



TO: University Affairs Board

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DATE: March 8, 2006 for March 21, 2006

AGENDA ITEM: 6 (d)

ITEM IDENTIFICATION:

Operating Plans for the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities

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 the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities for the current fiscal year were approved by the University Affairs Board on March 29, 2005.



Faculty of Physical Education and Health
University of Toronto

Memorandum

March 7, 2006

TO: University Affairs Board
FROM: Larry Leith, Acting Dean

RE: 2006-2007 Budget, Co-curricular Programs, Services and Facilities

Executive Summary

The 2006-2007 budget calls for expenditures of \$16,148,517 against revenues of \$16,085,517. The \$60,000 deficit relates to a one-year contract extension for the volleyball coach; this is a one-time only cost ending June 30/2007.

There are several main drivers of the increased expenditures reported in this Executive Summary. First, the increases to staff salary and benefit costs achieved by employee groups far exceed the 2% inflation rate. Appointed staff salaries and benefits increased by 5%, while those of casual staff increased approximately 3%.

The budget (attached), including the one-time-only item and revised membership fees, was approved by the Council of Athletics and Recreation on January 30 with no negative votes (16-0) and the abstentions of three student government representatives. An overview of spending allocations is provided in a pie chart format (also attached).

The Faculty of Physical Education and Health Budget and Stepping *UP*

It is important to point out that the proposed budget supports the key strategic priorities set out in the Faculty's Stepping *UP* strategic plan. A copy of the Executive Summary of our strategic plan is attached. The most notable examples of Stepping *UP* and CAR Budget interface are summarized below.

Teaching and Learning

This budget will allow us to continue offering teaching and learning opportunities that will enhance the student experience both inside and outside the classroom. Registrations in instruction classes in sports, aquatics, movement and dance are consistent with last year for the spring/summer and fall terms. Winter numbers are up, likely as a result of marketing on the website and our new guide format and the new web registration process. In 2004-05, 6,700 registrants participated in instruction classes; there are currently 7,438 registrants. Intramural participation continues to be popular with a projected total for this year of 9,043 participants involved in a wide range of activities. Waiting lists have reached an all time high this year with 428 teams not

being able to participate. A new intramural league entry procedure is now in operation which has met with overwhelmingly positive response from our student leaders. The new Varsity Centre will significantly decrease the wait list numbers, particularly in indoor soccer, and many more teams and participants will be able to play. In terms of Intercollegiate Athletics, a support staff of 163 people assists 896 students on 46 teams who participate in intercollegiate sports in Ontario University Athletics, Canadian Interuniversity Sports and other competitions. During the 2005-06 season, the Varsity Blues won six OUA championship banners: women's tennis, women's field hockey, women's and men's swimming, men's fencing and men's water polo. Buses with drivers are now transporting athletes to all OUA league competitions. This is a result of an increase in funding to the Intercollegiate program in the 2005-06 budget and in response to risk management concerns regarding coaches and athletes driving teams. In addition, the faculty continues to provide financial assistance to all IC teams for team-building activities which assists in a positive transition for first year athletes to our IC program and the University. This program also provides a positive alternative to hazing and initiation rituals.

Increasing Resources

This budget maintains the resource commitment of \$875,000 to Facility Renewal. Facility Renewal and the development of the new Varsity Centre is crucial if the Faculty is to meet the diverse physical activity and active healthy living needs and interests of the University student community. New and enhanced facilities will allow for increased programming and more creative programming to help the Faculty achieve the 20% increase in participation by U of T students as set out in the Active 2010 campaign. In 2006-07 the funds have been earmarked for the purchase and installation of the air supported bubble to ensure additional programs can be offered as soon as possible at the new Varsity Centre. Once sufficient funds are raised to fund the bubble, the facility renewal plans will focus on enhancements to the Athletic Centre. The Faculty must therefore focus on the priority of Increasing Resources through fund raising and advancement activities, sponsorships, naming rights, etc. to raise sufficient money for the next phases of Varsity Centre. Specific ways this will be done are outlined in our Stepping *UP* document.

Realizing Excellence, Equity and Diversity

The budget maintains the \$100,000 Equity Fund to address the on-going initiatives of the Faculty in realizing excellence, equity and diversity. Specifically, it maintains the women's only swims, balances the gender equity envelope between men's and women's intercollegiate budgets, and supports the implementation of Sexual Diversity Training Workshops for all staff. In addition, our budget will allow us to continue to address physical accessibility issues such as the addition of two automatic door openers at the Harbord Street entrances, and improved service counters (main office and towel counter) with built in barrier free features. In addition, a campaign has been launched to reach out to women on campus. The object of the campaign is to increase their awareness of intramurals. The method is to emphasize the social aspects of the intramural program rather than the competitive side. Posters, radio interviews, and an

article in the Varsity are all being utilized in this effort. Evaluation of this initiative will be drawn in part from anecdote and in part from the rate of increased female participation.

Outreach

This budget will allow us to continue providing excellent outreach initiatives, and interfaces with the key strategic priority of Teaching and Learning. Camp U of T had over 2,300 campers registered in 12 sports camps and nine Mini University camps in 2005. A Leaders in Training camp was launched and was a great success. Over 40 youth participated in the first year of this camp which focused on leadership in community sports and offered youth a chance to learn leadership, event management and first aid. Junior Blues is on track for the largest participation ever with an estimated 3,700 registrants. Unfortunately, over 200 children remain on waiting lists. This program is looking to expand in 2006-07 with the new Varsity Centre allowing more opportunities and new plans for a Junior Development wrestling program and a year-round dance program. Junior Blues and Camp U of T are also working with Reach for the Rainbow, an agency that supports children with disabilities in participation in year-round recreational programming and summer camps. There are currently 12 children participating in gymnastics and swimming, and plans are underway for children to join in at Camp U of T this summer. Outreach opportunities continue at high school basketball and volleyball tournaments. Track and Field has coaches training planned with Branksome Hall, and Camp U of T staff will assist with the Take our Daughters and Sons to Work Day in April.

Open recreation and drop-in fitness has seen an overall increase in student and membership demand this past year. The Faculty's commitment to the continuum of opportunities strives to ensure that open recreation time is scheduled in all facilities. There are on average, 478 hours per week block-reserved for open and drop in recreation. However, the Faculty cannot keep up the demand for indoor recreational soccer and the need for new cardio fitness equipment. The Faculty has also seen an increased need for more drop-in fitness classes, especially during the evening hours, which are currently limited to 31 hours per week.

New this year, with the introduction of a new staffing model, we have moved forward with providing program in the strength and conditioning centre during the fall and winter terms for all but four operational hours. The hiring of personal trainer instructors in addition to our strength and conditioning supervisors has permitted us to allow for better education and training on strength equipment and an additional source for more revenue generation.

Realizing Organizational Excellence

The budget supports the salary and benefit increases achieved by employee groups for appointed staff but it also brings us one step closer to fair and reasonable compensation for part time coaches. In addition it provides resources to address professional development and training for part time coaches and student athlete leaders ensuring a higher quality of instruction and a healthier, balanced, athlete-centered experience on

the field, floor or pool. The budget supports the delivery of excellent athletic therapy to teams and individual athletes when attending championship play off games with the physical demands of a high level of competition. The budget supports the current level of programs and services and includes the reduction of the closure period during December. Without compromising programs and services the budget builds in the necessary support to meet real and true inflation factors in a way that is both prudent and accountable to the students, staff, faculty, alumni friends and community members.

Changes to Student Fees

The changes to student fees are summarized in point form below (full fee proposal is attached).

1. A \$1.80 temporary fee increase from 2003-2004 is removed.
2. In accordance with the provisions of the Fees Protocol and the decision of the student members of COSS on March 6 to not support our overall budget request, the Faculty is requesting a \$1.96 Permanent increase based on the CPI formula and a \$5.11 three year temporary fee increase under the UTI formula.
3. Fee rates shown in #2 above are for full time St. George students. Proportional fee increases would be charged to UTM/UTSc/part time students, according to the fee schedule.

It is worthwhile to note that the additional funding request is almost entirely inflation related, and most of that increase is related to wage inflation created by the various collective agreement settlements. To provide the breadth and quality of programs and services that the Faculty delivers requires qualified, professional and dedicated staff. They all contribute to enhancing the student experience outside the classroom.

The attached Operating Plans for the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities for 2006-07 have been approved by the Council on Athletics and Recreation.

See separate memorandum concerning consideration of the proposed plans by the Council on Student Services (COSS).

The proposed fee increases are within the limits provided by the Protocol for consideration by the Board.

HIGHLIGHTS:

The experience of this past year and plans for the coming year are summarized in the attached material from the Larry Leith, Acting Dean of the Faculty of Physical Education & Health.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

The Faculty draws University operating budget support for building costs of \$278,217.

RECOMMENDATION:

It is recommended that the University Affairs Board approve:

That the 2006-07 operating plans and budget for the Faculty of Physical Education and Health: Co-curricular Programs and Services, as presented in the attached documentation from Professor Larry Leith, Acting Dean, be approved; and

That the sessional fee for a full-time student on the St. George campus be increased to \$104.91 (\$20.98 for a part-time student), which represents a year over year permanent increase of 2.0% and a temporary three year increase of 5.2%; and that the sessional fee for a full-time student at UTM or UTSC be increased to \$12.58 (\$2.63 for a part-time student), which represents a year over year permanent increase of 2.0% and a temporary three year increase of 5.2%.

Please note: Due to the removal of a previous three year temporary increase, this represents a net increase of 5.3% over 2005-06.

Stepping UP

Executive Summary

This academic plan is the result of extensive upward communication from faculty, staff and the student cohort. During the last two years, individual discussions, standing committees, task forces, professoriate meetings and a series of retreats encouraged open dialogue and debate. The result of this discourse ultimately led to the convergence of a single Faculty vision. Evolving from a comprehensive internal and external self-study process, environmental scanning exercises, and a critical forecasting effort, a linear plan has been developed that focuses on six key priorities that are central to the mission of the Faculty of Physical Education and Health. These key priorities are in direct concert with the University's Stepping UP goals.

We share the University's vision that enhancing the student experience, both inside and outside the classroom, must remain a major priority. Our plan therefore targets initiatives that are designed to make the educational experience of our students second to none. We begin with a central focus on maintaining our commitment to teaching excellence at both the undergraduate and graduate levels. While confident that our program is at a current level of excellence, we have proactively developed and outlined specific goals that will address the multiple objectives of leadership, growth, market penetration, productivity, student satisfaction and public awareness that will keep us at the forefront of our discipline. We will be developing a concurrent program for teacher education to further strengthen our students' expertise in this important area, and will continue to search for new initiatives to better prepare our students for career success.

The Faculty also places a major priority on research, scholarship and creative professional activity, consistent with the University's vision to remain among the world's top public research institutions. One major initiative in this regard will be to improve the quality and amount of research infrastructure capacity by actively pursuing CFI, AIF and AFD funding and other internal/external grants that have the potential to bring about infrastructure infusions. We will also be addressing issues of staffing, space and resource allocation that will significantly enhance the Faculty's research potential/capabilities. An aggressive strategy for increasing grantsmanship and the visibility of faculty research is outlined in our strategic plan. It is also imperative that we enhance the overall research culture of our Faculty, and a series of strategies have been developed to achieve this goal.

We also give high priority to the development of co-curricular initiatives that will improve University of Toronto students' lives outside the classroom. As a Faculty, we are uniquely placed to provide the forum for participation in a wide variety of physical activities. These activities span the complete range of skill levels, from varsity athletics to intramural sports to drop-in programs in the strength, conditioning and fitness areas. The Faculty, in concert with a provincial government initiative, will also launch the ActiveU campaign. This has given us the mandate to increase student participation in physical activity in the order of 20% by 2010. We can meet these expectations, but not

within the framework of our existing resources and infrastructure. Our vision is to continue increasing the number of opportunities for co-curricular participation and in renewing excellence in intercollegiate athletics, but in order to grow programs to scale, we need more space. At present, we are “maxed-out” in terms of facility availability.

It is imperative that we achieve, in this planning cycle, the successful completion of Varsity Centre for Physical Activity and Health, plus much-needed renovations to the Athletic Centre, the front and back campus playing fields and Robert Street Field. Successful completion of these projects will translate directly into a significant increase in the number of U of T students being exposed to the joys and health benefits of increased physical activity, as well as substantially increasing the University's interaction with the community. The Faculty of Physical Education and Health has therefore developed specific strategies that can bring this project to fruition, including fund raising, sponsorships, naming rights and grants. We will aggressively pursue these avenues to ensure that Varsity Centre becomes a reality by 2010.

In the event that Varsity Centre is not completed as scheduled, our contingency plan would be anathema to our Faculty. We would be forced to consider the reduction or even elimination of program initiatives, outreach ventures and revenue generating potential strategies. It remains intuitively obvious that the enhancement of student experiences outside the classroom and the personal health of the students will be seriously compromised under this scenario. Indeed, each of our six strategic priorities would be seriously affected in the likelihood of this event. For this reason, the Faculty of Physical Education and Health will continue to work aggressively and diligently to secure the needed infrastructure and building renovations that will allow us to achieve our overriding vision for an active and healthy student body.

We also remain committed to ensuring that our scholarship and academic programs will be relevant to, and have an impact on, the broader community through outreach and engagement in the processes of public policy. We will be seeking to achieve this objective by offering a “Active, Healthy Living” course to Arts and Science students on a tri-campus level, expanding this to a mini-health series for community members as well as U of T faculty and staff, developing and delivering specific additional qualifying courses (AQ) for teachers in the GTA, expanding curricular input into our youth programs, and delivering one major conference per year at a national and/or international level.

We will continue to make significant strides in achieving equity and diversity in all of our activities to ensure that we truly reflect our local and global community. This will be done by strengthening the affirmation of gender equity, ethno-cultural inclusion, sexual diversity and universal accessibility through staff training and monitoring, as well as budget allocations to equity priorities. We will vigorously pursue grants that will allow us to become barrier-free in both the Warren Stevens and Benson Buildings by 2010.

Now that our plan is in place, we look forward with eager anticipation to actualizing these goals and achieving our overall vision. It is time to get to work.

Faculty of Physical Education and Health 2003-2007 Student Fees

Student Fees:	2003	2004	2005	2006	2007
CPI Fee Calculation		91.58	93.41	99.64	99.80
UTI Fee Calculation		84.54	97.49	97.68	104.91
St. George Enrollment (FTE)		44,000	45,000	46,169	46,537
St. George Full Time Student Fee	89.78	91.58	97.69	99.64	104.91
St. George Part Time Student Fee	26.93	18.32	19.54	19.93	20.98
UTM and UTSc Enrollment (FTE)		15,000	18,000	19,684	20,424
UTM and UTSc Full Time Student Fee	12.00	12.24	12.24	12.48	13.14
UTM and UTSc Part Time Student Fee	3.60	2.45	2.45	2.50	2.63
% Increase		2.00%	6.67%	2.00%	5.29%

FACULTY OF PHYSICAL EDUCATION & HEALTH
2006-2007 DRAFT CO-CURRICULAR BUDGET
As approved by CAR Budget Committee on January 23, 2006

	2006 - 2007 Budget			2005-2006
	Operating Expense	Divisional Income	Net Operating Expense(Income)	Net Operating Expense (Income)
Occupancy Costs				
Central Occupancy Costs	1,830,467	-	1,830,467	1,815,965
Facilities General	889,000	-	889,000	889,000
Stadium/Arena/Fields	1,139,855	(127,680)	1,012,175	1,067,165
Athletic Centre	1,362,522	(220,533)	1,141,989	1,100,498
Pools	672,656	(416,220)	256,436	235,871
Total Occupancy Costs	5,894,500	(764,433)	5,130,067	5,108,499
Service Costs				
Administrative Services	1,481,929	(88,700)	1,393,229	1,356,321
Development and Alumni Affairs	421,600	(3,000)	418,600	349,276
Information Services	490,565	(259,295)	231,270	214,385
Communications	624,558	(153,000)	471,558	453,389
Leadership Development	212,831	(4,000)	208,831	199,630
Total Services	3,231,483	(507,995)	2,723,488	2,573,001
Program Costs				
Community Service	939,001	(1,161,810)	(222,809)	(237,494)
Program General	1,840,375	-	1,840,375	1,725,975
Intercollegiate Athletics	1,918,433	(66,000)	1,852,433	1,735,617
MacIntosh Sports Medicine Clinic	1,408,309	(1,045,106)	363,203	304,471
Campus Recreation:				
Fitness	282,257	(43,195)	239,062	223,816
Instruction	260,036	(446,000)	(185,964)	(190,435)
Intramural	146,657	(31,000)	115,657	114,726
Open Recreation	227,466	-	227,466	220,970
Total Program Costs	7,022,534	(2,793,111)	4,229,423	3,897,646
Total	16,148,517	(4,065,539)	12,082,978	11,579,146
	Funding			
	Staff/Faculty joint membership fees		(380,000)	(370,000)
	Other Non-student membership fees		(1,236,000)	(1,236,000)
	Student Fee		(10,301,140)	(9,691,871)
	Less: Student fee transfer to UTM Athletics		86,392	79,631
	Less: Student fee transfer to UTSc Athletics		85,987	78,235
	Operating Budget Support		(278,217)	(258,141)
	Total Funding		(12,022,978)	(11,398,146)
	Operating Deficit (will be covered by Operating Reserve Fund)		60,000	181,000