

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 32 OF THE CAMPUS AFFAIRS COMMITTEE**

JANUARY 16, 2019

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 16, 2019 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Joseph Leydon, Chair
Robert Gerlai, Vice-Chair
Ulrich Krull, Vice-President & Principal
Saher Fazilat, Chief Administrative Officer
Amrita Daniere, Vice-Principal Academic and
Dean
Mark Overton, Dean of Student Affairs
Lee Bailey
Arthur Birkenbergs
Dario Di Censo
Adriana Grimaldi
Shelley Hawrychuk
Yuhong He
Tanya Kenesky
Nykolaj Kuryluk
Zelaikha Najmi
Sue Prior
Firyal Ramzan
Joanna Szurmak

Dale Mullings, Assistant Dean, Students and
International Initiatives

Regrets:

Elsbeth Brown
Usman Chadhar
Gary Crawford
Johnathan Davidson
Han van Monsjou
James Parker
Andres Posada
Mona Sheik
Steven Short
Zahira Tasabehji
Gerhard Trippen
Anthony Wensley

Non-Voting Assessors:

Christine Capewell, Executive Director,
Financial & Budget Services
Stepanka Elias, Director, Operations, Design &
Construction

In Attendance:

Vicky Jezierski, Director, Hospitality & Retail Operations
Antonia Lo, Assistant Director, Student Services and Ancillaries, Business Services
Robert Messacar, Manager, Campus Police Services
Felicity Morgan, Director, Career Centre
Lorretta Neebar, Registrar & Director of Enrolment Management
Chad Nuttall, Director, Student Housing & Residence Life
Andrew Petersen, Acting Vice-Dean, Teaching & Learning

Secretariat:

Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Alexandra Di Blasio, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the first meeting of the year and noted that the nominations for elected positions on Campus Affairs Committee opened on Monday, January 7, 2019 and would close on Friday, January 18, 2019. The Chair reviewed the available positions for each constituency on the Committee and encouraged those who were interested to submit nominations by the deadline. The Chair advised members to contact Ms Cindy Ferencz Hammond, Deputy Returning Officer if they had any inquiries about the available positions and the nominations and elections process.

2. Overview of Extra-Departmental Units

The Chair introduced the next presentation, which would provide an overview of extra-departmental units (EDUs) at UTM. He invited Professor Andrew Petersen, Acting Vice-Dean, Teaching & Learning, to present¹. Professor Petersen defined extra-departmental units (EDUs) as interdisciplinary organizations of faculty that worked together in support of the development of an area of scholarly interest. He detailed the distinguishing features of the four categories of EDUs, the least advanced labelled Category D to the most advanced labelled Category A. Professor Petersen noted that all categories of EDUs required various levels of governance approval, and all were subject to periodic review. He made note of potential EDUs that were under consideration, which would be evaluated by the Office of the Dean prior to being presented to the Committee.

3. 2019-20 Operating Plans: UTM Service Ancillaries

The Chair informed members that the Committee considered operating plans for all UTM service ancillaries on an annual basis. These plans included a Management Report that described the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plan also included each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees. Only the proposed budget for 2019-20 was presented for approval.

The Chair invited Ms Saher Fazilat, Chief Administrative Officer, to present² the item. Ms Fazilat reminded members of the University's four financial objectives for service ancillaries: operate without subsidy; provide for capital renewal; maintain a 10% operating reserve; and, having achieved all of these objectives, to contribute to the operating budget. Ms Fazilat noted that prior to being submitted to the CAC, a number of bodies were consulted and provided input with respect to the budgets, which included the review of Residence and Meal Plans, Food Services and Parking with their respective advisory committees. The increases in residence rates were attributed to major maintenance costs associated with upgrades to residences, as well as capital renewal. The meal plan rate increases were affected by the cost of food (the Food CPI for Ontario which is expected to increase by 3%) and ongoing renovations to food outlets on campus. Parking rates were affected by continued payments made towards the loan received for the parking deck and it was noted that the proposed permit prices better reflected the operating costs associated with maintaining an underground parking facility, were more in line with market comparators, and created more accurate price differentiation between the different permit types and their locations. She summarized that the 2019-20 parking budget proposed a 2% increase to all permits except the CCT underground garage, which had a planned increase of 10%. No increase was proposed for Pay & Display rates.

¹ A copy of the presentation is attached as Attachment A.

² A copy of the presentation is attached as Attachment B.

Residence rates were set to increase between 3.75 to 4% in 2019-20, with the exception of McGrath Valley and Putnam Place, which were proposed to increase by 7% and 15%, respectively. Lastly, proposed rates for meal plans averaged a 2% increase.

During the discussion, the following points were made:

- In response to a member's question about consultation sessions of the advisory committees, Ms Fazilat indicated that each advisory committee differed in membership. Mr. Chad Nuttall, Director, Student Housing & Residence Life, explained that there was an elected membership of students and staff on the Student Housing Advisory Committee (SHAC). Training was provided to SHAC members in preparation for discussions, preliminary plans were shared and feedback was sought. Ms Vicky Jezierski, Director, Hospitality & Retail Operations, detailed the membership of the Food Services Advisory Committee (FSAC), which dealt with big-picture planning such as food options on campus, and the Resident Housing Dining Committee (RHDC), which addressed finer details such as meal hours. Ms Christine Capewell, Executive Director, Financial & Budget Services, stated that the Transportation and Parking Advisory Committee (TPAC) met twice. The first meeting detailed preliminary plans, while the second meeting addressed the budget, and clarified questions raised by members.
- In response to a member's question regarding how the rate of increases were determined for parking and housing, Ms Fazilat explained that it was accomplished through a cost of living index adjustment. Ms Capewell added that annually, in terms of the parking ancillary, the TPAC tried to avoid recommendations of increases greater than 3%, but further noted that flexibility was needed due to changes in parking needs on campus. She further stated that parking operators have not suggested differentiated rates for students, staff and faculty. With respect to the rate of increase for housing, Mr. Nuttall explained that factors such as market analysis, expenses, and evaluation of last year's fees were all taken into consideration to determine rate increases.
- A member inquired about the level of detail provided to members of the SHAC that would lead them to have an informed review of fee increases. Mr. Nuttall stated that members were provided with extensive information packages and supportive presentations. This included information regarding the 5-year renovation plan, the cost of procured projects, as well as the scope of planned renovations.
- A member asked if there was a reduction in demand due the differentiated rates for townhouses last year. Mr. Nuttall stated that there was not a reduction in demand, but feedback indicated that McGrath was more desirable than priced.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDED

THAT, the proposed 2019-20 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Saher Fazilat, Chief Administrative Officer, in the proposal dated November 30, 2018, be approved, effective May 1, 2019.

4. Reports of the Presidential Assessors

a) Update on the development of the 2019-20 Compulsory Non-Academic Incidental Fees (Student Service Fees)

The Chair invited Mr. Mark Overton, Dean of Student Affairs, to present³. Mr. Overton provided members an overview to the approval process of Student Service Fees, which would be presented at the next meeting of the Committee. He indicated that, as per the 1996 *Memorandum of Agreement between the University of Toronto, the Students' Administrative Council, the Graduate Students' Union, and The Association of Part-time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees (The Protocol)*, students provided input on an annual basis with respect to compulsory non-academic incidental fees. Fees were classified under three categories: Campus Services, Divisional Student Societies, and Cross-Divisional Student Societies. Mr. Overton indicated that fees pertaining to Campus Services and Divisional Student Societies would be brought forward to the Campus Affairs Committee and the UTM Campus Council for consideration. Consultation was underway for Student Society fees and finalized proposals would be presented at the next Committee meeting. Consultations for Campus Services were completed and presented to the Quality Service to Students Council (QSS) for consideration. These proposals and accompanying advice from QSS would also be presented at the next meeting of the Committee.

b) Smoke-Free Policy Implementation

The Chair invited Mr. Mark Overton, Dean of Student Affairs, to provide an update⁴ on the implementation of the *Smoke-Free Policy (Policy)*. Mr. Overton reported that twelve designated smoking areas (DSAs) had been installed across campus, with each location carefully selected through the consideration of multiple factors. Signs that directed individuals to DSAs had been installed across campus, with special attention given to areas that were considered smoking "hot-spots". Additionally, cards that promoted the use of DSAs had been produced and distributed to interested departments and student organizations. Mr. Overton stated that promotion of webinars and on-site smoking cessation workshops continued through UofT's Employee & Family Assistance Program for employees, and UTM's Health & Counselling Centre for students. He indicated that, overall, implementation of the *Policy* had gone well, and positive feedback had been received from users of the DSAs.

In response to a member's remark about the installation of overhead covers at heavily used DSAs, Mr. Overton indicated that installation of these features would occur in the late spring and summer months, weather permitting. He added that adjustments to DSAs were possible, and encouraged members of the UTM community to provide feedback regarding DSA structure and placement for further consideration.

A member inquired about efforts made to inform individuals entering the campus grounds of DSA use. Mr. Overton stated that the installation of signage at campus entrances was under consideration.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 6 - Report of the Previous Meeting, be approved.

³ A copy of the presentation is attached as Attachment C

⁴ A copy of the presentation is attached as Attachment D

5. Report on Capital Projects – as at November 30, 2018

6. Report of the Previous Meeting: Report 31 – October 30, 2018

Report number 31, dated October 30, 2018 was approved.

7. Business Arising from the Report of the Previous Meeting

8. Date of Next Meeting – February 11, 2019 at 4:10 p.m.

9. Other Business

A member inquired about the University's plans if a tuition cut was imposed by the Provincial Government. Vice-President and Principal, Professor Krull, stated that plans could not be disclosed until a formal announcement was made by the Provincial Government.

The meeting adjourned at 5:06 PM.

Secretary
January 23, 2019

Chair



UNIVERSITY OF
TORONTO
MISSISSAUGA

EXTRA-DEPARTMENTAL UNITS (EDUs)

Campus Affairs Committee – January 16, 2019

Andrew Petersen

Acting Vice-Dean, Teaching & Learning
Office of the Dean

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What is an EDU?

- ▶ Extra-departmental units (EDUs) are flexible and **multidisciplinary entities**, organized around emerging **research and teaching areas** that span departments and divisions
- ▶ EDUs bring together faculty members from across the **U of T tri-campus** as well engage **community partners** in the realization of their education and/or research mandates

EDU Categories

- ▶ EDUs are classified into **four categories**: A, B, C, D
- ▶ Categories are organized hierarchically with regards to how the unit **operates academically and financially**
 - For example, an EDU-A will have more autonomy than an EDU-C to hold faculty appointments and offer academic programming
- ▶ An EDU: A or EDU: B can offer **undergraduate programming** (under UTQAP) and **courses** independent of existing departments

Category Differences

PRIMARY DISTINGUISHING FEATURES	
EDU: A	<ul style="list-style-type: none">• May hold primary faculty/academic appointments (51% or more)• May hold Status-only and Adjunct Appointments
EDU: B	<ul style="list-style-type: none">• May hold secondary faculty/academic appointments (49% or less)• May offer graduate or undergraduate degree programs under UTQAP
EDU: C	<ul style="list-style-type: none">• May hold non-budgetary cross-appointments• May offer collaborative graduate degree programs under UTQAP
EDU: D	<ul style="list-style-type: none">• May offer courses under associated departmental curriculum approval, with prior approval from UTM Program & Curriculum Office (UTM Dean)

Note: Each higher level includes all of the features of the previous category, except in cases where one feature replaces a previous feature.

All EDUs will...

- ▶ be approved through the **level of governance appropriate to its category** and reported to the Office of the Vice-President and Provost
- ▶ designate a lead division, whose Dean assumes financial and administrative responsibility for the unit
- ▶ have a Director or Coordinator* as chief executive officer
- ▶ be subject to **periodic reviews**, according to its category and the terms outlined in its original proposal

**EDU: Ds only.*

Governance Paths

All EDUs should be proposed in consultation with the Office of the Vice-Provost, Academic Programs

- ▶ **EDU: As** and **EDU: Bs** require both Divisional and Governing Council approval
- ▶ **EDU: Cs** and (at UTM) **EDU: Ds** require Divisional approval

Governance Paths

Category	Campus Affairs Committee	Campus Council	Academic Board	Governing Council
EDU: A	✓	✓	✓	✓
EDU: B	✓	✓	✓	✓
EDU: C	✓	✓		
EDU: D	(✓)	(✓)		

Note: Office of the Dean determines whether the proposed EDU: D must receive Divisional approval or if Departmental approval is sufficient. Departmental curriculum approval is necessary for EDU: C and EDU: D to offer courses.

Future Proposals

- ▶ A number of potential EDUs are currently under consideration at UTM, including:
 - Robert Gillespie Academic Skills Centre / University Pedagogy (EDU: A)
 - Institute for Management and Innovation (EDU: B)
 - Centre for Medicinal Chemistry (EDU: C)
 - Institute for Child Development, Health, and Policy (EDU: C)
- ▶ Proposals will be evaluated by the Office of the Dean and brought to **Campus Affairs Council** and **Campus Council** for approval to be established at UTM as a new multidisciplinary research and/or teaching unit

UTM Ancillary Budgets

Campus Affairs Committee

January 16, 2019



Four Financial Objectives

Objective	Residence	Hospitality	Parking
Operate without subsidy	Yes	Yes	Yes
Provide for capital renewal	Yes	Yes	Yes
10% operating reserve	Yes	Yes	Yes
Contribute to operating	No	No	No

Ancillary Consultation Process for Proposed Operating Plans/Budgets

Student Housing Advisory Committee

September 27

October 4, 18, 25

Food Services Advisory Committee

October 17

December 12

Resident Housing Dining Committee

November 7

Transportation & Parking Advisory Committee

October 9, 30

Projected Revenues/Expenses

2018-19

(\$000's)

	<u>Residence</u>	<u>Hospitality</u>	<u>Parking</u>
Revenue	15,321	3,015	4,421
Expenses	<u>15,140</u>	<u>2,985</u>	<u>3,675</u>
Net income (loss)	181	30	746
Transfer *	<u>-</u>	<u>763</u>	<u>(1,533)</u>
Net income (loss) after transfer	<u>181</u>	<u>793</u>	<u>(786)</u>
Net income (loss) after transfer 2017-18	<u>2,056</u>	<u>815</u>	<u>(981)</u>

Notes:

* Hospitality transfer represents the transfer in of the remaining total Fund Balance from Conference Services. The 2017-18 Net income after transfer represents the results of Food Services only.

Parking transfer relates to the repayment of the loan from UTM for the Parking Deck

Parking



Parking

Summary Statement of Operating Results

(\$000's)

	2017-18 Actual	2018-19 Forecast	2019-20 Budget
Total Revenue	4,244	4,421	4,538
Total Expense	3,265	3,675	3,618
Operating Results before Transfers	979	746	920

Proposed Parking Rates

- CCT Underground Garage Permits to increase 10%
- All other permits to increase 2% (1% less than planned)
 - *Annual 3% increase was implemented 2010/11*
- **CCT Underground Garage**
 - \$1,190.96 /year (\$108.27 increase over 2018-19)
- **Reserved, P1 and P5**
 - \$1,104.34 /year (\$21.65 increase over 2018-19)
- **Unreserved**
 - Annual: \$762.60 /year (\$14.95 increase over 2018-19)
 - 8-month: \$635.46 (\$12.46 increase over 2018-19)
 - 4-month: \$317.73 (\$6.23 increase over 2018-19)
- No increase in Pay & Display rates

SCHEDULE 6

**University of Toronto Mississauga
Schedule of 2019-20 Parking Rates**

	2018-19 \$	2019-20 \$	Increase \$	Increase %	Prior Year Increase %
Parking					
CCT Garage (annual)	1,082.69	1,190.96	108.27	10.0%	3.0%
Reserved P1 & P5	1,082.69	1,104.34	21.65	2.0%	n/a
Unreserved (annual - Lots 4,8,9)	747.65	762.60	14.95	2.0%	3.0%
Student Unreserved (sessional - Lots 4,8,9)	311.50	317.73	6.23	2.0%	3.0%
Unreserved Afternoon (annual - after 3:30pm)	220.00	224.40	4.40	2.0%	4.8%
Commercial (annual)	1,252.58	1,277.63	25.05	2.0%	3.0%
Pay & Display (daily maximum) <i>(6:30am to 8:00am next day)</i>	15.00	15.00	-	0.0%	7.1%
Pay & Display (evening/weekend) <i>(5:00pm to 8:00am next day)</i>	6.00	6.00	-	-	-
Pay & Display (per half hour) <i>(6:30am to 5:00pm)</i>	2.50	2.50	-	-	-
Pay & Display (per half hour) <i>(weekdays 5:00pm to 8:00am next day; weekends & holidays)</i>	1.00	1.00	-	-	-

Student Housing & Residence Life



- 1,648 beds
- Mix of styles, sizes
- 2019-20 = \$16.8m



Student Housing & Residence Life Summary Statement of Operating Results

(\$000's)

	2017-18 Actual	2018-19 Forecast	2019-20 Budget
Total Revenue	14,144	15,321	16,803
Total Expense	13,070	15,140	13,880
Operating Results before Transfers	1,074	181	2,923

Proposed Rate Changes

- Differentiated Residence Rates by Residence Building based on value in 2018-19
- 2019-20 Standard Rate increases between 3.75% - 4%
 - MaGrath Valley 7% increase
 - Newly renovated Putnam Place 15%
- Student Housing Residence Rate Ranges
 - Undergrad Housing \$6,919 to \$10,947
 - Graduate/Medical Housing \$8,603 to \$10,172
 - Family Housing \$1,730 to \$1,860 per month
- Competitive Rates
 - Comparable to UTSC
 - Less than New College, St. Michael's College, Trinity College, University College, Victoria College
 - More than McMaster, York, Brock, Guelph
 - Family housing units comparable to market
- "All-in" pricing competitive with local, off-campus alternatives

**University of Toronto Mississauga
Schedule of 2019-20 Residence Rates**

	2018-19 \$	2019-20 \$	Increase \$	Increase %	Prior Year Increase %
Residence					
Undergraduate Students (Sept 1 - Apr 30)					
Roy Ivor Hall & Erindale Hall	10,526	10,947	421	4.00%	4.00%
Erindale Hall - Double	6,842	7,116	274	4.00%	4.00%
Oscar Peterson Hall	9,946	10,344	398	4.00%	9.00%
MaGrath Valley	9,946	10,644	698	7.02%	-1.73%
MaGrath Valley - Double	6,465	6,919	454	7.02%	-1.73%
Schreiberwood	9,467	9,822	355	3.75%	3.75%
McLuhan Court	9,467	9,822	355	3.75%	3.75%
Putnam Place	9,467	10,947	1,480	15.63%	3.75%
Leacock Lane	9,467	9,822	355	3.75%	3.75%
Graduate Student Housing (Sept 1 - Apr 30)					
Schreiberwood - Small Bachelor	8,292	8,603	311	3.75%	3.75%
Schreiberwood - Large Bachelor	8,715	9,042	327	3.75%	3.75%
Medical Student Housing (Sept 1 - May 31)					
Schreiberwood - Small Bachelor	9,328	9,678	350	3.75%	3.75%
Schreiberwood - Large Bachelor	9,804	10,172	368	3.75%	3.75%
Family Student Housing - Monthly Rate					
Schreiberwood - 3 bedroom	1,667	1,730	63	3.78%	5.00%
Schreiberwood - 3 bedroom	1,730	1,795	65	3.75%	3.75%
Schreiberwood - 4 bedroom	1,728	1,793	65	3.76%	5.00%
Schreiberwood - 4 bedroom	1,793	1,860	67	3.75%	3.75%

Food Services



Hospitality

Summary Statement of Operating Results

(in \$000's)

	Conference 2017-18 Actual	Food 2017-18 Actual	Hospitality 2018-19 Forecast	Hospitality 2019-20 Budget
Total Revenue	-	10,627	12,009	13,481
Total Cost of Sales & Service	-	8,159	9,859	10,831
Contribution Margin-Net Revenue	-	2,468	2,150	2,650
Other Revenue	951	38	865	971
Total Revenues	951	2,506	3,015	3,621
Total Expense	618	1,849	2,985	3,598
Operating Results before Transfers	333	657	30	23

Note: Food Services and Conference Services combined into Hospitality Services commencing May 1, 2018.

Food Services Budget Considerations

Food Prices

- Trading Economics Predicts: 2% to 3% Inflation for Food
- Canada Food Price Report (Dalhousie/Guelph University): Predicts Food Price Increase of up to 3.5%
- Budgeted Cash Price Increase Average: 3%

Meal Plans

- Budgeted Meal Plans Average: 2%

**University of Toronto Mississauga
Schedule of 2019-20 Meal Plan Rates**

	2018-19 \$	2019-20 \$	Increase \$	Increase %	Prior Year Increase %
Food					
Group A					
Regular+500 ⁽¹⁾	4,500	n/a	n/a	n/a	4.0%
Regular+250	4,250	4,330	80	1.9%	4.3%
Regular+100	4,100	4,180	80	2.0%	4.5%
Small+500 ⁽¹⁾	4,050	n/a	n/a	n/a	3.2%
Small+250	3,800	3,870	70	1.8%	3.4%
Small+100	3,650	3,720	70	1.9%	3.5%
Group B					
Regular+500 ⁽¹⁾	2,925	n/a	n/a	n/a	3.5%
Regular+250	2,675	2,720	45	1.7%	3.9%
Regular+100	2,525	2,570	45	1.8%	4.1%
Small+500 ⁽¹⁾	2,600	n/a	n/a	n/a	4.0%
Small+250	2,350	2,390	40	1.7%	4.4%
Small+100	2,200	2,240	40	1.8%	4.8%

(1) The "Regular +500" and "Small+500" Meal Plans will be discontinued after 2018-19.

Thank You

Motion

Discussion & Questions

The Protocol

*Memorandum of Agreement between The University of Toronto,
The Students' Administrative Council, The Graduate Students'
Union and The Association of Part-time Undergraduate Students
for a Long-Term Protocol on the Increase or Introduction of
Compulsory Non-tuition Related Fees*

UT's *Protocol* was created in 1996 pursuant to the Ontario Ministry's requirement to establish "a formal agreement between the institution's administration and student government representatives which set out the means by which students will be involved in decisions to introduce a new or modify an existing compulsory non-tuition related ancillary fee.

Campus Services

UTM Health & Wellness
UTM Athletics & Recreation
UTM Student Services
 Career Centre
 Child Care Support
 Shuttle Services
 Family Care
 International Education
 Centre
 Student Life Initiatives
 Handbook &
 Communications
 Student Group Space
 Alcohol Education &
 Monitoring
UT-wide Sport & Physical
Activity*
UT-wide Hart House*

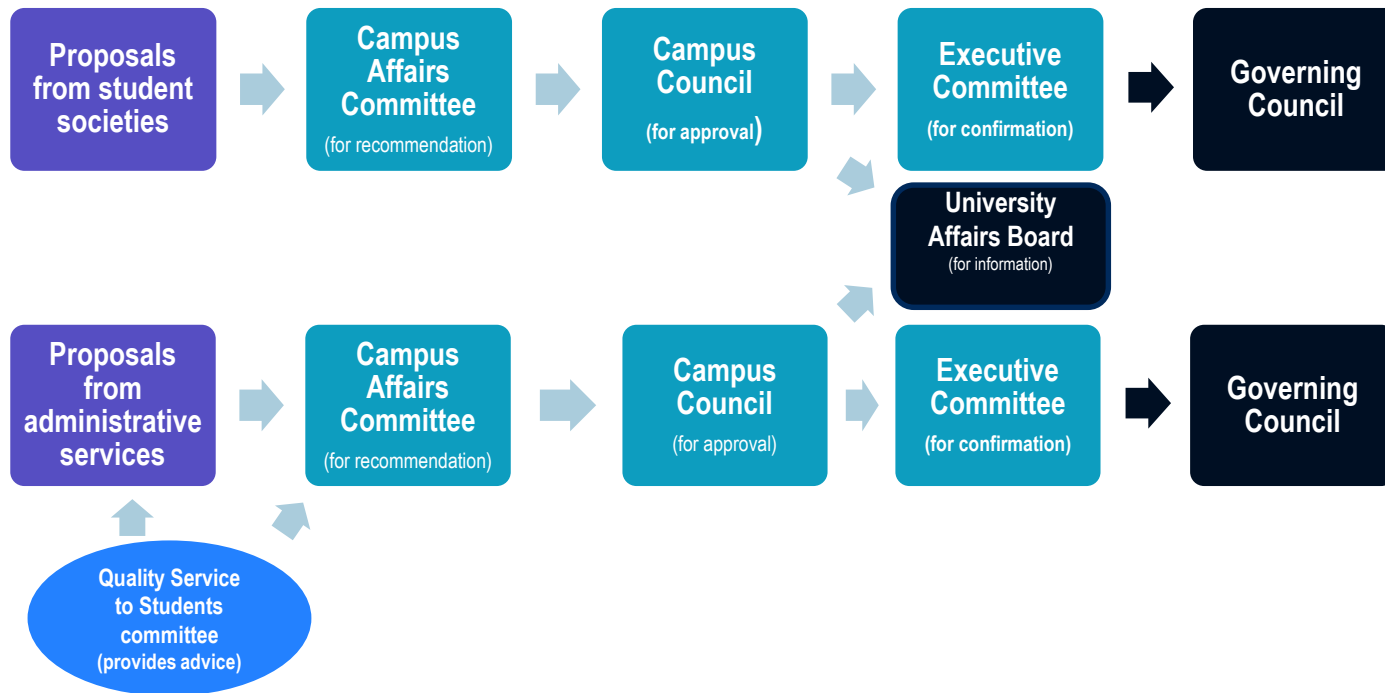
Divisional Student Societies

UTM Students' Union (UTMSU)
UTM Association of Graduate
Students (UTMAGS)
UTM Athletic Council
UTM Residence Council
UTM student radio CFRE
UTM student newspaper *The
Medium*
MMPA Student Society

Cross-Divisional Student Societies*

University of Toronto Students
Union (UTSU)
Association of Part-Time
Undergraduate Students (APUS)
University of Toronto Graduate
Students' Union (UTGSU)
CIUT Community Radio
The Varsity
Medical Society

Overview of Protocol Fees Processes



Status

- Student societies are consulting with their members, and those seeking to increase their fees are finalizing proposals for Cycle 4 CAC & CC meetings
- Campus services have completed consultations with users, students at large and QSS advisory groups; directors/managers have developed and presented proposals to QSS for endorsement; voting anticipated next week
- Campus services' proposals along with QSS's advice will be presented at Cycle 4 CAC & CC meetings

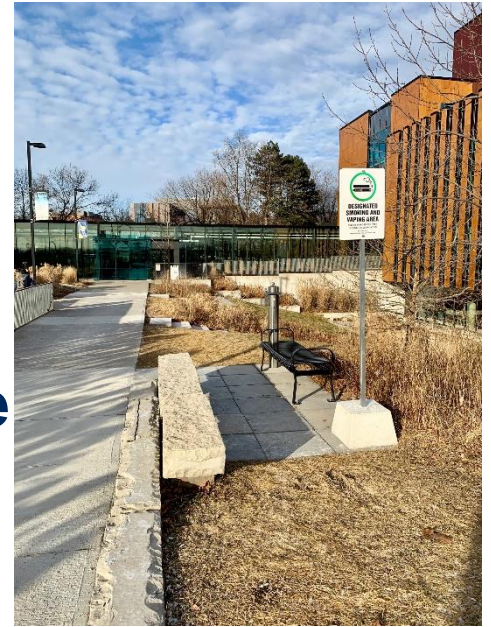
Smoke-free policy implementation plan update

January 16, 2019



Smoke-free policy implementation plan update

- Installed DSA benches & ‘butt stops’
- Produced cards encouraging DSA use
- Launched website with policy & smoking cessation resources
- Positioned A-frame signs at campus hot-spots to redirect to DSAs; updating permanent signage across campus
- Promoting webinars and on-site smoking cessation workshop for employees (Jan. 30, noon, UTM Club), and UTM Health & Counselling supports for students





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