

*Strategic
Directions*

TOWARDS
2029



UCC

UPPER CANADA COLLEGE

Our *Strategic Directions: Towards 2029* sets the course for the next decade as we prepare to celebrate the College's 200th anniversary. It connects our extraordinary history with our renewed vision and mission: to inspire boys to be their best selves, and to provide transformational learning experiences.

Contents

Message from Principal
and Board Chair 5

Vision, Mission
and Values 6

Goal Pillars 8

Goal Pillar One:
Best Self

Learning 10

Wellbeing 12

Stewardship 14

Goal Pillar Two:
Flourishing Community

Shared Purpose 16

Culture 18

Trust 20

Goal Pillar Three:
Bold Future

Growth 22

Thought Leadership 24

Thriveability 26

February 2018



Our history of bold and progressive thinking has inspired UCC’s renewed Strategic Directions—developed in extensive collaboration with our community.

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MESSAGE FROM PRINCIPAL AND BOARD CHAIR

Bold steps towards 2029



From our founding in 1829, Upper Canada College has been educating the next generation of leaders and innovators, inspiring them to make a positive impact on their world. Sir John Colborne's vision of a private school with a public purpose remains even more relevant today in our complex and changing times. It is our history of bold and progressive thinking that has inspired the College's renewed Strategic Directions—developed in extensive collaboration with our community.

Strategic Directions: Towards 2029 sets the course for our preferred future, one that is driven by our renewed vision to inspire boys to be their best selves and grounded in our mission to provide transformational learning experiences. Our Strategic Directions reaffirm our foundational focus on educating boys in an exceptional day school and boarding environment, delivering a rigorous liberal education through the International Baccalaureate Programme and

ensuring financial accessibility for boys of the highest potential.

Three new goal pillars will guide our commitment to these strategic priorities and initiatives. They are Best Self—nurturing the unique combination of head, heart and humanity in each boy; Flourishing Community—creating a vibrant school that values lifelong engagement; and Bold Future—embracing a culture of courage, striving for excellence and advancing the common good.

This is a dynamic new agenda for UCC. It bolsters our commitment to deliver innovative teaching practices and learning outcomes, reflects the promise and pluralism of our global society, and supports the wellbeing of our boys, faculty and staff.

Our goals for the future are ambitious and exciting. We look forward to working with all members of the UCC community to achieve them, culminating in the extraordinary milestone of the College's bicentennial.



Russell Higgins '81,
Chair, UCC Board of Governors

Sam McKinney,
Principal



Vision

Upper Canada College values each boy and inspires him to be his best self. A UCC experience reflects the pluralism and promise of Canada, and identifies the College as a global leader in the education of boys.

Mission

Upper Canada College provides transformational learning experiences that foster the development of head, heart and humanity, and inspire each boy to make a lasting and positive impact on his world.

Values

Upper Canada College's values build on our rich history and traditions and serve to inform how we interact with each other and with our world.

Learning · Pluralism · Service · Community · Wellbeing



At Upper Canada College, we value:

Learning

Learning about oneself and the world is at the heart of a UCC education. Through a rigorous liberal education and programs of personal development, each boy gains an understanding of himself, strong and wide-ranging skills, and knowledge that prepares him for success and responsible citizenship. We strive for excellence and celebrate accomplishment, valuing learning as a journey and not a destination. At UCC, learning is an ongoing pursuit marked by curiosity, collaboration, persistence and openness to feedback. As a community, we model a culture of learning and growth.

Pluralism

A UCC experience is about more than just an appreciation of diversity; it is about celebrating differences, cherishing similarities and giving voice to multiple perspectives. Through an understanding and appreciation of pluralism we create a more inclusive community, and in turn, create a more just society where we work towards the common good.

Service

To honour Sir John Colborne's founding commitment to public purpose, UCC inspires boys to become service-oriented leaders who understand their unique qualities in relationship to others, have humility and empathy, and recognize their ability to positively influence change. At UCC we embrace the opportunity and responsibility to make a difference in our local and global communities.

Community

UCC's culture is characterized by teamwork, collaboration, mutual respect and a fundamental belief in our Vision and Mission. We appreciate and value each individual, fostering strong and trusting relationships throughout our community. We stand by each other, offering support and care, and we foster in our boys the very best characteristics of brotherhood.

Wellbeing

To foster individual and institutional wellbeing, UCC is committed to a learning and working environment that is safe, healthy, meaningful, engaging and supportive. A UCC education equips each boy with the capabilities to develop the knowledge, self-awareness and strengths of character that enable lifelong resilience and allow him to flourish.

Goal Pillars

1 Goal Pillar One Best Self

A UCC experience inspires growth and learning, and nurtures in each boy the unique combination of head, heart and humanity that represents his best self.

Strategic Priorities:

LEARNING

Inspire each boy to engage fully in a transformational liberal education.

WELLBEING

Nurture the personal journey of each boy, developing his cognitive, physical, social and emotional self.

STEWARDSHIP

Cultivate courageous citizens who advance the common good.

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2 Goal Pillar Two Flourishing Community

Together we nurture a cohesive, healthy and vibrant school, valuing diversity and lifelong engagement.

Strategic Priorities:

SHARED PURPOSE

Inspire meaning, purpose and engagement through a commitment to a shared vision.

CULTURE

Foster a caring community that embraces growth and strives for excellence.

TRUST

Foster relationships among all members of our community that are founded on respect, honouring individuality, diversity and differing points of view.

3 Goal Pillar Three Bold Future

We honour our progressive past by looking forward, embracing a culture of courage and innovation, striving for excellence and advancing the common good.

Strategic Priorities:

GROWTH

Enhance policies, processes and structures to enable development and growth in the pursuit of excellence.

THOUGHT LEADERSHIP

Develop new and dynamic ways of knowing and doing for the betterment of our communities and beyond.

THRIVEABILITY

Build resources to ensure UCC is accessible and thrives into perpetuity.



BEST SELF

Strategic Priority: Learning



Inspire each boy to engage fully in a transformational liberal education.

UCC delivers a rigorous academic program that inspires curiosity, develops critical thinking, fosters cultural agility and prepares boys to be socially conscious and responsible citizens. Our program includes the renowned Richard Wernham and Julia West Centre for Learning which provides exceptional support tailored to each student's strengths and learning style.

Building on our leadership in boys' learning and International Baccalaureate education, we will complete implementation of the IB Middle Years Programme, becoming North America's first boys' IB Continuum World School. It is our firm intention to be regarded as a model of best practice in the delivery of IB programming.

A UCC education will be enhanced with opportunities for interdisciplinary learning and the introduction of a Design Thinking and Digital Innovation Program offered with three streams: Digital Media, Coding and Programming, and Innovative Product Design.

Through this program, boys will develop knowledge and skills in design thinking, collaborative work practices and project management, and will gain the experience necessary to continue their study in these three areas at the Diploma level. The program will build students' capacity to embrace ambiguity, learn from failure, empathize with others, be resilient and think big.

Our boys' UCC journeys are enriched by opportunities beyond our classrooms. We place significant emphasis on the value of co-curricular programming and encourage all boys to find meaningful ways to pursue new challenges, whether through sports, arts or clubs. We will continue to provide wide-ranging experiences that challenge and appeal to all our boys, allowing them to find their own success and a sense of personal accomplishment. We will work to ensure our approach and programs continue to meet our students' needs.

N NEAR-TERM INITIATIVES

- > Complete Middle Years Programme implementation
- > Introduce Design Thinking and Digital Innovation
- > Review and refine breadth and approach to co-curricular programming

BEST SELF

Strategic Priority: Wellbeing

→ Nurture the personal journey of each boy, developing his cognitive, physical, social and emotional self.

At UCC we understand that wellbeing is unique to each individual and is our collective responsibility. Fostering the development of individual wellbeing is fundamental to the UCC experience. We are dedicated to supporting each boy to be his best, do his best and feel his best.

To help boys develop the knowledge, self-awareness and strengths of character that will allow them to flourish, we will deliver individualized wellbeing programming

that enhances cognitive, physical, social and emotional health. Initiatives that support individual and collective wellbeing will be developed across the whole school and integrated into our culture and curriculum.

To ensure students have the support they need to thrive, we are committed to providing counselling and advising programs within a comprehensive student support framework.

N NEAR-TERM INITIATIVES

- > Develop and implement signature Wellbeing Program
- > Enhance counselling and advising programs with whole-school approach to student services and wellbeing



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BEST SELF

Strategic Priority: Stewardship



Cultivate courageous citizens who advance the common good.

Since our founding, UCC has been committed to instilling a sense of public purpose in boys. Today, we aim to develop globally minded students who seek to better their world. To help them gain nuanced perspectives on the complexities of our world, we will continue to embed an understanding of contemporary issues of global importance into our curriculum. Themes of pluralism and social justice will have greater presence in our classrooms, with emphasis placed on the value of learning among peers with varied points of view.

To provide boys with age-appropriate ways to make a positive and direct

impact on society, we will enhance our service learning program, offering more local, national and global opportunities for engagement. Boys will have the opportunity to reflect on their own strengths and areas for growth, recognize the ethics of their choices and actions, engage in issues of global significance and develop a deeper sense of empathy.

Students will be challenged to further their awareness of and responsibility for environmental sustainability. They will apply their learning in real-world contexts, preparing them to become active and engaged citizens and stewards of the environment.

N NEAR-TERM INITIATIVE

- > Develop whole-school philosophy and framework for service

Strategic Priority: Shared Purpose



Inspire meaning, purpose and engagement through a commitment to a shared vision.

The strength of our community lies in our commitment to live and reflect the College's vision, mission and values.

To further enhance community awareness, engagement and support, we will communicate in ways that are timely and transparent. We are committed to strengthening communications through clear and consistent processes.

The pursuit of our Strategic Directions will bring about change. To ensure success as we initiate new priorities, innovations and ideas, we will collaboratively develop operating principles that will coordinate our College-wide actions and proactively manage the process of change.

N NEAR-TERM INITIATIVES

- > Strengthen community communications including redesign of UCC's website
- > Develop community engagement and support by building a common understanding of the College's renewed Strategic Directions



Strategic Priority: Culture

→ Foster a caring community that embraces growth and strives for excellence.

The College’s talented and committed employees are our greatest strength. We affirm our commitment to attracting, supporting, developing and retaining faculty and staff of the very highest calibre, drawn from diverse backgrounds and experiences. We recognize that employee development and support must not only focus on domain-specific skills and abilities, but also on furthering individual and collective wellbeing.

Our people and organizational development will incorporate talent management,

professional growth and recognition processes that value and inspire our employees and foster a growth mindset.

Our actions as a College influence how we are known and understood in the broader community. We will actively seek to be a vibrant and positive presence in the community beyond our campuses by engaging in initiatives and partnering with organizations that reflect our values and mission.

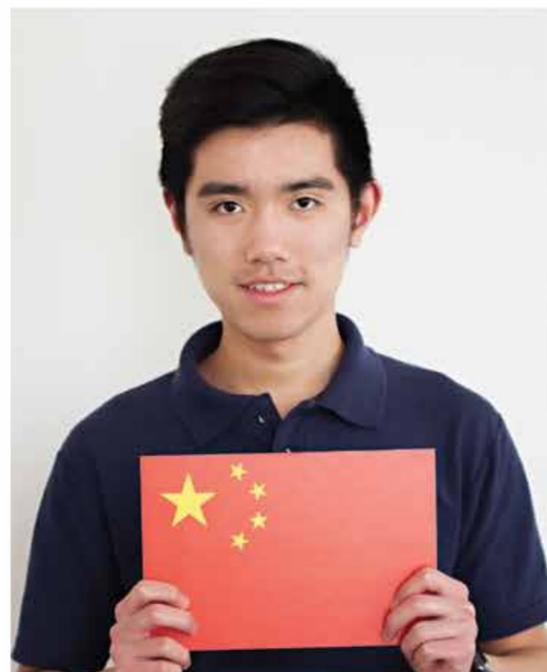
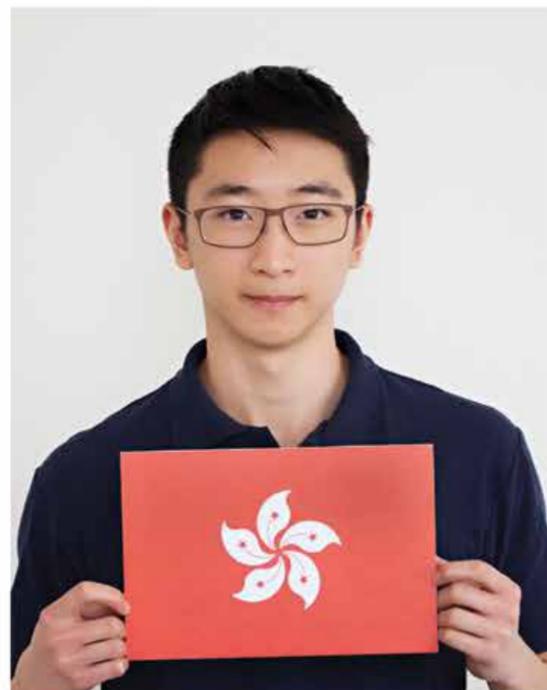
N NEAR-TERM INITIATIVES

- > Attract and retain diverse employees of the highest calibre
- > Enhance focus on employee wellbeing and development





Strategic Priority: Trust



Foster relationships among all community members that are founded on respect, honouring individuality, diversity and different points of view.

We are committed to being a community of students, parents, alumni, volunteers and employees that reflects and embraces the College's value of pluralism and intercultural understanding.

In support of this commitment, we will continue to develop our Financial Assistance Program, allowing unprecedented access to boys regardless of financial means or circumstances. In addition, we remain

firmly committed to the delivery of a world-class Boarding Program that adds international breadth and perspectives to our student body.

We are grateful for the ongoing and generous support of our community. We will continue to develop new ways to meaningfully engage our dedicated and passionate volunteers, Old Boys, parents and friends of the College.

N NEAR-TERM INITIATIVES

- > Ensure boys of the highest potential continue to apply to the College
- > Continue investment in Financial Assistance
- > Ensure Boarding Program remains world class
- > Continue to develop meaningful ways to engage Old Boys, volunteers and parents
- > Commit to transparent communication and consultation with UCC community

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BOLD FUTURE

Strategic Priority: Growth



Enhance policies, processes and structures to enable development and growth in the pursuit of excellence.

UCC will promote a culture where creativity, innovation and entrepreneurial thinking thrive. Our information and technology structures will evolve to support advancements in learning, teaching and operational effectiveness, incorporating enhanced data analytic capabilities and strategy implementation processes.

We will establish opportunities for faculty and staff to apply for grants to undertake innovative areas of research and development. In addition, we will explore the development of a Centre for Innovation.

To ensure organizational effectiveness, we will refine our policies, processes and administrative structures to align with our Strategic Directions.

N NEAR-TERM INITIATIVES

- > Develop enrollment plan with review of school size and grade composition
- > Foster innovation through Department of Information and Innovation, and launch of Principal's Innovation Fund
- > Implement refined administrative structure and processes

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BOLD FUTURE

Strategic Priority: Thought Leadership

→ Develop new and dynamic ways of knowing and doing for the betterment of our communities and beyond.

As a recognized global leader in the education of boys, we are committed to courageous thought leadership in the areas of design thinking, wellbeing and intercultural understanding.

We will pursue potential strategic partnerships with the International

Baccalaureate Organization, leading universities, NGOs, professional associations and experts. In addition, UCC will contribute in meaningful ways to research and professional dialogue that will deliver enhanced outcomes for students and the broader educational community.

N NEAR-TERM INITIATIVES

- > Explore international opportunities and relationships
- > Enhance relationship with the International Baccalaureate Organization and its global community





BOLD FUTURE

Strategic Priority: Thriveability



Build resources to ensure UCC is accessible and thrives into perpetuity.

UCC's extraordinary facilities and resources are the result of our longstanding philanthropic culture. The College's recent Think Ahead Campaign raised \$104 million and included the addition of the William P. Wilder '40 Arena & Sports Complex and renovations to the Upper School and boarding houses. This landmark campaign also established UCC's sector-leading Financial Assistance Program and the Lang Scholar Program, creating unprecedented educational and student leadership opportunities. We will continue to partner with our community to develop opportunities that enhance the UCC experience.

To ensure the College provides the most innovative learning environment, firmly aligned with our Strategic Directions and vision for the future size and shape of the school, we will develop a campus master plan. This comprehensive plan will guide the evolution of the physical infrastructure at our Deer Park and Norval campuses, so they remain exceptional places for boys to learn and grow.

We are also committed to responsibly managing the cost of a UCC education, and will continue to pursue operational efficiencies and incremental revenue sources that align with our mission.

We will ensure the College's bold future by remaining responsible stewards of our community's trust and generosity.

N NEAR-TERM INITIATIVES

- > Renew facilities master plan for Deer Park and Norval campuses
- > Develop programs that further leverage the College's facilities and resources, including Summer Life at UCC, a new summer boarding program
- > Enhance UCC's culture of philanthropy with the renewal of the Advancement Strategic Plan
- > Deepen Old Boy and community engagement with increased connections to student life

UCC Leadership and Community Support

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