, 2016: Student Life Day of Learning
February 22, 2017: Registrarial PD Day (Topic: Innovation Hub)
February 25, 2017: Leading Together Student Leadership Conference - Balancing Power Dynamics in Leadership
June 14, 2017 – Canadian Association of College & University Student Services (CACUSS): (Re)Designing the Student Experience
June 21, 2017: Student Life Day of Learning
July 6, 2017: University Professionals Symposium
December 5, 2017: Student Affairs Assessment Leaders - Structured Conversation on Data Storytelling
February 23, 2018: Registrarial PD Day (Topic: Resilience)
April 4, 2018 – Higher Education Quality Council of Ontario (HEQCO) Access in Practice
Canadian Association of College & University Student Services (CACUSS) Communique: #2 Winter, 2018 Issue – University of Toronto's Innovation Hub: Working Collaboratively to Understand Students' Needs
#1 Fall, 2017 Issue – Disrupting Power Norms to Empower Students



Community Involvement



UNIVERSITY OF
ST. MICHAEL'S COLLEGE
IN THE UNIVERSITY OF TORONTO

INNOVATION OUTREACH & PARTNERSHIPS

Coffee meetings with stakeholders have been a large part of the grassroots approach to sharing the work of the Innovation Hub with the broader UofT community this year. In total, the Innovation Hub has conducted over 100 hours of coffee meetings in its two-year pilot with partners such as:

Academic & Campus Events

APUS
EASI at UofT
Enactus UofT
Enrollment Services Food Services
GSU
Hillel UofT
I-Think
John Polanyi Collegiate Institute
McMaster University Provost's Office
Rotman Design Works
School for Social Entrepreneurs
St. Michael's College
Student & Campus Community Development Students for Barrier Free Access

The Centre for Career Exploration & Education
The Centre for Community Partnerships
The Centre for International Experience
The Division of Student Life
The Ethnography Lab
The Faculty of Arts & Science
The Faculty of Engineering
The Faculty of Information
The Faculty of Kinesiology & Physical Education
The Higher Education Quality Council of Ontario (HEQCO)
The Hult Prize UofT
The Rotman School of Management

The Storefront & Scarborough Hub
The Student Life Professionals Network (SLP) University of Toronto Communications
UTSU
UofT Libraries
UX Lab @ Robarts
Victoria University

Additionally, the Innovation Hub has been invited to present our work in many spaces. Over the past two years, we have given over 20 presentations to over 500 people in various internal and external spaces.



Community Involvement

SUPPORTING STUDENT LEARNING

Students are central to the Innovation Hub work. The project provides valuable opportunities for student and staff team members to learn together. Additionally, the Innovation Hub has been a ‘client’ or ‘organization’ for many student learning projects external to its direct work. As a result, the Innovation Hub has been able to provide learning opportunities to almost 500 additional students. The following is a list of our involvement in supporting student learning outside of the Innovation Hub:

THE ST. GEORGE CAREER CENTRE: The Innovation Hub has hosted over 10 UofT students for job shadowing opportunities through the Career Centre’s Extern and Explore-It programs.

STUDENT & CAMPUS COMMUNITY

DEVELOPMENT: The Innovation Hub partnered with Student & Campus Community Development on several occasions in the past two years to deliver programming to over 100 UofT students:

- April, 2017 – Represent Student Leadership Conference presentation
- May – June, 2017 – Re-Imagining Leadership Retreat

THE FACULTY OF ENGINEERING (iLEAD):

The Innovation Hub has partnered with the iLead program to offer workshops to over 50 participants in The Game, an initiative where students work on teams to develop a solution to a social problem. Presentations included:

- October 2017 – Introduction to Design Thinking Workshop
- November 2017 – Talk by Julia Smeed normalizing failures and iterations in the Design Thinking process

THE CENTRE FOR COMMUNITY PARTNERSHIPS:

The Innovation Hub has participated in several initiatives with students through the Centre for Community Partnerships, including:

- Fall 2016: Introduction to Design Thinking Workshop
- Fall 2017 and 2018: Alternative Reading Week

ENGINEERING STRATEGIES & PRACTICE:

The Innovation Hub has hosted three Engineering Strategies and Practice teams as a ‘client’ organization. The following design challenges have been provided to the students:

- Winter 2017 – Design a comprehensive database for all programs, services & resources available to UofT students
- Winter, 2017 – Design a ‘Chill Spot’ model for UofT – a place where students can go to rest and recharge
- Winter 2018 – Design the furniture layout for the Innovation Hub space set to open in the summer of 2018 in the new Student Commons

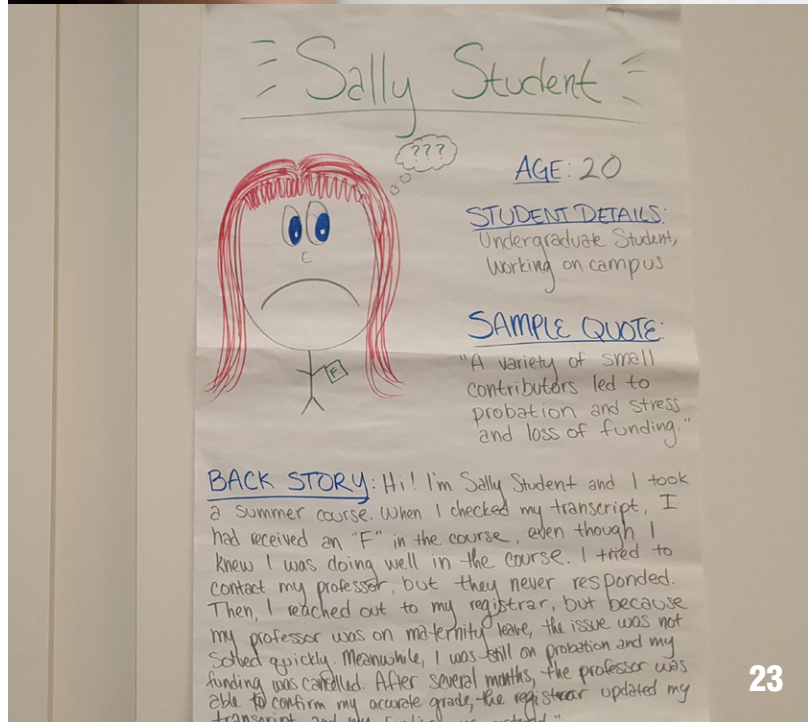
JOHN POLANYI COLLEGIATE INSTITUTE (TDSB) – GRADE 11/12 BUSINESS

LEADERSHIP COURSE: In the winter 2017 semester, the Innovation Hub acted as a client organization for 30 grade 11/12 students enrolled in the Business Leadership class at John Polanyi Collegiate Institute. These students used their learning in Integrative Thinking and Design Thinking to address the challenge: “How do students build community and connection at UofT?” Innovation Hub staff and team members coached the students through the challenge and the teams presented their findings to the assistant vice-president and senior directors of Student Life in June 2017.

Future Possibilities

As we approach the Innovation Hub's third year, there are a number of areas of focus for the Innovation Hub in both the short and long term:

- 1 Build capacity for our volunteer program to ensure that there is a comprehensive strategy for the recruitment, training, retention and recognition of all student and staff/faculty volunteers.
- 2 Open our makerspace within the new Student Commons with a focus on building a physical community for students to engage in this work.
- 3 Deepen relationships and form collaborative partnerships with the UofT students' unions groups and societies.
- 4 Document processes and procedures for our work to ensure continuity between changing teams of students.
- 5 Develop a process for research project proposals from UofT stakeholders that ensures the Innovation Hub is focused on supporting initiatives that support all domain areas of the student experience.
- 6 Support the Division of Student Life and its partners by facilitating activities and collaboration sessions with staff to help them design with students rather than for them.



Innovation Hub Team Members

FALL-WINTER 2016-2017 TEAM

ACCESS FOR EVERY STUDENT

Student Co-Lead: Tamsyn Riddle, third-year student, Diaspora & Transnational Studies, Equity Studies & Political Science
Staff Co-Lead: Lai Wardak, Program Administrator, UHIP Office, Centre for International Experience
Emma Beaulieu, Master's student, Occupational Therapy
Jennifer Davies, Manager of Career Development, UTSC Academic Advising & Career Centre
Sania Hameed, M.Ed student, Student Development & Student Services in Higher Education, OISE
Brian Luk, second-year student, Computer Science
Ben Poynton, Senior Coordinator, Accessibility for Ontarians with Disabilities Act, Human Resources & Equity and the Office of Vice-Provost, Students
Sunny Xiang, first-year student, Rotman Commerce

FOSTERING CONNECTEDNESS

Student Co-Lead: Natasha Tang, fourth-year student, Genetics
Staff Co-Lead: Erin Clifford, Lead Coordinator, Mentorship & Peer Programs, Student & Campus Community Development
Sean Caffrey, Executive Director, BioZone, Center for Applied Biosciences & Bioengineering
Danny Farah, Master's student, Mechanical & Industrial Engineering
Elvis Ibrahimovic, Co-Curricular Learning Coordinator, Centre for Community Partnerships
Cathy Maloney, Manager, Intercultural Initiatives & Learning Strategy, Centre for International Experience
Guang Ying Mo, Postdoctoral Fellow, Institute of Communication, Culture, Information & Technology

FUTURE-READY STUDENTS

Student Co-Lead: Ling Lam, Master's Student, Faculty of Information
Staff Co-Lead: Melanie Coleman, Coordinator, Employer Recruitment & Engagement, St. George Career Centre
Jonathan Cheevers, Manager, Student & Young Alumni Outreach, Alumni Relations
Christopher Duff, Community Partner & President, Inspired Initiatives
Ainsley Goldman, Placement Program

Coordinator, Faculty of Kinesiology & Physical Education\
Ming Da (Tim) Li, second-year student, Computer Engineering
Pranay Shrestha, M.A.Sc student, Mechanical & Industrial Engineering
Vincent Tu, third-year student, Rotman Commerce
Aziza Virani, Special Projects Officer, Centre for International Experience

INTEGRATED LEARNING EXPERIENCE

Student Co-Lead: Jacquie Beaulieu, PhD student, Higher Education, OISE
Staff Co-Lead: Julian Weinrib, Special Projects Officer, Office of the Vice-Provost, Innovations in Undergraduate Education
Marc Arnold, Coordinator, Transition & Advising for International Students, Centre for International Experience
Michelle Brownrigg, Senior Director, Co-Curricular Education & Chief Program Officer, Hart House
Stacy Costa, PhD Student, Curriculum, Studies & Teacher Development, OISE
Atifa F. Karim, M.Ed student, Higher Education, OISE
Fatema Khan, fourth-year student, Rotman Commerce
Bonnie Jane Maracle, Aboriginal Learning Strategist, Academic Learning Centre
Eric Schwenger, M.Ed student, Higher Education, OISE

WHOLE STUDENT DEVELOPMENT

Student Co-Lead: Taylor Stinson, third-year student, Computer Science
Staff Co-Lead: Cristina Peter, Student Success Programs Coordinator, Faculty of Arts & Science
Aman Chohan, Student Life Officer, Housing Services
Aryan Esgandarian, Alumni in the Nonprofit sector, designing & Campus Tour - Soldiers' Tower implementing programs designed to support marginalized populations
Susan Ivimey, Executive Assistant, Co-Curricular Physical Education & Sport in the Faculty of Kinesiology & Physical Education
Ary Maharaj, first-year, M.Ed, Counselling & Psychotherapy at OISE
Firas Najjar, Master's of Engineering student, Materials Science & Engineering
Tayyaba Shahzad, third-year student, Political Science & Criminology
Ayana Webb, Recreation & Wellness Program Associate, Hart House

COMMUNICATIONS TEAM

Josh Hass, Lead Coordinator for Orientation, Transition & Engagement, Division of Student Life
Margaryta Ignatenko, first-year Student, Journalism, UTSC
Tricia Kenderdine, Manager, Communications Projects, Student Life Communications
Karen Shim, Communications Associate, Vice-Provost, Academic Programs Office

EVENTS TEAM

Kay Dawkins, Manager, Physical Activity at the Faculty of Kinesiology & Physical Education
Margaryta Ignatenko, first-year Student, Journalism, UTSC
Meaghan Lau, Administrative Coordinator, Student Success, Division of Student Life
Riley McCullough, Alumnus & Planning & Policy Advisor, Toronto City Councillor
Linda Moss, Event Coordinator, St. George Career Centre
Igor Samardzic, Organizer, The Agency at U of T

OPERATIONS & DESIGN TEAM

Jeff Burrow, Manager of Assessment & Analysis, Division of Student Life
Laura Klamot, User Experience Designer, ACORN Team, EASI
Danniel Liu, second-year student, Computer Science & Statistics
Joseph Minichini, Business Analyst, Registrarial Policy, Enrolment Services
Ana Quilumbango, second-year student, Mechanical Engineering
Alexandra Rodney, PhD student, Sociology

ORGANIZATIONAL LEARNING TEAM

Denise Bentum, Master's Adult Education & Community Development
Kate Bowers, Career Educator, St. George Career Centre
Tanya Lewis, Director of Accessibility Services & Academic Success
Liam O'Leary, Graduate Programming Coordinator, School of Graduate Studies
Alexandra Rodney, PhD Student, Sociology

Innovation Hub Team Members

SUMMER 2017 TEAM

INNOVATION HUB PROJECT ASSISTANTS

Margaryta Ignatenko, second-year student, Journalism, UTSC
Alexandra Rodney, PhD student, Sociology
KNOWLEDGE MANAGEMENT TEAM
Afrodita Kujumdzeva, third-year student, Computer Science
Michelle Johnstone, first-year student, Master's of Information
Angela Wang, second-year student, Master's of Information

IMPLEMENTATION TEAM

Clara Luca, second-year student, Master's of Information
William Pullen, third-year student, Political Science & History
Ali Syed Norani, third-year student, Psychology & International Relations
Gabriele Simmons, fourth-year student, Women & Gender Studies
Vincent Tu, fourth-year student, Rotman Commerce

ORGANIZATIONAL LEARNING

Heerea Rikhraj, second-year student, Political Science

FALL-WINTER 2017-2018 TEAM

INNOVATION HUB PROJECT ASSISTANTS

Margaryta Ignatenko, second-year student, Journalism, UTSC
Clara Luca, second-year student, Master's of Information

CONNECTIONS TEAM

Team Lead: Apefa Adjivon, second-year student, Diaspora & Transnational studies
Maureen T'O, undergraduate student
Jose Maria Escajadillo, second-year undergraduate student, Math & Philosophy
Parm Thind, first-year student, Master's, Management of Innovation
Tianyi Liu, undergraduate student

ETHNOGRAPHY TEAM

Team Lead: Isabel Carlin, fourth-year student, Indigenous Studies, History & French
Lucinda Qu, fourth-year student, Equity & Health Studies
Katy Klein, first-year student, Faculty of Information, Culture & Technology (Master's)
Emily Kuzan, fourth-year student, Mathematical Applications in Economics & Finance
Lilian Lin, first-year graduate student, Institute of Health Policy, Management & Evaluation
Andrew Murphy, first-year student, Master's of Information, Archives & Records Management
Anne Michaela Brodaric, third-year student, Criminology & History
Lana Tran, first-year student, Master's of Information, Museum Studies
Elisha Bauer-Maison, fourth-year student, Political Science & European Union Studies
Qingyu Xiong (Juanita), first-year student, Psychology & Linguistics
Rija Chishty, fifth-year student, Animal Physiology & Health & Disease
Caroline Park, first-year graduate student, Institute of Medical Science
Elena Djordjic, first-year student, Master's of Information
Kevin Leung, first-year graduate student, Institute of Health Policy
Olivia Doggett, second-year student, Master's of Information in User Experience Design
Baeta Beyene, third-year student, Statistics and African Studies
Xueqi (Anna) Ma, first-year graduate student, Department of Materials Science & Engineering
Lisa Howard, PhD student, Pharmacology
Tayyaba Shahzad, fourth-year student, Political Science & Criminology
Robyn Forman, second-year student, Master's of Information in User Experience Design
Jamie Danaf, first-year graduate student, Institute of Medical Science
Taha Tanjeem, fourth-year student, Neuroscience & Mental Health
Alex (Nina) Alferiev, fourth-year student, Political Science & Anthropology

EVENTS TEAM

Team Lead: Igor Samardzic, first-year student, Master of Science in Urban Planning
Meghan Costa, first-year student, Master's of Arts in Criminology & Sociolegal Studies
Justin Raie, first-year student, Kinesiology & Phys. Ed

Margaryta Koniashyna, fourth-year student, Management & Economics
Erin Rooney, first-year student, Master's of Information
Isobel McEwen, second-year student, Pharmaceutical Chemistry
Xue (Sunny) Xiang, second-year student, Rotman Commerce
Jonelle Whyte, second-year student, Master's of Arts in Child Study & Education

INFORMATION DESIGN TEAM

Team Lead: Michelle Johnstone, second-year student, Master's of Information, User Experience Design
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Li Quan Soh, second-year student, Neuroscience & Statistics
Weiqi Liu, second-year student, Master's of Information
Vinit Jogani, first-year student, Computer Science
Pranjal Bhansali, first-year student, Rotman Commerce
Jessica Miao, first-year student, Master's of Information

INTEGRATIVE & DESIGN THINKING TEAM

Team Lead: Nicholas Feinig, PhD student, Anthropology
Piyapong Buahom, PhD student
Mechanical & Industrial Engineering
Sihan Yang, third-year student, Rotman Commerce
Aishwarya Babu, first-year student, Master's in Sustainability Development
Simmy Saini, first-year student, Master's of Science in Planning
Sarah Dolman, first-year student, Master's in Higher Education, Student Development & Student Services
Adi Poddar, first-year student, Rotman MBA
Noha Siddiqui, third-year student, Molecular Biology & Biotechnology
Tom Omboke, second-year student, Industrial Engineering

STORYTELLING LEAD

Team Lead: Mia Sanders, first-year student, Women & Gender Studies & Diaspora & Transnational Studies
Theo Arbez, second-year student, Political Science
Charis Lam, PhD student, Chemistry
Sneha Dasgupta, third-year student, Mathematics & Statistics

Innovation Hub Team Members

FALL-WINTER 2017-2018 TEAM (CONTINUED)

Zhenjie Xiong (Teddy) third-year student, Cognitive Science & Computer Science
Erika Martinez third-year student, Architecture

USER EXPERIENCE PROTOTYPING TEAM

Team Lead: Amanda Pasqualini, second-year student, Materials Engineering
Nancy Zhao, first-year student, Computer Science
Jessen Lee, fourth-year student, Actuarial Science & Economics
Mengyao (Miranda) Shi, third-year student, Master's of Immunology
Samra Ebadi, first-year student, Master's of Information
April Cheng, first-year student, Master's of Information
Jing Lu, first-year student, Master's of Information
Aki Kim, third-year student, Physics & Economics
Saad Benameur, first-year student, Master's of Information
Ziyi Su (Vicky), first-year student, Master's of Information
Nadine Adelaar, first-year student, Master's of Information
Seungae Sim, second-year student, Electrical & computer Engineering

CHILL SPOTS BIG IDEAS TEAM

Team Lead: Margaryta Ignatenko, second-year student, Journalism at UTSC
Leeza Gheerawo, second-year student, International Development Studies
Sarah Memme, Staff, Student Life Coordinator, Leadership Programs
Lindsay Jackowitz, Staff, MD Program Registrar's Office, Admissions & Recruitment
Sandy Chang, Staff, Assistant Director, Health & Wellness
Shehna Javeed, Staff, UTSC, Academic Advising & Career Centre
Ellie Goldenberg, Staff, Accessibility Services
Katharine Keller, Staff, Chestnut Residence

FUTURE READINESS COURSE BIG IDEAS TEAM

Team Lead: Margaryta Ignatenko, second-year student, Journalism at UTSC
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Sean Caffrey, Staff, Executive Director, BioZine at Chemical Engineering
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Cherrie Kwok, second-year student, Master's in Higher Education
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NEIGHBOURHOOD COMMUNITIES BIG IDEAS TEAM

Team Lead: Clara Luca, second-year student, Master's of Information
Weiqi Liu, second-year student, Master's of Information
Monique Gill, Staff, Peer Programs Assistant, Accessibility Services
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STUDENT-FACULTY EXPLORATION CAFÉ BIG IDEAS TEAM

Team Lead: Clara Luca, second-year student, Master's of Information
Jennifer Pinker, Staff, Coordinator, Graduate Student Life & Outreach
Cristina Peter, Staff, Learning Strategies Specialist at Academic Success
Jiayi Chen, fourth-year student, Environmental Science
Mike Clark, Staff, Manager, User Experience & Process Design at EASI

UofT CONCIERGE BIG IDEAS TEAM

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Oriana Bertucci, Staff, Director of Student Life, St. Michael's College
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Jo-Anne Wilson, Staff, Transcript Centre
Chelsea Kowalski, fourth-year student, English
Diana Scattolon, Staff, Communications Officer, Student Life Communications
Katy Francis, Staff, Director, Strategic Communications, Division of Human Resources & Equity
William Pullen, third-year student, Political Science & History
Ali Syed Norani, third-year student, Psychology & International Relations

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For more information, or to work with the Innovation Hub, please contact Julia Smeed at julia.smeed@utoronto.ca or 416-978-8619 or visit our blog at uoft.me/innovationhub



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