

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

DECEMBER 3, 2015

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on December 3, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Ulli Krull, Acting Vice-President & Principal
Dr. Kelly Akers
Mr. Daniel Ball
Professor Lee Bailey
Mr. Emerson Calcada
Mr. Jeff Collins
Ms Shelley Hawrychuk
Ms Megan Jamieson
Ms Kristina Kaneff
Mr. Tarique Khan
Mr. Sheldon Leiba
Professor Joseph Leydon
Ms Alice Li
Mr. Amir Moazzami

Professor Amy Mullin, Vice-Principal Academic & Dean
Professor Judith Poë
Professor Holger Syme
Mr. Glenn Thompson
Mr. Douglas Varty

Regrets:

Mr. Paul Donoghue
Mr. Simon Gilmartin
Professor Angela Lange
Dr. Gary Mooney
Mr. David Szwarc

In Attendance:

Mr. Arthur Birkenbergs
Ms Christine Capewell, Director, Business Services
Ms Diane Crocker, Registrar
Ms Mylene Hangdaan, The Medium
Professor Emmanuel Nikiema
Mr. Chad Nuttall, Director, Student Housing & Residence Life
Mr. Mark Overton, Dean of Student Affairs
Mr. John Switzer

Secretariat:

Mr. Louis Charpentier, Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance
Ms Mariam Ali, Committee Secretary

1. Chair's Remarks

The Chair welcomed members to the meeting and informed Council of the upcoming Election period and encouraged members' participation in the governance process when nominations opened in the New Year.

2. Report of the Acting Vice-President & Principal

Professor Ulli Krull, Acting Vice-President & Principal, spoke to members regarding the federal elections, noting that 28 U of T alumni had been elected. Fourteen of those elected Members of Parliament held seats in the Greater Toronto Area. Professor Krull informed members that the UTM External Review team had completed their visit, and had included representation from University of California, Berkeley, Western University and McGill University. He announced that student quiet spaces known as Reflection Bays had opened in Deerfield Hall, and also that the Duck Shop, located in the Student Centre which was operated by the UTM Student Union had recently opened its doors.

Professor Krull spoke to members of ongoing community involvement of UTM, which included partnerships with the Healthy City Stewardship Centre, Mississauga Economic Development Advisory Board and Research Innovation Commercialization Centre Advisory Board. Mayor Bonnie Crombie of Mississauga had recently initiated the Innovation and Entrepreneurship Task Force, of which the Principal was a member. Professor Krull thanked Professor Amy Mullin, Vice-Principal Academic & Dean for her tremendous leadership as Dean and Vice-Principal Academic and thanked Professor Kelly Hannah-Moffat for stepping in as Interim Dean from January to April, 2016.

Professor Krull advised members that the campus linked accelerator would soon to put forward a proposal to the Province for renewal of funding. Professor Krull reminded members that I-Cube at UTM was one of the campus linked accelerators and invited Mr. Ahmed Zia, CEO, Butiik to present. Mr. Zia, a recent UTM graduate, informed members that Butiik was a new start-up that simplified the shopping experience. Their goal was to bridge the gap between e-commerce and the physical retail stores by tapping into the advantages offered by mobile technology. Mr. Zia informed members that Butiik was currently focusing on its partnerships with Toronto's retail brands, alongside acquiring a strong user-base prior to their launch. Mr. Zia noted that I-Cube had been instrumental in providing a platform of inspiration and support needed to grow the new business.

3. UTM Proposed Operating Budget, Themes and Priorities: Professor Ulli Krull, Acting Vice-President & Principal and Professor Amy Mullin, Vice-Principal Academic and Dean and Current Year Campus and Institutional Operating Budget: Presentation by Professor Scott Mabury, Vice-President

The Chair informed members that the presentation would discuss the themes and priorities for the 2016-17 Budget and would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair invited Professor Joseph Leydon, Chair of Campus Affairs Committee to inform members of discussion at the CAC. Professor Leydon advised Council that members had discussed the impact of recent federal government changes in UTM, specifically the impact on research funding. Moreover, the Committee discussed the process by which the budget was approved and how the competing priorities of each division were handled at a central level. He noted that Professor Mullin had informed members the decision was made by the Provost based on guiding principles such as research and teaching excellence, and after all divisions had presented their budgets.

The Chair then invited Professor Ulli Krull, Acting Vice-President & Principal and Professor Amy Mullin, Vice-Principal Academic and Dean to present the item. The presentation included the following key points¹:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. There had been minimal movement from the Ancillaries to Operating Funds, (historically only Conference Services), however Operating funds were not allowed to contribute to Ancillary Operations;
- The 2015-16 total revenue budget for UTM was \$245.0 million;
- After allocations towards the University Fund (UF), University-wide costs, and Student Aid, net revenue for UTM was \$184.3 million;
- The net contribution to the University Fund for 2015-16 was 17.2 million. Professor Krull explained that UF allocations went into the base budget for each division;
- UTM's Budget priorities for 2016-17 included: some enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- UTM's student to faculty ratio in 2014-15 was 35.1 to 1, whereas the long-term target had been 30 to 1. This would be facilitated through additional faculty hires and Professor Mullin noted the one time allocation towards faculty hires in 2014-15 by the Provost, in the amount of \$600,000;
- Faculty searches were a significant undertaking and UTM typically hired at the Assistant Professor level, which required more time and resources such as space and start-up funds;
- To enhance student experience, funds were allocated towards enhanced student skill development support, more opportunities for resource intensive forms of learning, and greater funding for pedagogical research;

¹ A copy of the Budget Presentation is attached as Attachment A.

- There would be a continued priority of strengthening research through lab and infrastructure investments, as well as additions to the UTM Research Excellence Fund;
- Members were advised that UTM senior administration would be presenting its budget to the Provost on December 10, 2015.

The Chair then invited Professor Scott Mabury, Vice-President, University Operations to complete his presentation². Professor Mabury informed members of trends in domestic and international student enrolment, mainly to note that both UTM and UTSC continued to grow whereas St. George enrolment numbers had stabilized and would remain at their current levels. He outlined the University Wide Cost (UWC) discounts that were allotted to UTM as these costs were covered under Campus Wide Costs, services which were provided by UTM Facilities Management and Planning. Professor Mabury described the University Fund relative to Total Revenue as well as UF allocation per student.

Members discussed the hiring and training policies for new faculty hires. Professor Mullin clarified that the Student to Faculty ratio was calculated based on the number of full time and part-time continuing faculty positions and undergraduate students, therefore did not include graduate students and sessional lecturers.

A member asked if central administration would consider rebalancing the base UF allocations in the future to recognize differences in enrolment growth and general evolution of faculties and divisions like UTM since the UF was introduced. Professor Mabury advised that this would not be considered as the impact of the original reference level continues to decrease over time and as overall budgets increase.

4. Report of the University Ombudsperson: Professor Emeritus Ellen Hodnett

The Chair informed members that Professor Emeritus Ellen Hodnett had been appointed University Ombudsperson in July, 2015. As well as overseeing the work of the Office and addressing complex cases, she concentrated on identifying systemic problems and, where appropriate, recommending modifications or additions to University policies and procedures. The Chair invited Professor Hodnett to provide members with an overview of her office³.

- The Office of the Ombudsperson was established in 1975 to offer confidential advice and assistance to faculty, staff, and students, which included over 80,000 students, and 1700 faculty and staff on three campuses;
- The Office functioned on the principles of impartiality, independence from administrative bodies, and accessibility;
- The role of the Ombudsperson was to identify systemic and policy issues, and consult on complex cases. The Office aimed to ensure procedural fairness and reasonable outcomes, but did not have the authority to over-rule decisions. Instead the Office could recommend changes to a decision or to a University policy or procedure;
- Types of complaints brought to the Office included: academic issues, employment/workplace issues, fee/financial aid, graduate supervision, administrative/bureaucratic issues, academic integrity issues, and harassment/discrimination;
- Complaints brought to the Office were generally from undergraduate students, followed by graduate students, administrative staff, and faculty;
- In 2014-15 the Office encountered 250 complaints, which were mostly resolved by referring complainants to the appropriate resource. A small portion of the issues were complex;
- As of January 1, 2016, the provincial Ombudsperson would have jurisdiction over Colleges and Universities in Ontario.

Members discussed the various types of issues and the process which a complainant would go through, which was described by Professor Emeritus Hodnett.

² A copy of the Professor Mabury's Budget Presentation is attached as Attachment B.

³ A copy of the Ombudsperson Presentation is attached as Attachment C.

5. Information Technology at UTM: Ms Susan Senese, Director, Information & Instructional Technology Services (I&ITS)

The Chair invited Ms Susan Senese, Director, Information & Instructional Technology Services to present⁴ on Information Technology at UTM. Ms Senese informed members that the priorities of her office were to advance IT infrastructure, support research and teaching, enhance the student experience and customer service and focus on security and risk management. She presented an overview of the wide range of services provided by the Information and Instructional Technology Services (IITS) department. Key accomplishments that were noted included the doubling of wireless capacity since 2013, with 1150 wireless access points across campus, which provided service to 9000 simultaneous connections. Active learning classrooms were exploring technology such as learning platforms, and an Academic Technology Committee had been created to support teaching functions. Recent additions to the IITS department were a new IT Service Desk, which would be situated on level 1 of the CCT building, and incorporating T-Card and Shuttle bus services for a streamlined experience for students, faculty and staff. A Student Advisory Committee had been created to provide input to the department on enhancing student experiences, while increased support was provided for Bring Your Own Device (BYOD). Ms Senese noted that there had been an increased focus on implementing best practices for IT services and that there would be an implementation of a new support ticket system to provide a seamless, integrated approach to support requests. Ms Senese advised members that information security and risk management were a key priority, and that UTM was working with central divisions on this matter. A policy on information security and the protection of digital assets was currently under development, and UTM was also developing an Information Risk Management program.

In response to a question regarding the current IT infrastructure, Ms Senese noted that cost estimates were being gathered for Microsoft Office 365, however there were concerns regarding information security and the process would resume after a policy on information security and the protection of digital assets was developed and finalized. A member asked if BYOD support was provided for students. Ms Senese responded that it was and that technicians were Apple Certified Mac Technicians and were also able to provide educational training on Office 365. In response to a member's question, Ms Senese described technical requirements and typical activities in an active learning classroom.

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.

- 6. Report on UTM Capital Projects** – as at November 16, 2015 (for information)
- 7. Reports for Information**
 - a. Report 14 of the Agenda Committee (November 24, 2015)
 - b. Report 14 of the Academic Affairs Committee (November 18, 2015)
 - c. Report 13 of the Campus Affairs Committee (November 16, 2015)
- 8. Report of the Previous Meeting:** Report 13 of the UTM Campus Council, October 7, 2015
- 9. Business Arising from the Report of the Previous Meeting**
- 10. Date of the Next Meeting** – February 4, 2016 at 4:10 p.m.

⁴ A copy of the Information Technology Presentation is attached as Attachment D.

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, February 4, 2016 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

11. Question Period

There were no questions.

12. Other Business

The Chair thanked and acknowledged three individuals of the community who had made a real difference to governance and to life in the UTM community at large. The Chair thanked Professor Amy Mullin, Vice-Principal Academic and Dean for her contributions during her five year term. As Dean, Professor Mullin had led an ambitious process of complement renewal and growth, accompanied by growth in undergraduate and graduate enrolment at UTM. She led an academic planning process, a self-study process, and an external review, institutional processes in which she invested tremendous time and energy. Professor Mullin's dedication to the student experience led to investment in numerous initiatives, including building our academic societies and the creation of grants and awards for excellence in the undergraduate sphere. Our graduate professional programs grew and flourished during her term, with the recent addition of the Master of Science in Sustainability Management at UTM. She had worked closely with Chairs, Directors, and academic units to foster excellence in research and teaching, leading to several awards in both areas, both at the University and international level. She has been a strong supporter of the governance process, working closely with the Secretariat and Chairs to meet and respond to governance needs. As she moves back to her teaching role, the UTM community will long remember Professor Mullin's intelligence, her generosity of spirit, and her dedication to UTM.

The Chair offered a heartfelt thanks to Mr. Louis Charpentier for his contributions as Secretary of the Governing Council since 1999, and congratulated him for his over 36 years of service to University of Toronto. Mr. Charpentier had been instrumental in guiding the tri-campus governance structure to where it was now, and in 2013 received the Chancellor's Award of Excellence as an Influential Leader for his role in implementing recommendations from the Towards 2030 Task Force on Governance. The Chair commented that Mr. Charpentier had remarkable skills in consultation and developing processes that were respectful for the diverse positions of stakeholders. He had been a true leader in governance and UTM was thankful to him for his valuable advice, and dedication to governance at the University.

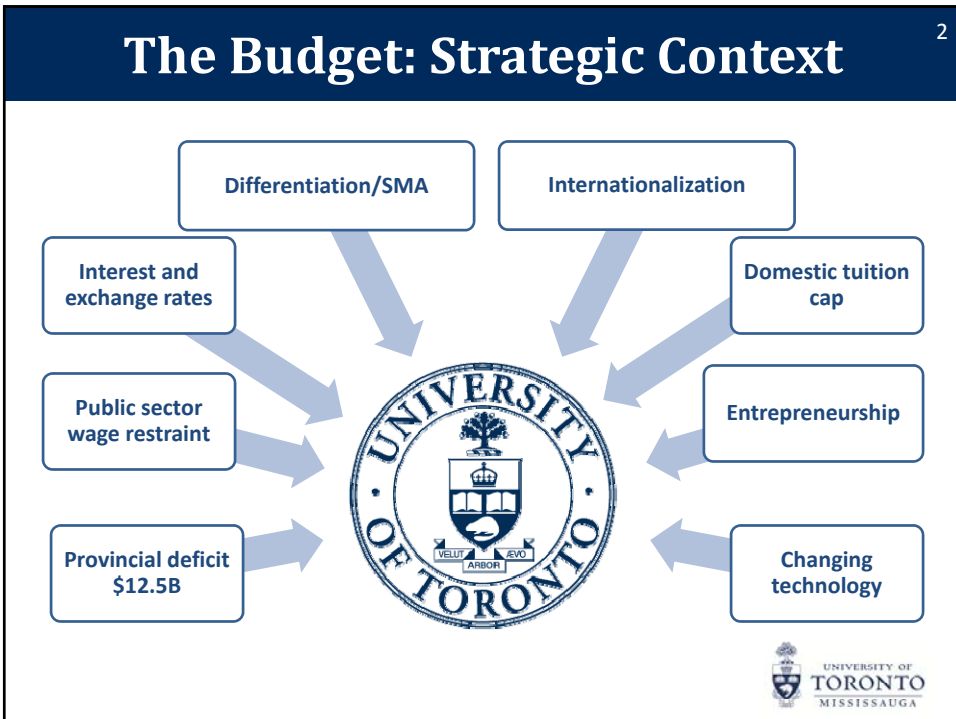
The Chair acknowledged the contributions of Mr. John Switzer, Inaugural UTM Campus Council Chair over his six year term as a University of Toronto Governor. Some of the governance bodies that Mr. Switzer had served on included the Executive Committee, as Chair of the Business Board, Vice-Chair of the University Affairs Board, the Audit Committee, the Planning and Budget Committee, and the Senior Appointments and Compensation Committee, and served as the first Chair of the Pension Committee. During his time as an alumni governor, Mr. Switzer was called on to bring his sound judgment and expertise to the LGIC Nominating Committee, the Task Force on Governance – Implementation Committee, the Advisory Committee for the Vice-President and Principal (UTM), and the Advisory Committee on the Appointment of a Vice-President, Advancement and he was also a member of the Presidential Search Committee, which recommended President Gertler's appointment. The Chair thanked Mr. Switzer for championing governance processes during this period of change.

The Chair wished everyone safe and happy holidays.

The meeting adjourned at 6:35 p.m.

Secretary
January 10, 2016

Chair



Budget Context Summary

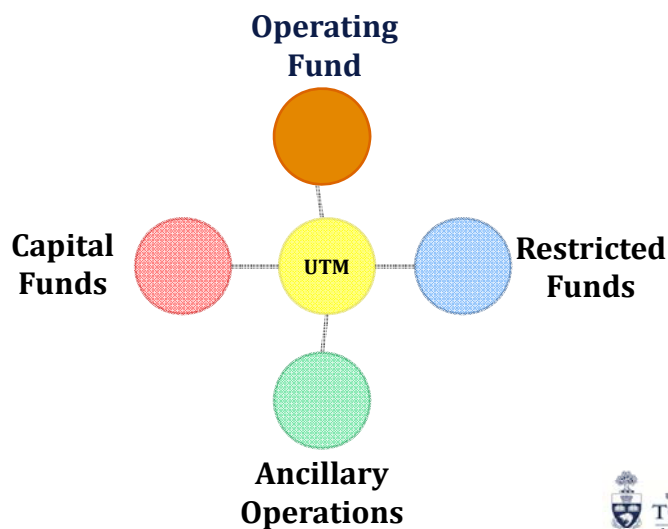
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- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Revenue growth rate slowing but UTM still growing slightly faster rate than average
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Continue to face a structural budget challenge but some improvement on the expense side



The Four Funds

4



Relationship Between Four Funds

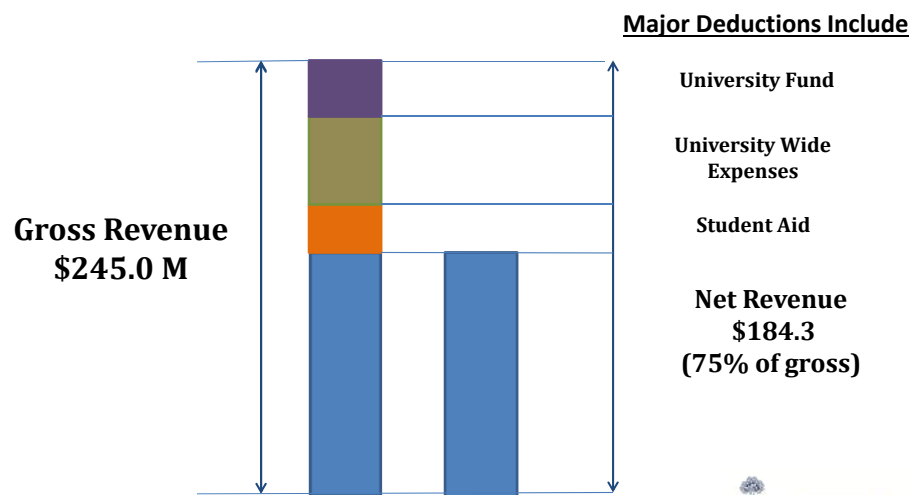
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- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- Minimal from Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 7th



UTM: Gross to Net Revenue (\$ Millions 2015-16)

6



UTM Net Revenue 2015-16 (\$ Millions 2015-16)

7

Tuition and Grant revenue*	\$238.9
Investment and other income	<u>6.1</u>
Subtotal	\$245.0
University Fund Contribution (10%)	(24.4)
Other attributed revenue (net)	1.8
University-wide costs	(34.8)
Student Aid	(10.6)
University Fund Allocation*	7.2
Other adjustments	<u>0.1</u>
"Net revenue" to UTM	\$184.3

* The current UF Allocation represents the cumulative total of \$6.6M as at the previous year, plus an incremental allocation of \$0.6M from the Provost in 2015-16.



University Fund Allocation

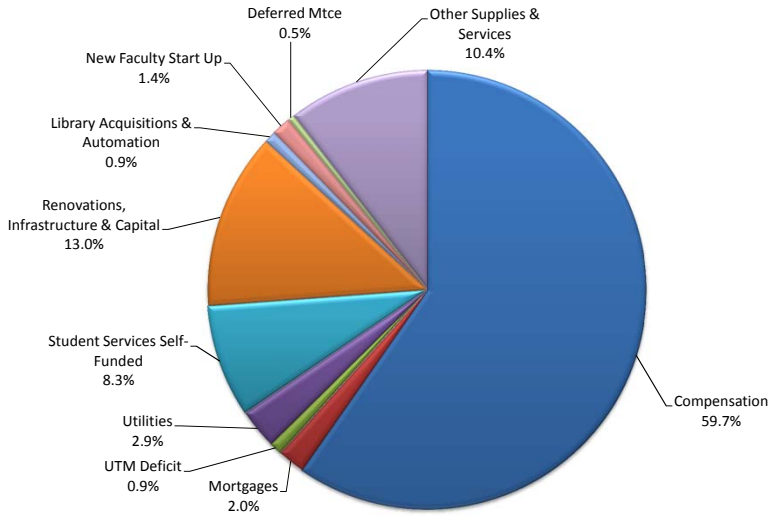
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	2014-2015 Balance	2015-2016 Increase	2015-16 Balance
UF Contribution (deduction)	\$ (22.4)	\$ (2.0)	\$ (24.4)
UF Allocation	<u>6.6</u>	<u>0.6</u>	<u>7.2</u>
Net UF Contribution	\$ (15.8)	\$ (1.4)	\$ (17.2)



2015-16 Major Expense Categories

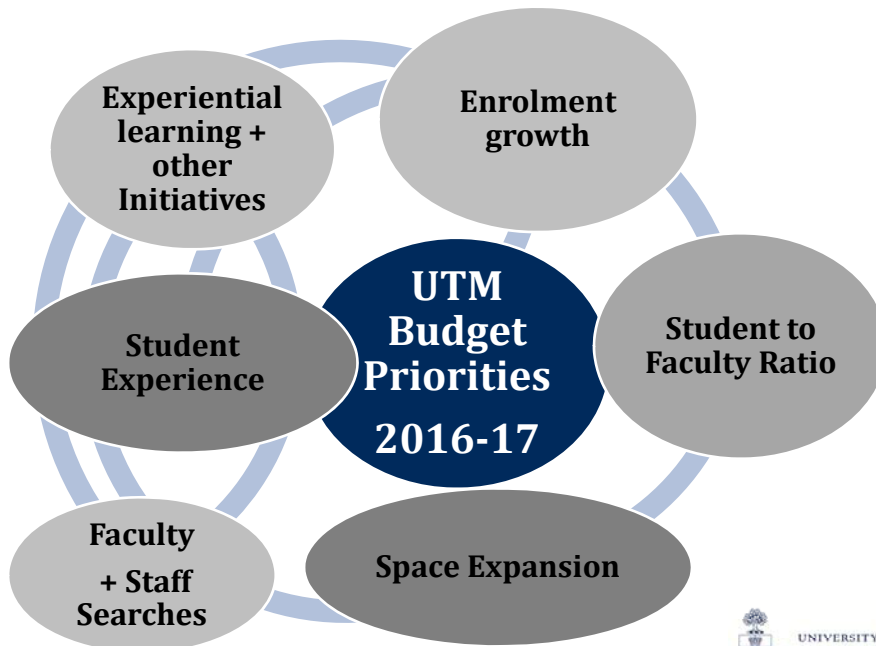
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Total Expenditure: Net Operating of \$184.3 + \$31.2 in Divisional Revenue = \$215.5 million



10



Priority: Enrolment

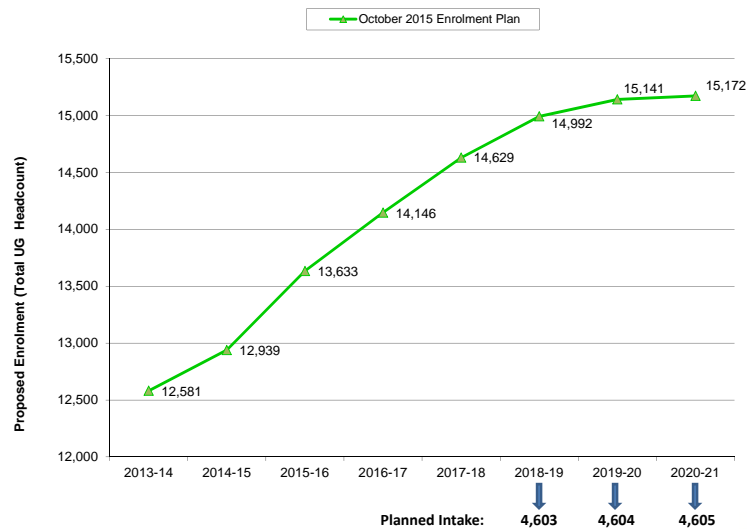
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- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand



UTM Undergraduate Enrolment Planned Growth

12



Priority: International Students

13

- Domestic/International Mix
 - Now at 21.1% intake; 17.8% total
- Diversification
 - Now at 61% to 66% single-source home country
- Base Budget & Vulnerability



Priority: Student to Faculty Ratio

14



Priority: Student to Faculty Ratio

15

- Fall 2013, UTM was highest across University with ratio of 35.8 (projecting 35.9 for Fall 2015)
- Long-term target: 30.0
- Target: 33 searches 2015-16 (21 “growth”)
35.5 searches 2016-17 (25.5 “growth”)



Priority: Faculty Recruitment

16

Division	Tenure Stream	Teaching Stream	Total	Teaching %
A&S	729.9	118.2	848.1	14%
UTSC	220.9	93.0	313.9	30%
UTM	237.1	62.4	299.5	21%

* Based on 2013-14 HR Annual Report

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2014-15 = 68%
- Search limitations; time and money; capacity to conduct



Priority: Enhancing the Student Experience

17

- Enhanced Support for Student Skill Development
- More opportunities for resource intensive forms of learning
- Greater funding for Pedagogical Research



Priority: Strengthening Research

18

- Continuing lab & infrastructure investments
- Enhanced Infrastructure Investment Fund & Enhanced Start-up Funding
- UTM Research Excellence Fund



Priority: Capital Plan

19

Opened 2014/15

- Deerfield Hall & Innovation Complex

Underway

- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure
- North2 (To open September, 2018)

Planned

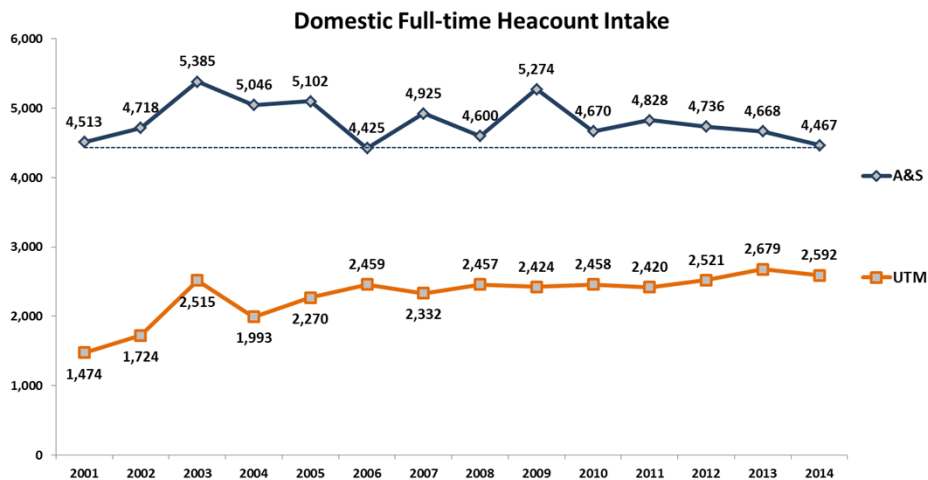
- Davis2 (meeting place, food court)
- Science Wing



Academic Budget Review: 5-Year Plan ²⁰ (December 10, 2015)



A&S and UTM Admissions 2001-2014



2015-16 Operating Budget

1

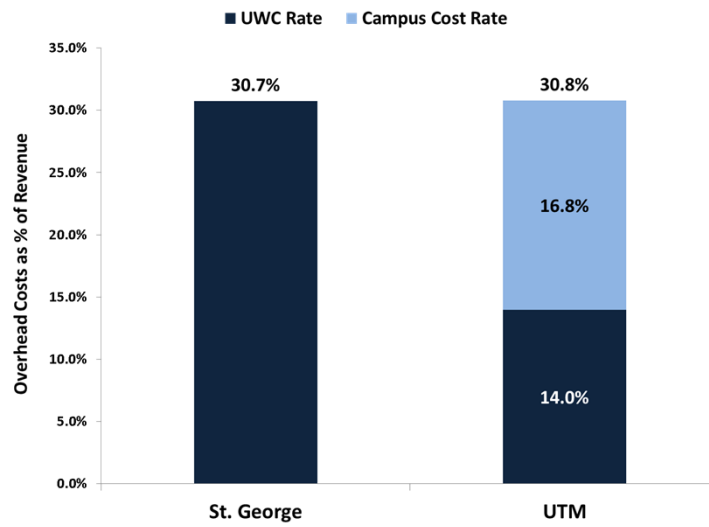
UWC Discounts to Account for Services Provided Directly by the Campus

Cost Driver	Discount re: Campus Costs	Resulting discount relative to STG divisions
Operating Revenue	Financial Mgt, Campus-Wide Debt Service	15%
Academic Staff FTE	IT, Athletics	8%
Administrative Staff FTE	IT, Athletics, Human Resources	16%
Pension Deficit Amortization		none
Undergraduate FTE	Library, Athletics, Student Life, IT	47%
Graduate FTE	Library, Athletics, Student Life, IT	41%
Research Revenue	Financial Management	3%
Degrees Awarded		none
Funds Raised		none
Occupancy (NASM)	Facilities & Services	100%

2015-16 Operating Budget

2

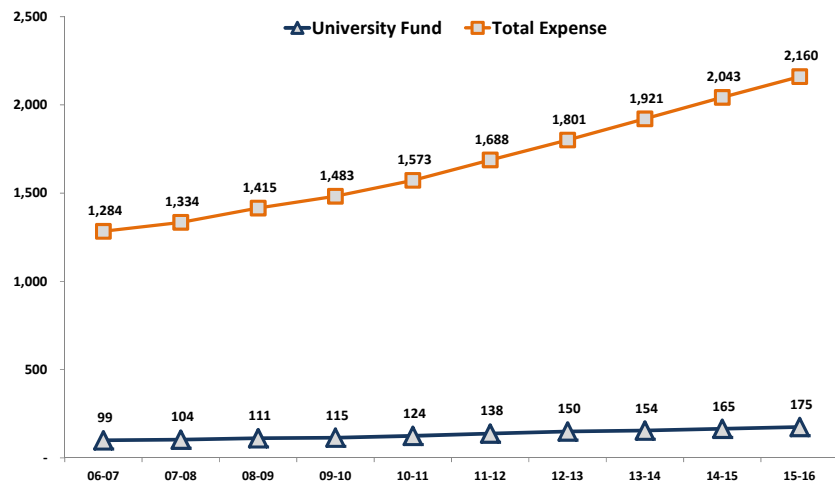
15-16 University-Wide and Campus Costs



2015-16 Operating Budget

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University Fund Relative to Total Revenue (\$M)



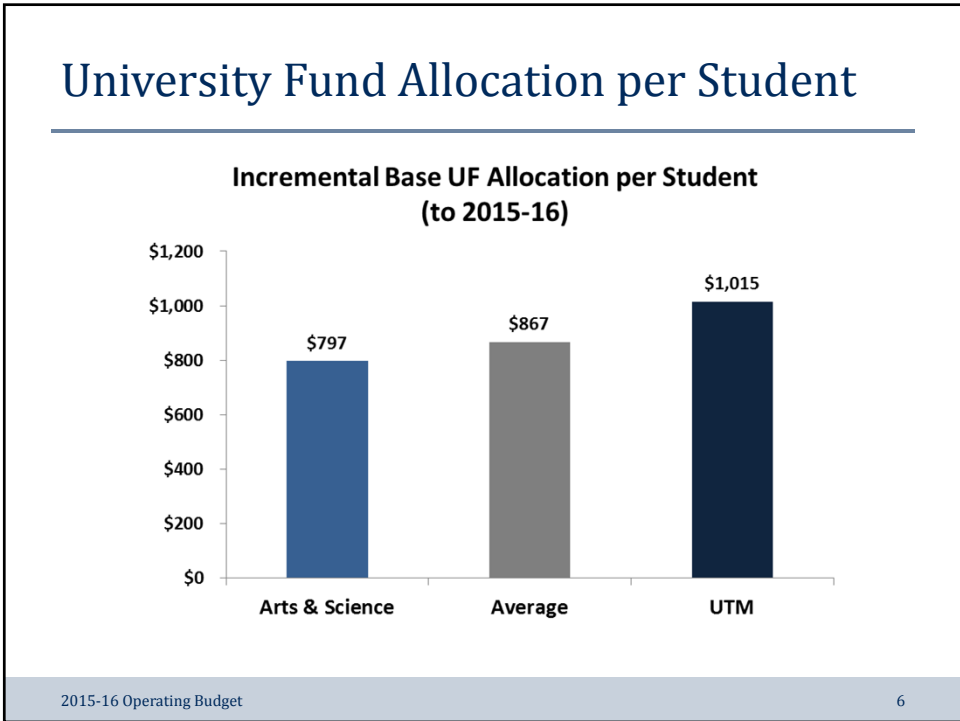
2015-16 Operating Budget

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UF Allocations to UTM (\$M)		
Year	UF Base	OTO Capital
2007-08	\$1.1	
2008-09	Re-balancing \$1.5	
2009-10	\$1.2	
2010-11	\$2.7	
2011-12	\$1.8	
2012-13	\$1.7	
2013-14	\$0.8	
2014-15	\$0.4	\$2.0
2015-16	\$0.6	\$2.0
Total	\$11.9	\$4.0

UF allocations to UTM to date are 18% of total UF since 2007-08: UTM's revenue is 13% of the total university

2015-16 Operating Budget





UNIVERSITY OF TORONTO OMBUDSPERSON

12 Queens Park Crescent West, #102, Toronto, ON M5S 1S8
(416) 946-3485 www.ombudsperson.utoronto.ca

Background

The Office of the Ombudsperson has been offering confidential advice and assistance to students, faculty and staff on all three U of T campuses since **1975**.

The Ombudsperson must be a retired academic, with significant governance and/or administrative experience.



UNIVERSITY OF TORONTO OMBUDSPERSON

Scope

- I report only to Governing Council, in the form of an Annual Report. It and the Administrative Response to the Report are posted online in the Fall of every year.
- Our funding comes from Governing Council.
- Our community includes >80,000 students and >17,000 faculty and staff on 3 campuses.



UNIVERSITY OF TORONTO OMBUDSPERSON

How We Work

- The Assistant Ombudsperson handles the front-line work, from initial request for assistance to resolution.
- The Ombudsperson's role is to identify systemic and policy issues, and to consult on complex cases.



UNIVERSITY OF TORONTO OMBUDSPERSON

Aims and Authority

- Aims: to ensure procedural fairness, just & reasonable outcomes.
- No authority to over-rule decisions. We consider complaints, make informal enquiries, carry out formal reviews, draw conclusions and recommend changes to decisions and to University policies and procedures.



UNIVERSITY OF TORONTO OMBUDSPERSON

Authority (cont'd)

- Our influence comes from moral suasion, and rational argument, not through the exercise of formal power. However it would be naïve to conclude we have no power.
- Thus our informal relationships with administrators are key.
- We can only make recommendations, but our recommendations are taken seriously.



UNIVERSITY OF TORONTO OMBUDSPERSON

We can help by...

- analyzing the problem and identifying options
- explaining relevant policies, procedures
- providing neutral confidential advice
- expediting matters that have been unduly delayed
- investigating problems when regular channels have been exhausted
- assisting the parties in resolving disputes



UNIVERSITY OF TORONTO OMBUDSPERSON

We are unable to...

- deal with matters outside the jurisdiction of Governing Council (i.e. landlord/tenant dispute)
- make decisions on behalf of the University
- make/ over-rule UofT policies/procedures (we may comment and recommend change)
- intervene if complaint can be pursued as a grievance under a collective agreement



UNIVERSITY OF TORONTO OMBUDSPERSON

We are unable to...

- intervene if the regular processes provided by the University have not been used
- accept notice on behalf of any party, including the University
- consider complaints that are before the courts of law
- give legal advice



UNIVERSITY OF TORONTO OMBUDSPERSON

Confidentiality

- Matters are dealt with in strict confidence and not discussed with anyone without complainant's written approval.
- Contacting our office is protected information.
- Confidentiality subject to disclosure only as required by law, or where we believe there is imminent danger to health or safety.



UNIVERSITY OF TORONTO OMBUDSPERSON

Principles

- Impartial - Advocating for fairness rather than for any person or party
- Unlimited access to University files and offices.
- Independent - of all administrative offices and accountable only to Governing Council to which Ombudsperson submits annual reports.
- Accessibility – contacts are by phone, email, or web. Meetings are held in person, by phone or via Skype.



UNIVERSITY OF TORONTO OMBUDSPERSON

Types of Problems Brought to Us

Problem	# of Cases 2014-15
Academic Issues	105
Employment/Workplace Issue	29
Fees/Financial Aid	28
Graduate Supervision	21
Administrative/Bureaucracy Issue	19
Academic Integrity Issue	19
Harassment/Discrimination	13



UNIVERSITY OF TORONTO OMBUDSPERSON

The Complainants

Category	# in 2014-15
Student	227
Undergraduate	133
Graduate	94
Administrative Staff	31
Faculty	8
Other	48



UNIVERSITY OF TORONTO OMBUDSPERSON

UNIVERSITY OF TORONTO MISSISSAUGA

Information & Instructional Technology Services

**Campus Council
December 3, 2015**



INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES

- Overview
- Priorities
 - Advancing our Infrastructure
 - Supporting Research
 - Supporting Teaching
 - Enhancing the Student Experience
 - Customer Service
 - Security & Risk Management



INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES SERVICES OVERVIEW

- 60+ Unique Services in support of students, staff, faculty & community
 - Wired and wireless networks
 - Data centres – 2 secure, environmentally controlled facilities
 - Data storage & data backup (50Terabytes of institutional data)
 - Computer hardware and software support
 - Computing solutions - requirements analysis, solution development
 - Website and web application support
 - IT Help Desk for students
 - Audio Visual support – classrooms, events & meetings
 - Video conferencing, lecture capture and web casting
 - Citrix virtual learning platform
 - Graphics design
 - Electronics & instrumentation for research labs
 - Information technology security and risk management



3

PRIORITY 1: ADVANCING OUR INFRASTRUCTURE

- Redesign/renewal of Campus Network
 - Reduce outages
 - Expand bandwidth
 - Replace aging equipment
 - Implement redundant network fibre paths for all buildings
- Double the wireless capacity since 2013
- New data storage and backup solutions to increase reliability and capacity



4

PRIORITY 2: SUPPORTING RESEARCH

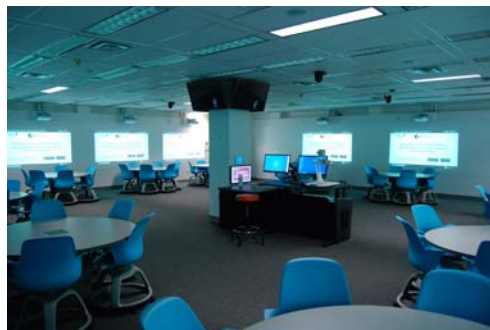
- Recent projects in support of research
 - Open *En*ventory - Electronic lab notebook application
 - Research network storage solution
 - Enterprise backup deployment

5



PRIORITY 3: SUPPORTING TEACHING

- 2 pilot active learning classrooms
- Citrix virtual learning platform
- Creation of Academic Technology Committee



6



PRIORITY 6: INFORMATION SECURITY & RISK MANAGEMENT

- Policy on Information Security and the Protection of Digital Assets
- UTM Information Risk Management Program in development
- UTM Managed Desktop Service
 - Remote Software Deployment to the desktop
 - Managed Software Updates – Virus, Security and Software Patching
 - Encryption Controls for desktop and mobile devices



INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES SUMMARY

- Campus Network and Computing Infrastructure Improvements
- Projects Supporting our Researchers
- Innovations in Teaching Support
- One Stop Shopping for Students
- Customer Service Priority
- Information Technology Security & Risk Management Initiatives