



University of Toronto TORONTO ONTARIO M5S 1A1

OFFICE OF THE VICE-PROVOST, STUDENTS

TO: University Affairs Board

SPONSOR: David Farrar, Vice-Provost, Students
CONTACT INFO: Phone (416) 978-3870 / Email <david.farrar@utoronto.ca>

DATE: March 16, 2004 for March 23, 2004

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Operating Plans for Student Affairs (St. George Campus).

JURISDICTIONAL INFORMATION:

The Terms of Reference of the University Affairs Board provide that the Board is responsible for policy concerning student services and for overseeing their operations. Changes to the level of service offered, fees charged for the services and categories of users require the Board's approval. The Board receives annually from its assessors reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, along with recommendations for changes in policies, plans or priorities that would address such issues.

Pursuant to the terms of the *Memorandum of Agreement between The University of Toronto, The Students' Administrative Council, The Graduate Students' Union and The Association of Part-time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees* (the "Protocol"), approved by Governing Council on October 24, 1996, the Council on Student Services (or the relevant body within a division of the University) reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offers its advice to University Affairs Board on these plans.

PREVIOUS ACTION TAKEN:

The Operating Plans for Student Affairs (St. George Campus) for the current fiscal year were approved by the University Affairs Board on March 25, 2003.

At its meeting held on March 2, 2004, the Council on Student Services (COSS) approved the following resolution:

That the 2004-2005 operating plans and budgets for the Office of Student Affairs, St. George campus, as described in the February 23, 2004 submission from Susan Addario, Director of Student Affairs, be approved; and

That the sessional fee for a full-time student on the St. George campus be increased to \$22.52 and the sessional fee for a part-time student on the St. George campus be increased to \$4.50, which represent an increase of 2%.

The vote on the resolution was as follows:

In favour: 15 (including 8 students);

Opposed: 2 (including 2 students);

Abstentions: 0.

HIGHLIGHTS:

The experience of this past year and plans for the coming year are summarized in the attached material from the Director of Student Affairs, Susan Addario.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

Student Affairs receives some funding from the Vice-Provost, Students, to support policy and governance work performed by the office, and to support some programs (e.g., student crisis response programs and programs and services for lesbian, gay, bisexual, transgendered and queer students). However, the office operates without drawing substantially on the University's operating income.

RECOMMENDATION:

It is recommended that the University Affairs Board approve:

THAT the 2004-2005 Operating Plans and Budgets for Student Affairs (St. George Campus), as described in attached material from Susan Addario, Director of Student Affairs, be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$22.52 and the sessional fee for a part-time student on the St. George campus be increased to \$4.50, which represent an increase of 2%.



University of Toronto

Student Affairs
Koffler Student Services Centre, Room 307
Office of the Vice-President & Provost

Toronto, Ontario
M5T 2Z9

Phone (416) 978-5536 / Fax (416) 971-2037
Email <student.affairs@utoronto.ca>
Web <<http://www.campuslife.utoronto.ca>>

OFFICE OF STUDENT AFFAIRS: 2004-05 OPERATING PLANS AND BUDGET

*Proposal to the Council on Student Services
Monday, February 23, 2004*

1. Mission of the Office of Student Affairs

The Office of Student Affairs is committed to ensuring that students are educated in the broadest sense of the word. The programs of the office are geared to the development of students who will leave the University demonstrating civic involvement, respect and tolerance, and leadership skills. We achieve this by:

- engaging students in campus communities through innovative academic partnerships and programs;
- ensuring the full integration of students from diverse backgrounds through advocacy, promotion and appropriate service delivery;
- developing progressive civic leadership qualities through innovative programs and opportunities;
- leading the development and consistent application of University policy and procedures that affect student life;
- establishing a leadership role in communication on student life to students, families, and the external community through the inventive and expanded use of various media;
- facilitating the connection of students with opportunities and resources in the University and external community;
- continuing to be responsive to unique and/or emerging student needs.

2. Introduction: The Student Affairs Budget

The Student Affairs budget includes three general categories of expenses:

- 1) Salaries and benefits – approximately 30% of the budget.
- 2) Program costs – approximately 30% of the budget.
- 3) Charges against the Student Affairs portion of the fee – approximately 40%, comprised of occupancy costs of space used by student governments, student unions, student clubs and other student-controlled activity.

Additionally, there are three program areas – Accessibility Services, Student Crisis Response Programs, and the Office of Lesbian, Gay, Bisexual, Transgendered and Queer Students



Resources and Programs – which are either partially or entirely funded by external sources and are not included in the budget presented here.

3. History of the Student Affairs Fee

In 2000-01, an adjustment was made to the Student Services Fee which saw the Student Affairs portion reduced by 7.8% (there was also an increase to the Student Services portion). Since 2000-01, the Student Affairs fee has increased by 4.3%, the result of a cost-of-living increase in 2002-03 and a COSS-approved increase of 3% in 2003-04.

4. Highlights from 2003-04

4.1 Getting There Student Handbook

The binder format, approved in last year's operating plan, allowed us to produce four customized versions of the book – UTSC, UTM, St. George Undergraduate and St. George Graduate editions. A one-time-only investment in the binders for all students is expected to yield longer term savings, as reflected in this year's proposed budget.

4.2 Staffing

A 3% fee increase approved last year allowed us to create the position of Campus Groups Officer. Mohsin Bukhari was recruited to the position in July 2003 and has facilitated the recognition of a record number of campus groups – more than 300 – as well as ensured the smooth operation of the Sussex Club House.

4.3 Child Care

The administrative amalgamation of three of the St. George Campus child care centres was completed, resulting in a less complex and more efficient system of admissions. The University now holds the license for the centre and the staff are University employees.

The Early Learning Centre on Glen Morris Ave. was opened in August 2003, providing a new location for both Nancy's Part-time Child Care and the Margaret Fletcher Daycare and increasing the number of infant and toddler spaces available to the children of students, staff and faculty.

4.4 Task Force on Orientation and Transition

Nona Robinson, Coordinator of Student Life for University College, was seconded to the Office on a part-time basis in order to assist in the implementation of those recommendations of the Task Force on Orientation and Transition. Regular meetings, training for student orientation coordinators, coordination with SAC, and a list serve and web site all helped to create a smooth, well-coordinated and safe welcome for the University's largest incoming class ever.

4.5 Multi-Media Resource Centre

In partnership with SAC and the U of T Office of Marketing and Licensing, space at the Sussex Club House was renovated and equipped to provide the University's first computing facility exclusively for the use of student groups.

4.6 Grad Escapes

A partnership of the Graduate Students' Union and Student Affairs, Grad Escapes (subtitled Thesis Avoidance with Style) breaks the isolation of graduate student by offering affordable outings to cultural institutions and events. Virtually all events to date have sold out and there is increasing interest in more events and greater diversity in the program.

4.7 Student Leadership Development

Workshops offered in partnership with St. Stephen's Community House continue to fill and generate waiting lists. More advanced level workshops were developed and pilot-tested in January and received positive evaluations from participants.

4.8 Community on Campus Website

This new website, to be pilot-tested in March and fully launched in September 2004, will provide students with a centralized source of involvement opportunities and campus events. Open to all student groups and University departments, the site offers hassle-free posting privileges and presents events and opportunities in a user-friendly, searchable format.

4.9 Accessibility Services

The number of students served by Accessibility Services rose this year to more than 1,000. Additional funding from the Province's Learning Opportunities Task Force enabled the Service to increase staffing. The Service plays a key role in the implementation of the *Ontarians with Disabilities Act* at U of T.

4.10 Campus Chaplains

A successful Peace Week in November 2003 brought a number of speakers and performers to campus to discuss options for creating an end to violence on campus. A multifaith lunch brought together, for the first time, representatives from a diverse array of student religious and faith communities for an afternoon of dialogue.

4.11 Student Crisis Response Programs

A number of factors -- increased enrolment, residence expansion, societal pressures and increasing awareness of the resources and supports available through Student Crisis Response -- have led to a dramatic increase in the number of crisis cases referred to the office.

Training workshops offered through Student Crisis Response have been successfully integrated into the new *Enhancing the Student Experience* program through Staff Development.

5. Consultation with student advisory groups

The work of Student Affairs, including our plans and budget, is shaped through a consultation process that involves several student groups and advisory bodies:

- CASAS (the Committee to Allocate Student Activity Space);
- the Parents' Advisory Committee for the campus child care centres;
- the advisory committee to Student Crisis Response programs;
- various committees which advise the Office for LGBTQ Programs;
- the steering committee for the New U student leadership conference;
- orientation coordinators' planning meetings;
- community meetings for the occupants of the Sussex Club House;
- the Student Affairs Advisory Committee.

6. Assumptions for the Operating Plan and Budget 2003-2004

The following planning assumptions were used by Student Affairs in devising this budget:

- Projected enrolments for the 2004-2005 year were provided by the Office of Planning and Budget, and are reflected in Schedule 1.
- Assumptions about salaries and benefits include a weighted average of across-the-board increase and grid increases, which are based on negotiated agreements.

- Space costs for the Office of Student Affairs (two locations), for student spaces in child care centres and for student activity space were provided by the Office of Planning and Budget and by Facilities and Services. The proportion of student society space costs paid by UTM and UTSC students is reflected in Schedule 4. This charge is the only remaining attribution from the Student Affairs fee to the east and west campus students.
- Salary and benefit costs for equity services, student crisis response services, policy oversight and governance support have been re-aligned; these costs are now being provided externally through transfers from the Vice-Provost, Students.
- The provision of central student affairs services to UTM and UTSC students has been disentangled. Previous practice had been to charge an attribution for the handbook and for mediation services. Going forward, the east and west campuses will make their own arrangements for mediation services, and will make their own decisions regarding the numbers and distribution of the handbooks ordered.

7. Proposed budget 2004-05

The proposed budget includes the following substantial changes to existing programs:

7.1 Salaries and Benefits

In addition to incorporating the above assumptions about compensation rates, this budget includes two major changes:

1. As a result of a new agreement, half of the salary costs of the Director and Assistant Director will be assumed by the office of the Vice-Provost Students. This is to acknowledge and compensate the office for the policy and governance work performed by the Director and Assistant Director on behalf of the University.
2. A new Student Life Development Officer position with responsibilities for orientation, the Passport Program and Grad Escapes will ensure the recommendations of the Task Force on Orientation and Transition are implemented and will provide much-needed support to new and successful programs.

Net decrease: \$15,863

7.2 Campus Life Services

Hardware upgrades to the server that supports campus group and student society websites will be required in 2004-05.

Net increase: \$1,000

7.3 Alcohol Education

The line item has been eliminated and has been assumed through the Residence Life and Orientation program areas.

Net decrease: \$2,000

7.4 NESSIE (Network for Effective Student Support through Information Exchange)

The NESSIE program, developed by Student Crisis Response Programs, has been incorporated into the programs offered by Staff Development and are no longer funded by Student Affairs.

Net decrease: \$1,500

7.5 Sussex Club House

This fund covers the costs of repairs and improvements to the top three floors of 21 Sussex Ave. An increase of \$5,000 is being proposed in anticipation of increased technical support for the new Multi-Media Resource Centre.

Net increase: \$5,000

7.6 Orientation, Transition and Leadership

This new line in the Student Affairs budget incorporates:

- **Leadership Development:** this previously appeared as “Mediation – St. Stephen’s”. A new fee-for-service model for leadership training has been developed with St. Stephen’s and is now reflected in the Program Expenses for the office. The plan also proposes an increase to the Leadership Development budget to increase the number of workshops offered to meet demand and to fully cover the costs of the New U Student Leadership Conference, previously funded in part by the Vice-Provost Students.
- **The Passport Program:** currently wrapping up Year Two of its pilot phase, the program is being fully integrated into the Program Budget.
- **Orientation:** The costs associated with Student Affairs’ work in the area of orientation include training for orientation coordinators, print material, and the provision of a funding incentive to college and faculty orientation programs. This was covered in 2003-04 by the office of the Vice-Provost Students.
- **Grad Escapes:** Given the success of its first year, this program is being integrated into the ongoing operations of the Office and funded accordingly.

Net increase: \$50,000

7.7 Promotions and Special Events

This proposal dedicates resources to the promotion of all programs through print material, advertising, promotional gifts and participation in events such as orientation, U of T Discovery Day to ensure that students know about the opportunities available through the Office. A specific targeted outreach to commuter students will be undertaken in 2004-05.

Net increase: \$8,000

7.8 Getting There handbook

Stage two of the plan approved last year will see full binders (with all content) distributed to incoming students only (with some allowance for replacing lost binders for returning students). Returning students will receive a daytimer booklet with maps of all three campuses and “what’s new” updates. A new relationship with UTSC and UTM will see the Student Affairs offices on those campuses budget and pay for the binders and booklets they require directly, rather than via an attribution.

Net decrease (to St. George Student Affairs): \$12,295

7.9 Child care

For several years, the Student Affairs fee has included a subsidy to the operating budget of the child care centres with substantial student enrolment. This subsidy has enabled the child care programs to offer spaces for student families at a significant discount, and to offer part-time care, which is more costly to provide. In the coming months, a new centre will be completed at 35 Charles Street West, to provide 61 licensed child care spaces for student families. In order to offer the same support to the student families on the east side of campus, an increase of \$25,000 in the child care subsidy is being proposed.

Net increase: \$25,000

7.10 Mediation

As explained above, this line has been moved to the Program Expenses under "Orientation, Transition and Leadership".

7.11 Space Costs – Student Affairs

The Office of Planning and Budget updates space allocations on a regular basis and assigns charges on that basis. The increased charge to Student Affairs reflects increased space (at 21 Sussex) and higher energy costs.

7.12 Space Costs – Student Societies

The cost of providing space to all student groups -- student governments, student media, clubs, course unions and affiliates such as the Women's Centre -- is also covered by the Student Affairs fee. This year's charge is reflected as an increase of close to \$100,000. This reflects both higher costs for occupancy and more space being used by student groups.

8. Proposed Fee for 2004-5

The Office of Student Affairs proposes a fee increase of **2% (cost of living)**. Under this proposal, the Student Affairs fee would rise to \$22.52 – an increase of \$0.44 per full-time student on the St. George Campus, per session and an increase of \$.09 per part-time student on the St. George Campus, per session.

This proposed increase will enable Student Affairs to meet its salary and occupancy cost commitments, enhance programs as described in this proposal, add a new Student Life Development Officer position to the program unit, and provide additional support to on-campus child care.

Use of Student Services		St. George	UTSC	UTM	Non-Student	Total
University-wide Services						
F.T.E. Students		45,016	9,111	9,434		63,561
Percentages		70.82%	14.33%	14.84%		100.00%
Space Occupied by Student Societies						
St. George campus services	81.20%	81.20%	0.00%	0.00%		81.20%
University-wide services	18.80%	13.31%	2.69%	2.79%		18.80%
Total	100.00%	94.51%	2.69%	2.79%		100.00%

St. George Campus Student Affairs

Budget 2004/2005 – Gross Direct Expenditures & Income

	Office of Student Affairs	Handbook	Other Services	Total Student Affairs
Revenue				
Student Affairs Fee	986,724	102,000	929,790	2,018,514
Divisional Revenue	261,642	0	0	261,642
Transfer from UTMississauga	0	0	21,053	21,053
Transfer from UTScarborough	0	0	20,332	20,332
University Operating Budget	0	0	53,571	53,571
Total Revenue	1,248,366	102,000	1,024,745	2,375,111
Expenses				
Salaries and Benefits	944,503	0	0	944,503
Compensation adjustment	0	0	0	0
Non-salary expenses	268,000	102,000	181,000	551,000
Occupancy costs	35,863	0	843,745	879,608
Total Expenses	1,248,366	102,000	1,024,745	2,375,111