

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

DECEMBER 7, 2016

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on December 7, 2016 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. Nykolaj Kuryluk, Vice-Chair
Professor Ulli Krull, Interim Vice-President &
Principal
Dr. Kelly Akers
Ms Megan Alekson
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative
Officer
Professor Amrita Daniere, Vice-Principal
Academic & Dean
Mr. Simon Gilmartin
Ms Shelley Hawrychuk
Professor Angela Lange
Professor Joseph Leydon
Mr. Jay Nirula
Ms Farah Noori
Mr. Alex Paquette
Professor Judith Poë

Professor Holger Syme
Dr. Laura Taylor
Mr. Glenn Thompson
Mr. Douglas Varty
Mr. Jose Wilson
Ms Samra Zafar

Regrets:

Professor Hugh Gunz
Ms Teresa Bai
Ms Kristina Kaneff
Mr. Tarique Khan
Mr. Ricardo Vazquez

In Attendance:

Ms Nour Alideeb, President, UTMSU
Professor Emeritus Ellen Hodnett, Ombudsperson
Mr. Mark Overton, Dean of Student Affairs

Secretariat:

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

The meeting began *in camera*.

1. Appointments to the 2017 UTM Nominating Committee

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT Dr. Laura Taylor (teaching staff member of the Campus Council) and Mr. Alex Paquette (student member of the Campus Council) be appointed to serve on the Agenda Committee when the Committee serves as a Nominating Committee of the UTM Campus Council for 2016-17.

The Committee moved into open session.

2. Chair's Remarks

In the Chair, Professor Gunz's absence, Vice-Chair Nykolaj Kuryluk took the Chair for the meeting. The Chair welcomed members and guests to the meeting and congratulated Dr. Taylor and Mr. Paquette on their appointments to the Nominating Committee. He informed Council of the upcoming election period and encouraged members' participation in the governance process when nominations opened in the New Year.

3. Report of the Interim Vice-President & Principal

Professor Krull advised members that the Office of the Dean had undergone restructuring and announced the appointments of: Professor Angela Lange, Vice-Dean, Faculty, Professor Michael Lettieri, Vice-Dean, Academic Experience, Professor Heather Miller, Vice-Dean, Teaching and Learning and Professor Fiona Rawle, Associate Dean, Undergraduate. He noted that the ongoing visioning exercise was also proceeding well and had encouraged conversations regarding strategies and next steps. Feedback thus far included the suggestion that the Institute for Management and Innovation explore a clearer identity and move away from its current label as a business school. In addition, challenges regarding communications across the campus had been raised, and Krull indicated that there would be investments made to create a communications team that would operate based on a client-service model. In response to a question, Professor Krull advised that changes made at UTM in the communications department would be similar to those made at the St. George campus in dividing communications from advancement, and that staff would eventually report to the Vice-President and Principal as well as the Vice-President, Communications portfolio. Additionally, Professor Krull noted that the visioning exercise had created more interest for new research cluster opportunities. He added that there were more proposals such as those in computer sciences and robotics, which were meaningful and would provide value.

Professor Krull advised members that there were no further developments on establishing a UofT presence in Brampton, since the initial infrastructure investment had been announced by the Provincial government in October. He noted that letters of intent were reportedly due in January, 2017 but no information was disclosed about whether investment would be for a full campus or a group of select programs. Professor Krull noted that UTM would take no further action on this initiative at this time, and that any future initiative by UofT would be steered centrally rather than by UTM.

Professor Krull continued his report by noting that there were plans for hiring an Indigenous Coordinator, as well as UTM support staff for the tri-campus Sexual Violence Centres. In response to a member's question, Professor Daniere advised that the Indigenous Counselor hire would take the form of converting the Elder position from a contracted to a permanent position. The hiring process was currently under way, and space would be allocated to create an Indigenous Initiative Centre in an accessible area which would provide meeting space as well. Professor Daniere added that an Indigenous Initiatives Task Force had been struck and had begun meeting that week to advise the Vice-President and Principal by identifying priorities and providing recommendations as part of the strategic planning process.

Professor Krull continued his report by announcing that the City of Mississauga had endorsed the donation of \$1 million to UTM for another year, and noted that the City had given positive feedback about the impact of their investment in the Institute for Management and Innovation.

Professor Krull concluded his report by highlighting several projects under development. He noted that a UTM Mapping Tool for undergraduates was set to roll out a pilot project in May, 2017. He also advised members that discussions with the Faculty of Medicine had recently begun regarding the possibility of an undergraduate pre-medical program at UTM. Finally, and in response to discussions that had occurred at

a recent Town Hall, Professor Krull reported that there were plans to improve levels of service for the shuttle bus.

A member asked if UTM senior administration would continue to push for increased University Fund (UF) allocations to UTM and whether they saw UTM's situation in this regard improving. Professor Krull explained that UF allocations went into the base budget for each division and that the fund was intended to balance out over a period of 25 years so that units who were not able to support themselves initially, would be subsidized while they created a sustainable financial plan. He added that in reality, there was little appetite for a discussion regarding reducing UTM's contribution to the UF and that UTM was continuing to work within the context of the current budget framework to push forward competitive and innovative ideas for funding.

4. Report of the University Ombudsperson

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 Emeritus Hodnett to provide members with an overview of her office.

- 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;
- The Office was now working towards an increased social media presence in order to build awareness and referrals from contacts across the university campus.

A member noted the lower number of complaints arising from the UTM and UTSC campuses, and wondered about the possible causes. The Ombudsperson responded that some of the earliest social media campaigns will be targeted towards those campuses to ensure that the entire University community was aware of the services of the Office of the Ombudsperson. She added that though there was no staff members physically present on the two campuses, most clients preferred to contact the office by telephone, email and even video conference.

In response to a member's question, the Ombudsperson noted that the overall both the Human Resources and Union service areas functioned well and that her office dealt only with the most complex issues.

A member asked how the Office measured success. The Ombudsperson advised that there was no clear cut answer to this since majority of complaints were resolved in referrals, but that her office conducted follow ups three months after each consultation. Professor Hodnett also noted that another measure of success would be the way in which accessibility considerations would be included in all future program proposals, which came about as a result of the collaborative work between university administration and the Office of the Ombudsperson.

In response to a question regarding efforts at UTM to highlight services available to students, Professor Daniere informed Council that all students were informed about the services and supports available to them through various means, and added that the recently added role of Assistant Dean, Student Wellness, Support and Success, staffed by Ms Andrea Carter was also focused on addressing this issue.

5. Report of the Academic Affairs Committee

The Chair invited Professor Judith Poë, Chair of the Academic Affairs Committee (AAC), to provide a report to Council members about items the AAC had considered and the decisions made within the last year. These included the minor undergraduate curriculum changes brought forward by the Humanities, Social Sciences and Science Curriculum Committees. Professor Poë highlighted some notable changes, including the expansion of language studies into Spanish and Chinese, higher level introductory courses for advanced students in the Sciences and the inclusion of more business and mathematics courses for social science programs. The Committee had also approved a new Certificate in Visual Studies and received a comprehensive report of the external reviews completed for several departments at UTM. She noted that the Committee had also provided feedback on the Vision Statement, and had discussed strategic issues such as language and numeracy support initiatives for students.

6. Report of the Campus Affairs Committee

The Chair invited Professor Joseph Leydon, Chair of the Campus Affairs Committee (CAC), to provide an overview of the Pre-Ancillary budget update¹, which was presented to that Committee at its most recent meeting on November 21, in order to provide context and prepare members for the consideration of this item at the Council's next meeting. Professor Leydon provided highlights of the presentation and discussion about this topic. Professor Leydon explained how the ancillaries fit into the broader context at UTM by outlining the financial objectives for the service ancillaries; operate without subsidy; provide for capital renewal; maintain a 10 percent operating reserve; and, having achieved all of these objectives, to contribute to the operating budget. He noted that at UTM, the ancillaries did not contribute to operating as that would change the nature of the operations towards earning a profit, rather than to provide excellence in service while remaining financially sustainable. There had been a high degree of consultation prior to the submission of the budgets to the Campus Affairs Committee, and the relevant advisory committees provided input on the budgets, which included the review of Residence and Meal plans, Food Services and Transportation & Parking.

Some of the key issues for Hospitality and Retail services centered on the restructuring of the meal plans, and improvements to food service options such as fair trade and gluten free certification and an increased range of choices. Also impacting the budget were planned future improvements, which included a facelift to Starbucks, Davis Food Court renovations, North Building, and a new transaction system. Moving to Parking, Professor Leydon noted that the proposed price increase for the ancillary would be 3% for reserved and unreserved permits, with no increase in pay and display prices. With the opening of the new parking deck in November, the number of parking spaces available had increased by 298 spaces, which had helped to alleviate temporary parking supply pressures. Professor Leydon informed members that the residence ancillary would experience a positive fund balance for the first time since 1999, which would be focused on reinvestment in aging infrastructure.

¹ A copy of the Report of CAC is attached as Attachment A.

In response to a member's question, Mr. Mark Overton clarified that the residence ancillary had normally increased at a rate of 5% for the last several years, keeping the residence fees in line with market conditions. A member asked if long-term budget plans were also considered by the advisory committees. Mr. Donoghue advised that each advisory committee would review multi-year projections as part of the discussion on the current year's budget. He added that at the Transportation and Parking advisory committee, the decision to shorten the payment period for the parking deck loan was based on the consideration of multi-year budgets. The residence ancillary had also engaged in a visioning exercise to determine the best possible use of a positive fund balance going forward. In response to a member's concern regarding high rates of food inflation being reported in the news at 5% and the increase in meal plan rates at 3.6%, Mr. Donoghue advised that the team worked with current projections and there would be higher costs, but that these should even out over the period of one year.

7. UTM Proposed Operating Budget, Themes and Priorities

The Chair informed members that the presentation would discuss the themes and priorities for the 2017-18 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 potential of an increased number of international students from the United States due to the secondary effects of the recent U.S. election, and whether or not this had been taken into account in enrolment projections. It was explained that due to a shift towards increased recruitment from the United States already, it had been incorporated into enrolment targets in a conservative manner. Professor Krull advised members that UofT's Vice-President, International had been very active in the U.S. media as a Canadian source for perspectives on the election aftermath. He added that a member inquired into the level of control UTM had over the graduate enrolment numbers and process and the identification of students as UTM-affiliated. It was explained that this was dependent on the student, so that if students chose to indicate that they were UTM-affiliated, there would be a minor impact on the UTM budget. The benefit of showing the true number of UTM-affiliated students would be that space allocations would be more accurately reflected for graduate students when that information was submitted to the government. It was also added that enrolment for professional masters programs was completely controlled by UTM and that they contributed positively to the UTM operating budget.

The Chair then invited Professor Ulli Krull, Interim Vice-President & Principal and Professor Amrita Daniere, Vice-Principal Academic and Dean to present the item. The presentation included the following key points²:

- The relationship between the four different funds was explained, specifically that the operating funds did not draw from ancillary operations and that restricted funds were primarily for research purposes;
- The 2016-17 total revenue budget for UTM was \$264.4 million, and after allocations towards the University Fund (UF), University-wide costs, and Student Aid, net revenue to UTM was \$204.2 million or 76 % of the gross revenue;
- The net contribution to the University Fund for 2016-17 was 27.0 million;
- Professor Krull explained that UF allocations went into the base budget for each division and that the fund was intended to balance out over a period of 25 years so that units who were not able to support themselves initially would be subsidized while they create a sustainable financial plan. He added that over ten years, UTM would contribute approximately \$200 million to the UF;

² A copy of the Budget Presentation is attached as Attachment B.

- UTM's Budget priorities for 2016-17 included: some enrolment growth from flow through, reducing the student to faculty ratio, faculty and staff searches, enhancing the student experience, experiential learning initiatives and space expansion as well as the development of the UTM vision;
- Professor Daniere explained that large numbers of graduate enrolment were not anticipated; however a new graduate program and PhD program was in development. She added there had been a push to increase the number of research stream students who indicate that they were UTM-affiliated in order to more accurately reflect where students in the tri-campus programs were conducting their research;
- Despite a decline in domestic undergraduate applications overall, UTM continued to receive a healthy number of applications, which should allow UTM to reach enrolment targets in the coming year;
- The international student intake exceeded the target of 20%, reaching 24.2% in 2015-16. This would likely not be repeated in order to decrease dependence on international students. Efforts also continued towards an increase in diversification of source countries in order to support a global view of education and reduce budget vulnerability;
- UTM's student to faculty ratio in 2014-15 was 35.7 to 1, and the long-term target was 30 to 1. This would be facilitated through additional faculty hires and Professor Daniere noted that there were 38 faculty searches being conducted for 2016-17, of which 27.5 were growth positions;
- Faculty searches were a significant undertaking and though there was a high demand for increased faculty, it required more time and resources such as space and start-up funds;
- To enhance the student experience, funds were allocated towards enhanced communication and writing skill development support, more opportunities for research intensive forms of learning, and exploration of undergraduate co-op programs;
- Professor Daniere stated that though the implementation of co-operative programming would be complex and required a significant amount of investment to adhere to provincial standards and fully prepare students, a pilot program was currently in development to assess the viability of such programs at UTM;
- There would be a renewed emphasis on strengthening research infrastructure investments, such as the Science building, which would be anchored by the Centre for Medicinal Chemistry;
- Faculty hiring would also look to create research clusters when student demand and resources align, as they currently do for a computer science research cluster;
- The Vision and Strategic Plan would undertake broad and inclusive consultation, including feedback sessions and facilitated focus groups. The draft vision statement document was intended to stimulate discussion amongst the UTM community;
- Themes that had surfaced from consultation were: Communication, Community and Creativity, along with Equity and Diversity. There had been significant interest in campus-wide communication initiatives, the concept of sustainability, and further engaging with the wider Mississauga community while showcasing the diversity on campus;
- The fundamental fiscal strategy at UTM had been to utilize revenue towards growth in faculty and space, however the division was now moving towards steady state enrolment and had to address growth-induced issues in order to move forward in good standing.

In response to a member's question regarding co-op programs, Professor Daniere clarified that the intent was to introduce paid 4-month co-op opportunities and that it would be a significant undertaking. Professor Krull added that since UTM was not a tri-semestered campus this would also mean a change in the way that faculty was contracted to teach. He noted also that though many do not consider UTM to be a co-op campus, the professional Masters programs offered at this campus all entailed co-op, and that experience and resources may be leveraged for future undergraduate co-op programs. In discussing alumni mentorship opportunities, Professor Krull noted that there were many different ways to engage in

mentoring, either through networking events and formal or informal mentorships. He stated that networking events seemed to be the most beneficial for both alumni and students and were in higher demand, therefore were more likely to be take place in that format going forward.

A member asked if there were plans to increase the target of international students from 20 percent. Professor Daniere responded that different divisions had their own target, and UTM's had come about after much thought and was debated and considered each year. She stated that the target may change in the future, however at this time the target was the combined consideration of financial and academic implications. Mr. Donoghue added that the projections were informed and calculated to lessen risk exposure from international student demand, but more importantly that the diversity and balance of the ratio would ensure a rich academic experience for domestic students.

A member noted that they were heartened by the pause in enrolment and simultaneous increase in faculty hires and further inquired about the chances of UTM being granted a reduction or freeze in its UF contribution while the campus focused on increased hiring. Mr. Donoghue responded that the pause in enrolment would in fact impact UTM's UF allocation as UTM's enrolment revenues would stabilize. He added that the pause in enrollment would also put the campus in a good position to focus on strategic planning. The member followed up to ask if there were concrete plans to exploit UTM's art programs and status as the "art campus" amongst the three campuses to increase community involvement and expand the footprint of related infrastructure on campus. Professor Daniere advised that in the feedback sessions for the vision statement, there had been discussion on embracing an Arts and Humanities focus. She added that investments were planned for the theatre, gallery and throughout the campus focused on art, but noted that these investments would occur after the current capital investments in science infrastructure were completed.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 10 - Report of the Previous Meeting, be approved.

8. Report on UTM Capital Projects – as at October 31, 2016 (for information)

9. Reports for Information

- a) Report 20 of the Agenda Committee (November 24, 2016)
- b) Report 18 of the Academic Affairs Committee (November 23, 2016)
- c) Report 19 of the Campus Affairs Committee (November 21, 2016)

10. Report of the Previous Meeting: Report 20 – October 6, 2016

11. Business Arising from the Report of the Previous Meeting

12. Date of the Next Meeting – Wednesday, February 1, 2017 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, February 1, 2017 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

13. Question Period

There were no questions.

14. Other Business

- a) University of Toronto Mississauga Student Union: Presentation by Ms Nour Alideeb, President

The Chair noted that this item would be postponed to a later date.

The meeting adjourned at 6:50 p.m.

Secretary
January 6, 2016

Chair

University of Toronto Mississauga
Pre-Budget Ancillary Update
Campus Council
December 7, 2016



**UofT Financial Objectives/Requirements for
 All Ancillary Operations**

<u>Objective</u>	<u>Residence</u>	<u>Food Services</u>	<u>Conference Services</u>	<u>Parking</u>
Operate without subsidy	Yes	Yes	Yes	Yes
Provide for capital renewal	Yes	Yes	n/a	Yes
10% operating reserve	Yes	Yes	Yes	Yes
Contribute to operating	No	No	No	No

Hospitality & Retail Services

- Food Services Advisory Committee
 - Meetings Sept. 21st. & Nov. 9th.
- Resident Student Dining Committee
 - Meetings Oct. 5th & Nov. 2
- Important issues
 - Restructuring Meal Plans to meet student requirements
 - Improvements to food service options
 - Future improvements to service provision
 - Starbucks facelift, Davis Food Court, North Building, New Transaction System

Hospitality & Retail Services

- Food Prices
 - Anticipated inflation of 3.6%
 - Awaiting
 - Food Institute Food Price Report
 - Clarification of CRA's tax-exempt meal plan definition

Meal Plan Rates University Market Comparison

Rank	University	2015-16 Minimum Meal Plan Rate – First-Year		2016-17 Minimum Meal Plan Rate – First Year
1	York	\$2,650	3.64%	\$2,750
2	McMaster	\$3,270	9.04%	\$3,595
3	Ryerson	\$3,402	3.88%	\$3,534
4	Guelph	\$3,685	2.99%	\$3,795
5	UTM	\$3,699	0.00%	\$3,699
6	Brock	\$3,900	0.00%	\$3,900
7	University College	\$4,035	3.92%	\$4,193
8	Windsor	\$4,150	4.00%	\$4,316
9	Waterloo	\$4,248	3.58%	\$4,400
10	Western	\$4,340	9.79%	\$4,765

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Transportation & Parking Services

Transportation & Parking Advisory Committee

Meetings Oct. 27th & Nov. 15

Proposed Price Increases

3% increase in parking permits (\$2.40 per month)

annual reserved, premium unreserved, unreserved

0% increase in pay & display

Supply & Demand

298 gross parking place increase (Parking Deck2)

zero waitlist for parking permits (as of Nov. 21)

UTM Parking Services Comparison Rates (2016-2017)

	<u>UTM</u>	<u>UTSC</u>	<u>St. George</u>	<u>York</u>	<u>McMaster</u>	<u>Credit Valley Hospital</u>
Reserved:						
Most expensive	1,020.54	\$971.93	\$3,300.00	\$1,735.68	\$1,212.00	N/A
Least expensive	1,020.54	\$886.85	\$1,620.00	\$1,410.24	\$576.00	N/A
Unreserved:						
Most expensive	728.34	N/A	\$1,440.00	\$1,098.36	N/A	\$750.00
Least expensive	704.73	N/A	\$1,440.00	\$1,098.36	N/A	\$675.00

7

Student Housing & Residence

- Student Housing Advisory Committee
 - Meetings Sept. 27, Oct 5, Oct 19 & Nov 9
 - Budget & proposed fees endorsed at Oct 19th. Meeting
 - 5% increase proposed
- Residence is more than housing
 - Residence Experience & Supports
 - Satisfaction with university experience & campus life
 - Personal development, interactions with peers & faculty
 - Extracurricular participation

Student Housing & Residence

- Fee Comparisons
 - Lower than most college residences at UofT
 - Higher than UTSC, McMaster, York, Ryerson, Guelph
 - Difficulty in comparing fees (what is included/excluded)
 - 'All-in' pricing competitive with local, off-campus alternatives (CMHC data 2015)



UTM 2017-2018 Proposed Operating Budget: Themes & Priorities

UTM CAMPUS COUNCIL
DECEMBER 7, 2016

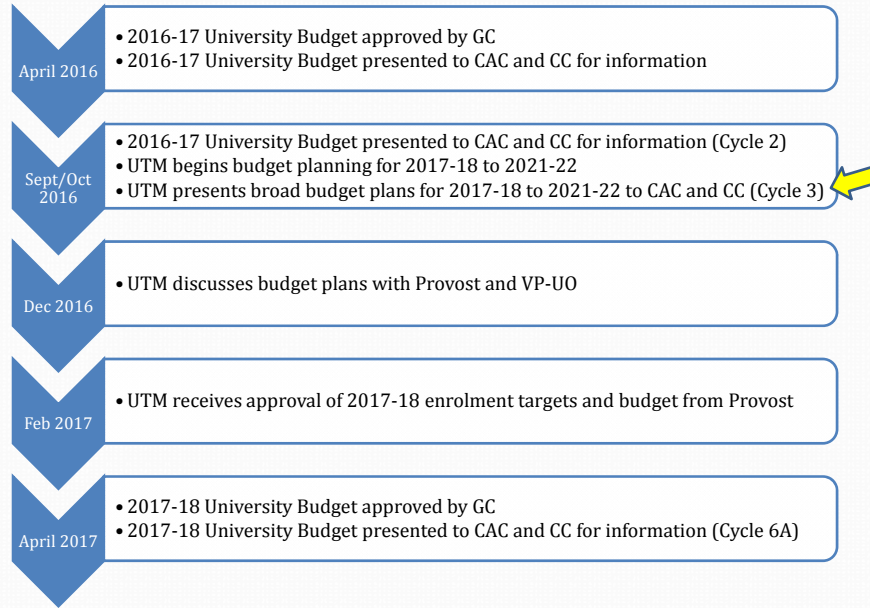
UTM Overview

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- Timeline, process & context
- Revenue, expenses
- Priorities
 - Enrolment (“pause”; graduate; domestic; international)
 - Faculty Recruitment & Student to Faculty Ratio
 - Visioning & Academic Programming
 - Enhancing the Student Experience
 - Strengthening Research
 - Capital Plan
- Academic Visioning

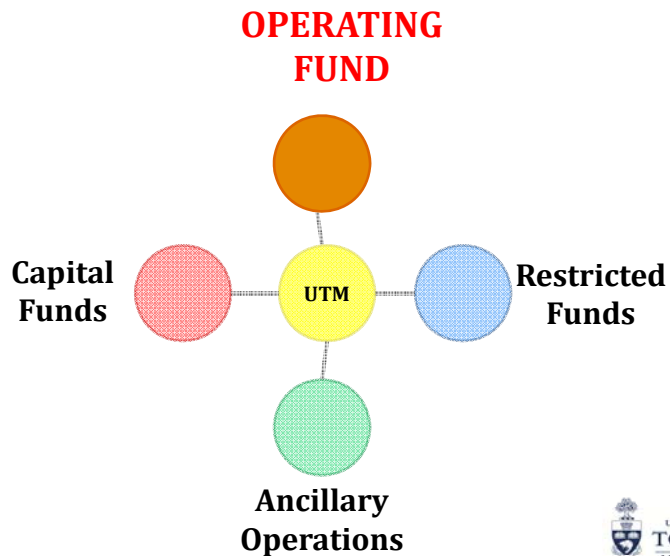
Budget Timeline

3



The Four Funds

4



Relationship Between Four Funds

5

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- None (@ UTM) Ancillaries to Operating
- Ancillary Budgets to CC Feb. 1



UTM Net Revenue 2016-17 (\$ Millions 2016-17)

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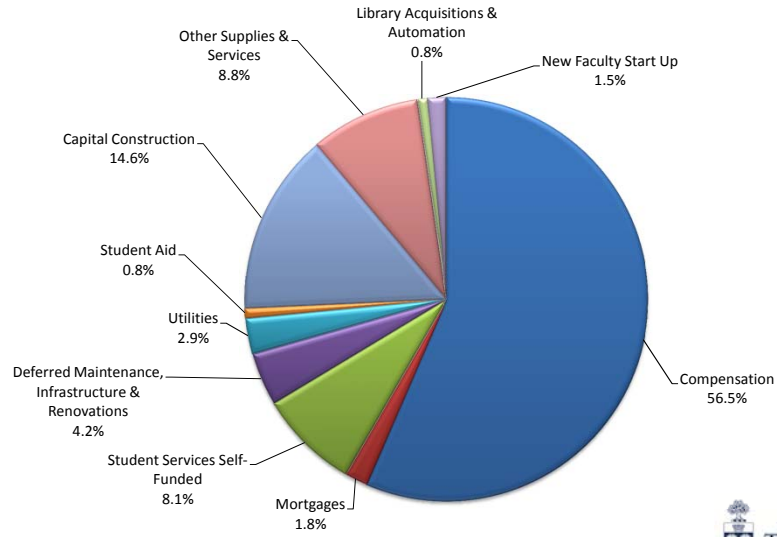
Tuition and Grant revenue	\$264.4
Investment and other income	<u>6.1</u>
Subtotal	\$270.5
University Fund Contribution (10%)	(27.0)
Other attributed revenue (net)	1.8
University-wide costs	(38.2)
Student Aid	(11.5)
University Fund Allocation*	8.6
Other adjustments	-
"Net revenue" to UTM (76% of Gross)	\$204.2

* The current UF Allocation represents the cumulative total of \$7.3M as at the previous year, plus an incremental allocation of \$1.3M from the Provost in 2016-17.



2016-17 Major Expense Categories

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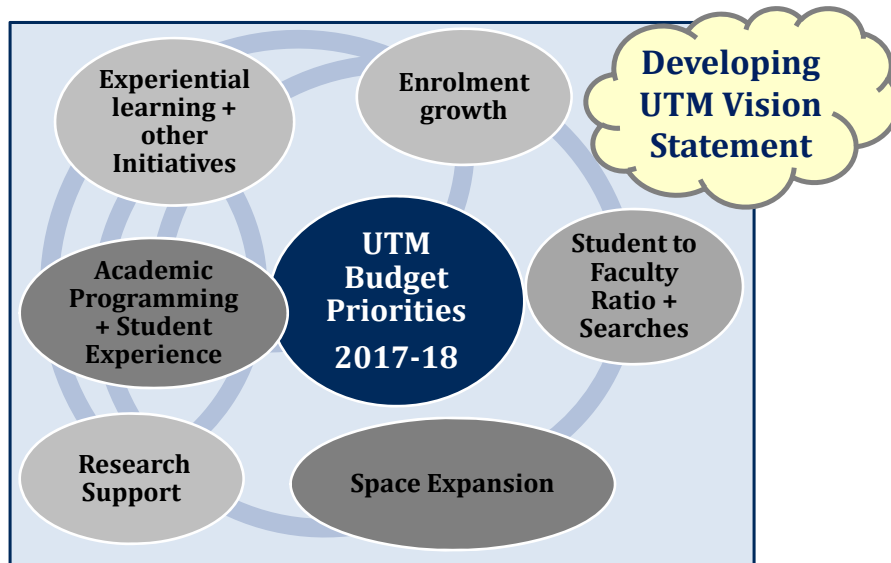


Total Expenses \$238.0 million (including \$33.8 million in divisional revenues)



UTM Strategic Planning

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Priority: Enrolment

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- Managing Enrolment Growth + “Pause” Period
- Graduate Student Enrolment
- Domestic Growth Considerations



Priority: Enrolment; International Students

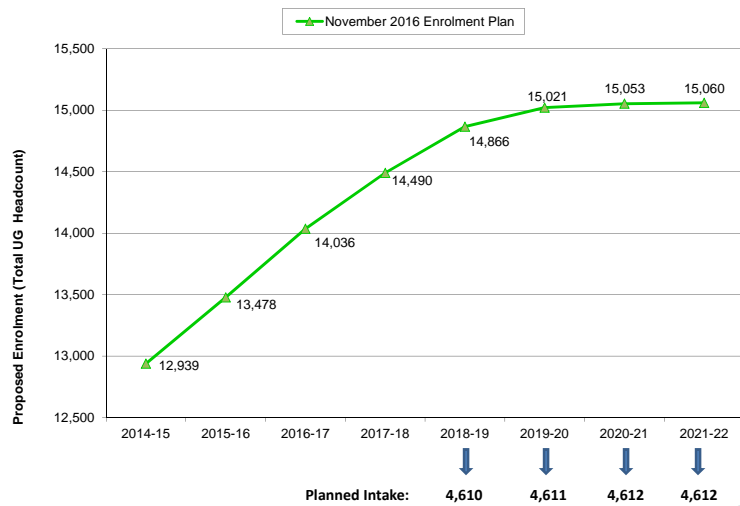
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- Domestic/International Mix
 - Now at 24.2% intake; 19.1% overall total
 - Against overall target of 20%
- Diversification - Now at 61% to 66% single-source home country
- Embracing Global View of Education
- Base Budget & Vulnerability



UTM Undergraduate Enrolment Planned Growth

11



Priority: Student to Faculty Ratio

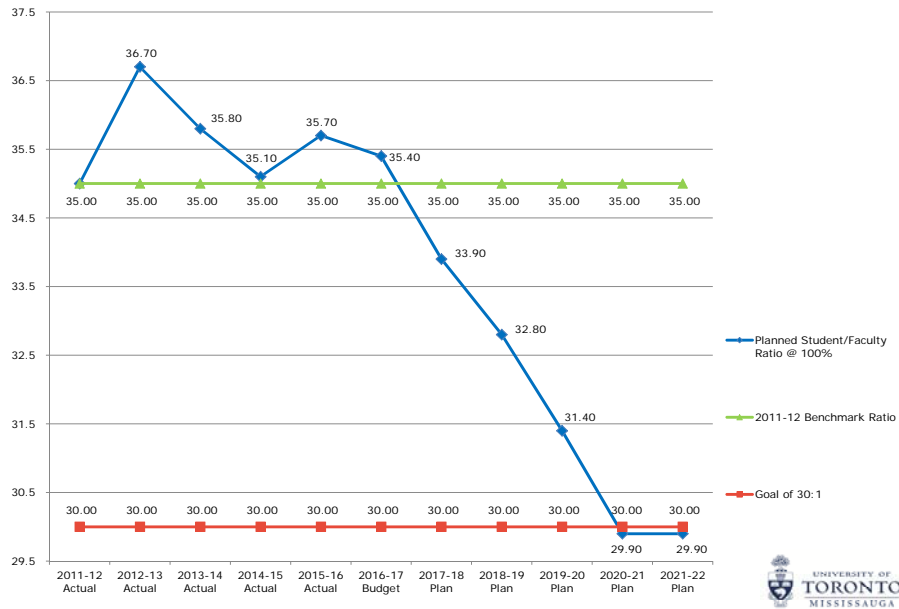
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- Fall 2015, UTM remains highest across University with ratio of 35.7 (projecting 35.4 for Fall 2016)
- Fall 2015, **FAS = 30.3**
- Long-term target: 30.0



Priority: Student to Faculty Ratio

13



Priority: Faculty Recruitment

14

- Target: 38 searches 2016-17 (27.5 “growth”) est. 32 searches 2017-18 (22 “growth”)
- Mix of Rank/Category
- Success Rate: 2014-15 = 68%; 2015-16 = 88%
- Search limitations; time and money; capacity to conduct

Priority: Enhancing the Student Experience

15

- Enhanced Support for Communication & Writing Skills
- More opportunities for resource intensive forms of learning
- Exploration of undergraduate co-op programs



Priority: Strengthening Research

16

- \$17m research infrastructure investment
- Planning for a Science Building: anchored by Centre for Medicinal Chemistry
- Computer Science Research Cluster
- \$15m UTM lead CFI proposal – Membrane Receptors
- Competitive start-up funding using CFI funds
- Postdoctoral Fellowship Fund



Priority: Capital Plan

17

Opened 2015/16

- Research Greenhouse

Underway

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

Planned

- Davis2 Meeting Place Re-vitalization
- Science Building



Priority: Academic Visioning Initiative

18

- Vision & Strategic Plan to guide Academic Programming
- Broad, inclusive consultation
- Draft Vision document to stimulate discussion



Academic Visioning; Example Areas

- Communication, Community and Creativity (along with Equity and Diversity)
- Campus-wide communication initiatives
- Sustainability addressed according to UTM needs
- Increasing engagement of the wider community in Mississauga, showcasing events, research, diversity and the indigenous heritage at UTM



FUNDAMENTALS of a SOUND FISCAL STRATEGY

