



**FOR RECOMMENDATION
TO CAMPUS COUNCIL**

PUBLIC

OPEN SESSION

TO: Campus Affairs Committee

SPONSOR: Mark Overton, Dean, Student Affairs

CONTACT INFO: 905-828-3872, sas.utm@utoronto.ca

PRESENTER: See Sponsor

CONTACT INFO:

DATE: February 4, 2016 for February 11, 2016

AGENDA ITEM: 5

ITEM IDENTIFICATION:

Operating Plans and Fees: UTM Student Services

JURISDICTIONAL INFORMATION:

Under the Terms of Reference for the University of Toronto Mississauga Campus Affairs Committee, (CAC) Section 4, the Committee is concerned with matters that directly concern the quality of student and campus life. Campus and student services, co-curricular programs, services and facilities, and compulsory non-academic incidental fees are among the areas within the responsibility of the CAC (Section 5.1). Section 5.3.2 (a) of the Campus Affairs Committee's Terms of Reference provides that "...policy matters concerning the Campus's co-curricular programs, services and facilities" are the Committee's responsibility. Section 5.3.2 (b) states that "...annual approval of the campus's co-curricular programs', services' and facilities' operating plans is the responsibility of the Committee." Similarly, section 5.3.3 provides that "The Committee is responsible for policy concerning campus and student services and for overseeing their operation. Changes to the level of service offered, fees charged for services and categories of users require the Committee's approval." The Operating Plans for campus and student services, as well as co-curricular programs, services and facilities, are recommended to the UTM Campus Council for approval. Section 5.4.1 of the Committee's Terms of Reference require that compulsory non-academic incidental fees for student services "are approved by the UTM Council on the recommendation of the UTM 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 UTM Quality to Service Committee (QSS) 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*, in the absence of approval by QSS (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. **Campus Affairs Committee [For Recommendation] (February 11, 2016)**
2. UTM Campus Council [For Approval] (March 3, 2016)
3. University Affairs Board [For Information] (March 15, 2016)
4. Executive Committee [For Confirmation] (March 29, 2016)

PREVIOUS ACTION TAKEN:

The Operating Plans for UTM Student Services for the current fiscal year were approved at the Campus Affairs Committee meeting held on February 12, 2015, and UTM Campus Council on March 4, 2015.

HIGHLIGHTS:

UTM's Quality Service to Students Committee (QSS) exists, in part, to provide advice to governance on the operating plans and budgets of services under the Protocol (described in the Jurisdictional Information above). QSS has not met its quorum requirement for 2015-16 meetings so has no advice to report on this item of business.

Quorum at QSS requires 'eleven members present, of whom at least six shall be students, who represent at least two of the students councils... one of which must be UTMSU'. UTMSU, through its president, reported that its executives would not participate in QSS until a set of concerns were resolved to UTMSU's satisfaction. Among the concerns expressed in meetings with the Acting Principal and Dean of Student Affairs was UTMSU's call for a change in QSS's role, from providing advice to governance on fees under the Protocol to instead requiring QSS's approval of fee increases before being sought through governance. As explained, this would contradict the terms of the Protocol, although procedural advice was offered on how changes to the Protocol could be explored.

The current (2015-16) fees for the UTM Student Services are as follows:

- Health & Wellness Fee: \$36.23 per session (\$7.25 for a part-time student)
- Physical Education & Athletics Fee: \$171.76 per session (\$34.35 for a part-time student)
- Student Services Fee: \$151.08 per session (\$30.22 for a part-time student)

The experiences of Student Services and related programs this past year and operating plans for 2016-17 are summarized in the documentation provided to the Committee by Mark Overton, Dean of Student Affairs, UTM.

The Health & Counselling Centre proposes an increase to the sessional fee for a full-time student to \$38.44 per session (\$7.69 for a part-time student);

The Department of Physical Education, Athletics & Recreation proposes an increase to the sessional fee for a full-time student to \$175.20 per session (\$35.04 for a part-time student);

The Dean of Student Affairs proposes an increase to the Student Services sessional fee for a full-time student to \$157.45 per session (\$31.49 for a part-time student).

Several increases are also proposed to the U-Pass and Summer Shuttle Service Fees.

The proposed fee increases are within the limits provided by the Protocol for consideration by the UTM Campus Council and its Standing Committees.

FINANCIAL IMPLICATIONS:

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

RECOMMENDATION:

Be it Recommended to the University of Toronto Mississauga Campus Council,

THAT the 2016-17 operating plans and budgets for the UTM Student Services (including the Health & Counselling Centre, the Department of Physical Education, Athletics & Recreation, and Student Services), recommended by Dean of Student Affairs, Mr. Mark Overton, and described in the attached proposals, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$175.20 per session (\$35.04 for a part-time student), which represents a year-over-year increase of \$3.44 per session (\$0.69 for a part-time student) or 2.0% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 0.97% and a three-year temporary increase of 1.5%); and

THAT the sessional Health Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$38.44 per session (\$7.69 for a part-time student), which represents a year-over-year increase of \$2.21 per session (\$0.44 for a part-time student) or 6.10% (resulting from a three-year temporary increase of 4.11% and a permanent increase of 2.0%); and

THAT the sessional Student Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$157.45 per session (\$31.49 for a part-time student), which represents a year-over-year increase of \$6.37 per session (\$1.27 for a part-time student) or 4.22% (resulting from the elimination of a 2013-14 three-year temporary increase, and a permanent

increase of 2% and a three-year temporary increase of 4.17%); and

THAT the sessional (Fall and Winter sessions only) Mississauga Transit Fall-Winter U-Pass Fee be increased to \$101.17 and the Summer U-Pass fee be increased to \$62.84 for a UTM-affiliated graduate student, which represent year-over-year increases of \$8.36 or 9% (resulting from a permanent increase of 9%) and \$5.19 or 9% (resulting from a permanent increase of 9%) respectively; and

THAT the sessional (Fall and Winter sessions only) Summer Shuttle Service fee for a UTM-affiliated graduate student and a UTM-affiliated undergraduate student with non-UTM home faculty/division be increased to \$4.60, which represents a year-over-year increase of \$0.19 or 4.31% (resulting from a permanent increase of 4.31%).

DOCUMENTATION PROVIDED:

Operating Plans and Fees Schedules

Summary & Highlights: UTM Student Affairs & Services

2016-17

Summary of Year-Over-Year Fee Changes Proposed to Governance

Description	Applies to:	2015-16 Fee		2016-17 Fee		Changes from Previous Year		
		\$ Full-time	\$ Part-time	\$ Full-time	\$ Part-time	%	\$ Full-time	\$ Part-time
Athletics & Recreation Fee	All	171.76	34.35	175.20	35.04	2.00%	3.44	0.69
Health Services Fee	All	36.23	7.25	38.44	7.69	6.10%	2.21	0.44
Student Service Fee	All	151.08	30.22	157.45	31.49	4.22%	6.37	1.27
Mississauga Transit Fall-Winter U-Pass Fee	Graduate	92.81	n/a	101.17	n/a	9.00%	8.36	n/a
Mississauga Transit Summer U-Pass Fee (assessed Fall and Winter Sessions only)	Graduate	57.65	n/a	62.84	n/a	9.00%	5.19	n/a
Summer Shuttle Service Fee (assessed Fall and Winter Sessions only)	Graduate & MAM	4.41	n/a	4.60	n/a	4.31%	0.19	n/a

Highlights

UTM's Health & Counselling Centre will add part-time staff to support additional health education and promotion activities and further collaborate with other departments and student groups, and expand medical receptionist coverage throughout the summer.

UTM's Department of Physical Education, Athletics & Recreation will continue its expansion in and promotion of OCAA varsity sports as the UTM Eagles, now including badminton, cross country, men's and women's indoor soccer, and men's and women's league outdoor soccer.

UTM's Student Services funded by the Student Services Fee will include further partnerships with academic departments, student organizations and fellow services to expand their reach and impact; and increase promotional activities for services available to students.



2016-17

	Gross Direct Expenditure	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Total Income	Net Expenditure	Non-Student Use	Attribution To/(From) UTM	Net Cost For Fee Purposes
Health Services Fee								
Health Services	1,532,833	64,408	1,597,241	359,000	1,238,241	(1,549)	-	1,236,692
Total Health Services Fee								1,236,692
						Health Services Fee per session:	(Full-Time)	\$38.44
							(Part-Time)	\$7.69
Phys Ed & Athletics Fee								
Athletics and Recreation	5,599,320	2,024,930	7,624,250	1,962,732	5,661,518	(24,984)	-	5,636,534
Total Phys Ed & Athletics Fee								5,636,534
						Phys Ed & Athletics Fee per session:	(Full-Time)	\$175.20
							(Part-Time)	\$35.04
Student Services Fee								
Total Student Services Fee	4,909,495	926,578	5,836,073	999,513	4,836,560	-	228,976	5,065,536
						Student Services Fee per session:	(Full-Time)	\$157.45
							(Part-Time)	\$31.49
Estimated Enrollment								
Fall/Winter:	Full-Time	13,111				Total Revenue		5,065,481
	Part-Time	1,011				Revenue Variance - Surplus/(Shortfall)		-55
Summer:	Full-Time	3,595						
	Part-Time	3,563						
Note (1) Addt'l Fees for UTM-Affiliated Graduate Students:								
								\$4.60
								\$62.84
								\$101.17
Note (2) Addt'l Fees for UTM-Affiliated Undergraduate Students with Non-UTM Home Faculties/Divisions:								
								\$4.60

** formerly called Recognized Groups & Co-Curricular Record

Management Report of the Health & Counselling Centre

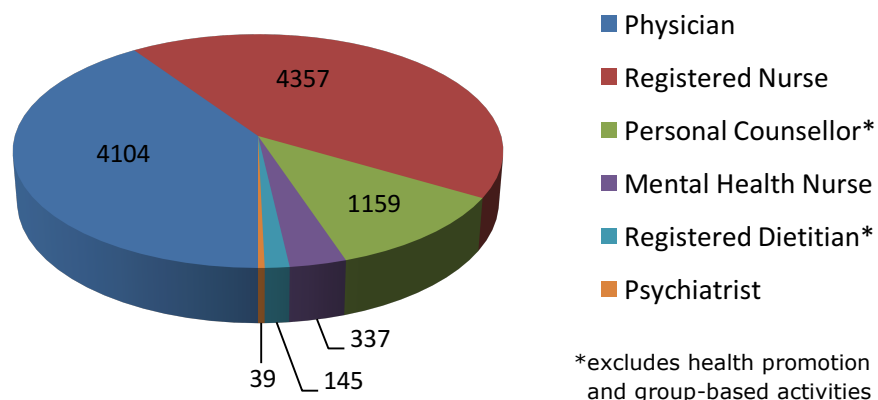
The Health & Counselling Centre (HCC) provides quality health and counselling programs and services to the students of UTM. The HCC strives to empower students in making healthier choices in order to be successful in their academic goals and future endeavours.

Operational Highlights

Clinic Services: The HCC clinical care team, consisting of family physicians, registered nurses, personal counsellors, a psychiatrist, registered dietitian and medical receptionists, support the physical, mental and emotional health of UTM students. Clinical services are appointment-based with allowances for scheduling of same day medical assessments and mental health crisis appointments. The Centre provides referrals to community resources where complex or specialist care is needed.

- 3,280 unique users of clinical services from Sept. 2014-Aug. 2015 (~1 in 4 students)
- Addition of mental health nurse allowed for improved triaging of new mental health clients and increased available personal counselling appointments by 20%
- Continue to provide support to large number of complex mental health cases
- High demand for mental health services; non-crisis wait time up to 3-4 weeks
- Interim Place partnership to support female survivors of physical and sexual violence
- 3 counsellor-facilitated group therapy programs
- Provide clinical support and collaborate with Residence Counsellor for value-added service to residence students; additional 177 appointments provided

Appointments By Service Provider Type (May - Dec. 2015)



Health Promotion & Outreach: Health education initiatives organized by health promotion staff and student outreach teams (Peer Health Educators and Healthy Campus Crew) offer near-daily opportunities for UTM students to learn about their health and wellbeing, and to engage in healthier behaviours

- Organize *UTM Exam Jam* with campus partners to provide academic review sessions and wellness activities to support stress reduction and healthier study habits
- Offer *MoveU* campaign and programs (e.g., Sneaker Squad, MoveU Motivator, Ice Rink) to promote healthy active living in partnership with Department of Athletics
- 80+ Peer Health Education events with over 7,000 separate student interactions
- Preparation for administering the 2016 *National College Health Assessment* to collect current data on UTM student health and health behaviours
- Present student health data to accurately inform stakeholders of campus health behaviours (e.g., orientation leaders, sexual education centre, residence orientation, transition program participants, varsity athletes, parents/families)
- Coordinate regular *safeTALK* suicide alertness trainings for faculty, staff and students

Financial Highlights

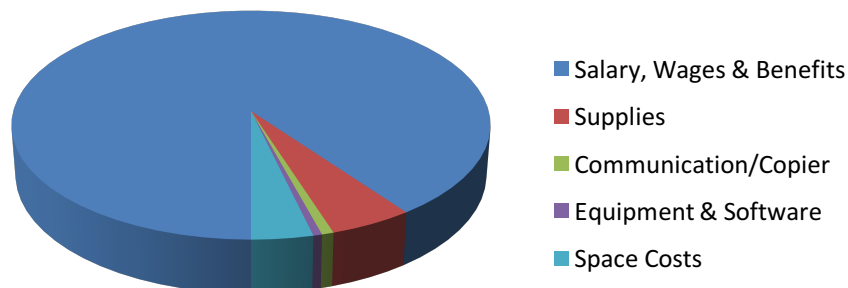
Revenues

Revenues come from two primary sources. The Student Service Fees accounts for 76% of total forecasted revenues. Medical insurance income (OHIP/UHIP) accounts for 21% of total revenues. The remaining revenue is generated from a combination of supply recovery, and recovery from the operating budget for services provided to staff and faculty.

Expenses

The most significant expense incurred by the Health & Counselling Centre is the cost of Salary, Wages & Benefits. These costs relate to the health care professionals contracted by the Centre (family physicians and psychiatrist) as well as the UTM employees that deliver clinical and health promotion services. Supplies and Space Costs make up the majority of additional costs, with Communications/Copier and Equipment & Software contributing a smaller amount to total expenses.

2015-16 Expense Forecast



Student Consultations & Proposal

An open call to participate in the Health & Counselling Centre advisory was circulated to the student body. Seven students participated in the two advisory group meetings on Nov. 11th and Nov. 18th. The group reviewed and discussed existing services, and participated in a stop-start-continue exercise to identify and prioritize areas for change to enhance services.

Users of the HCC clinical services were invited to share feedback on their experiences through an online anonymous feedback page (27 responses) and perceptions of HCC services were collected anonymously from users and non-users administered using an intercept survey (109 responses).

Overall, students expressed satisfaction with the quality and timeliness of care provided by health professionals with the Health & Counselling Centre, as well as with the visibility and quantity of peer-led health education initiatives. The most pressing concern articulated by students was the perceived lack of personal counselling and mental health support available to students and the wait times for accessing existing services. Continuing to promote the range of services and resources available to students was also identified as important.

The 2016-17 budget proposes the following in response to desires expressed through student consultations, recommendations from clinic service providers, and the administrative needs of the department:

- Addition of a part-time Program Assistant to support and expand upon the ongoing health education and promotion activities, and to enhance the capacity for collaboration with other departments and student organizations.
- Expand Medical Receptionist coverage throughout the summer to enhance the quality and continuity of front-line services, and better utilize administrative support staff.
- Allocate additional resources to explore the effectiveness of alternate delivery formats for mental health education (e.g., peer support) and treatment (online delivery) that compliments existing mental health services provided by the HCC.

Advice from the Quality Service to Students (QSS) Committee

QSS has not met its quorum requirement for 2015-16 meetings so has no advice to report on this item of business.

Recommendation

The proposed Health & Counselling Centre fee is \$38.44 per UTM-registered or UTM-affiliated full-time student (\$7.69 for part-time students), an increase of \$2.21 (\$0.44 for part-time student) or 6.10% for 2016-17, (resulting from a three-year temporary increase of 4.11% and a permanent increase of 2.0%).

**University of Toronto Mississauga
Health & Counselling Center
Statement of Operating Results
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee	996,652	1,118,720	1,122,585	3,865	1,236,692
Medical Insurance Income	358,675	340,000	313,948	(26,052)	314,000
Supplies Recovery	45,035	35,000	48,135	13,135	45,000
Staff & Faculty Recovery	1,432	1,489	1,489	-	1,549
Total Revenue	1,401,794	1,495,209	1,486,157	(9,052)	1,597,241
Expenditures					
Salary, Wages & Benefits	1,166,956	1,387,201	1,365,008	22,193	1,559,231
Supplies	76,690	75,000	76,576	(1,576)	89,301
Communication/Copier	8,701	9,000	10,868	(1,868)	11,000
Equipment & Software	1,050	3,500	8,078	(4,578)	8,000
Space Costs	46,136	56,301	56,301	-	64,408
Total Expenditures	1,299,532	1,531,002	1,516,831	14,171	1,731,940
Surplus (Deficit)	102,262	(35,793)	(30,674)	5,119	(134,699)
Carryforward, from previous year	63,111	35,793	165,373	129,580	134,699
Carryforward, to next year	165,373	-	134,699	134,699	-

Student Fee (per semester)

Full time	\$	36.23	\$	38.44	6.10%
Part time	\$	7.25	\$	7.69	

**The University of Toronto Mississauga
Health and Counselling Centre
2016-17 Budget
Health Service Fee Calculation**

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	815,953	
Average merit/step/ATB increase/decrease for appointed staff	4.00%	
Indexed salaries	848,591	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		1,058,617
Casual/PT Salary Expenditure Base (previous year budget)	335,727	
Average ATB Increase/Decrease for casual/part time staff	2.75%	
Indexed salaries	344,960	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		379,456
Indexed Salary and Benefits Expenditure Costs		1,438,073
Subtract the amount of Net Revenue from other sources (previous year)		376,489
Add the Non-Salary Expenditure Base (previous year)		87,500
Add Occupancy Costs (current year)		64,408
Reduce the amount by the proportion of non-student use		-
Add the amount attributed from St. George (current year)		
Cost for UTI purposes		1,213,492
Divide the difference by the projected weighted FTE enrolment(current year)		16,086
UTI Indexed Fee		\$ 37.72
\$ Amount of UTI based Increase (over adjusted fee)		\$ 1.49
% Amount of UTI based Increase (over adjusted fee)		4.11%

Consumer Price Index		
Fee Per Session (previous year)		\$ 36.23
Less: Removal of Old Temporary Fee (2013-14)		\$ -
Adjusted fee for CPI		\$ 36.23
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 36.95
\$ Amount of CPI based Increase		\$ 0.72

Combined Fee Increase		
Fee Per Session (previous year)		\$ 36.23
Less: Removal of old temporary fee (2013-14)	-	\$ -
CPI Based Fee Increase	+	\$ 0.72
UTI Based Fee Increase	+	\$ 1.49
Indexed Full Time Fee		\$ 38.44

Proposed Fee	2015-16	2016-17	Increase	
Full Time	\$ 36.23	\$ 38.44	\$2.21	6.10%
Part Time	\$ 7.25	\$ 7.69	\$0.44	6.10%



Management Report of the Department of Physical Education, Athletics & Recreation

The objectives of the UTM Department of Physical Education, Athletics and Recreation are to create a friendly and safe environment that welcomes our diverse community to participate in physical activity; offer a continuum of programming from casual recreation to varsity/excellence; foster an environment of respect and fairness that promotes individual pride and UTM spirit; develop a wide range of opportunities for student leadership in support of our programs; and play an integral role in the learning environment of university, campus and community life.

Operational Highlights

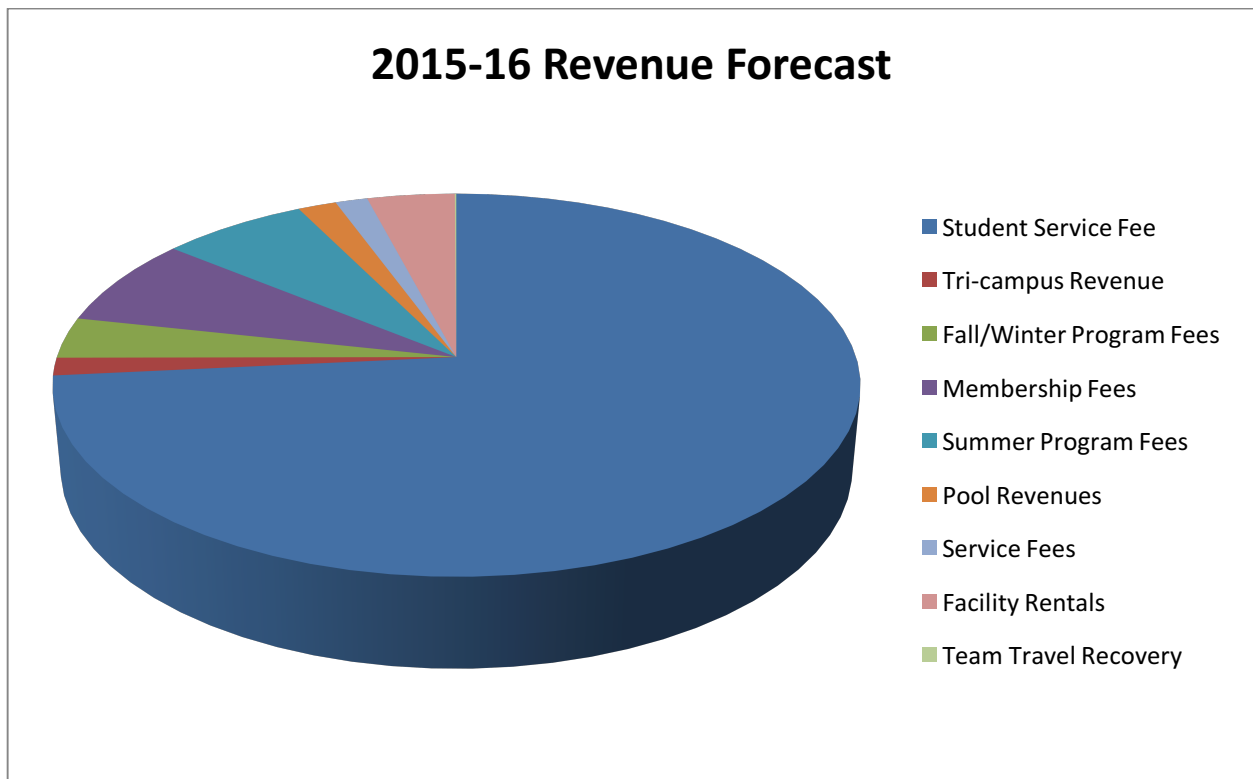
- Ontario Colleges Athletic Association Varsity Sports at UTM – Badminton, Cross Country, Men’s and Women’s Indoor Soccer, and Men’s and Women’s League Outdoor Soccer
- Men’s Soccer qualified and competed in the 2015/16 Provincial Championships; Cross Country had good showing at Provincials and qualified two runners for the National Championships UTM Badminton to host the West Regional OCAA Finals February 2016
- Varsity Development Leagues replaced Tri-Campus Leagues in the U of T Intramural program. UTM had entries in Women’s Basketball, Men’s Ice Hockey, Men’s and Women’s Volleyball, Men’s and Women’s Indoor and Outdoor Soccer
- Record number of Campus Rec Intramural Sport Leagues – 74 teams competing in the fall 2015
- Host site for 3 Extramural Ontario Colleges Campus Recreation Tournaments; Ultimate, Co-ed Volleyball and Basketball
- Host site for 2015 OCCCR Student Leadership Conference
- Increased staffing to satisfy the needs of the Fitness Centre and High Performance Centre
- High performance training for Varsity Blues Football and outside competitive sport teams (including several Pan Am weight lifting teams) has increased revenue
- Host site for 2015 Canadian Senior Weightlifting Championships
- Increased personal training and strength & conditioning services to an all-time high, producing increased revenues
- Additional instructional classes offered included Wen Do self-defence for women
- Participated in the Mississauga Marathon and CIBC Run for the Cure events
- High Performance/Elite athletes utilizing the RAWC facilities; Woman’s Canadian National Basketball team, Canadian National Men’s Wheelchair Basketball team, NHL Players

- Employed more than 400 part-time staff including 15 work study students
- Summer Sports Camp fully subscribed, with the most popular being the Leadership Camp. Continued partnerships with Forensics and French Departments on Campus.
- Pool programs increasing in popularity among students. Women's Only is most popular.
- Children's lessons continue to generate revenue and employment opportunities for students.
- Renovated Gym C flooring in December 2014
- Improved field maintenance including new team benches, enclosures and bleachers at North Field
- Replacement of TV monitors in Fitness Centre
- Extensive pool remediation on bulkhead
- Ongoing fitness equipment renewal program
- Scheduled renovations on team rooms and Gym A/B flooring and lighting

Financial Highlights

The 2015-16 operating plan and budget was designed to maintain and continue to strengthen the co-curricular programs and activities, facilities and services offered by the Department of Physical Education, Athletics & Recreation.

Revenues

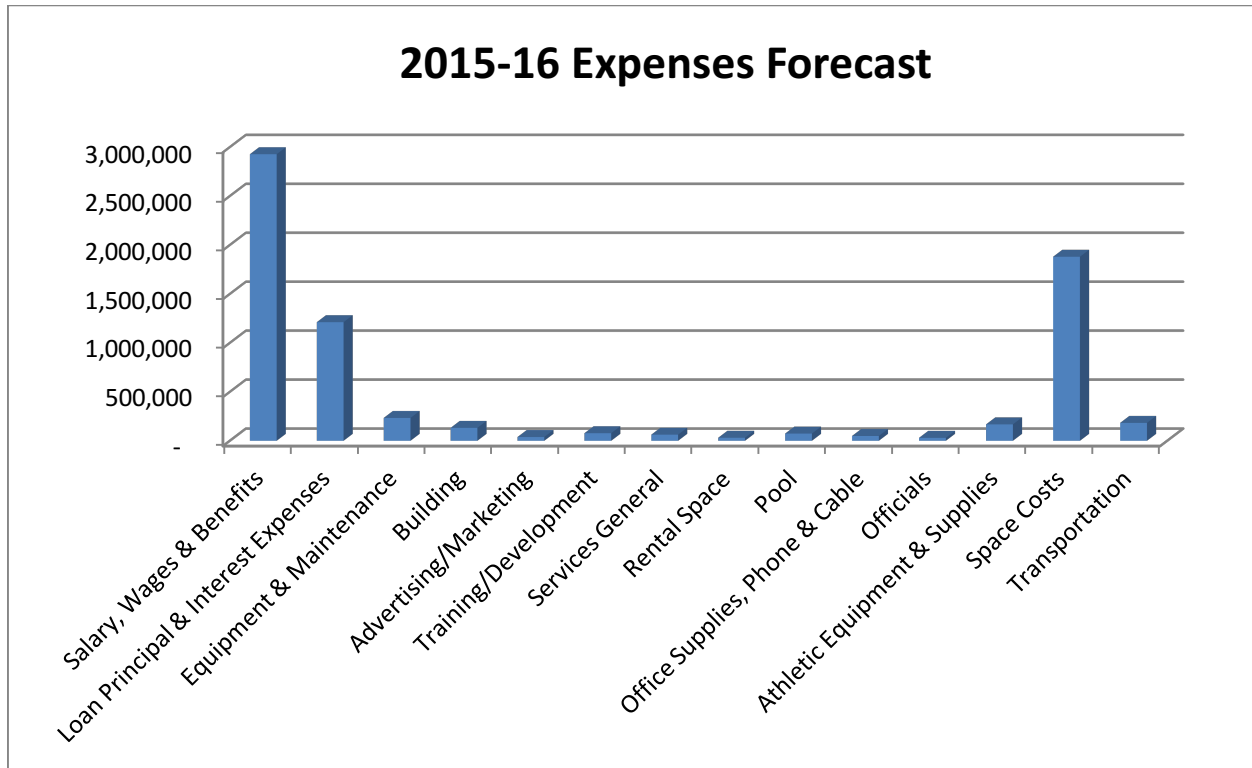


Revenues come from a variety of sources including: Student Service Fees, Community Membership Fees, Staff Plan A/B Fees, Locker and Towel Service, Can Fit Pro Courses,

Personal Training and Assessments, Intramural Programs, Instructional Classes, High Performance Centre, Basketball Leagues, Summer Camps, Facility Rentals and Tri-Campus support. Most sources are expected to meet or exceed the budgeted amounts. Increased revenue from a renegotiated agreement with Trillium Health Partners will extend into the coming years. Rental revenue continues to be strong.

Student Service Fees represent 73.4% of total forecast revenues. The remaining 26.6% come from the various sources noted above.

Expenses



A significant expense to the department is the cost of its staffing which includes over 400 casual staff working in various capacities throughout the year, the majority of which are students. The cost savings forecast for 2015-16 are due to staff/hiring gaps, vacancies and unexpected absences.

Other significant increases that are expected to exceed budget include building costs, pool expenditure and advertising and marketing. With the introduction of high performance sport on the UTM campus additional expenses, over budget, have been incurred in areas such as Athletics Supplies and Transportation. These are offset by an expected decrease in space costs which includes utilities, caretaking, campus police and field maintenance.

Reserves

We continue to maintain the contingency reserve. A reserve is a prudent business practice established to cover the expense of catastrophic failure on one of the major building systems (such as the moveable pool floor, dehumidification system, filtration system, moveable pool bulkhead) and for future upgrades and improvements to ensure that our indoor and outdoor facilities are up-to-date. It is recommended that a reserve of approximately 10% of the operating expenditures be maintained for these purposes. Our current balance is \$509,507. The current year surplus which is anticipated to be \$642,126 will be added to bring the total reserve to \$1,151,633. Although this amount exceeds our 10% target, it will assist in realizing some of the future capital plans that are currently being discussed (ie. sport field redevelopment). This amount will be closely monitored and reviewed annually to ensure it is adequate to meet future demands.

Student Consultations & Proposal

Program/Service deliberations including budgets take place in a number of forums:

The Governing Council on Athletics: The members of this committee include the President of UTM Athletics Council, 3 appointed members by UTM Athletic Council, 1 undergraduate student, 1 UTM residence student, 1 graduate student, 1 alumna-alumnus, 1 administrative staff, 1 faculty member, Dean of Student Affairs and the Director of Physical Education, Athletics and Recreation. Meetings of the Governing Council took place on October 28, 2015 and November 30, 2015.

The Athletic Program Sub-Committee: The program subcommittee is comprised of a number of staff and students who meet throughout the year to discuss program ideas and opportunities. Meetings scheduled before the term begins assist staff in the formation of the year's offerings. Departmental program staff are available to meet with student leaders at any time to explore new ideas and program suggestions.

The Athletic Budget Sub-Committee: This working group is comprised of students and staff representatives from the Department of Physical Education and Athletic Council, and a faculty/staff representative. All students are encouraged and welcome to attend. Meetings of the Budget Subcommittee took place on November 4, 2015 and November 11, 2015.

The working groups discussed:

- Budget pressures for 2016-17 including space costs, enrollments, new program impacts
- Staffing requirements to meet programming and service demands
- Revenue generation ideas (user fees)
- Sponsorship and advertising
- Varsity/High performance sports on this campus

The proposed budget reflects the discussions, consultations and endorsements held with the budget subcommittee and Governing Council on Athletics and is designed to maintain our current program offerings while preparing for additional Varsity sports that will be added (for example: Men's and Women's Basketball). Changes within the current program offerings will take place to reflect current student needs such as increased opportunities for women, redistribution of recreational/drop in program offerings, and the increased marketing of on campus events that have a positive impact on school spirit. As noted above, the forecast surplus will be added to the current Reserve to assist in future capital improvements such as the sports field redevelopment.

Advice from the Quality Service to Students (QSS) Committee

QSS has not met its quorum requirement for 2015-16 meetings so has no advice to report on this item of business.

Recommendation

The proposed Athletics & Recreation fee is \$175.20 per UTM-registered or UTM-affiliated full-time student (\$35.04 part-time), an increase of \$3.44 (\$0.69 part-time), or 2% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 0.97% and a three-year temporary increase of 1.5%) for 2016-17.

University of Toronto Mississauga
Department of Physical Education, Athletics & Recreation
Statement of Operating Results
in \$'s

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee	4,984,545	5,303,949	5,321,763	17,814	5,636,534
Tri-campus Revenue	106,127	108,272	108,000	(272)	108,000
Fall/Winter Program Fees	254,972	233,360	250,845	17,485	272,921
Membership Fees	527,399	535,057	541,797	6,740	535,057
Summer Program Fees	450,811	466,452	488,619	22,167	488,630
Pool Revenues	125,074	123,165	128,843	5,678	141,880
Service Fees	87,617	88,751	107,606	18,855	81,617
Facility Rentals	298,139	269,691	292,410	22,719	329,627
Team Travel Recovery	5,000	5,000	5,000	-	5,000
Total Revenue	6,839,684	7,133,697	7,244,883	111,186	7,599,266
Expenditures					
Salary, Wages & Benefits	2,677,512	3,095,069	2,927,102	167,967	3,337,186
Loan Principal & Interest Expenses	1,211,367	1,211,367	1,211,367	-	1,211,367
Equipment & Maintenance	181,529	247,879	233,338	14,541	178,922
Building	27,417	80,725	131,949	(51,224)	100,000
Advertising/Marketing	28,548	20,000	38,457	(18,457)	51,232
Training/Development	76,173	83,150	77,388	5,762	74,724
Services General	87,940	59,000	62,503	(3,503)	62,503
Rental Space	29,918	30,000	30,901	(901)	30,000
Pool	32,885	50,000	73,484	(23,484)	99,000
Office Supplies, Phone & Cable	54,654	61,456	48,995	12,461	48,473
Officials	25,037	30,000	30,000	-	30,000
Athletic Equipment & Supplies	149,216	149,208	167,641	(18,433)	189,673
Space Costs	1,842,310	1,931,718	1,879,744	51,974	1,999,946
Transportation	61,287	154,494	182,733	(28,239)	186,240
Total Expenditures	6,485,793	7,204,066	7,095,602	108,464	7,599,266
Surplus (Deficit)	353,891	(70,369)	149,281	2,722	-
Carryforward, from previous year	138,954	70,369	492,845	422,476	-
Transfer to Capital Contingency			(642,126)		
Carryforward, to next year	492,845	70,369	-	422,476	-

Student Fee (per semester)

Full time	\$ 171.76	\$ 175.20	2.00%
Part time	\$ 34.35	\$ 35.04	

University of Toronto Mississauga
Department of Physical Education, Athletics & Recreation
Statement of Reserves
in \$'s

Reserves, opening balance	509,507	509,507	509,507	-	1,151,633
Transfer from Surplus (Deficit)	-	-	642,126	642,126	
Reserves, closing balance	509,507	509,507	1,151,633	642,126	1,151,633

The University of Toronto Mississauga
Department of Physical Education, Athletics & Recreation
2016-17 Budget
Phys Ed & Athletics Fee Calculation

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	1,667,502	
Average merit/step/ATB increase/decrease for appointed staff	4.00%	
Indexed salaries	1,734,202	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		2,163,417
Casual/PT Salary Expenditure Base (previous year budget)	922,600	
Average ATB Increase/Decrease for casual/part time staff	2.75%	
Indexed salaries	947,972	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		1,042,769
Indexed Salary and Benefits Expenditure Costs		3,206,186
Subtract the amount of Net Revenue from other sources (previous year)		1,829,748
Add the Non-Salary Expenditure Base (previous year)		2,177,279
Add Occupancy Costs (current year)		2,024,930
Reduce the amount by the proportion of non-student use		24,984
Add the amount attributed from St. George (current year)		-
Cost for UTI purposes		5,553,663
Divide the difference by the projected weighted FTE enrolment(current year)		16,086
UTI Indexed Fee		\$ 172.62
\$ Amount of UTI based Increase (over adjusted fee)		\$ 1.65
% Amount of UTI based Increase (over adjusted fee)		0.97%

Consumer Price Index		
Fee Per Session (previous year)		\$ 171.76
Less: Removal of Old Temporary Fee (2013-14)	-	\$ 0.79
Adjusted fee for CPI		\$ 170.97
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 174.39
\$ Amount of CPI based Increase		\$ 3.42

Combined Fee Increase		
Fee Per Session (previous year)		\$ 171.76
Less: Removal of old temporary fee (2013-14)	-	\$ 0.79
CPI Based Fee Increase	+	\$ 3.42
UTI Based Fee Increase	+	\$ 1.65
Indexed Full Time Fee		\$ 176.04

Proposed Fee	2015-16	2016-17	Increase	
Full Time	\$171.76	\$175.20	\$3.44	2.00%
Part Time	\$34.35	\$35.04	\$0.69	2.00%

Management Report of the Shuttle Bus Service

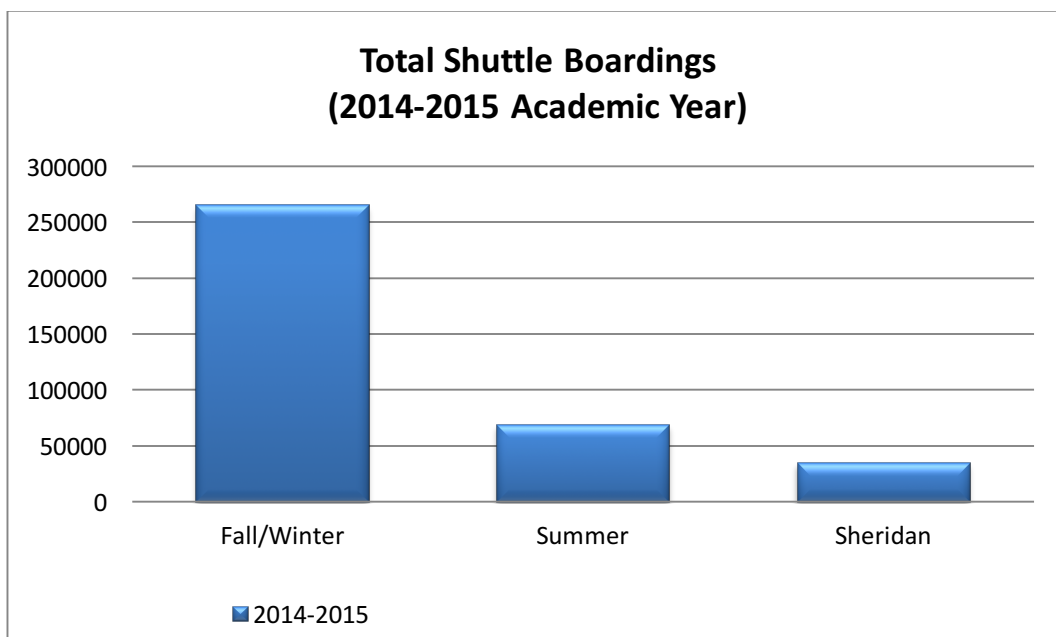
The objective of the UTM Shuttle Bus is to provide safe, cost-effective, customer-oriented transportation for UTM students to and from the U of T St. George campus and Sheridan College, Trafalgar campus. UTM students pay for use of the bus through the student service fee. Non-UTM students and others may ride the bus for a fare.

Operational Highlights

Bus service departs the UTM campus and the St. George campuses generally every 20 minutes during weekdays. Less frequent service is provided on Saturdays, Sundays and at night, during Reading Week, examination periods and in the summer. Buses also provide service to students travelling between UTM and Sheridan College based on ridership demand patterns.

Overall ridership of the shuttle buses to/from St. George and Sheridan has increased over the past several years due to various factors including:

- Student-initiated requests for additional trips.
- Increased collaboration between campuses resulting in more cross-campus initiatives.
- Growing campus population.
- Affordability and environmental benefits of mass transit service use.

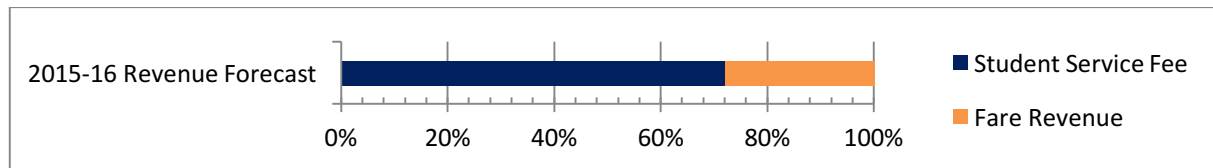


Over the past three years, the Student Service fee has decreased an average of approximately -0.2%, while total ridership usage has increased more significantly in these years, on average approximately, 4.7%.

Financial Highlights

Revenues

Revenues come from two primary sources. The shuttle service portion of the Student Service Fee accounts for 72% of total forecasted revenues. The shuttle service portion for 2015-16, \$44.09 per full-time UTM student per semester, allows unlimited access to the shuttle bus service. The remaining 28% of the revenue is generated from the sale of shuttle bus tickets and passes to non-UTM students, faculty and staff.

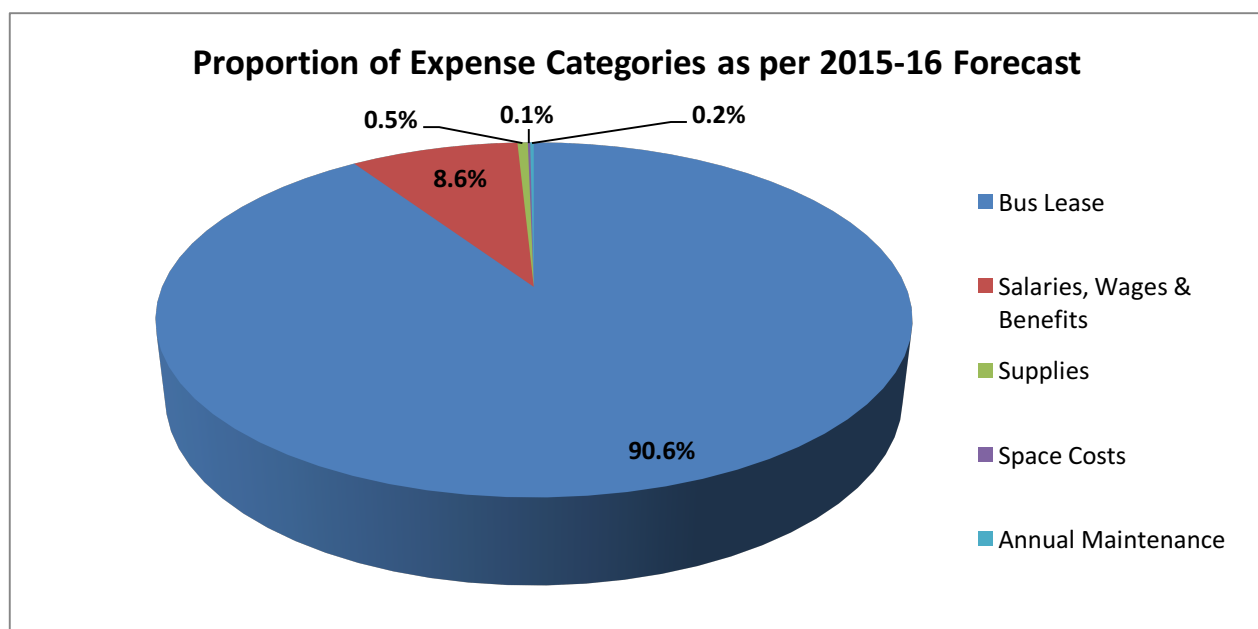


Expenses

The most significant expense incurred by the shuttle bus service is the cost of the bus lease. The bus lease includes all operating costs related to the buses, and includes but is not limited to the drivers' salaries and benefits, driver training, insurance, bus acquisition costs, maintenance and mechanics, fuel, repairs, and use of the dispatch service.

Salaries, wages and benefits relate to UTM employees working for the shuttle bus service. This would include any full-time, part-time or casual employee of the University who monitor and update the shuttle bus schedule, review and respond to enquiries, administer bus ticket sales, and prepare and monitor the budget.

Supplies expense is minimal and mainly related to the printing of bus tickets and schedules.



Student Consultations & Proposal

The Shuttle Service advisory group met three times; on Wednesday November 4th, Wednesday November 11th and Wednesday November 18th and was comprised of two (2) student representatives and two (2) UTM administrative staff from the Transportation Services office and Business Services.

The advisory group reviewed current services and provided input and feedback on options. The following service recommendations received support from participants.

UTM/St. George Service

- The implementation of a standardized scheduling system which consists of a “regular service” and “reduced service” plan; as follows:
 - Regular Service – September – April (regular academic year);
 - i. 45 weekday trips, 7 Saturday and 4 Sunday trips
 - Reduced Service – Orientation, reading week(s), study/exam periods & Summer Session;
 - i. 24 weekday trips
 - ii. Varying weekend service as determined
- The addition of two Sunday trips to the Summer Session schedule; beginning May 2016
 - Depart UTM: 9:00 am / Depart St. George: 10:15 am &
 - Depart UTM: 5:15 pm / Depart St. George: 6:30 pm
- The expansion of Sunday service during the Regular schedule; beginning January 2016
 - Effective January 2016; Addition of two (2) trips to current Sunday service; an increase to six (6) departure times from current four (4)
 - Effective September 2016; Revise Sunday times to align with Saturday service and provide a total of five (5) departure times ongoing
- The addition of Sunday service during Fall/Winter Exam Sessions; beginning April 2016
 - Addition of two (2) trips to current service during December and April Exams

UTM/Sheridan Service

No planned changes

Other service issues were also discussed and responses, if available, were presented to the individual or advisory group as appropriate.

The budget proposes to meet the advisory group recommendations and the administrative needs of the department. The fee impact is noted on the proposed Student Service Fee breakout schedule.

**University of Toronto Mississauga
Shuttle Bus
Statement of Operating Results
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee	1,390,048	1,361,624	1,368,904	7,280	1,480,728
Fare Revenue	504,127	533,000	530,282	(2,718)	530,000
Total Revenue	1,894,176	1,894,624	1,899,186	4,562	2,010,728
Expenditures					
Salary, Wages & Benefits	170,398	174,163	172,864	1,299	152,660
Bus Lease	1,716,887	1,827,952	1,824,207	3,745	1,850,731
Supplies	8,290	10,000	10,684	(684)	11,000
Space Costs		2,400	2,400		-
Annual Maintenance	1,379	8,600	3,730	4,870	4,000
Total Expenditures	1,896,954	2,023,115	2,013,885	9,230	2,018,391
Surplus (Deficit)	(2,778)	(128,491)	(114,699)	13,792	(7,663)
Carryforward, from previous year	125,140	128,491	122,362	(6,129)	7,663
Carryforward, to next year	122,362	-	7,663	7,663	-

Student Fee (per semester)

Full time	\$	44.09	46.03
Part time	\$	8.82	9.21



Management Report of the Career Centre

The Career Centre's mission is to engage students in career development throughout their time at UTM and for two years after graduation. The Centre helps students to make career plans, based on self-knowledge and career information; seek relevant experience; make relevant networking connections and to learn the process of lifelong career management. Our aim is that students and recent graduates are able to act more purposefully and independently in their career development and develop skills to establish, advance and maintain their careers. We seek to accomplish this through collaboration with UTM partners, tri-campus partners and external partners such as alumni, employers, parents and industry representatives.

Operational Highlights

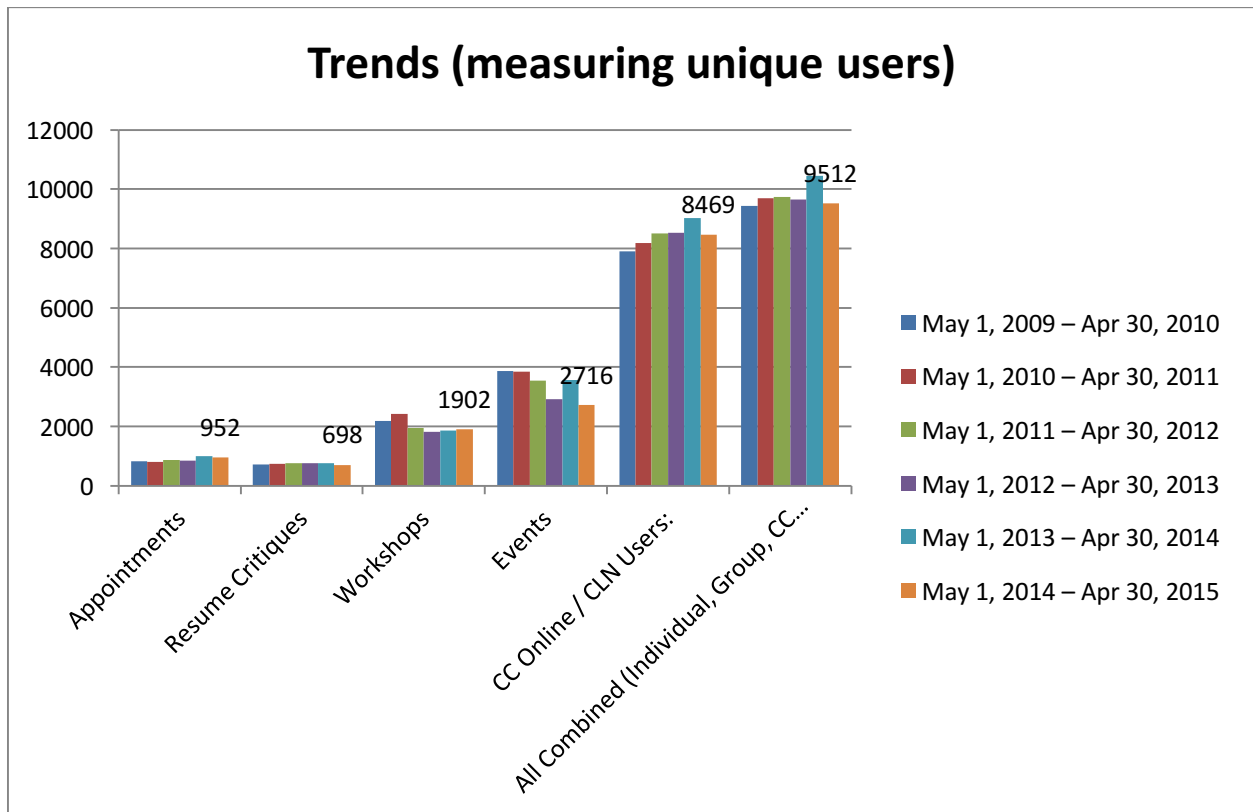
2015-16 Strategic Directions (set from 2014-15 planning process)

1. Continue to tailor to UTM student needs.
2. Develop intentional strategies to focus on attracting students for career development engagement.
3. Implement a plan for partner engagement, including faculty, staff, student clubs.
4. Implement a plan to ensure CC staff have access to appropriate professional development and related information. Demonstrate this via our programming, marketing and individual services.
5. Enact a strategy for showing our impact.
6. Ensure that business processes and technology are in place to support the achievement of SDs 1-5 with efficiency and high quality.

2014-15 Statistics

- 9512 unique students participated in "swiped" Career Centre activities (does not include activities where student attendance was not logged e.g. Pop Up shops, majority of website usage, walk-ins who do not have appointments). This number is a decrease from the previous year, primarily due to decreases in Career Learning Network (CLN) users and attendance at Fairs.
- Workshop feedback remained positive: 94% of students were satisfied to very satisfied; 97% of students said they would recommend the session to a friend; 94% of learning outcomes were met, which are similar levels compared to the previous year.

- Individual appointments experienced a slight decline compared to 2013-14, although the numbers were higher than 2012-13. Workshops held at a similar level compared to the last two years. Event attendance decreased as it has each year since 2009-10 except for 2013-14 when there was a huge increase. Fair attendance was the primary influence in this shift, as numbers did decrease. Other events such as panels and networking events did decrease slightly but not significantly.
- Students seen in Outreach was 1234. Pop ups continued to be popular with students and two were offered with employers.



Financial Highlights

Revenues

Small decrease in Events, Employer Sessions, Grants revenue due to a reduced request from an academic department.

Expenses

Salary, Benefits – variance due to longer than anticipated time to hir/replace staff

Equipment, Renovation and Technical Services – technical work cost was lower than projected; one project was not attempted

Professional Development & Travel – unanticipated conferences and professional development that offered significant benefit to the Centre; registration in professional certification for career counsellors

Student Consultations & Proposal

The Career Centre Advisory group met three times during the Fall Term 2015. Eight students, one staff member from Business Services and three Career Centre staff members were involved.

The advisory group reviewed current services and provided input and feedback on options. The following service recommendations received significant support from participants.

- Continue to pursue the strategic directions as noted above
- Concentrate on the following objectives:
 - Increasing engagement with students via partnerships with academic departments, student societies and clubs, pop ups on campus
 - Assist students with understanding and managing change e.g. choosing and perhaps changing the program of study; changing career goals; changing labour market conditions
 - Ensure that messaging via our marketing, social media, website is as simple and straightforward as possible
 - Use the experience of other students and graduates in our messaging, events and services e.g. testimonials, videos, panels

The budget proposes to meet the advisory group recommendations and the administrative needs of the department. The fee impact is noted on the proposed Student Service Fee breakout schedule.

**University of Toronto Mississauga
Career Center
Statement of Operating Results
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee	1,617,295	1,688,519	1,688,519	-	1,882,584
Events, Employer Sessions, Grants	37,548	28,995	26,428	(2,567)	26,435
Total Revenue	1,654,843	1,717,514	1,714,947	(2,567)	1,909,019
Expenditures					
Salary, Benefits & Consulting	1,366,716	1,601,056	1,587,698	13,358	1,642,120
Central Charges for Tri-campus Services	174,695	179,936	179,976	(40)	183,535
Space Costs	51,063	56,039	56,039	-	64,178
Equipment, Renovation & Technical Services	19,001	31,401	22,211	9,190	19,875
Telephone	5,966	5,827	5,820	7	5,936
Resource Materials	2,381	2,463	2,500	(37)	2,550
Supplies	7,674	8,050	8,050	-	8,211
Events & Marketing	21,334	26,070	26,885	(815)	27,423
PD & Travel	14,057	9,591	21,537	(11,946)	20,000
Total Expenditures	1,662,887	1,920,433	1,910,716	9,717	1,973,828
Surplus (Deficit)	(8,044)	(202,919)	(195,769)	7,150	(64,809)
Carryforward, from previous year	268,622	202,919	260,578	57,659	64,809
Carryforward, to next year	260,578	-	64,809	64,809	-

Student Fee (per semester)

Full time	\$	54.68	58.52
Part time	\$	10.94	11.70



Management Report of the Child Care Center

U of T's Early Learning Centre (ELC) operates the University of Toronto Mississauga's licensed Child Care Center.

The ELC at UTM is licensed for 26 children – 10 toddlers (ages 18 to 30 months) and 16 preschoolers (ages 30 months to 4 years). Full-time and part-time care is available, with priority given to UTM students, staff, and faculty, then community.

Operational Highlights

The ELC is recognized as a high-quality service by Region of Peel Children's Services (PCS)

- November 2015 - Currently participating in Raising the Bar Peel, a quality initiatives program with a focus on lifelong learning, leadership, mentorship, and reflective practice in child care centres.
- Provided ongoing opportunity for field placements for students in Early Childhood Program Studies Sheridan College, Algonquin College, and Mothercraft College.

ELC and Campus Collaborative Activities

- Collaboration with Greenhouse staff and Grounds Department to assist ELC children with outdoor garden (growing vegetables, flowers, etc.) and on-going composting of fruit and vegetable food waste.
- With Community on Campus, a partnership of Community Living Mississauga and UofTt, the ELC hosts a client and student-volunteer.
- Hosted 12 UTM "Education Minor" students as visitors to our centre for program observation, to document child/teacher interactions for coursework.
- Currently hosting two UTM student volunteers.
- Three UTM students employed as casual staff.

Financial Highlights

Revenues

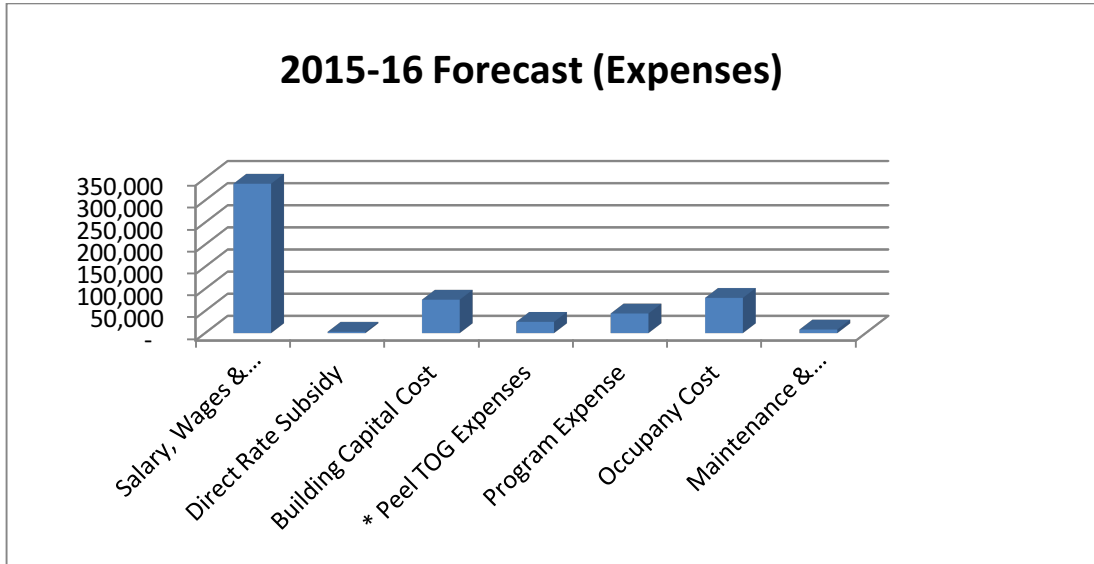
Revenues come from two primary sources. The 2015-16 Student Service Fee contributes \$8.41 per UTM student (full-time) per semester. The Student Service Fee portion accounts for 45% of total revenues. The UTM Operating Budget contributes 13% which is attributable to the cost of the building capital. User Fees make up 38% of the revenue. The Child Care Center has 18 children enrolled in 15.8 FTE spaces; 31% are children of student families.

The 2015- 16 forecast includes a one-time-only Region of Peel transitional operating grant in the revenue and is expensed in program, equipment, staffing and maintenance costs. This is the last year that this grant will be available to Peel child care centres. Peel’s new Funding and Policy Framework for childcare will be implemented in 2016 and further information from Peel regarding this new process will be communicated when available.

Expenses

The most significant expense incurred by the Child Care service is the cost of Salary, Wages & Benefits. However these expenses are less than anticipated in the budget because we held off on hiring a permanent teacher until later in the budget year when enrolment of children was higher.

An Operating Reserve was established in 2013-14. The reserve is set aside for unexpected increases in expenses such as staff salaries, programming for the children, replacement of major equipment/furnishings used by the children, space costs, or possible changes in legislation, as well as market influences on enrollment which would result in reduced revenue from users. An additional \$21,500 was added in 2015-16, making the total operating reserve at \$55,000 by end of 2015-16. The target for the operating reserve is 10% of annual budgeted expenses, based on the principle used by the University, and is consistent with the St. George ELC. We have built up the operating reserve so that there is no additional cost to the UTM Student Fee.



Student Consultations & Proposal

The Child Care advisory group met on November 25, 2015.

The advisory group reviewed current enrolment statistics, heard an overview of the Region of Peel fee subsidy program, and reviewed outreach activities carried out to date to promote the services to UTM community.

The Child Care budget proposes the following in response to the advisory group recommendations and the administrative needs of the department:

- User fees based on 15.8 FTE (4.8 toddler + 11 preschool spaces).
- Assumes 2% user fee increase (yet to be confirmed through the Early Learning Centre's tri-campus administration) for faculty, staff and students starting May 1, 2016
- Maintains same level of staff as 2015-16 budget year.

The fee impact is noted on the proposed Student Service Fee breakout schedule.

University of Toronto Mississauga
Child Care Support
Statement of Operating Results
in \$'s

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
User Fees	168,062	136,085	216,745	80,660	209,445
Student Service Fee	248,734	260,005	260,005	-	193,117
*Peel Transitional Operating Grant	34,053	-	25,478	25,478	-
UTM Subsidy of Building Capital	75,514	75,514	75,514	-	75,514
Total Revenue	526,363	471,604	577,742	106,138	478,076
Expenditures					
Salary, Wages & Benefits	311,311	345,359	337,631	7,728	344,829
Direct Rate Subsidy	1,475	3,000	3,000	-	3,000
Building Capital Cost	75,514	75,514	75,514	-	75,514
* Peel TOG Expenses			25,478		
Program Expense	40,367	33,000	44,323	(11,323)	45,000
Occupany Cost	74,427	79,631	79,631	-	85,094
Maintenance & Parking	11,102	18,000	8,132	9,868	15,000
Total Expenditures	514,196	554,504	573,709	6,273	568,437
Surplus (Deficit)	12,167	(82,900)	4,033	112,411	(90,361)
Carryforward, from previous year	109,161	82,900	107,828	24,928	90,361
Transfer to Operating Reserve	(13,500)		(21,500)	(21,500)	-
Carryforward, to next year	107,828	-	90,361	90,361	-

Student Fee (per semester)

Full time	\$	8.41	\$	6.00
Part time	\$	1.68	\$	1.20

University of Toronto Mississauga
Child Care Support
Statement of operating Reserve
in \$'s

Operating Reserve, opening balance	20,000	33,500	33,500	-	55,000
Transfer from Surplus (Deficit)	13,500	-	21,500	21,500	-
Operating Reserve, closing balance	33,500	33,500	55,000	21,500	55,000

Note:

*Peel Transitional Operating Grant is OTO grant from Peel Region Child Care Services.



Management Report of the International Education Center

The International Education Centre (IEC) provides a range of programs and services tailored to support and enhance the experience of our global students. Committed to holistic learning, we strive to meet the diverse needs of our students, while ensuring compliance with changing government policy related to immigration and international student support from authorized educational agents.

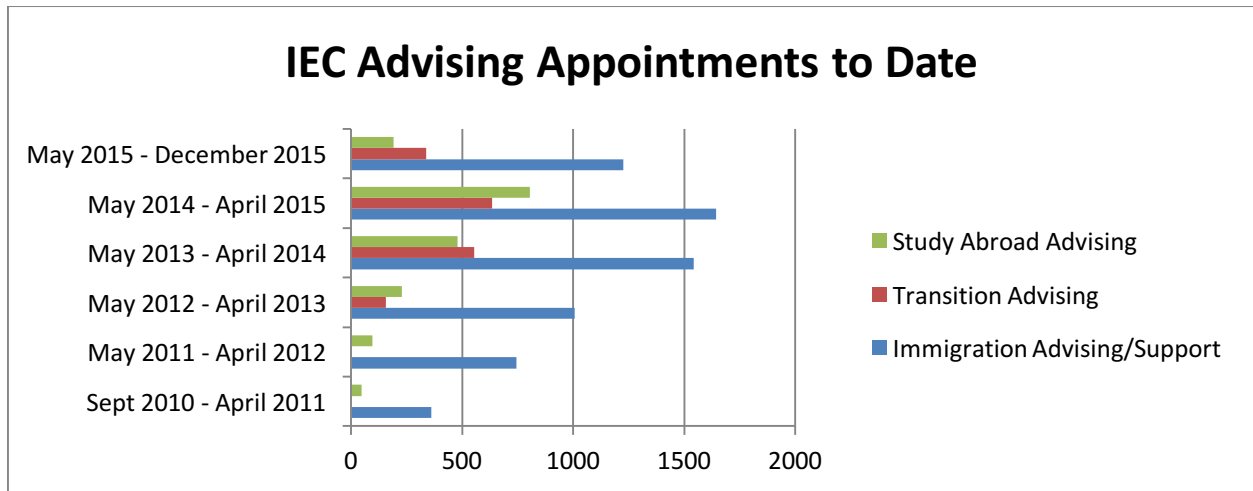
Operational Highlights

The University of Toronto Mississauga International Education Centre (IEC), provides service to students in the following areas:

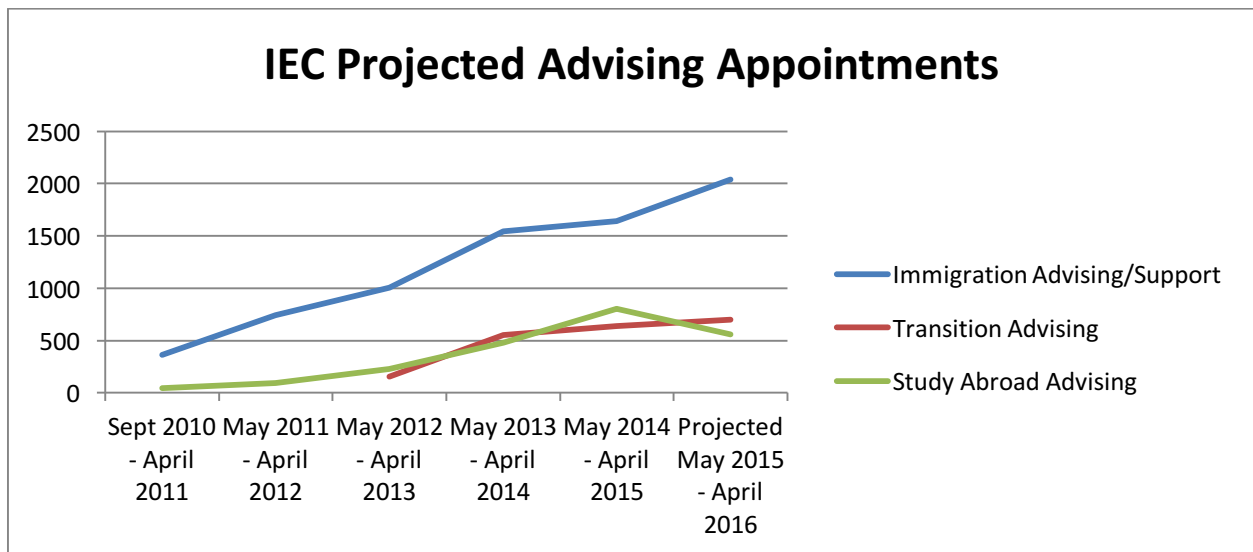
- Immigration advice from a Regulated Canadian Immigration Consultant, including Permanent Residence advising within three years of graduation;
- Support and advice related to studying and working in Canada, including assistance in applying for a study or work permits;
- Locating Citizenship & Immigration Canada websites for information related to immigration programs;
- Referrals to Citizenship & Immigration Canada websites for immigration application forms;
- Support related to University Health Insurance Plan (UHIP) coverage;
- Advising related to University of Toronto study abroad opportunities;
- Accessing Government of Canada resources, such as a: Social Insurance Number (SIN), Individual Tax Number (ITN), etc.;
- Socio-cultural transition advising and programming.

Advising students on matters related to Citizenship & Immigration Canada, Study Abroad, University Health Insurance Plan, and Service Canada matters (e.g. Social Insurance Number, Individual Tax Number, etc.) continues to be the primary service to students provided by the International Education Centre.

International Education Centre Advising Appointments by Type



* 2015-16 statistics reflect actuals for May 2015 – December 2015, and do not include January 2016 – April 2016 advising numbers.



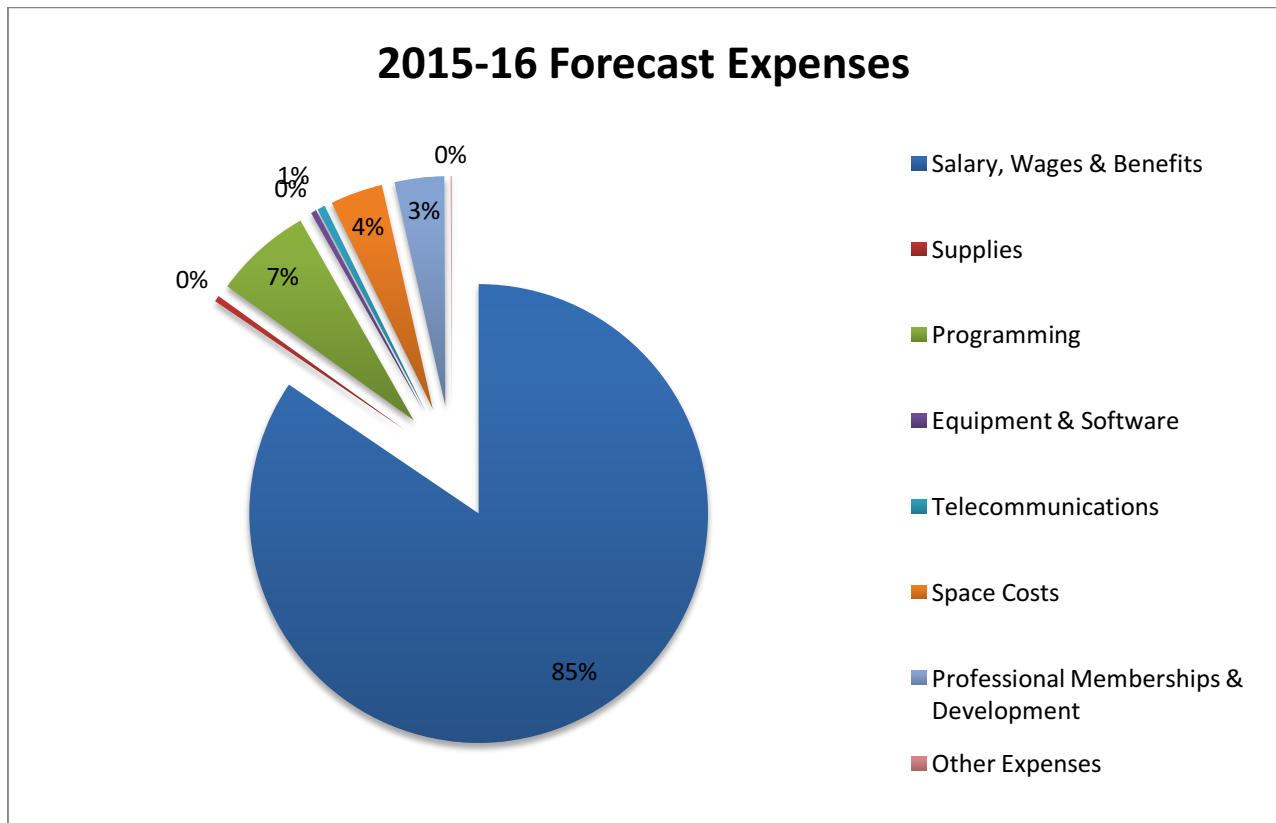
Financial Highlights

Revenues

Revenues for the International Education Centre come from three primary sources. In 2015-16 Student Service Fees accounted for 70% of total forecasted revenue. The UTM Operating Budget contributed 24% of the forecasted revenue. Other Revenues related to tri-campus support (e.g. University Health Insurance Program), and fees collected from students for the International Welcome Week pre-orientation program for international students, make-up the remaining 6% of the revenue. The 2015-16 Student Service Fee is \$13.48 per UTM student (full-time), per semester.

Expenses

The most significant expense incurred by the International Education Centre service was *Salary, Wages & Benefits*. These costs relate to International Education Centre professional staff and students who advise students on service related matters, assist in the delivery of service related co-curricular programs, services, & initiatives, and manage, prepare & monitor the budget. The total expense related to *Salary, Wages & Benefits* will come slightly under budget, due to professional staff turnover.



Student Consultations & Proposal

The International Education Centre (IEC) hosted two Advisory Group meetings on November 5th and November 12th, 2015, and the IEC solicited feedback from students via survey between November 10th and November 20th, 2015.

From the 33 students who provided feedback in person or via survey, the key themes that emerged to improve the services:

1. 35% of respondents think the IEC needs to improve its advertising & promotion of its programs and services;
2. 32% of respondents would like an increase in staff support services & hours;
3. 29% of respondents would like to see more social events & programming.

The 2016-17 budget proposes the following in response to the International Education Centre's student consultations and the administrative needs of the department:

1. Advertising & Promotion

- i. Introduction of additional student staff positions to support advertising & promotion initiatives (e.g. listserv, Facebook, etc.);
- ii. Additional summer student staff position to support further development and marketing of study abroad opportunities for UTM students (e.g. International Research Experience Program);
- iii. Development of an International Education Centre marketing & communications strategy and brand utilization tool for professional and student staff.

2. Staff Support Services & Hours

- i. Increase IEC Services Desk hours with the introduction of additional student staff position;
- ii. Promotion of daily 1:1 scheduled morning advising appointments with professional staff advisors.

3. Social Events & Programming

- i. Increase students staff compliment to expand peer based student support programming;
- ii. Introduction of programs specifically to target international and domestic student relationship building;
- iii. Introduction of programs that target global dimensions of student development for students at UTM who are unable to participate in study abroad experiences;
- iv. New programming opportunities to support upper year international students seeking post-graduate work permits or looking to obtain permanent residency in Canada.

The 2016-17 budget proposal includes funding to support increases in staff compensation due to anticipated changes in staff responsibility, support for a shared administrative position, additional fall/winter student staff, and additional summer student staff, under *Salaries, Wages & Benefits*, which will allow the International Education Centre capacity to achieve the proposal.

The fee impact is noted on the proposed Student Service Fee breakout schedule.

**University of Toronto Mississauga
International Center
Statement of Operating Results
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee	209,683	416,199	416,199	-	480,999
Operating Budget	143,119	143,119	143,119	-	143,119
Other Revenues	29,169	36,750	39,316	2,566	15,000
Total Revenue	381,971	596,068	598,634	2,566	639,118
Expenditures					
Salary, Wages & Benefits	367,842	486,203	480,680	5,523	560,947
Supplies	1,474	2,500	2,421	79	1,500
Programming	29,752	39,250	39,098	152	32,500
Equipment & Software	7,243	2,000	2,267	(267)	2,500
Telecommunications	4,448	2,000	3,141	(1,141)	2,500
Space Costs	10,042	21,038	21,038	-	24,066
Professional Memberships & Development	17,557	18,350	19,857	(1,507)	20,850
Other Expenses	1,823	1,509	399	1,110	1,500
Total Expenditures	440,181	572,850	568,901	3,949	646,363
Surplus (Deficit)	(58,210)	23,218	29,733	6,515	(7,245)
Carryforward, from previous year	67,700	8,760	9,490	730	7,245
Transfer to operating reserve	-	(31,978)	(31,978)	-	
Carryforward, to next year	9,490	-	7,245	7,245	-

Student Fee (per semester)

Full time	13.48	14.95
Part time	2.70	2.99

**University of Toronto Mississauga
International Education Center
Statement of Operating Reserves
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Carryforward, from previous year	-	-	-	-	31,978
Transfer in from operating reserve	-	31,978	31,978	-	-
Carryforward, end of year	-	31,978	31,978	-	31,978



Management Report of Student Life Initiatives

The Department of Student Life at the University of Toronto Mississauga is committed to holistic learning and development. Informed by research and assessment, our co-curricular programs, services and initiatives promote community engagement through innovative opportunities that contribute to student success.

Operational Highlights

The University of Toronto Mississauga Student Life initiatives provide service to students in the following areas:

- Student Organizations Recognition & Support
- Co-Curricular Record
- Leadership Programs
- Indigenous Centre
- Community & Civic Engagement Programs
- Awards & Recognition
- Student Communications

Student Life initiatives are funded by many funding sources, such as operating funds, a portion of the Student Service Fee, provincial grants, alumni donations, and more. The following initiatives are funded in part by the Student Service Fee; these do not represent new services but a reorganization of initiatives already recognized under the Protocol:

Student Organization Recognition and Support

- Student Organization Recognition & Benefits
- Communities of Practice
- Student Organizations Training
- Student Organizations Workshops by Request

Co-Curricular Record

- Co-Curricular Record Promotion & Local Systems Management
- Co-Curricular Record Local Evaluation Committee
- Co-Curricular Record Student Organization Sub-Committee

Student Communications

- Student Guide

- Student service promotions (e.g. digital and social media, posters in Zoom/NewAd frames)

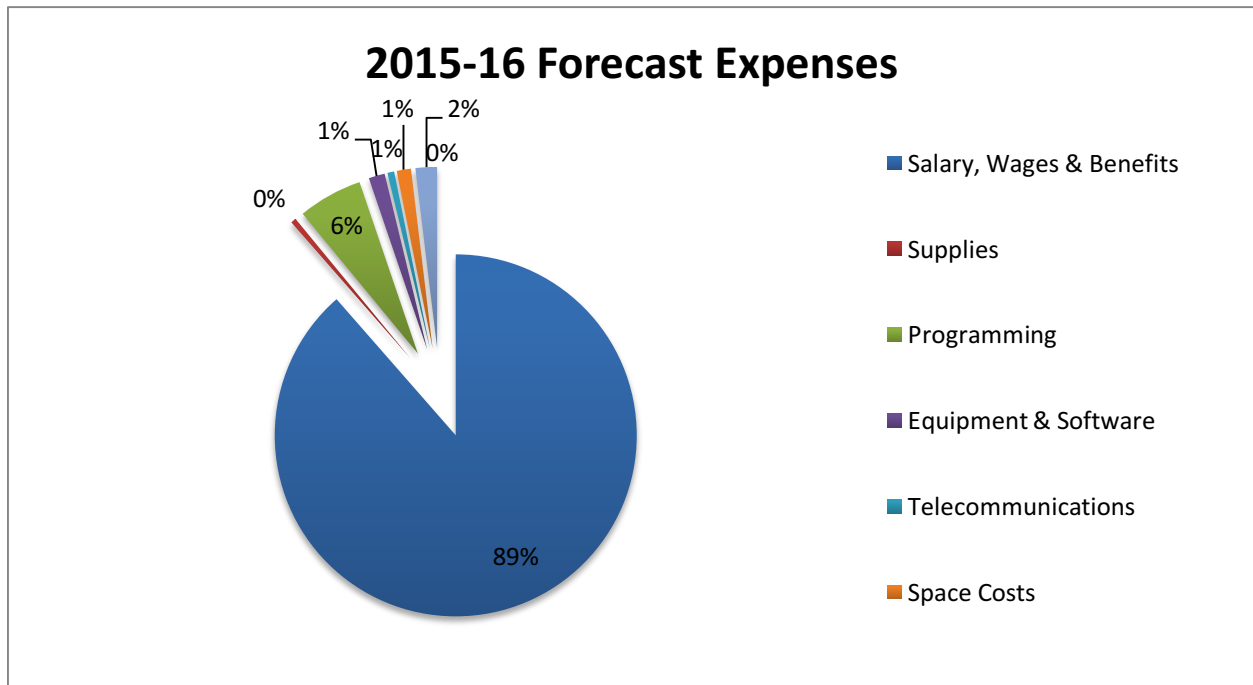
Financial Highlights

Revenues

Student Service Fee revenues for Student Life initiatives in 2015-16 were \$4.38 per UTM student (full-time), per semester. The 2015-16 budget year was the first year Student Service Fee revenues for this area were clustered under the supporting Student Life initiatives category.

Expenses

The most significant expense incurred by Recognized Group and Co-Curricular was *Salary, Wages & Benefits*. These costs relate to professional staff and students who advise students on service related matters (e.g. student organization table bookings), assist in the delivery of service related co-curricular programs, services, & initiatives, and manage, prepare & monitor the budget. The second major expense, *Programming* relates to Student Organizations Training, Communities of Practice funds, and CCR awareness initiatives.



Student Consultations & Proposal

Student Life Initiatives hosted two Advisory Group meetings on November 5th and November 12th, 2015, and solicited feedback from students via survey between November 16th and November 19th, 2015.

From the 152 students who provided feedback in person or via survey, the key themes that emerged to improve the services:

- 68% of respondents think that Student Life Initiatives need to improve the advertising & promotion of its programs and services;
- 32% of respondents would like an increase in the number and type of programs it offers;
- 12% of respondents would like to see more partnerships with other departments and student groups to deliver programs.

The 2016-17 budget proposes the following in response to the Student Life Initiatives student consultations and the administrative needs of the department:

1. Advertising & Promotion

- Development of Student Life Initiatives marketing & communications strategy and brand utilization tool for professional and student staff;
- Increase number of Student Organization activities recognized under the co-curricular record;
- Increase the number of Student Service activities recognized under the co-curricular record.

2. Increased Program Offerings

- Introduce new co-curricular programs in leadership skill development, to meet demand identified within the co-curricular record;
- Increase student staff compliment to expand support to student organizations and promote engagement with the co-curricular record.

3. Program Partnerships

- Increased focus and funding to support Student Organization Communities of Practice (e.g. professional development in risk management for recognized student organizations engaged with community service & engagement opportunities);
- Form a committee of recognized Student Organizations to explore new opportunities for the University of Toronto Mississauga to support their efforts, and identify collaboration opportunities within Student Life Initiatives programs.

The 2016-17 budget proposal includes support for a shared administrative position, additional fall/winter student staff, and introduction of a summer student staff position, under *Salaries, Wages & Benefits*. Additional funds for *Programming* will be included to expand program initiatives. Combined, these budget adjustments will allow the Student Life initiatives in the proposal to be achieved.

The budget proposes to meet the advisory group recommendations and the administrative needs of the department. The fee impact is noted on the proposed Student Service Fee breakout schedule.

University of Toronto Mississauga
Student Life Initiatives
Statement of Operating Results
in \$'s

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Revenue					
Student Service Fee		135,383	135,383	-	191,255
Total Revenue	-	135,383	135,383	-	191,255
Expenditures					
Salary, Wages & Benefits		93,210	92,463	747	153,063
Supplies		500	500	-	3,500
Programming		6,000	6,000	-	27,300
Equipment & Software		1,500	1,500	-	2,000
Telecommunications		500	630	(130)	500
Space Costs		1,320	1,320	-	1,509
Professional Memberships & Development		2,000	2,000	-	3,500
Other Expenses		500	-	500	1,000
Total Expenditures	-	105,530	104,413	1,117	192,372
Surplus (Deficit)	-	29,853	30,970	1,117	(1,117)
Carryforward, from previous year					
Transfer to operating reserves		(29,853)	(29,853)	-	1,117
Carryforward, to next year	-	-	1,117	1,117	-

Student Fee (per semester)

Full time	\$	4.38	5.94
Part time	\$	0.88	1.19

**University of Toronto Mississauga
Student Life Initiatives
Statement of Operating Reserves
in \$'s**

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2015-16 Variance	2016-17 Budget
Carryforward, from previous year	-	-	-	-	29,853
Transfer in from operating results	-	29,853	29,853	-	-
Carryforward, end of year	-	29,853	29,853	-	29,853

**University of Toronto Mississauga
Student Centre
Space Occupied by Student Societies
in \$'s**

	Budget 2015-16	Budget 2016-17
Utilities		
Hydro, Student Centre	\$ 71,178	\$ 78,858
Gas, Student Centre	\$ 38,983	\$ 40,766
Water, Student Centre	\$ 7,759	\$ 10,810
Add: Utilities for Student Orgs outside SC	\$ 19,594	\$ 23,369
	\$ 137,514	\$ 153,803
Facilities		
Engineering Service Agreement	\$ 75,099	\$ 74,712
Caretaking Service Agreement	\$ 141,407	\$ 142,578
Grounds Service Agreement	\$ 70,936	\$ 72,081
Property Management Service Agreement	\$ 5,444	\$ 4,119
Add: Facilities for Student Orgs outside SC	\$ 37,971	\$ 38,591
	\$ 330,857	\$ 332,080
Building Support		
Bldg Ops Admin (total area)	\$ 92,638	\$ 90,119
Shared Admin Services (total area)	\$ 21,139	\$ 19,767
Mail (total area)	\$ 4,699	\$ 2,753
Security (total area)	\$ 97,386	\$ 111,581
Computing (total area, including Direct charges)	\$ 39,955	\$ 41,627
	\$ 255,817	\$ 265,847
Space Occupied by Student Societies	\$ 724,188	\$ 751,731

The University of Toronto Mississauga
Student Services
2016-17 Budget
Student Services Fee Calculation

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	1,997,938	
Average merit/step/ATB increase/decrease for appointed staff	4.00%	
Indexed salaries	2,077,856	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		2,592,125
Casual/PT Salary Expenditure Base (previous year budget)	188,694	
Average ATB Increase/Decrease for casual/part time staff	2.75%	
Indexed salaries	193,883	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		213,271
Indexed Salary and Benefits Expenditure Costs		2,805,396
Subtract the amount of Net Revenue from other sources (previous year)		877,949
Add the Non-Salary Expenditure Base (previous year)		2,097,927
Add Occupancy Costs (current year)		926,578
Reduce the amount by the proportion of non-student use		-
Add the amount attributed from St. George (current year)		227,046
Cost for UTI purposes		5,178,997
Divide the difference by the projected weighted FTE enrolment(current year)		16,086
UTI Indexed Fee		\$ 160.98
\$ Amount of UTI based Increase (over adjusted fee)		\$ 12.79
% Amount of UTI based Increase (over adjusted fee)		8.63%

Consumer Price Index		
Fee Per Session (previous year)		\$ 151.08
Less: Removal of Old Temporary Fee (2013-14)	-	\$ 2.89
Adjusted fee for CPI		\$ 148.19
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 151.15
\$ Amount of CPI based Increase		\$ 2.96

Combined Fee Increase		
Fee Per Session (previous year)		\$ 151.08
Less: Removal of old temporary fee (2013-14)	-	\$ 2.89
CPI Based Fee Increase	+	\$ 2.96
UTI Based Fee Increase	+	\$ 12.79
Indexed Full Time Fee		\$ 163.94

Proposed Fee	2015-16	2016-17	Increase	
Full Time	\$ 151.08	\$ 157.45	\$6.37	4.22%
Part Time	\$ 30.22	\$ 31.49	\$1.27	4.22%

Frequently Asked Questions Concerning Compulsory Fees Charged for University Operated Services

At this meeting, the administration will present the proposed operating plans and fees associated with a number of University operated student for the upcoming fiscal year. The following frequently asked questions and answers are presented for the information of members.

What policies govern fees charged for University operated student services?

Three U of T policies govern these fees: the *Policy on Ancillary Fees*; the *Policy for Compulsory Non-Academic Incidental Fees*; and 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*.¹ The *Memorandum* is commonly referred to as the *Protocol on Non-Tuition Fees* or simply the *Protocol*. The *Protocol* is considered to be both an agreement between the University and the student organizations as required by Ministry of Training, Colleges & Universities guidelines, and a policy of the University approved by the Governing Council. The policies are available on the Governing Council web site and are described on the page attached to this document.

What is the Protocol?

The *Protocol* is 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* describes the procedures and limitations associated with the establishment of and increases to compulsory non-academic incidental fees charged for University operated student services. Such a protocol is required pursuant to a guideline of the Ministry of Training, Colleges & Universities.

What is UTI?

UTI is the University of Toronto Index. Generally speaking, UTI is an indexation of a service's fee which takes into account changes in salary and benefit costs, occupancy costs, and changes in enrolment. It is calculated separately for each fee. The result of the calculation is an indexed

¹ Pursuant to a condition of the approval by the Governing Council in 2004 of the Scarborough Campus Students' Union (SCSU) as a 'representative student committee' of the University, the Students' Administrative Council (operating as the University of Toronto Students' Union, UTSU) continues to represent full-time undergraduate UTSC students for the purposes of the *Protocol* as an agreement. Full-time undergraduate students on the UTM campus continue to be members of UTSU and are represented by UTSU for the purposes of the *Protocol* as an agreement. Part-time undergraduate students on all three campuses are members of the Association of Part-time Undergraduate Students (APUS) and continue to be represented by this organization in respect of the *Protocol* as an agreement.

fee. For comparison purposes, it is sometimes described as a percentage increase from the previous year. Appendix C of the *Protocol* describes the method for calculating UTI. Appendix E illustrates examples of the calculations.

What is CPI?

CPI is the inflation factor equal to the Consumer Price Index as described in the University of Toronto's *Long-range Budget Projection Assumptions and Strategies* (or its equivalent).

What are COSS, QSS and CSS?

COSS is the Council on Student Services, QSS is the UTM Quality Services to Students group, and CSS is the UTSC Council on Student Services. Collectively, these are referred to as the "Protocol Bodies." Pursuant to the *Protocol*, the main duty of the Protocol Bodies is to provide advice to the Governing Council in respect of the services' operating plans, budgets and changes in fees governed by the *Protocol*. Pursuant to the *University of Toronto Act, 1971*, the Governing has delegated authority to approve compulsory non-academic incidental fees to the University Affairs Board and to the UTM and UTSC Campus Councils (both of which receive recommendations from the respective Campus Affairs Committees). The decisions of COSS, QSS and CSS (i.e., approval or failure to approve) related to operating plans and fees of student services are conveyed to the appropriate bodies of the Governing Council when the services' plans are under consideration.

Are there limitations with respect to increases to fees charged for University operated services?

Prior to the approval by the appropriate bodies of the Governing Council, permanent increases to fees which are larger than the lesser of CPI or UTI require the approval of either: (a) approval of the relevant Protocol Body including a majority of the student members present at the meeting at which the fee proposal is considered;² or (b) the majority of the relevant students voting in a referendum.

² Some refer to this as a "double majority" (i.e., among those present and voting at a duly constituted meeting of the Protocol Body, approval of the majority of the voting members, and approval of the majority of the student voting members.).

If COSS, QSS, or CSS decline to recommend approval of operating plans and fees, what options are available to the administration?

If the relevant Protocol Body does not approve a proposed fee increase, the administration is entitled to seek approval by the Governing Council of:

- (a) a permanent fee increase of the lesser of CPI or UTI;
and
- (b) a temporary (three year) increase of the greater of CPI or UTI.

What rules govern referenda concerning increases to student services fees?

Appendix D of the *Protocol* describes the procedures for referenda for increases in compulsory non-academic incidental fees covered by the *Protocol*. It provides that referenda must be conducted by mailing ballots (i.e., via Canada Post) to applicable students. The *Protocol* does not permit referenda to be conducted electronically via the Internet.

Are student societies required to comply with the *Protocol* in respect of their own fees?

No. However, student societies are required to meet the requirements articulated in the *Policy for Compulsory Non-Academic Incidental Fees*.

Why is there more than one fee?

Some fees for some specific services have existed for many years, in some cases decades. “Student Services” fees were introduced in 1993. The Student Services fees on each campus fund a range of programs and units. The *Protocol* specifically identifies a number of fees as following under its provisions, including the respective Student Services, Health Services, and Athletics and Recreation fees for each campus.³ The Hart House fee is also explicitly identified. In practice, the University treats all fees described by Category 1 of the *Policy on Ancillary Fees* as subject to the terms of the *Protocol*. With respect to the operations funded by each fee, the *Protocol* allows for the reallocation of resources in response to changing service demands. However, the reallocation may not, without appropriate approval, result in the creation of a new service or the discontinuation of an existing service.

Why aren’t the fees indexed automatically?

The *Protocol* does not provide this as an option.

³ In 2002, the University Affairs Board approved the separation of the St. George Campus Student Services fee into two fees, the Student Affairs fee and the Student Services fee (both of which funded a range of programs and services). In 2008, the University Affairs Board approved a proposal to combine the St. George Campus Student Services, Student Affairs, and Student Affairs fees into a single fee named the Student Life Programs and Services fee.

What's the difference between compulsory non-academic incidental fees and other ancillary fees?

“Compulsory non-academic incidental fees” include those charged for student services provided by the University, student societies, and special projects. Fees charged for University operated services fall under Category 1 of the *Policy on Ancillary Fees*, are subject to the provisions of the *Policy for Compulsory Non-Academic Incidental Fees*, and fall under the jurisdiction of the *Protocol*. Other ancillary fees are charged for a variety of items and services (e.g., library fines, and cost recovery fees for equipment that becomes the property of a student). The UTM and UTSC Campus Affairs Committees and Campus Councils, and the University Affairs Board, are responsible for matters concerning compulsory non-academic incidental fees. The Business Board is responsible for matters related to other ancillary fees.

Are incidental fee increases automatically covered by OSAP and UTAPS?

Both OSAP and UTAPS consider compulsory non-academic incidental fees to be part of the amount included in the assessment.

Are incidental fees for student services refundable?

No. The University charges the applicable compulsory non-academic incidental fees to all students, with very few exceptions. There are, however, some portions of student society fees for which students may receive a refund upon request directly from the student society.⁴

How do students become aware of the services and organizations to which they pay fees?

The individual fees charged are listed in the student account information available through the web service of ROSI. Students become aware of the services and organizations through a variety of means including University print publications, the University's websites, student society handbooks, and various orientation programs including those offered by the various services.

Who can I contact in the administration for more information about compulsory non-academic incidental fees and the University's practices concerning these matters?

The Office of the Vice-Provost, Students and First-Entry Divisions can answer questions concerning these matters.

⁴ Some conditions may apply.

Brief Summary of Relevant Policies and Regulations Which Govern Compulsory Non-Academic Incidental Fees at the University of Toronto

There are three University of Toronto policies which govern compulsory non-academic incidental fees and charges of these fees to students:

Policy on Ancillary Fees: The *Policy* describes categories of permitted ancillary fees including fees for services provided by the University (Category 1), fees for student organizations (Category 2), fees for special projects, including capital projects funded by a student levy through a student society (Category 3), cost recovery fees (e.g., equipment), user fees and fines (e.g., library fines), and system wide fees (e.g., University Health Insurance Plan).

Policy for Compulsory Non-Academic Incidental Fees: The *Policy* provides the requirements and conditions associated with compulsory charges Categories 1, 2 and 3, outlined in the *Policy on Ancillary Fees* (i.e., student services fees, student society fees, and special projects fees). The manner in which these fees are charged is also described. Specific requirements applicable to student societies are included in the *Policy*.

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 on Non-Tuition Fees*" or simply the *Protocol* describes the procedures and limitations associated with the establishment of and increases to compulsory non-academic incidental fees charged for University operated student services (i.e., Category 1 of the *Policy on Ancillary Fees*). The terms of reference and rules of procedure for the Council on Student Services (COSS) is also provided. COSS has an advisory role to the University Affairs Board on the approval of St. George Campus and University-wide student services fees. Pursuant to the *Protocol*, the former faculty councils of UTM and UTSC established the UTM Quality Service to Students Committee (QSS) and the UTSC Council on Student Services (CSS) respectively. QSS and CSS provide advice to the UTM and UTSC Campus Affairs Committees and Campus Councils in relation to the consideration of student services fees charged only to students on those campuses.⁵

There is one key government guidelines on issues related to compulsory ancillary fees:

Section 5.2 of the *Ontario Operating Funds Distribution Manual* (Ministry of Training, Colleges and Universities) outlines conditions on charging non-tuition-related compulsory ancillary fees. In particular, the Ministry's guidelines require universities to establish protocols with student governments (defined as the minimum number of student organizations which have elected leadership and which when viewed in combination,

⁵Innis College has established a Student Services Committee, which provides advice to the Innis College Council, and in turn, to the University Affairs Board.

represent all students charged compulsory fees) which set out the “means by which students will be involved in decisions to increase existing compulsory non-tuition-related ancillary fees or introduce new ones.” The University’s *Protocol* described above is mandated by this Ministry guideline. The guidelines became effective for the 1994-95 year and have not been reviewed or revised since.