



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: University Affairs Board

SPONSOR: Professor Jill Matus, Vice Provost, Students and First-Entry Divisions
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PRESENTER: See Sponsor
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DATE: March 6, 2014 for March 18, 2014

AGENDA ITEM: 3.(b)

ITEM IDENTIFICATION:

Operating Plans and Fees: Student Affairs and Services, University of Toronto Scarborough

JURISDICTIONAL INFORMATION:

Section 4 of the University Affairs Board's Terms of Reference provides that the Board is responsible for "policy of a non-academic nature and matters that directly concern the quality of student and campus life." Under section 5, the Board is responsible for compulsory non-academic incidental fees for the University, as well as St. George Campus and University-wide campus and student services.

Section 5.4.1 of the UTSC Campus Affairs Committee's Terms of Reference provide that compulsory non-academic incidental fees for UTSC student services are approved by the UTM Campus Council on the recommendation of the UTSC Campus Affairs Committee.

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 UTSC Council on Student Services (CSS) reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offers its advice to the Committee on these plans.

According to the terms of the *Protocol*, if CSS endorses a non-tuition fee proposal from the administration, the Governing Council may approve the fee proposal.

In the absence of approval by CSS (or by referendum among the relevant students), the Governing Council may approve (a) permanent increases in existing fees by a percentage less than or equal to the lesser of the Consumer Price Index (CPI) increase or the University of Toronto Index (UTI) increase; and (b) temporary three-year increases in existing fees by a

percentage less than or equal to the greater of the CPI increase or the UTI increase. CPI is drawn from the University's long-range budget guidelines, and UTI is an indexation, as defined by the *Protocol*, of a fee.

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee [For Recommendation] (February 12, 2014)
2. UTSC Campus Council [For Approval] (March 4, 2014)
- 3. University Affairs Board [For Information] (Mar 18, 2014)**
4. Executive Committee [For Confirmation] (Mar 27, 2014)

PREVIOUS ACTION TAKEN:

The current fees (2013-14) for UTSC Student Affairs and Services are as follows:

Health & Wellness: \$57.85 per session (\$11.57 for part-time students)
Physical Education & Athletics: \$116.00 per session (\$23.20 for part-time students)
Student Services: \$157.77 per session (\$31.55 for part-time students)

See the documentation under item 3.(a) on this agenda concerning consideration of the administration's proposed plans by the UTSC Council on Student Services (CSS).

The UTSC Student Affairs and Services Operating Plans and Fees were recommended for approval by the UTSC Campus Affairs Committee on February 10, 2014. The UTSC Campus Council approved the proposal, subject to confirmation by the Executive Committee, on March 4, 2014.

HIGHLIGHTS:

The experiences of Student Services and programs this past year and operating plans for 2014-15 are summarized in the documentation provided by Desmond Pouyat, Dean of Student Affairs.

The Health & Wellness Centre proposes an increase to the sessional fee for a full-time student to \$61.90 (\$12.38 for a part-time student), which represents a year over year increase of \$4.05 (\$0.81 for a part-time student) or 7.0%;

The Department of Athletics & Recreation proposes an increase to the sessional fee for a full-time student to \$124.70 (\$24.94 for a part-time student), which represents a year over year increase of \$8.70 (\$1.74 for a part-time student) or 7.5%;

The Dean of Student Affairs proposes an increase to the sessional fee for a full-time student to \$164.55 (\$32.91 for a part-time student), which represents a year over year increase of \$6.78 (\$1.36 for a part time student) or 4.3%.

FINANCIAL IMPLICATIONS:

The UTSC Student Services operate without drawing substantially on the University's operating income.

RECOMMENDATION:

The proposal is presented to the University Affairs Board for information.

DOCUMENTATION PROVIDED:

Executive Summary

*Please see (link forthcoming) complete 2014-15 Operating Plans for Health & Wellness, Athletics & Recreation and Student Services.

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The Office of Student Affairs is currently comprised of 4.0 FT employees: the Dean of Student Affairs, the Business Officer & Assistant to the Dean of Student Affairs, the Student Affairs Assistant, and the Student Affairs IT Coordinator who is embedded in Campus IT services (IITS).

ACCOUNTABILITIES

- Overall strategic, financial, and multi-year budget planning, and supervisory responsibility for the student services departments which includes:

AccessAbility Services

The Academic Advising & Career Centre

The Health & Wellness Centre

Athletics & Recreation

Student Housing & Residence Life

The Department of Student Life (including the International Student Centre)

The office is also responsible for student relations and works closely with the student union and other student leaders as well as a variety of campus partners to achieve positive results and impacts for student life and the student experience.

- It strives to facilitate integrated approaches to campus life and the educational experience.
- Strategic and positive collaboration with the Academic Dean's office on issues that impact the student experience.
- Active collaboration on Student Crisis Management with the Director of Campus Safety, Issue and Emergency Management in the portfolio of the CAO working normally through the Student Welfare Committee and the tri-campus crisis team.
- Engaged with the campus executive team in senior management planning the support of senior management initiatives for such strategic issues as human resource priorities, new campus initiatives, new community learning partnerships, capital expansion such as the new athletics facility, residence Phase V planning, tri-campus planning and program issues, new policy initiatives, and participation in campus issues management.
- Strategic engagement with tri-campus partners including the Vice Provost's Office on matters of importance to the student experience at the university including policy development, and implementation, as well as issues related to risk, and issues management.

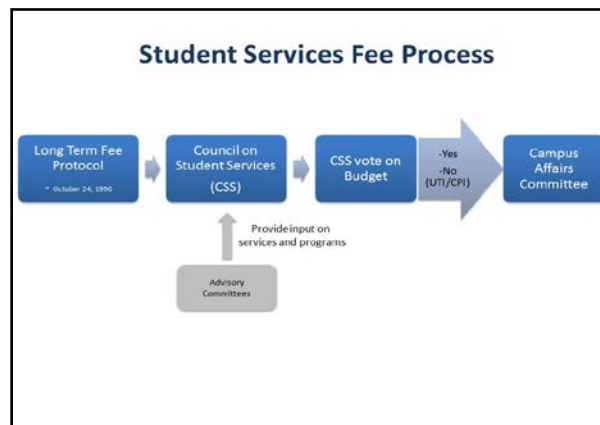
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BUDGET PROCESS 2014-15

It is important to note that the framework which drives development of the budgets that are received at Campus Affairs Committee through the sponsorship of the Dean of Student Affairs follows strict process expectations that flow from the University Of Toronto Governing Council's Policy on Ancillary Fees, April 17th 1995, and that are clearly defined in the memorandum of agreement between the university, the student's 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 October 24, 1996. This agreement defines the Council of Student Services, and the means by which students would be involved in decisions to increase compulsory non- tuition fees, or to introduce new ones.

The operating plans and the 2014-15 Student Services Fee Budget have been prepared following the consultative process framework as defined in that agreement. The Health and Wellness, and the Athletics and Recreation budgets have adhered to the same process as defined in the protocol. The following outlines in more detail the background and framework that guides this process for the budgets that are brought forward here.

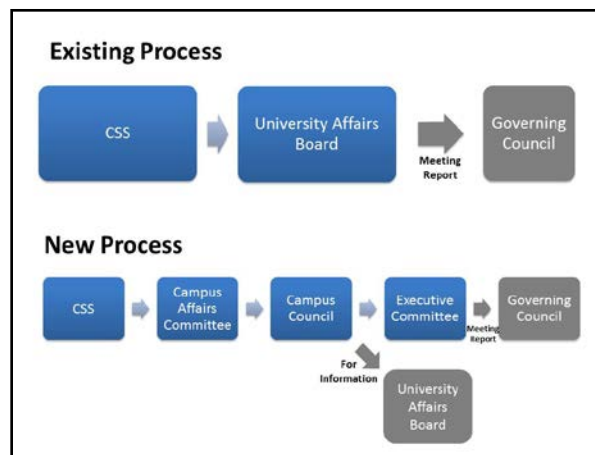
It is important to note that the framework which governs the process around the development and passage of these budgets follow strict process expectations that flow from three University of Toronto policies: the *Policy on Ancillary Fees*, the *Policy for Compulsory Non-Academic Incidental Fees*, and the *Protocol on Non-Tuition Related Fees*. The *Protocol* is a Memorandum of Agreement between the university and the student governments with institutional standing at the time, concerning the establishment of, and increases to, non-tuition related fees (excluding student society fees) which was finalized and approved by the student governments and the Governing Council in October, 1996.



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This agreement defines the institutional Council on Student Services, and makes provision for the creation of the UTSC Council on Student Services as the body through which students would be involved in decisions to increase compulsory non- tuition fees, or to introduce new ones.

From September until the consideration of the operating plans and fees, which this year is January 30th, there are regular meetings of CSS where each department presents its programs and services, achievements, and challenges. Members have an opportunity to ask questions, and voice opinions. The process is meant to be educational, and informative in a way that builds understanding prior to members having to make final decisions about supporting budgets.



The operating plans, and the 2014-15 Student Services Fee Budget presented to CAC on February 12th is, as in previous years (when the plans were presented to the University Affairs Board), prepared following the consultative and advisory process as required in the *Protocol* and defined in the CSS Terms of Reference. The Health and Wellness and the Athletics and Recreation budgets also follow the same process. Most student members of CSS also sit on advisory committees to each of the departments. These advisory bodies are another way for the student members of CSS to provide input on the services and programs offered as well as the budgets that support them.

While these advisory bodies are not required by the *Protocol*, they do act in the spirit of the agreement in that they provide an additional and in depth opportunity for most CSS student members to learn, understand, and contribute their advice to the services and budgets they are asked to support. The CSS and the advisory group process allow ample, yet tight, time lines for the budgets to be closely examined, discussed, and reviewed. This review also includes oversight from the Finance Committee of CSS.

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The Finance Committee is chaired by the Dean of Student Affairs and is comprised of presidents of the Scarborough Campus Students' Union, the Scarborough Campus Athletics Association, the Graduate Students' Association, and the Residence Life Council. All are voting members of CSS. It is an overarching group that is able to see and discuss with the Dean the full picture of all budgets, and the overall impact on the student fee of any proposed increases. This body also acts in an advisory capacity with respect to the Office of Student Affairs and any budget changes that impact the budget of the Office of Student Affairs.

Prior to the final recommendation to CSS an additional step added this year is a final pre-budget meeting with CSS student representatives. It was held on January 15th 2014 to allow all student voters (12) a final preview and discussion prior to the budgets being presented for a decision (vote) at the CSS table.

It should also be noted that for a budget, and in particular a recommendation of a fee increase, to be passed by CSS, it requires a simple majority of student voting members present at the time of the vote. Should a budget vote fail, the requested increase cannot move forward as presented, and instead a formula provided for under the *Protocol* may be invoked. This formula provides for a calculation to be made using the Consumer Price Index (CPI) defined under the University's long-range budget guidelines, and a University of Toronto Index (UTI) defined in the *Protocol*, to arrive at an increase, which is then brought forward through CAC for recommendation to Campus Council.

As required by the *Protocol*, the decisions of CSS, whether positive or negative, will be conveyed to the Campus Affairs Committee (CAC) when the Operating Plans and Fees are presented to the Committee for consideration. At that point, the CSS decisions are considered advice to the Committee.

The process of budget preparation is also very strongly supported by departmental business officers working in tandem with the campus financial services team. Regular budget reviews throughout the year for variance analysis also takes place so as to address any emerging challenges and to ensure overall financial accountability.

For the 2014-15 budgets that are brought forward we have closely followed and indeed exceeded the requirements of the protocol with respect to the expected consultative process governing the development of the budgets presented. They have been discussed and reviewed by the Advisory Committees, and each Department/Program have also presented on their programs and services at CSS meetings where questions and discussion have taken place about services and programs offered and the respective challenges faced. The budgets have also been

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presented to the Finance Committee of CSS, which has an overview of all the budgets. This committee chaired by the Dean also acts as an advisory body to the Dean with respect to the budget of the Office of Student Affairs, while also discussing and advising on developments and plans emerging from the Advisory Committees on which most of the Finance Committee members sit. This group is the first to see what the total proposed fee increase options look like depending on the challenges and choices that are ultimately taken.

BUDGET AND OPERATIONAL HIGHLIGHTS

Drivers this year that have impacted discussions include the continued expansion of student enrollment, as well as expected growth over the next several years. This growth is seeing increased volumes in all of our student services areas. Requests for additional resources (primarily staffing) to address this increase in volume are found in the various budget submissions. Operational costs in the new athletic and recreation facility are naturally higher, driven primarily by increased programming costs for aquatics, and of course, space costs. There are also costs associated with transition to the new facility. These have been planned for within the athletic budget model. Where new staffing resources have been requested, they are supported by a space plan since we are very limited by the severe space void that exists at the present time. Willingness to be creative and to share space is in fact what has allowed some new positions to be brought forward in this budget cycle.

The following are the positions asked for through this year's submission. The Academic Advising and Career Centre (AACC) has proposed adding a Manager of Employment and Community Engagement to effectively lead efforts to provide more and stronger employer engagement particularly with employers in the eastern GTA thereby creating more job opportunities for students. This is an important step as employment opportunities for students become more competitive, and requires greater effort and innovation both in the preparation of students for the world of work, and in efforts to engage employers, alumni, and others in providing opportunities for students.

The Health and Wellness Centre is asking for a new counselor (FTE) to meet increasing demands for personal counseling and mental health support. This position will be split into two continuing part time sessional roles so as to get the most effective impact from this investment, as they would be deployed during the highest periods of demand for service, namely our fall and winter terms. In addition there has been a request for additional funded hours for nursing so as to support moving an existing part time position to full time. Currently there is only one full time nursing position in the Health and Wellness Centre with all other nursing positions part time. With increased volumes, and physicians now available five days weekly, this has become

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essential to support effective operations and the high levels of communication necessary to a service such as this.

The Department of Student Life is asking for one full time position (Student Engagement Coordinator). For a number of years temporary funding from the Ministry of Training Colleges and Universities (MTCU) has supported a temporary position of this type, and many programs have been built as a result of that funding. Due to growing uncertainty about the continuation of this funding the time has come to ensure that this role receives continuing funding so as not to jeopardize our current position and future growth in student life programming.

In addition to the new positions requested, there are some additional funding requests within the respective budgets to support increased programming costs, and to support per diem payments to team leader roles on the counseling and medical nursing teams in the Health and Wellness Centre. These roles currently exist on an informal basis and need to be more formally recognized with clear position descriptions for what have become very essential roles at this particular stage of the Centre's development.

A new initiative developing out of the Office of Student Affairs will be the redeployment of a funded vacant role to that of a Grant and Sponsorship Officer to better assist various departments within Student Affairs in their efforts to bring in external funding to support existing and new initiatives thereby reducing further burden on student and university funding. This role will liaise closely with Development and Alumni Affairs in their work on development support for Student Affairs programs and services. The role will also work closely with Athletics and Recreation to attract sponsorships to support existing programs and new initiatives within Athletics. It will be initially deployed for a two-year period on a contractual basis so as to assess its potential for permanent support. Efforts to attract external funds through grants, sponsorship, and donor support is necessary given the anemic funding environment, and increasing student resistance to supporting fee increases particularly those associated with new initiatives, or operating costs beyond inflation. Whether this proves to be a viable and productive venture that makes a notable difference, it nevertheless remains important to embrace this approach to do whatever is possible to generate additional financial support that is not student or university dependent. The aim is to have this position hired and in place by late spring 2014.

Given these requests and plans combined with the normal anticipated increases to operating costs, an increase in the overall fee of \$19.53 is put forward and recommended for approval to the Council on Student Services (CSS).

HIGHLIGHTS OF DEPARTMENTAL PRIORITIES 2014-15

The departments and services within the Student Affairs division continue their very strong contribution to student success and a vital student and campus life experience at UTSC. In this

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section some of the priorities and highlights for the departments are noted. More details and information on results from the 2013-14 year, as well as plans and priorities for 2014-15, can be found in the management reports from the departments that are included with this submission. You are encouraged to review these reports.

Department of Athletics and Recreation

The major priority in 2014-15 will be the successful move and management of the initial transition phase to the new facility. This initial phase of the transition period through to the fall of 2015 is a protracted one due to the 2015 Pan American and Para Pan games which takes place in the summer of 2015. The period between the opening of the facility in 2014 and the commencement of the games will be a disruptive time leading to black out periods during 2015 where the department will not be able to operate in the facility. Alternate programming plans will be developed so as to allow students and members' activities during these black out periods. Naturally there will be some additional costs associated with this. Aside from the big move, the department will continue to offer a variety of opportunities for students and others making exceptional use of the wonderful outdoor facilities in the valley, as well as continuing to build and strengthen community partnerships with programs like MoveU, and our tennis outreach program in partnership with Storefront and the Boys and Girls Club of East Scarborough.

Academic Advising and Career Centre:

While coping with the demands of increased enrolment the AACC has ambitious plans for 2014-15. These include the launch of the Tri-Campus Career Learning Network system (CLN), focusing on increasing employer and alumni engagement on campus so as to expand opportunities for students, expansion of the early alert pilot retention and academic success initiatives, in addition to continuing to explore mixed modes of service delivery and resource provision including online modules.

Health and Wellness Centre

This has been a time of change for the centre. An active search is underway for a new director to lead this very important campus asset in the years ahead following the unexpected retirement last year of the previous director who had held the post for over 12 years. An operational review has been conducted in the months since her retirement and a report has been received with a number of recommendations. The new director will work with the Dean, and the team of the centre to address key recommendations in the report, including the development of a strategic plan. For the most part the report, which consulted broadly with students, found the programs and services to be highly regarded by both student users and staff that refer students there. The integration of new leadership will therefore be a major highlight in the year ahead, and in addition, pressures faced by increased service demand

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particularly in counseling services but across all areas, including nursing and medical care, will need to be addressed.

Department of Student Life and International Student Centre:

Growing enrolment is having significant impacts on student life and international student support through the International Student Centre. Priorities for both areas are about meeting expanded demands while continuing to remain student centered and highly responsive. There will be more, larger, and increasingly complex events supported by student life staff as the campus grows. This is already being experienced. The university wide co-curricular record implemented last fall will increase student interest in involvements outside the classroom and will also increase demand for support from the Department of Student Life. Work with the SCSU is already requiring more time and attention due to their changing operations and a larger student body. International student numbers are increasing, and support for these students remains a strong priority. It will continue to be addressed through effective and increasingly strategic collaboration with academic areas and other services on campus, and the ISC will lead the way in helping to identify need and bringing the necessary partners together to find solutions.

*(please see attached management reports for each service for more details)

REQUESTS FOR FEE INCREASES

For services paid for through the Student Services Fee (SFF) noted above (& others on Appendix 3) the fee includes:

An increase to \$164.55 for **Student Services Fee**, per fulltime student per session (\$32.91 per part time student) which represents a year over year permanent increase of 4.3% (\$6.78 for fulltime student; \$1.36 for part time student);

An increase to \$61.90 in the **Health and Wellness** fee per fulltime student per session (\$12.38 per part time student) which represents a year over year permanent increase of 7.0% (\$4.05 for fulltime student; \$0.81 for part time student);

An increase to \$124.70 in the **Athletics & Recreation** fee per fulltime student per session (\$24.94 per part time student) which represents a year over year permanent increase of 7.5% (\$8.70 for fulltime student; \$1.74 for part time student)

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The total increase for 2014-15 across all three primary budgets is \$19.53 or 5.9% per fulltime student per session (\$3.91 per part time student) resulting in an overall fee of \$351.14 per session per fulltime student (\$70.23 for a part time student).

All in all 2014- 15 should be a year of continuing growth and development for the campus, for campus life, and for the programs and services that support student success. I look forward to the pleasures of our collective effort in the year ahead.

To the members of the Campus Affairs Committee and Council this is the advice from the students at UTSC.

Sincerely,

A handwritten signature in black ink, appearing to read 'Desmond Pouyat', with a long, sweeping horizontal stroke extending to the right.

Desmond Pouyat

Dean of Student Affairs UTSC

Operating Plans: St. George and University-Wide Student Services

2014-2015

Summary of Changes

Description	Applies to:	2013-2014 Fee		2014-2015 Increase / Decrease		Change from Previous Year			
		Full-time	Part-time	Full-time	Part-time	% Full-time	\$ Full-time	% Part-time	\$ Part-time
Co-curricular Physical Activity and Sport	St. George	154.83	30.97	157.07	31.41	1.45	2.24	1.45	0.44
Co-curricular Physical Activity and Sport	UTM and UTSC	17.96	3.59	18.22	3.64	1.45	0.26	1.45	0.05
Hart House	St. George	79.39	15.89	80.51	16.11	1.4	1.12	1.4	0.22
Hart House	UTM and UTSC	2.44	0.49	2.47	0.50	1.4	0.03	1.4	0.01
Student Life Programs & Services	St. George	133.14	26.63	142.22	28.45	6.82	9.08	6.82	1.82

Highlights:

Co-curricular Physical Activity and Sport

The budget reflects a balance between attempting to meet increased program and service demand, while managing rising costs. The Faculty's largest expenses were for compensation, facility operation and occupancy costs.

Hart House

The budget reflects a balance between attempting to meet increased program and service demand, while managing rising costs. 81% of expenses are fixed costs and include: salaries, wages and benefits; utilities and building maintenance; and necessary facility improvements (e.g. sound system for the Great Hall, IT wiring, signage). The backload of deferred and major maintenance represents an ongoing budgetary challenge.

Student Life Programs and Services

The budget reflects a balance between attempting to meet increased program and service demand, while managing rising costs. Compensation and occupancy represent the largest operating expenses for Student Life. 61% of operating revenue comes from Student Fees. Other sources of operating are central support (11%), grants (15%), and other revenue (13%).