

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 120 OF**  
**THE UNIVERSITY AFFAIRS BOARD**

**March 23, 2004**

To the Governing Council,  
University of Toronto.

Your Board reports that it met on Tuesday, March 23, 2004 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Mr. Muhammad Basil Ahmad, Chair  
Dr. Robert M. Bennett, Vice-Chair  
Professor David Farrar, Vice Provost,  
Students  
Ms. Anne Macdonald, Director, Service  
Ancillaries  
Ms. Lisa Aldridge  
Mr. John Badowski  
Mr. Christopher M. Collins  
Dr. Shari Graham Fell  
Mr. Mike Foderick  
Ms. Margaret Hancock  
Mr. Jason Hunter  
Professor Bruce Kidd  
Ms. Karen Lewis  
Professor Michael Marrus  
Mr. Sean Mullin  
Dr. John P. Nestor  
Ms. Parissa Safai  
Ms. Rebecca Spagnolo  
Ms. Maggy Stepanian

Dr. John Wedge

**Non-voting Members:**

Ms. Susan Addario, Director of Student Affairs  
Mr. Louis R. Charpentier, Secretary of the  
Governing Council  
Ms. Catherine Riggall, Interim Vice-  
President, Business Affairs  
Ms. Marilyn Van Norman, Director, Student  
Services  
Professor Ron Venter, Vice-Provost,  
Space and Facilities Planning  
Professor Kwong-Loi Shun, Vice-  
President and Principal, University of  
Toronto at Scarborough

**Office of the Governing Council:**

Mr. Andrew Drummond, Secretary  
Ms. Margaret McKone

**Regrets:**

Ms. Murphy Browne

**In Attendance:**

Mr. Edgar Baum, Family Residents Tenants' Association  
Ms. Kendra Coulter, President, Graduate Students' Union  
Mr. Jim Delaney, Assistant Director, Student Affairs  
Ms. Tina Doyle, Manager, AccessAbility Services, UTSC  
Mr. Ken Duncliffe, Director, Centre for Physical Education, UTM  
Ms. Yien Ha, Business Officer and Assistant to the Associate Principal, Students, UTSC  
Mr. Jaan Laaniste, Director, Physical Education and Athletics, UTSC  
Ms. Alexandra Love, Director, Health and Wellness Centre, UTSC  
Ms. Joan McCurdy-Myers, Manager, Career Centre, UTM  
Ms. Kim McLean, Associate Principal and Chief Administrative Officer, UTSC  
Mr. Mark Overton, Dean of Student Affairs, UTM

Professor Tom Nowers, Associate Principal, Students, UTSC  
Ms. Michelle Verbrugghe, Director, Student Housing and Residence Life, UTSC

ALL ITEMS ARE REPORTED TO THE GOVERNING COUNCIL FOR INFORMATION.

**1. Report of the Previous Meeting**

Report Number 119 of February 24, 2004 was approved.

**2. Business Arising from the Report of the Previous Meeting**

The Chair asked Mr. Jim Delaney, Assistant Director, Student Affairs, to comment on comparative non-academic fees at Ontario Universities. He presented his report and noted that because of the differing contexts through which each University funded its student services (such as through the operating budget), members were advised to avoid simplistic conclusions based on the raw data available.

**3. Operating Plans – Service Ancillaries, 2004-05**

Following a brief explanation to members on the Board's role in approving operating plans for student services and student affairs at the three principal University of Toronto campuses, as well as its role in approving plans for service ancillaries, Hart House, and athletics, the Chair invited Professor Farrar to introduce the Operating Plans for the Service Ancillaries.

Professor Farrar noted that the service ancillaries – Residences, Parking Services and Food and Beverage Services – were by policy self-funded and thus were required to develop plans from which no call could be made on the University's operating budget. He noted that the ancillary group continued to improve their operations and expected them to continue to do so in future years.

Following Professor Farrar's statement, the Chair invited Ms. Kendra Coulter, President, Graduate Students' Union, and Mr Edgar Baum, a member of the Family Residence Tenants' Association, to make presentations to the Board. During their presentations, they noted the following points:

- The proposed increase for incoming tenants at the Charles Street residence was too high;
- Its impact would be minimal to the University but very detrimental to the financial status of the tenants of the residence;
- Increasing costs to the neediest students was inappropriate;
- For graduate students, the guaranteed funding model left very little money for living expenses after other costs had been factored, and the University had insufficiently considered its impact;

- Socioeconomic diversity would be lessened by such an increase;
- 3. Operating Plans – Service Ancillaries, 2004-05 (cont'd.)**
- The market rental rate was declining in downtown Toronto, whereas the Charles Street residence was slated for a significant increase;
  - The University Affairs Board should consider carefully whether the increase contributed to the mandate of the residence under discussion; and
  - The administration should be directed to come up with a new plan to reduce expenditures in the residence instead of increasing costs to tenants; possible elements of such a plan would be to reduce waste, to trim the budget allotted for electricity consumption in the residence, to seek additional assistance from government and from possible endowment sources, and to work with the executive of the tenants' association to reduce the demands on the families living at Charles Street.

Professor Farrar noted that the waiting list for the Charles Street residence currently held approximately 1,900 students, which indicated a very high level of demand. In addition, he noted that although the prospect of raising rents was not pleasant, the policy on ancillary operations required that they be self-funded; as such, he felt that the proposed rent increases for the Charles Street residence were needed to ensure that they could operate according to the University's standards. He then summarized the extensive efforts the University made in student aid in fulfilling the policy that no qualified student should be unable to attend for purely financial reasons. Ms MacDonald noted that ongoing preventative maintenance for the facility would require \$300,000 per year, and noted that the Service Ancillaries group would continue to look for cost efficiencies wherever possible; despite that, the residence urgently required more spending on a go-forward basis. She further noted that the cost of the residence was estimated to be 20%-30% below Canada Housing and Mortgage Corporation (CMHC) estimates for the relevant market.

During discussion, a member noted that it would appear that the residence had significant unappropriated surplus funds, and it should use those funds to improve the residence instead of raising rents. Ms. MacDonald noted that all ancillaries were expected to maintain reserve funds, since they could not draw on University operating funds. These funds were expected to cover fluxes in revenue or operating expenses. In addition, capital renewal reserves and construction reserves needed to be factored in as well. These funds were slated to exhaust themselves after a five-year period, and that the costs would very likely exceed the reserves available.

Members then asked about the guaranteed funding model for graduate students; in particular, whether the funds were available to all graduate students, and whether the total value of the guarantee increased. Professor Farrar noted that the guarantee increased with tuition, and that the guarantee was for the 'funded cohort' only. Students who had completed the five-year period were not eligible, nor were some other students such as those in professional master's programs.

**3. Operating Plans – Service Ancillaries, 2004-05 (cont'd.)**

Members then asked whether the increase could be delayed for a meeting to ensure that all other options were considered, including potential savings. Professor Farrar reiterated that the cost management committee for the ancillary had considered all possibilities and concluded that the funds for deferred maintenance were insufficient without a rent increase. Ms. MacDonald noted that in order to effect the savings desired, a significant amount would have to be spent in upgrading the facility.

Members then asked if the issue of equity had arisen, given that the full 6% increase would be charged only to incoming residents, whereas returning residents would be charged a smaller increase. In addition, members asked if it would be more appropriate to levy an across-the-board increase. Ms. MacDonald noted that the rent controls in place by legislation were already proposed for returning residents (2.9%), and to go higher would require alternative legislative measures. Lowering the proposed increase for incoming residents to 2.9% would not result in sufficient raising of funds to meet the plans for the facility.

On motion duly moved and seconded,

YOUR BOARD REFERRED BACK FOR RECONSIDERATION

The Operating Plan for the Charles Street Family Residence

With the advice to the administration to seek every possibility to lower rent increases and to preserve equity in rent charges.

Members then considered the remainder of the operating plans for the Service Ancillaries Group. A member asked whether the plans for the 89 Chestnut Residence were prudent given current vacancy rates. Professor Farrar noted that he was confident that the projections were accurate.

On motion duly moved and seconded,

YOUR BOARD APPROVED

The 2004-05 operating plans and budgets for the Service Ancillaries, as summarized in Schedule II; the service ancillary capital budgets as summarized in Schedule V; and the rates and fees in Schedule VI in the material before members, with the exception of the Charles Street Family Residence.

**4. Operating Plans – Hart House, 2004-05**

The Chair invited Professor Farrar to present the Operating Plans for Hart House. He noted that Hart House was a valuable element of student life at the University of Toronto. A member noted that he had the privilege of serving on the Hart House Committee that had examined the plans in earlier stages and was confident that they were as prudent as possible.

On motion duly moved and seconded,

YOUR BOARD APPROVED

the 2004-2005 Operating Plans and Budget for Hart House, as described in the documentation before members; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$60.31 and the sessional fee for a part-time student on the St. George campus be increased to \$12.06, the sessional fee for a full-time student at UTM and UTSC be increased to \$1.84, the sessional fee for a part-time student at UTM and UTSC be increased to \$0.37, all of which represented an increase of 3.5%.

#### **5. Operating Plans – Student Services, St. George Campus, 2004-05**

The Chair invited Professor Farrar to introduce the Operating Plans for Student Services at the St. George Campus. He briefly summarized the roles of the various services.

On motion duly moved and seconded,

YOUR BOARD APPROVED

the 2004-2005 Operating Plans and Budget for the Student Services (St. George Campus) and the Health Services (St. George Campus) as described in material before members from Marilyn Van Norman, Director of Student Services; and

THAT the sessional Student Services fee for a full-time student on the St. George campus be increased to \$53.32 and the sessional Student Services fee for a part-time student on the St. George campus be increased to \$10.66, which represented an increase of 2.0%; and

THAT the sessional Health Services fee for a full-time student on the St. George campus remain at \$17.13 and the sessional Health Services fee for a part-time student remain at \$3.42.

#### **6. Operating Plans – Student Affairs, St. George Campus, 2004-05**

The Chair invited Professor Farrar to introduce the Operating Plans for Student Affairs on the St. George Campus. Professor Farrar briefly summarized the roles of Student Affairs.

During discussion, members noted that there continued to be a need to develop designated student activity space, which was lacking. Professor Venter noted that this observation was correct and invited student members to discuss with him methods on how the situation could be improved.

On motion duly moved and seconded,

YOUR BOARD APPROVED

the 2004-2005 Operating Plans and Budgets for Student Affairs (St. George Campus), as described in material before members from Susan Addario, Director of Student Affairs; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$22.52 and the sessional fee for a part-time student on the St. George campus be increased to \$4.50, which represented an increase of 2%.

**7. Operating Plans – Student Services, UTSC, 2004-05**

The Chair invited Professor Farrar to introduce the Operating Plans for Student Services at the University of Toronto at Scarborough. Professor Shun introduced guests from UTSC who were responsible for Student Services at that campus and applauded the work of the following:

Professor Tom Nowers, Associate Principal, Students;  
Ms. Alexandra Love, Director, Health and Wellness Centre;  
Ms. Tina Doyle, Manager, AccessAbility Services;  
Mr. Jaan Laaniste, Director, Physical Education and Athletics;  
Ms. Michelle Verbrugghe, Director, Student Housing & Residence Life;  
Ms. Yien Ha, Business Officer and Assistant to the Associate Principal, Students; and  
Ms. Kim McLean, Associate Principal and Chief Administrative Officer.

On motion duly moved and seconded,

YOUR BOARD APPROVED

The operating plans and budgets of the UTSC Student Services, as described in the documents before members; and

**7. Operating Plans – Student Services, UTSC, 2004-05 (cont'd.)**

a permanent fee increase of 2.3% for a full-time student in one session. The fee includes an increase to \$86.59 (2.7%) for Student Services, for a full-time student in one session, an increase to \$38.00 (2%) in the Health and Wellness fee for a full-time student in one session, and an increase to \$81.46 (2%) in the Physical Education and Athletics fee for a full-time student in one session.

**8. Operating Plans – Student Services, UTM, 2004-05**

The Chair invited Professor Farrar to introduce the Operating Plans for Student Services at the University of Toronto at Mississauga. The Chair then introduced Mr. Mark Overton, Dean of Student Affairs, UTM, who noted that Professor Ian Orchard, Vice-President and Principal, University of Toronto at Mississauga, could not be present. He then introduced guests from UTM who were responsible for Student Services at that campus and applauded the work of the following:

Ms. Joan McCurdy-Myers, Manager, UTM Career Centre; and  
Mr. Ken Duncliffe, Director, UTM Centre for Physical Education

Mr. Overton noted that all the proposed increases had passed through approval routes unanimously except for one, and was pleased to report that the students and administration at UTM had an excellent working relationship. A member complimented the administration at both the east and west campuses for their excellent commitment to student support.

On motion duly moved and seconded,

YOUR BOARD APPROVED

The annual Operating Plans for the Student Services - University of Toronto at Mississauga and the annual Operating Budgets; and

THAT beginning September 2004, the full-time Health Service fee remain at \$17.50 per session, the full-time Student Services fee increase to \$111.78 per session, the full-time Athletics fee increase to \$51 per session, and the full-time Wellness Building levy increase to \$75 per session.

**9. Operating Plans – Faculty of Physical Education and Health, Co-Curricular Programs, 2004-05**

The Chair invited Professor Farrar to introduce the Operating Plans for Athletics and Recreation. A member noted that Athletics should be congratulated in its efforts to bring attention to the lack of funding for athletic facilities.

**9. Operating Plans – Faculty of Physical Education and Health, Co-Curricular Programs, 2004-05 (cont'd.)**

On motion duly moved and seconded,

YOUR BOARD APPROVED

the 2004-2005 operating plans and budget for the Faculty of Physical Education and Health, Co-curricular Programs, Services and Facilities, as described in the material before members from Bruce Kidd, Dean of the Faculty of Physical Education and Health; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$97.69 and the sessional fee for a part-time student on the St. George campus be increased to \$19.54, which represented increases of 6.67%, and that the sessional fee for a part-time student at UTM and UTSC remain at \$2.45.

**10. Results of Referendum at UTSC: Report from the Vice-Provost, Students**

The Chair invited Professor Farrar to present his report on the referendum on representation conducted at the University of Toronto at Scarborough. Professor Farrar noted that the report, presented for information to the Board, reflected the view of the administration that the referendum constituted an agreement that full-time students at UTSC should be represented formally by the Scarborough College Students' Union (SCSU) and not the Students' Administrative Council (SAC). He noted that a majority of full-time students had voted for this representation, but also noted that a majority of part-time students had voted not to be represented formally by that group. He noted that a variety of matters still required discussion and agreement, including how to handle the Council on Student Services (COSS) protocol.

The Chair then invited Mr. Ashley Morton, President, Students' Administrative Council, to report on the referendum. Mr. Morton noted that he continued to hope for full implementation by the end of the 2003-2004 academic year, and would be bringing forward a proposal to a future Board meeting. He applauded the spirit of cooperation between SAC and the SCSU.

A member noted that the change in representation was long overdue, in his opinion, and noted that it would represent a clear instantiation of the development of the tri-campus model for the University of Toronto. He then noted that the Chief Returning Officer for SCSU had not accepted the result from the part-time students because of alleged irregularities in the voting.

A member then noted that he feared that recognition of a new student governing body might set an inappropriate precedent, and evolve into formal Governing Council recognition of a large number of designated representative groups. Another member



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**10. Results of Referendum at UTSC: Report from the Vice-Provost, Students (cont'd.)**

noted his concern about keeping the three campuses' representative student groups together as the tri-campus model proceeded.

Professor Farrar noted that the report was for information only to assist the Board in understanding the current situation and that more details would be forthcoming at the same time as any proposal for formal recognition.

**11. Senior Assessor's Report**

Professor Farrar noted that his written report was before members. There were no questions.

**12. Other Business**

There was no other business.

**13. Next Meeting (Wednesday April 28, 2004)**

The Chair reminded members that the next meeting of the Board was scheduled for **Wednesday**, April 28, 2004 at 5:00pm.

The meeting adjourned at 6:40 p.m.

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Secretary

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Chair

March 23, 2004

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