

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 29 OF THE CAMPUS AFFAIRS COMMITTEE**

**September 12, 2018**

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Wednesday, September 12, 2018 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

**Present:**

Brian Harrington, Vice-Chair  
Andrew Arifuzzaman, Chief  
Administrative Officer  
William Gough, Vice-Principal,  
Academic and Dean  
Desmond Pouyat, Dean of Student  
Affairs  
Katherine Balasingham  
Janet Blakely  
Catherine Bragg  
Keith Chen  
Hanan Domloge  
Soaad Hossain  
Elaine Khoo  
Tanya Mars  
Sylvia E. Mittler  
Chandeni Narain  
Jack Parkinson  
Carly Sahagian  
Rajpreet Sidhu  
Andrew Tam

Deena Yanofsky

**Non-voting Assessors:**

Mr. Jeff Miller  
Helen Morissette

**Secretariat:**

Rena Prashad

**Absent:**

Liza Arnason  
Jonathan Cant  
Nick Cheng  
Kenneth Howard  
Mohsin Jeelani  
Paul Kingston  
Alice Maurice  
Mari Motrich  
Wisdom Tettey  
Humna Wasim

**In attendance:**

James Fernandez, Program Coordinator, Get Started Program  
Annette Knott, Academic Programs Officer  
Marg Lacy, Senior Manager, Academic Advising & Career Centre  
Mike LeSage, Manager, Crisis and Emergency Preparedness  
Varsha Patel, Assistant Dean, Student Success  
Nadia Rosemond, Senior Manager, Student Life & International Experience  
Mary Silcox, Vice-Dean, Graduate

Sahilaa Thevarajah, Coach Coordinator, Get Started Program  
Michelle Verbrugge, Director, Student Housing & Residence Life

## 1. Chair's Remarks

The Vice-Chair welcomed members and guests to the first Committee meeting of the 2018-19 governance year. He introduced himself and invited members to introduce themselves as well.

## 2. Orientation of Members

The Vice-Chair and Governance Coordinator, Rena Prashad, provided an Orientation presentation<sup>1</sup> to the Committee. The presentation included the following key points:

- The distinction and role of university administration and governance;
- An overview of the Governing Council and its Boards and Committees including the UTSC Campus Council and its Committees;
- Committee membership composition and areas responsibilities;
- Expectations of Committee members;
- The role of Assessors and the Committee's Assessors plans and priorities for the 2018-19 academic year;
- Types of decisions made by the Committee and guidelines on attendance at meetings; and
- Meeting preparation, agendas, cover sheets, and the Diligent Boards governance portal.

## 3. Revisions: *Policy on Crisis and Routine Emergency Preparedness and Response*

The Vice-Chair welcomed and introduced Mike LeSage, Manager, Crisis and Emergency Preparedness, and invited him to present and discuss the revisions to the *Policy on Crisis and Routine Emergency Preparedness and Response* to the Committee. Mr. LeSage reported that the *Policy* had been approved by the Governing Council on June 27, 2018 and that the *Policy* revisions aligned with best and current practices in the field of crisis and emergency response. He explained that the revisions focused on updating terminology and reflecting the tri-campus nature of the *Policy*. Under the *Policy*, 'routine emergencies' were defined as those the University could reasonably predict (e.g. a fire), and a 'crisis' was defined as an unpredictable novel circumstance (e.g. a fire spreading to a cluster of buildings). Mr. LeSage described the Crisis Management Framework (CMF) structure, which included an Incident Management Team and Emergency Response Team. He underscored that the implementation of the framework would complement the existing emergency response structures already in place. To conclude, he encouraged members to register for UTAAlerts, which was a tool that allowed the University to quickly send important messages via telephone, email, and/or text message to members of the University community who were registered.

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<sup>1</sup> Presentation- Orientation of Members

Several members commented on the *Policy* implementation phase, and suggested that exercises, drills, and timing for responses be considered. Mr. Arifuzzaman remarked that the Emergency Response Team at UTSC was experienced in tabletop role-play exercises and would be holding more hotwash (i.e., lessons learned) discussions. Desmond Pouyat, Dean of Student Affairs, suggested that the University consider mechanisms by which the lessons could be shared in a tri-campus context.

A member suggested that the administration develop guidelines that would permit Emergency Response Teams to move forward with large financial transactions in emergency and crisis situations. Mr. Arifuzzaman acknowledged the suggestion and took it under consideration.

A member suggested that UTAAlerts continue to be promoted during Fall orientation. In follow-up another member suggested that the Human Resources Department include UTAAlerts in new Faculty and Staff orientation. Members of the administration acknowledged the suggestion and took it under consideration.

#### **4. UTSC Current Year Campus Operating Budget- Presentation by the Chief Administrative Officer, Andrew Arifuzzaman**

The Vice-Chair invited Andrew Arifuzzaman, Chief Administrative Officer, to present the UTSC Current Year Campus Operating Budget to the Committee. Mr. Arifuzzaman's presentation<sup>2</sup> included the following key points:

- The budget process at the University was a bottom up exercise driven by the priorities in the academic divisions;
- The UTSC balanced budget for 2018-19 was \$327M. Revenues were generated primarily by student fees and the largest expenses were costs related to compensation;
- The Annual Budget Review (ABR) submission in 2017 included budgetary funding for: Indigenous initiatives, equity, diversity, and inclusion, experiential learning, and centres of excellence, research start-ups, and Strategic Enrolment Management (i.e. SEM)
- The 2018-19 Fall undergraduate student enrolment was 10,706 full-time equivalents (FTE), with 21 percent international student enrolment. Undergraduate and doctoral enrolment growth was expected to remain at steady state with enrolment growth expected for the students in the Masters pool towards 2022-23;
- Space pressures continued to be an ongoing challenge with limited classroom, teaching and research, office, and student study and common space. Historically, UTSC lagged behind institutional averages for teaching, research, and academic office space; and
- Capital plans were underway for an Indigenous House, Instructional Centre 2 (IC2), and Parking structure. The cost of construction materials was expected to increase, which could impact project cost estimates and the Request for Proposals (RFP) submissions.

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<sup>2</sup> Presentation- UTSC Current Year Campus Operating Budget

In response to a comment regarding the revenues generated from graduate student fees, William Gough, Vice-Principal, Academic and Dean, remarked that undergraduate student fees were the main source of revenues for the UTSC and institutional operating budget.

**5. Proposal to Close the Centre for Public Management as an Extra-Departmental Unit C (EDU:C)**

The Vice-Chair invited Mary Silcox, Vice-Dean, Graduate, to present the proposal to Close the Centre for Public Management to the Committee.

Professor Silcox reported that the Centre for Public Management in the Department of Management had been inactive for several years and the Department was proposing that it be formally closed because public management was no longer an area of focus or emphasis for the Department. Professor Silcox remarked that there were no students or research funds associated with the Centre, and the two faculty members associated with the Centre had been consulted and that they had not expressed concerns with the closure.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the closure of the Centre for Public Management as an Extra-Departmental Unit: C as described in the proposal dated July 4, 2018, and recommended by the Vice-Principal Academic and Dean, William Gough, be approved effective for January 1, 2019.

**6. Reports of the Presidential Assessors**

The Vice-Chair invited the Presidential Assessors to present their reports and update to the Committee.

Mr. Arifuzzaman reported that as of Monday, September 10<sup>th</sup>, classes were being held in ground level lecture halls inside Highland Hall. He anticipated that the remainder of the building would meet substantial completion by the end of September, and that units would begin moving in at the beginning of October with full operations in November. Mr. Arifuzzaman remarked that exterior landscaping and the café construction were underway. He also updated the Committee on the status of the Student Residence project, which had received further governance consideration in Spring 2018 to increase the total project cost based on Request for Proposal (RFP) submissions that were higher than the approved project budget and cost estimate. The cost of construction materials, an overheated construction market in Toronto, and tariff laws had impacted the cost of the project. Various options were being evaluated to decrease the cost of the project without impacting the scope. Mr. Arifuzzaman advised the Committee that he would continue sharing updates on the status of the project.

A member asked what resources had been invested in the Student Residence project. Mr. Arifuzzaman reported the resources invested in the project at the present stage were staff time and legal fees for contracts.

Professor Gough reported that as of September 4<sup>th</sup>, the new student intake for the academic year was 3,448, and of that, 69.3 percent were domestic and 30.7 percent were international students. Professor Gough anticipated that the full-time undergraduate student enrolment figures would be slightly under the established targets for the November 1, 2018 reporting of enrolment data to the provincial government due to changes in enrolment status. The incoming entrance average for this year was 86.1 percent, up from 85.3 percent last year. He remarked that domestic recruitment continued to be a challenge due to the declining number of Ontario high school students in the system and competition from peer institution. However, the UTSC recruitment strategy was to create access pathways for traditionally underrepresented communities (i.e. Indigenous, black, rural, first in family, LGBTQ, and disabled students) and develop mechanisms and systems to prepare students from those communities for university at UTSC.

A member asked what resources and supports would be in place for students from underrepresented communities. Professor Gough explained that the needs of each group would vary and that the administration was committed to creating the appropriate resources and supports in order for students to succeed at UTSC.

Mr. Pouyat invited colleagues from his portfolio to update the Committee on Fall Orientation and the Get Started program. Nadia Rosemond, Senior Manager, Student Life and International Student Centre, reported that Orientation and Transition Programming and Events began on campus with pre-orientation, which included the e-mentoring and e-buddy program to get students acquainted with the campus (i.e. emails and phone calls). Orientation programming included event such as: UTSC Welcome Day, Faculty Mix and Mingle, International Settling in the City Tours, Indigenous Learning Circle, and the Scarborough College Student's Union (SCSU) Orientation- Infinity, which was attended by over 700 students. Marg Lacy, Chair of the Get Started program, reported that the program had been in place for twenty years and included a full day of programing for students and parents transitioning to University at UTSC. The program featured a Course Selection Module, online chats, assistance with course selection, and self-preparation workshops. James Fernandez, Program Coordinator and Sahilaa Thevarajah, Coach Coordinator, remarked that program helped incoming students understand the requirements to be academically successful in university, and the use of Peer Coaches was highly effective in delivering the message. Varsha Patel, Assistant Dean, Student Success, shared that through the Higher Education Quality Council of Ontario (HEQCO), funding was granted to UTSC to conduct research on access to the university. Two research questions on the effectiveness of the Get Started program were posed for two cohorts and the data was being aggregated by the Registrar's Office.

A member commented on first year student's familiarity with the Learning Management System (LMS) in contrast to upper year students, and asked whether the LMS was integrated into the Get Started program content. Ms Patel remarked that several technological student systems (e.g. Quercus, LMS, Next Generation Information System(NGIS)) were discussed in the Get Started

program content.

**7. Report of the Previous Meeting: Report 28**—Monday, May 7, 2018

The report of the previous meeting was approved.

**8. Business Arising from the Report of the Previous Meeting**

There was no business arising from the report of the previous meeting.

**9. Date of the Next Meeting** – Monday, October 29, 2018 at 4:10 p.m.

The Chair advised members that the Committee would meet again on Monday, October 29, 2018 at 4:10 p.m.

**10. Other Business**

No other business was raised.

The meeting adjourned at 6:28 p.m.

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Secretary

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Chair

September 26, 2018

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# UTSC Campus Affairs Committee

## Orientation

### September 12, 2018

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## Administration & Governance

**Administration**

Management of the University

**Governance**

Oversight, advice, and approval of specific matters within delegated authority bounded by the Committee's Terms of Reference.

**University Decision Making**

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## UofT Tri-Campus Governance Structure

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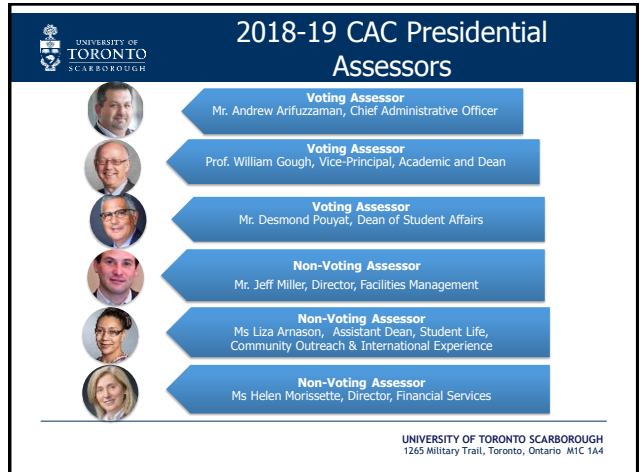
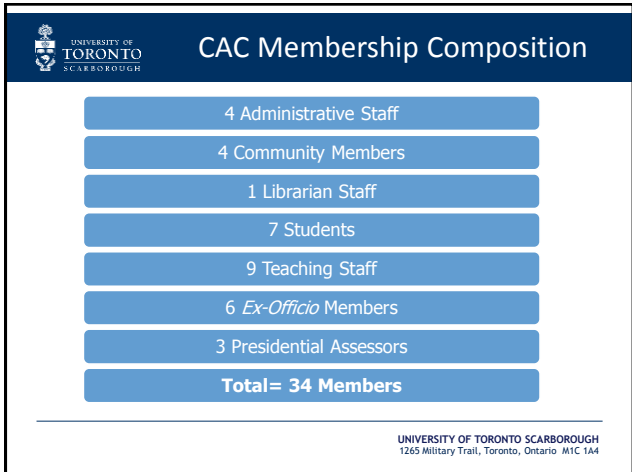
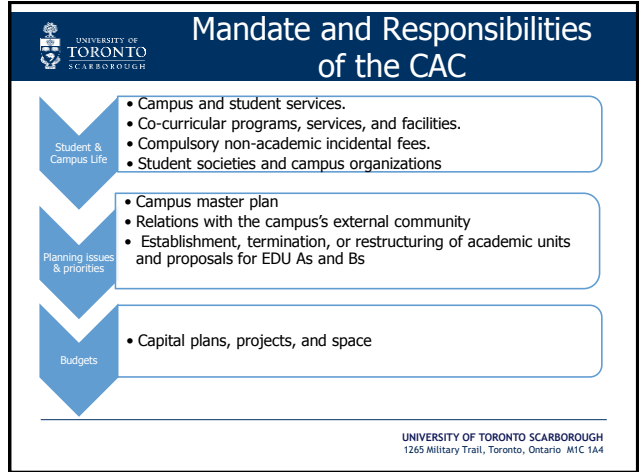
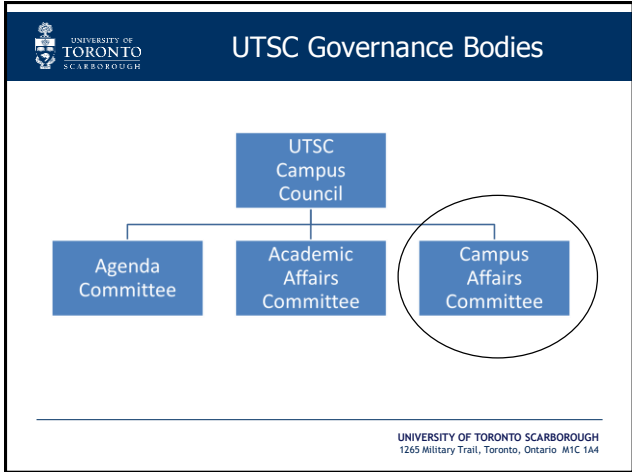
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## The Establishment of UTSC Campus Council and its Committees

- The UTSC Campus Council and its Standing Committees was established in 2013 to improve governance oversight on all three campuses;
- The governance processes are aimed at enhancing campus-based decision-making and accountability;
- The Council is comparable to a Board of Governing Council and comprise representatives of the five estates: teaching staff, students, administrative staff, librarians, community members [LGIC, alumni, etc.].

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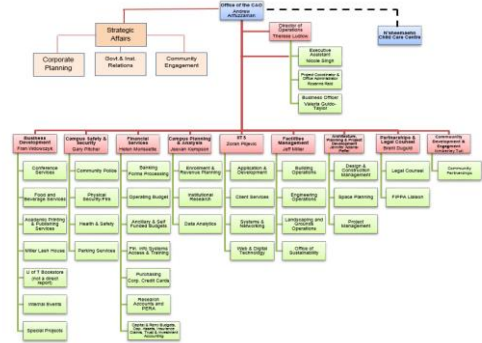


# Business Operations & Strategic Affairs

CAC Orientation

Andrew Arifuzzaman  
Chief Administrative Officer

## Org Chart Business, Operations, and Strategic Affairs



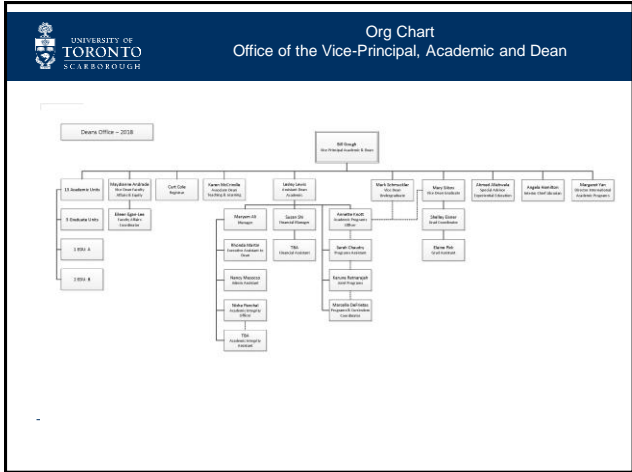
## Business Operations and Strategic Affairs 2018 – 2019 Priorities

- Strategic Plan
- Capital Plans and Development
  - Secondary Planning Approval
  - New Student Residence
  - Completion of Project Planning Reports
    - IC2
    - Initiation of Capital Projects
    - Phase II of Campus Space Plan
- Evolution of UTSC Budget Model
- Operationalizing Sustainability Objectives (Campus Retrofits)

## Office of the Vice Principal, Academic and Dean

CAC Orientation

Professor William Gough  
Vice-Principal, Academic and Dean



**Decanal Priorities for 2018-19**

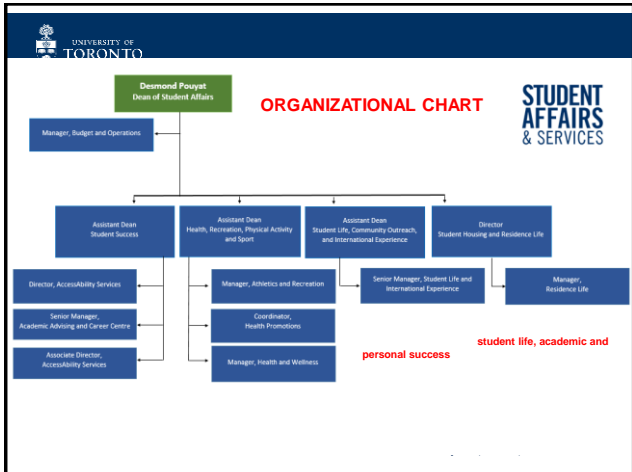
- Campus Strategic Plan
- Academic Plan
- Curricular Development
  - Major in Creative Writing
  - Double Degree English and Psychology
  - Combined Degree Program – new options for Master of Teaching
  - Type 3 certificate approval process
  - Other initiatives
- Bridging Programs
  - Centennial, Loyalist
  - Access to Education
  - International diversification

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**Student Affairs and Services Priorities and Objectives 2018-2019**

September 2018

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## Priorities & Strategic Direction

Six priorities on which we are strongly focused, which align closely with and support the strategic direction of the campus:

Work Integrated Learning /  
Experiential Education

Community Outreach

Internationalization /  
Global Experience

Healthy Campus

Indigenous Priorities informed  
by the TRC's recommendations  
and the University's  
commitment

Service Excellence, Services  
and Programs that support  
Student Success

## Key Portfolio Objectives 2018-19

- **Strengthening the student experience**
- **Increasing global mobility opportunities for our students, exchanges, study abroad, research opportunities, etc**
- **Partnerships and community building (Community Outreach, City building, strengthening experiential learning opportunities, support for Indigenous students and Indigenous community outreach)**
- **Collaborating to strengthen the academic success and experience of all students while strengthening campus life experience and outcomes for students with disabilities**
- Building together a healthy campus platform, leveraging all opportunities to do so
- Strengthening student engagement in physical activity through a renewed community outreach strategy
- Mental health and counselling- maintaining excellence in responsiveness
- Continuing our emphasis on education around sexual violence, integration of the SVC into our campus apparatus of supporting students, and managing risk
- **Equity training and building positive and inclusive workplace culture**
- Support and continuing to build strong working relationships with colleagues across campus and tri-campus
- Impactful involvement in tri-campus review
- **Advancing metric development and data driven decision making**

## The role of Committee Members

Approve,  
recommend,  
confirm etc.  
business items

Offer advice

Provide  
oversight



## Types of Decisions made by the Committee

Approve

Reject

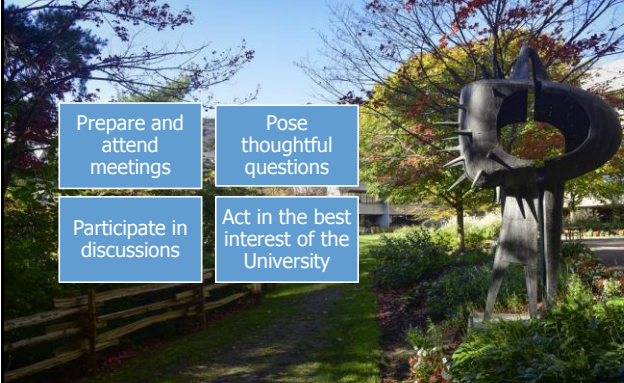
Referred  
back to the  
Administration  
with advice

Withdrawn by the  
administration



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## Expectations of Members



- Prepare and attend meetings
- Pose thoughtful questions
- Participate in discussions
- Act in the best interest of the University

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## Meeting Agendas

- Agendas are set based on the Calendar of Business, which is an overview of all anticipated business to be transacted in the governance year;
- Agendas are approved two to three weeks before the Committee meeting by the agenda planning group;
- The Calendar of Business is updated regularly and posted on the UTSC governance website



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## Diligent Boards governance portal



- Only tool used to distribute confidential meeting documentation to members
- Password protected
- Instructions for setup:  
<http://uoft.me/governanceportal2018-19>
- Help is available 24/7: 1-866-262-7326

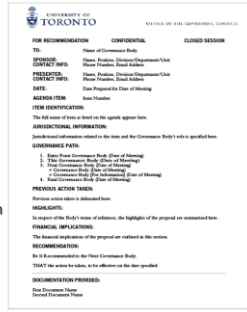
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## Cover Sheets

**Cover Sheets**

- General
- Header Information
- Sponsor & Presenter
- Jurisdictional Information
- Previous Action Taken
- Highlights
- Recommendation



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## Strategic Topic/Discussion

- Typically, at each meeting an Assessor will share a strategic topic/discussion item with the Committee.
- Members are invited to share their suggestions for potential Strategic Topic/Discussion ideas within the [Committee's area of responsibility as per its Terms of Reference](#).
- Submit your suggestions to the Office of the UTSC Campus Council at: [campuscouncil@utsc.utoronto.ca](mailto:campuscouncil@utsc.utoronto.ca)

## Guidelines on Attendance at Meetings

### Open Session

- Open to members of the University, the public, the media, up to room capacity. Most governance bodies meet in open session.

### Closed Session

- Restricted to members of the governance body and individuals whose presence is considered by the body to be necessary (normally members of the administration). A motion is needed to move from open to closed session.

### In Camera

- A meeting or part of a meeting may be held *in camera* where "intimate financial or personal matters of any person may be disclosed." (*By-law Number 2*). A motion is needed to go into *in camera*.

## The Role of the Secretariat/Office of the UTSC Campus Council



- Provide support to the Committee Chair and Committee members:
  - Meeting preparation and follow-up
  - Communication of decisions
  - Management of governance and membership records
  - An expert resource for policy and procedural advice

## Contacting the Secretariat

**Ms Rena Prashad**  
Governance Coordinator, UTSC  
[rparsan@utsc.utoronto.ca](mailto:rparsan@utsc.utoronto.ca)  
416-208-5063  
Office- Room BV 502





## More Information on University Governance

### **UTSC Governance**

<http://www.utsc.utoronto.ca/governance/>

### **Governing Council**

<http://www.governingcouncil.utoronto.ca/site3.aspx>

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**Thank you**



**Questions?**

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# Crisis and Routine Emergency Preparedness and Response

Campus Affairs Committee

## Purpose

- Update *Policy* and Crisis Management Framework (CMF) to reflect current practice
- Align with best practices
- Integrate lessons learned from recent events



## A long-term project

**A** **Framework for Responding to a Crisis or Routine Emergency on Campus**  
 Purpose:  
 1) Articulate overarching policy environment in which the Framework exists, including revision of GC Policy  
 2) Articulate principles of the Framework and when it is enacted  
 3) Define terminology used (crisis/routine emergency/issue/incident)  
 4) Establish roles and responsibilities of individuals and groups in response to a crisis  
 5) Identify communications liaisons between the groups


**A1** **Framework Handbooks**  
 Purpose:  
 1) Provide detailed information regarding the roles and responsibilities before, during, and after a crisis for those with responsibilities under the Framework

**B** **Protocols for Specific Incidents**  
 Purpose:  
 1) Outline procedures for various incidents

**C** **Protocols for Issues Management**  
 Purpose:  
 1) Define "issue" under the Issues Management Plan  
 2) Define those involved and outline roles and responsibilities

**D** **Preparedness Plans**  
 Purpose:  
 1) Provide outline/checklist of a preparedness plan for division heads in the event of a crisis, routine emergency, or issue  
 2) Prepare templates, checklists, agendas, etc. for use by IMET during an incident


**E** **Business Continuity Resources**  
 Purpose:  
 1) Provide detailed resources for each division in the event of emergencies/crisis etc.



## Defining crisis and routine emergencies

Routine Emergency	Crisis
Predictable	Unpredictable
Routine circumstances with planned responses	Novel circumstances
Affects operations	Significant impact on operations
Potential harm to people or actual harm to small number of people	Actual or threatened harm to people
Higher probability will turn into a crisis	High risk of significant damage to property
Events downgraded from a crisis	Includes emergencies where planned responses are ineffective

Reputational issues and individual high-risk matters are dealt with outside of the Policy.

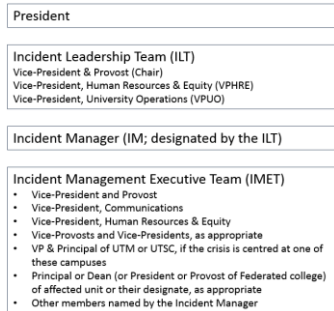


### Five main revisions to the *Policy*

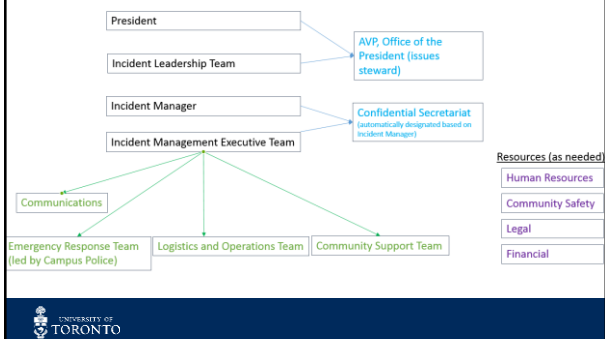
1. Updates definitions of “crisis” and “routine emergency”
2. Updates title of *Policy* to reflect change in terminology
3. Emphasizes tri-campus nature of the *Policy*
4. “Crisis Manager” changed to “Incident Manager”
5. Links to relevant policies formatted as hyperlinks



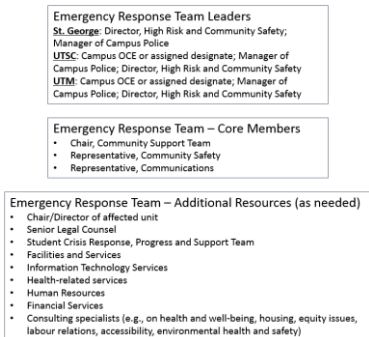
### CMF structure: Incident Management Teams



### CMF structure: Relationships among teams



### CMF structure: Emergency Response Team



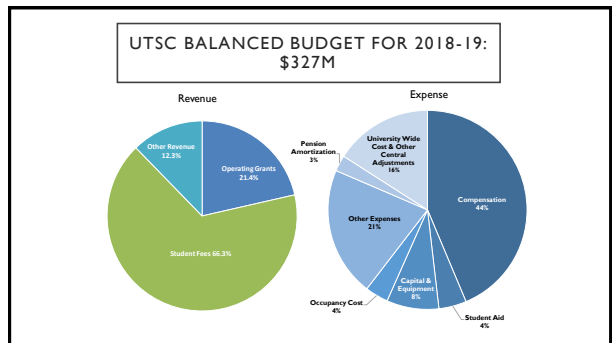
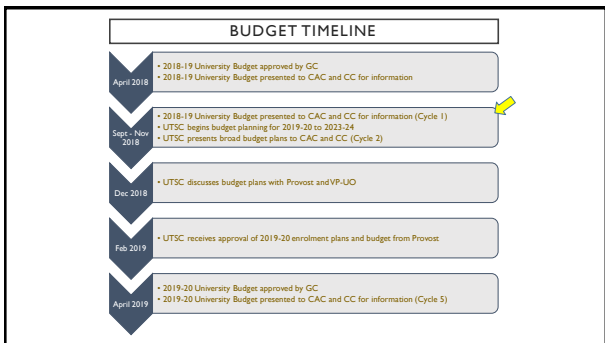
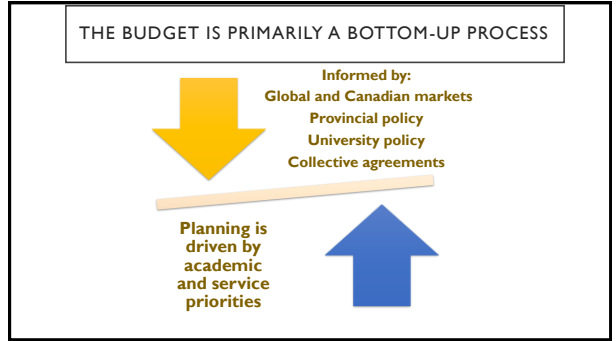


## Next steps

- **Governance (cycle 6)**
  - Previously at University Affairs Board, Business Board, and Governing Council
  - UTM and UTSC in cycle 1
  
- **Implementation**
  - New role created and staffed
  - Communication and outreach with Divisions

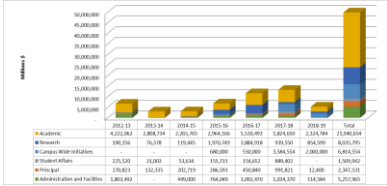
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Campus Affairs Committee  
September 12, 2018

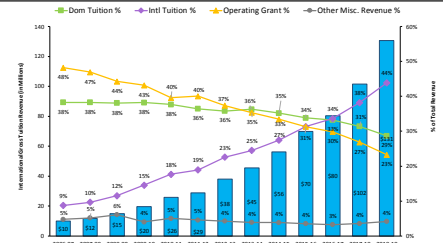




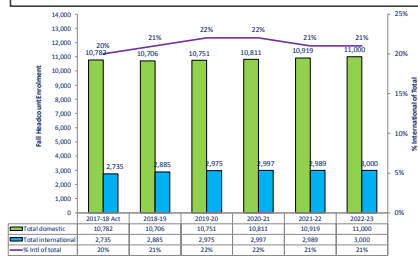
### SEVEN YEAR INVESTMENTS IN UTSC BY PORTFOLIO



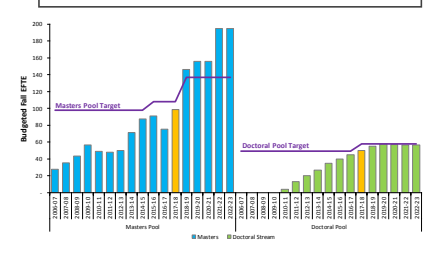
### UTSC - THE CHANGING REVENUE LANDSCAPE (INTERNATIONAL TUITION IMPACT)



### UG ENROLMENT PLAN BY DOMESTIC & INTERNATIONAL – FALL HEADCOUNT



### UTSC GRADUATE EXPANSION ENROLMENT (FUNDED WGU'S)



### KEY SPACE PRESSURES

**Core Academic**

- Classroom Space
- Teaching labs – more and upgraded
- Research Spaces
- Faculty and Admin Office space
- Student study spaces and common spaces

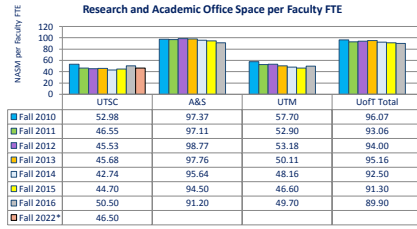
**Other Space**

- Student Residence
- Parking Structure
- Preperforming Arts Centre,
- Hotel Conference Centre, Partnership/Incubator Centre

13

### NASM PER FTE FACULTY

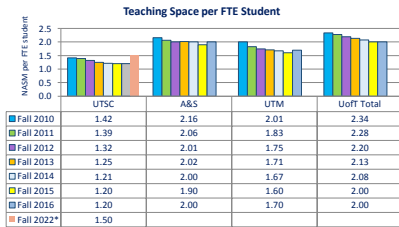
Research and Academic Office Space per Faculty FTE



Data Source: Uoff Annual Budget Review Statistics  
\*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

### NASM PER FTE UG + PMAS STUDENT

Teaching Space per FTE Student



Data Source: Uoff Annual Budget Review Statistics  
\*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

### UTSC NASM BY 2022-23

	NASM Incl. Highland Hall Excl. IC-2 by 2022-23	Total NASM to be at 20% COU Blend & 15% Student Headcount	Variance IC-2 NASM
Classrooms	7,173	12,912	(5,739)
Teaching labs	6,212	5,811	401
Research labs	3,858	13,001	(3,200)
Office space			
-Academic	12,427	10,756	1,672
-Non-academic	7,697	6,959	698
Library	2,169	3,084	(915)
Study space			
-Inside library	1,647	4,663	(3,000)
-Outside library	4,348	2,327	2,020
Other space			
-Athletics	9,534	10,469	(935)
-Central storage/physical plant	3,388	1,785	1,601
-Student & central services	12,395	17,449	(5,054)
<b>Total COU formula NASM</b>	<b>76,685</b>	<b>107,285</b>	<b>(30,600)</b>
% of overall COU standard	63.3%	96.0%	
Total student headcount	14,817	15,000	(183)

Notes:  
1. Student & central services space includes food services, health services, common spaces, computing facilities, Bookstore, student offices, Meeting Place.  
2. COU formula NASM exclude residences, Daycare, MLH, Coach House.

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**CORE ACADEMIC SPACE SHORTFALL**

COU Space Category	NASM	Converted to Gross Sq. Ft.	Estimated Cost to Build*
Classrooms	5,739	108,263	\$54,131,450
Research Labs	3,203	60,423	30,211,500
Library & Library Study Space	3,921	73,971	36,985,565
Athletics, Student & Central Services	6,030	113,750	56,874,956
<b>Total</b>	<b>18,892</b>	<b>356,407</b>	<b>\$178,203,472</b>
*Estimated cost per sq. ft. \$500			
Gross up factor = 1.752644			
Conversion factor from sq metres to sq. ft = 10.7639			

**CAPITAL PLAN AND PROJECTED BALANCES**  
(IN MILLIONS)

Capital Project	Total Project Cost	Operating Fund Expenditure					Planned Borrowing	Other Sources
		2018-19	2019-20	2020-21	2021-22	2022-23		
Bridge	\$ 3.50			\$ 3.50				
S-Wing Renovations	15.00	\$ 3.00	\$ 3.00	3.00	3.00	3.00		
Environmental Innovations & Retrofits	17.00	8.00	3.80					
Military Trail relocation	7.00			7.00				
IC2	100.00		20.00	20.00	20.00	20.00	\$ 20.00	
Parking Structure	23.00		15.00					\$ 8.00
1st Year Residence	95.56							95.56
Indigenous House	4.00			4.00				
Performing Arts Center	40.00							40.00
	<b>\$ 305.06</b>	<b>\$ 11.00</b>	<b>\$ 41.80</b>	<b>\$ 37.50</b>	<b>\$ 23.00</b>	<b>\$ 23.00</b>	<b>\$ 20.00</b>	<b>\$ 143.56</b>
Annual Contributions to Major Capital Projects		\$ 26.00	\$ 20.00	\$ 20.00	\$ 23.00	\$ 15.00		

**SUMMARY**

- Revenue changes will continue (International Domestic Mix)
- Faculty growth
- Research and innovation
- Facility shortfalls
  
- The new strategic Plan will create the framework for the next phase of the UTSC evolution