



**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** University Affairs Board

**SPONSOR:** Sandy Welsh, Vice-Provost, Students

**CONTACT INFO:** Phone (416) 978-3870 / Email [vp.students@utoronto.ca](mailto:vp.students@utoronto.ca)

**PRESENTER:** See Sponsor

**CONTACT INFO:**

**DATE:** February 27, 2017 for March 6, 2017

**AGENDA ITEM:** 5 (b)

**ITEM IDENTIFICATION:**

Operating Plans: Student Services, St. George Campus  
Student Life Programs and Services

**JURISDICTIONAL INFORMATION:**

The Terms of Reference of the University Affairs Board provide that the Board is responsible for policy concerning student services and for overseeing their operations. Changes to the level of service offered, fees charged for the services and categories of users require the Board's approval. Section 5.1.4 of the Terms of Reference provides that changes to the level of service offered, fees charged for services and categories of users for other campus and student services requires the University Affairs Board approval. The Board receives annually from its assessors reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, along with recommendations for changes in policies, plans or priorities that would address such issues.

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

**GOVERNANCE PATH:**

- 1. University Affairs Board [For Approval] (March 6, 2017)**
- 2. Governing Council [For Information] (April 5, 2017)**

**PREVIOUS ACTION TAKEN:**

The Operating Plans for Student Life Programs and Services for the current fiscal year were approved by the University Affairs Board on March 15, 2016.

**HIGHLIGHTS:**

The current fees for Student Life Services and Programs are as follows:

\$148.38 per session (\$29.68 for part-time students)

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

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

The experience of this past year and plans for the coming year are summarized in the attached material from Lucy Fromowitz, Assistant Vice-President, Student Life.

**FINANCIAL AND/OR PLANNING IMPLICATIONS:**

Student Life Services and Programs operates without drawing substantially on the University's operating income.

**RECOMMENDATION:**

BE IT RESOLVED

THAT the 2017-18 operating plans and budget for Student Life Programs and Services, as presented in the documentation from Lucy Fromowitz, Assistant Vice President, Student Life, be approved; and

THAT the sessional fee for a full time student on the St. George campus be increased to \$151.54 (\$30.31 for a part-time student), which represents a year over year increase of \$3.16 (\$0.63 for a part-time student) or 2.13% (resulting from the elimination of a 2014-15 three-year temporary increase, a permanent increase of 2% and a temporary increase of 8.23%).

**DOCUMENTATION PROVIDED:**

Student Life Operating Plan, 2017-18

Student Life Annual Report, 2017-18

# STUDENT LIFE OPERATING PLAN



2017-18

# STUDENT LIFE

**innovationhub**  
deepening collaboration



## DIVISION OF STUDENT LIFE

- **Aboriginal Student Services/First Nations House**
  - Academic Supports & Programs
  - Recruitment
- **Centre for International Experience**
  - Student Learning & Programs
  - Student Mobility
  - Safety Abroad
- **Hart House**
  - Co-Curricular Programs
  - Art Museum
  - Hart House Theatre
  - Fitness
- **Health and Wellness**
  - Health & Wellness Centre
  - Health Promotions
- **Student Experience**
  - Community Partnerships
  - Multi-faith Centre
  - Student & Campus Development
  - Conflict Resolution
  - Assessment & Analysis
- **Student Success**
  - Academic Success
  - Accessibility Services
  - Career Centre
  - Housing Services
  - TCard Services
- **Student Crisis and Progress**
- **Divisional Supports**
  - Chief Administrative Officer
  - Communications
  - Information Technology

# AREAS OF STRATEGIC PRIORITIES



**Student Development and Engagement**



**Programs and Services for Graduate Students**



**Internationalization**



**Health and Wellness**



**Academic Support**



**Divisional and University Support Services**

**1**

## **Creating the conditions that allow students to flourish**

Student Health  
Sexual violence prevention  
Graduate student supports  
International student support  
Conflict Resolution – year 2 of pilot  
Academic Accommodations/OHRC rulings  
Strengthening communications  
TRC Committee and Working Groups

**2**

## **Expanding experiential opportunities**

Global experiences/literacy  
Community-engaged learning  
Transition to careers

**3**

## **Measuring our progress**

Innovation Hub  
Assessments: NCHA/NSSE/Learning Outcomes/Student Feedback



# Student Life Programs and Services - St. George Campus



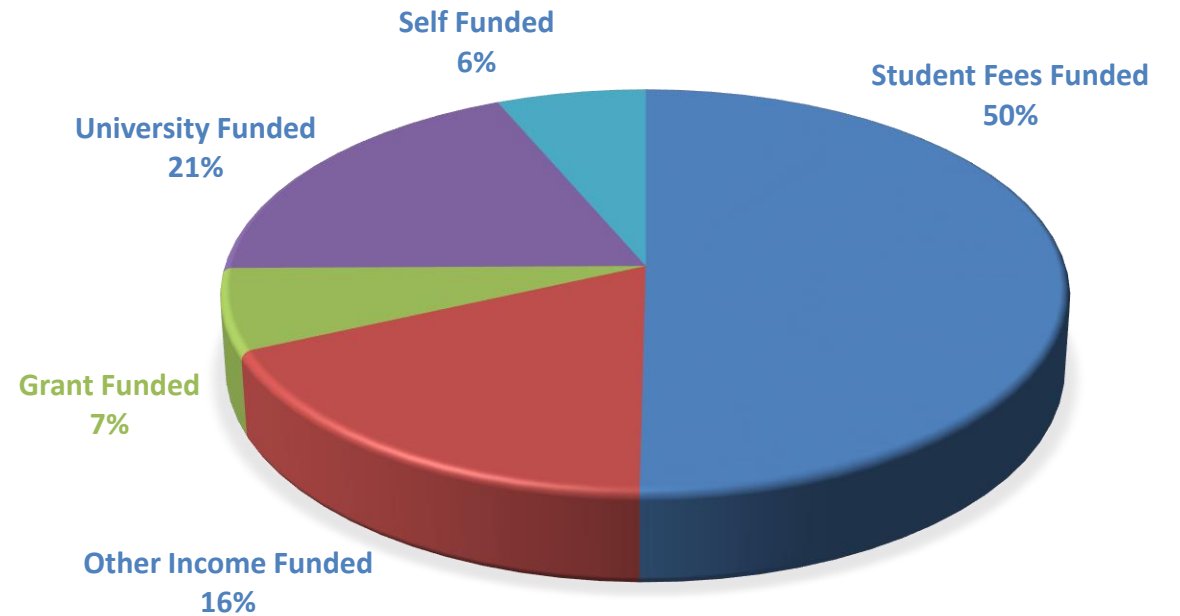
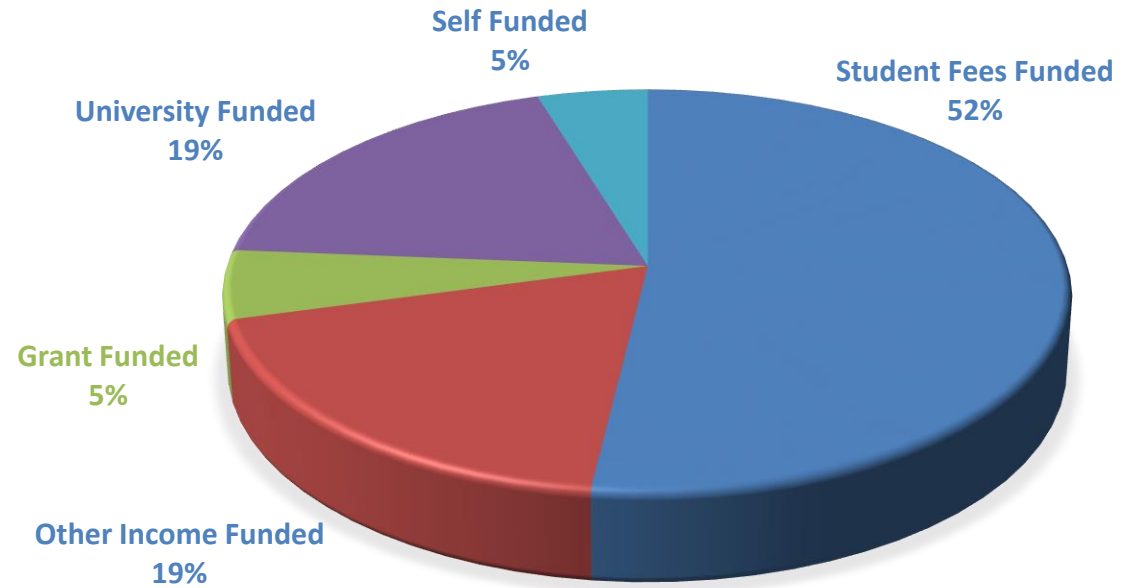
	2017 -2018					2016-2017	
	A	B	C	D	A+B- C+D		
	Compensation	Non Salary Expenses	Revenue	Occupancy Cost	Net Operating Expense	Net Operating Expense	
<b>Student-Fee Funded</b>							
<i>Division of Student Life</i>							
Divisional Services and Support	\$ 3,557,736	\$ 991,632	\$ 35,000	\$ 110,897	\$ 4,625,265	\$ 3,888,028	
Centre for International Experience	\$ 787,224	\$ 192,894	\$ 10,000	\$ 103,612	\$ 1,073,730	\$ 961,336	
First Nations' House	\$ 522,590	\$ 87,121	\$ -	\$ 34,070	\$ 643,781	\$ 586,012	
Health and Wellness	\$ 4,950,447	\$ 3,484,740	\$ 4,274,738	\$ 198,208	\$ 4,358,657	\$ 4,668,312	
<b>Student Experience</b>							
Centre for Community Partnerships	\$ 330,653	\$ 53,099	\$ -	\$ 22,722	\$ 406,474	\$ 339,494	
Multifaith Centre	\$ 346,216	\$ 56,948	\$ 9,000	\$ 116,683	\$ 510,847	\$ 474,489	
Student & Campus Community Development	\$ 1,189,706	\$ 97,429	\$ -	\$ 37,893	\$ 1,325,028	\$ 1,209,652	
<b>Student Success</b>							
Academic Success Centre	\$ 885,581	\$ 51,819	\$ -	\$ 27,357	\$ 964,757	\$ 896,869	
Career Centre	\$ 1,546,935	\$ 219,270	\$ 311,695	\$ 131,104	\$ 1,585,614	\$ 1,976,579	
Housing Service	\$ 422,929	\$ 71,763	\$ 6,000	\$ 30,577	\$ 519,269	\$ 550,191	
<b>Work Study</b>	\$150,000 included in compensation line					\$ 94,500	
<b>Human Resources &amp; Equity</b>							
Early Learning Centre/Campus Co-Op	\$ -	\$ 163,294	\$ -	\$ 68,370	\$ 231,664	\$ 227,655	
Family Care Office	\$ 202,000	\$ 15,289	\$ -	\$ -	\$ 217,289	\$ 211,452	
Sexual and Gender Diversity Office	\$ 114,405	\$ 6,000	\$ -	\$ -	\$ 120,405	\$ 119,210	
<b>Student Space</b>				\$ 1,035,098	\$ 1,035,098	\$ 1,046,664	
<b>2017 - 2018 Total Student-Fee Funded</b>	\$ 14,856,422	\$ 5,491,298	\$ 4,646,433	\$ 1,916,591	\$ 17,617,878	\$ 17,250,443	
<b>Non Student-Fee Funded</b>							
<b>2017 - 2018 Total Non Student-Fee Funded</b>	\$ 7,541,888	\$ 1,448,155	\$ -	\$ 214,441	\$ 9,204,484	\$ 7,462,682	
<b>Grand Total</b>	\$ 22,398,310	\$ 6,939,453	\$ 4,646,433	\$ 2,131,032	\$ 26,822,362	\$ 24,713,125	
					Student Fees	\$ 17,617,878	\$ 17,250,443
					Non Student-Fee Budget Support	\$ 9,204,484	\$ 7,462,682
					<b>Total Funding</b>	\$ 26,822,362	\$ 24,713,125
					<b>DEFICIT/SURPLUS</b>	\$ -	\$ -

# Sources of Funding for Student Life



➤ 2016-2017

➤ 2017-2018

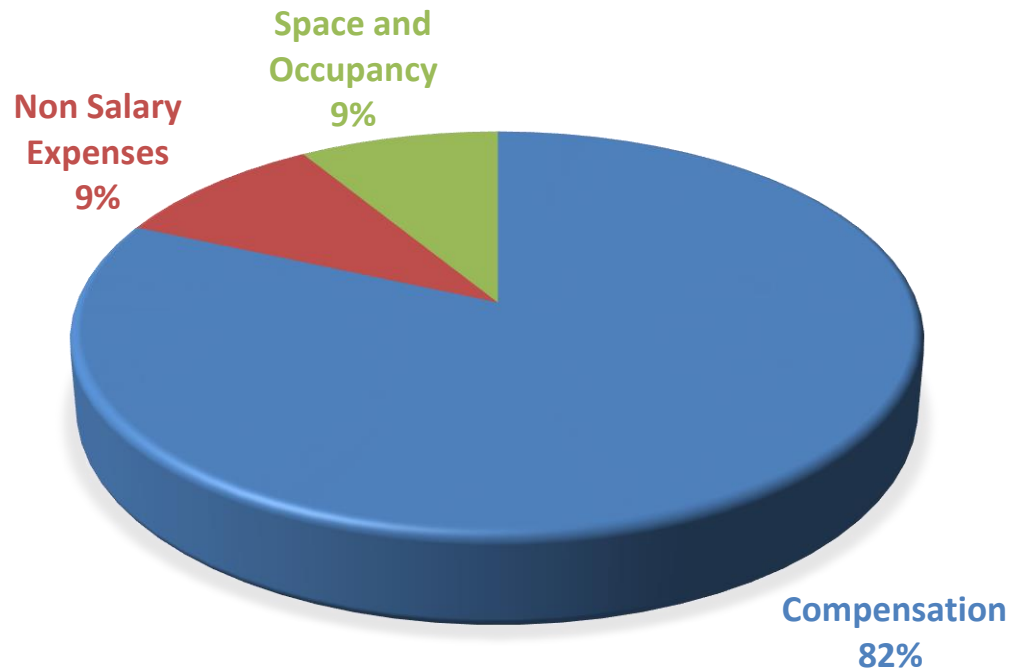




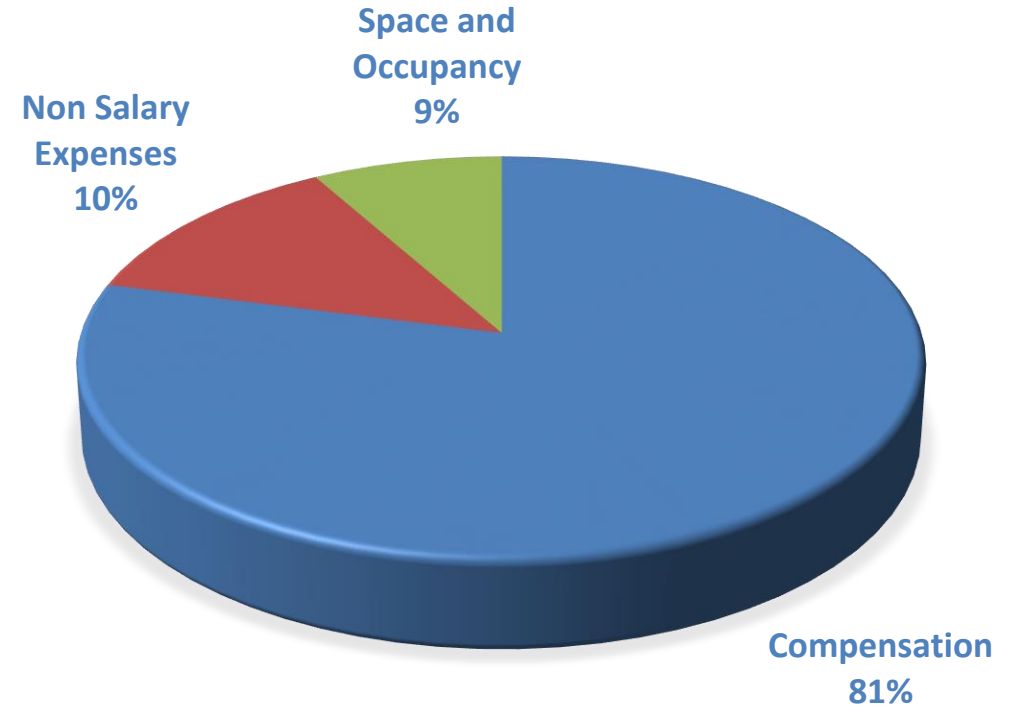
# Student Fee Operating Expenses



➤ 2016-2017



➤ 2017-2018



# Some Highlights



- Student Colleagues
  - **\$819,141:** 150 work study positions + 114 student staff positions
- Rossy Family Foundation Gift of \$500,000 in support of mental health
- TCard Services joins Student Life
- SIF
  - MAY – DEC awards:           \$82,620           →           26/30 applications approved
  - JAN – APR allotment:       \$60,000           →           application deadline JAN 22
  - Applications: 19 undergraduate, 11 graduate (5 Masters and 6 PhD)
  - Testimonials
    - World AIDS Day: “I love how members of the audience were able to discuss their own experience” ...“Very insightful. Great to have a real stories.”
    - Bangladeshi Students’ Association: “I had a lot of fun and you guys make the U of T community better.” ...“I never knew I could make that many friends in one day. One of the best decisions in my first year ...”

**Student Life Programs and Services  
2017-2018 Operating Plan**



Student Fee CPI/UTI Calculation		
<b>Adjusted Fee Base</b>		
Fee per Session (previous year)		\$ 148.38
Less removal of temporary fee (2014-2015)	-	\$ 10.89
<b>Adjusted Fee Base</b>		<b>\$ 137.49</b>
<b>Consumer Price Index</b>		
<b>CPI Index Percent</b>	2% Adjusted Fee	\$ 140.24
<b>Adjusted Fee</b>	-	<b>\$ 137.49</b>
<b>\$ Amount of CPI based increase</b>		<b>\$ 2.75</b>
<b>UTI Index</b>		
Appointed Salary Expenditure Base (previous year budget)	\$ 10,909,413	
Average merit/step/ATB increase/decrease for appointed staff	4.00%	
Indexed salaries	\$ 11,345,790	
Standard Benefit Rate	24.75%	
Indexed Appointed Salary Expenditure Base		\$ 14,153,872
Casual Salary Expenditure Base (previous year budget)	\$ 626,158	
Average ATB increase/decrease for casual staff	2.00%	
Indexed salaries	\$ 638,681	
Standard Benefit Rate	10.00%	
Indexed Casual Expenditure Base		\$ 702,549
Total Indexed Salary and Benefits Expenditure Costs		\$ 14,856,422
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 4,882,963
Add the Non-Salary Expenditure Base (previous year)		\$ 5,170,781
Add the Occupancy Cost (previous year)		\$ 1,915,235
Reduce the amount by the proportion attributed to UTM and UTSC (current year)		-\$ 211,695
Cost for UTI purposes		\$ 16,847,780
Divided the difference by the projected weighted FTE enrolment (current year) - 2 sessions		113,228
<b>UTI Indexed Fee - per term</b>		<b>\$ 148.80</b>
Adjusted fee Base	-	\$ 137.49
<b>\$ Amount of UTI Based Increase</b>		<b>\$ 11.31</b>
<b>Combined Fee Increase</b>		
Adjusted Fee		\$ 137.49
CPI Based Fee increase	+	\$ 2.75
UTI Based Fee increase	+	\$ 11.31
<b>Indexed Full Time Fee per Term</b>		<b>\$ 151.54</b>

# Proposed Increase

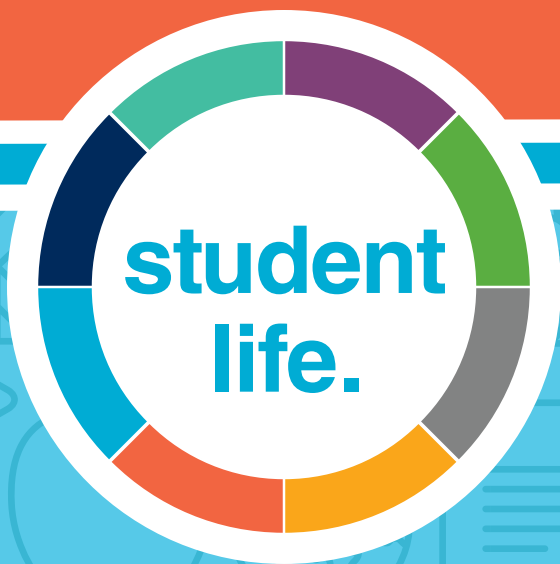


	<b>2016-2017</b>	<b>Fee Drop Off</b>	<b>CPI Increase</b>	<b>UTI Increase</b>	<b>2017-2018</b>	<b>\$ change</b>	<b>% change</b>
St. George FT	\$ 148.38	(\$10.89)	\$2.75	\$11.31	\$ 151.54	\$ 3.16	2.13%
St. George PT	\$ 29.68	(\$2.18)	\$0.55	\$2.26	\$ 30.31	\$ 0.63	2.13%
UTM	\$ 0				\$ 0		
UTSC	\$ 0				\$ 0		

# **STUDENT LIFE**

## **PROGRAMS & SERVICES**


### **ANNUAL REPORT**



**2017-18**

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## student life.

### Student Life

Student Life Programs & Services supports graduate and undergraduate students in reaching their academic goals, engages students in their development and learning, and challenges students to construct their own experiences.

We partner across the University to create programs that foster leadership and community involvement, locally and internationally, and support the health and well-being of our students. We help students engage with the broader community through co-curricular and community-based learning opportunities.

We are connected globally, welcoming and supporting our international students and building relationships with universities abroad through study and research opportunities.

We are committed to helping students flourish, academically and in experiences beyond the classroom. We strive to make all of our programs and services engaging, accessible and inclusive, respecting and reflecting the diverse needs of the students we serve.

### Our mission

The Division of Student Life brings coherence to complexity and creates opportunities for students to build skills, experience diverse communities and integrate learning. We connect life to learning.

### Our vision

Through our work and partnerships, every student will have the opportunity to actively participate in university life; find connection, community and friendship; encounter new ways of thinking and being in the world; and experience leadership, independence and success.

# AREAS OF STRATEGIC PRIORITIES

Student Development and Engagement: Expand opportunities for student learning through diverse experiences.

## Internationalization

Provide opportunities for global engagement and international mobility through study, research and internship programs that encourage a unique approach to learning.

## Health and Wellness

Support the physical, emotional, social and spiritual health and well-being of students.

## Programs and Services for Graduate Students

Expand programs and services to meet the diverse needs of graduate students.

## Academic Support

Support students in achieving their academic goals.

Divisional and University Support Services: Enhance, support and coordinate quality services for students.

# THE DIVISION OF STUDENT LIFE

## ABORIGINAL STUDENT SERVICES (FIRST NATIONS HOUSE)

- Academic Supports and Programs
- Recruitment

## CENTRE FOR INTERNATIONAL EXPERIENCE

- Student Learning & Programs
- Student Mobility
- Safety Abroad

## HART HOUSE

- Co-Curricular Programs
- Art Museum
- Hart House theatre
- Fitness

## HEALTH & WELLNESS

- Health & Wellness Centre
- Health Promotions

## STUDENT EXPERIENCE

- Centre for Community Partnerships
- Multi-Faith Centre for Spiritual Study & Practice
- Student & Campus Community Development
- Conflict Resolution Centre
- Assessment and Analysis

## STUDENT SUCCESS

- Academic Success Centre
- Accessibility Services
- Career Centre
- Housing Services
- TCard Services

## STUDENT CRISIS & PROGRESS

## DIVISIONAL SUPPORT SERVICES

- Office of the Chief Administrative Officer
- Information Technology
- Communications

# PLANNING THROUGH STRATEGIC ALIGNMENT

**Student involvement is central to our work. Students shape our work through advisory councils, consultations, focus groups, assessment surveys and committees. Some examples of how students help guide our work include:**

- Centre for International Experience Student Advisory Committee (CIESAC)
- First Nations House Student Advisory Committee
- Housing Services Student Advisory Committee
- Semi-Annual Student Faith Leaders Meetings
- Health & Wellness Student Advisory Committee
- Centre for Community Partnerships Student and Alumni Advisory Council
- Accessibility Services Annual Focus Group
- Academic Success Centre Peer Staff
- Committee on the Allocation of Student Activity Space (CASAS)
- Student Initiative Fund Committee
- Gradlife Advisory Committee
- Ulife Advisory Committee
- Co-Curricular Record Consultations
- Student Life Community Crew
- National College Health Assessment Survey
- National Survey of Student Engagement
- Canadian Graduate and Professional Student Survey
- Reverse Mentorship Program (students mentor staff and share insights on their experiences)
- Innovation Hub (see page 6)
- Regular assessment surveys for all our events
- Regular unit and program level assessment surveys and focus groups

# PRESIDENTIAL PRIORITIES

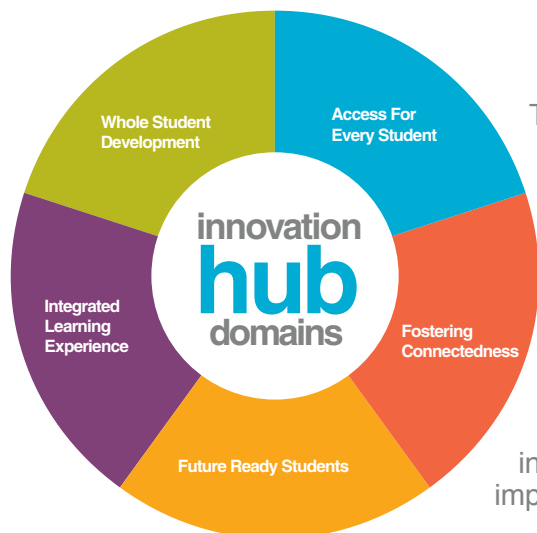


**We are also guided by the strategic framework laid out in the presidential priorities.**

- 1.** Leverage our urban location more fully, for the mutual benefit of University and city.
- 2.** Strengthen and deepen key international partnerships.
- 3.** Re-imagine and re-invent undergraduate education.



# INNOVATING FOR 2017-18



The **Innovation Hub** ([uoft.me/innovationhub](http://uoft.me/innovationhub)) is a methodology introduced by Student Life to provide opportunities for the University community to co-create and operationalize innovative initiatives that enhance the university experience for our students. It is a highly collaborative, engaging and inclusive space consisting of staff, faculty and students. The hub has five main domains, each co-led by students. Supporting these domain teams are operational teams in communications and IT; events and administration; operations and design; and organizational learning. Each team is conducting ethnographic research using a student-centred, design-thinking methodology, and will ideate and test ideas for transformational innovations in student services. They will also participate in the implementation phase.

## The Innovation Hub explores two core questions:

- Who are our students?
- How is the world changing for them?

The answers to these questions will help us to shape our programs and services to create the University of Toronto student experience of the future.



## Staff are involved from across the University from areas such as:

- Alumni Relations
- Bio Zone
- Centre for Teaching Support and Innovation
- Department of Sociology
- Enrolment Services
- Enterprise Applications and Solutions Integration
- Faculty of Arts & Science
- Faculty of Engineering
- Faculty of Information
- Faculty of Medicine
- Faculty of Music
- Housing Services
- Innovations in Undergraduate Education
- Kinesiology & Physical Education
- Office of the Governing Council
- Office of the Vice President & Provost
- Office of the Vice-Provost, Faculty & Academic Life
- Ontario Institute for Studies in Education
- Rotman I-Think
- School of Graduate Studies
- Student Family Housing
- Teaching, Learning & Technology
- University of Toronto Libraries
- University of Toronto Scarborough Campus
- University Planning, Design & Construction

# 100+

students, staff and faculty are involved in the Innovation Hub.

# 750+

students, staff and faculty have attended Innovation Hub events.

More than

# 100

one-to-one interviews have been conducted with students in the research phase.

# STUDENT DEVELOPMENT AND ENGAGEMENT

Student Life provides opportunities for developing leadership skills, experiential and work-integrated learning and leveraging our urban location by connecting with community partners. Examples of our initiatives follow.

## PP Experiential learning opportunities

Student Life supports experiential learning opportunities that allow students to engage in applicable and transferrable high-impact learnings and connect them to real-life experiences.

## The Centre for Community Partnerships celebrated its 10<sup>th</sup> anniversary!

### Over 10 years

- 18,000 students have taken community-engaged learning courses.
- 6,000 students have participated in volunteer community-engaged learning opportunities.
- 250 CCP-supported community-engaged learning courses offered
- 525 community partners
- Last year, 2,384 students participated in service-learning and community-based courses supported by the Centre for Community Partnerships.
- Expanded our community partnerships to 18 Indigenous organizations, and placed 147 students in curricular and co-curricular opportunities with these organizations.



## The Co-Curricular Record

The Co-Curricular Record (CCR) provides a growing database of opportunities where students can search for activities, attach competencies to their involvement and receive recognition for their learning and experiences.

- 8,175 unique students with a CCR
- 11,283 activities validated
- 5,725 positions available on the database
- 62 new student groups added
- Students who participated in CCR-recognized activities have +0.35 higher CGPA than those who did not participate.
- Top five competencies reported on the CCR: communications, community and civic engagement, decision-making and action, leadership and teamwork.

## Internationalization and global engagement

- 1,132 students participated in an international exchange program with one of the CIE's 149 partner institutions across 40 countries.
- The Intercultural Learning program is an experiential, peer-led program designed to build intercultural competencies and encourage a deeper understanding of learning in a global context.

## Career exploration and education

- 1,244 students participated in Career Exploration programs at the Career Centre.
  - ✓ Informational Interviews 35%
  - ✓ In the Field 10%
  - ✓ Explore it 22%
  - ✓ Extern 30%
  - ✓ Multiple Mini interviews 3%
- Explore It Career Exploration is a program for selected second-year courses in the Faculty of Arts and Science Step Forward program. The program was offered in 7 academic units, covering 10 classes with 13 sessions and 275 students.
- In the Field is a career exploration event that offers students a group field trip to learn about different careers within one organization and how they relate to their program of study. Ten outings occurred to organizations such as The Toronto International Film Festival, Sick Kids hospital, The Toronto Star and the Centre for Social Innovation.
- Career Navigator is a new online tool that connects students with alumni to help build professional networks and reflect on the wide range of career options in their field of study.

## Housing workshops

- The new, experiential Rent Smart workshop for students moving out of residence resulted in a 75% increase in participation.
- 96% of participants said they felt prepared to develop an action plan to find suitable housing.



## Building capacity with our student peer colleagues

- Student colleagues and student leaders across the institution are essential to our work. Our focus on training, professional development and increasing collaboration helps build capacity across the University.
- Student Life provides opportunities for students to gain experience across the Division:
  - ✓ Student academic placements in the Career Centre, Health & Wellness and the Multi-Faith Centre.
  - ✓ The Multi-Faith Centre internships provide students structured learning opportunities to develop programs that encourage interfaith dialogue on important societal topics.
  - ✓ The Student Campus and Community Development intern program for students interested in pursuing a career in student affairs. The program involves goal-setting and coaching, job shadowing, a capstone experience and an intern report.
  - ✓ Student Life Community Crew is tasked with running the Life @ U of T blog and supporting social media platforms. Members learn best practices for communicating via blogs and social media.
  - ✓ The new Reverse Mentorship Program puts students in the role of mentors, allowing them to develop the ability to articulate their experiences.

**\$819,141**

wages paid to students in 264 positions

**4,311**

Work Study positions

“As the leadership development intern, I took a deep dive into leadership education in a supportive and encouraging environment. I was able to express my creativity, take ownership of projects, grow my toolkit of skills and build my community of student affairs professionals. This experience was the launching point for my career.”

**1,832**

one-to-one appointments were conducted by Career Start peer counsellors in the Career Centre.

**Enhanced**

a campus-wide curriculum for student staff to reflect on and articulate skills obtained through on-campus employment.

**3,200+**

student leaders and colleagues participated in:

- ✓ Mentor training
- ✓ Orientation coordinators and leaders training
- ✓ Alumni ambassador training
- ✓ Ulead leadership training
- ✓ Safetalk suicide prevention training
- ✓ President's retreat – a one-day leadership event for club presidents



**The G2G**

peer advisors in the Conflict Resolution Centre received 40+ hours of training on subjects such as:

- ✓ Conflict resolution and communication
- ✓ Communication and active listening
- ✓ Power imbalances/imposter phenomenon
- ✓ Intercultural communication
- ✓ Bias/equity/harassment
- ✓ Referrals/health & wellness

PP

### Fostering connections

We facilitate a wide array of co-curricular activities through inclusive organizations and diverse events:

**1,500**

events were held at the Multi-Faith Centre

**740**

student groups recognized and supported by the Ulife office.

**We offer programs that promote that promote inter-faith dialogue and development of reflective practices and spiritual well-being.**

### The Mentorship Resource Centre

provides a database for students to research suitable mentorship programs and provides support and professional development for mentors and staff in programs across campus.

**40%**

increase in mentorship database searches

### The Student Initiative Fund

The Student Initiative Fund (SIF) offers financial support to projects that enhance the student experience and foster a sense of community at the University of Toronto. **73** student-led projects received a total of **\$100,000** in funding

### Examples of projects:

Sky Garden Beehive: U of T Bees seeks to re-establish the beehive on the rooftop of the Engineering building. The garden serves as an ideal location for a beehive as there are many flowers nearby for easy foraging access. By collaborating with the engineers, their goal is to encourage sustainability across all academic disciplines.

An African Telling of Cinderella: The African Studies Course Union is putting on a theatrical production of Cinderella that will be re-written to reflect African cultures and experiences. The play embodies their core values of encouraging alternative learning through the arts in universities.

### Club Hubs

Nine club hubs provide an opportunity for student groups with similar interests to gather, network, share ideas and find opportunities for collaboration. Club hubs are hosted by:

- Career Centre
- Centre for Community Partnerships
- Multi-Faith Centre
- Sexual and Gender and Diversity Office
- Anti-Racism and Cultural Diversity Office
- Centre for International Experience
- Mentorship Programs
- 21 Sussex Club House
- Hart House

PP

## Supporting entrepreneurship

**Partnered with the Banting and Best Centre for Innovation and Entrepreneurship on the e100 Series, a collection of panel discussions on entrepreneurship.**

**94%**

of students who attended Exploring Entrepreneurship week said they would definitely or probably take action on their entrepreneurship idea.

### The Career Centre

is embedding the entrepreneurship mindset into all programs.

- Developed a labour market workshop in partnership with the Entrepreneurship Library at Gerstein to educate students on how to research start-ups as potential career options.
- Hosted Exploring Entrepreneurship weeks in February and November.

**723**

start-ups are posting job opportunities for students in the Career Learning Network.

## Supporting Indigenous initiatives:

- Participated in the steering committee and working groups established by the President and Provost to explore how the University will respond to the Truth and Reconciliation Commission's calls to action.
- Joined the Faculty of Arts & Science on a curriculum working group to examine ways to incorporate Indigenous content into coursework.
- Collaborated with the Central Library system in the development of a new librarian position focused on coordinating and enhancing Indigenous content within the libraries.
- Worked with the Provost's Office, Fire Prevention and the Elders Circle to revise the smudging guidelines to expand the number of areas where smudging can take place on the St. George campus.
- Expanded community partnerships to 18 Indigenous organizations, and placed 147 students in curricular and co-curricular opportunities with these organizations.
- Hosted the first Indigenous Career Fair with Human Resources to connect students with employment opportunities at U of T. The event has attracted attention from other community partners and a second, expanded fair will be held in winter 2017.
- Organized 10 events as part of Indigenous Education Week February 2016.

**“That feeling when you hear about an event randomly on Twitter + you're able to make it + then it has a profound effect on your world view”**

– Tweet about Indigenous Education Week

- The Healthy Grads team partnered with *Supporting Aboriginal Graduate Enhancement (SAGE)* and the Native Students Association to develop a self-care workshop informed by Indigenous approaches to wellness.
- The Aboriginal Learning Strategist leads the *Graduate Writing Group* at First Nations House, providing Indigenous graduate students with an in-house opportunity to participate.
- The Aboriginal learning strategist saw **396** students and participated in **32** workshops and outreach sessions.

## Supporting LGBTQ+ students

### Launched Gender Talk

a new pilot drop-in discussion group for trans, gender non-conforming and gender non-binary students.

“This event feeds my soul. I am so happy that it exists. I loved chatting and learning from everyone.”

– Gender Talks participant

Partnered with Couneline to provide a stream of LGBTQ-focused counselling.

### Launched Resisting Oppression and Reclaiming Spirituality (ROARS)

a student-led peer support group that provides a safe(r) space for self-identified women, trans, two-spirit, and gender non-binary/non-conforming people to discuss their religious and spiritual experiences.

Specialized training on trauma-informed counselling and comprehensive services for trans students was provided to all Health & Wellness Centre staff.

### Programming highlights included:

- ✓ U of T Pride Pub and participation in Toronto Pride events
- ✓ Queer Orientation
- ✓ Lead with Pride: LGBTQ Student Leadership Conference
- ✓ Q21: A Conversation Café exploring topics such as identity and learning, exploring career and identity and self-care
- ✓ Queer and Trans Students of Colour Discussion Group
- ✓ LGBTQ International Students Group

## 100%

of students who participated in Lead with Pride agreed that they made positive connections with other students and gained a better understanding of what it means to be an LGBTQ+ student leader.

### U of T had the third top fundraising team

in the Pride and Remembrance Run, raising

## \$8,597

## 1,000+

students, staff and faculty attended the U of T Pride Pub.

### Supporting students with disabilities:

- Participated in the Curriculum and Pedagogy Working Group and created a multi-faceted workshop for faculty sponsored by the Centre for Teaching Support and Innovation. The working group explored with faculty how to support students in classrooms, make appropriate referrals and collaborate in the accommodations process.
- Designed workshops on identifying, assisting and referring students in distress, leading to a better understanding of faculty's role in partnering with Accessibility Services.
- Partnered with the deans of students to review and improve the process through which students with disabilities receive accommodations in residence.
- Piloted a new ADHD support group, *A Mindfulness and Cognitive Behavioural Approach to Managing ADHD*, and provided skills training to help with organization, time management, procrastination and task prioritization.
- Offered dedicated Accessibility Services office space during exam periods to reduce the number of off-site locations.
- Expanded the Automatic Renewal System allowing more students to renew their accommodations independently.
- Reviewed new Ontario Human Rights Commission guidelines to ensure compliance.
- Expanded student participation in, and awareness of, employment-related events for students with disabilities on topics such as navigating the job search, disclosure and accommodation needs.
- Participated in a working group with the National Educational Association of Disabled Students (NEADS) to develop best practices for accommodations for graduate students with disabilities and hosted the launch of these guidelines.

# 16,100

tests and exams were administered for students with accommodations, a 12% increase over last year.

# 3,378

students are supported by Accessibility Services.

# 27,549

sets of notes were provided by

# 1,534

volunteers with the note-taking service.

PP

## INTERNATIONALIZATION AND STUDENT MOBILITY

Global perspectives and international opportunities are critical to the student experience. We support opportunities for students to develop intercultural competencies and participate in international experiences through curricular and co-curricular programs, study abroad opportunities and services for international students.

### Curricular programs

- With the support of the CIE, students in the Museum Studies program designed a module of the Intercultural Learning Program on cultural competency in a museum context for course credit.
- The CIE delivered an intercultural learning module as a part of SMC362Y1S, *International Development, Justice and Human Dignity* taught by Professor Reid Locklin.
- Facilitated workshops on intercultural learning as part of course credit for the *Engineering Strategies and Practice* course (ESP).

“The CIE partners met with students and provided valuable feedback at significant moments in the process, which was part of my pedagogical motivation: when working with collaborators, a strong system of communication and negotiation has to be in place and maintained throughout the entire project.”

– Irina D. Mihalache, PhD, Assistant Professor, Museum Studies

## Co-Curricular programs

Enhanced the *Intercultural Learning Program*, an experiential, peer-led program designed to build intercultural competencies and encourage a deeper understanding of learning in a global context.



## International experience opportunities

- International experiences offered through the Centre for International Experience: Inbound and outbound programs
  - ✓ Summer research program
  - ✓ Visiting International Student Program
  - ✓ Queen Elizabeth Scholarship program
- The CIE International Opportunities site contains **199** international opportunities in a searchable database. Students can quickly identify exchange destinations that have been approved by their program.
- **1,132** students participated in an international exchange through the Centre for International Experience.
- The CIE manages **149** global partners in **40** countries.

**111**

students participated in the Summer Research Exchange Program visiting 22 partner locations.

**\$1,065,389**

in CIE bursaries and awards was provided to students to participate in international opportunities.

“One of the highlights for me was the different pedagogy adopted by professors, which contrasted with what was emphasized at U of T. I found the different teaching methods helped me gain a greater understanding of my own learning style and allowed me to bring different perspectives to course content after I returned from exchange.”

## Piloted

the Global Ambassadors Program a peer-to-peer support program for international students at U of T. The program helps students transition to U of T and create a community of globally-engaged students. 517 international students were connected to a global ambassador.



# Supporting international students

- Examples of support offered to international students
  - ✓ Learning support workshops on academic integrity, procrastination, time management, critical thinking, note taking and exam preparation
  - ✓ Workshops on immigration, work permits and visas
  - ✓ iConnect Mentorship Program
  - ✓ International transition advising
  - ✓ Airport welcome booth to greet international students arriving in Toronto
  - ✓ University Health Insurance Plan (UHIP)
- Expanded and updated outreach and communications to help increase student awareness around UHIP. We partnered with the ASKme program and TCard Services to set up mobile locations for international students to obtain their UHIP cards and TCards at the start of term.
- Expanded Step-Up Orientation programs for international graduate and undergraduate students.



Created Nine New Things for International Students, an e-newsletter sent to all international students highlighting programs and events important to this audience.



## Step-Up Orientation participation:

Graduate participation

**+400%**

Undergraduate

**+121%**

## Education and training

We continue to advise key stakeholders on strategies for effectively supporting international learners. Programming focuses on diversity and developing skills for more effective dialogue across difference.

- Provided intercultural learning training for Counsellors
- Provided training on intercultural competencies and learning for dons and student leaders

## Safety abroad

The Safety Abroad Office responds to emergencies abroad in the form of on-campus support for students who may be impacted, personal emergencies and regional events. A redevelopment of the Safety Abroad Database is ongoing to streamline processes, improve capacity and communications and quicken response time in case of an incident abroad.

# HEALTH AND WELLNESS

Student Life provides resources that focus on physical and mental health and overall wellness. In addition to our clinical services, programming focused on mindfulness, physical activity, nutrition, healthy relationships and fostering balance all contribute to a positive university experience.

## Better starts here – Health and Wellness Centre

**health &  
wellness**

centre

**57,553**

visits by

**14,000**

students to the Health & Wellness Centre (HWC) for medical and/or mental health services

**Introduced an integrated model of care offering a single point of entry for access to all services and a clear pathway to individualized care.**

## Centralized intake

At their first appointment, students are assessed by clinical staff who refer according to student needs.

## Stepped care

A stepped care model for mental health services was created so that students are triaged to the least intensive, most accessible and most autonomous service based on their needs. If the students' clinical presentation changes, the care moves up or down in intensity.

**Students who visited the Health & Wellness Centre**

**87%**

agreed that their care at HWC was helpful and effective.

**83%**

agreed that they were better able to manage their academic workload and demands after visiting the HWC.

## Expanded programming, workshops and events

12



Mindful Moments sessions offered per week

85%

of Mindful Moments participants reported increased focus, 85% were more aware of body and thought, 70% reported being more centred and 75% reported increased attention.

19

embedded counselling services across the St. George campus

### DESIGN FOR CHANGE

First annual Design For Change conference invited students to join in a conversation around *what would a healthier campus look like?*

“Being in a group and hearing about others’ experiences was a way to realize that other students are also [facing] similar challenges. Learning from each other...gives strength and credibility to the material presented.”

## The Health & Wellness Centre has developed interdisciplinary teams for trans health, trauma, ADHD and eating disorders.



Collaborated to develop Thought Spot, a mobile and online resource designed to increase access to mental health and wellness services for post-secondary students.

286

student leaders completed Safe Talk suicide prevention training.

Student awareness of suicide prevention resources has increased by 12%.

897

visits were made to Couneline, an online, phone and in-person counselling service.

1,118

participants in coping skills workshops, a 37% increase.

1,900

students, staff and faculty participated in Family Care Office workshops to address caregiver burnout and study/life balance issues.

## Healthy U of T

- Peer-to-peer programming continues to expand with 12,000+ students reached at 184 events focusing on nutrition, physical activity, mental health, sexual health and healthy relationships.
- Healthy U of T website was redesigned to better reflect all things related to a healthy campus
- The Healthy U of T social media presence was expanded to provide more health-related information to students.
  - ✓ Facebook: 1,320% increase in reach, 191% increase in engagement
  - ✓ Twitter: 472 % increase in impressions. 516% increase in engagements



## Learning support for faculty and staff

- Health & Wellness Centre staff training on trauma-informed counselling and comprehensive services for trans students.
- Training for test and exam invigilators focused on conflict resolution and identifying and referring students in difficulty.
- Four core presentations provided to staff:
  - ✓ Engaging with difficult student behaviour
  - ✓ Breaking bad news to students
  - ✓ Personal and professional boundaries
  - ✓ Identifying and referring students in difficulty
- Weekly conference call with deans of students to consult with Health & Wellness and Crisis Response.

Distributed

**7,000**

new wallet cards with information on referring distressed students.

## Prevention of sexual violence

**3,125+**

orientation leaders, residence dons and student leaders were trained on the prevention of sexual violence during orientation activities and through peer leader training initiatives. Students were trained on:

- ✓ Definitions of sexual violence, sexual assault, sexual harassment and stalking and criminal harassment
- ✓ Understanding consent
- ✓ Overview of resources
- ✓ Preventing sexual violence by creating safe spaces
- ✓ Providing support to individuals who have experienced sexual violence
- ✓ Safe bystander intervention
- ✓ Referring to resources and services
- ✓ Being supportive and non-judgmental
- ✓ Practicing skills (scenarios)
- ✓ Creating a culture of respect and safety
- ✓ Outlining further opportunities for learning

**800**

students attended a performance of the play *Dissolve* designed to provoke thought and dialogue about sexual consent, to challenge us to change our beliefs and behaviour surrounding alcohol, drugs and sexual assaults and transform potential bystanders into upstanders.

**30,000**

wristbands, postcards and buttons were distributed at orientation events about understanding consent.

- The Understand Consent and Ontario Government consent social media campaigns reached **7,900+** students.
- Launched a new dedicated phone line for students to access health care and counselling support in the context of a sexual assault.

# PROGRAMS AND SERVICES FOR GRADUATE STUDENTS

We work with campus partners to provide opportunities for professional and personal growth and development specifically tailored to the needs of graduate students.

## Graduate health and wellness

### Healthy Grads

The Healthy Grads peer team was established in response to feedback from graduate students in the Mental Health Framework focus groups. The crew of eight graduate students offers programming on positive mental health and resilience.

- The Healthy Grads team partnered with SAGE and the Native Students Association to develop a self-care workshop for graduate students informed by Indigenous approaches to wellness.
- The Better Coping Skills for Graduate Students workshop is delivered biweekly at SGS to help students develop coping skills to meet the demands of university, work and personal life.
- Mindful Moments is a meditation program that offers a graduate students designated sessions in partnership with Grad House.

# 5,747

graduate students used Health & Wellness Centre services, amounting to **34%** of all users.

“While I came to this position knowing the importance of listening for resolving conflict, I have been consistently struck by the positive impact our service provides to people struggling to improve their university experience.”

## Conflict Resolution

The Graduate Conflict Resolution Centre (CRC) opened in September 2015 to help graduate students better navigate the resolution of conflict within the University and understand best practices for managing, resolving and preventing conflict. The CRC employs a trained graduate-to-graduate (G2G) peer support team that meets with students and provides outreach and education.

# 229

issues were raised in

# 123

meetings with G2G peers in the Graduate Conflict Resolution Centre.

# G2G

peers attended **58** events for grad students.

## Graduate programming and services

### Optimize your Graduate Experience and Beyond

Created to help graduate students connect with each other and important resources on campus. Graduate students learned effective strategies for dealing with issues through keynote speakers and breakout sessions.

**95%**

of graduate students who attended *Optimize your Graduate Experience and Beyond* said it met or exceeded their expectations.

### Leadership for Grads

Graduate students learn to put collaborative leadership theory into action by improving skills and knowledge in group facilitation and conflict resolution.

### Grad Escapes

Builds community among graduate students by offering social, cultural and recreational opportunities to relieve graduate student stress.

### Grad Talks

Sessions to help graduate students build skills and obtain balance.

### Community-Engaged Learning Seminar for Doctoral Students

Provides training for PhD students in using community-engaged learning as a pedagogical approach.

### Graduate writing groups

Run by the Academic Success Centre provide opportunities for graduate students to engage in goal setting, resilience building and community development.

### School of Graduate Studies

We continue to partner with the School of Graduate Studies to produce the *Essential Guide for Graduate Students* for incoming graduate students, and created a new *Gradlife* publication to connect all graduate students with resources available on the St. George campus.

### Graduate Student Housing Fair

Launched a new graduate student housing fair in partnership with the Graduate Student's Union that featured housing options tailored to a graduate student needs.

### Learning support

Introduced two new graduate-specific learning support workshops for international graduate students: Intercultural communication and time management.

In its second year, registration for Grad Step Up orientation for international students increased by

**400%**

**26%**

of requests for Career Centre workshops were generated from the graduate student community.

**In order to ensure that all graduate offerings were complementary, a working group was created to review curriculum. A new strategic plan was developed for 2016-17.**

### Intercultural Thinking for Intercultural Conversations

A three-week seminar in partnership with the Graduate Professional Skills program.

### Multi-Faith Centre placements

The Multi-Faith Centre provides contextual educational placements for graduate students from the Toronto School of Theology. The Centre also regularly supports graduate student research from various departments across the University.

**30**

tailored workshops were provided.

## Embedded services for graduate students

We continue to expand graduate student access to our services by increasing our embedded services available at the School of Graduate Studies. Embedded services at SGS include:

**Career education**

**Health and wellness counselling**

**International transition advising**

**Learning strategists**

**500+**

graduate students participated in appointments with career educators.

**1,024+**

graduate student visits to embedded counsellors at SGS and other locations serving graduate students.

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## ACADEMIC SUPPORT

Student Life supports students as they achieve their academic goals. From study groups to academic success workshops, conflict resolution to accessibility resources, we address every area of the academic pursuit.

**freshstart**

### Fresh Start

A conference focused on building resilience, normalizing academic difficulties and skill development.

“Hearing about others’ experiences at U of T really helped me feel I can be successful in the future.”

– Fresh Start participant



### First in the Family

209 first-generation students participated in the First in the Family Mentorship Program connecting students to support, resources and community.

75% of First in the Family participants feel they are better prepared to complete their academic year.

#### Significant events:

- ✓ Research opportunities
- ✓ Ask a Librarian
- ✓ Meet the Profs
- ✓ De-stress tips and techniques
- ✓ Financial literacy
- ✓ Trailblazers conference

## From Intention to Action Program

Works with students to take a proactive approach to fostering resilience, well-being, life and learning skills.

55

students participated in 465 appointments in 2016.

## Learning support workshops at the Centre for International Experience

A series for international undergraduate and graduate students on academic integrity, time management, critical thinking, note taking and exam preparation.

## Moving Forward

A summer transition program, helps students with disabilities navigate their unique academic challenges. Programming includes learning strategies sessions, mock lectures and dialogue with faculty members.

## Academic Success Centre Study Hubs

**STUDY HUBS**

Provide a supportive environment for undergraduate students in quiet and welcoming spaces. Peer leaders provide tips and help students set goals and connect with resources.

## The Writing Space

A weekly, distraction-free writing group for students with a disability. The learning environment allows students to practice tips and strategies reviewed in sessions.

9,370

students participated in a workshop or outreach activity led by the learning strategists in Academic Success.

## Learning strategists are embedded in 10 locations across the St. George campus.

More than 70% of students agree that their learning strategist made them feel supported, helped them remove an academic barrier or helped them understand next steps.

172

students received peer support from 5 mentors in the Write Now Program, a weekly creative/reflective writing group.





# DIVISIONAL AND UNIVERSITY SUPPORT SERVICES

## Enhanced services

Launched a new, mobile-friendly off-campus housing finder and roommate finder system

# 18,902

students logged in to the Housing Finder.

# 1,358

student used the Roommate Finder.

## TCard Mobile

TCard Services set up mobile locations across campus to make it easier for students to obtain their TCards. Kiosks were set up at residences during move-in weekend, welcome events for incoming students and Step-Up Orientation for international students.

# ASKme Anything!

## ASKme Anything

The ASKme information booths received **4,688** inquires in the first two weeks of the term and the online tool received **6,013** visits last year.

## Enhancement of our communications channels

- 159,054 visits to the Life @ U of T blog, 236,241 page views
- 190% increase in impressions on the Student Life Facebook page, total reach = 3,678,600
- >3,000% increase in total number of engagements on the Student Life Twitter account, total reach = 3,186,316
- Launched our new Snapchat presence with the expansion of #startUofT programming for social media.
- 17.4K views for our orientation Snapchat filter
- Snaps are viewed by 300+ students per day
- An average of 16,000 students read the Nine New Things e-newsletter every week.

“I just wanted to say that this communication piece is excellent. I always find something interesting on the list and the layout and idea itself is great.”

—Nine New Things recipient

# 3,137,954

page views on the new Student Life website in its first year.

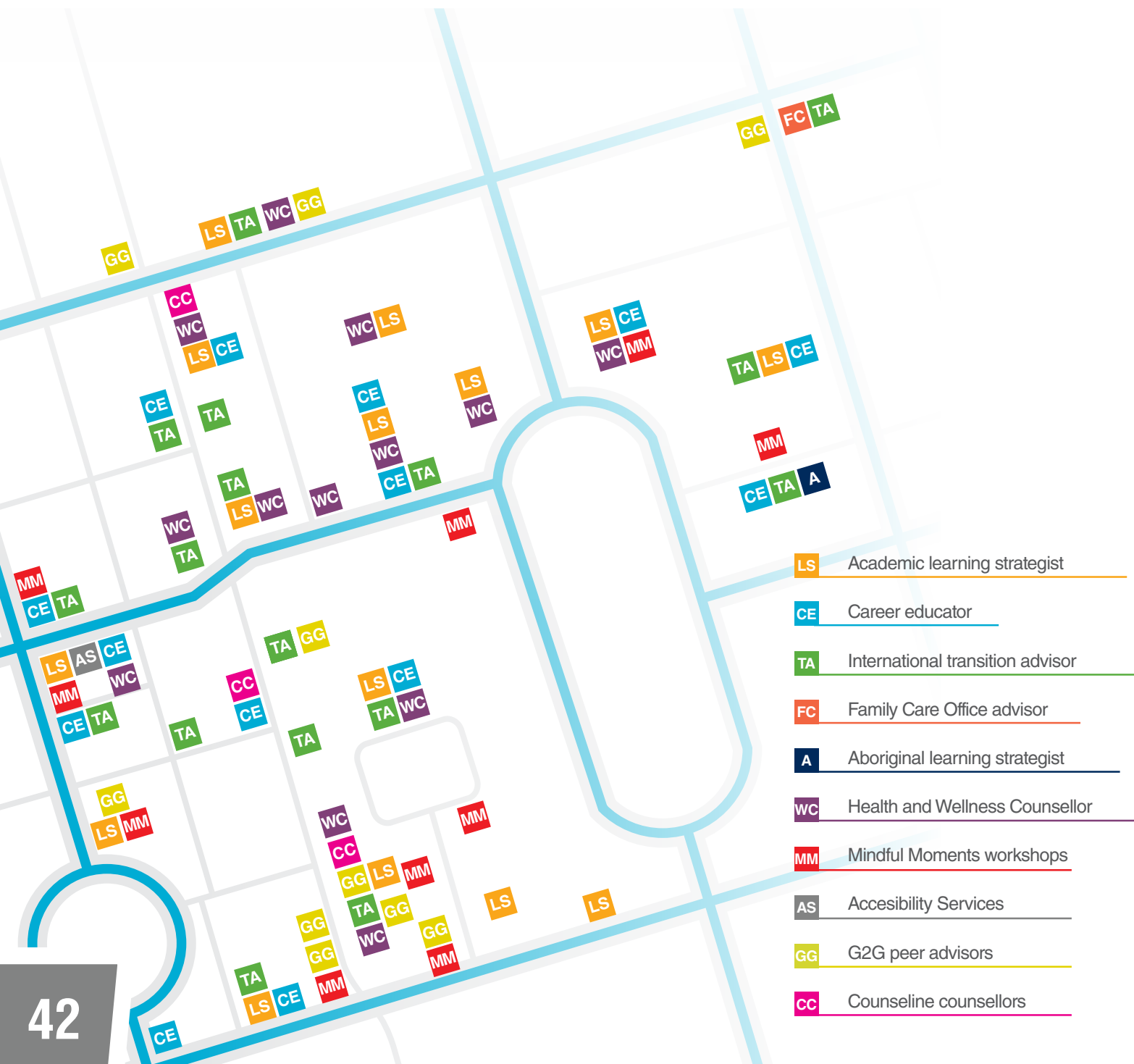
- Welcome publications were created and mailed to all undergraduate students. Publications connected students to resources tailored to their specific year of study.
- Information on Student Life programming and services is displayed on 88 digital display screens across campus.

## Assessment support within the Division and institutionally

- Hosted a tri-campus assessment institute to help staff improve assessment capacity.
- Supported the *Canadian Graduate and Professional Student Survey*.
- Supported in the *National College Health Assessment*, a research survey about students' health habits, behaviours and perceptions.
- Supported the *Cyber-bullying and Cyber-Aggression Survey*.

# EMBEDDED SERVICES

Through partnerships in all corners of the campus, we improve student access to our services by embedding staff in key locations.



## Centre for International Experience international transition advisors:

- Chestnut Residence
- Faculty of Applied Science & Engineering
- Grad Room: School of Graduate Studies
- Graduate House: School of Graduate Studies
- Innis College
- John H. Daniels Faculty of Architecture, Landscape and Design
- New College
- Ontario Institute for Studies in Education
- Rotman Commerce
- St. Michael's College
- Student Family Housing
- Trinity College
- University College
- Woodsworth College

## Health & Wellness counsellors:

- Arts, Science & Media (UTSC)
- Department of Physical Therapy
- Department of Speech-Language Pathology
- Faculty of Applied Science & Engineering
- Faculty of Dentistry
- Faculty of Information (iSchool)
- Faculty of Kinesiology & Physical Education
- Faculty of Music
- Innis College
- International Education Centre (UTM)
- John H. Daniels Faculty of Architecture, Landscape and Design
- Munk School of Global Affairs
- Rotman Commerce
- Rotman School of Management
- School of Graduate Studies
- Trinity College
- Varsity Athletics
- Victoria College

## Counseline counsellors:

- Academic Bridging Program
- Faculty of Arts & Science
- Transitional Year Program

## Academic Success Centre learning strategists:

- Faculty of Applied Science and Engineering
- Faculty of Kinesiology and Physical Education
- Faculty of Law
- Faculty of Music
- First Nations House
- New College
- St. Michael's College
- Trinity College
- University College
- Victoria College
- Woodsworth College

## Career Centre career educators:

- Accessibility Services
- Chestnut Residence
- Faculty of Music
- Faculty of Kinesiology and Physical Education
- Innis College
- John H. Daniels Faculty of Architecture, Landscape and Design
- New College
- St. Michael's College
- School of Graduate Studies (Grad Room)
- Trinity College
- University College
- Victoria College
- Woodsworth College

## Accessibility Services (disability counsellor):

- Faculty of Kinesiology and Physical Education

## Family Care Office advisor:

- Student Family Housing
- University of Toronto Mississauga

## Mindful Moments workshops:

- Centre for International Experience
- Faculty of Applied Science and Engineering
- Faculty of Kinesiology & Physical Education
- Faculty of Medicine
- Faculty of Dentistry
- Grad Room
- Hart House
- Health & Wellness Centre
- Multi-Faith Centre
- Trinity College

## Aboriginal learning strategist:

- Woodsworth College

## G2G peer advisors (Conflict Resolution Centre):

- Bahen Centre
- Centre for International Experience
- Institute of Medical Science (IMS)
- Multi-Faith Centre
- Ontario Institute for Studies in Education
- Rotman School of Management
- Student Family Housing
- University of Toronto Mississauga
- University of Toronto Scarborough
- Graduate departments
  - Drama
  - English
  - University of Toronto Institute for Aerospace Studies



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