



TO: University Affairs Board

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

DATE: March 5, 2007 for March 13, 2007

AGENDA ITEM: 6.(c)

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 21, 2006.

See separate memorandum concerning consideration of Student Affairs' proposed plans for 2007-08 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 Susan Addario, Director, Student Affairs.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

Student Affairs receives some funding from the Deputy Provost & 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 2007-08 operating plans and budget for Student Affairs, as presented in the attached documentation from Susan Addario, Director, be approved; and

That the sessional Student Affairs fee for a full-time student on the St. George campus be increased to \$24.31 (\$4.86 for a part-time student), which represents a year over year permanent increase of 2.0%.



University of Toronto

Student Affairs
Koffler Student Services Centre
214 College Street, Room 307

Toronto, Ontario
M5T 2Z9

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

March 5, 2007

Memorandum to: University Affairs Board

From: Susan Addario, Director of Student Affairs

Subject: Operating Plans and Budget for Student Affairs, 2007-08

Attached you will find the proposed plans and budget, and a proposed fee for the activities of the division of Student Affairs for the coming year. The hallmarks of the coming year will be re-alignment, re-structuring and consolidation. We will devote our energy to providing the programs and services offered by the Student Life Programs group, completing the staff and program structure of the Centre for Community Partnerships, and getting the newly-completed Multi-faith Centre and its programs up and running. We will also respond to the initial re-structuring in the Vice-Provost, Students' portfolio by assisting in the establishment of the Office of the Vice-Provost, which will be funded centrally, and transferring two of our units (the Early Learning Centre and LGBTQ Programs and Resources) to the Office of the Vice-President, Human Resources and Equity. Much of our work in the coming year will involve a comprehensive response to the recommendations of the Vice-Provost's Task Force on Restructuring, when those become available.

As is always the case, the budget for the division of Student Affairs is comprised of several components: salaries and benefits for program, service and administrative staff; program expenses, including communication projects; transfers to other units for student services and support (to the Early Learning Centre, for example); occupancy costs for Student Affairs' offices; and occupancy costs for all the space on the St. George Campus occupied by student organizations, clubs and groups.

In this year's plan and budget, we have brought the costs associated with providing program and support to first year activities, including orientation and transition planning, into the office of Student Life programs. Jim Delaney, who has over the years provided substantial support to recognized campus groups and student governments, will be moving into the newly-created Office of the Vice-Provost, Students, and will handle all institutional policy work related to student life. As a result, we are replacing Jim's roles and responsibilities for non-policy support by adding an additional staff member to the Student Life group.



Several of the offices associated with the division of Student Affairs are supported by revenue streams other than the compulsory non-academic fee. These units include: the Accessibility Service for Students on the St. George Campus, the Centre for Community Partnerships, and the Early Learning Centre. Reports on the activities of these units are made at other times of the year. Program activity at the new Multi-faith Centre has been limited as a result of construction delay. With the Centre now completed and ready to open, staffing and program planning are one of the top priorities for the coming year.

We will continue to provide financial support for the student-focused programs of the LGBTQ Office, as well as continuing the annual subsidy to the Early Learning Centre to support lower fees for student parents and student use of the Family Resource Centre. Information about this support can be found in our budget documents. With the re-structuring and re-alignment of services for students and with the construction of a new integrated test and examination centre, we envision that the work associated with accommodation of students with disabilities will be shared with other divisions. We are, therefore, eliminating the small annual subsidy to support disability-related projects from our budget.

Occupancy costs continue to be an important element of our budget. While the costs associated with Student Affairs' offices have decreased slightly, the costs associated with offices and spaces occupied by student organizations have increased substantially. There has also been a substantial increase in the costs for the Early Learning Centre; those charges, however, are pro-rated to reflect the number of spaces used by student parents.

In devising our budget for the coming year, we are building on the following calculations: increases in salaries and benefits; re-aligned program expenses; office expenses; and occupancy costs. This year, we are adding no new services, but working within the re-alignment already under way, and awaiting the outcome of the re-structuring initiative. Largely as a result of increases in salary and benefits, and the substantial increase in student activity space costs, we have calculated a UTI (University of Toronto Index) increase of 6.1%. However, as a result of an anticipated divisional carryforward from this past year, we will be able to meet our expenses in the coming year with a cost-of-living increase of 2%.

We are therefore proposing an increase in the ancillary fee associated with Student Affairs of 2%, which will increase the fee for full-time students on the St. George campus from \$23.84 to \$24.31 per session, an increase of \$0.47.

The plans and proposed fee were not approved by the necessary student majority at the Council on Student Services meeting of March 2, 2007.

Student Life Programs: Operating Plan 2007-08 [Draft: Feb.2, 2007]

Prepared by: Deanne Fisher, Associate Director,
Program & Communication, Office of Student Affairs

Over the past five years, the Office of Student Affairs has continued to respond to the need for more support for the out-of-classroom or “co-curricular” experience on the St. George Campus through the development of innovative new programs and services. Student Life Programs, as this collection of initiatives is now known, has developed into a distinct unit of 7 professional staff and more than 25 student-staff, housed within the Sussex Club House at 21 Sussex Avenue.

While small, the unit benefits from strong collaborative relationships with equity offices, student groups, colleges, faculties and other departments in order to deliver high quality programs to undergraduate, professional and graduate students.

Under the current restructuring proposal within the portfolio of the Vice-Provost, Students, Student Life Programs will be de-coupled from the Office of Student Affairs, and clustered with other programmatically-linked services and programs. In preparation for that re-organization, our budget and plans for 2007-08 are described separately here; by 2008-09 our budget and plans for will be fully de-coupled from Student Affairs and integrated into a new budget model.

BUDGET HIGHLIGHTS

Orientation & Transition Programs

- **Orientation Coordinator Support & Training** – Monthly meetings and a training program for undergraduate student orientation coordinators helps ensure standards for safety, inclusivity and risk management are met and that orientation week programs respond to emerging needs of first year students. President David Naylor awarded certificates of the appreciation to all of the college and faculty orientation coordinators at a special reception in November. Student Life staff also participated in the training of student volunteers for the University-wide graduate student orientation program, operated by SGS.
- **Welcome Weeks Program** – New in 2006, we offered a series of events and workshops targeting communities underserved by traditional orientation programs including mature learners, transfer students and commuters.
- **The Passport Program** – Operates year-round as a means of encouraging first year students to access resources, develop learning and leadership skills, get involved in student organizations and participate in the community.
- **Intuit Wednesdays**: In collaboration with Hart House staff and several other divisions, we offer a weekly opportunity for students looking to get involved to connect with student organizations and opportunities. The program takes place every Wednesday at noon and topic have include: community service, student media, political groups, performing arts and many others.
- **Exploring Leadership Program**: We developed and implemented a series of workshops uniquely tailored to the needs of first year students.
- **Assessment**: An Orientation Benchmarking Survey of first-year, first entry students is being conducted in partnership with UTSC and UTM in order to evaluate a number of new initiatives and isolate unmet needs.
- **2007-08 Budget Impact**: In 2006-07, several of these initiatives, including a contract staff position and a summer student intern, were funded by the Vice-Provost, Students. These elements have now all been incorporated into the Student life Programs budget and are reflected in the Student Affairs salary budget, as well as through an increase of \$18,000 to the “Orientation, Transition and Leadership” line in Worksheet 5.

Residence Life Staff Training

- Staff work in collaboration with 10 different residence communities to develop a 4-day intensive foundational training program for all residence dons and advisors as well as a winter “in-service” program to enhance knowledge and skills.

- **Assessment:** All dons complete a pre- and post-training self-assessment of their skills, knowledge and attitudes to help us to adjust the training to meet their needs.
- **Budget Impact:** The program is cost-shared with the residences; although a fee increase is being sought from the residence contribution, there is no change to the Student Affairs contribution being proposed.

Grad Escapes

- In partnership with the Graduate Students' Union, we offer a year-round calendar of cultural and sporting events throughout the city.
- **Assessment:** A feedback mechanism is built into the GSU web site.
- **Budget Impact:** No change; \$5,000 is allocated and appears as part of the "Orientation, Transition and Leadership" line.

Leadership Development Programs

- **Workshop Series:** The Leadership Development Program runs 3 distinct series based on a social change model of leadership development. The Exploring Leadership series develops personal leadership skills such as goal-setting, intercultural communication and ethical decision-making. The Tune Your Team Series focuses on organizational development skills, such as fundraising, event planning and marketing. The Group Works series develops competencies critical to civic engagement such as conflict resolution and group facilitation.
- **Leadership Skills for Graduate Students:** A four-day series in communication, facilitation, conflict resolution and leadership theory and practice was pilot tested in June 2006 and has been re-offered twice more. This series will now become part the continuing program.
- **Academic Partnerships:** Leadership development staff have worked extensively with the Faculty of Engineering on the development of an integrated academic-cocurricular leadership development program, funded by the Academic Initiatives Fund, as well as with the Faculty of Physical Education and Health in the leadership placement courses.
- **The New U:** The 6th annual student leadership conference for elected student society leaders took place at University College in June; UTM will host the 2007 conference.
- **Leadership Institute:** The sustainability of the leadership development program relies heavily on a training-for-trainers model in which students are trained as peer educators. This allows us to deliver multiple workshops with only a small core of professional staff and reduce reliance on outside trainers (primarily St. Stephen's Community House). Assessment:
- **Assessment:** All workshops are evaluated by participants and adjustments are made in response. An on-line evaluation of the New U is presented to the Steering Committee for the following year's conference.
- **Budget Impact:** We are proposing a \$20,000 increase Leadership Development budget to incorporate the costs of the Leadership Institute (previously funded on an one-time-only basis through carryforward), an leadership development summer intern, and marginal increases to the New U budget to cover anticipated accommodation and food costs.

Diversity Programs

- A new program called Dialogue on Diversity was developed in partnership with the Anti-Racism and Cultural Diversity Office and involved peer educators in a variety of educational workshops and facilitated dialogue.
- **Budget Impact:** None. Staffing is through the existing staff complement and program costs are covered by existing budgets.

Information Services

- **Intuit guide to student life:** As per the recommendations of a review committee last year, we substantially reduced the size and costs of the student handbook into an attractive, concise guide to campus life, published in three versions: St. George, UTM, UTSC.
- **Community on Campus:** our on-line calendar of events and involvement opportunities, is growing in popularity and is complemented by a monthly print edition placed in the Zoom washroom frames.
- **Assessment:** Questions about the impact of the Intuit guide have been included on the Orientation Benchmarking Survey.
- **Budget Impact:** Anticipating a reduction in design and production costs, this budget has been reduced to \$70,000.

Campus Group Services

- As of January 30, 2007, Student Affairs has recognized 364 campus groups.
- We continue to publish, in cooperation with SAC, a handbook for recognized campus groups.
- With a team of work study students, we are able to keep the Campus Group Resource Centre open until 8 pm during the week.
- The Sussex Club House provides offices, meeting space, rehearsal space and a prayer room for more than 50 groups. With the relocation of most of the student life staff to the 3rd floor of the building, we have been able to open up space for 4 more groups to have offices.
- **Budget Impact:** Though there is no change to the program budget in this area, the salary budget reflect an increase of one staff member to accommodate for the re-assigning of some responsibilities of the Associate Director & Senior Policy Advisor to the campus group officer.

Resources and Programs for Lesbian, Gay, Bisexual, Transgendered & Queer Students

Although this office is not part of Student Life Programs, we enjoy a close association with the office and report on some of its student-focused activities here.

- In partnership with the Leadership Development program, the Office coordinated a “convergence” of U of T staff, faculty and students engaged in HIV-AIDS related advocacy, education and research, prior to the World AIDS conference in Toronto in August.
- The L-Word is Leadership brought together more than 100 queer women and allies for a lively evening panel discussion.
- A workshop for LGBTQ parents was offered in partnership with the Early Learning Centre.
- The Office continues to play a major role in organizing the University’s contingent in the annual Toronto Pride parade.

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Schedule 1: Student Affairs Fee

Student Affairs Area	Net Direct Expenditure	Building Occupancy Costs	Net Direct and Indirect Expenditure	Non-Student Use	Attribution (To)/From UTSC	Attribution (To)/From UTM	Net Cost for Fee Purposes	Percent of Total Cost	Portion of Total Fee
Office of Student Affairs	1,240,410	32,843	1,273,253				1,273,253	55.93%	\$13.60
Communications	70,000		70,000				70,000	3.08%	\$0.75
Child Care Services									
Early Learning Centre	140,000		140,000				140,000	6.15%	\$1.50
Early Learning Centre Space		123,984	123,984	(80,018)			43,966	1.93%	\$0.47
Campus Co-op Space		24,944	24,944	(19,188)			5,756	0.25%	\$0.06
Space Occupied by Student Societies		790,308	790,308		(19,009)	(27,926)	743,372	32.66%	\$7.94
Total	1,450,410	972,079	2,422,489	(99,206)	(19,009)	(27,926)	2,276,348	100.00%	\$24.31

Fall/Winter Enrolment	U of T	TST¹
Full-time	42,957	282
Part-time	6,143	648
Summer Enrolment		
Full-time	2,969	0
Part-time	8,442	335
Student Affairs Fee (per session)		
Full-time	\$24.31	\$16.37
Part-time	\$4.86	\$3.27

Total Fee Revenue 2,276,099
Variance - Surplus/(Shortfall) (249)

¹ TST students are not charged for the cost of space occupied by student societies.

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Schedule 2: Budget – Gross Direct Expenditures and Income

	Office of Student Affairs	Communications (incl. Handbook)	Child Care Services	Student Society Space	Total Student Affairs
Revenue					
Student Affairs Fee	1,273,253	70,000	189,722	743,372	2,276,348
Divisional Revenue	948,965	0	0	0	948,965
Attribution to UTM	0	0	0	27,926	27,926
Attribution to UTSC	0	0	0	19,009	19,009
University Operating Budget	0	0	99,206	0	99,206
Total Revenue	\$2,222,218	\$70,000	\$288,928	\$790,308	\$3,371,454
Expenses					
Salaries and Benefits	1,915,375	0	0	0	1,915,375
Compensation adjustment	0	0	0	0	0
Non-salary expenses	274,000	70,000	140,000	0	484,000
Occupancy costs	32,843	0	148,928	790,308	972,079
Total Expenses	\$2,222,218	\$70,000	\$288,928	\$790,308	\$3,371,454

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Schedule 3: Attributions

Space Occupied by Student Organizations Located on the St. George Campus	Occupancy Cost	St. George	UTSC	UTM	Non-Student Use	Total
FTE Enrolment - Full-time Undergraduate		33,189	9,825	10,034		53,047
Proportions		76.79%	–	23.21%		100.00%
Students' Administrative Council ¹	4.08%	3.14%	–	0.95%	–	4.08%
	\$32,272	\$24,780	–	\$7,492	–	\$32,272
FTE Enrolment - Part-time Undergraduate		1,767	486	472		2,725
Proportions		64.83%	17.84%	17.33%		100.00%
Association of Part-time Undergraduate Students	2.97%	1.93%	0.53%	0.52%	–	2.97%
	\$23,492	\$15,230	\$4,191	\$4,071	–	\$23,492
FTE Enrolment - Graduate		12,004	128	303		12,436
Proportions		96.53%	1.03%	2.44%		100.00%
Graduate Students' Union	9.40%	9.08%	0.10%	0.23%	–	9.40%
	\$74,320	\$71,743	\$765	\$1,812	–	\$74,320
FTE Enrolment - Overall		46,959	10,439	10,809		68,207
Proportions		100.00%	–	–		100.00%
St. George Campus Only Student Societies	71.92%	71.92%	–	–	–	71.92%
	\$568,399	\$568,399	–	–	–	\$568,399
		68.85%	15.30%	15.85%		100.00%
Other University-Wide Organizations	11.62%	8.00%	1.78%	1.84%	–	11.62%
	\$91,825	\$63,220	\$14,053	\$14,552	–	\$91,825
Total	100.00%	94.06%	2.41%	3.53%	–	100.00%
Total	\$790,308	\$743,372	\$19,009	\$27,926	–	\$790,308

¹ As a result of the realignment of representation and membership in the Scarborough Campus Students Union and the Students' Administrative Council in spring 2004, attributions are no longer made to UTSC for space occupied by the Students' Administrative Council.

Child Care Services	St. George	UTSC	UTM	Non-Student Use	Total
Early Learning Centre	35.46%	0.00%	0.00%	64.54%	100.00%
Campus Co-op	23.08%	0.00%	0.00%	76.92%	100.00%

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Schedule 4: U of T Index and Consumer Price Index Calculations

University of Toronto Index		2007-08	
Fee Per Session (previous year)		23.84	
Salary Expenditure Base (previous year budget)		1,212,611	
Average ATB Increase/Decrease for Staff Members OR Rate Stipulated in Long-Term Budget		4.18%	
Average Benefit Cost Rate		23.50%	
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I. Indexed Salary and Benefits Expenditure Costs		1,560,173	
II. Add an Estimate of Severance Costs (current year)	+	0	
III. Subtract the Amount of Net Revenue from Other Sources (previous year)	-	502,551	
IV. Add the Non-Salary Expenditure Base (previous year)	+	491,000	
V. Add the Occupancy Costs (current year)	+	972,079	
VI. Reduce the amount by the proportion of non-student use, where not covered by user fees (current year).	-	99,206	
VII. Reduce the amount by the proportion attributed to UTM and UTSC OR fees expected to be paid by UTM and UTSC students (current year).	-	46,936	
VIII. Divide the difference by the projected enrolment (current year), giving part-time student enrolment the established weight.	÷	46,959	
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The Result is the Indexed Fee (old fee plus UTI increase)		\$25.28	6.1%
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Consumer Price Index			
Fee Per Session (previous year)		23.84	
Consumer Price Index		2.00%	
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Fee Augmented by Consumer Price Index (old fee plus CPI increase)		\$24.32	2.0%

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Worksheet 2: Space Occupancy Costs

	2007-08	2006-07	Change	
Student Affairs	32,843	40,298	- 7,455	- 18.50%
Early Learning Centre	91,247	64,957	+ 26,290	+ 40.47%
Early Learning Centre OISE	32,737	27,395	+ 5,342	+ 19.50%
Campus Co-op	24,944	23,081	+ 1,863	+ 8.07%
Student Societies	790,308	698,291	+ 92,017	+ 13.18%
TOTAL	\$972,079	\$854,022	+ \$118,057	+ 13.82%

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Worksheet 3: Student Affairs Fee History

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
								Proposed	
Change from Previous Year (%)		-7.8%	0.0%	1.4%	3.0%	2.0%	2.0%	3.8%	2.0%
Change from Previous Year (\$)		-\$1.79	\$0.00	\$0.29	\$0.64	\$0.44	\$0.45	\$0.87	\$0.47
Full-time Students	\$22.94	\$21.15	\$21.15	\$21.44	\$22.08	\$22.52	\$22.97	\$23.84	\$24.31
Part-time Students (See Note 1)	\$6.88	\$6.35	\$6.35	\$6.43	\$4.42	\$4.50	\$4.59	\$4.77	\$4.86

Notes:

- 1) Part-time students are charged 20% of the amount charged to full-time students. Prior to 2003-04, part-time students were charged 30% of the fee charged to full-time students.
- 2) The fee for 2006-07 represents a permanent increase of 1.8% (\$0.41 for a full-time student) and a temporary three year increase of 2.0% (\$0.46 for a full-time student). As a result, the Student Affairs fee will be reduced by \$0.46 (full-time) beginning in 2009-10.

Student Affairs (St. George Campus) - Operating Plans (2007-08)

Worksheet 5: Detailed Net Expenses

	2003-04	2004-05	2005-06	2006-07	2007-08
Salaries and Benefits (see note 1)	698,724	682,861	838,731	982,897	1,103,410
Program and Office Expenses					
Office and Miscellaneous (see note 2)	75,000	70,000	70,000	70,000	70,000
Accessibility Services (Grant Ineligible Costs)	30,000	30,000	30,000	30,000	0
Campus Life Services	18,000	19,000	20,000	20,000	10,000
LGBTQ Programs and Resources (see note 3)	6,000	6,000	6,000	6,000	6,000
Residence Life	25,000	25,000	20,000	20,000	20,000
Special Projects	20,000	20,000	20,000	10,000	10,000
Sussex Clubhouse	25,000	30,000	30,000	30,000	30,000
Orientation, Transition and Leadership	–	60,000	60,000	60,000	98,000
Promotions and Special Events	–	8,000	10,000	10,000	10,000
Student Crisis Response Programs (see note 4)	–	–	–	–	–
Centre for Community Partnerships (see note 5)	–	–	–	–	–
Student Retention (see note 6)	–	–	–	–	–
Multi-Faith Centre	–	–	–	15,000	20,000
Program and Office Expenses Total	202,500	268,000	266,000	271,000	274,000
Communications	86,815	102,000	100,000	75,000	70,000
Campus Chaplains	15,000	15,000	15,000	5,000	0
Child Care – Subsidy	100,000	125,000	125,000	125,000	125,000
Family Resource Centre Program	–	–	15,000	15,000	15,000
Building Occupancy Costs					
Student Affairs Space	32,131	35,863	33,478	40,298	32,843
Child Care Space (net student use)	36,475	35,714	41,293	38,075	49,722
Student Society Space (net after attributions)	629,393	713,075	667,982	658,539	743,372
Building Occupancy Costs Total	697,999	784,652	742,753	736,912	825,938
TOTAL	1,850,038	2,018,513	2,102,484	2,210,809	2,413,348

Notes:

- 1) "Salaries and Benefits" does not include salaries and benefits (or portions thereof) funded externally.
- 2) "Office and Miscellaneous" includes telephone, office equipment, postage, courier, building and trades, conferences, printed materials, etc.
- 3) An additional \$6,000 for LGBTQ Programs and Resources is funded externally.
- 4) All Student Crisis Response Programs costs are funded externally.
- 5) All program costs for the Centre for Community Partnerships are funded externally.
- 6) All Student Retention costs are funded externally.