

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 15 OF THE CAMPUS AFFAIRS COMMITTEE**

FEBRUARY 11, 2016

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on February 11, 2016 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Professor Joseph Leydon, Chair
Professor Deep Saini, Vice-President &
Principal
Professor Hugh Gunz
Ms Megan Alekson
Mr. Daniel Ball
Mr. Arthur Birkenbergs
Mr. Dario Di Censo
Mr. Paul Donoghue, Chief Administrative
Officer
Ms Maheen Farrukh
Mr. Connor Fitzpatrick
Professor Kelly Hannah-Moffat, Interim Vice-
Principal Academic and Dean
Ms Lina Hassan
Ms Donna Heslin
Ms Hoda Khan
Ms Pam King
Mr. Nykolaj Kuryluk
Mr. Mark Overton, Dean of Student Affairs
Professor Judith Poë
Professor Chester Scoville
Mr. Andy Semine
Professor Steven Short

Non-Voting Assessors:

Ms Christine Capewell, Director, Business
Services
Mr. Dale Mullings, Assistant Dean, International
Initiatives

Regrets:

Professor James Allen
Professor Jennifer Carlson
Mr. Simon Gilmartin
Dr. Giovanni Facciponte
Ms Amber Shoebridge
Professor Jumi Shin
Ms Tsz Yan Tam
Dr. Gerhard Trippen
Professor Anthony Wensley

In Attendance:

Mr. Ebi Agbeyegbe, President, UTMSU
Ms Nour Alideeb, VPUA, UTMSU
Ms Sonia Borg, Assistant Director, Ancillary & Student Services
Mr. Ken Duncliff, Director, Phys Ed, Recreation & Athletics
Ms Jackie Goodman, Supervisor, Student Transition
Mr. Walied Khogali, Executive Director, UTMSU
Ms Erin Kraftcheck, Medical Director, Health & Counselling Centre
Ms Felicity Morgan, Director, Career Centre
Mr. Dale Mullings, Assistant Dean, Students & International Initiatives
Mr. Abdulla Omari, Director, UTMSU
Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor

Secretariat:

Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Chair's Remarks

The Chair welcomed members to the meeting and informed the Committee of the election period, noting that the nomination period had closed on January 15, and that some positions had been reopened on January 25. He pointed members to the list of candidates and constituencies that required elections, which had been posted on the Office of the Campus Council Website. The Chair reminded members that the voting period began on Monday, February 8 and would end on Friday, February 19.

The Chair advised members that the administration had decided to withdraw the last two clauses of the motion for Item 5 (Operating Plans and Fees: UTM Student Services) which concerned the U-Pass fee for graduate students. He noted that the Dean of Student Affairs anticipated being able to bring forward a modified proposal with respect to this aspect of the U-Pass fee at the next meeting to enable UTM-affiliated graduate students' continuing participation in the Fall/Winter U-Pass, Summer U-Pass, and Summer Shuttle programs, and for MAM students' continuing participation in the Summer Shuttle program.

The Chair also informed members that the Secretariat had received three speaking requests from non-members regarding Item 5: Operating Plans and Fees: UTM Student Services from Mr. Ebi Agbeyegbe, President, UTM Student Union (UTMSU) and Ms Nour Alideeb, Vice-President University Affairs and Academics, UTMSU and Mr. Walied Khogali, Executive Director, UTMSU. An additional request had been received after the deadline, also from a representative of the Board of Directors of UTMSU for items 4 and 5. The Chair granted all of these requests.

2. Office of Student Transition: Presentation by Mr. Dale Mullings, Assistant Dean, Students & International Initiatives and Ms Jackie Goodman, Supervisor, Student Transition

The Chair invited Mr. Dale Mullings, Assistant Dean, Students & International Initiatives and Ms Jackie Goodman, Supervisor, Student Transition to provide an overview¹ of the Office of Student Transition. Mr. Mullings reported that the Office of Student Transition (OST) was conceptualized after a working group had been called together to explore the student transition process. The group was representative of several departments and had completed a literature and best practices review across North America. The working group found that there were twenty two first year initiatives in place, which led to the creation of a new mission, vision and design guidelines to reduce redundancies. Mr. Mullings noted that the three main areas of support were aimed at new and upper year students as well as parents. Ms Goodman reviewed the programs that were offered separately under academic and student services and advised that these had now been combined under one umbrella. Ms Goodman provided an overview of the credit and co-curricular offerings for the various programs within OST, as well as emerging initiatives for the upcoming academic year.

In response to a member's question, Ms Goodman advised that approximately 350 students participated in the *Eagles Take Off* Orientation. A member asked if OST coordinates with UTMSU on Orientation, to which Mr. Mullings replied that the coordination group, which meets regularly throughout the year has a UTMSU representative. The Chair granted speaking rights to a non-member, Mr. Amir Moazzami, who asked if there had been discussions regarding a more collaborative role between OST and the Union next year rather than having two separate events. Ms Goodman advised that conversations were under way, and that the OST was waiting for the results of an external review that would inform future events.

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

3. Compulsory Non-Academic Incidental Fees – Report and Analysis: 2015-16: Presentation by Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor

The Chair advised members that this item was presented for information and invited Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor to present an overview of Compulsory Non-Academic Incidental Fees - Report and Analysis for 2015-16.

Ms Strong informed members that the item was an annual report prepared for the information of committee members and which had previously been provided to the University Affairs Board (UAB) in advance of their consideration of increases to compulsory non-academic incidental fees. The report provided an inventory of all compulsory non-academic fees and designations approved by the UAB and collected by the University over the past two years, including fees for other federated universities. Ms Strong noted that there were 42 student societies at UofT, and listed those which were cross-divisional. She also discussed the fees for all divisions across University.

4. Compulsory Non-Academic Incidental Fees - Student Society Fees: UTM Student Society Proposals for Fee Increases

The Chair reminded members that the Committee was responsible for considering compulsory non-academic incidental fees for representative student committees and divisional student societies. The Chair noted that student society fees were subject to the terms and conditions of the *Policy on Ancillary Fees* and the *Policy for Compulsory Non-Academic Incidental Fees*. The Chair invited Mr. Overton to provide a brief presentation². Mr. Overton explained membership in student societies was automatic and based on registration, and listed the student societies at UTM.

The Chair invited Mr. Abdulla Omari, Director, UTMSU to address members. Mr. Omari suggested that the WUSC refugee program be expanded by UTMSU.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDED

THAT beginning in the Summer 2016 session, the University of Toronto Mississauga Student Union (legally, the Erindale College Student Union) fee be increased as follows: (a) an increase of \$10.99 per session (\$10.99 part-time (Summer session only) in the Mississauga Transit U-Pass portion of the fee;

THAT beginning in the Fall 2016 session, the UTMSU fee be increased as follows: (a) an increase of \$0.24 per session (\$0.02 part-time) in the society portion of the fee; (b) an increase of \$0.01 per session (\$0.01 part-time) in the On Campus First Aid Emergency Response/Erindale College Special Response Team (ECSPERT) portion of the fee; (c) an increase of \$0.02 per session (\$0.02 part-time) in the Academic Societies portion of the fee; (d) an increase of \$0.01 per session (\$0.01 part-time) in the Food Bank portion of the fee; (e) an increase of \$0.02 per session (\$0.02 part-time) in the Student Refugee Program portion of the fee; (f) an increase of \$8.35 per session (\$8.35 part-time) in the Mississauga Transit U-Pass portion of the fee; and

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

THAT beginning in the Fall 2016 session, the UTMSU fee charged to Mississauga Academic of Medicine (MAM) students in the Fall and Winter sessions be increased as follows: (s) an increase of \$5.20 per session in the Mississauga Transit Summer U-Pass portion of the fee.

4. Operating Plans and Fees: UTM Student Services

The Chair advised members that pursuant to *The Protocol* approved by the Governing Council on October 24, 1996, the UTM Quality Service to Students committee (QSS) reviewed annual operating plans, including budgets and proposed compulsory non-academic incidental fees and would then offer advice to the Committee on those plans. The Chair invited Mr. Overton to explain the process by which student services were funded, and to discuss the requirements of *The Protocol* and role of 'Protocol bodies', such as QSS. The Chair invited Mr. Overton to present³ the item.

Mr. Overton noted to members that the campus fees for consideration included the Health & Counselling fee, the Physical Education, Recreation and Athletics Fee and the Student Services fee. Mr. Overton reminded members that he withdrew a portion of the motion which concerned the last two clauses. He anticipated being able to bring forward a modified proposal with respect to this aspect of the U-Pass fee in the next meeting to enable UTM-affiliated graduate students' continuing participation in the Fall/Winter U-Pass, Summer U-Pass, and Summer Shuttle programs, and for MAM students' continuing participation in the Summer Shuttle program. Mr. Overton provided an overview of factors which drove costs for the campus fees, which included operating cost estimates such as compensation, space costs and third party services. Other drives included extraordinary expenses such as major maintenance, borrowing requirements and debt retirement as well as service demand and revenue projections based primarily on enrolment.

Mr. Overton advised members that QSS was a committee of students and administrators created as a forum on student services and charged with the additional task of consulting with students on certain categories of compulsory non-academic incidental fees to ensure a mechanism for input into specified services and fees. He noted that QSS was guided by a protocol signed by U of T and its three primary student governments, the University of Toronto Students Administrative Council (now UTSU), the Association of Part-time Undergraduate Students (APUS) and the Graduate Student Union (GSU). Mr. Overton noted that during the normal consultation process QSS would fulfill its responsibilities on consultation by utilizing advisory groups on the relevant services, with each advisory group open to QSS voting members and participants, as well as students at large. Here, the directors or managers of the services provided the mission and vision of the program, shared the scope of operations, identified past priorities, and shared data on utilization, staffing and user feedback. Mr. Overton noted however, that this year the process had been different as UTMSU provided written notice that it would not participate in QSS until a set of conditions were met, and they re-articulated their concerns in subsequent meetings with senior administration. The primary condition was to change QSS's role, from that of providing advice to governance on fees under the *Protocol* to instead be a binding authority on those fees. Mr. Overton explained to members that this would contradict the terms of the *Protocol* and that he had directed UTMSU to procedural advice to explore how the *Protocol* may be re-opened.

Mr. Overton explained that since UTMSU had chosen not to attend QSS, departments had sought student feedback through alternative means, which included open calls for feedback, setting up tables in high traffic areas, advisory groups, user surveys, review of collective feedback and intercept surveys.

Mr. Overton called on the Directors and Managers of each of the student services to highlight their process for consultation and feedback received. Representatives of the Health Services, Physical Education and Athletics,

³ A copy of the presentation is attached as Attachment C.

and Student Services fees described the number and kind of consultation meetings and surveys conducted to obtain student user input on the operating plans and budgets.

Mr. Overton noted that overall he believed that the proposed documentation included consultation from students that was as extensive or even more-so than previous years.

In response to a member's question, Mr. Mullings advised that the salary increases indicated under Student Life initiatives were partially attributable to a new position that would focus on marketing and communications of services, as a specific response to students seeking greater awareness of services, as well as additional administrative duties. Mr. Mullings added that based on student feedback, the marketing and communication activities of this staff member would be focused on Co-curricular initiatives. He noted that the allotted amount would also supplement work-study positions to ensure student employment, as funding was not guaranteed from the Work-Study program. The member followed up regarding the funding of the Co-Curricular Record (CCR). Mr. Overton noted that the CCR was not a required part of the student experience; therefore it was funded by student service fees and not the Operating Budget. He added that across the three campuses the CCR initiative had been well received.

It was duly moved,

THAT debate of the item be adjourned to the next meeting.

The vote on the motion was taken.

The motion failed.

In response to a member's question, Mr. Overton confirmed that the U-Pass was a multi-year contract with the City of Mississauga and required a 9% increase in each year of the current contract.

The Chair invited Ms Nour Alideeb, Vice-President University Affairs and Academic Advocacy, UTMSU and Mr. Walied Khogali, Executive Director, UTMSU, and Mr. Abdulla Omar, Director UTMSU to address members. In their address, they made the following points:

- The issue of consolidating fees limited the ability of QSS to provide adequate feedback and that this would be a violation of the QSS terms of reference;
- Lack of consultation on the allocation of Student Services Fee funds towards Student Life initiatives;
- The conflict of interest which existed for the Dean of Student Affairs as an administrator that brought forward proposals as an assessor to the Campus Affairs Committee;
- That the QSS process as a whole was flawed and that administration was manipulating the *Protocol* by consolidating fees; They referred members to a handout from UTMSU, which detailed their position on these fees;
- Mr. Omari referred to the *Protocol* and also repeated a concern for the amalgamation of student services fee and its clarity;
- It was noted that UTMSU had decided not to engage in dialogue with QSS, which was their prerogative and that one more attempt at formal dialogue should be allowed before CAC considered the item.

A member asked for clarification on the timelines specific to the Student Union's ability to gather feedback. Mr. Overton advised that the process would normally start in May when the responsibilities were explained and timelines proposed to QSS members in order to meet governance deadlines, and in the fall, QSS members would receive an introduction to the services through the directors. QSS would then normally vote on the service fees in January. The orientation, consultation and proposal development process normally encompassed approximately 7 months before final voting.

In response to a member's question, Mr. Overton clarified that QSS could provide separate advice on the three fees, however the Student Services Fee was considered one item.

A member remarked that the Campus Affairs Committee had existed for three years and that the arguments as laid out by the UTMSU had been heard before. They noted that the relationship between QSS and governance was broken and that perhaps the Committee should consider establishing the QSS as a Subcommittee of the Campus Affairs Committee as a means to ensure that student voices are heard.

It was duly moved and seconded,

THAT the motion to adjourn the debate to the next meeting be reconsidered.

The vote on the motion was taken.

The motion failed.

The Vice-President and Principal, Professor Saini said that UTMSU had been provided with many opportunities for involvement in this process and had refused. Professor Saini commented that there were issues which had permeated the culture of these discussions, including the late submission of documentation by the UTMSU to the CAC. He noted that his primary responsibility was to the student body at large. Professor Saini noted that the UTMSU served the same purpose, and therefore had to engage in a timely manner and that consultation had to occur on both sides. He remarked that he agreed that there were improvements to be made in the QSS process and promised to look into alternative solutions. He noted the importance of engaging in positive participation, which required being at the table to discuss options and invited UTMSU to join him in such discussions.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDED

THAT the 2016-17 operating plans and budgets for the UTM Student Services (including the Health & Counselling Centre, the Department of Physical Education, Athletics & Recreation, and Student Services), recommended by Dean of Student Affairs, Mr. Mark Overton, and described in the attached proposals, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$175.20 per session (\$35.04 for a part-time student), which represents a year-over-year increase of \$3.44 per session (\$0.69 for a part-time student) or 2.0% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 0.97% and a three-year temporary increase of 1.5%); and

THAT the sessional Health Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$38.44 per session (\$7.69 for a part-time student), which represents a year-over-year increase of \$2.21 per session (\$0.44 for a part-time student) or 6.10% (resulting from a three-year temporary increase of 4.11% and a permanent increase of 2.0%); and

THAT the sessional Student Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$157.45 per session (\$31.49 for a part-time student), which represents a year-over-year increase of \$6.37 per session (\$1.27 for a part-time student) or 4.22% (resulting from the elimination of a 2013-14 three-year temporary increase, and a permanent increase of 2% and a three-year temporary increase of 4.17%).

6. Assessor's Report

Mr. Paul Donoghue, Chief Administrative Officer provided members with an update on the North Building Phase B construction⁴. In response to a member's question, Mr. Donoghue advised that the expected occupancy date was July 2018.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.

7. **Report on Capital Projects** – as at January 29, 2016
8. **Report of the Previous Meeting:** Report 14 – January 7, 2016
9. **Business Arising from the Report of the Previous Meeting**
10. **Date of Next Meeting** – Monday, March 21, 2016, 4:10 p.m.
11. **Other Business**

Mr. Donoghue advised members that a recent article in *the Varsity* had reported that UTM had the most buildings rated in excellent condition out of the three campuses, and congratulated the Facilities and Management Planning team for their hard work towards maintaining the campus.

The meeting adjourned at 5:52 p.m.

Secretary
February 22, 2016

Chair

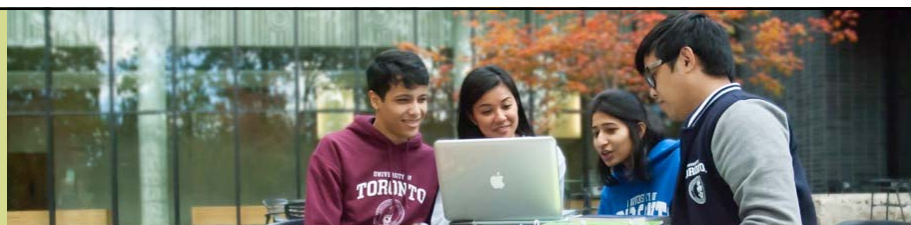
⁴ A copy of the presentation is attached as Attachment D.

OFFICE OF STUDENT TRANSITION

Enriching Your Journey

Dale Mullings
Assistant Dean, Students and International Initiatives

Jackie Goodman
Supervisor, Student Transition

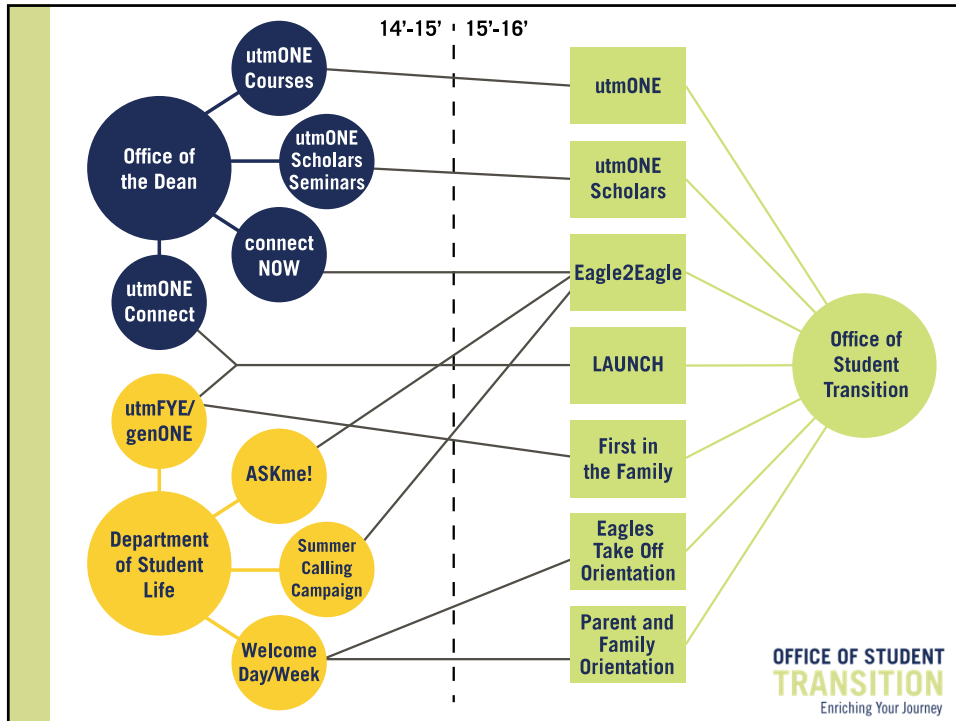


History of the Office of Student Transition

The Office of Student Transition offers an integrated and collaborative approach to supporting new and current students at UTM. Built as a partnership between Academic Affairs and Student Affairs, the Office of Student Transition hosts a variety of programming and initiatives designed to provide students' a strong academic and social foundation within a supportive learning environment.

3 main areas of support are:

- New Student Support
- Upper Year Student Support
- Parent Support & Programming



Current For Credit Offerings

utmONE

- UTM110H5
 - Building Global Justice (HUM, SSc)
- UTM111H5
 - Tools of the Trade (SSc, SCI)
- UTM112H5
 - Power of Expression (HUM, SSc)

utmONE: Scholars

- UTM191H5
 - Science Meets Society (SSc, SCI)
- UTM192H5
 - Language, Culture, and Mind (HUM, SSc)
- UTM193H5
 - Nations Colliding? (HUM, SSc)



Current Co-Curricular Offerings

Eagle2Eagle

Eagles Take Off! Orientation

Parent & Family Orientation

Academic Coaching

LAUNCH

LAUNCHing (FG/ELL/B)

Early Alert

Exam Jam

"[Eagles Take Off] really helped me feel **comfortable** and **prepared** for the upcoming first week of classes. I also made many **new friends** who shared the same classes and schedules which helped me greatly to **stay on track** with my work."
 – 1st Year Student

"Thank you for calling me. I can't believe that a **real person** actually called me about this. I didn't know **who to talk to.**"
 – 2nd year student



Emerging Initiatives for 2016 - 2017

utmONE Scholars 2nd Year
 International Field Course
 UTM290 Launching Your Research:
 International Field-Study Experience

Orientation External
 Review with CACUSS

Time Management Tool

Student Development
 Internship Course
 EDS377H5 (UTM377H5)
 Why First Year Matters:
 Exploring the Impact of Peer Mentoring

Guardians of UTM: Quest
 Based Transition Gaming App

Compulsory non-academic incidental fees

- Student societies fees (item 4)
 - Student governments
 - Supplemental insurance
 - Student media
 - Student Centre
- Campus fees (item 5)
 - UTM Health & Counselling
 - UTM Physical Ed., Recreation & Athletics
 - UTM Student Services



Compulsory Non-Academic Incidental Fees - Student Society Fees Item 4

Mark Overton, Dean of Student Affairs

February 11, 2016



UTM Student Societies

Membership in student societies is automatic and based on registration

Proposals for student society fee increases are based on

- a referendum or
- a cost of living increase or escalation factor approved by a previous referendum



UTM Student Societies

- UTM Students Union
 - UTM undergraduate full-time and part-time students
 - UTM-affiliated undergraduates in non-UTM faculties/divisions
- Residence Council
- UTM Athletics Council
- The Medium (campus newspaper)
- CFRE (campus radio)
- MMPA Student Society

Note that the UTM Association of Graduate Students operates as a subgroup (course union) of UT's Graduate Student Union



Student societies fee proposals

- UTMSU funds a range of activities, including Union services, Food Bank, ECSpeRT first aid emergency response, Academic Societies, WUSC Student Refugee Program, Mississauga Transit Mi-Way U-Pass (for undergrads)

Thank you

Questions?

Compulsory non-academic incidental fees

- Student societies fees (item 4)
 - Student governments
 - Supplemental insurance
 - Student media
 - Student Centre
- Campus fees (item 5)
 - UTM Health & Counselling
 - UTM Physical Ed., Recreation & Athletics
 - UTM Student Services



Operating Plans and Fees: UTM Student Services

Item 5

Mark Overton, Dean of Student Affairs

February 11, 2016



Summary of Campus Fees for Approval

	Proposed to QSS	Maximum allowed without QSS endorsement	Approval sought from CAC/CC
Health & Counselling Fee	--	\$ 38.44	\$ 38.44
Phys Ed, Recreation & Athletics Fee	--	\$ 176.04	\$ 175.20
Student Services Fee	--	\$ 163.94	\$ 157.45

Campus fees for consideration

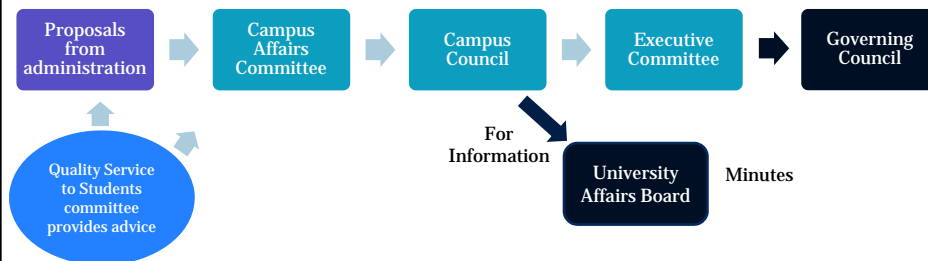
- UTM Health & Counselling Fee
- UTM Physical Ed, Recreation & Athletics Fee
- UTM Student Services Fee (funding a range of programs & activities, including Shuttle Services, the Career Centre, International Education Centre, child & family care, Student Life Initiatives including the co-curricular record...)
- Fee adjustments for students whose periods of enrolment don't match UT's traditional registration and billing periods (research-stream graduate students, some professional masters program students, and medical students at UTM)

Campus fees for consideration

- Operating Cost Estimates
 - Compensation (most services' costs are personnel related)
 - Space costs (utilities, caretaking, routine maintenance)
 - Third-party services (shuttle fleet, UT child care, UT jobs database)
- Extraordinary Expenses (major maintenance/capital)
 - Phys Ed, Recreation & Athletics facilities
- Borrowing Requirements & Debt Retirement
 - Phys Ed, Recreation & Athletics facilities
- Service Demand & Revenue Projections
 - Enrolment (full-time/part-time balance, new/returning students balance, undergrad/grad balance)



Overview of Process



Role of QSS

- **Quality Service to Students Committee (QSS)**
 - 17 voting members (11 student voters; 6 voters from administration) plus many non-voting student and administrative participants)
 - Normally meets monthly
 - Quorum requires at least 11 members present, including 6 students, representing at least 2 student societies, one of which must be UTMSU
- **Not a part of governance; governed by policy and protocol on non-tuition fees**
- **Protocol assigns to QSS the responsibility to advise on proposals related to specific fees, which are conveyed to governance**



Advice from QSS

Normal consultation process

- Departments provide service orientations at QSS (Sept. & Oct.)
- QSS advisory groups meet on operations (Nov. & Dec.)
- Budget/Fee proposals discussed with QSS by UTM services' directors/managers (Dec. & Jan.)

Voting

- Endorsement requires support from both a majority of voters and a majority of student voters present at QSS
- Advice is conveyed to governance

QSS has not yet established quorum in 2015-16, so no advice from QSS is available to be conveyed



Recommendations & requests

- Lacking normal QSS process, departments sought students' feedback through alternative means
 - Open calls
 - Tabling
 - Advisory groups
 - User surveys
 - Review of collected feedback
 - Intercept surveys
- Recommendations and requests reflect students' input through consultations and the administrative needs of the departments, within bounds of the *Protocol*



Recommendations & requests

Without QSS's endorsement, services can seek increases allowed under the *Protocol*

- Consumer Price Index (CPI) used in UT long-term planning and
- University of Toronto Index (UTI) calculation for the fee

Can seek the lesser as a permanent increase and the greater as a temporary, 3-year increase



Summary of Campus Fees for Approval

	Existing fee	Maximum allowed without QSS endorsement	Approval sought from CAC/CC
Health & Counselling Fee	\$ 36.23	\$ 38.44	\$ 38.44
Phys Ed, Recreation & Athletics Fee	\$ 171.76	\$ 176.04	\$ 175.20
Student Services Fee	\$ 151.08	\$ 163.94	\$ 157.45

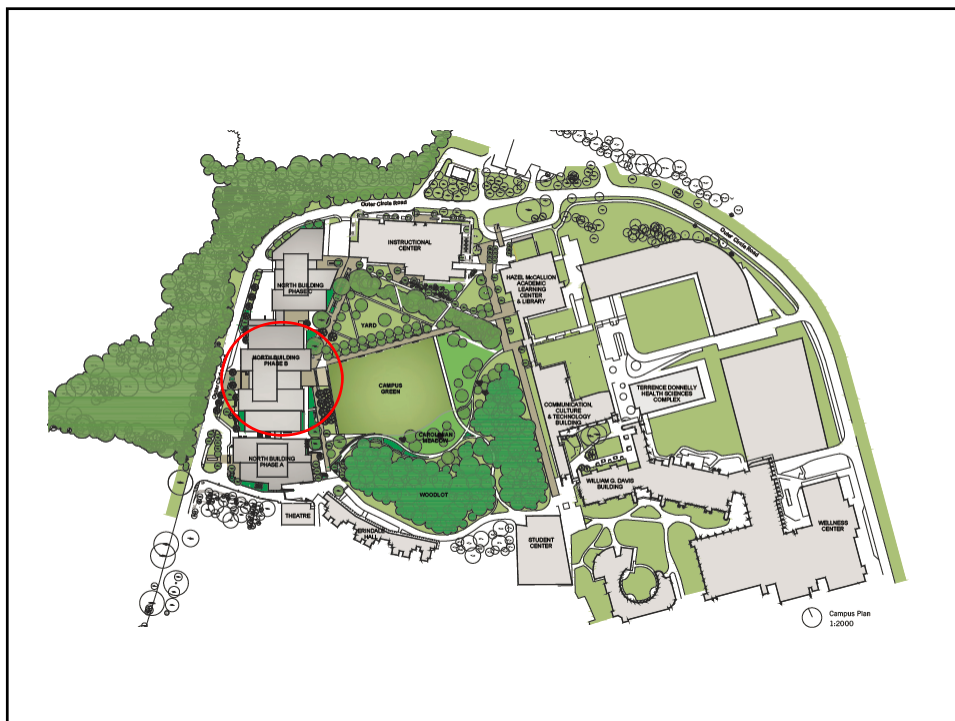
Thank you

Questions?

NORTH2 STATUS REPORT



Campus Affairs Committee
February 11, 2016



KEY MILESTONES

- **Contract Awarded:** August 28, 2015
- **Design Build Team:** Stuart Olsen/Perkins Will
- **Construction Budget:** \$89,000,000
- **Process:** Focus groups/workshops/specialty meetings
- **DRC Meetings:** three

KEY MILESTONES

- **100% Schematic Design:** November, 2015
- **100% Design Development:** February 24, 2016
- **Mobilization:** Jan/Feb/March, 2016
- **Demolition:** April, 2016
- **Completion:** July 31, 2018

