



UTSC Campus Council

**Tuesday, March 3, 2015
4:00 p.m.-6:00 p.m.**

**UTSC Council Chamber, Arts and Administration Building, Room AA160
1265 Military Trail**

AGENDA

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
 - a. Student Presentation: TEDx UTSC
- 3. 2015-16 Operating Plans- UTSC Ancillary Services* (for approval)**
 - a. Ancillary Services Overview Presentation

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT the 2015-16 operating plans and budgets for the UTSC Service Ancillaries, as summarized in Schedule 1; the Service Ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the documentation dated January 27, 2015, be approved effective May 1, 2015.

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation to follow

+ Confidential documentation for members only attached

UTSC Campus Council- Tuesday, March 3, 2015

4. Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases* (for approval)

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT beginning in the Summer 2015 session, the SCSU fee be increased as follows: an increase of \$5.60 per session (\$1.12 part-time) in the UTSC Sports and Recreation Centre Levy portion of the fee; and

THAT subject to confirmation of approval of the following fee increase proposals by the Scarborough Campus Students' Union (SCSU) Board of Directors on January 30, 2015;

THAT beginning in the Fall 2015 session, the SCSU fee be increased as follows: (a) an increase of \$0.47 per session in the Society membership portion of the fee (\$0.03 part-time), (b) an increase of \$0.71 per session in the Student Centre portion of the fee (\$0.21 part-time), (c) an increase of \$0.14 per session (full-time only) in the CFS/CFS-O portion of the fee, (d) an increase of \$6.23 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, and (e) an increase of \$7.37 (full-time only) per session in the Dental Plan portion of the fee, and (f) continuation of the Student Refugee Program portion of the fee through the 2015-16 academic period.

5. Operating Plans —UTSC Student Affairs and Services* (for approval)

- a. Advice from the UTSC Council on Student Services (CSS)* (for information)
- b. Presentation of Operating Plans and Fees *(for approval)

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT, the 2015-16 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Wellness Centre, Athletics & Recreation, and Student Services), as

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*** Documentation to follow

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presented in the documentation from Mr. Desmond Pouyat, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$130.94 (\$26.19 for a part-time student), which represents a year-over-year increase of \$6.24 (\$1.25 for a part-time student) or 5% (resulting from a permanent increase of 2%, and a three-year temporary increase of 3% on the eligible portion); and

THAT the sessional Health & Wellness Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$63.75 (\$12.75 for a part-time student), which represents a year-over-year permanent increase of \$1.85 (\$0.37 for a part-time student) or 3% (resulting from a permanent increase of 1%, and a three-year temporary increase of 2% on the eligible portion); and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time undergraduate student be increased to \$167.84 (\$33.57 for a part-time student), which represents a year-over-year permanent increase of \$3.29 (\$0.66 for a part-time student) or 2% (resulting from a permanent increase of 2%).

6. Report of the Committee to Review the UTM and UTSC Campus Council (CRCC) (for information)

CONSENT AGENDA**

7. Report of the Previous Meeting: Report Number 9 – Wednesday, February 4, 2015 (for approval)*

8. Business Arising from the Minutes of the Previous Meeting

9. Reports for Information

- a) **Report Number 9 of the Agenda Committee** (Wednesday, January 21, 2015)*
- b) **Report Number 9 of the Academic Affairs Committee** (Thursday, January 8, 2015)*
- c) **Report Number 9 of the Campus Affairs Committee** (Monday, January 12, 2015)*

10. Date of the Next Meeting – Tuesday, April 21, 2015, 4:00 p.m.

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation to follow

UTSC Campus Council- Tuesday, March 3, 2015

11. Other Business

12. Question Period

IN CAMERA

13. Appointments to the 2015 UTSC Nominating Committee + (*for approval*)

* Documentation Attached

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*** Documentation to follow



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Vice-President and Principal
CONTACT INFO: 416-287-7025; principal@utsc.utoronto.ca

PRESENTER: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee
CONTACT INFO: 416 407-4007, sue.grahamnutter@rogers.com

DATE: Tuesday, March 3, 2015

AGENDA ITEM: 3

ITEM IDENTIFICATION: 2015-16 Operating Plans for UTSC Service Ancillaries

JURISDICTIONAL INFORMATION:

Under the Terms of Reference for University of Toronto Scarborough Campus Affairs Committee, sections 5.1 and 5.3.1, the Committee considers and recommends to the UTSC Campus Council for approval the operating plans for the campus service ancillaries.

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee (For Recommendation) (February 11, 2015)
2. **UTSC Campus Council (For Approval) (March 3, 2015)**
3. University Affairs Board (For Information) (March 17, 2015)
4. Executive Committee (For Confirmation) (March 24, 2015)

PREVIOUS ACTION TAKEN:

At its meeting held on February 12, 2014, the UTSC Campus Affairs Committee considered and recommended the 2014-15 UTSC service ancillary operating plan proposal to the UTSC Campus Council for approval. On March 4, 2014, UTSC Campus Council approved the 2014-15 service ancillary operating plans and were presented to the University Affairs Board for information on March 18, 2014. The service ancillary operating plans received confirmation of approval from the Executive Committee on March 27, 2014.

HIGHLIGHTS:

The UTSC Campus Affairs Committee considers and recommends operating plans for all UTSC service

UTSC Campus Council – 2015-16 Operating Plans for UTSC Service Ancillaries

ancillaries on an annual basis. Those plans include a management report that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans will report on actual financial results for 2013-14, the forecast for 2014-15, and projections for the five year period, 2015-16 to 2019-20. Only the proposed budget for 2015-16 is presented for approval.

Consultation

The UTSC Service Ancillary operating plans are developed in a consultative process with the Office of the Chief Administrative Officer and the Financial Services Department. These plans are assessed for completeness, adherence to fiscal policies, financial feasibility and in achieving the four key financial objectives for service ancillaries. Consultation around each of these plans also occurs with stakeholder groups that are directly affected, and that form part of the advisory and decision-making structures of each operation. Students are included in these groups. The Student Housing Advisory Committee includes membership from residents at large, students living off campus in rental accommodations, residence advisor, representation from the Scarborough Campus Residence Council President, and elected members from the Scarborough Campus Student Union (SCSU). The Food User Committee gathers various representatives from the UTSC community including academic staff and faculty, administration, students, and representatives from the campus' food service provider and the SCSU. The Parking Advisory Review Committee includes academic staff and faculty, administration, and students.

Each advisory group was provided with the opportunity to discuss ancillary management plans, operations, products, programs, and initiatives presented by the service ancillary. Discussions covered accessibility, hours of operations, pricing, service levels, current and future programs, and maintenance projects planned, as applicable. The various advisory committees provided feedback and guidance to topics brought forward by the service ancillaries, which were used to develop the operating plans submitted to the Committee for recommendation. The 2015-16 operating plans and management reports were also provided to University of Toronto Financial Services Department for comment. No major concerns were raised.

Overview

Service ancillaries at the University of Toronto Scarborough include Student Housing and Residence Life, Conference Services, Food and Beverage Services, and Parking Services. These operations are measured over the long-term on their success in meeting four objectives: (i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget.

2015-16 Service Ancillary Operating Plans and Budgets

Service ancillaries are budgeting net income of \$1.7 million before transfers at April 30, 2016 on projected revenues of \$12.1 million (see Schedule 1), which will primarily be applied to increase reserves for capital renewal, operating, and new construction, thus strengthening financial health.

2015-16 Service Ancillary Capital Budgets

The service ancillaries are budgeting capital expenditures of \$0.9 million in 2015-16 (see Schedule 5). The capital budgets include roof replacement and furniture for Residence, a litter vacuum for Parking Services, and seating area upgrades and kitchen equipment in Food Services.

2015-16 Service Ancillary Rates and Fees

Student Housing and Residence Life proposes a 4% residence fee increase for 2015-16. Over the last 10 years, the average residence fee increase is 5%. Parking Services proposes a 3% permit rate increase for all categories of UTSC permits in 2015-16. Permit increases of 3% have been implemented since 2008-09 with 5% fee increases in years prior to 2008-09.

These budgets and rates provided for approval for 2015-16 are reasonable based on the operating plans, which outline the opportunities and ongoing challenges facing the ancillaries, with the understanding that there will be continuing work to address various issues.

FINANCIAL IMPLICATIONS:

The anticipation of each ancillary in achieving the objectives of the budget guidelines are summarized in Schedule 2.

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT the 2015-16 operating plans and budgets for the UTSC Service Ancillaries, as summarized in Schedule 1; the Service Ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the documentation dated January 27, 2015, be approved effective May 1, 2015.

DOCUMENTATION PROVIDED:

Service Ancillary Report on Operating Plans, 2015-16



UNIVERSITY OF
TORONTO
SCARBOROUGH

Service Ancillary Report on Operating Plans

2015-16

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Summary

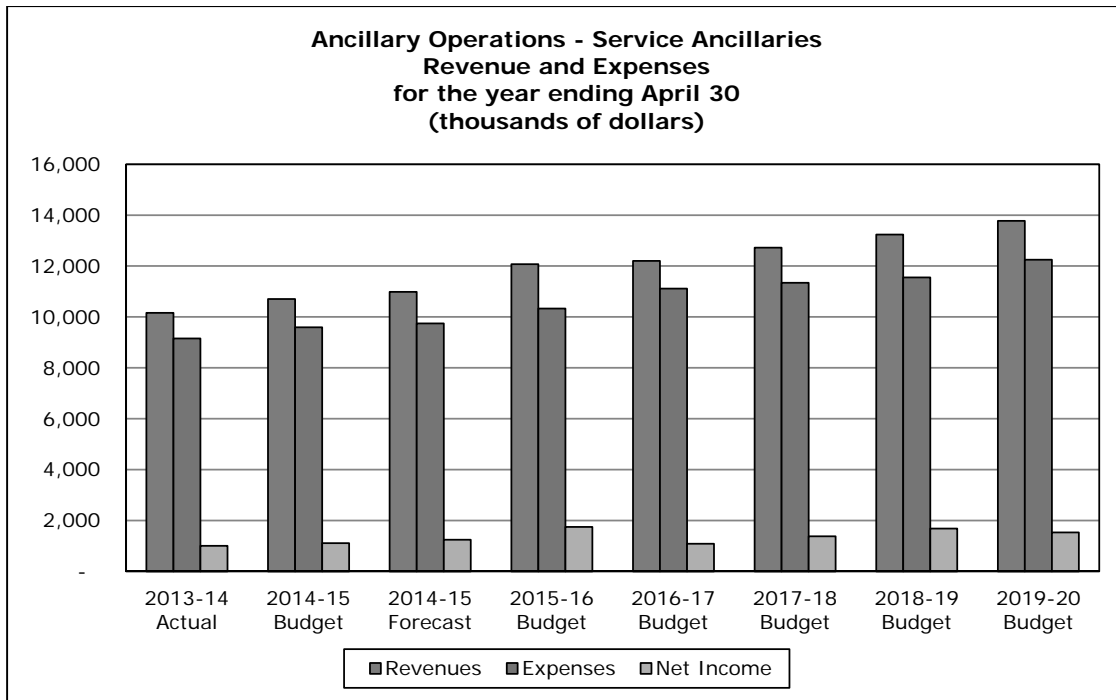
Service Ancillaries at the University of Toronto Scarborough (UTSC) include Student Housing and Residence Life, Conference Services, Food and Beverage Services, and Parking Services. These operations continue to benefit from enrollment growth on campus. They are focused on providing services to and partnering with the UTSC community in order to use resources efficiently and seize revenue generating opportunities. This is important as each ancillary will continue to face financial pressures to make investments necessary to meet the needs of a growing campus. Residence continues to maximize occupancy rates while implementing sustainable fee increases to support programming and contributing to the development of a Phase V residence building. Conference Services continue to optimize the availability of facilities and develop new sources of revenue. Food and Beverage Services continues to enhance its revenues by improving the client experience and partnering with new initiatives. Parking Services maintain quality parking facilities and services, while saving for an investment in a standalone parking structure.

These operations are measured over the long-term on their success in meeting the following four objectives:

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 10 percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs, and deans' and dons' expenses), as a protection against unforeseen events, which would have a negative financial impact on the operation.
4. Having obtained the first three objectives, service ancillaries will contribute net revenues to the operating budget (for purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operation). The rate of contribution will be established by each individual campus for each individual ancillary.

This report includes highlights for 2014-15 forecasts, 2015-16 budgets, and long-range plans for each ancillary. This report also includes financial summaries of each ancillary. Copies of detailed submissions may be obtained from the Senior Financial Officer, Ancillary and Self-Funded Operations.

Budget Summary

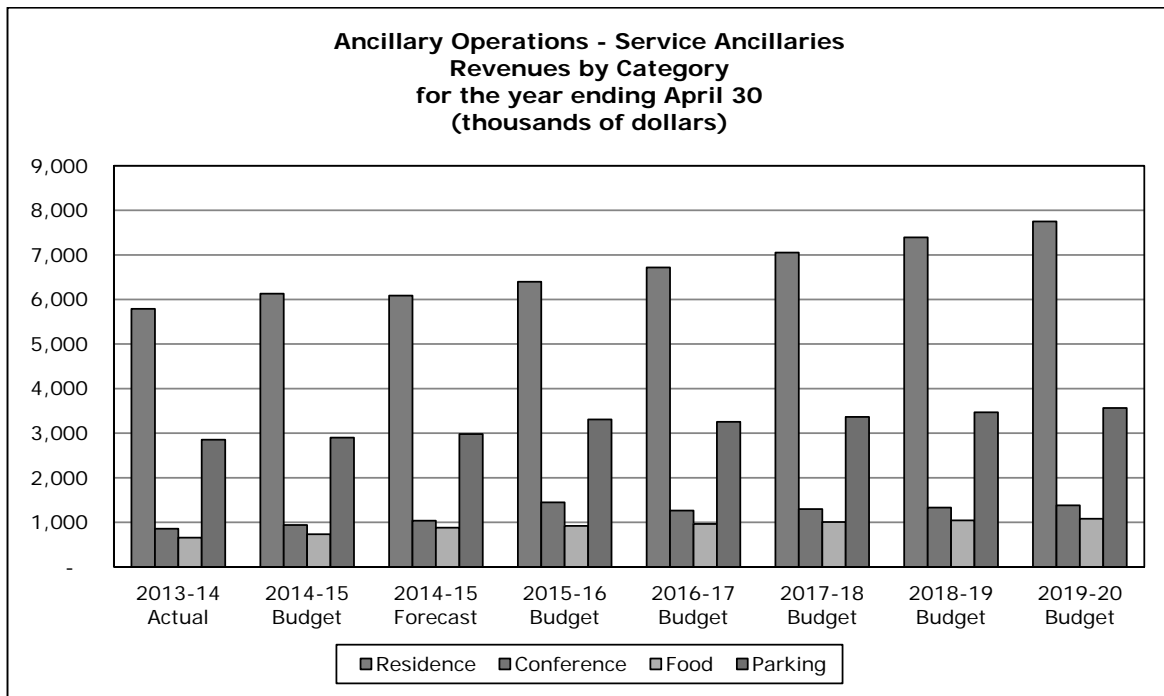


	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	10,157	10,705	10,985	12,073	12,202	12,721	13,236	13,777
Expenses	9,152	9,593	9,743	10,328	11,115	11,340	11,553	12,246
Net Income	1,005	1,111	1,242	1,745	1,087	1,381	1,683	1,531
% Revenue Δ		5.4%	2.6%	9.9%	1.1%	4.3%	4.0%	4.1%

UTSC service ancillaries are forecasting net income of \$1.2 million before transfers as at April 30, 2015 on projected revenue of \$11.0 million. The forecasted net income represents a \$0.2 million increase from last year’s net income of \$1.0 million. Compared to budget, the forecasted net income for 2014-15 is higher by \$0.1 million. This is mainly due to a \$0.2 million favourable variance attributed to Food Services and Conference Services, offset by \$0.1 million adverse variances in

Residence and Parking Services. For the 2015-16 budget, the service ancillaries are anticipating a surplus of \$1.7 million with \$12.1 million of revenues and \$10.3 million of expenses. Compared to the 2014-15 forecast, the \$1.7 million surplus represents an increase of \$0.5 million in net income with an increase of 9.9% in revenues and increase of 6% in expenses.

For 2014-15, the ancillaries are forecasting revenues to be \$0.3 million higher than budget. This is due to Conference Services, Food and Beverage Services, and Parking Services exceeding their revenue targets. Total forecasted revenues for 2014-15 are \$0.8 million higher than 2013-14 actuals.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	5,789	6,129	6,088	6,396	6,719	7,050	7,393	7,751
Conference	857	942	1,037	1,447	1,266	1,298	1,332	1,382
Food	658	734	879	920	964	1,006	1,043	1,079
Parking	2,854	2,900	2,980	3,309	3,254	3,366	3,468	3,565
Total Revenue	10,157	10,705	10,985	12,073	12,202	12,721	13,236	13,777
Expenses	9,152	9,593	9,743	10,328	11,115	11,340	11,553	12,246
Net Income	1,005	1,111	1,242	1,745	1,087	1,381	1,683	1,531

The 2015-16 budget is projected to increase by \$1.1 million (9.9%) over the 2014-15 forecast. \$0.3 million of the increase is attributed to Residence (5.1% increase), \$0.4 million to Conference Services (39.5% increase), \$0.3 million to Parking Services (11.0% increase) and \$0.1 million (4.7% increase) to Food and Beverage Services. Revenue increases in Parking and Conference Services are mainly due to business opportunities arising from Pan Am Games.

The long-range plan projects revenues to increase by \$1.67 million from 2015-16 to 2019-20. Of this increase, \$1.4 million will be attributed to Residence, \$0.2 million to Food and Beverage Services, and \$0.3 million to Parking Services. Conference Services revenue will grow by \$0.1 million from 2016-17 to 2019-20, however this ancillary's 2015-16 revenue is higher than the subsequent years due to Pan Am activities in 2015.

a) Residence

Residence revenues are expected to be below the budgeted level in 2014-15. Lower demand for Summer housing (59% occupancy vs. 71% budgeted) was the main reason for this unfavourable variance.

Residence rates are set to increase by 4% in 2015-16, which is expected to drive the overall increase in revenue by \$0.3 million over the 2014-15 forecast. With the higher non-refundable residence deposit, careful waitlist management, and the continued focus on residence life and support programs, the ancillary expects to maintain occupancy at 98%.

The ancillary proposes a 5% increase to all fees from 2016-17 through 2019-20, which will be the main driver of the \$1.4 million revenue increase from 2015-16 to 2019-20. Increases are required in order to reduce unrestricted deficit, contribute to a new building reserve and fund ongoing major maintenance as housing inventory continues to age.

b) Conference Services

Conference revenues are forecasted to exceed the 2014-15 targets by \$0.1 million (10.1%). The ancillary will be able to achieve this mainly due to the growth in the Green Path and FAIR Taiwan programs as well as the other summer accommodation opportunities.

Revenue is expected to increase by 39.5% in 2015-16. Conference Services is projecting revenues from accommodation at UTSC during the Pan Am and Parapan Am Games in 2015 with spaces reserved for support staff and volunteers who will

be coming in early for the set-up. In addition, Conference Services is projecting revenues from a Summer Camp initiative beginning in 2015-16.

Conference Services continues to work on its marketing strategy to attract new business and continue to grow its revenue opportunities. In addition to Pan Am/Parapan Am Games, the operating plan is based on a marketing strategy that targets facility rentals, athletic/youth groups, and full package conference groups. Because of the difficulty in reserving facilities in advance, attaining optimum levels of conference accommodation and facilities rental income will continue to be a challenge for Conference Services.

c) Food and Beverage Services

Food and Beverage Services is expected to exceed the revenue target by \$0.1 million in 2014-15. This is mainly due to the higher commission structure included in the new food services contract with Aramark which started in August 2014.

Food and Beverage Services revenue is expected to increase by 4.7% in 2015-16. The ancillary will continue to improve the client experience and partner with initiatives to generate new revenue opportunities for growth.

The long-range revenue budget is set to increase by \$0.2 million (17.3%) from 2015-16 to 2019-20. The ancillary expects to increase in-store purchases, catering opportunities, and beverage revenues through continued focus on business development, services and expanded product offerings.

d) Parking

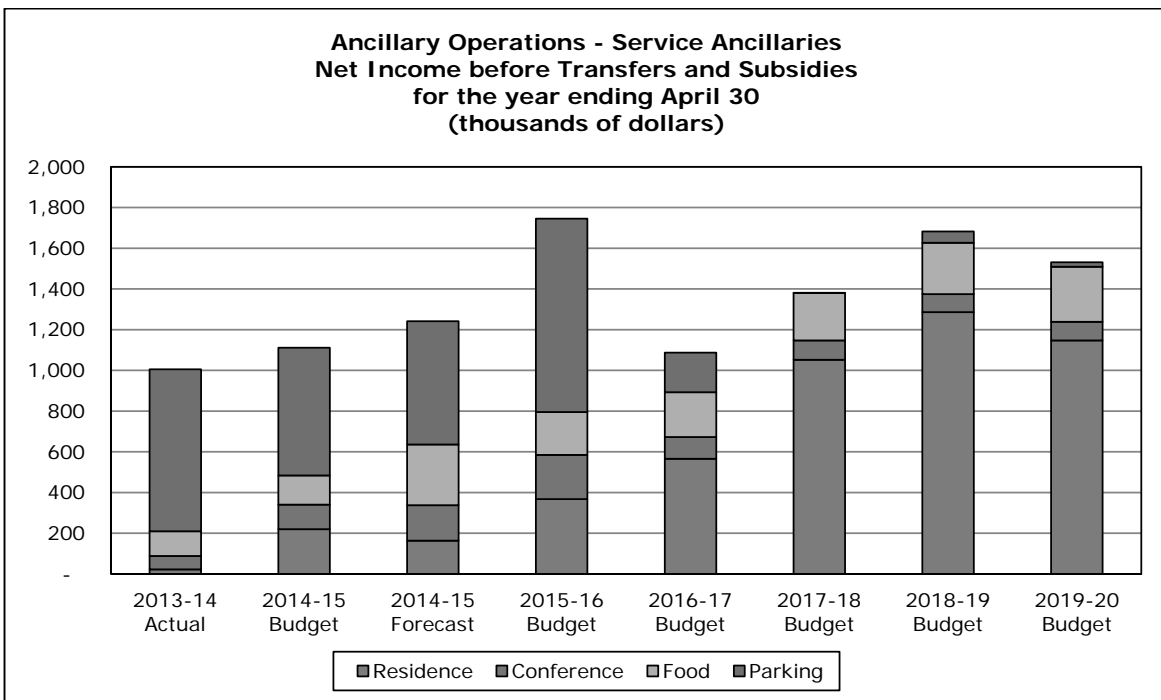
Forecasted revenues are anticipated to exceed the budget by 2.8%. The increase is mainly attributed to increase in Pay & Display Meter Revenue, as a result of continued success in the parking enforcement model. Also, in 2014-15 Parking experienced an unanticipated increase in Cash Fees from the sale of short-term permits to construction contractors.

Permit rate increases of 3% are applied in 2015-16. Revenue will increase by \$0.3 million over 2014-15, mainly from rate increases and anticipated event parking revenue from Pan Am and Parapan Am Games parking. The ancillary anticipates the opportunity to charge market event parking rates due to the expected demand for parking in excess of supply available at the Toronto Pan Am Sports Centre while minimizing any disruption to UTSC and Centennial College parking users. Parking permit rate increases are maintained at 3% over the remainder of the planning

cycle in order to support operations and accumulate reserves in anticipation of construction of a parking structure targeted for 2016-17.

Net Income

The forecasted net income for 2014-15 is \$1.2 million, which is \$0.1 million above budget and \$0.2 million over 2013-14. The main contributors are Food and Beverage Services mainly due to the new commission structure with the contracted food service provider, and Conference Services due to the increased enrollment in the Green Path and FAIR Taiwan programs.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	22	220	163	367	565	1,052	1,286	1,147
Conference	66	121	174	217	107	95	89	91
Food	122	143	299	211	220	233	253	271
Parking	796	628	605	950	194	1	56	22
Net Income/(Loss)	1,005	1,111	1,242	1,745	1,087	1,381	1,683	1,531

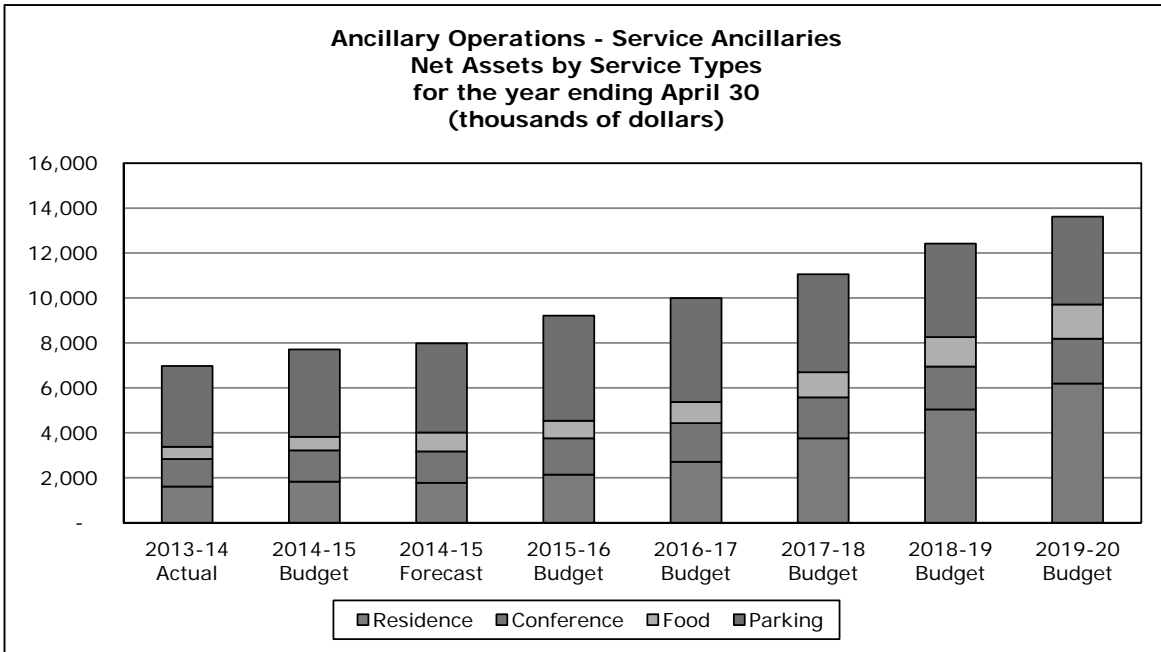
Budgeted net income for 2015-16 is \$0.5 million over the 2014-15 forecast. Conference Services and Parking Services have budgeted significant revenues related to Pan Am Games in 2015-16, which has contributed to this increase. The net income over the next five years is affected by the lower contribution from Parking Services in 2017-18. This is due to Parking Services assuming long-term debt in 2016-17 to finance the construction of a standalone parking structure. Net income in Residence is expected to grow by \$0.8 million (212%) due to Residence fee increases and extinguishing the debt on Phase III in 2016-17.

Net Assets

Net Assets reflect the net worth of the service ancillaries. Over time net assets change due to net income or loss for the year and transfers in and out of the operation. Net assets are recorded in several subcategories and the sum of these various categories represents the total net worth of each ancillary.

- The unrestricted net assets category represents net assets on hand that have not been set aside for any of the specific purposes listed below.
- Various reserves such as the operating reserve, capital renewal reserve and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the history of actual net assets for service ancillaries from 2013-14 to 2019-20:



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	1,609	1,829	1,772	2,139	2,705	3,757	5,043	6,190
Conference	1,225	1,386	1,399	1,616	1,723	1,818	1,907	1,998
Food	544	608	842	783	945	1,119	1,313	1,525
Parking	3,599	3,884	3,969	4,676	4,621	4,365	4,155	3,904
Total	6,976	7,707	7,982	9,215	9,993	11,058	12,417	13,617

For 2014-15, the service ancillaries are forecasting total net assets of \$8.0 million. The 2015-16 operating plan projects total net assets of \$9.2 million, the difference coming from the Net Income described above.

The anticipated total net assets of \$9.2 million in 2015-16 are the sum of \$3.2 million investment in capital assets, \$1.0 million commitments to capital renewal, \$1.8 million to operating reserves, and \$4.0 million to new construction reserves partially offset by \$0.8 million in unrestricted deficit.

**Ancillary Operations - Service Ancillaries
Net Assets (Deficit) by Category
for the budget year 2015-16
(thousands of dollars)**

	Unrestricted Surplus/ (Deficit)	Investment in Capital Assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Net Assets
Residence	(1,301)	2,083	705	653	-	2,139
Conference	-	9	1	724	882	1,616
Food	-	509	7	181	87	783
Parking	502	588	310	276	3,000	4,676
Total	(799)	3,189	1,023	1,833	3,969	9,215

Net assets are expected to grow to \$13.6 million in 2019-20, reflecting an increase of \$4.4 million from 2015-16. This increase consists of \$4.1 million from Residence, \$0.4 million from Conference Services, \$0.7 million from Food and Beverage Services, and a reduction of \$0.8 million in Parking Services.

Residence is projecting that it will clear its unrestricted deficit by 2017-18. Ancillaries with accumulated deficits are charged interest at a variable rate and payable monthly, on their unrestricted deficits. Long-term loans are subject to a fixed rate.

Ancillary Debt

For 2014-15, the service ancillaries are projecting total outstanding debt of \$18.9 million (on original loans issued of \$29.0 million), of which \$13.0 million is attributed to Residence and \$5.9 million attributed to Parking. The estimated principal and interest payments for Residence are expected to be \$1.8 million, which is 29.8% of its revenues. Parking Services' 2014-15 principal and interest payment is \$0.7 million or 22.0% of its revenues. The estimated interest costs for Residence will be \$0.9 million, or 14.8% of revenues and 15.2% of expenses. Parking will incur \$0.4 million of interest expense, which represents 13.2% of its revenues or 16.5% of its expenses.

**Ancillary Operations - Service Ancillaries
Principal Loan Balances
for the years ending April 30
(thousands of dollars)**

	2013-14 Actual	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	13,910	12,992	12,010	11,028	10,330	9,584	8,787
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	6,162	5,898	5,616	14,238	13,794	13,317	12,807
Total Loan Balance	20,072	18,890	17,626	25,266	24,123	22,901	21,594

In its long-range plan, Parking Services has estimated a down payment of \$3.0 million towards a loan of \$9.0 million in 2016-17 for the investment in a standalone parking structure. At this time, it is estimated that a \$12.0 million structure would construct approximately 500 parking spaces. The ancillary recognizes that the potential cost of the structure could exceed \$12.0 million, depending on the specifications that will be developed through the advisory and capital committee process.

Factors such as enrollment growth, the first year residence guarantee program, demand from upper year students to return to residence, diminishing viability and marketability of aging housing stock, focus on delivering programming and student support, and summer conference growth opportunities have all contributed to an increased desire for a Phase V residence building. This expansion will continue to be a priority and Residence will support the planning and analysis of inventory and financial requirements. Planning for the project will be carried out in 2014-15. At this time financing has not been determined, but Residence is committed to reducing its current unrestricted deficit in support of this initiative.

Review of UTSC Ancillary Operations

UTSC ancillaries are continuing to experience positive growth in each of their service areas. Residence is committed to enhancing its mix of products and services in order to provide an optimal student experience and to support the strategic direction of the University. Conference Services continues to partner with programs and initiatives on campus in order to seize revenue generating opportunities and diversify its portfolio. Food and Beverage Services has partnered with UTSC's One Card Operations in implementing the T-Card+ payment card system by providing strategic support and investment funding in equipment. In 2014-15 the ancillary released a request for proposal for a food contractor and awarded the contract to

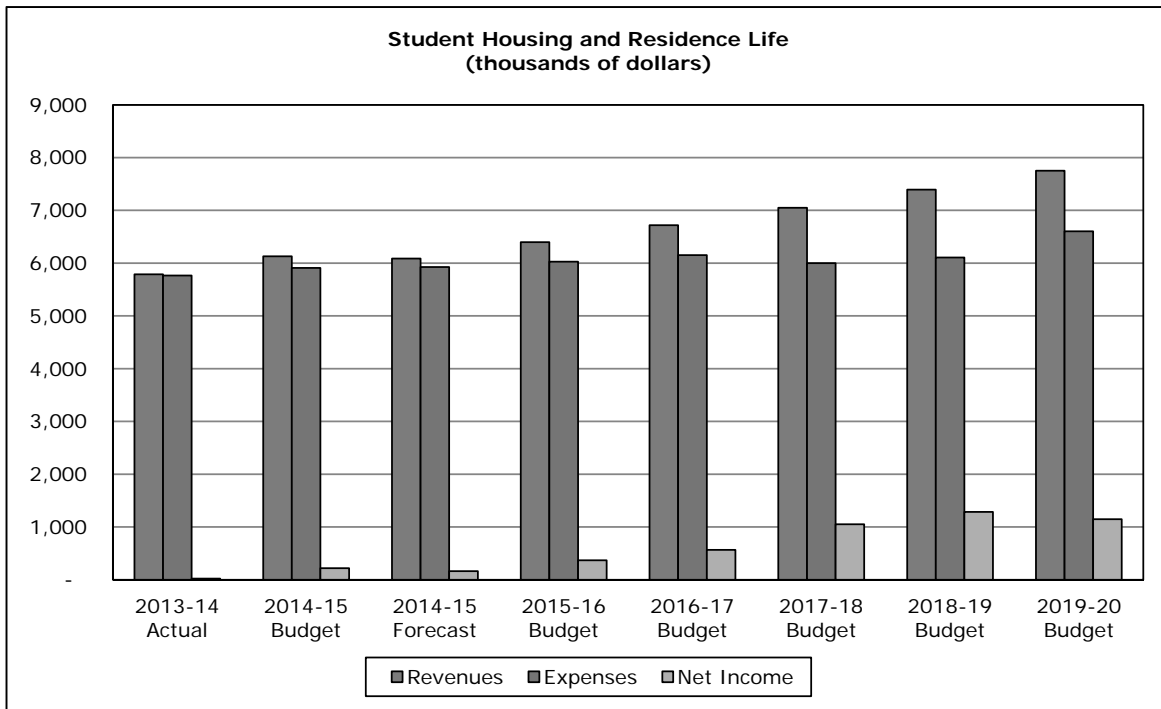
Aramark, which resulted in changes to the existing commission structure. Parking continues to improve services and upgrade facilities that accommodate UTSC students, staff, faculty, and visitors, as well as those parking at Centennial College Morningside Campus.

a) Residence

Residence bed inventory is stable with an occupancy rate of 96%. The ancillary continues to enhance its community development model for residence life programs, and has realized an increase in student satisfaction rates.

Student Housing and Residence Life provides 767 beds in 114 townhouses and 56 apartments. Five houses and one apartment are specifically designed to meet the needs of students with disabilities. First year residents have outnumbered upper year residents as of 2006-07, and continued campus growth indicates that this trend will continue. Over the last five years, international students have made up 32% to 39% of the Residence population. Residence is expecting to see a large international population continue to contribute to its diverse community as international recruitment targets and initiatives continue to grow.

Key accomplishments in 2014-15 include: repaired a major section of the Joan Foley Hall roof in Summer 2014 (\$0.3 million project); launched the monitoring of the new wireless smoke detector system, leading to further integration of work between Residence and UTSC Community Police; growth in academic initiatives and creation of the Academic Initiatives Working Group; the development of off-campus housing services with plans to increase both tenant and landlord engagement and education; successful summer partnership with Retail and Conference Services, including minimal disruption and improved operations; increased student satisfaction rates over the prior year that reflect more effective studying in residence, facilities repair response time, and overall improved value of the residence experience.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	5,789	6,129	6,088	6,396	6,719	7,050	7,393	7,751
Expenses	5,767	5,909	5,925	6,029	6,153	5,998	6,107	6,604
Net Income	22	220	163	367	565	1,052	1,286	1,147
% Revenue Δ		5.9%	(0.7)%	5.1%	5.0%	4.9%	4.9%	4.9%

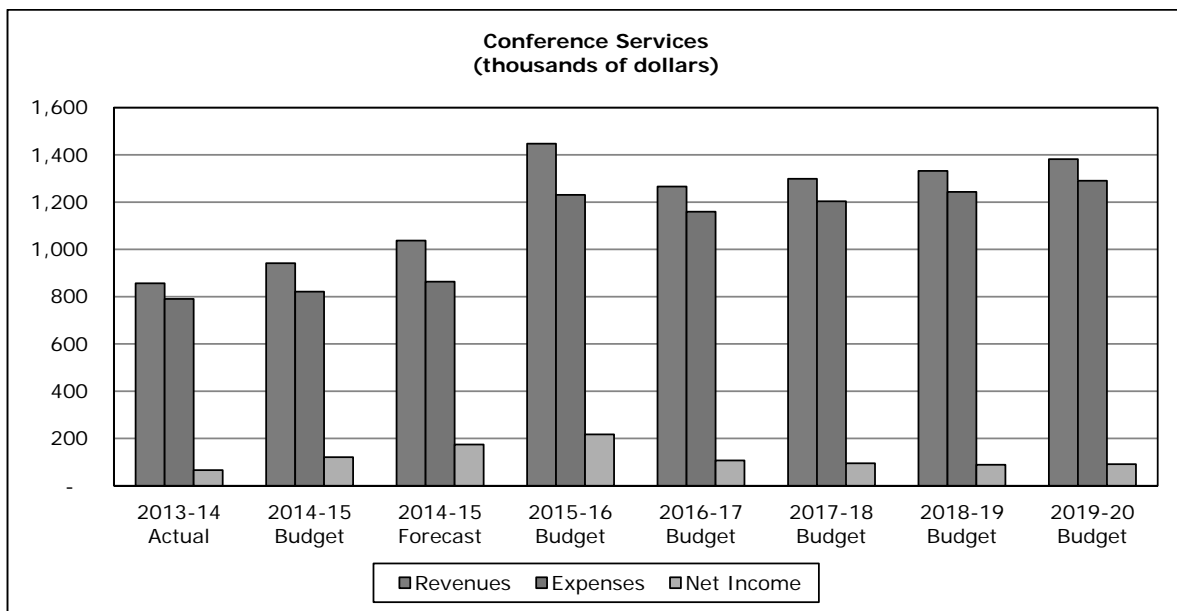
The ancillary is forecasting net income of \$163k in 2014-15, which is \$57k (or 25.9%) lower than budget. The unfavourable outcome is due to lower Summer occupancy than anticipated (59% occupancy vs. 71% budgeted) and higher utilities expenses. The decline in Summer residence fee revenue was partially offset by an increase in forfeited deposits, resulting in a \$41k decrease in revenues. Utilities expense increased due to the difference between the budgeted hydro rate and the forecasted hydro rate with rates expected to increase by 12%.

In 2015-16 Residence is projecting \$367k of net income, mainly driven by a 4% residence fee increase and 98% occupancy. Net assets will be \$2,139k with an unrestricted deficit of \$1,301k, a capital renewal reserve of \$705k, operating reserve of \$653k, and investment in capital assets of \$2,083k.

The ancillary expects to clear the unrestricted deficit by 2017-18 as well as build a reserve for new construction. This will be achievable through steady residence fee increases through to 2019-20. The debt on Phase III will also be cleared in 2016-17, which will free up income to contribute to the new construction reserve. Major maintenance projects will be planned and assessed accordingly over the planning period. Major projects include replacement of hydro meter transmitters in Phase I, II and III, and painting and carpeting of several sections in Phase I, II, III and IV, replacement of section of the Phase IV - Foley Hall roof, and walkway repairs. Net assets are expected to reach \$6,190k in 2019-20.

b) Conference Services

Conference Services continues to benefit from growth in international recruitment programs, specifically Green Path and FAIR Taiwan, which was introduced last year. The success of these programs is important to the success of this ancillary; however, revenue generation through diversification is necessary to capitalize on the growth expected on campus. Campus facilities are highly utilized for academic purposes; therefore, only modest opportunities to secure classrooms for extracurricular use are possible. Diverse housing stock would also attract new conference business that prefers non-townhouse style accommodation. In the meantime the ancillary is focusing on maximizing non-Green Path and FAIR Taiwan accommodation in summer. The ancillary also collaborated with Athletics in bringing the National Wheelchair Basketball training camps as it continues to partner with campus initiatives to create new revenue opportunities. Partnering with Toronto Pan Am Sports Centre (TPASC) to bring in new business is also explored.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	857	942	1,037	1,447	1,266	1,298	1,332	1,382
Expenses	791	821	863	1,230	1,159	1,203	1,243	1,291
Net Income	66	121	174	217	107	95	89	91
% Revenue Δ		9.9%	10.2%	39.5%	(12.5)%	2.6%	2.6%	3.7%

The forecasted operating results in 2014-15 is \$174k, which is \$53k (or 43.8%) higher than the \$121k budget. This is mainly due to revenue from accommodations. The success of the Green Path program, along with other summer accommodation programs brought in \$34k more than budgeted. Other contributors to the positive variance are savings in casual wages as provision for additional summer conference support staff was not realized and savings in salaries and benefits.

The 2015-16 plan shows a surplus of \$217k, which is \$43k (or 24.7%) over the 2014-15 forecast. Net assets will be \$1,616k, with a new construction reserve of \$882k, operating reserve of \$724k, investment in capital assets of \$9k, and a minimal capital renewal reserve. The above surplus is mainly attributed to accommodation revenues through partnership initiatives with the Pan Am Games, partially offset by related accommodation expenses. The ancillary will also introduce a new Summer Camp initiative beginning in 2015-16. In summer 2015, Conference Services will be providing an Arts and Science camp for the community. The summer camp operation is expected to break-even.

By 2019-20, Conference Services expects to accumulate net assets of \$1,998k, which represents \$1,298 towards the new construction reserve, \$691k operating reserve, \$8k investment in capital assets, and a minimal capital renewal reserve. The ancillary will concentrate on developing a greater market share of business, refining the current services provided, controlling operating expenses, improving computing capabilities, developing a revised operating and marketing plan for the summer operation, and weekend facility bookings. Along with the above objectives, the long range plan will include exploring new partnerships and new programs with a focus on diversifying the portfolio.

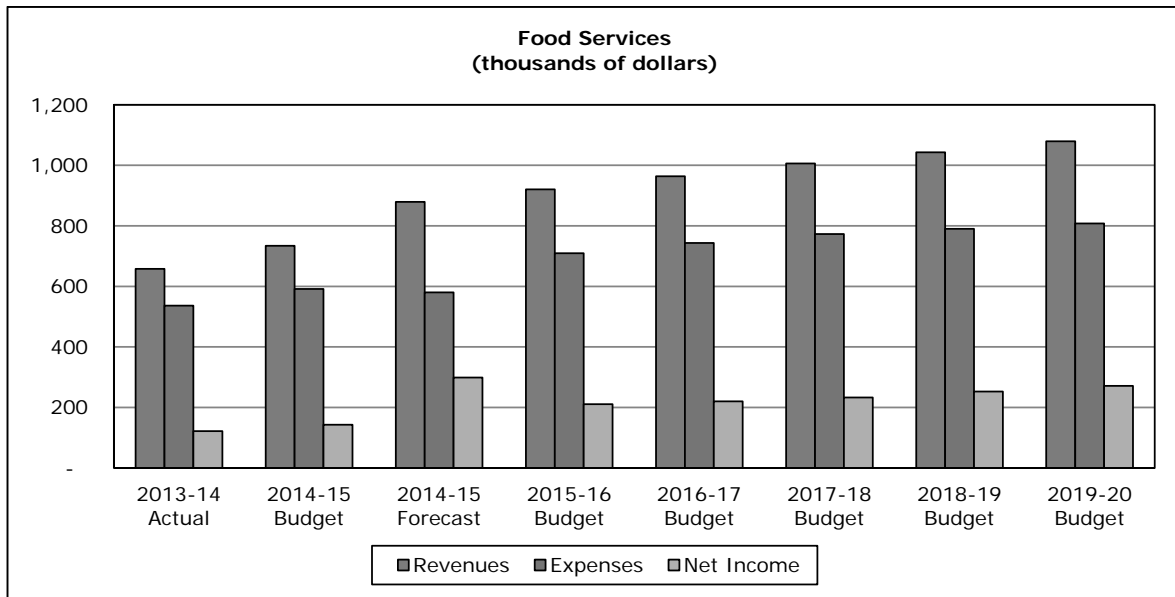
c) Food and Beverage Services

Food Services involves nine retail offerings in the H-Wing Marketplace, the Beechgrove Café (Social Sciences Building) a Starbucks Café and two Tim Horton's outlets. There is also a unit, which is leased to an external operator, La Prep Café. Operations in the H-Wing Marketplace, Beechgrove Café, Starbucks

and the two Tim Horton's units have been contracted out to Aramark. Food and Beverage Services is a participant in the University wide food policy working group and has introduced a number of programs in conjunction with all campuses. These include the bottle-free water initiative, the halal standards program developed by the University, and encouraging the sourcing of locally produced products.

Recognizing the ancillary's ability to meet the needs of users on campus, operational changes have been made to reflect the growth in the campus population, preference for high profile franchise brands, and diverse dietary requirements, resulting in various transformations over the years that have moved away from traditional institutional services. With capital provided by Aramark under the food service agreement, the H-Wing food court was renovated to provide for new concepts, a fresher look (including electronic menus) and greater efficiency.

Food has partnered with UTSC's One Card Operation's T-Card+ campus card payment system providing marketing support and investment in equipment.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	658	734	879	920	964	1,006	1,043	1,079
Expenses	536	591	580	710	743	773	790	808
Net Income	122	143	299	211	220	233	253	271
% Revenue Δ		11.6%	19.7%	4.7%	4.7%	4.4%	3.6%	3.5%

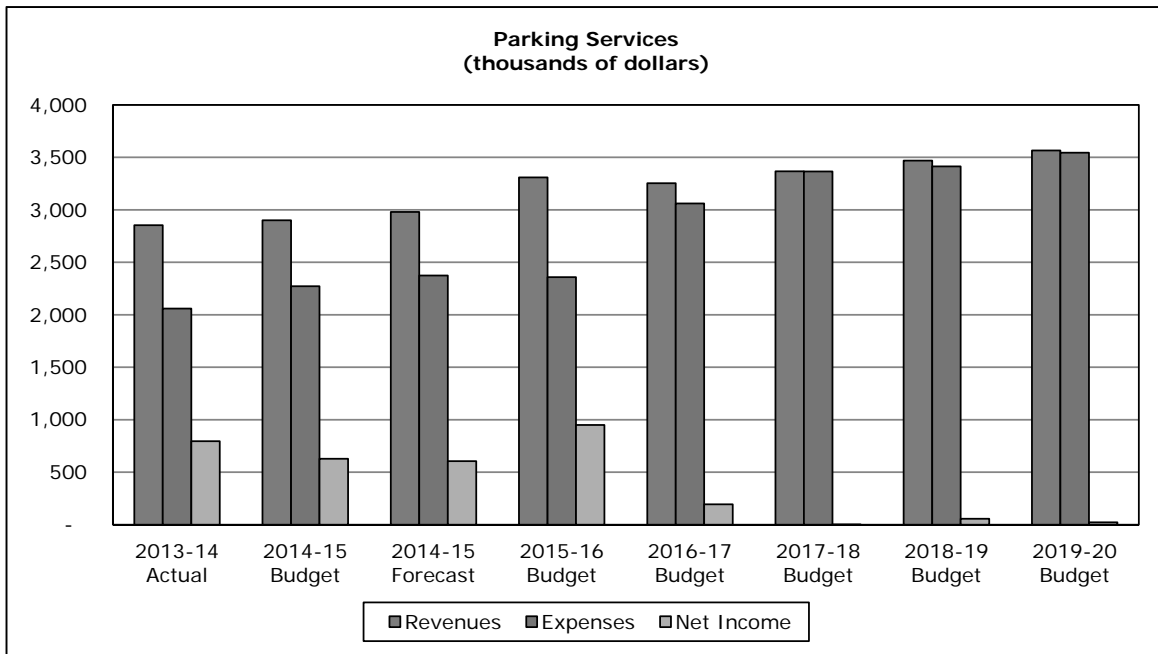
The ancillary is forecasting net income of \$299k, which is \$156k (or 109.1%) higher than budget. This favourable variance is the result of higher commission rate under the new contracted food agreement, as well as higher sales volume due to increased use of T-Card+ payment system, opening of new outlets, and improvement in service and menu offerings.

The ancillary is budgeting a net surplus of \$211k in 2015-16, a 29.4% decline due to the projected hiring of a Food Services Supervisor to manage day to day food operations. Food Services is budgeting net revenues of \$920k, an increase of 4.7%. Factors contributing to the increase include increased enrollment and continued growth in catering sales and beverage sales. Net assets are projected to be \$783k with \$509k investment in capital assets, \$181k operating reserves, \$87k in construction reserves, and \$7k maintained in capital renewal reserves. The ancillary plans to introduce a food truck run by Aramark which will raise an opportunity for expanding food use for valley events and other catering functions.

Net assets are expected to reach \$1,525k in 2019-20 with \$883k allocated to the construction reserve. In the long run, Food and Beverage Services plans for its growth through additional outlets as new buildings are constructed on campus.

d) Parking Services

The mission of Parking Services is to provide quality parking facilities and services in a safe, effective environment. It offers users year-round controlled access to parking to the UTSC and Centennial College Morningside Campus communities. There are 338 spaces in the South Campus (inner) Lots and 2,299 North Campus (outer) Lots in 2014-15. The ancillary continues to support the various ways staff, faculty, and students can access the campus, which includes the East Arrival Court bus loop that allows greater flow and frequency of public transportation, and connection with GO transit, Durham Region, York Region, and TTC.



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	2,854	2,900	2,980	3,309	3,254	3,366	3,468	3,565
Expenses	2,058	2,272	2,375	2,359	3,060	3,365	3,413	3,543
Net Income	796	628	605	950	194	1	56	22
% Revenue Δ		1.6%	2.8%	11.0%	(1.7)%	3.5%	3.0%	2.8%

Parking is forecasting a surplus of \$605k, which is \$23k (3.6%) below budget, despite revenues exceeding budget by \$80k. Pay and Display Meter Revenue is forecasted to exceed targets by \$82k due to increased payment compliance attributed to consistent parking enforcement provided by the City of Toronto. These gains are offset by the cost of refurbishing parking lot F in summer 2014.

The 2015-16 budget includes a 3% permit price increase for all categories of UTSC permits and no change to cash rates. Parking Services is projecting a \$950k surplus of which \$242k will be transferred to UTSC's operating budget. Parking Services anticipates a significant increase in Pay and Display Meter Revenue in 2015-16 due to event parking during the Pan Am Games. Net Assets will be \$4,676k with \$3,000k in the construction reserve, \$588k investment in capital assets, \$502k unrestricted surplus, \$310k capital renewal reserve and \$276k operating reserve.

Over the next five years, it is anticipated that future campus growth, as outlined in the Campus Master Plan, will have an impact on surface parking at UTSC. A

standalone parking structure is being considered to replace surface lots, which may be used to support the construction of new buildings and fulfilling by-law requirements. Based on assumptions and projections applied in the 2015-16 budget model, the maximum contribution the ancillary can fund is a \$3.0 million down payment toward a \$9.0 million loan in 2016-17. Planning will continue in 2015 and at this time, the ancillary recognizes that the down payment and cost of the structure could differ from original estimates depending on specifications determined through the advisory and capital committee process.

The long-range budget was prepared to ensure the ancillary will remain fully self-funded and continue to provide efficient and quality services. Parking anticipates positive results with net assets of \$3,904k in 2019-20.

Review and Consultation Process

The UTSC Campus Affairs Committee will make recommendations to the UTSC Campus Council on annual budgets related to service ancillaries. The budgets approved by Campus Council require confirmation by the Executive Committee of Governing Council. Those plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans will report on actual financial results for 2013-14, the forecast for 2014-15, and projections for the five year period, 2015-16 to 2019-20. Only the proposed budget for 2015-16 is presented for approval.

With the new governance structure now in place, a number of bodies or groups continue to be involved in consultative processes for the ancillaries prior to submission of operating plans to the Campus Affairs Committee.

Student / Local Committees and Councils

The Residence operating plan was reviewed by the Student Housing Advisory Committee (SHAC) during meetings in the fall semester of 2014. Members supported the plans for the 2015-16 budget. SHAC provides students with an opportunity to learn about current operations and future plans in residence and off campus housing services. Students advise the department on the student experience, services, policies, procedures, budget issues and residence fees. The committee is comprised of residents at large, students living off campus in rental accommodation, a residence advisor, Scarborough Campus Residence Council President, elected members of the Scarborough Campus Students' Union (SCSU)

and the Director, Student Housing and Residence Life. The department also communicates and meets regularly with the Scarborough Campus Residence Council to share information, receive input and collaborate on programs.

Food Services gathers various representatives from the UTSC community including academic staff and faculty, administration, students, and representatives from Aramark and the SCSU to form the Food User Committee. This committee meets throughout the year to discuss operational matters including hours of operation, product offerings, services, general business, and formulation of focus groups. Also, social media is monitored for comments and suggestions and any concerns are immediately addressed.

Parking Services holds quarterly meetings of the Parking Advisory Review Committee (PARC). Additional meetings are scheduled from time to time should management wish to consult with community's representatives about specific initiatives. Advisory in nature, this committee's mandate include; representing various sectors of the University community and bringing forward parking concerns to the attention of Parking Services management, reviewing and advising on new initiatives presented by Parking Services management, evaluating these initiatives and potential impact on parking users within the University community, and serving as a general means of communication between the University community and Parking Services management on matters related to parking on campus. There is cross-representation of the campus community on the committee including students, faculty, staff, event hosts, visitor hosts, students in residence, and persons requiring accessible parking.

The University of Toronto Financial Services Department (FSD) also conducts a review of UTSC's proposed operating plans and management reports submitted by each ancillary. Issues requiring further attention are identified by FSD to be addressed by the ancillaries.

University of Toronto Scarborough
Service Ancillary Operations Budget Summary
Projected Operating Results for the year ending April 30, 2016
 (with comparative projected surplus for the year ending April 30, 2015)
 (thousands of dollars)

	Revenues	Expenses	Net Income before Transfers	Transfers in/(out)	Net Income after Transfers 2016	Net Income after Transfers 2015
Residence	6,396	6,029	367	-	367	163
Conference	1,447	1,230	217	-	217	174
Food	920	710	211	(270)	(59)	299
Parking	3,309	2,359	950	(242)	707	370
Total	12,073	10,328	1,745	(512)	1,232	1,006

Summary of Long-Range Budget Results
(thousands of dollars)

Service Ancillary	Objectives to be met within 2015-16				2015-16					2015-16	2017-18	2019-20
	1	2	3	4	Unrestricted Surplus / (Deficit)	Projected Investment in Capital Assets	Projected Commitments to Capital Renewal (Sch 3.1)	Projected Operating Reserve (Sch 3.2)	Projected Construction Reserve (Sch 3.2)	Net Assets	Net Assets	Net Assets
Residence	Yes	Yes	Yes	No	(1,301)	2,083	705	653	-	2,139	3,757	6,190
Conference	Yes	Yes	Yes	No	-	9	1	724	882	1,616	1,818	1,998
Food	Yes	Yes	Yes	No	-	509	7	181	87	783	1,119	1,525
Parking	Yes	Yes	Yes	No	502	588	310	276	3,000	4,676	4,365	3,904
	Total				(799)	3,189	1,023	1,833	3,969	9,215	11,058	13,617

**University of Toronto Scarborough
Service Ancillaries Operations Budget Summary
Projected Funds to be Committed for Capital Renewal**
(for the years ending April 30)
(thousands of dollars)

	<u>Balance May 1, 2015</u>	<u>Net Increase / (Decrease) in Commitments to Capital Renewal</u>	<u>Balance April 30, 2016</u>	<u>Balance April 30, 2020</u>
Residence	742	(37)	705	543
Conference	1	-	1	1
Food	7	-	7	7
Parking	<u>327</u>	<u>(17)</u>	<u>310</u>	<u>338</u>
Total	<u>1,076</u>	<u>(54)</u>	<u>1,023</u>	<u>889</u>

University of Toronto Scarborough
Service Ancillaries Operations Budget Summary
Projected Funds to be Committed for Operating and New Construction Reserves
 (for the years ending April 30)
 (thousands of dollars)

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance May 1, 2015	Increase / (Decrease) in Reserve	Balance April 30, 2016	Balance April 30, 2020	Balance May 1, 2015	Increase / (Decrease) in Reserve	Balance April 30, 2016	Balance April 30, 2020
Residence	618	35	653	791	-	-	-	2,793
Conference	519	205	724	691	873	9	882	1,298
Food	173	8	181	212	396	(309)	87	883
Parking	249	27	276	297	2,783	217	3,000	306
Total	1,558	275	1,833	1,991	4,052	(83)	3,969	5,280

**University of Toronto Scarborough
Service Ancillaries Operations Budget Summary
Projected Operating Results**
(for the years ending April 30)
(thousands of dollars)

Service Ancillary	2014-15 Forecast			2015-16 Budget			2016-17 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
	Residence	163	-	163	367	-	367	565	-
Conference	174	-	174	217	-	217	107	-	107
Food	299	-	299	211	(270)	(59)	220	(59)	162
Parking	605	(235)	370	950	(242)	707	194	(250)	(55)
Total	1,242	(235)	1,006	1,745	(512)	1,233	1,087	(308)	778

Service Ancillary	2017-18 Budget			2018-19 Budget			2019-20 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
	Residence	1,052	-	1,052	1,286	-	1,286	1,147	-
Conference	95	-	95	89	-	89	91	-	91
Food	233	(59)	174	253	(59)	194	271	(59)	212
Parking	1	(257)	(256)	56	(265)	(209)	22	(273)	(251)
Total	1,381	(316)	1,065	1,683	(324)	1,359	1,531	(332)	1,199

**University of Toronto Scarborough
Service Ancillaries Operations Budget Summary
Summary of 2015-16 Capital Budgets**
(with comparative figures for 2014-15)
(thousands of dollars)

	2014-15 Budget	2015-16 Budget
Residence	387	530
Conference	-	6
Food	237	321
Parking	246	78
Total	870	935

Schedule of 2015-16 Ancillary Rates

<u>Residence</u>	<u>2014-15</u>	<u>% Δ</u>	<u>2015-16</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 7,285	4.0%	\$ 7,577	\$ 36.43
Phase IV single	\$ 7,960	4.0%	\$ 8,279	\$ 39.80
Phase I - III shared	\$ 5,394	4.0%	\$ 5,610	\$ 26.97
Phase I - III shared basement	\$ 4,855	4.0%	\$ 5,049	\$ 24.28
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 3,484	4.0%	\$ 3,623	\$ 46.45
Visitor Weekly Rate	\$ 218	4.0%	\$ 226	
Ph IV-Foley Hall (academic term May 8 - August 27)	\$ 3,734	4.0%	\$ 3,883	\$ 49.78
Visitor Weekly Rate	\$ 233	4.0%	\$ 243	

Schedule of 2015-16 Ancillary Rates

<u>Parking</u>	<u>2014-15</u> <u>Approved</u>	<u>2015-16</u> <u>Proposed</u>	<u>% A</u>	<u>\$ Change</u> <u>per mo.</u>	<u>Notes</u>
PERMITS:					
<u>South (Inner) Lots:</u>					
Annual, South Lot Employee Premium	\$ 1,086.70	\$ 1,119.30	3% or...	\$ 2.72 ...per month	
Annual, South Lot Employee Reserved	\$ 1,445.32	\$ 1,488.68	3% or...	\$ 3.61 ...per month	
Annual, Lot E Employee	\$ 978.04	\$ 1,007.38	3% or...	\$ 2.45 ...per month	
Summer Term	\$ 217.35	\$ 223.87	3% or...	\$ 0.54 ...per month	
Residence, Fall/Winter Term	\$ 769.35	\$ 792.43	3% or...	\$ 1.92 ...per month	
Residence, Summer Term	\$ 192.35	\$ 198.12	3% or...	\$ 0.48 ...per month	
Evening Payroll, Employee Annual	\$ 501.59	\$ 516.64	3% or...	\$ 1.25 ...per month	
Athletics Members	\$ -	\$ -	0%	\$ - ...per permit	A
Athletics Sunday Leagues	\$ -	\$ -	0%	\$ - ...per permit	A
<u>North (Outer) Lots:</u>					
Annual North Lot, Premium (Lot H)	\$ 919.53	\$ 947.12	3% or...	\$ 2.30 ...per month	
Annual North Lot, Payroll Employee	\$ 835.94	\$ 861.02	3% or...	\$ 2.09 ...per month	
Student, Fall/Winter	\$ 668.26	\$ 688.31	3% or...	\$ 1.67 ...per month	
Outer, Fall or Winter Term	\$ 374.23	\$ 385.45	3% or...	\$ 0.94 ...per month	
Summer Term	\$ 167.67	\$ 172.70	3% or...	\$ 0.42 ...per month	
Centennial Permit (September to May, sold to Centennial)	\$ 719.02	\$ 754.97	5% or...	\$ 3.00 ...per month	B
Centennial Summer Permit	\$ 359.51	\$ 377.48	5% or...	\$ 1.50 ...per month	B
CASH PARKING:					
<u>South (Inner) Lots:</u>					
Daily maximum rate - short-term and visitors	\$ 12.00	\$ 12.00	0%	\$ -	
Evening - flat rate	\$ 6.00	\$ 6.00	0%	\$ -	
Summer conference - daily rate	\$ 5.40	\$ 5.40	0%	\$ -	
Summer conference - youth bed rate	\$ 1.20	\$ 1.20	0%	\$ -	
<u>Instructional Center Lot G</u>					
Hourly Rate, day	\$ 3.00	\$ -	100%	\$ -	C
Flat Rate, Evening	\$ 6.00	\$ -	100%	\$ -	
Flat Rate, Weekend	\$ 5.00	\$ -	100%	\$ -	
<u>Instructional Center Lot H</u>					
Flat Rate, Day	\$ 10.00	\$ 10.00	0%	\$ -	
Flat Rate, Evening	\$ 5.00	\$ 5.00	0%	\$ -	
Flat Rate, Weekend	\$ 4.00	\$ 4.00	0%	\$ -	
<u>Lots 4 and 5 (North Lots):</u>					
Flat Rate, Day	\$ 7.50	\$ 7.50	0%	\$ -	
Flat Rate, Evening	\$ 4.00	\$ 4.00	0%	\$ -	
Flat Rate, Weekend	\$ 2.00	\$ 2.00	0%	\$ -	
<u>Daily Visitor Event Rate (various locations)</u>					
Event Parking Rate	\$2.00 - \$20.00	Market Pricing			D
NOTES:					
A. In 2014, Athletics moved to Toronto Pan Am Sports Centre, member parking revenue to go to TPASC.					
B. The annual percentage increase of 5% is part of the parking agreement between UoF Toronto Scarborough and Centennial College.					
C. Lot G is construction site for Environmental Science and Chemistry Building					
D. Event parking would be based on market pricing.					



OFFICE OF THE CAMPUS COUNCIL

FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Vice-President and Principal
CONTACT INFO: 416-287-7025; principal@utsc.utoronto.ca

PRESENTER: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee
CONTACT INFO: 416 407-4007, sue.grahamnutter@rogers.com

DATE: Tuesday, March 3, 2015

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases.

JURISDICTIONAL INFORMATION:

Section 5.1 of the Campus Affairs Committee Terms of Reference lists student societies and compulsory non-academic incidental fees among the Committee’s areas of responsibility.

Sections 5.4.1 and 5.4.2 provide that compulsory non-academic incidental fees for representative student committees and divisional student societies “are approved by the UTSC Council on the recommendation of the UTSC Campus Affairs Committee.”

Student society fees are subject to the terms and conditions of the *Policy on Ancillary Fees* (Category 2.0, “Student organizations and services provided by such organizations,” and Category 3.0, “Student levies for specific, limited projects”), and the *Policy for Compulsory Non-Academic Incidental Fees* (Preamble, Section A., and in particular, Section B). More information on these sections is appended in the attached memo from Desmond Pouyat, Dean of Student Affairs.

Increases which are greater than the cost of living must be supported by referendum. Other increases must be supported by a previous referendum approving the concept of annual increases by the cost of living or an explicit inflation factor.

UTSC Campus Council- Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases

The administrative procedures are outlined in the *Handbook for Student Societies*, which is published by the Office of the Vice-Provost, Students and First-Entry Divisions (OVPS).

Requests for increases are brought forward to the Committee by the administration on the assurances of the student societies that due constitutional and fair procedures have been followed within the societies concerned. If a complaint is received about the process related to a fee request from a student society, the OVPS makes inquiries about the issue and, if necessary investigates matter further as part of the assessment of the request.

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee [For Recommendation] (February 11, 2015)
2. **UTSC Campus Council [For Approval] (March 3, 2015)**
3. Executive Committee [For Confirmation] (March 24, 2015)
4. University Affairs Board [For Information] (April 28, 2015)

PREVIOUS ACTION TAKEN:

Requests for changes to existing student society fees and/or the establishment of new fees may be brought forward to the Committee on one or more occasions each year. This is the first set of requests on behalf of student societies brought forward this year.

HIGHLIGHTS:

The following student society has requested changes to fees charged on their behalf by the University:

Scarborough Campus Students' Union

Additional information is provided in the attached memorandum from Desmond Pouyat, Dean of Student Affairs.

The requests have been reviewed by the Office of the Vice-Provost, Students and First-Entry Divisions in light of the requirements of the *Policy for Compulsory Non-Academic Incidental Fees* and are found to be in compliance. Therefore, the requests are recommended for approval.

FINANCIAL IMPLICATIONS:

There are no net financial implications for the campus' operating budget.

UTSC Campus Council- Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT beginning in the Summer 2015 session, the SCSU fee be increased as follows: an increase of \$5.60 per session (\$1.12 part-time) in the UTSC Sports and Recreation Centre Levy portion of the fee; and

THAT subject to confirmation of approval of the following fee increase proposals by the Scarborough Campus Students' Union (SCSU) Board of Directors on January 30, 2015; and

THAT beginning in the Fall 2015 session, the SCSU fee be increased as follows: (a) an increase of \$0.47 per session in the Society membership portion of the fee (\$0.03 part-time), (b) an increase of \$0.71 per session in the Student Centre portion of the fee (\$0.21 part-time), (c) an increase of \$0.14 per session (full-time only) in the CFS/CFS-O portion of the fee, (d) an increase of \$6.23 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, and (e) an increase of \$7.37 (full-time only) per session in the Dental Plan portion of the fee, and (f) continuation of the Student Refugee Program portion of the fee through the 2015-16 academic period.

If approved, the total Fall/Winter SCSU fee will be \$372.38 per session (\$42.40 part-time), charged to all UTSC undergraduate students.

DOCUMENTATION PROVIDED:

Compulsory Non-Academic Incidental Fees – UTSC Student Society Proposals for Fee Increases



OFFICE OF THE DEAN, STUDENT AFFAIRS

TO: Members of the Campus Affairs Committee

FROM: Desmond Pouyat, Dean of Student Affairs

DATE: February 10, 2015

SUBJECT: Compulsory Non-Academic Incidental Fees – UTSC Student Society Proposals for Fee Increases

Requests from one UTSC student society for the fee changes listed below have been received by the Office of the Vice-Provost, Students & First-Entry Divisions (OVPS), which manages the University-wide administrative processes related to student society fee requests. OVPS works with my office as necessary and keeps me informed with respect to the fee requests received from UTSC student societies.

The applications have been reviewed in light of the requirements of the *Policy for Compulsory Non-Academic Incidental Fees*. The requests below are found to be in compliance with these requirements and are recommended for approval.

Requests for fee increases from student societies must meet a number of requirements. Section B.4. of the *Policy for Compulsory Non-Academic Incidental Fees* outlines the University's general expectations:

Requests to change the fee collected on behalf of a student society and requests for new fees shall be approved only when evidence has been presented that the request has been authorized by due constitutional process in the organization. The procedures to request approval of a new fee or an increase to an existing fee shall be published in the Handbook for Student Societies.

Cost of Living Increases

- (a) *Where the amount of an increase in the fee charged is not greater than the year-over-year change in consumer prices for Ontario as measured by Statistics Canada (December-over-December) as of December 31 of the previous year, the request must be supported by the results of a previous referendum approving the principle of a cost-of-living adjustment. In special circumstances (e.g., when a portion of a student society fee is designated for a health plan or capital project), other inflation indexes or predetermined inflation factors may be used, provided that the request is supported by the results of a previous referendum approving the use of the specific inflation index or predetermined inflation factor.*

Student Society Fees: UTSC Student Society Proposals for Fee Increases

Referendum Requirement

- (b) *Where the amount of an increase in the fee charged is greater than the year-over-year change in consumer prices, the request must be supported by the majority of the society's members voting in a recent referendum.*

The procedures for handling fee change requests (from the *Handbook for Student Societies* published by the OVPS) also provide that requests for a fee increase must be supplied with the following:

Evidence that the request to change the existing fee (or to institute a new charge) has been authorized by due constitutional process of the organization. This evidence should include a copy of or specific reference to the section of the society's constitution which related to the mechanism for fee changes, minutes of the meeting at which the resolution to request the change was passed, details and results of any referenda related to the subject which may have been held within the division, and publicity given the matter to ensure that those who may be affected by the change are aware of the proposal, including size and purpose of the increase, and have had the opportunity to make their views known.

Normally, the administration intersects with these processes at two points. Initially, student societies are asked to seek advice from the OVPS on the wording of the referendum questions (with respect to clarity and technical language). The second point occurs after the referendum when the student society makes the formal request for a fee increase. The recommendation for approval is derived from the assessment of whether or not the society has met the requirements established in the *Policy* and relevant procedures.

Occasionally, the OVPS is asked to look into complaints about referendum procedures and compliance with relevant portions of the society's constitution and/or by-laws. The results of these investigations play a significant role in the assessment of the request and the recommendation for approval.

The assessment of requests for fee increases is normally based upon the following expectations:

1. The student society must make the request in a manner consistent with the *Policy for Compulsory Non-Academic Incidental Fees* and the University's procedures for increases to student society fees;
2. When required, there must be a positive result in a referendum for a fee increase (special conditions established by the society, such as quorum, must also be met);
3. The referendum question itself should be clear and provide enough information to students in order to gain a full understanding of the implications of the question and proposed fee for them;
4. The referendum must be held in a fair manner, advertised and promoted in a reasonable manner, and the members of each organization should be given a reasonable opportunity to vote; and

Student Society Fees: UTSC Student Society Proposals for Fee Increases

5. Each organization must comply with the provisions of its own by-laws, rules of procedure, and specific policies and procedures approved by the society's board or council.

Societies which have previously received approval (by referendum) from their members for an annual cost of living increase in the society's portion of the fee may request increases, upon approval by the society's board or council, of up to the previous Ontario December-over-December cost of living increase (consumer price index) calculated by Statistics Canada. The December 2014 consumer price index for Ontario was 1.9%.

As outlined in the excerpt from the *Policy* above, where members of a society have given consent (through a previous referendum) to the concept of inflationary increases according to a specific inflation factor or measure, this inflation factor may be used. For example, the Scarborough Campus Students' Union may request increases in both the Dental and Accident & Prescription Drug Insurance Plan portions of their fee of up to 10%.

It is important to note that when dealing with a student society request for a fee change, it is the society's own constitution, by-laws, or established policies that set the standards for acceptable results in referenda. In some cases, society constitutions establish a minimum voter turnout in order to consider a referendum result to be valid. The University has not established additional criteria with respect to valid referendum voter turnout.

In addition, with respect to both requests for increases based upon the results of a referendum, and increases which require only the approval of the society's board or council, the administration relies on the assurances of student societies that due constitutional processes and fair procedures have been followed.

Scarborough Campus Students' Union

Background:

In fall/winter 2014-15, the total SCSU fee is \$351.86 per session for full-time University of Toronto Scarborough (UTSC) students (\$41.04 part-time). The fee includes \$24.96 per session for the society's portion of the fee (\$1.55 part-time), \$37.19 for the Student Centre portion of the fee (\$11.14 part-time), \$7.45 for the Canadian Federation of Students (CFS)/Canadian Federation of Students – Ontario (CFS-O) portion of the fee, \$62.30 per session for the Accident & Prescription Drug Insurance Plan portion of the fee, \$73.73 per session for the Dental Plan portion of the fee, and \$0.75 per session for the Student Refugee Program portion of the fee (\$0.25 part-time).

Requests:

- i. *A cost of living increase in the Society portion of the fee.*

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a cost of living increase to the society portion of the fee.

Student Society Fees: UTSC Student Society Proposals for Fee Increases

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- ii. *A cost of living increase to the Student Centre Capital levy portion of the fee.*

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a cost of living increase to the Student Centre Capital levy portion of the fee.

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- iii. *A cost of living increase to the CFS/CFS-O portion of the fee.*

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a cost of living increase to the CFS/CFS-O portion of the fee.

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- iv. *An increase in the Accident & Prescription Drug Insurance Plan portion of the fee.*

In accordance with the original referendum question, SCSU may request increases to the Accident & Prescription Drug Insurance Plan portion of the fee of up to 10% upon approval of a resolution by the SCSU Board.

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a 10% increase to the Accident & Prescription Drug Insurance Plan portion of the fee.

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- v. *An increase in the Dental Plan portion of the fee.*

In accordance with the original referendum question, SCSU may request increases to the Dental Plan portion of the fee of up to 10% upon approval of a resolution by the SCSU Board.

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a 10% increase to the Dental Plan portion of the fee.

Student Society Fees: UTSC Student Society Proposals for Fee Increases

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- vi. *Continuation of the Refugee Student Program portion of the fee.*

At its meeting held on January 30, 2015, the SCSU Board considered a resolution to request a cost of living increase to the Refugee Student Program portion of the fee.

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

- vii. *An increase in the UTSC Sports & Recreation Complex Levy.*

Pursuant to the provisions of the original referendum question, approved in the spring of 2010, annual increases to the Levy of 4% over a 25-year period following the implementation of the summer 2014 increase have been approved. The referendum question is considered an agreement among the students, SCSU, and the University, in respect of the Levy.

Student Society Fees: UTSC Student Society Proposals for Fee Increases

Summary of Changes

Student Societies	Summer 2015		Fall 2015		Winter 2015		Summer 2014		Fall 2014		Winter 2014	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Scarborough Campus Students' Union												
Society (cost of living increases permitted without referendum – approved fall 2002)	24.90	1.55	25.43	1.58	25.43	1.58	24.09	1.35	24.90	1.55	24.90	1.55
Refugee Student Program (through 2015-16; SCSU Board approval of continuation)	0.75	0.25	0.75	0.25	0.75	0.25	0.75	0.25	0.75	0.25	0.75	0.25
Student Centre (cost of living increases permitted without referendum - approved spring 2001)	37.19	11.14	37.90	11.35	37.90	11.35	30.64	10.98	37.19	11.14	37.19	11.14
College Coed Fitness Centre	0.00						0.00					
Women's Centre (refundable)	1.50		1.50		1.50		1.50		1.50		1.50	
Downtown Legal Services (refundable)	0.50		0.50		0.50		0.50		0.50		0.50	
Orientation (refundable)	0.50		0.50		0.50		0.50		0.50		0.50	
Blue Sky Solar Car Team (refundable)	0.13		0.13		0.13		0.13		0.13		0.13	
Day Care Subsidy (refundable)	0.50		0.50		0.50		0.50		0.50		0.50	
Wheelchair Accessibility Projects	1.00		1.00		1.00		1.00		1.00		1.00	
Refugee Student Fund	0.30		0.30		0.30		0.30		0.30		0.30	
Health Initiatives in Developing Countries (refundable)	0.25		0.25		0.25		0.25		0.25		0.25	
Foster Children Program	0.05		0.05		0.05		0.05		0.05		0.05	
U of T Environmental Resource Network (refundable)	0.25		0.25		0.25		0.25		0.25		0.25	
Canadian Federation of Students (CFS) & CFS-Ontario (cost of living increases permitted without referendum - approved fall 2002)	7.45		7.59		7.59		7.34		7.45		7.45	
Frontier College Students for Literacy - UTSC (refundable, fall and winter only)	0.00	0.00	0.50	0.10	0.50	0.10	0.00	0.00	0.50	0.10	0.50	0.10
UTSC Sports & Recreation Complex Levy (increases up to 4% permitted without referendum - approved spring of 2010; increased to \$140.00 full-time/\$28.00 part-time in summer 2014 through summer 2015)	145.80	29.12	145.80	29.12	145.80	29.12	140.00	28.00	140.00	28.00	140.00	28.00
Accident & Prescription Drug Insurance Plan (including administration fee and sales tax; refundable; increases up to 10% permitted without referendum - current provisions approved spring of 1998)			66.53		66.53				62.30		62.30	
Dental Plan (including administration fee and sales tax; refundable; increases up to 10% permitted without referendum - approved spring of 1999)			81.10		81.10				73.73		73.73	
TOTAL	\$220.93	\$42.06	\$372.38	\$42.40	\$372.38	\$42.40	\$214.30	\$40.58	\$351.86	\$41.04	\$351.86	\$41.04
Change From Previous Year	+3.1%	+3.6%	+5.9%	+3.3%	+5.8%	+3.3%	+83.1%	+93.5%	+45.1%	+90.8%	+45.1%	+90.8%
	\$ 6.83	\$ 1.48	\$ 20.52	\$ 1.36	\$ 20.52	\$ 1.36	\$ 97.29	\$ 19.61	\$ 109.34	\$ 19.53	\$ 109.34	\$ 19.53

Recommendation

Be it Recommended to the University of Toronto Scarborough Campus Council

THAT beginning in the Summer 2015 session, the SCSU fee be increased as follows: an increase of \$5.60 per session (\$1.12 part-time) in the UTSC Sports and Recreation Centre Levy portion of the fee; and

THAT subject to confirmation of approval of the following fee increase proposals by the Scarborough Campus Students' Union (SCSU) Board of Directors on January 30, 2015;

THAT beginning in the Fall 2015 session, the SCSU fee be increased as follows: (a) an increase of \$0.47 per session in the Society membership portion of the fee (\$0.03 part-time), (b) an increase of \$0.71 per session in the Student Centre portion of the fee (\$0.21 part-time), (c) an increase of \$0.14 per session (full-time only) in the CFS/CFS-O portion of the fee, (d) an increase of \$6.23 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, and (e) an increase of \$7.37 (full-time only) per session in the Dental Plan portion of the fee, and (f) continuation of the Student Refugee Program portion of the fee through the 2015-16 academic period.

Student Society Fees: UTSC Student Society Proposals for Fee Increases

If approved, the total Fall/Winter SCSU fee will be \$372.38 per session (\$42.40 part-time), charged to all UTSC undergraduate students.



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Mr. Desmond Pouyat, Dean of Student Affairs
CONTACT INFO: (416) 287-7673, dpouyat@utsc.utoronto.ca

PRESENTER: See Sponsor.
CONTACT INFO:

DATE: Tuesday, March 3, 2015

AGENDA ITEM: 5 (a)

ITEM IDENTIFICATION:

Advice from the Council on Student Services (CSS)

JURISDICTIONAL INFORMATION:

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 Campus Affairs Committee.

Section 5.3.2 (a) of the Campus Affairs Committee’s Terms of Reference provide 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.”

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 UTSC Council on the recommendation of the UTSC Campus Affairs Committee.”

The Fees which fund student services provided by the University are subject to the terms and conditions of the *Policy on Ancillary Fees* (Category 1.0), the *Policy for Compulsory Non-Academic Incidental Fees* (Preamble and Section A.), and the *Memorandum of Agreement*

UTSC Campus Council – Advice from the Council on Student Services (CSS)

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* (generally known as the *Protocol on Non-Tuition Fees* or simply the *Protocol*). The requirement to establish such a protocol was announced by the then Minister of Education and Training in June, 1994. The administration began negotiations with the student governments shortly thereafter and the University of Toronto *Protocol* was ultimately approved by the Governing Council on October 24, 1996.¹ The *Protocol* is an agreement between the University and the student governments, on behalf of all students, and is considered to be University policy.

Section B.1. and Appendix B of the *Protocol* specifically provide that the following fees fall under its authority and provisions: Health Services; Student Services; Athletics and Recreation; Hart House; and the Scarborough College Athletics Fee. Student Services Fees on each campus were initially, and continue to be, fees which fund a range of programs and units; although the fees themselves may have been combined (as in the case of the St. George Health Service and Student Services fees) or renamed since the *Protocol* was introduced. Other compulsory non-academic incidental fees, which fund services operated by the University, and which were introduced after the agreement was approved, are under the *Protocol's* jurisdiction.

Section E.1. of the *Protocol* provides that the administration may “review and where necessary realign the existing budgets” within divisions of Student Services and within units. Any such realignment “will not imply or cause an increase in overall levels of expense funded by the fees covered by the *Protocol*, but may result in the reallocation of available resources in response to changing service demands.”

Under section D., the *Protocol* established an institutional “Council on Student Services” (COSS) and made provision for the creation of bodies within colleges, faculties and campuses, corresponding to COSS. To the present, several other bodies have been created by the councils of their respective divisions: the UTM Quality Service to Students Committee (QSS), the **UTSC Council on Student Services (CSS)**, and the Innis College Council on Student Services. COSS considers the Operating Plans and Fees for the St. George and University-wide student services and co-curricular programs, services, and facilities. These bodies are collectively referred to as the “Protocol Bodies.” While not formally part of the University’s governance system, the Protocol Bodies are created by University policy, are subject to the terms of the *Protocol*, and have some accountability to the Governing Council and, where applicable, to the divisional bodies that created them.

The Protocol Bodies have a specific role in respect of providing a “means by which students will be involved in decisions to increase compulsory non-tuition-related fees or to introduce new ones” (*Protocol*, section A.1.). In particular, section E.2., provides that “All proposals for the increase, decrease, introduction or elimination of a fee covered by this *Protocol* shall first be considered by the [relevant Protocol Body], whose advice on the proposed change shall be conveyed to the Governing Council.”

¹ A change to Appendix A was approved by the University Affairs Board in November, 1997.

UTSC Campus Council – Advice from the Council on Student Services (CSS)

As is the case with much of the business of the Governing Council, pursuant to the *University of Toronto Act, 1971*, the Governing Council has delegated its responsibility for the consideration of *Protocol*-related fees to a number of bodies. Fees for University-wide and St. George services are considered by the University Affairs Board. Fees for UTM and UTSC services are first considered by the respective Campus Affairs Committees, which recommend approval to the corresponding Campus Councils (whose decisions are confirmed by the Executive Committee).

In governance, the administration, through the Administrative Assessors, prepares and presents proposals to relevant governance bodies for consideration and approval. Proposals are then considered and approved, declined, or referred back to the administration with advice on particular areas which should be given further attention. Alternatively, the administration might withdraw a proposal in light of the discussion of a Board or Committee, and bring it back for consideration with revisions at a later date. While the Protocol Bodies tend to be much more directly engaged in the consultation process related to the development of Operating Plans, the administration follows the same general process with respect to the presentation of proposals of Operating Plans and Fees to the Protocol Bodies.

The attached memorandum summarizes the advice provided to the Governing Council by the UTSC Council on Student Services.

According to the terms of the *Protocol*, if the relevant Protocol Body approves an increase to, or the establishment of, a fee, or if the relevant students approve of such an increase or new fee by referendum,² the Governing Council may approve the increase or fee, without restriction on the amount.

In the absence of approval by a relevant Protocol Body or by referendum, 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 of a *Protocol*-related fee which is defined within the *Protocol* itself.

GOVERNANCE PATH:

² According to the provisions for referendum delineated in the *Protocol*.

UTSC Campus Council – Advice from the Council on Student Services (CSS)

1. UTSC Campus Affairs Committee [For Information] (February 11, 2015)
2. **UTSC Campus Council [For Information] (March 3, 2015)**
3. University Affairs Board [For Information] (March 17, 2015)
4. Executive Committee [For Information] (March 24, 2015)

PREVIOUS ACTION TAKEN:

Advice from CSS in respect of the 2014-15 Operating Plans and Fees for UTSC Student Affairs and Services were presented to the UTSC Campus Affairs Committee on February 12, 2014. Increases to the Health and Wellness, Athletics & Recreation, and Student Services fees were presented to UTSC Campus Affairs Committee on February 12, 2014 and approved by the UTSC Campus Council on March 4, 2014.

HIGHLIGHTS:

CSS declined to endorse the following proposals from the administration:

Increase Health & Wellness Fee from \$61.90 to \$63.75 (12.38 to \$12.75 part-time)

Pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase with permanent and temporary components.

Increase Athletics Fee from 124.70 to \$130.94 (\$24.94 to 26.19 part-time)

Pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase with permanent and temporary components.

Increase Student Services Fee from 164.55 to 168.65 (\$32.91 to 33.73 part-time)

Pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase that includes a permanent component.

FINANCIAL IMPLICATIONS:

See Cover Sheet for Item 6(b) on this agenda.

RECOMMENDATION:

The memorandum is presented for information.

DOCUMENTATION PROVIDED:

Advice on Fees and Operating Plans from the UTSC Council on Student Services (CSS)



OFFICE OF THE DEAN, STUDENT AFFAIRS

TO: Members of the UTSC Campus Affairs Committee

FROM: Desmond Pouyat, Dean of Student Affairs

DATE: January 27, 2015

SUBJECT: Advice on Fees and Operating Plans from the Council on Student Services (CSS)

Included in this package are the proposed Operating Plans and proposed Fees for the UTSC Student Affairs and Services for 2014-15. These Fees are subject to the provisions of 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* (generally known as the *Protocol on Non-Tuition Fees* or simply the *Protocol*).

The following UTSC-related Compulsory Non-Academic Incidental Fees are subject to the three policies listed above and are charged to students via their student accounts on ROSI:

- UTSC Health and Wellness Fee
- UTSC Athletics & Recreation Fee
- UTSC Student Services Fee

The *Protocol* makes provision for the establishment of a body at UTSC which considers proposals for changes to, or the introduction of, fees covered by the *Protocol* prior to the consideration of these fees by the Governing Council. This body, named the Council on Student Services (CSS) was established by the former Scarborough College Council, with the agreement of the Scarborough College Students' Union. The *Protocol* also requires that the advice of CSS shall be conveyed to the Governing Council.

The “advice” is interpreted to mean the decisions of CSS on the proposals made by the administration to CSS (i.e., approval of a proposal, a rejection of a proposal, an absence of a decision following a proposal being made, etc.). Following the consideration of the administration’s proposals by CSS, the administration lists the resolutions considered, the decisions, and the details of the voting in a memorandum to CAC. This memorandum delineates the advice to CAC. The *Protocol* also requires that this summary be forwarded to the chair of CSS “in sufficient time to allow representation to be made by the [CSS] to [CAC].”

Advice on Fees and Operating Plans from the Council on Student Services (CSS)

The Operating Plans and budgets have been prepared with input from the directors and managers of the units, from student users of the services, from various advisory and governing bodies, and from CSS (prior to the point when the Plans were considered by CSS).

According to the terms of the *Protocol*, if CSS approves an increase to, or the establishment of, a fee, or if the relevant students approve of such an increase or new fee by referendum, the Governing Council may approve the increase or fee, without restriction on the amount.

If CSS does not approve a fee increase, the administration is entitled to seek approval by the CAC of a maximum of: (a) a permanent fee increase of the lesser of the consumer price index (CPI) increase or the University of Toronto index (UTI) increase; and (b) a temporary increase of the greater of the CPI increase or the UTI increase.

The CPI for this year is 2.0%. Generally speaking, UTI is an indexation of a fee with take into account changes in salary and benefit costs, revenue from other sources, occupancy costs, and changes in enrolment. It is calculated separately for each fee. The result is an “indexed fee.” For comparison purpose, each fee’s UTI is represented here as a percentage:

UTSC Health & Wellness Fee 1.7%
UTSC Athletics & Recreation Fee 13.8%
UTSC Student Services Fee 2.6%

CSS Advice on Operating Plans, Budgets and Fees

For the operating plans, budgets and associated compulsory non-academic incidental fees to be approved by CSS, they require the support of a majority of students present at the meeting when the votes are held, as well as a majority of the Council overall.

At the CSS meeting held on January 22, 2015, the administration made three proposals to CSS encapsulated in the three resolutions listed below.

The outcome of each vote is provided below for the information of members of the Campus Affairs Committee (CAC).

1) Health and Wellness

Proposed Resolution:

Be it resolved,

THAT CSS approve a permanent year over year increase of 3% in the Health & Wellness fee, from \$61.90 to \$63.75 per session for full-time students and \$12.38 to \$12.75 for part-time students.

The vote on the resolution was as follows:

In favour: 11 (6 admins, 5 students)

Advice on Fees and Operating Plans from the Council on Student Services (CSS)

Opposed: 5 (0 admins, 5 students)
Abstentions: 0 (0 admins, 0 students)

Resolution Failed

In consideration of the advice of CSS, and pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase with permanent and temporary components.

2) Athletics and Recreation

Proposed Resolution:

Be it resolved,

THAT CSS approve a permanent year over year increase of 5% in the Athletics & Recreation fee, from \$124.70 to \$130.94 per session for full-time students and \$24.94 to \$26.19 for part-time students.

The vote on the resolution was as follows:

In favour: 9 (6 admins, 3 students)
Opposed: 7 (0 admins, 7 students)
Abstentions: 0 (0 admins, 0 students)

Resolution Failed

In consideration of the advice of CSS, and pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase with permanent and temporary components.

3) Student Services

Proposed Resolution:

Be it resolved,

THAT CSS approve a permanent year over year increase of 2% increase in Student Services fee, from \$164.55 to \$168.65 per session for full-time students and \$32.91 to \$33.73 for part-time students.

The vote on the resolution was as follows:

In favour: 10 (6 admins, 4 students)
Opposed: 5 (0 admins, 5 students)
Abstentions: 1 (0 admins, 1 students)

Resolution Failed

Advice on Fees and Operating Plans from the Council on Student Services (CSS)

In consideration of the advice of CSS, and pursuant to the terms of the *Protocol*, the administration is presenting plans to the CAC which include a request for a fee increase with a permanent component.

Sincerely,

A handwritten signature in black ink, appearing to read "Desmond Pouyat". The signature is fluid and cursive, with a long, sweeping horizontal stroke extending to the right from the top of the first letter.

Desmond Pouyat
Dean of Student Affairs UTSC



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Vice-President and Principal
CONTACT INFO: 416-287-7025; principal@utsc.utoronto.ca

PRESENTER: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee
CONTACT INFO: 416 407-4007, sue.grahamnutter@rogers.com

DATE: Tuesday, March 3, 2015

AGENDA ITEM: 5 (b)

ITEM IDENTIFICATION:

Operating Plans —UTSC Student Affairs and Services

JURISDICTIONAL INFORMATION:

Under the Terms of Reference for the University of Toronto Scarborough Campus Affairs Committee, 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 Campus Affairs Committee (Section 5.1).

Section 5.3.2 (a) of the Campus Affairs Committee’s Terms of Reference provide 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 UTSC 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 UTSC Council on the recommendation of the UTSC Campus Affairs Committee.”

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

According to the terms of the *Protocol*, in the absence of approval by CSS (or by referendum among the relevant students), the Governing Council may approve (a) permanent increases in existing fees by a percentage less than or equal to the lesser of the Consumer Price Index (CPI) increase or the University of Toronto Index (UTI) increase; and (b) temporary three-year increases in existing fees by a percentage less than or equal to the greater of the CPI increase or the UTI increase. CPI is drawn from the University's long-range budget guidelines, and UTI is an indexation, as defined by the *Protocol*, of a fee.

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee [For Recommendation] (February 11, 2015)
- 2. UTSC Campus Council [For Approval] (March 3, 2015)**
3. University Affairs Board [For Information] (March 17, 2015)
4. Executive Committee [For Confirmation] (March 24, 2015)

PREVIOUS ACTION TAKEN:

The Operating Plans for UTSC Student Affairs and Student Services for the current fiscal year were presented to UTSC Campus Affairs Committee on February 12, 2014 and approved by the UTSC Campus Council on March 4, 2014.

See the documentation under item 6.(a) on this agenda concerning consideration of the administration's proposed plans by the UTSC Council on Student Services (CSS).

The current (2014-15) fees for the UTSC Student Affairs and Services are as follows:

- Health & Wellness: \$61.90 per session (\$12.38 for part-time students)
- Athletics & Recreation: \$124.70 per session (\$24.94 for part-time students)
- Student Services: \$164.55 per session (\$32.91 for part-time students)

HIGHLIGHTS:

The experiences of Student Services and programs this past year and operating plans for 2015-16 are summarized in the documentation provided to the Committee by Desmond Pouyat, Dean of Student Affairs, UTSC.

The Health & Wellness Centre proposes an increase to the sessional fee for a full-time student to \$63.75 (\$12.75 for a part-time student), which represents a year over year increase of \$1.85 (\$0.37 for a part-time student) or 3%;

The Department of Athletics & Recreation proposes an increase to the sessional fee for a full-time student to \$130.94 (\$26.19 for a part-time student), which represents a year over year increase of \$6.24 (\$1.25 for a part-time student) or 5%;

The Dean of Student Affairs proposes an increase to the sessional fee for a full-time student to \$167.84 (\$33.57 for a part-time student), which represents a year over year increase of \$3.29 (\$0.66 for a part time student) or 2%.

FINANCIAL IMPLICATIONS:

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

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT, the 2015-16 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Wellness Centre, Athletics & Recreation, and Student Services), as presented in the documentation from Mr. Desmond Pouyat, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$130.94 (\$26.19 for a part-time student), which represents a year-over-year increase of \$6.24 (\$1.25 for a part-time student) or 5% (resulting from a permanent increase of 2%, and a three-year temporary increase of 3% on the eligible portion); and

THAT the sessional Health & Wellness Fee for a UTSC-registered or UTSC-affiliated fulltime student be increased to \$63.75 (\$12.75 for a part-time student), which represents a year-over-year permanent increase of \$1.85 (\$0.37 for a part-time student) or 3% (resulting from a permanent increase of 1%, and a three-year temporary increase of 2% on the eligible portion); and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time undergraduate student be increased to \$167.84 (\$33.57 for a part-time student), which represents a year-over-year permanent increase of \$3.29 (\$0.66 for a part-time student) or 2% (resulting from a permanent increase of 2%)

DOCUMENTATION PROVIDED:

“Executive Summary”

“Protocol Fees FAQ”

2015-16 Health & Wellness Operating Plans

2015-16 Athletics & Recreation Operating Plans

2015-16 Student Services Operating Plans



OFFICE OF THE DEAN, STUDENT AFFAIRS

TO: Members of the UTSC Campus Affairs Committee
FROM: Desmond Pouyat, Dean of Student Affairs
DATE: January 27, 2015
SUBJECT: Executive Summary

The Office of Student Affairs is currently comprised of 4.8 FT employees: the Dean of Student Affairs, the Business Officer & Assistant to the Dean of Student Affairs, the Student Affairs Assistant, Grants and Sponsorship Officer (0.8 FT) and the Student Affairs IT Coordinator who is embedded in Campus IT services (IITS).

ACCOUNTABILITIES

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

AccessAbility Services

The Academic Advising & Career Centre

The Health & Wellness Centre

Athletics & Recreation

Student Housing & Residence Life

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

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

- It strives to facilitate integrated approaches to campus life and the educational experience.
- Strategic and positive collaboration with the Academic Dean's office on issues that impact the student experience.
- Active collaboration on Student Crisis Management with the Director of Campus Safety, Issue and Emergency Management in the portfolio of the CAO working normally through the Student Welfare Committee and the tri-campus crisis team.
- Engaged with the campus executive team in senior management planning and the support of senior management initiatives for such strategic issues as human resource priorities, new campus initiatives, new community learning partnerships, capital expansion such as the newly opened athletics facility, residence Phase V planning, tri-

OFFICE OF STUDENT AFFAIRS

Student Centre, 1265 Military Trail, Room SL-157, Toronto, Ontario Canada

Tel: +1 416 287-7673 • Fax: +1 416 287-7672 • dpouyat@utsc.utoronto.ca • www.utsc.utoronto.ca/stuaff

campus planning, program issues, new policy initiatives, and participation in campus issues management.

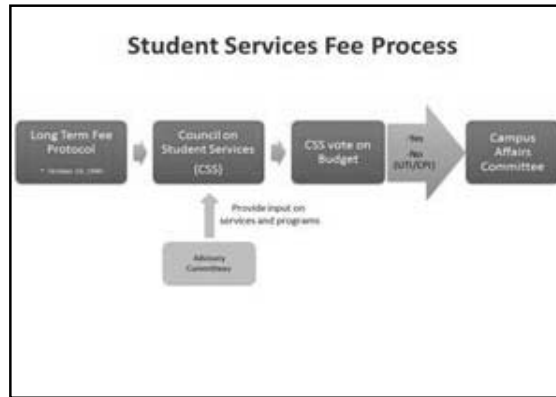
- Working with tri-campus partners including the Vice Provost's Office on matters of importance to the student experience, as well as issues related to risk, and issues management including policy development and implementation. Recent examples include the development of the co-curricular record, and the mental health framework.

BUDGET PROCESS 2015-16

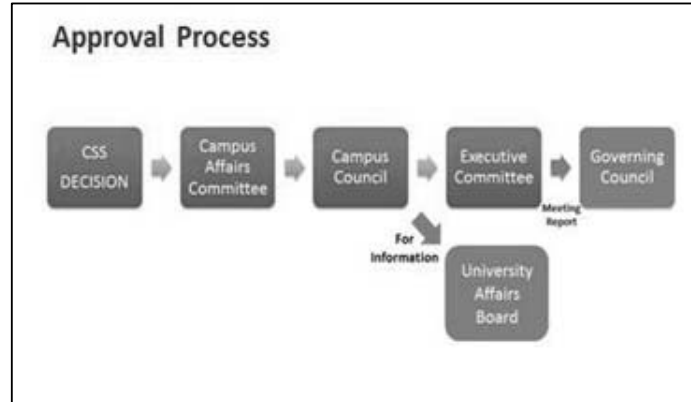
It is important to note that the framework which drives development of the budgets that are received at Campus Affairs Committee through the sponsorship of the Dean of Student Affairs follows strict process expectations that flow from the University of Toronto Governing Council's Policy on Ancillary Fees, April 17th 1995, and that are clearly defined in the memorandum of agreement between the University, the student's administrative council, the Graduate Students' Union, and the Association of Part time Undergraduate Students for a long term protocol on the increase or introduction of compulsory non-tuition related fees (October 24, 1996). This agreement defines the Council of Student Services, and the means by which students would be involved in decisions to increase compulsory non- tuition fees, or to introduce new ones.

The operating plans and the 2015-16 Student Services Fee Budget have been prepared following the consultative process framework as defined in that agreement. The Health & Wellness Centre and the Athletics & Recreation budgets have adhered to the same process as defined in the protocol. The following information outlines in more detail the background and framework that guides this process for the budgets that are brought forward here.

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



This agreement defines the institutional Council on Student Services, and makes provision for the creation of the UTSC Council on Student Services as the body through which students would be involved in decisions to increase compulsory non- tuition fees, or to introduce new ones. From September until the consideration of the operating plans and fees, which this year is January 22nd, there are regular meetings of CSS where each department presents its programs and services, achievements, and challenges. Members have an opportunity to ask questions, and voice opinions. The process is meant to be educational, and informative in a way that builds understanding prior to members having to make final decisions about supporting budgets.



The operating plans, and the 2015-16 Student Services Fee Budget presented to CAC on February 11th is, as last year, and in previous years (when the plans were presented to the University Affairs Board), prepared following the consultative and advisory process as required in the *Protocol* and defined in the CSS Terms of Reference. The Health & Wellness and Athletics & Recreation budgets also follow the same process. Many student members of CSS also sit on advisory committees to each of the departments. These advisory bodies are another way for the student members of CSS to provide input on the services and programs offered as well as the budgets that support them.

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

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

Prior to the final recommendation to CSS an additional step added last year is a final pre-budget meeting with CSS student representatives. It was held on January 14th 2015 to allow all student voters (15) a final preview and discussion prior to the budgets being presented for a decision (vote) at the CSS table.

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

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

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

For the 2015-16 budgets that are brought forward we have closely followed and indeed exceeded the requirements of the protocol with respect to the expected consultative process governing the development of the budgets presented. They have been discussed and reviewed by the Advisory Committees, and each Department/Program have also presented on their programs and services at CSS meetings where questions and discussion have taken place about

services and programs offered and the respective challenges faced. Discussions have also taken place at the Finance Committee of CSS, which has an overview of the impact of any fee changes. This group is usually the first to see what the total proposed fee options look like depending on the challenges and initiatives that are proposed.

BUDGET AND OPERATIONAL HIGHLIGHTS

This year no additional staff resources have been asked for. As staffing is our biggest cost this has had a dampening effect on this year's fee increase. Staying the course allows us to focus more on efficiencies, program delivery models, and change management strategies as the campus continues to implement its strategic plan leading to increased challenges, and in the case of Athletics & Recreation, a totally new, innovative, and challenging environment within TPASC. As a result there are no new staffing requests anywhere within our submission.

Keeping a check on student fee increases particularly in light of increased costs that have resulted from the TPASC coming to fruition is of particular importance now, and is another important reason to ensure that we are the best custodians possible of the resources we have before asking for more. Students are currently paying the maximum student capital levy as agreed to when they took the bold and progressive decision to vote yes in a referenda to support the development of TPASC for future generations of UTSC students, faculty, staff, and community members. They are also paying increased costs that were planned related to operations and transition to the TPASC facility of the Department of Athletics & Recreation. In addition, in last year's budget students agreed to fund new positions in critical areas of operations most notably in the Health & Wellness Centre, The Department Of Student Life, and the Academic Advising and Career Centre. Given the investment students have made in recent years, this 2015-16 operating cycle is indeed a time to pause, and a time to focus energies on ways to improve efficiencies and manage a growing student body within existing staff allocations. There are of course challenges in doing so as the student body continues to be highly engaged, and strongly utilizing our services and programs as becomes clearly evident when one examines the management reports for each of the Student Affairs' Departments. None, the less, challenging ourselves in this way is necessary and will lead to us becoming even better at what we already do very well. Given our severe space crunch and real relief being several years away, finding innovative, creative, effective, and efficient ways of delivering our services to students has to be priority one, as even if we wanted to deploy new resources it would need to be done in new ways that accounted for this shortage of space.

Already gains are occurring in several areas, and some of these are now mentioned; The Health and Wellness Centre has doubled the number of groups being run thus allowing more students to be seen in every hour of group time invested by a counselor. These groups also function along best practice guidelines for the issues they deal with, so students can be assured that they are benefitting from the best approaches and methodologies that are being used in the field. In addition the Centre has improved physician and psychiatric coverage, made more walk-ins available to students, while also advancing programming like Flourish to build resilience, and enable students to employ protective strategies to keep them healthy. The Flourish program

recently recognized through The University's excellence in innovation awards, and also recently awarded funding through the Ministry's mental health innovation fund is a prime example of how we are doing better, and in many respects actually leading the way.

In the Academic Advising and Career Centre (AA&CC) implementation of the Career Learning Network is leading to opportunities for more integrative approaches across campus such as a one stop shop for listing student jobs, and other experiential opportunities, such as undergraduate research posts, thus making it easier for students to find , and for sponsoring departments to know that their offerings will be effectively listed on a high traffic campus platform that is known, and becoming very well known, as the place to find all manner of campus opportunities. The CLN project was also another recent winner of the Excellence in Innovation awards, a real achievement for Student Affairs.

Other recent developments of note also includes Entrepreneur Expo2015, a partnership with the Hub, designed as another one of the building blocks to encourage and foster the development of a culture of entrepreneurship on campus. An Academic Advising Roundtable has also been developed that brings all the advising elements together for the purpose of improving the advising experience for students, and rendering the process a more efficient and transparent one. It has gotten off to a very good start. Certainly, engaging with the right people, leveraging the right partnerships, and building collaborative relationships with a common vision are all ways that we can ensure that our resources are being effectively harnessed to meet student need and our strategic plan.

Finally it would be remiss to not note the achievements of the transition of the Athletic & Recreation Department to TPASC. Their move to this North campus legacy facility in September, and the closing of their facility on the South campus has been a major achievement. That it was accomplished as smoothly, and as effectively as it was is a real feat of team and leadership. It took tremendous planning, preparation, change management leadership, and team building in readiness for this transition to the TPASC world. It will continue to provide much challenge in the immediate future until a more or less steady state of operation is achieved, but the good news is that in the early stages of this venture a strongly collaborative and team oriented approach is being well established which will be vital to future success for the operation of this facility and our place within it

Drivers this year that have impacted discussions around operations as stated earlier are not staff resource related, as there are no asks in that area. Instead the move to TPASC has demanded that space costs for space occupied by student societies (SCSU, and SCAA) be budgeted for in 2015-16, and these costs have been included. In addition students have agreed to budget \$20,000 more in club funding, so as to allow non-sport clubs to have access to space in TPASC for some of their activities. This progressive decision will allow all campus clubs to have some level of access to use of space in the TPASC facility.

Given these plans combined with the normal anticipated increases to operating costs, an increase in the overall fee of \$12.20 or 3% is put forward and recommended for approval to the Council on Student Services (CSS)

HIGHLIGHTS OF DEPARTMENTAL ACHIEVEMENTS 2014-15 AND PRIORITIES 2015-16

The departments and services within the Student Affairs division continue their very strong contribution to student success and a vital student and campus life experience at UTSC. In this section some of the priorities and highlights for the departments are noted. More details and information on results from the 2014 year, as well as plans and priorities for 2015-16, can be found in the management reports from the departments that are included with this submission. You are encouraged to review these reports.

Department of Athletics and Recreation

The major priority in 2014-15 was to successfully move and manage the initial transition to TPASC. This as has already been indicated, was masterfully accomplished with very few problems and none that could not be resolved. Students began using TPASC in September, and have done so throughout the fall term. Multiple tours, orientation events, and support of students in their own transition to TPASC has helped make it very successful for them. Naturally the anticipation of the opening of this wonderful facility certainly helped also in getting students in the doors. Staff of the department must also be highly credited for their dedication, hard work and commitment beyond 9 to 5 for making this such a successful transition.

A major priority in 2015-16 will be managing the period of disruption created by the blackout period from May through August covering the transition period to the start of the games, and the period of the games itself, and the post games phase of returning the facility to normal operations. Active planning has been underway to ensure student, faculty, and staff users of the facility will have opportunities available to them during that period of time. Fortunately this disruptive period occurs during our least busy student usage period. We are also fortunate to be able to make good use of our outdoor facilities for programming during this period. Following the games we again return to full operations in the facility and the need to focus on establishing this as 'our house', our athletic and recreation home for UTSC.

Academic Advising and Career Centre

The AA&CC has continued to successfully manage the demands of increased enrolment, while meeting student needs in excellent fashion. A major accomplishment in 2014-15 was the successful implementation of the Tri-Campus Career Learning Network system (CLN), which also won a University Of Toronto Excellence in Innovation award. Another accomplishment was the continued expansion of the early alert pilot retention and academic success initiatives with the addition of more courses. Continued growth of the get started program, as well as choose your program month are significant highlights for the AA&CC.

Improving the advising experience of students, and solving systemic challenges that may negatively impact student success are amongst 2015-16 priorities of the AA&CC and the recently established Academic Advising roundtable will help play a significant role in the achievement of these priorities. Helping to promote the growth of an entrepreneurial culture amongst students in collaboration with the HUB is also a priority for 2015-16.

Health & Wellness Centre

This has continued to be a time of change for the centre. The new Director, Laura Boyko, took the helm nine months ago and has been doing a superb job in advancing change with Centre's operations. The new Director has been working with the Dean and the team of the Centre to address key recommendations in the report from the review that was done prior to her hiring. Some of the accomplishments within the 2014-15 period have included a new reception area to improve privacy, and efficiency, the doubling of group programs offered to students, establishing team leader roles for the counseling, and nursing teams, and significantly increasing physician and psychiatry coverage. Advancing the Flourish program has also been an accomplishment and this will now be aided by the recent two year funding approval from the MTCU mental health innovation fund. Flourish was also a winner of the University's excellence in Innovation award. Key priorities in 2015-16 will include increasing embedded services in departments, meeting increasing counseling access while minimizing wait times, looking at new models to enhance medical and walk in services, and developing a new web site to enhance communication. Working to further strengthen the Mental Health Network, and strengthen our capacity in mental health education, and anti-stigma work is also an important priority going forward.

Department of Student Life and International Student Centre

Growing enrolment continues to have significant impacts on student life and international student support through the International Student Centre. Priorities for both areas are about continuing to meet expanded demands while continuing to remain student centered and highly responsive. Some highlights of achievements in 2014-15 include being the top validator of students in the co-curricular record (CCR). UTSC led the university in students registered for the CCR. There has been an increase in 2nd, 3rd, and 4th year students, as well as graduate student participation in programs and services offered by the ISC and the DSL. Support of the 50th anniversary legacy fund and the increase in funding applications, workshop participation, and student led conferences, and large events. Growth in community and equity initiatives by 10 events thus increasing student participation, as well as partnerships with faculty, staff, and community.

Major priority areas for 2015-16 include further enhancement of the student experience by various means such as support of the CCR, expanding community based opportunities, and further improvements to the first year transition by expanding outreach and support. Continuing to build International settlement and support services by adding additional

workshops. Continuing the promotion of exchanges and study abroad with a targeted increase of 10%.

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

REQUESTS FOR FEE INCREASES

CSS declined to endorse the following proposals from the administration:

An increase to \$63.75 in the **Health & Wellness** fee per full-time student per session (\$12.75 per part time student), which represents a year over year increase of 3% (\$1.85 for full-time student; \$0.37 for part-time student);

An increase to \$130.94 in the **Athletics & Recreation** fee per full-time student per session (\$26.19 per part-time student), which represents a year over year increase of 5% (\$6.24 for full-time student; \$1.25 for part-time student)

An increase to \$167.84 for **Student Services Fee**, per full-time student per session (\$33.57 per part-time student), which represents a year over year increase of 2% (\$3.29 for full-time student; \$0.66 for part-time student);

Following are the recommendation to the UTSC Campus Council:

The Health & Wellness Centre proposes an increase to the sessional fee for a full-time student to \$63.75 (\$12.75 for a part-time student), which represents a year over year increase of \$1.85 (\$0.37 for a part-time student) or 3% (resulting from a permanent increase of 1%, and a three-year temporary increase of 2% on the eligible portion);

The Department of Athletics & Recreation proposes an increase to the sessional fee for a full-time student to \$130.94 (\$26.19 for a part-time student), which represents a year over year increase of \$6.24 (\$1.25 for a part-time student) or 5% (resulting from a permanent increase of 2%, and a three-year temporary increase of 3% on the eligible portion);

The Dean of Student Affairs proposes an increase in the student services sessional fee (SSF) for a full-time student to \$167.84 (\$33.57 for a part-time student), which represents a year over year increase of \$3.29 (\$0.66 for a part time student) or 2% (resulting from a permanent increase of 2%).

The total increase for 2015-16 across all three primary budgets is \$11.38 or 3% per full-time student per session (\$2.28 per part-time student) resulting in an overall fee of \$362.53 per session per fulltime student (\$72.51 for a part time student).

All in all 2015-16 should be a year of continued growth and change for the campus, for campus life, and for the programs and services that support student success. Our focus on finding ways to improve program delivery, secure efficiencies, and set priorities will ensure our success as we continue to support students, and deliver programs and services on a growing campus.

Sincerely,

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

Desmond Pouyat
Dean of Student Affairs UTSC

Operating Plans: UTSC Student Affairs and Services

2015-2016

Summary of Changes

Description	Applies to:	2014-2015 Fee		TOTAL 2015-2016 Fee		Change from Previous Year			
		Full-time	Part-time	Full-time	Part-time	% Full-time	\$ Full-time	% Part-time	\$ Part-time
Student Services	Registered or Affiliated	\$164.55	\$32.91	\$167.84	\$33.57	2%	\$3.29	2%	\$0.66
Health Services Fee	Registered or Affiliated	\$61.90	\$12.38	\$63.75	\$12.75	3%	\$1.85	3%	\$0.37
Athletics & Recreation	Registered or Affiliated Undergraduate	\$124.70	\$24.94	\$130.94	\$26.19	5%	\$6.24	5%	\$1.25

Highlights:

- The UTSC Student Services operate without drawing substantially on UTSC’s operating income.
- Pursuant to the terms of the Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees (the “Protocol”), and the Policy on Compulsory Non-Academic Incidental Fees approved by Governing Council on October 24, 1996, the UTSC Council on Student Services (CSS) reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offers its advice to the UTC Campus Affairs Committee (CAC) on these plans.
- These plans have been closely reviewed and examined by the student advisory committees, as well as the Finance Committee of CSS.
- These plans will be presented to CSS for a vote on January 22, 2015
- In our proposed operating plans we focus on continuing to deliver excellent programs and services but also on improvements in the efficiency of how we deliver programs and services, always searching for ways to improve our processes, so that we can effectively respond to our growing campus by getting the most out of our existing resources.
- In considering therefore, all of the advances made in recent years, and the continued improvement in campus life and support services, which have occurred through investments, and smart delivery, this budget does not propose to make demands on students for new staffing asks of any type.

Proposed to CSS

STUDENT SERVICE AREA	Gross Direct Expenditures	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Operating budget Contribution/ UoT Internal Recoveries	Other Income	St. George Attributions	Net Cost for Fee Purposes	% of Total Cost	Portion of Total Fee	Fees - 2014-15	Fee Increase (\$)
A. Office of Student Affairs (UTSC)	\$ 666,987	2,545	\$ 669,532	\$ (205,817)	\$ -	\$ -	\$ 463,715	10%	\$ 16.72	\$ 16.52	\$ 0.20
B. Department of Student Life (UTSC)	748,540	5,213	753,753	-	-	-	\$ 753,753	16%	27.18	26.84	0.34
C. Alcohol Education & Food Service Monitoring	32,500	-	32,500	(2,500)	-	-	\$ 30,000	1%	1.08	1.12	(0.04)
D. Fall Orientation	100,000	-	100,000	(25,000)	-	-	\$ 75,000	2%	2.70	2.81	(0.10)
E. LGBTQ at UTSC	20,247	-	20,247	(1,500)	-	-	\$ 18,747	0%	0.68	0.69	(0.01)
F. ISC at UTSC	592,775	14,622	607,397	(174,618)	-	-	\$ 432,779	9%	15.61	15.39	0.21
G. Career Centre - (St. George Campus)	-	-	-	-	-	180,850	\$ 180,850	4%	6.52	6.54	(0.02)
H. Academic Advising & Career Centre (UTSC)	2,403,920	56,393	2,460,313	(828,294)	(30,750)	-	\$ 1,601,269	34%	57.74	57.22	0.52
I. Space Occupied by Student Societies	-	757,889	757,889	-	-	22,535	\$ 780,424	17%	28.14	25.49	2.65
J. Student Services Enhancement	40,000	-	40,000	-	-	-	\$ 40,000	1%	1.44	1.50	(0.06)
K. CSS Student Space Capital Enhancement Reserve	1,000	-	1,000	-	-	-	\$ 1,000	0%	0.04	0.04	(0.00)
L. Student Centre Capital Reserve	38,047	-	38,047	-	-	-	\$ 38,047	1%	1.37	1.40	(0.02)
M. Student Centre Operating Fund	130,000	-	130,000	-	-	-	\$ 130,000	3%	4.69	4.87	(0.18)
N. Accessibility Enhancement Fund	18,000	-	18,000	-	-	-	\$ 18,000	0%	0.65	0.67	(0.02)
O. Campus Life Fund	23,000	-	23,000	-	-	-	\$ 23,000	0%	0.83	0.86	(0.03)
P. Centennial Join Program - Incidental Fees	30,387	-	30,387	-	-	-	\$ 30,387	1%	1.10	1.08	0.01
Q. Partnership Fund	10,000	-	10,000	-	-	-	\$ 10,000	0%	0.36	0.37	(0.01)
R. CSS Clubs Funding	10,000	-	10,000	-	-	-	\$ 10,000	0%	0.36	0.37	(0.01)
S. Equity & Community	20,000	-	20,000	-	-	-	\$ 20,000	0%	0.72	0.75	(0.03)
T. TPASC Clubs Funding	20,000	-	20,000	-	-	-	\$ 20,000	0%	0.72	-	0.72
TOTAL - STUDENT SERVICES FEE (Full-Time sessional)	\$ 4,905,402	\$ 836,662	\$ 5,742,064	\$ (1,237,729)	\$ (30,750)	\$ 203,385	\$ 4,676,970	100%	\$ 168.65	\$ 164.55	\$ 4.11
TOTAL HEALTH & WELLNESS FEE (Full-Time sessional)									\$ 63.75	\$ 61.90	\$ 1.86
TOTAL ATHLETICS FEE (Full-Time sessional)									\$ 130.94	\$ 124.70	\$ 6.24
TOTAL - ALL SERVICES									\$ 363.35	\$ 351.14	\$ 12.20
											3%

UTSC Campus Council - Operating Plans — UTSC Student Affairs and Services

Proposed to Campus Affairs Committee

STUDENT SERVICE AREA	Gross Direct Expenditures	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Operating budget Contribution/ UofT Internal Recoveries	Other Income	St. George Attributions	Net Cost for Fee Purposes	% of Total Cost	Portion of Total Fee	Fees - 2014-15	Fee Increase	
	\$	\$	\$	\$	\$	\$	\$		\$	\$	\$	
A. Office of Student Affairs (UTSC)	666,987	2,545	669,532	(205,817)	-	-	463,715	10%	16.72	16.52	0.20	
B. Department of Student Life (UTSC)	748,540	5,213	753,753	-	-	-	753,753	16%	27.18	26.84	0.34	
C. Alcohol Education & Food Service Monitoring	32,500	-	32,500	(2,500)	-	-	30,000	1%	1.08	1.12	(0.04)	
D. Fall Orientation	100,000	-	100,000	(25,000)	-	-	75,000	2%	2.70	2.81	(0.10)	
E. LGBTQ at UTSC	20,247	-	20,247	(1,500)	-	-	18,747	0%	0.68	0.69	(0.01)	
F. ISC at UTSC	592,775	14,622	607,397	(174,618)	-	-	432,779	9%	15.61	15.39	0.21	
G. Career Centre - (St. George Campus)	-	-	-	-	-	180,850	180,850	4%	6.52	6.54	(0.02)	
H. Academic Advising & Career Centre (UTSC)	2,403,920	56,393	2,460,313	(828,294)	(30,750)	-	1,601,269	34%	57.74	57.22	0.52	
I. Space Occupied by Student Societies	-	755,229	755,229	-	-	22,535	777,764	17%	28.05	25.49	2.55	
J. Student Services Enhancement	40,000	-	40,000	-	-	-	40,000	1%	1.44	1.50	(0.06)	
K. CSS Student Space Capital Enhancement Reserve	1,000	-	1,000	-	-	-	1,000	0%	0.04	0.04	(0.00)	
L. Student Centre Capital Reserve	38,047	-	38,047	-	-	-	38,047	1%	1.37	1.40	(0.02)	
M. Student Centre Operating Fund	130,000	-	130,000	-	-	-	130,000	3%	4.69	4.87	(0.18)	
N. Accessibility Enhancement Fund	18,000	-	18,000	-	-	-	18,000	0%	0.65	0.67	(0.02)	
O. Campus Life Fund	23,000	-	23,000	-	-	-	23,000	0%	0.83	0.86	(0.03)	
P. Centennial Join Program - Incidental Fees	30,387	-	30,387	-	-	-	30,387	1%	1.10	1.08	0.01	
Q. Partnership Fund	10,000	-	10,000	-	-	-	10,000	0%	0.36	0.37	(0.01)	
R. CSS Clubs Funding	10,000	-	10,000	-	-	-	10,000	0%	0.36	0.37	(0.01)	
S. Equity & Community	20,000	-	20,000	-	-	-	20,000	0%	0.72	0.75	(0.03)	
T. TPASC Clubs Funding	-	-	-	-	-	-	-	0%	-	-	-	
TOTAL - STUDENT SERVICES FEE (Full-Time sessional)	\$ 4,885,402	\$ 834,002	\$ 5,719,404	\$ (1,237,729)	\$ (30,750)	\$ 203,385	\$ 4,654,310	100%	\$ 167.84	\$ 164.55	\$ 3.29	
TOTAL HEALTH & WELLNESS FEE (Full-Time sessional)										\$ 63.75	\$ 61.90	\$ 1.85
TOTAL ATHLETICS FEE (Full-Time sessional)										\$ 130.94	\$ 124.70	\$ 6.24
TOTAL - ALL SERVICES										\$ 362.53	\$ 351.14	\$ 11.38

STUDENT SERVICES EXPENSES BY AREA

University of Toronto Scarborough
 Student Services
 2015-16 Proforma Expenses by Area

STUDENT SERVICE AREA	Salary, Wages & Benefits	Non Salary Expenses	Operating Budget Support	Departmental Income	Net Direct Costs	Occupancy Costs	Net Operating Expenses for Fee Purposes
Division of Student Affairs and Services							
Office of Student Affairs (UTSC)	562,163	104,824	205,817	-	461,170	2,545	463,715
Department of Student Life (UTSC)	613,085	135,455	-	-	748,540	5,213	753,753
ISC at UTSC	537,892	54,883	174,618	-	418,157	14,622	432,779
Academic Advising & Career Centre (UTSC)	2,206,499	197,421	828,294	30,750	1,544,876	56,393	1,601,268
Services							
Alcohol Education & Food Service Monitoring	-	32,500	2,500	-	30,000	-	30,000
Career Centre - (St. George Campus)	-	180,850	-	-	180,850	-	180,850
Fall Orientation	-	100,000	25,000	-	75,000	-	75,000
LGBTQ at UTSC	16,997	3,250	1,500	-	18,747	-	18,747
Student Centre Capital Reserve	-	38,047	-	-	38,047	-	38,047
Student Centre Operating Fund	-	130,000	-	-	130,000	-	130,000
Student Funding							
Student Services Enhancement	-	40,000	-	-	40,000	-	40,000
CSS Student Space Capital Enhancement Reserve	-	1,000	-	-	1,000	-	1,000
Accessibility Enhancement Fund	-	18,000	-	-	18,000	-	18,000
Campus Life Fund	-	23,000	-	-	23,000	-	23,000
Partnership Fund	-	10,000	-	-	10,000	-	10,000
CSS Clubs Funding	-	10,000	-	-	10,000	-	10,000
Equity & Community	-	20,000	-	-	20,000	-	20,000
TPASC Clubs Funding	-	-	-	-	-	-	-
Student Space							
Space Occupied by Student Societies	-	-	-	-	22,535	755,229	777,764
Other							
Centennial Joint Program - Incidental Fees	-	30,387	-	-	30,387	-	30,387
Total, Student Fee Funded Departments and Services	\$ 3,936,636	\$ 1,129,616	\$ 1,237,729	\$ 30,750	\$ 3,820,308	\$ 834,002	\$ 4,654,310

University of Toronto Scarborough

2015-16 Budget

Student Services Fee Calculation

University of Toronto Scarborough Index	
Appointed Salary Expenditure Base (previous year)	\$ 2,911,348
Average ATB Increase/Decrease for Appointed Staff	<u>4.00%</u>
Indexed Salaries Base	3,027,802
Average Benefit Cost Rate	24.75%
Indexed Appointed Salary and Benefits Base	3,777,183
Casual/PT Salary Expenditure Base (previous year)	147,676
Average ATB Incr./Decr. for casual/pt staff	<u>2.75%</u>
Indexed Casual/PT Salary Base	151,737
Average Benefit Cost Rate	10.00%
Indexed Casual/PT Salary and Benefits Expenditure Base	<u>166,911</u>
Indexed Salary and Benefits Expenditure Costs	\$ 3,944,094
Add an Estimate of Severance Costs (current year)	+ -
Subtract Net Revenue from Other Sources (previous year)	- (1,235,717)
Add the Non-Salary Expenditure Base (previous year)	+ 876,387
Add the Occupancy Costs (current year)	+ 893,728
Reduce by proportion of non-student use (current year).	- -
Add Attributions from St. George (current year)	+ <u>203,385</u>
Costs for UTI Purposes	\$ 4,681,877
Divide the difference by the projected enrolment (current year) giving part-time student enrolment the established weight.	÷ 27,731
UTI Indexed Fee	\$ 168.83
\$ Amount of UTI based increase	\$ 4.28
% Amount of UTI based increase	2.6%
Consumer Price Index	
Fee Per Session (previous year)	\$ 164.55
Consumer Price Index	2.0%
Consumer Price Indexed Fee	\$ 167.84
\$ Amount of CPI based increase	\$ 3.29

Combined Fee Increase	
Fee Per Session (previous year)	\$ 164.55
Less: Removal of old temporary fee (n/a)	- -
CPI Based Fee Increase	+ \$ 3.29
UTI Based Fee Increase	+ \$ -
Indexed Full Time Fee	\$ 167.84

Proposed Fee	2014-15	2015-16	Increase	
Full-Time	\$ 164.55	\$ 167.84	\$ 3.29	2.0%
Part-Time	\$ 32.91	\$ 33.57	\$ 0.66	2.0%

University of Toronto Scarborough
2015-16 Budget
Health Services Fee Calculation

University of Toronto Scarborough Index		
Appointed Salary Expenditure Base (previous year)		1,192,425
Average ATB Increase/Decrease for Appointed Staff		4.00%
Indexed Salaries Base		1,240,122
Average Benefit Cost Rate		24.75%
Indexed Appointed Salary and Benefits Base		1,547,052
Casual/PT Salary Expenditure Base (previous year)		191,771
Average ATB Incr./Decr. for casual/pt staff		2.75%
Indexed Casual/PT Salary Base		197,045
Average Benefit Cost Rate		10%
Indexed Casual/PT Salary and Benefits Expenditure Base		216,749
Indexed Salary and Benefits Expenditure Costs		1,763,801
Add an Estimate of Severance Costs (current year)	+	-
Subtract Net Revenue from Other Sources (previous year)	-	(239,530)
Add the Non-Salary Expenditure Base (previous year)	+	154,090
Add the Occupancy Costs (current year)	+	66,663
Reduce by the proportion of non-student use (current year)	-	-
Add Attributions from St. George (current year)	+	-
Costs for UTI Purposes		\$ 1,745,025
Divide the difference by the projected enrolment (current year), giving part-time student enrolment the established weight.	÷	27,731
UTI Indexed Fee		\$ 62.93
\$ Amount of UTI based increase		\$ 1.03
% Amount of UTI based increase		1.7%

Consumer Price Index		
Fee Per Session (previous year)		\$ 61.90
Less: Removal of old temporary fee (n/a)	-	-
Consumer Price Index		2%
Consumer Price Indexed Fee		\$ 63.14
\$ Amount of CPI based increase		\$ 1.24

Combined Fee Increase		
Fee Per Session (previous year)		\$ 61.90
Less: Removal of old temporary fee (n/a)	-	\$ -
CPI Based Fee Increase	+	\$ 1.24
UTI Based Fee Increase	+	\$ 0.61
Indexed Full Time Fee		\$ 63.75

Proposed Fee	2014-15	2015-16	Increase	
Full-Time	\$ 61.90	\$ 63.75	\$ 1.85	3.0%
Part-Time	\$ 12.38	\$ 12.75	\$ 0.37	3.0%

University of Toronto Scarborough

2015-16 Budget

Athletics Fee Calculation

University of Toronto Scarborough Index		
Appointed Salary Expenditure Base (previous year)	\$	833,481
Average ATB Increase/Decrease for Appointed Staff		4.00%
Indexed Salaries Base		866,820
Average Benefit Cost Rate		24.75%
Indexed Appointed Salary and Benefits Base		1,081,358
Casual/PT Salary Expenditure Base (previous year)		359,426
Average ATB Incr./Decr. for casual/pt staff		2.75%
Indexed Casual/PT Salary Base		369,310
Average Benefit Cost Rate		10.00%
Indexed Casual/PT Salary and Benefits Expenditure Base		406,241
Indexed Salary and Benefits Expenditure Costs	\$	1,487,599
Add an Estimate of Severance Costs (current year)	+	-
Subtract Net Revenue from Other Sources (previous year)	-	(293,805)
Add the Non-Salary Expenditure Base (previous year)	+	837,145
Add the Occupancy Costs (current year)	+	1,905,305
Reduce by the proportion of non-student use (current year).	-	-
Add Attributions from St. George (current year)	+	-
Costs for UTI Purposes		\$ 3,936,244
Divide the difference by the projected enrolment (current year) giving part-time student enrolment the established weight.	÷	27,731
UTI Indexed Fee	\$	141.94
\$ Amount of UTI based increase	\$	17.24
% Amount of UTI based increase		13.8%
Consumer Price Index		
Fee Per Session (previous year)	\$	124.70
Consumer Price Index		2.0%
Consumer Price Indexed Fee	\$	127.19
\$ Amount of CPI based increase	\$	2.49

Combined Fee Increase		
Fee Per Session (previous year)	\$	124.70
Less: Removal of old temporary fee (n/a)	-	-
CPI Based Fee Increase	+	2.49
UTI Based Fee Increase	+	3.75
Indexed Full Time Fee	\$	130.94

Proposed Fee	2014-15	2015-16	Increase	
Full-Time	\$ 124.70	\$ 130.94	\$ 6.24	5.0%
Part-Time	\$ 24.94	\$ 26.19	\$ 1.25	5.0%

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, revenue from other sources, occupancy costs, and changes in enrolment. It is calculated separately for each fee. The result

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.

of the calculation is an indexed 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 lessor 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.

Frequently Asked Questions Concerning Compulsory Fees Charged for University Operated Services

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.



UNIVERSITY OF TORONTO

University of Toronto
Governing Council

**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**

October 24, 1996

To request an official copy of this policy, contact:

The Office of the Governing Council
Room 106, Simcoe Hall
27 King's College Circle
University of Toronto
Toronto, Ontario
M5S 1A1

Phone: 416-978-6576
Fax: 416-978-8182
E-mail: governing.council@utoronto.ca
Website: <http://www.governingcouncil.utoronto.ca/>

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**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**

A. Preamble

1. The Ministry of Education and Training's *Compulsory Ancillary Fee Policy Guidelines* require that, in order for certain specified non-tuition-related compulsory ancillary fees to be introduced or in order for any such fee to be increased by the University of Toronto, there be in place a long-term protocol, setting out the means by which students will be involved in decisions to increase compulsory non-tuition-related fees or to introduce new ones, agreed to by the administration of the University of Toronto and certain student government representatives, and approved by the Governing Council of the University of Toronto
2. The representatives of the Association of Part-time Undergraduate Students, the Graduate Students' Union and the Students' Administrative Council, who constitute the student government representatives for students at the University of Toronto identified in the *Compulsory Ancillary Fee Policy Guidelines*, and the administration of the University of Toronto have agreed to the following provisions, which collectively comprise the Long-Term Protocol for the University of Toronto as required by the *Compulsory Ancillary Fee Policy Guidelines*.

B. Application

1. This Protocol applies to the University of Toronto ancillary fees listed in Appendix B of this Agreement, except those that are described as exempt. Fees described as "exempt" in Appendix B are covered by the University's Policy on Ancillary Fees but are exempt from the Protocol.
2. The parties acknowledge that the University of Toronto has no jurisdiction over ancillary fees charged by institutions federated and affiliated with it, receives no revenue from such fees, and has no authority over the services provided by such fees. The University of Toronto undertakes that, at the next opportunity for negotiating the Memoranda of Agreement with federated and affiliated institutions, it shall seek compliance with the MET *Compulsory Ancillary Fee Policy Guidelines* as a condition of federation or affiliation. The parties acknowledge that the University of Toronto will not compel such compliance as a condition of federation or affiliation and cannot enforce such compliance.
3. The parties further acknowledge that all decisions relating to services offered by the University of Toronto and fees charged by the University of Toronto remain within the jurisdiction of the Governing Council of the University of Toronto. The authority of the Governing Council to approve changes in services, including their establishment or discontinuation, which do not increase or create fees covered by the Protocol, shall not be limited by this Memorandum of Agreement.

C. Term of the Protocol

This Agreement shall be in effect without term, unless the Governing Council of the University of Toronto, or the Students' Administrative Council and at least one of the Association of Part-time Undergraduate

Students or the Graduate Students' Union, shall give notice of termination of the agreement to all other parties at least one year in advance.

D. The Council on Student Services

1. The parties agree that there will be a body at the University of Toronto, to be known as "the Council on Student Services." The "Constitution of the Council on Student Services", appended as Appendix A, may be amended from time to time by the Governing Council of the University of Toronto, except that amendments shall require the approval of the Students' Administrative Council and at least one of the Association of Part-time Undergraduate Students or the Graduate Students' Union.
2. In order to provide for the services offered by colleges or faculties, the councils of colleges or faculties, including the Councils of Erindale College and Scarborough College, may create bodies within those colleges or faculties, corresponding to the Council on Student Services, whose terms of reference are approved by the student society or societies of the students registered in that college or faculty.

E. The Means by Which Students Will Be Involved in Decisions to Increase Compulsory Non-Tuition-Related Fees or to Introduce New Ones

1. Each year the Assistant Vice-President Student Affairs, in consultation with the Directors of the Student Service divisions, the Director of the Department of Athletics and Recreation and the Warden of Hart House, will review and where necessary realign the existing budgets among the Student Services and within DAR and Hart House, subject to any required approval within the Department of Athletics and Recreation or Hart House. This will not imply or cause an increase in overall levels of expense funded by the fees covered by the Protocol, but may result in the reallocation of available resources in response to changing service demands. The service implications of such reallocations will be submitted both to the Council on Student Services and to the Governing Council in the annual operating plans for student service divisions. The reallocation may not, without appropriate approval, result in the creation of a new service or the discontinuation of an existing service.
2. All proposals for the increase, decrease, introduction or elimination of a fee covered by this Protocol shall first be considered by the Council on Student Services, whose advice on the proposed change shall be conveyed to the Governing Council. Where the council of a college or faculty has created a body as described in section D above, that body shall provide such advice to the Governing Council with respect to fees covered by this Protocol that apply only to the students of that college or faculty.
3. (a) For the purposes of this Protocol, fee changes shall be classified as follows:
 - (i) increases in existing fees by a percentage equal to the Consumer Price Index as described in the University of Toronto's *Long-range Budget Projection Assumptions and Strategies* (hereinafter referred to as "CPI increases");
 - (ii) increases in existing fees equal to the amount of the Indexed Fee determined by the procedures described in "Method for Calculation of an Index for Fees Covered by the Ancillary Fees Protocol" (Appendix C (hereinafter referred to as "UTI increases")); and
 - (iii) all other fee increases or new fees.
- (b) The Council on Student Services will receive and review the financial data and assumptions which lead to the calculation of UTI increases. The same information will also be made available to the Governing Council. The compensation of individual

- members of the staff will not be disclosed to the Council on Student Services or to the Governing Council.
- (c) Notwithstanding the advice of the Council on Student Services (or the corresponding body of a college or faculty), the Governing Council may approve permanent increases in existing fees by a percentage less than or equal to the lesser of the UTI increase or the CPI increase.
4.
 - (a) The Governing Council may, notwithstanding the advice of the Council on Student Services (or the corresponding body of a college or faculty), approve an increase in existing fees not greater than the greater of the UTI increase or the CPI increase.
 - (b) Such an increase, as described in section 4(a), will be a temporary increase for a period of up to three years. If a temporary increase is not subsequently made permanent as described in section 5 or as otherwise provided, it shall lapse at the end of the said period.
 5. The approval by the Governing Council of any increases of existing fees covered by the Protocol, other than those approved as provided in sections 3 and 4, and of all new fees covered by the Protocol, shall require the consent either of (i) the majority of student members of Council on Student Services present at the meeting at which approval of such a fee increase is to be considered or (ii) the majority of students voting in a referendum as described in "Referenda for Increases in Compulsory Non-Academic Incidental Fees Covered by the Ancillary Fee Protocol" (Appendix D).
 6. The recommendations of the Council on Student Services on Operating Plans and changes in fees will be conveyed to the appropriate body within Governing Council by the appropriate administrative assessors. Where the advice of the administrative assessors differs from the advice given by the Council on Student Services with respect to Operating Plans or fees increases, such advice will be forwarded to the chair of the Council on Student Services in sufficient time to allow representation to be made by the Council on Student Services to the appropriate body within Governing Council.

F. Seeking of Ratification

Each of the parties to this agreement undertakes to recommend to its governing body that this Protocol be approved, without amendment or alteration.

Signed this thirtieth day of July, 1996.

(signed)
President University of Toronto

(signed)
President Association of Part-time Undergraduate Students

(signed)
President Graduate Students' Union

(signed)
President Students' Administrative Council

Approved by the Board of Directors of the Students' Administrative Council, September 16, 1996.

Approved by the Board of Directors of the Association of Part-time Undergraduate Students, September 22, 1996.

Approved by the Council of the Graduate Students' Union, October 2, 1996.

Approved by the Governing Council of the University of Toronto, October 24, 1996.

Appendix A Constitution Of The Council on Student Services

1. Purpose

The Council on Student Services is established to enhance the experience of the students of the University of Toronto by promoting the provision of the most efficient and effective student services.

2. Powers and Duties

The Council on Student Services shall have the following powers and duties:

- (a) to advise the Governing Council on policy for the following services
 - Office of Student Affairs
 - Career Centre
 - Counselling and Learning Skills Service
 - First Nations' House
 - Health Service
 - Housing Service
 - International Student Centre
 - Psychiatric Service
 - Any other service that may be assigned to the Council by the Governing Council
- (b) to review in detail the annual operating plans, including budgets, for the above services and the levels of identified subsidies from the revenues derived from the Student Services Fees for other student services, and any supplementary spending plans for any unexpended revenue from the Student Services Fees, and to offer its advice to the Governing Council on these plans
- (c) to receive information on the above services in order to consider current issues in the services and among the services, and to serve as a mechanism of information, communication and co-operation between the student services and students
- (d) to review the annual operating plans, including budgets, for Hart House and the Department of Athletics and Recreation, as recommended by the Board of Stewards of Hart House and the Council of the Department of Athletics and Recreation, and to offer its advice to the Governing Council on these plans
- (e) to achieve these ends, to receive regular reports on the services from the Assistant Vice-President Student Affairs
- (f) to advise the Governing Council on proposals for expansion or reduction of student services, including recommendations for new services and for the elimination of services
- (g) to consider and make recommendations to the appropriate body regarding the allocation of space for student services, and student societies
- (h) to serve as a forum for discussion of student life at the University of Toronto

3. Membership and Terms of Office

- (a) The following seventeen persons shall be voting members of the Council on Student Services:
 - the President of the University or the person delegated by the President

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- two part-time undergraduate students, appointed by the Association of Part-time Undergraduate Students
 - two graduate students, appointed by the Graduate Students' Union
 - four full-time undergraduate students or members of the executive of the Students' Administrative Council, appointed by the Students' Administrative Council
 - one full-time or part-time student, chosen by the Erindale College council on student services
 - one full-time or part time student, chosen by the Scarborough College council on student services
 - six other persons appointed by the President of the University of Toronto
- (b) The University Affairs Board shall appoint a non-voting chair for the Council.
- (c) Members of the Council shall hold office from May 1st until the next April 30th, at the pleasure of the body that appointed them.
- (d) Vacancies shall be filled by the body that made the appointment.
- (e) Persons attending on behalf of absent members may speak at the discretion of the Chair, but may not vote.
- (f) Proxy voting is not permitted.
4. **Eleven members present, of whom at least six shall be students, shall constitute a quorum of members.**

Section 3(a) amended by the University Affairs Board , November 25, 1997 (full-time undergraduate student representation). Amendment approved by the Board of Directors of the Association of Part-time Undergraduate Students, November 23, 1997; by the Council of the Graduate Students' Union, October 27, 1997; and by the Board of Directors of the Students' Administrative Council, October 20, 1997.

Appendix B

University of Toronto Ancillary Fees Covered by the Ancillary Fees Protocol with a list of Exempt Fees

Health /Insurance

Health services

Student Activity Fees

Student Services

Hart House

Athletic Fees

Athletics and Recreation

Scarborough College Athletic Fee

Transportation/Parking Fees

(in Student Services Fee - Erindale)

Housing Placement Fees

(in Student Services Fees)

Student Government(exempt)

Erindale College Athletics and Recreation Association

Erindale College Part-time Undergraduate Students

Erindale College Student Union

Innis College Student Society New

College Student Council Scarborough

Campus Students' Council

Scarborough College Athletic Association

University College Literary and Athletic Society

Woodsworth College Students' Association

Engineering Society

Architecture Students' Union

Landscape Architecture Student Society

Dental Students' Society

Faculty of Education Student Union

Faculty of Information Studies Student Council

Foresters' Club Students'

Law Society Graduate

Business Council The

Medical Society

The Physical and Occupational Therapy Undergraduate Association

Faculty of Music Undergraduate Association

Faculty of Nursing Students' Council

Undergraduate Pharmaceutical Society

Physical and Health Education Undergraduate Association

Student Association of the Transitional Year Program

Students' Administrative Council

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Association of Part-time Undergraduate Students
Graduate Students' Union
Arts and Science Students' Union
The Varsity
Erindale College Library Enhancement Fund (Erindale College Students' Union)
Woodsworth College Building Fund (Woodsworth College Students' Association)

Fees for Field Trips, Materials and Services (exempt, Appendix C of *Compulsory Ancillary Fee Policy Guidelines*)

Field Trip Fees

(As reported to the Business Board of the Governing Council and to the Ministry of Education and Training)

Fees for Learning Materials and Clothing Retained by the Student

Dental Instrument Fee
Dental Clothing Fee
Physical and Health Education Tracksuit Fee
Applied Science and Engineering Kits
Erindale Safety Glasses Fee
Medicine Equipment Fees
Nursing Dressing Trays Fee

(not all of these fees are compulsory)

Fees for Material Used in the Production of Items which Become the Property of the Student

Architecture and Landscape Architecture darkroom Fee
Architecture and Landscape Architecture computer printing Fee
Arts and Science Fine Art supplies Fee
Information Studies data base access Fee
Management orientation Fees
Physical and Health Education certification test Fees
Scarborough College diskette Fees
School of Graduate Studies word processing Fee
School of Graduate Studies colloquium Fee
University College Playhouse pass

(not all of these fees are compulsory)

Fees for Materials or Services where the Institution Acts as a Broker with a Vendor for the Student

CANCOPY

UHIP (not really a U of T fee; set system-wide through Council of Ontario Universities)
Dental Instrument Fee (also listed above, but fits this category too)

Fees for Work Term Placements (exempt, Appendix D of *Compulsory Ancillary Fee Policy Guidelines*)

Co-op Program placement
Professional Experience Year
M.B.A. placement
Medieval Studies Dossier Service
Sienna Summer Program
Humboldt Program

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(not all of these fees are compulsory)

Appendix C

Method for Calculation of an Index for Fees Covered by the Ancillary Fees Protocol

Annual Adjustments for Indexation

Once an ancillary fee is set, either by approval prior to the introduction of the Protocol or by approval under the aegis of the Protocol, it may be increased according to the terms and procedures described in section E of the Memorandum of Agreement:

a. Determining the Expenditure base

The expenditure base for the purpose of annual indexation adjustments shall be the previous year's budgets, duly approved, of the services covered by the fees.

b. Indexing the Salary and Benefits Expenditure Base

Individual expenditure budgets thus determined will be indexed as follows:

- i) Salary expense will be increased (or decreased) at the rates of increase approved for staff members. The average across-the board and merit increases for the various groups will be applied to the salary budget component for the service divisions. In the absence of an agreement with the several employee groups at the time of budget preparation, the salary budget component will be indexed at the rates stipulated in the *Long-range Budget Projection Assumptions and Strategies* reviewed each year by the Planning and Budget Committee and approved by the Governing Council.
- ii) The institutional average employer benefits cost rate, as approved annually as part of the *Budget Report*, will be applied to the salary budgets determined in b.(i) to establish the employer benefits costs budget each year.

c. Other Sources of Net Revenue

Several services funded by ancillary fees are also supported by other sources of revenue, which are included in the budgets reviewed by the Council on Student Services and submitted annually to the Governing Council. Where the service is engaged in an activity that requires the purchase of goods and services for resale, as in the case of Hart House, the relevant revenue is the revenue net of the cost of purchases and labour.

After the base expenses are indexed according to the method described above (section a.), any increases will be discounted by the percentage of total net revenue which is generated by sources of revenue other than fees covered by the protocol. (For example, if the indexed increase were \$20,000 and other revenue made up 25 per cent of total revenue in the previous year's budget the indexed base expenditure would be reduced to \$15,000).

d. Non-student Use

A calculation of the non-student use will be made according to a method used at the establishment of the Student Services Fees. The proportion of non-student use calculated will be used to attribute costs of the services in question away from the fee revenue to be raised. The specific method of determining non-student use will be different for each division:

- for Athletics and Recreation (and, where applicable, Hart House), the non-student membership revenues (including revenue from negotiated employee benefit plans such as the Joint Benefit Plan) are used as a proxy for non-student use;
- for Child Care facilities, actual registration data for non-student use is readily available;
- for Counselling and Learning Skills Services, actual non-student contact hours are recorded;

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- for the International Student Centre, the Centre estimates the use of its services by visiting scholars, expressed as a percentage of total use;
- for other services, methods suggested by the Assistant Vice-President Student Affairs and approved by the Council on Student Services shall be used.

e. Occupancy costs

i) Student Services

For the purpose of determining occupancy costs, the total amount of space occupied by student service divisions and student societies will be adjusted each year for known changes in occupancy. In each third year, the occupancy attributed to each student service division and student society will be reviewed in detail and adjusted where appropriate. The occupancy was reviewed in detail during 1994-95, and would thus be scheduled for its next review in 1997-98. The rate charged per Net Assignable Square Meter (NASM) will be adjusted annually on a slip-year basis, according to actual changes in operating costs for those buildings occupied by student service divisions and student societies.

The operating costs of the space comprise four elements:

- building maintenance and custodial services
- utilities
- campus services, including grounds, security, fire protection
- facilities and services administrative overhead.

Building maintenance and custodial costs will be calculated for the next fiscal year by dividing the *current* fiscal year budget for such services in individual buildings by the total building NASM. That is, for 1996-97, building maintenance and custodial costs will be based on 1995-96 expenditure budgets for those buildings.

Utilities costs will be calculated on a double slip-year basis, indexed to take account of known price increases. For the next fiscal year, the *prior* year's actual utilities cost per NASM will be indexed by the price inflation rates stipulated in the *current year's Budget Report*.

Campus service costs per NASM will be calculated on a campus-wide (as opposed to building-by-building) basis for the next fiscal year by dividing the *current* fiscal year budget for these services by the total campus NASM.

Facilities and Services administrative overhead, expressed as a percentage of building maintenance and custodial, utilities, and campus services, will be calculated for the next fiscal year by expressing the *current* fiscal year facilities and services administrative budget as a percentage of the overall Facilities and Services budget.

ii) Hart House and the Department of Athletics and Recreation

Occupancy costs for Hart House and for the arena and stadium in DAR will be treated as direct costs in their budgets.

f. Steps in the Calculation of the Indexed Fees

- Step one: Establish the Indexed Salary and Benefits Expenditure Base.
- Step two: Where there is a planned reduction of staff complement, add an estimate of severance costs.
- Step three: Subtract the amount of net revenue from other sources of revenue.
- Step four: Add the (unindexed) Non-salary expenditure base.

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- Step five: Add the Occupancy Costs.
- Step six: Reduce the amount by the proportion of non-student use, where not covered by user fees.
- Step seven: Reduce the amount by the proportion of use attributed to or fees attributed to students on other campuses.
- Step eight: Divide the difference by the projected enrolment, giving part-time student enrolment the established weight.

The Result is the Indexed Fee.

Appendix D

Referenda for Increases in Compulsory Non-Academic Incidental Fees Covered by the Ancillary Fee Protocol

1. Referenda will be conducted by mailed ballots sent to all registered students in the constituencies or on the campuses affected by the proposal to increase a fee.
2. Such a referendum may be instituted at the request of the Board of Stewards of Hart House (for an increase in the Hart House fee), the Council of the Department of Athletics and Recreation (for an increase in the Department of Athletics and Recreation Fee) or the Council on Student Services or the Assistant Vice-President Student Affairs (for an increase in the Student Services Fee or any other ancillary fee covered by the Ancillary Fee Protocol). The body requesting such a referendum shall submit a plan for the payment of the expenses of the referendum to the University Affairs Board. The referendum will not take place until the University Affairs Board has considered and approved provisionally the operating plan for the expenditure of the fee increase contemplated, taking into account any advice the Council on Student Services wishes to make.
3. For such a referendum (or for several such referenda to be conducted simultaneously) there will be a Referendum Conduct Committee of three persons established to approve any regulations needed to supplement the provisions of the protocol about referenda and to rule on any allegations that the provisions of the protocol or the committee's supplementary regulations have been violated. Supplementary regulations will include such matters as the dates of voting, the appointment and regulation of official "yes" and "no" committees, the material to be mailed, the extent of public advertising and the funding that may be expended on such advertising or other solicitation of votes.
 - 3.1 One member of the Referendum Conduct Committee will be appointed jointly by the Presidents of the Association of Part-time Undergraduate Students, the Graduate Students' Union and the Students' Administrative Council. If they decline to make the appointment, or are unable to agree on the appointment, the agreement of two of the three Presidents shall be sufficient. If two of the Presidents are unable to agree on the appointment, the appointment will be made by the majority vote of the student members of the University Affairs Board.
 - 3.2 A second member will be appointed by the President of the University.
 - 3.3 The third member will be appointed by agreement of the first two; provided that if they cannot agree within one week of the appointment of the latter of them, the third member will be named by the Dean of the Faculty of Law.
4. Information accompanying the ballot will contain a concise description of the proposed increase and the reasons it is requested. A similarly concise statement will be included outlining objections to increasing the fee. The Referendum Conduct Committee shall determine limits on the number of pages or sheets to be used for each statement.
5. "Yes" and "no" committees shall be set up at the request of the Assistant Vice-President Student Affairs, or the Association of Part-time Undergraduate Students, or the Graduate Students' Union or the Students' Administrative Council. The person or body making the request shall identify their support of either the "yes" or "no" position. The Referendum Conduct Committee shall determine whether the other person or bodies wish to support either the "yes" or the "no" committee. The "yes" and "no" committees shall include members chosen by the person or bodies who have identified their support of the committee.
6. If "yes" and "no" committees have been appointed under the regulations of the Referendum Conduct Committee, the above pro and con statements will be limited to an equal number of sheets or pages and will be approved for inclusion in the ballot package, respectively, by the "yes"

and "no" committees, who shall have the opportunity to examine each other's final draft ballot statements.

7. The referendum shall be conducted by the Chief Returning Officer of the Governing Council, who shall act as the Secretary of the Referendum Conduct Committee.
8. The ballot must be mailed out no earlier than January 15; the close of the vote will be no later than three weeks after the ballots are mailed and in any case not later than the last day of classes in the Faculty of Arts and Science spring term.
9. Separate votes will be conducted for each fee for which an increase is sought; at the discretion of the Referendum Conduct Committee, one ballot may be used.
10. Scrutineers shall be appointed by the "yes" and "no" committees, if such committees have been appointed.
11. The votes will be tallied in three separate constituencies, (a) the full-time undergraduate students, (b) the part-time undergraduate students, and (c) the graduate students. The resolution will be approved if approved by a majority of all votes cast and by a majority of the votes cast in each of two of these three constituencies.
12. If the Referendum Conduct Committee meets to rule on alleged infractions of the terms of the protocol or of its regulations, it shall rule (1) on whether the infraction occurred and, if so, also (2) on whether in its opinion the infraction affected the outcome of the vote. The Committee shall report on its decisions to the Assistant Vice-President Student Affairs and to the Presidents of the Association of Part-time Undergraduate Students, the Graduate Students' Union and the Students' Administrative Council.

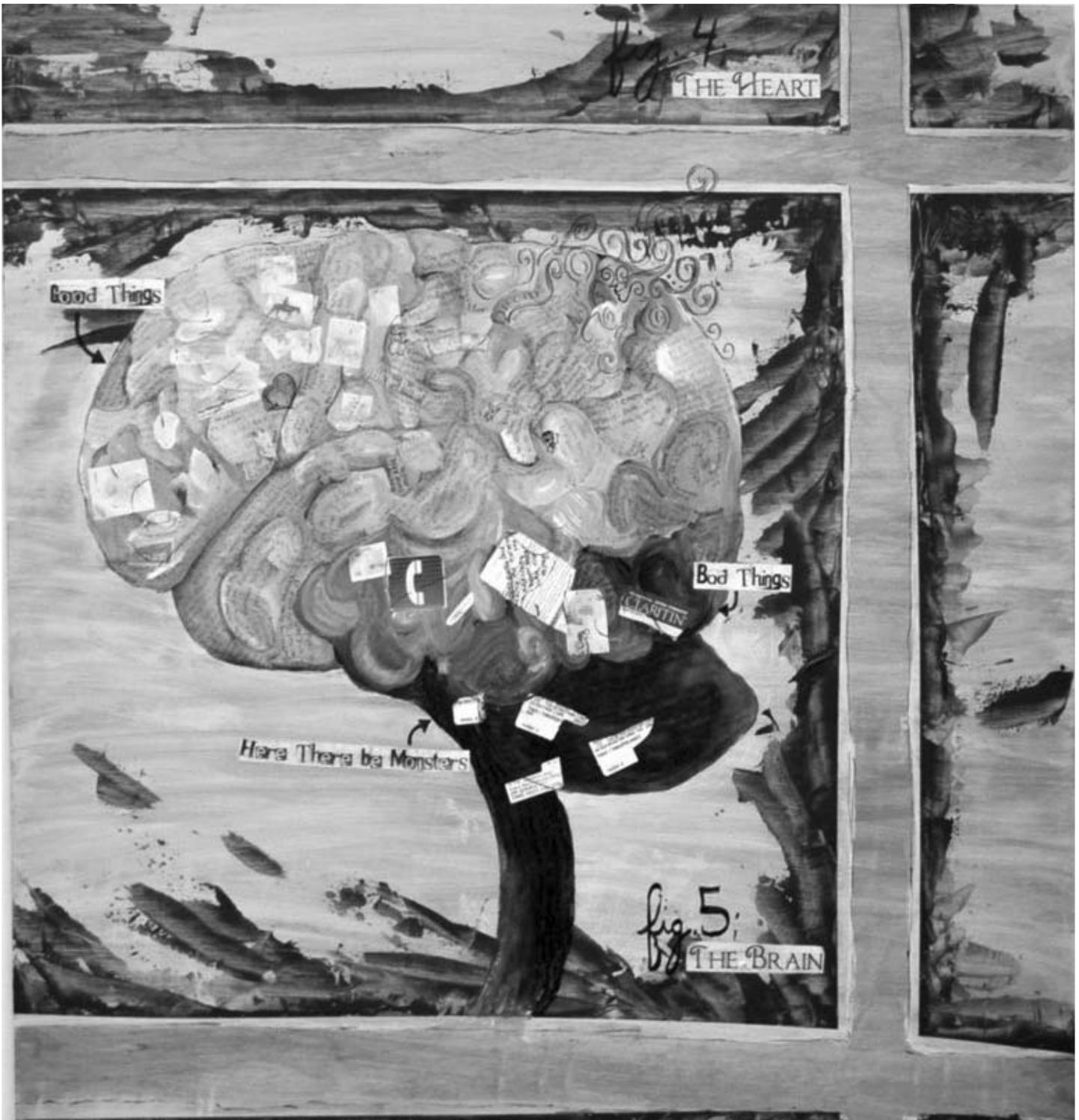
Appendix E Calculation of
Indexed Fees
WORKSHEET

	Department of Athletics and Recreation	Hart House	Student Services St. George Campus	Health Services St. George Campus
1995-96 Fee	\$117.00	\$113.90	\$185.00	\$34.25
1995-96 Budgeted Salary Expenditure Base	\$3,083,070	\$2,817,151	\$2,553,612	\$2,148,500
Average ATB increase/decrease for staff members OR Rate stipulated in Long-Term Budget Assumption for 1996-97	1.00	1.00	1.00	1.00
Institutional Average Benefit Cost Rate [based on 1994-95 actual costs]	1.159	1.165	1.167	1.114
I. Indexed Salary and Benefits Expenditure Base	\$3,573,278	\$3,281,981	\$2,980,065	\$2,393,429
II. Add an estimate of severance costs.	\$193,270	\$0	\$0	\$0
III. Subtract the amount of net revenue from other sources of revenue. (1995-96 budget)	\$2,466,721	\$2,914,000	\$333,948	\$1,436,642
IV. Add the Non-salary expenditure base. (1995-96 Budget)	\$2,604,832	\$3,346,000	\$1,015,454	\$142,000
V. Add the Occupancy Costs. (1996-97 budget)	N/A	N/A	\$2,737,967	\$0
VI. Reduce the amount by the proportion of non-student use, where not covered by user fees.	N/A	N/A	\$299,190	\$0
VII. Reduce the amount by the proportion attributed to Erindale and Scarborough, or fees expect to be paid by Erindale and Scarborough students (1996-97)	\$74,440	\$25,900	\$355,437	\$0
VIII. Divide the difference by the projected enrolment (1996-97), giving part-time student enrolment the established weight.	32,003	32,003	32,003	32,003

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The Result is the Indexed Fee. (Fee with UTI increase)	\$119.68	\$115.24	\$179.51	\$34.33
1995-96 Fee augmented by the Consumer Price index (Fee with CPI increase)	\$119.34	\$116.18	\$188.70	\$34.94
Office of Student Affairs				



UNIVERSITY OF TORONTO SCARBOROUGH HEALTH & WELLNESS CENTRE

UNIVERSITY AFFAIRS BOARD MANAGEMENT REPORT 2014-15

ABOUT US

Founded on a model of health care integration, the Health & Wellness Centre offers convenient and confidential health care, counselling and health promotion services for all registered students at UTSC. Our highly trained interprofessional team includes physicians, psychiatrists, nurses, counsellors, psychologists, and administrative support for a total of 24 team members. In addition to our staff, we have other professionals that enhance our overall services.

- ◆ psychiatric residents: Sunnybrook Hospital
- ◆ pediatric fellows: Hospital for Sick Children
- ◆ student placements: M.Ed., MSW
- ◆ Clinical psychology students from newly developed Masters in Clinical Psychology program at UTSC
- ◆ Wellness Peer Educators and student volunteers

Health & Wellness has had a year of changes with the addition of a new Director, staff changes and fulfilling recommendations made in the review completed in the Fall of 2013. This report will demonstrate how services have been enhanced and the quality of care augmented by filling newly funded staff positions, approved by SCSU for 14/15. Many new partnerships and initiatives have been developed this year. The office has seen improvements to maximize space and provide increased confidentiality and accessibility for patients and clients.



MISSION

The Health & Wellness Centre offers a safe, caring, respectful and empowering environment, which is directed towards optimizing students' personal, academic and overall wellbeing.

Confidentiality Statement

The Health & Wellness Centre is bound by ethics and laws - the Freedom of Information and Protection of Privacy Act ("FIPPA") and the Personal Health Information Protection Act ("PHIPA") to safeguard your privacy and the confidentiality of your personal information.

Health & Wellness Objectives

1. To support students to engage in experiences that will provide optimal health now and for the rest of their lives.
2. To foster a culture of wellness across the campus by collaborating with the UTSC community to deliver health services to students.

Welcome to Health & Wellness...

Primary Healthcare: On Campus



Debbie, RN: Educating about student health needs

The Health & Wellness Centre has physicians and nurses that provide health care services to students on campus 5 days/week and address issues that range from episodic illness, health assessments, treatments, pregnancy testing, STI testing and treatment, first aid and vaccinations. In some cases, referrals to specialists or further diagnostic testing are arranged in the community.

Based on our students' needs doctors and nurses also provide one-on-one health education on nutrition, contraceptives and safer sex strategies, and tobacco cessation.

We realize the importance to support and advocate for our students who are dealing with health issues that affect their academics and strive to help them reach their optimal health.

Programs and Collaborations

- Partnership with EMRG on UTSC
- Flu Clinics
- Green Path & Fair Taiwan International students
- International Student Centre, including UHIP support
- “Leave the Pack Behind”: Brock University Smoking cessation products and support program



Up to **60** students a day can be seen in the Primary Care clinic!



Now Accepted at Health & Wellness!!



Elsa, RN & Dr. Raveendran, also UTSC Alumni!

Service Highlights

Physician services

- Family Physicians 5 days a week Monday to Friday= **20%** increase over last year
- Hired an additional Psychiatrist for weekly service on Thursday
- Psychiatry residents also provide service weekly on Friday
- Psychiatry service now available 10 days a month= **40%** increase over last year

Nursing

- Increased nursing time by 3 days a week
- Implemented a Team Lead role to continue best practices and standards of care
- New member of nursing team with Aboriginal background and expertise

2014 Visits: Overall increase

Physician 3920- 8%

Psychiatrist 547- 9%

Nursing 8475 -8%

Counselling 3572 -9%



Embedded nursing in Residence started in the Fall of 2014 where students can see a nurse to ask questions, find out information or have minor concerns checked, rather than coming to Health & Wellness.

NEW! Accessible Exam table purchased with the help of a grant from the Advisory Committee on Physical Accessibility

GOOD
2 TALK

866.925.5454

Secondary Student Helpline

Free, professional and anonymous support for students in Ontario
Counselling for anything you want to talk about
Callers to call to find



Health & Wellness Centre
Mental Health Understood Fair
02.10.2013 | Barry Jin

Educating students about Postsecondary Helpline Good2Talk...

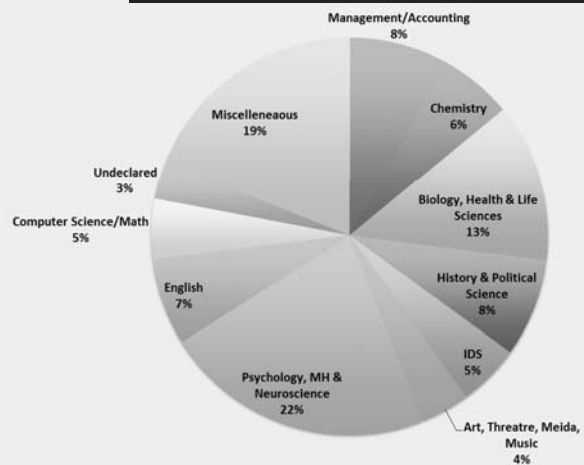
Counselling Services

Our multidisciplinary team of counsellors provide one-on-one counselling, treatments, group therapy, and psycho-educational workshops. They address issues ranging from complex mental health and emotional issues ranging from psychiatric disorders, anxiety, depression and stress, to family problems, bereavement, relationships and sexuality.

2014

Intakes	543
Visits	3572
Group Sessions	249

Major Area of Study of Incoming Clients



“Fatima’s” Story

“I was nervous to call for help. I had never gone to counselling before. When I called they helped me pick a time that worked with my class schedule. My first appointment, the counsellor was really nice and I didn’t feel judged in any way. I left feeling that I would be able to make some changes in my life. I would recommend others to call Health & Wellness if they are struggling with anything at UTSC.”



1:1 Counselling

543 Intakes completed in 2014

Confidential one on one counselling is provided by a multidisciplinary team of therapists, social workers and psychologists. This highly skilled team works with a diverse campus and meets students where they are at, while inherently believing in their strengths and resilience to manage whatever students are challenged with. We also have practicum students that provide some service.

Group Counselling

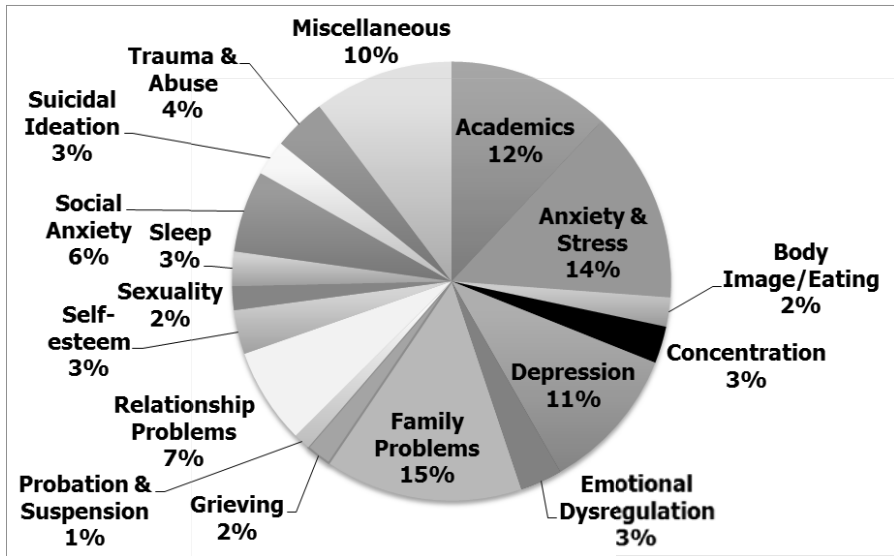
Groups are now offered Monday to Friday to address a variety of concerns ranging from mental health, personal wellbeing, mindfulness and grief & loss. These groups can skills based or psychoeducational. We even added a Mandarin speaking support group as well!

GROUP SUPPORT HAS DOUBLED!!

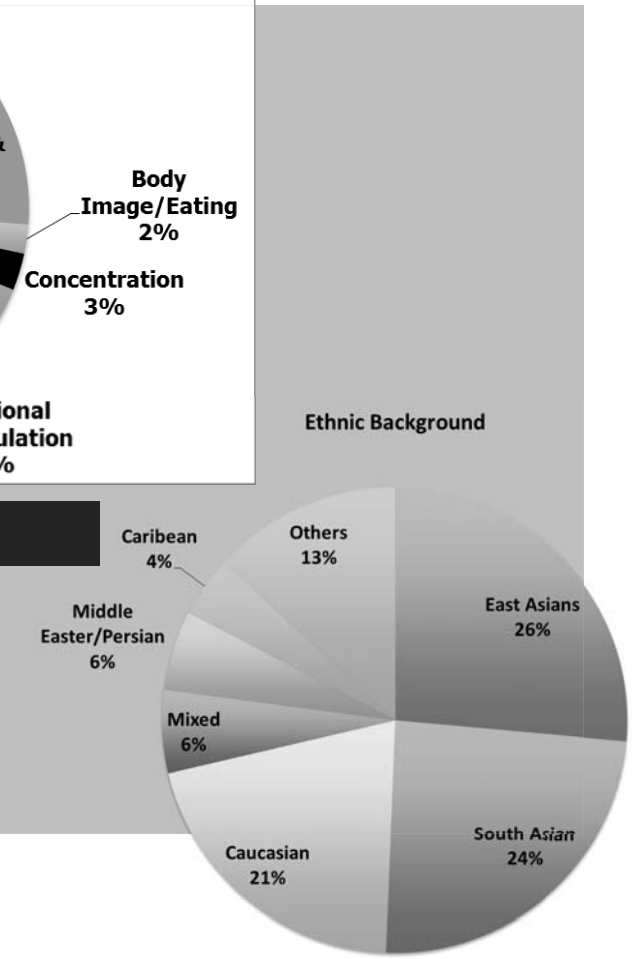
Same day appointments

For students in immediate distress, same day counselling appointments are available Monday to Friday. Students can be seen for a 30 minute consultation in order to address any immediate needs or connect to additional support. Students use these appointments 95% of the time during peak periods.

Students seek help for a variety of reasons...



...From a variety of backgrounds.



Mental Health on Campus

Mental health among postsecondary students has consistently increased and continues to be the primary concern for students coming to counselling in Health & Wellness. In October 2014 the ***Mental Health Strategy and Framework*** for the tri-campus was released. It includes 23 recommendations related to providing a system wide priority for mental health across campus, sustainable mental health awareness, education, training and anti-stigma programming, inclusive curriculum inside and outside the classroom, enhanced focus on mental health services and program and developing and adhering to supportive policies and procedures in accordance with best practice protocols.

Health & Wellness has already begun initiatives related to these recommendations including:

- Incorporating & providing education on mental health to peer volunteers & ambassadors, staff, faculty and students
- The development of the Flourish Project which aims to enhance the mental wellbeing of students through Peer Ambassadors & workshops
- Partnership with the Women & Trans Centre to develop Peer Support for academic stress
- Ongoing Group programming, workshops and in-services across campus that promote mental wellbeing, and identifying those in distress
- Embedded counselling services in Residence & Athletics
- New Student Welfare Case Coordinator role to provide case management to students requiring additional support to be academically successful
- Enhanced community relationship with local hospitals & agencies (Rouge Valley Health System, Ontario Shores, Canadian Mental Health Association & Hong Fook Mental Health)

UTSC MENTAL HEALTH NETWORK COMMITTEE

The Health & Wellness Centre has taken the lead to further establish the Mental Health Network, a cross campus partnership of students, staff and faculty to address mental health awareness, supports and resources on campus. The Network is a centralized committee of individuals committed to the development of a mentally healthy campus. Initiatives such as Mental Health Awareness month and Mental Wellness Fairs are supported by this committee.



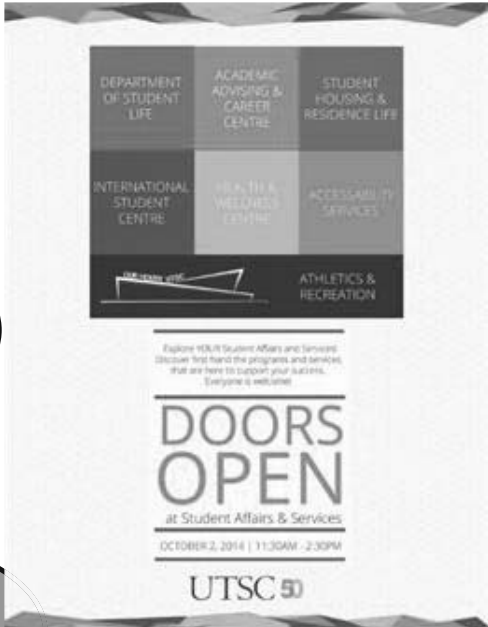
Flourish Project

The purpose of the project is to support student well-being by systematically identifying and building their academic and character strengths. The project specifically focuses on students who are struggling academically, with mental health or transitions to postsecondary life. The project, through experiential workshops with Peer mentors, teaches students stress management skills, strategies to improve their academic performance and ways to enhance their overall wellbeing.

An application was made to the Innovation Fund in Campus Mental Health in the Fall of 2014 to sustain Flourish over the next 2 years. This proposal not only intends to support UTSC students but also those transitioning from local high schools. It will also work with those currently being treated in our local outpatient Adolescent Mental Health program by training educators and clinicians on concepts of resilience and building on strengths.



Programs & Collaborations



GUEST SPEAKER
Michael Landsberg

a mental wellness month initiative

October 29th, 2014
Keynote: 5:30 p.m.
(Doors open at 5:15 p.m.)
IC130

Mix & Mingle: 6:45 p.m.
IC Atrium

For more info and to register, go to <http://tinyurl.com/utsclandsberg>

MENTAL WELLNESS: FINDING BALANCE
An evening with Michael Landsberg

Join us for an evening with Michael Landsberg as he shares his personal experiences and struggles with anxiety and depression. Host of TSN's *Off the Record*, now in its 17th season, Michael has made a commitment to dismantling the stigma of mental illness in society at large and in the sporting world.

Celebrating Diversity Through Dialogue.

Presented by the Offices of Student Affairs and Services

UTSC

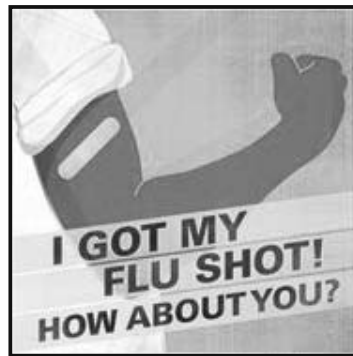


Health Promotion

Health promotion's aim is to raise awareness on health lifestyle options and foster a healthy community on campus through health initiatives and programming. This is achieved through partnerships and collaborations with student organizations, departments on campus, community agencies and networks.

Partnerships & Collaborations

- Toronto Public Health
- SCSU
- Toronto Association for Health Promotion in Higher Education
- Brock University
- Ontario Gambling Council
- AccessAbility Services
- UTSC Campus police
- Hospitality and Retail Services
- Academic Advising & Career Centre
- Registrar's Office
- Student Life
- Student Housing & Residence Life
- Athletics & Recreation
- Student Organizations & Associations
- Malvern Family Resource Centre



OVER
2500
CLASSROOM
ANNOUNCEMENTS MADE
FOR:

- FLU CLINICS
- HEALTH PROMOTION CAMPAIGNS
- EVENTS & FAIRS



Wellness Peer Programs

- Ambassadors
- Leave the Pack Behind
- Mental Wellness
- Nutritional Health
- Party in the Right Spirit
- Sexual Health
- Health & Wellness Centre Volunteers



The Health & Wellness Centre has strongly supported student involvement through the Wellness Peer Programs. Our team of over 30 student volunteers and 66 Wellness Peer Educators address issues related to mental health, sexual health, nutrition, awareness on alcohol, drugs, and tobacco. They conduct regular outreach of our services and referral to community supports to students on campus. In addition, 11 student work study positions were hired this year to coordinate and support our 7 wellness Peer Programs.



**october is
mental wellness
month.**

October 6, 2014

Meeting Place

11:30am – 3pm

Mental Health Understood is an event with community partners, campus services and students sharing information on supports, services and addressing issues in mental health.

Please join us and visit the many interactive displays. Everyone is welcome.



connect. slow down. build skills.

Financial Accountability

The Advisory Committee for the Health & Wellness Centre is comprised of students and one faculty member. The budget process is initiated in collaboration with Financial Services, the Chief Administrative Officer, and the Dean of Student Affairs; it is then reviewed and approved by the Advisory Group prior to going to the Council on Student Services for presentation and approval. Ongoing consultation and discussions with the Advisory Committee will be pursued to ensure student perspective is included to meet students' needs as the centre grows with the campus.

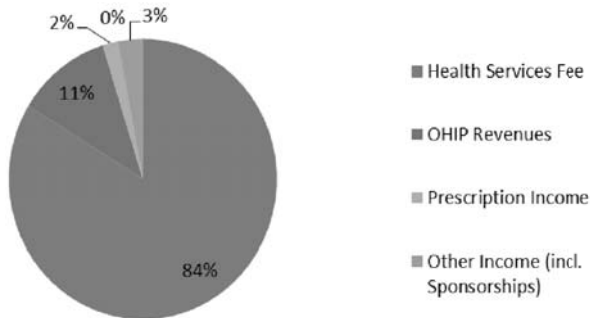
The Health & Wellness Centre's budget totals **\$1.96 million**; **85%** from the Student Service Fee and **15%** from various sources which includes health insurance billings, sponsorships & prescription revenues. Majority of the expenditure budget (88%) comprises of salaries for staffing which includes students, casuals and full time employees.

**University of Toronto Scarborough
Health & Wellness Centre
Proforma Statement of Revenues and Expenses
Year Ending April 30, 2015**

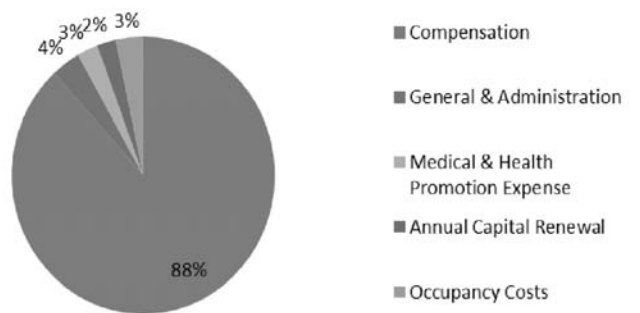
	2014-15	2015-16
<u>REVENUE</u>		
OHIP Revenue	\$ 170,150	\$ 279,365
Prescription Income	35,700	36,414
Health Services Fee	1,642,803	1,783,527
University Operating Subsidy	1,806	854
Other Income (incl. Sponsorships)	31,874	33,004
TOTAL REVENUE	1,882,333	2,133,163
<u>EXPENDITURES</u>		
Appointed Salaries and Benefits		
Nursing and Administration	861,150	832,520
Medical/Counselling	626,401	649,250
Casual Staff Salaries and Benefits	32,944	39,670
Medical/Counselling Contractors	198,854	327,158
Total Compensation	1,719,349	1,848,598
Supplies	17,063	17,285
Medical/Health Promotion Supplies	16,396	16,810
Prescription COGS	24,990	25,490
Annual Capital Renewal	41,354	41,605
Telecommunications	10,806	10,851
Professional Development	19,301	19,637
Other Misc. Expenditures	24,179	24,319
Occupancy Costs	63,489	66,410
Total Non-Compensation Expenditures	217,579	222,408
TOTAL EXPENDITURES	1,936,927	2,071,006
NET OPERATING SURPLUS/(DEFICIT)	\$ (54,594)	\$ 62,157



Health & Wellness Centre Revenue Breakdown, 2014-15



Health & Wellness Expenditure Breakdown, 2014-15



Proposed Rates:

The sessional Health and Wellness Student Fee for a full-time student is proposed to increase from \$61.90 to \$63.75 (\$12.75 from \$12.38 for a part time student), which represents a year over year permanent increase of 3%. Resources will continued to be efficiently maximized by review of processes, group programming, embedded services, and enhanced evening hours.

The Year in REVIEW

- Staffing additions (counselling, physician, psychiatry, front desk, health promotion)
- Enhanced physician coverage
- Increased psychiatry support
- Increased privacy at the front desk
- Programming enhancements to counselling
- Improved and increased partnerships and collaborations
- On budget with moderate reserve

The Year AHEAD

- Website update for enhanced communication
- Increasing embedded counselling in Faculties
- Continue to seek out additional funding opportunities
- Increased counselling service access minimizing wait times
- Maximize OHIP revenues
- Explore new service delivery models to provide enhanced medical and walk-in appointments



Continued relentless focus...

- ◆ On responding to students needs in a timely way with a focus of excellent customer service
- ◆ On providing high quality healthcare, utilizing best practices and protocols and to full scope of practice for our registered professionals
- ◆ On efficient and maximized use of student service fees
- ◆ On enhancing and increasing our partnerships and collaborations with campus partners and community organizations
- On campus growth and how Health & Wellness grows with it



Departmental Year in Review Athletics and Recreation 2014 - 2015



DEPARTMENTAL YEAR IN REVIEW 2014-2015



About Us

The Department of Athletics and Recreation operates under the umbrella of Student Affairs and is focused on encouraging participation in a broad spectrum of athletic and recreational programming and activities, education and training initiatives, leadership and certification opportunities. Our mission is to create a respectful and inclusive environment, which promotes opportunity and overall well-being through physical activity. The athletic and recreational facilities and the corresponding services and programs we house at UTSC are truly unique in Canada, and as the campus continues to grow, our priority remains to create opportunities for learning, skill development and the creation of a strong, yet diverse UTSC community, while continuing to deliver our very best in terms of quality programming and services.

Our Team

In the 2014/2015 academic year, the Athletics and Recreation team included 9 full-time professional staff dedicated day in day out to improving the student experience. From providing unique experiential learning opportunities, to encouraging physical activity, Athletics and Recreation staff are committed to ensuring that all students have a variety of opportunities, experiences and entry points within the Department's numerous programs and services. The team's dedication and commitment was put to the forefront this past spring, as the Department sought to maintain its tradition of quality service delivery while it simultaneously prepared for its upcoming transition to the Toronto Pan Am Sports Centre.



Student Engagement

Our Approach

Throughout its history, the Department of Athletics and Recreation at UTSC, has provided programming and opportunities that have empowered students to find their own success, at any level of ability and participation. The Department's wide range of programming and emphasis on inclusion allows students to define what success means to them. We believe that participation in athletic and recreational opportunities allows students to utilize the role of sport and physical activity, in creating a mentality of acceptance, confidence, teamwork, determination, commitment, respect (for oneself and for others), and healthy active living.

Student Engagement and Opportunity

One of the Department's main objectives is to increase opportunities for student engagement, experiential learning and community building. We are continually seeking to develop new prospects for student development which include work study positions, internships, part-time employment, volunteer positions, leadership positions, mentorship roles, and committee participation. The Department has implemented a number of strategies and initiatives which aim to support student development, not only by encouraging active, healthy lifestyles, but also by creating opportunities where students can develop critical skill sets, make connections, learn through their experiences and most importantly, improve their overall wellbeing. This has been enhanced by our transition in to TPASC.

In addition, we have continued our tradition of connecting with the student community into the 2014/2015 year through a number of collaborative and student centered outreach strategies, such as our partnership with SECAP (Student Engagement Committee on Athletic Planning), particularly around the intense excitement surrounding the opening of TPASC in the Fall of 2014. The Department accomplished a tremendous amount of 'leg' work with a number of partners across campus, in raising awareness, creating excitement, and leading discussions around TPASC and the anticipated benefits, both for our program and for the campus as a whole. Most importantly, we used this information to create new programming in TPASC given the immunities.

Our Unique Program Structure

The Department of Athletics and Recreation continues to expand its portfolio of program opportunities in order to meet the diverse needs and expectations of our ever growing student population. We continue to look across the province, the country and beyond to ensure that our program is as global, dynamic, and diverse, as the students who attend our campus. We offer a number of activities and programs, for every skill level and ability, with a number of ways to get involved, relieve stress and achieve overall wellbeing. We offer a range of programming, with clarified levels of play, adapted to cater to a range of needs and abilities, including competitive programming (Intramural Play), recreational programming (Interhouse Play), and sport learning opportunities (Learn to Play), in addition to drop-in classes and a variety of new and interesting instructional classes – ensuring that there really is something for everyone. The addition of water and a climbing wall has allowed us to further these areas of programming.



DID YOU KNOW

Athletics and Recreation...

...created 17 co-curricular student positions

...hosted more than 15 events which drew more than 2000 students (many of them first year and international students)

...trained 3 students in the Fitness Instructor Mentorship program

SUMMARY OF HIGHLIGHTS

TURNSTILE COUNTS (Measured 2013/2014)



Total swipes by registered students = 171,035
(Female: 67,553, Male: 103,482)

Total unique swipes = 9,012

75% of the total student population

Female counts increased 2% from the previous year



Male counts increased 4% from the previous year



PARTICIPATION

Intramural participation: 460 total participants

Interhouse League participation: 1240 total participants, with 147 teams

Registered program participation: 1066

GROUP FITNESS

17 free drop-in group fitness classes

5130 participants in 2014

70% of participants were students

5% increase from the previous year

REGISTERED PROGRAMS

Over 25 types of distinct programs available

3220 participants in 2014

93.9% of participants were students

BIKESHARE

20% increase in the Bikeshare program from the previous year



PROGRAMS OFFERED

Intramurals - Tri-campus
Extramurals - Tournament Structure
Interhouse - between UTSC community
Group Fitness
Instructional Programs
Clubs and Peer Groups
Learn to Play
Outdoor Recreation
Aquatics
Rock Climbing



EMPLOYMENT

Athletics and Recreation is the largest employer on campus with over 155 employment positions:
54% - Interhouse/Internural positions
20% - Fitness staff
13% - Customer Service Representatives
9% - Strength Trainers



DID YOU KNOW

Athletics and Recreation...
 ...is the largest employer on campus,
 employing over 155 students
 ...provided 7 students with personal training
 certification
 ...had 10 student volunteers to assist with
 Group Fitness classes
 ...offers over 224 employment hours for CSR's
 every week, for over 49 weeks a year

SUMMARY OF HIGHLIGHTS EMPLOYMENT & VOLUNTEER OPPORTUNITIES

EMPLOYMENT

The Department of Athletics and Recreation employed students in a variety of positions, including: customer service representatives, strength trainers, personal trainers, camp counsellors, interhouse convenors and referees, on site supervisors and office assistants.



Customer Service Representatives

15-20 CSR's at any given time (100% students)
 All CSR's are provided with training in First-Aid, CPR & AED, CLASS, Customer Service Training and are the first responders in case of an emergency



Personal Trainers

50% of our personal trainers are UTSC students
 We had 7 students complete the UTSC Personal Trainer Mentorship program from 2013 through 2014



Strength Trainers

We employed 14 strength trainers with a 1:1 ratio of male to female
 Strength Training staff had the opportunity to receive training from a Wheelchair Basketball Canada (WBC) Strength and Conditioning coach and to provide their athletes with assistance during their individual conditioning in the "Key."



Volunteer - Physical Activity Coaches and Educators (P.A.C.E)

15 highly motivated student volunteers that are hired and trained by the fitness staff within the Athletics Department
 Throughout the year PACE collaborates with a variety of different clubs, student service departments and organizations educating students on campus the benefits of exercise and staying healthy.



Interhouse Convenors and Referees

Officiate games, enforce rules of play and manage disputes and conflicts
 20 Interhouse convenors
 90 Interhouse referees
 2 Intramural coaches

Sports



Intramurals

UTSC continues to be the largest collegiate unit participating within the University of Toronto Intramural program with over 300 participants. We continued to engage students in various sports. Opportunities were provided for Women's, Men's and Coed leagues with a variety of skill levels to accommodate as many participants and entry points as possible.

Extramurals

UTSC participates within the Ontario College Athletic Association (OCAA) Extramural Tournament Circuit. Extramural tournaments provide an opportunity for UTSC athletes to compete against various Colleges throughout Ontario at a competitive level. In Winter 2014, UTSC hosted Men's Basketball along with Men's and Women's Ice Hockey tournaments. We take pride in hosting excellent tournaments and ensure our athletes understand the responsibility of representing UTSC. These tournaments provide a learning opportunity for UTSC students to help host and manage an event from start to finish.

Interhouse

The UTSC Interhouse Leagues are student-run leagues that allow students, faculty, staff and alumni who have obtained an Athletics and Recreation membership to participate in a variety of sports. Our Interhouse program has given students the chance to try a new sport and compete at their own level. In 2014, we were able to alter our categories of competition. By doing this, first time users could find the division that best suited their skill level. The change from Division 1, 2 to Recreational and Competitive clarifies the level of play. In the Fall of 2013, due to a demand from our student population, the Department introduced two new Interhouse sports: Quidditch and Outdoor Ultimate Frisbee. These changes in 2013 have been positive in its impact as observed through 2014.

Learn to Play

2014 was the second year we offered our Learn to Play program. The program is designed to cater to first year students with the emphasis on having fun and learning a new sport in a positive environment. Students were put through basic drills every week, learned a new facet of the game and were introduced to more gameplay as the program progressed. Our student instructors were also given the opportunity to further their knowledge of the game, become mentors and work on their leadership skills.



DID YOU KNOW...

...UTSC is the largest collegiate unit participating in the UofT Intramural program with over 300 participants.

...Intramural and Interhouse programs provided over 120 paid jobs, with 115 of those centered in Interhouse.

SUMMARY OF HIGHLIGHTS INTRAMURALS, EXTRAMURALS, INTERHOUSE & LEARN TO PLAY

INTRAMURALS

In 2014, UTSC entered 43 teams (10% increase from previous year) in Women's, Mens and Coed Leagues, with 9 finalists and 1 championship.

FALL 2014	Most popular Intramural Sports: Men's Hockey (28%) and Women's Basketball (24%)
WINTER 2014	Most popular Intramural Sports: Men's Hockey (32%) and Women's Indoor Soccer (22%)

(*percentages are of overall participation rates for each term)



Overall Intramural Participation

FALL 2014 = 320 (130 women and 190 men)

WINTER 2014 = 305 (145 women and 160 men)

UTSC SQUASH LEAGUE

Summer 2014 - 36 participants (6 Teams)

Fall 2014 - 56 participants (8 Teams)

Winter 2014 - 60 participants (10 Teams)

152 Total Participants

LEARN TO PLAY



NEW program - 60 students enrolled
An 8 wk. program to teach the basic skills and rules of play for 5 sports: Soccer, Tennis, Volleyball, Outdoor Soccer, and Basketball



INTERHOUSE

1240 Participants (24% Female) and 74 Teams

2 new league convenors (in addition to 9 existing ones) = 22% increase

12 new team captains

Over 50 student officials/timekeepers

EXTRAMURALS

91 Total Participants and 6 Teams:

Men's Basketball (32%)

Men's Ice Hockey (34%)

Women's Ice Hockey (19%)

Coed Soccer (15%)

(*percentages are of total participants)



Personal Training



The personal training program was created to help our members achieve a better level of health and fitness on an individual basis. Recognizing that not everyone is comfortable with playing sports or participating in Group Fitness or Instructional classes, personal training is another venue that allows our members to work with one of our certified UTSC personal trainers to help improve their own personal fitness at a time that is more convenient to them. Keep in mind that our mandate is to serve our members with quality training first but to also have a service that provides an income base. We've made these services affordable enough to include students, clients who are coming off of an injury, dealing with an illness, or have incurred other medical expenses, to be able participate in the personal training program

The Personal Training program has provided learning opportunities for students to become certified personal trainers by offering the Can-Fit-Pro personal training course, once per semester, on campus. This provides students who are interested in taking the course a discounted rate. From there they have the option to go through the Personal Training mentorship program to improve upon their practical skill sets. This will leave them better prepared to be hired as a personal trainer for TPASC/other fitness gyms, or be hired by UTSC Athletics and Recreation to run exercise workshops, conduct fitness and health consultations, or student intramural team trainings.

In summary, UTSC personal training has finished strongly for the 2014 year. There has been an increase in member registration for personal training compared to the 2013 year. This is due to a strong personal training team; including new additions certified through the Can-Fit-Pro Personal Training course offered at UTSC and from the UTSC Personal Training mentorship program. Moving into TPASC, UTSC will no longer be running the personal training programs as it will now be offered by TPASC Inc. The majority of our student trainers have joined the TPASC training team. To ensure student participation in fitness programs we will continue to offer students health and fitness consultations and the Beginners on Weights Instructional program. Leadership and job opportunities will still be available as we continue to host the Can-Fit-Pro personal training certification courses and UTSC PT mentorship program, where student trainers can conduct fitness consultations, run team/student group training sessions and exercise workshops.



In 2014 there were 79 Personal Training clients of which 71% were students

Fitness



Group Fitness

Classes are free to all students, staff, faculty and members of the Recreation Centre and do not require registration. Members drop in to a class of their choice at days/times according to their schedules. These classes are suitable for all individuals of varying fitness levels, providing opportunities for everyone in the UTSC fitness community to be active. Every group fitness class offered by UTSC Athletics and Recreation is formatted to meet the needs and fitness levels of all participants.

Classes are managed using a variety of feedback, such as, participant satisfaction surveys (instructor evaluations), attendance statistics and general response to current fitness trends.

Registered Programs

Registered Instructional programs include a vast array of martial arts, dance, mind-body, athletic, target and racquet sport programming, which are enjoyed by students, staff, faculty and community members. Instructional programs are designed to develop participant skill over a ten-week period.

New classes implemented in the Instructional programs portfolio were Ballet, African Dance and Learn-to-Run. The Archery program has maintained itself as the most popular, inclusive instructional program offered at UTSC in the Fall and Winter terms. This year, classes have consistently been filled to capacity.



GROUP FITNESS
 5130 Participants
 70% Students
 5% Increase from the pervious year



REGISTERED PROGRAMS
 3220 Participants
 93.9% Students

Move U Campaign



In 2014 MOVE U received the “Excellence Through Innovation Award” as a tri-campus group for its success. This campaign is scheduled to continue through funding from the Trillium Foundation until Spring 2015. Strategies, programs and evaluations are made through U of T tri-campus, Particip-action and Sheridan college initiatives.

UTSC uses our Physical Activity Coaches & Educators Student Volunteer Peer team as a vehicle for the Move U campaign by hosting successful events. They maximized their capacity and engaged over 850 students at events such as Skyzone Trampoline Dodgeball, Chopped Up Nutrition Competition, Skating at Harbourfront, Think Heart About it, Amazing race, Snowshoeing, End of Year Carnival and Stressbusters.

This group of 15 students has gained exceptional experience in event planning, facilitation, coordination of sub groups and leadership skills. They reach out and collaborate with student groups and UTSC Departments, which heightens promotion and expands participation numbers. Their target audience is first year female students and students that don’t necessarily take part in organized sport and activity.



Children & Youth



All Star Camp

UTSC All-Star Summer Sports Camp hosted a Pan/Parapan Am Games themed event for campers 6-12 years and teens 13-14yrs, the week of July 21 – 25. Pan/Parapan Am Games week which included an opening and closing ceremony, enlightened over 80 campers on the history and culture of sports and fitness, recreation, nutrition, leadership, the PanAm Cultural Values (accountability, purpose, collaboration and results) and the highly anticipated Pan/Parapan Am games that will take place in TO 2015.

Campers were grouped in teams, each representing a country, and all campers participated in a variety of child-friendly competitive sport activities, in which spirit points were awarded throughout the week. Campers were bestowed with ribbons and medals at the awards ceremony. Furthermore, through a grant we were able to offer camp one week of camp to 40 youth, who attend the Native Child and Family Services of Toronto. The younger children were shuttled to UTSC for our day camp, while the older children were able to stay overnight in campus dorms. Following our regular day camp program they were engaged in evening indigeneous programs and teachings by UTSC guest elders.

Camp Staff and Outreach

The All-Star camp employed 23 full-time casual support staff, consisting of 4 junior counsellors, 16 senior counsellors, 2 camp directors and 5 part-time casual extended care staff.

The 2014 summer marked the 5th year that the All-Star Camp partnered with Tropicana Youth Employment Services, where we provided 1 volunteer opportunity for one of their student clients to work as a camp counsellor. This summer the All-Star Camp selected 12 volunteers to assist with the day-to-day camp logistics and activities for the full 8-week duration of the Camp. Each volunteer was provided a minimum of 20 hours to a maximum of 40 hours and a certificate of accomplishment on their last day of service.

IGNITE Guest Speakers

Ibrahim Kamal, an eight-time National Boxing Champion for Canada and Miranda Kamal, a professional boxer and recipient of the 2012 Ontario Coaching Excellence Trailblazer Award conducted an interactive presentation to campers on leadership, dedication, practice, self-determination, overcoming obstacles, and how perseverance, believing in oneself and hard work can result in success!



Program Collaborations



Wellness Fair - January 23, 2014

Health & Wellness and Athletics & Recreation facilitated an internal fair in the Meeting Place focusing on healthy initiatives for students. Student groups and Student service staff created interactive booths and demonstrations. Over 200 students participated.

Co-curricular Record Launch

Athletics and Recreation had 17 positions as part of the UTSC CCR .

Bikeshare with Sustainability

The Bikeshare Program saw an increase of participation from 2013 due to more promotion during Orientation, by our outreach team, on social media, and during events.

Residence Gym Nights

We offered monthly gym nights for residence students. On November 15th we invited the Seated Volleyball Paralympic team to assist with a clinic for our students. We had fifteen students in attendance.

Self defence courses for Women with Build, Act, Change

During the Fall and Winter semesters we offered a monthly self defence class in our facilities, for female students. Average participation was 12 students per class.

Health & Wellness/Accessibility referral program

Students with physical and mental health conditions are referred by counselors to our Department for free physical activity/nutrition consultations. This has been successful in creating numerous support systems across campus. There were a total of eight direct referrals.

International Student Centre & PACE

Facilitated nutrition and physical activity presentation to 60 summer Greenpath students. PACE facilitated interactive games at two welcome social events for over 500 students.

Community Building



In striving to achieve its mission, the Department of Athletics and Recreation has developed a number of partnerships and alliances, with various community, non-profit and private organizations, which have directly benefited students, the campus, and the surrounding communities. All of our initiatives, from community programming, to rental contracts with premier sporting organizations, are undertaken to place students first, by creating opportunities for growth, development, employment and personal achievement. Community building has been earmarked as one of the Department's top priorities in recent years and the last few years have seen much success. Through various initiatives, the Department has had over 550 youth from surrounding communities participate in its programs for the 2014 year, with approximately another 65 or more UTSC students participating in those same programs in employment, coaching or leadership capacities.

It is our hope to continue building on these relationships, in which we are able to encourage collaborative community partnerships, higher-learning initiatives and engagement opportunities for youth and our students. Some of our community programs and initiatives from the following year include:

Henry Norrington Tennis Program

The Henry Norrington Tennis Program was created from the Henry Norrington Endowment to implement a tennis program for youth from neighborhood improvement areas surrounding UTSC. The program enables youth to learn a sport that they may never have had an opportunity to play. The eight-week spring and summer program is held on the UTSC Tennis courts located in the Valley. This past year, two sessions were held which engaged 105 boys and girls ranging from ages 7 – 14. The children learned techniques and game play from certified instructors that followed Tennis Canada's Progressive teaching modules. By the end of the course, a remarkable improvement in skills and love for the game of tennis was exhibited by all of the children who participated. The program has been hugely successful, showing a 500% increase in participation from 2012 to 2013 and its success continued through the summer of 2014.



Midnight Basketball

This joint initiative between Toronto Community Housing and the UTSC Department of Athletics and Recreation, provides youth, ages 14-16, with access to an eight week basketball program. The program includes basketball clinics and a series of workshops focusing on leadership development, community building, healthy active living, managing and avoiding conflict and violence, and financial literacy. This past year the program accommodated 70 youth participants. Participants come from neighborhood improvement areas, including Alexandra Park, Flemington Park, Jane and Finch area, KGO and Rexdale. The program provides participants with an opportunity for personal development, by using a positive sport experience to impart valuable life lessons, while helping to develop a range of skill sets in a fun and safe environment focusing on physical activity.

Community Building

Toronto Blue Jays

Jays Care Foundation, in partnership with UTSC, the Dan H. Lang Field, Toronto Community Housing and Boys and Girls Clubs of Canada offers a safe, fun, active and engaging baseball program for children, ages 6-12, living in under-resourced communities. The Blue Jays Baseball Academy Rookie League uses the game of baseball as a foundation to teach the importance of teamwork, discipline, respect, responsibility and self-confidence. Rookie League is a year-round program that is offered at no cost to participants and their families. Toronto Blue Jays players serve as Honorary Captains for each of the Rookie League divisions and Toronto Blue Jays manager John Gibbons serves as Honorary Coach. All Rookie League sites are provided with shirts, hats, equipment and baseball coaching to facilitate programming. Through this program, UTSC students were able to participate in a hands on experiential learning opportunities. Furthermore, the Toronto Blue Jays held their Jays Care Foundation Day for its first time at UTSC. Over 2200 youth from Toronto Community Housing were bussed in for a day of activities, food and awards in the Valley.

Native Child and Family Services of Toronto

Athletics and Recreation provided program space on the baseball diamond, play fields and tennis courts for the community sport programs offered by Native Child and Family Services. Over five different sports were played and over 80 youth participated in these opportunities.

KGO Kicks

KGO Kicks Soccer Club works in partnership with the Department of Athletics and Recreation and Eat Play Learn to provide opportunities for children and youth between the ages of 4 – 19. Participants engage in soccer games and practices with peers, to instill a positive attitude toward physical health and well-being by engaging youth in fun and rewarding physical activities which promote teamwork, leadership and sportsmanship. The program serves approximately 70 participants per week, year round. UTSC provides volunteer student coaches to help train youth, run workshops on nutrition, health and practical life skills, and also supplies much needed equipment, uniforms and training manuals.



Community Building



Wheelchair Basketball Canada

Athletics and Recreation continued its relationship with Wheelchair Basketball Canada, as UTSC remained home to their training academy's national team, with office and practice space in the Department's athletic facility. The partnership also provided an internship and paid summer position for UTSC students, in addition to supporting the five team members who were registered for academic classes at UTSC. WBC will transition under CSIO in TPASC.



National Wheelchair Tennis Program and Certification Weekend

Continuing to develop opportunities for all levels and abilities, the UTSC tennis club ran a ten-week Wheelchair Tennis Program for various members of the community ages 9-60. The tennis club also hosted a national certification weekend. At this event five students and two tennis staff received their certification.



TPASC - TORONTO PAN AM SPORTS CENTRE OVERVIEW FALL 2014

Over 365,000 sq. ft. of athletic and recreational space, 2 Olympic-sized 50 metre, 10 lane swimming pools, a dive tank, 3 lane indoor track, 4 court multi-purpose field house, cardio and strength training theatres, 3 fitness studios, a climbing wall, food concessions, state of the art boardrooms, a teaching classroom, a sports medicine clinic, Canadian Sports Institute of Ontario (CSIO), and a retail store.

OPPORTUNITIES

- Expanded Programming: increased diversity, additional times, range of entry points, greater opportunity for experiential learning (e.g. new bubble soccer program, rock climbing, aquatics, etc.)
- Greater peer training, skill development and certification opportunities
- An opportunity to attract and retain prospective students to UTSC
- Development of an Athletic Alumni Chapter translates into greater support for programming, student development, career placement, scholarships and networking opportunities
- Expanded club structure: more opportunity for student leadership, skill building programs and peer to peer skill transfer
- Research and Academic programming (e.g. Sport Management Stream)
- Expanding imbedded programming: in residence, at TPASC, study hall sessions, mental health counselling
- City Building and community engagement partnerships and collaborations
- Special Events-Varsity Blues Game, Flourish, Ignite Open House, 50th Anniversary Tour and Reception
- Legacy of the games

CHALLENGES

- Space and time in the new facility – shared schedule of space in TPASC
- Test events, Summer 2015 Pan Am Games and the impact on summer programming
- Student use of TPASC and Club Access
- Customer Service
- Deficiencies and technical issues
- Communication between the partners and our users
- Cricket, Archery and other displaced programs
- Building a culture and identity and finding the balance
- Serving Neighborhood Improvement Areas
-

Since moving to TPASC, Athletics and Recreation now employs over 175 students in a variety of positions, including: game management staff, Interhouse convenors and referees, equipment managers, on-site staff, tennis staff, program monitors, program instructors, student fitness consultants, outreach ambassadors, and marketing and communications support.

Financial Overview

The Department of Athletics and Recreation operates as an ancillary service. The Department's budget is charged with the task of keeping fees and services as low as possible, while generating a modest profit that can be used towards program access and development, facility expansion and creating student leadership and employment opportunities. The Department of Athletics and Recreation employed many casual staff to help deliver its program.

Accountability

The Athletic Advisory Committee (AAC) is a membership constituency representative group that guides the activities of the Department. The AAC considers all program activities, fees, the budget and the use of athletic facilities and makes recommendations to the Director. Of its eleven members, six are students. This year, Dennis Liu, alumnus of UTSC, and previous member of the AAC, chairs the committee. The Department works closely with the Scarborough College Athletic Association (SCAA) as an advisory-consultative body to the Department in such matters as program development, promotion and participation. The Executive of the Association, in consultation with the Department, also administers discipline (Discipline Review Board) to its members, if deemed necessary, within Athletics and Recreation.

The Council on Student Services (CSS) at the University of Toronto Scarborough recommends approval of the Department budget to the UTSC Campus Council. The Director of Athletics and Recreation represents one of thirty-four members of the CSS, fifteen

of which are students. The Director and one appointed UTSC student also sit on the 30 member (50% student) Council of Athletics and Recreation (CAR), which is a subcommittee of the Council of the Faculty of Physical Education and Health (FPEH). This gives UTSC an opportunity to voice student needs and/or concerns related to fees, policies and activities that directly relate to UTSC students who make use of the St. George facilities and Faculty's programs.

Budget plans focused on generating new revenues while increasing the Departments operating and capital reserves, which helped prepare and assist the Department's transition into the new facility and at the same time enabled us to expand operations.

Proposed Operating Budget

While no fundamental or structural changes are proposed for 2015-16, some minor changes have been proposed in the Departments operating plans.

- We will continue to support various building and initiatives in the Valley including the completion of our new tennis centre, the revitalization of our old tennis courts to green space.

- Our valley soccer fields will see one of our pitches go under total reconstruction to solve a long standing issue of soil and drainage. Furthermore, we will see the completion in 2015 of our two new soccer fields adjacent to TPASC, which will be available to the Department post games and in operation for 2016

- Continued growth in permitting with high performance partners will continue to be of great focus. Not only does this offer alternative revenue source to the department, but it offers significant student employment opportunities and training while not implicating student time on the fields.

- Sourcing grants will continue to be another alternative source of funding that will help fund new initiatives that have student focus around engagement, training, leadership and employment

Maintenance

The year 2014 saw two facility improvements to the lower valley play fields. The change room facility, historical identified as the ‘Coach House’ was given a significant facelift. Improvements were made to modernize the facility while bringing it in line with OADA standards.

In addition, removable upright goalposts and soccer nets were installed on the soccer field. These changes have brought modern play field equipment, more in line with current standards and participant expectation, as well as allowing for greater flexibility in providing for truly multipurpose play fields. The nature of removable equipment allows for the display of events where the older fixed goal posts would be a constraint or a participant safety concern.

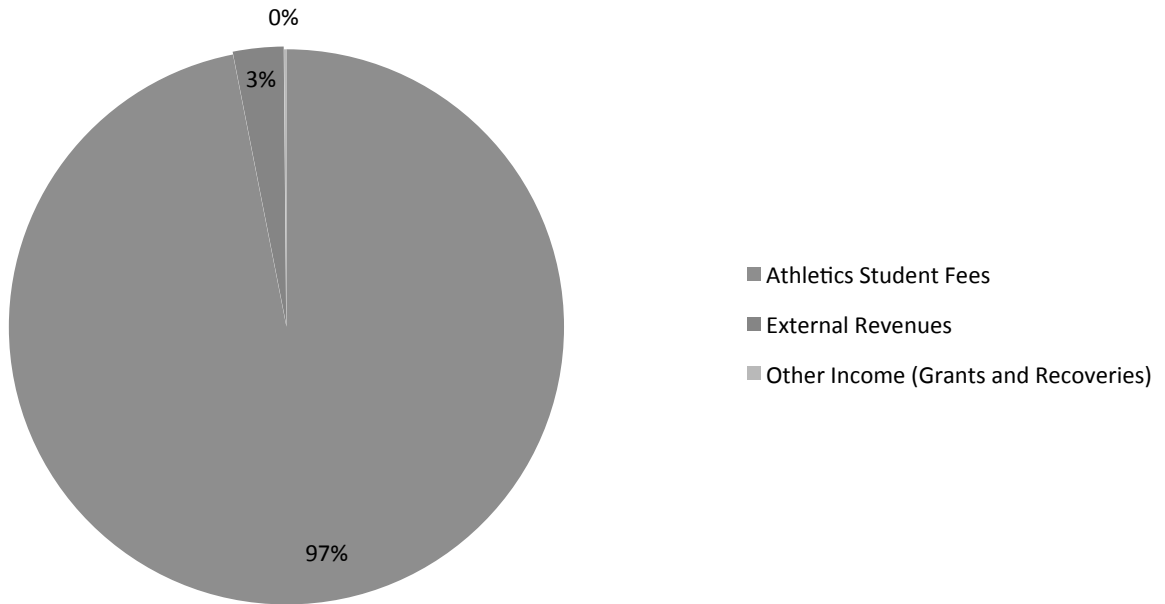
Annual Rates

The 2014-2015 Athletics Student compulsory fee was increased by 7.5% to \$124.70/term/full time student, or \$24.94/ term/ part time student.

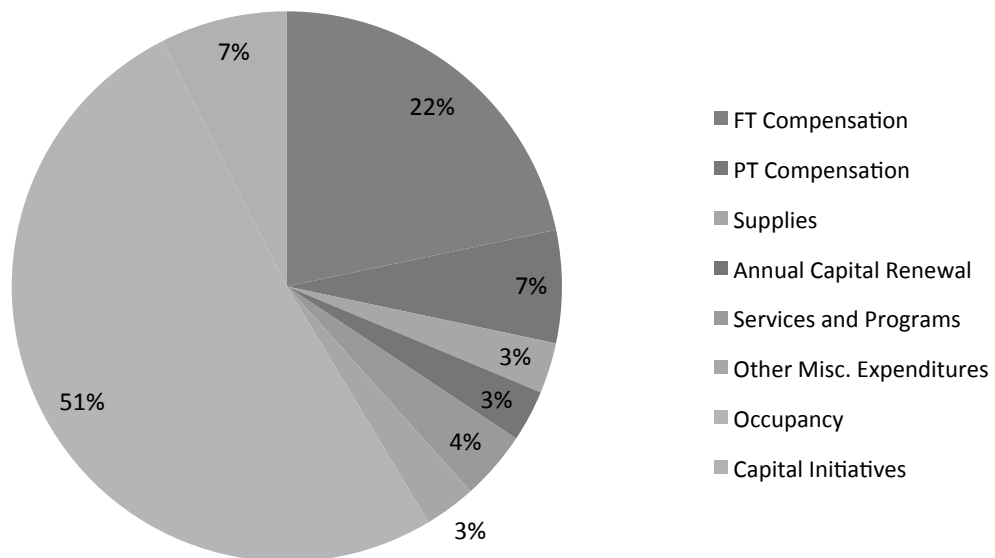
University of Toronto Scarborough
 Department of Athletics and Recreation
 Proforma Statement of Revenue and Expenses
 Year Ending April 30, 2016

	2014-15	2015-16
<u>Revenue</u>		
Annual Fees	14,063	13,421
Term Fees	19,185	20,583
Summer Fees	181,813	8,703
Special Fees	9,244	22,600
Facility Rental	42,000	49,500
University Operating Subsidy	3,001	0
Athletics Student Fees	3,378,624	3,776,227
Other Income	24,500	5,500
	<u>3,672,429</u>	<u>3,896,534</u>
<u>Expenditures</u>		
Appointed Salaries and Benefits	909,784	895,979
Casual Salaries and Benefits	509,983	273,259
Total Compensation Expenditures	<u>1,419,767</u>	<u>1,169,238</u>
Office Supplies	21,870	21,980
Athletic Supplies	100,176	100,625
Camp Supplies	20,095	0
Capital Renewal- Equip & Furn	25,000	25,000
Capital Renewal- Annual R&M	50,000	50,000
Capital Renewal- Major Maint.	50,000	50,000
Services and Program Costs	92,959	164,378
Officials	26,520	2,705
Other Expenditures	163,732	124,872
Occupancy Costs	1,905,305	2,072,027
Utilities	37,338	40,699
Capital Initiatives Reserve Fund	277,597	306,921
Total Non Compensation Expenditures	<u>2,770,591</u>	<u>2,959,207</u>
Total Expenditures	4,190,358	4,128,445
Net Operating Surplus/(Deficit)	<u>(517,929)</u>	<u>(231,911)</u>

Department of Athletics and Recreation 2015-16 Revenue Sources



Department of Athletics and Recreation 2015-16 Expenditures - By Type



University of Toronto Scarborough
Department of Athletics and Recreation
2015-16 PROPOSED FEES

	2014-15 Fee	2015-16 Fee	2015-16 \$ Change	% Change
<u>Non-Compulsory Fees:</u>				
Annual Fees				
Community	\$ 525.40	\$ -	\$ (525.40)	-100%
Alumni	\$ 398.47	\$ -	\$ (398.47)	-100%
Spouse of Staff, Faculty, Student, Retiree	\$ 374.54	\$ 34.38	\$ (340.16)	-91%
Plan A	\$ 340.21	\$ 31.23	\$ (308.98)	-91%
Plan B	\$ 364.14	\$ 33.43	\$ (330.71)	-91%
Term Memberships				
Fitness, Squash, Tennis (Summer)	\$ 212.24	\$ -	\$ (212.24)	-100%
Fitness Squash (Fall & Winter)	\$ 212.24	\$ -	\$ (212.24)	-100%
High School (Summer)	\$ 133.17	\$ -	\$ (133.17)	-100%
High School (Fall & Winter)	\$ 133.17	\$ -	\$ (133.17)	-100%
Student/Grad Student (Summer term only)	\$ 124.70	\$ -	\$ (124.70)	-100%
Summer Fees				
Tennis				
Adult	\$ 78.00	\$ 78.00	\$ -	0%
Family Membership, without lessons	\$ 193.00	\$ 193.00	\$ -	0%
Family Membership, with lessons	-	\$ -		
Junior (includes lessons)	\$ 60.00	\$ 60.00	\$ -	0%
PeeWee (includes lessons)	\$ 50.00	\$ 50.00	\$ -	0%
Leagues				
Basketball	\$ 1,600.00	\$ -	\$ (1,600.00)	-100%
Volleyball	\$ 1,100.00	\$ -	\$ (1,100.00)	-100%
Camps				
(10 day Camps to 09-10) 5 day camps	\$ 200.00	\$ -	\$ (200.00)	-100%
(9 day Camps to 09-10) 4 day camps	\$ 160.00	\$ -	\$ (160.00)	-100%
Leadership Camp	\$ 400.00	\$ -	\$ (400.00)	-100%
<u>Compulsory Student Fees:</u>				
% Compulsory Fee Rate Increase	7.5%	5%		
FT/PT/Undergrad Students				
Full Time per term (S/F/W)	\$ 124.70	\$ 130.94	\$ 6.24	5%
Part Time per term (S/F/W)	\$ 24.94	\$ 26.19	\$ 1.25	5%
FT/PT/Graduate Students				
Full Time per term (F/W)	\$ 124.70	\$ 130.94	\$ 6.24	5%
Part Time per term (F/W)	\$ 24.94	\$ 26.19	\$ 1.25	5%
<u>Other:</u>				
Facility Rentals : 5% increase on hourly rate for Valley				
Field Rentals				
Guest Fees :				
Recreation Centre	\$ 6.54	\$ -	\$ (6.54)	-100%
Outdoor Tennis	\$ 4.67	\$ 4.67	\$ -	0%



STUDENT SERVICES

ANNUAL REPORT,
OPERATING PLANS AND BUDGET 2015-16



STUDENT SERVICES

ANNUAL REPORT, OPERATING PLANS AND BUDGET 2015-16

DEPARTMENT OF STUDENT AFFAIRS

The Division of Student Affairs and Services (*see Appendix 1*) is comprised of various student services departments including *AccessAbility*, the Academic Advising & Career Centre, the Health & Wellness Centre, Athletics & Recreation, Student Housing & Residence Life and the Department of Student Life, including the International Student Centre, and responding to the general morale of student life and the student experience. Oversight of the various departments, programs and services comprises the development of annual budget plans including stewardship of the budget process.

The departments and programs in the Student Affairs portfolio continue to seek ways to improve services, keep them current, and engage students. In addition, there is a strong emphasis on financial stewardship that recognizes the need to keep costs in check and seek out innovative efficiencies that helps to achieve these ends. Fortunately, the Division of Student Affairs is blessed with exceptional leadership from its Directors who collaborate across campus to deliver efficient and cost effective state of the art programming for students.

COUNCIL ON STUDENT SERVICES (CSS)

The Council on Student Services (CSS) at Scarborough campus is mandated to provide advice to the UTSC Campus Council (CC) through the recommendation of the Campus Affairs Committee (CAC), regarding the Athletics & Recreation; Health & Wellness and all the services and programs represented in the Scarborough Student Services Fee schedule. It is the responsibility of the Dean of Student Affairs to coordinate, lead and provide advice to the CAC, CC and the Vice-

OFFICE OF STUDENT AFFAIRS AND SERVICES

MISSION

We cultivate student-centered learning and success through community building, collaboration, and innovation.

VISION

UTSC Student Affairs, leading the student experience of choice.

VALUES

1. Excellence
2. Student Centered
3. Integrity
4. Collaboration
5. inclusive



President and Principal. With CAC approval, the Dean of Student Affairs provides advice to CC regarding the total incidental fees for the following fiscal year, including any attribution of costs from services at St. George as shown on the Student Services Fee schedule.

CSS approval for permanent fee increases is required for increases in excess of the “year-over-year rate of inflation” as determined by the Vice-President and Principal of UTSC and reflected in the Scarborough campus budget model or as determined by a calculation of the “UTI” according to the methodology outlined in the Long-term Protocol. The budget is a numerical representation of student priorities and service investments. Reflected in these budgets is the most fundamental role of CSS – that of serving as an important forum for the discussion of student life issues and the validation of student services. CSS is therefore an invaluable source of advice for the Dean of Student Affairs and the Directors of departmental services.

STUDENT ADVISORY GROUPS

All UTSC student service departments have student advisory groups for both budget and programming purposes, (*See Appendix 2*). The CSS constitution requires that at least one member of each advisory group is also a member of CSS to ensure effective cross-communications. The CSS Budget finance sub-committee is entirely made up of Presidents of Student Societies and one student-at-large plus the Dean and acts as an executive CSS budget planning body.

- Academic Advising & Career Centre Advisory Committee
- Athletics Advisory Committee
- CSS Finance Advisory Sub-committee
- Health & Wellness Centre Advisory Committee
- Student Life Advisory Committee
- Residence Advisory Committee
- CSS itself, serves as an Advisory Committee to the Office of Student Affairs
- CSS Executive Committee provides timely advice to the Office of Student Affairs as well as limited executive decisions on Student Services Enhancement Fund issues.

FUNDING

The student services referred to in this document are funded by a mix of operating budget and incidental fees. *AccessAbility Services* is supported by a government grant supplemented by operating budget and assisted by the *AccessAbility Enhancement Fund* from CSS. Currently, 31% of the Office of Student Affairs; 34% of the Academic Advising and Career Centre; and 27% of the International Student Centre budgets

are supported by the operating budget. All other student service departments are fully supported by student fees.

The student service fee also supports grant ineligible expenses (*AccessAbility* Enhancement Fund). Also, capital projects within the fee funded areas of Student Affairs are not eligible for government funding. For example, athletic facilities expansions must be funded in total by voluntary student levy, fee-based reserve funds and a number of government and community partnerships.

DESCRIPTIONS OF STUDENT SERVICE FEE ITEMS (*SEE APPENDIX 3*)

A. Office of Student Affairs

The Office of Student Affairs can be considered the administrative “head office” for the division of Student Affairs. It sets strategic priorities for the division, works with directors in six departments and represents the division in senior administration. Services attached to the Office are: significant financial budget support managing 25 budgets, reception, information and referral, participation in issues management, leadership for the Council on Student Services, Chair of the Student Academic Conference travel Fund, chiefly responsible for managing student communications and continuous liaison with the SCSU.

B. Department of Student Life

The Department of Student Life (DSL) collaborates with many campus and community partners to develop programs and initiatives that aim to enhance the student experience at UTSC. Partnerships include various departments within the Student Affairs and Services portfolio; academic faculty and services; SCSU, DSAs, and other student groups & societies; and the external Scarborough community. DSL programs include the Leadership Development Program; First Year Experience and Transition; Orientation; Campus Groups and Risk Assessment; Community engagement; and the International Student Centre (ISC), focusing on peer to peer advising and development opportunities in all DSL areas. (*See Appendix 4*)

C. Alcohol Education and Food Service Monitoring

The University maintains primary legal responsibility for alcohol service issues on campus and there exists a duty to manage events that include alcohol. The alcohol education and monitoring service fee helps to ensure compliance with all relevant provincial statutes and regulations and University policies. Managing UTSC's alcohol license is a primary responsibility of the Manager of Food and Beverage Services on behalf of the license holder. The manager also establishes food-handling guidelines. The



University recognizes that when laws, regulations and policies relating to the alcohol license are violated, the University, its students and employees are at risk. This fee represents only a partial recovery of expenses incurred by the University in its efforts to comply with the law if student events are to include the service of alcohol. In this regard, the University has established the Alcohol Concerns Committee as a forum for discussion and alcohol event risk management.

The University accepts its duty of care as an obligation to educate students regarding the responsible and enjoyable use of alcohol, the personal and legal risks of its misuse, its obligation to strive toward effective implementation of pro-active programs and policies developed for the early detection and intervention in problem alcohol use and its interest in providing for a safe and caring environment wherever alcohol is served on campus. The expense remains a fixed expenditure regardless of the actual number of licensed events on campus.

Activities associated with this responsibility include such things as:

- Making key recommendations around the University's obligations and risk
- Planning, preparation and supervision of licensed events
- Intervention and referrals
- License policy and practices review and development
- Review of publications, papers and materials related to alcohol use
- Development of materials for education programs
- Creation of supplementary materials for food handling standards
- Collaborates with student leaders, and supports the development of business and operational standards that will permit student groups to continue enjoyment of license privileges on campus.

D. Fall Orientation

The Fall Orientation is a collaborative effort between the Department of Student Life and the Scarborough Campus Student Union to coordinate orientation that maximizes first year students' connections to peers, faculty, and UTSC campus life. This event is made available at discounted prices to UTSC first year students, to additional funding through CSS and the Principal's Office.

E. LGBTQ@UTSC

With the development of this equity initiative a new allocation of \$10,000 was introduced in 2007-08 for the services (one day a week) of a LGBTQ programmer, in partnership with the Office of LGBTQ Resources & Programs, the balance being carried by the Office. The student leadership has warmly embraced this initiative.

F. ISC@UTSC

The International Student Centre at UTSC provides programs and services to support international students with Citizenship and Immigration (CIC) advising issues, transition and acculturation, and resources to help them succeed academically and engage in campus life. As UTSC's strategic plans are realized, it is anticipated that the number of international students on campus will continue to increase. The ISC's programming and services continue to grow and expand as a result of many partnerships which include UTSC faculty and staff, external organizations, and over 20 student groups. The department has various paid and volunteer student positions which contribute directly to the success of these programs and the engagement of students, resulting in increased advising appointments, information sessions, events and involvement in programming initiatives. *(See Appendix 4)*

G. Career Centre (St. George)

The Career Centre at St. George, reputed to be amongst the top ten in North America engages on a tri-campus level with services at UTSC and UTM. With the recent investment in the Career Learning Network, it is anticipated that UTSC and its tri-campus partners will further engage in ensuring dynamic career services across the university.

H. Academic Advising & Career Centre (AA&CC)

The Academic Advising & Career Centre at the University of Toronto Scarborough (UTSC) is one of only a few centres of its kind in Canada, combining in one location both academic advising and career services. Going beyond co-location of services, it integrates developmental advising services with developmental career counseling and employment support through individual appointments and group programming, the latter in collaboration frequently with other Student Affairs units, the Centre for Teaching & Learning, faculty and UTSC administration. In addition to full-time staffing, the department embraces the peer-to-peer service model. Throughout the year, the Centre provides experiential learning opportunities for students in a variety of advising, resource centre, marketing, student coaching and information management roles. Services are organized around four pillars of student learning and decision-making: academic advising, learning skills, career counseling and employment coaching. Services support all students at UTSC from Year 1 to their final year. *(See Appendix 5)*

I. Space Occupied by Student Societies

This student service fee budget line item is comprised of charges from both St. George and from UTSC for the building occupancy costs for actual space used for student services and societies and the direct utility and facility costs for maintaining this space. Direct facility costs are based on set agreements negotiated annually between Facilities Management and students based on desired level of service,

which are adjusted each year according to actual changes in operating costs for those buildings and spaces and the actual square meters occupied. At UTSC, any positive and negative variances generated from this student service fee allocation are transferred to a Student Centre Building Contingency Reserve. This reserve is used to address cost variances specifically generated in the cost line items identified above, for instance utility rate and consumption fluctuations or unanticipated changes in the Student Center facility costs. Utility costs are estimated twice in the months leading up to budget time.

For purposes of calculating the space cost attribution to UTSC from St. George, only space occupied by student associations that are considered to be tri-campus is charged. These include The Independent and space assigned to The Varsity and Radio CIUT and a small assessment for GSU.

J. Student Services Enhancement

The Student Enhancement Fund offers all UTSC students and organizations the opportunity to propose various projects and initiatives designed to improve the quality of student life. These may take the form of capital improvements, new services or programs. Generally, such proposals are considered on a one-time-only basis or as seed money for services that, if proven effective, may qualify for on-going base funding from other sources or frequently as part of a partnership with other funding sponsors.

K. CSS Student Space Capital Enhancement Reserve

This reserve is intended to provide one time only funds for initiatives that demonstrate strategic improvement of student controlled spaces either through physical modification or by acquiring equipment, furnishings or other demonstrated enhancements. The value students place on maintaining, safeguarding and enhancing their space illustrates the continuing shortage of student space.

L. Student Centre Capital Reserve

This fund was set up by the students specifically and exclusively to preserve the character of the proposed landscaping around the Student Centre as well as the proposed titanium exterior cladding. CSS has guaranteed this funding for the life of the Student Centre mortgage and it is subject to the same inflation factor as the Student Centre levy.

M. Student Centre Operating Fund

The rationale for this fund was originally developed to address uncertainties when the Student Centre first opened. It recognized that the Student Centre's operating plan is sensitive to both enrolment and retail revenues, especially in the first few years of operations. The students of UTSC are concerned that, given the learning curve associated with new businesses, relatively modest funds be committed to help



ensure the Centre’s success, in particular, the costs of operating Rex’s Den, alternately as both as a restaurant (profit centre) and a social centre (at a loss). This funding support is expected to continue in incrementally diminishing amounts as the entity achieves its business goals of self-sufficiency over the 5 year planning period. This fund can be reviewed to the extent students decide it is required – on an annual basis.

N. AccessAbility Enhancement Fund

The AccessAbility Enhancement Fund (AEF) represents a unique leadership in the area of equity by students at UTSC to enhance the quality of student life for students with accessibility needs at UTSC.

The AccessAbility Enhancement Fund covers the provision of services and supports through AccessAbility Services that the university is not legally obligated to provide. The AEF has enhanced the lives of students with accessibility needs by increasing the profile of the service and/or providing direct support to students. The initiatives undertaken have been well received by the students and UTSC community.

O. Campus Life Fund

The purpose of this fund is to assist student groups with the internal university costs of running events such as AV in classrooms, facility costs of setup and take down of chairs, stages and other arrangements, and security costs required for certain events. The Campus Life Fund provides more flexibility in the management of these funds for campus life initiatives sponsored by students.

P. Centennial Joint Program – Incidental Fees

UTSC students enrolled in the Centennial Joint Programs pay the full student services fees as all other UTSC students. In accordance with the Joint Programs Revenue Sharing Agreement with Centennial, UTSC remits a portion of the student service fees to Centennial for the period of time that students are in attendance at Centennial College, fulfilling their requirements as Joint Program students. This expense item reflects the estimated liability for the remittance to Centennial.

Q. Partnership Fund

The Partnership Fund fosters and encourages partnerships between student affairs programs and services, students, academic, community, alumni, and others. The fund support projects, mainly with one time money, that improves the educational and student life experience of students at UTSC. Terms of reference have been developed and the first round of projects funded.

R. CSS Clubs Funding

CSS Clubs Funding is intended to be an additional funding source for club activities that exceed the SCSU club funding allocation. This coordination of SCSU and CSS clubs funding allocation, increases efficiencies and reduces the risk of double funding same projects. Disaggregating the Campus Life Fund and separating out the clubs funding component increases transparency and helps clarify the purpose of these funds. This is expected to significantly increase the number of viable events and programs being mounted on campus.

S. Equity and Community

The purpose of this fund is to provide resources to support student initiatives that promote and engage equity and community programs and events at UTSC. This fund supports aboriginal programming and elder visits, multi-faith programming, community outreach initiatives, and supporting the Student Refugee Program (WUSC) as well as student led equity initiatives. This fund is expected to highlight and create awareness of the importance of these issues on the UTSC campus, while enhancing student-centered initiatives.

T. TPASC Clubs Funding

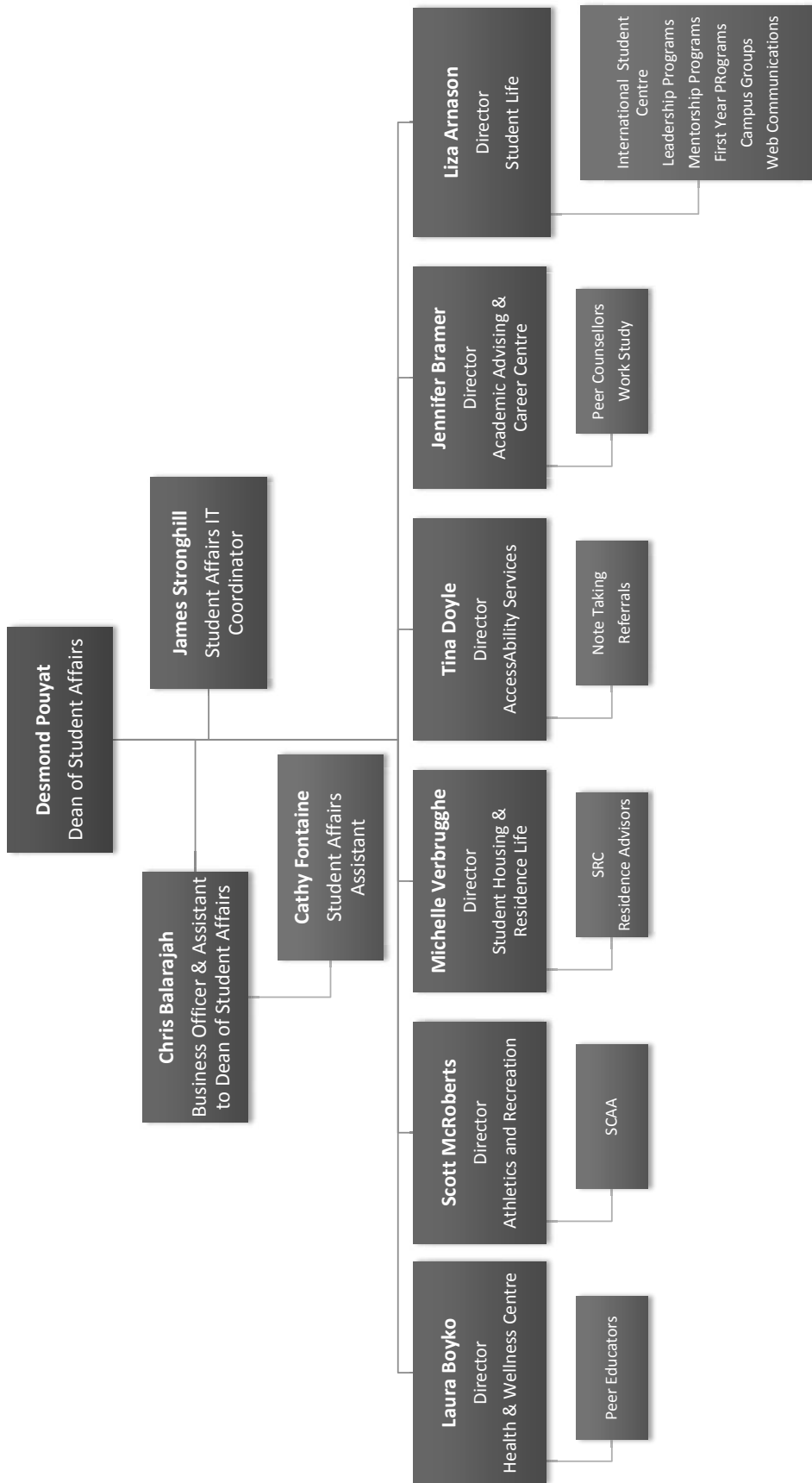
This new fund is established to support the space, AV and facility costs for recognized student groups to access the new TPASC. Students, Athletics, and Department of Student Life will meet to review criteria, process and adjustments.

2015-16 BUDGET INFORMATION

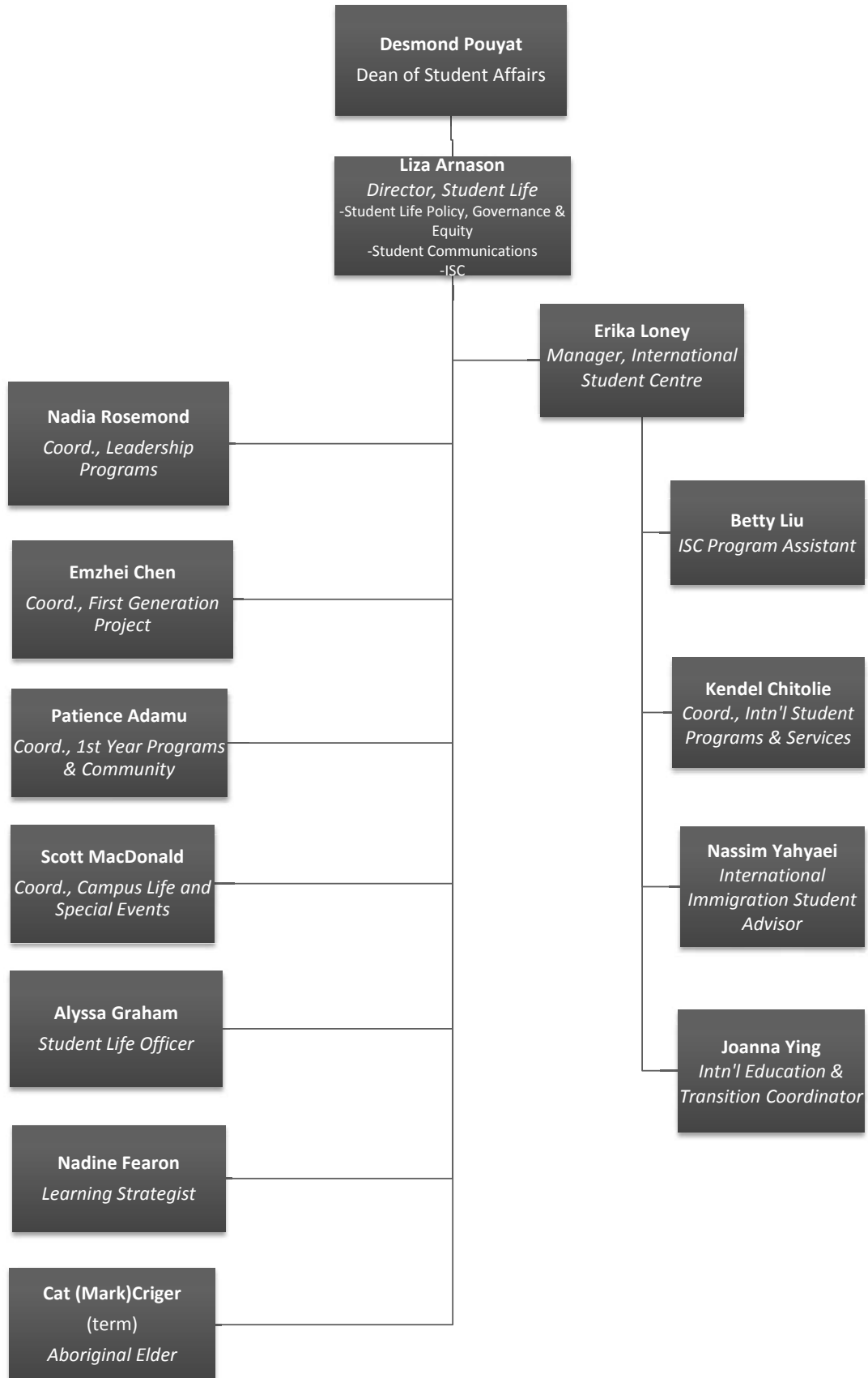
Student Services Budget	Appendix
Proposed SSF Fee Schedule	Appendix 3
Student Services Expenses by Area	Appendix 6
Student Services Breakdown of Revenue and Expenses	Appendix 7



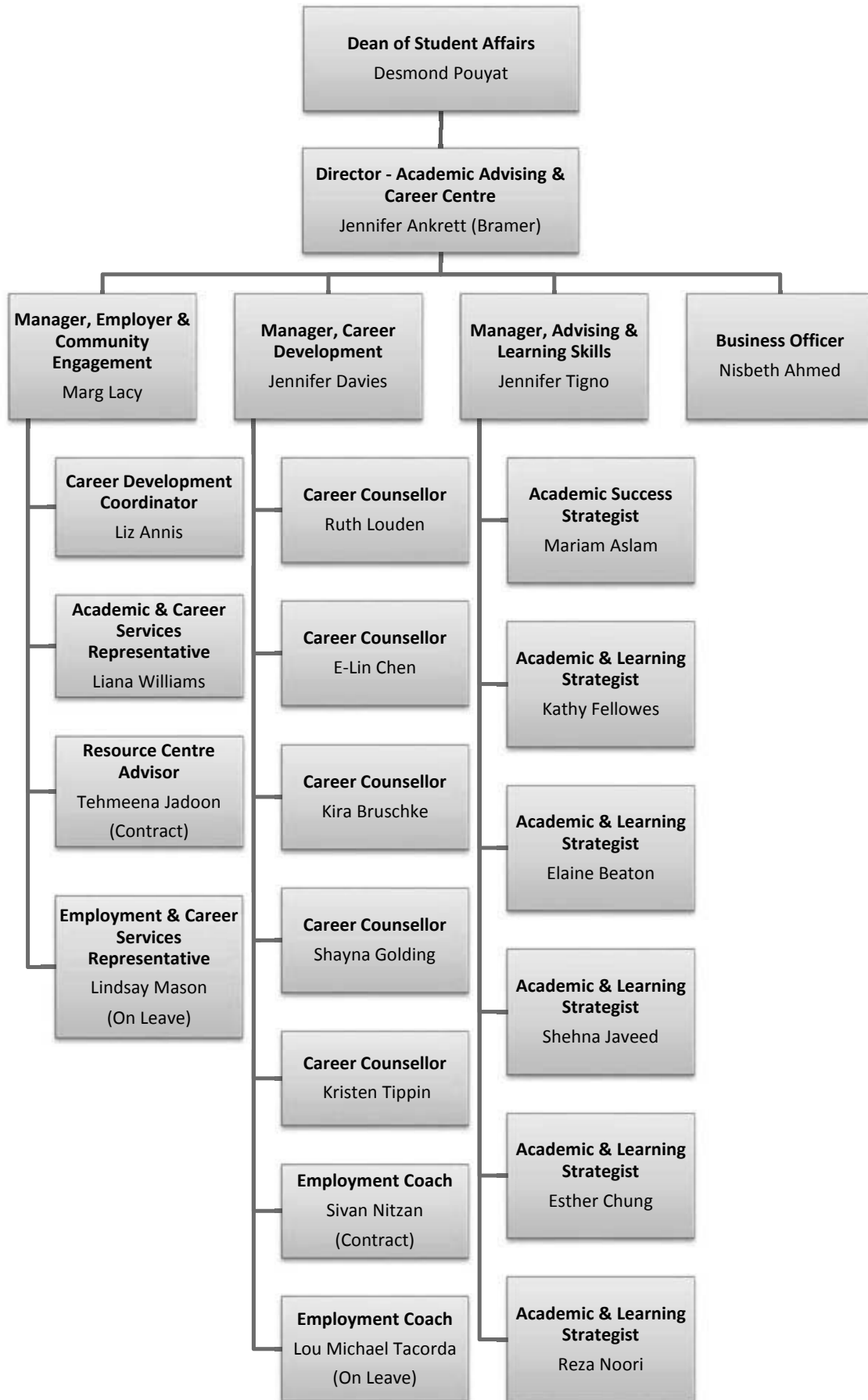
**APPENDIX 1: ADDITIONAL INFORMATION
STUDENT AFFAIRS & SERVICES**



DEPARTMENT OF STUDENT LIFE



ACADEMIC ADVISING & CAREER CENTRE



Proposed to CSS

APPENDIX 3

STUDENT SERVICE AREA	Gross Direct Expenditures	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Operating budget Contribution/ Uoft Internal Recoveries	Other Income	St. George Attributions	Net Cost for Fee Purposes	% of Total Cost	Portion of Total Fee	Fees - 2014-15	Fee Increase (\$)	
A. Office of Student Affairs (UTSC)	\$ 666,987	2,545	\$ 669,532	\$ (205,817)	-	\$ -	\$ 463,715	10%	\$ 16.72	\$ 16.52	\$ 0.20	
B. Department of Student Life (UTSC)	748,540	5,213	753,753	-	-	-	\$ 753,753	16%	27.18	26.84	0.34	
C. Alcohol Education & Food Service Monitoring	32,500	-	32,500	(2,500)	-	-	\$ 30,000	1%	1.08	1.12	(0.04)	
D. Fall Orientation	100,000	-	100,000	(25,000)	-	-	\$ 75,000	2%	2.70	2.81	(0.10)	
E. LGBTQ at UTSC	20,247	-	20,247	(1,500)	-	-	\$ 18,747	0%	0.68	0.69	(0.01)	
F. ISC at UTSC	592,775	14,622	607,397	(174,618)	-	-	\$ 432,779	9%	15.61	15.39	0.21	
G. Career Centre - (St. George Campus)	-	-	-	-	-	180,850	\$ 180,850	4%	6.52	6.54	(0.02)	
H. Academic Advising & Career Centre (UTSC)	2,403,920	56,393	2,460,313	(828,294)	(30,750)	-	\$ 1,601,269	34%	57.74	57.22	0.52	
I. Space Occupied by Student Societies	-	757,889	757,889	-	-	22,535	\$ 780,424	17%	28.14	25.49	2.65	
J. Student Services Enhancement	40,000	-	40,000	-	-	-	\$ 40,000	1%	1.44	1.50	(0.06)	
K. CSS Student Space Capital Enhancement Reserve	1,000	-	1,000	-	-	-	\$ 1,000	0%	0.04	0.04	(0.00)	
L. Student Centre Capital Reserve	38,047	-	38,047	-	-	-	\$ 38,047	1%	1.37	1.40	(0.02)	
M. Student Centre Operating Fund	130,000	-	130,000	-	-	-	\$ 130,000	3%	4.69	4.87	(0.18)	
N. Accessibility Enhancement Fund	18,000	-	18,000	-	-	-	\$ 18,000	0%	0.65	0.67	(0.02)	
O. Campus Life Fund	23,000	-	23,000	-	-	-	\$ 23,000	0%	0.83	0.86	(0.03)	
P. Centennial Join Program - Incidental Fees	30,387	-	30,387	-	-	-	\$ 30,387	1%	1.10	1.08	0.01	
Q. Partnership Fund	10,000	-	10,000	-	-	-	\$ 10,000	0%	0.36	0.37	(0.01)	
R. CSS Clubs Funding	10,000	-	10,000	-	-	-	\$ 10,000	0%	0.36	0.37	(0.01)	
S. Equity & Community	20,000	-	20,000	-	-	-	\$ 20,000	0%	0.72	0.75	(0.03)	
T. TPASC Clubs Funding	20,000	-	20,000	-	-	-	\$ 20,000	0%	0.72	-	0.72	
TOTAL - STUDENT SERVICES FEE (Full-Time sessional)	\$ 4,905,402	\$ 836,662	\$ 5,742,064	\$ (1,237,729)	\$ (30,750)	\$ 203,385	\$ 4,676,970	100%	\$ 168.65	\$ 164.55	\$ 4.11	
TOTAL HEALTH & WELLNESS FEE (Full-Time sessional)										\$ 63.75	\$ 61.90	\$ 1.86
TOTAL ATHLETICS FEE (Full-Time sessional)										\$ 130.94	\$ 124.70	\$ 6.24
TOTAL - ALL SERVICES										\$ 363.35	\$ 351.14	\$ 12.20

3%



University of Toronto Scarborough Department of Student Life

SSF REPORT 2014–15
JANUARY 9, 2015



UNIVERSITY OF
TORONTO
SCARBOROUGH

the department of student life
inspiring success | utsc-studentlife.ca



About Us

The Department of Student Life (DSL) creates opportunities dedicated to the holistic development and empowerment of students.

Our goal is to create opportunities for engagement that will contribute to the development of life time learners, leaders, and agents of positive community and global change.

STUDENT DEVELOPMENT

The Department of Student Life and the International Student Centre work collaboratively with students, faculty, and staff to enhance the student experience and build a vibrant community. In total, the professional student development team includes 13 dedicated full time staff (5 in ISC and 8 in DSL - with one term position externally funded). The team uses their diversified skills and expertise to support a dynamic peer education and social justice model that provides exceptional student-focused services and programs, thereby creating a vibrant campus life.

STUDENT STAFF & VOLUNTEERS

In 2014 DSL remodeled recruitment, hiring, training, and leadership development for all volunteer and work-study positions using a carousel interactive hiring process. DSL embraces an experiential peer education model that promotes peer-to-peer engagement. Our volunteers and work-study students receive on-going training and development through monthly workshops; topics include study abroad opportunities, facilitation skills, and discover personal leadership style.



Department of Student Life



During 2014-15, the Department of Student Life (DSL) collaborated with many partners including the Office of the Dean & Vice Principal (Academic), Registrar's Office, Admissions & Recruitment, Student Affairs departments, Alumni Relations, the Scarborough Campus Students' Union and other student organizations, and the external community, to develop programs and initiatives that aim to enhance the student experience at UTSC. Program areas include Leadership Program; First Year Transition and Orientation; First Generation Program; Campus Groups; Community and Civic Engagement; Study & Research Abroad; International Education and Awareness; English Conversation Practice; International Student Immigration and Transition programs.

In 2015-16, the DSL will continue to evaluate student needs and initiate opportunities to empower students in developing innovative programs and events that create meaningful student life experiences within an equity framework.

The DSL is a key contributor to the overall success of enhancing the student experience strategically. Building on the 2014-2015 direction and existing programs, the DSL achieved the following:

- Enhanced experiential learning opportunities for UTSC students including hiring over **100** work study positions; recruited and trained over **350** volunteers
- Increased interactive online and social media presence with a total of 1,456 Twitter followers and 1,277 Facebook likes. Website hits grew by 131,418.
- Added new workshops for all students including more than 8 new weLead workshops, an experiential learning trip on an Aboriginal reserve and intercultural and transition workshops for international students and newcomers to Canada.
- Outreached to 100% of incoming first year students in First Year Experience Program. Also, secured external funds to offer additional academic peer mentoring to 225 first generation UTSC students.
- Implemented new policies and standardized procedures mandated by Citizenship and Immigration, including ISC responsibilities and hired a Certified Immigration Advisor to provide legal advice for international students.

Over **350** volunteer positions available in DSL and **100** paid positions

Over **500** new Twitter followers

The Student Life site received **1,015,226 total hits** for 2014!



International Student Centre

The International Student Centre (ISC) supports newcomers to Canada, both international and new immigrant students, as well as all internationally minded students.

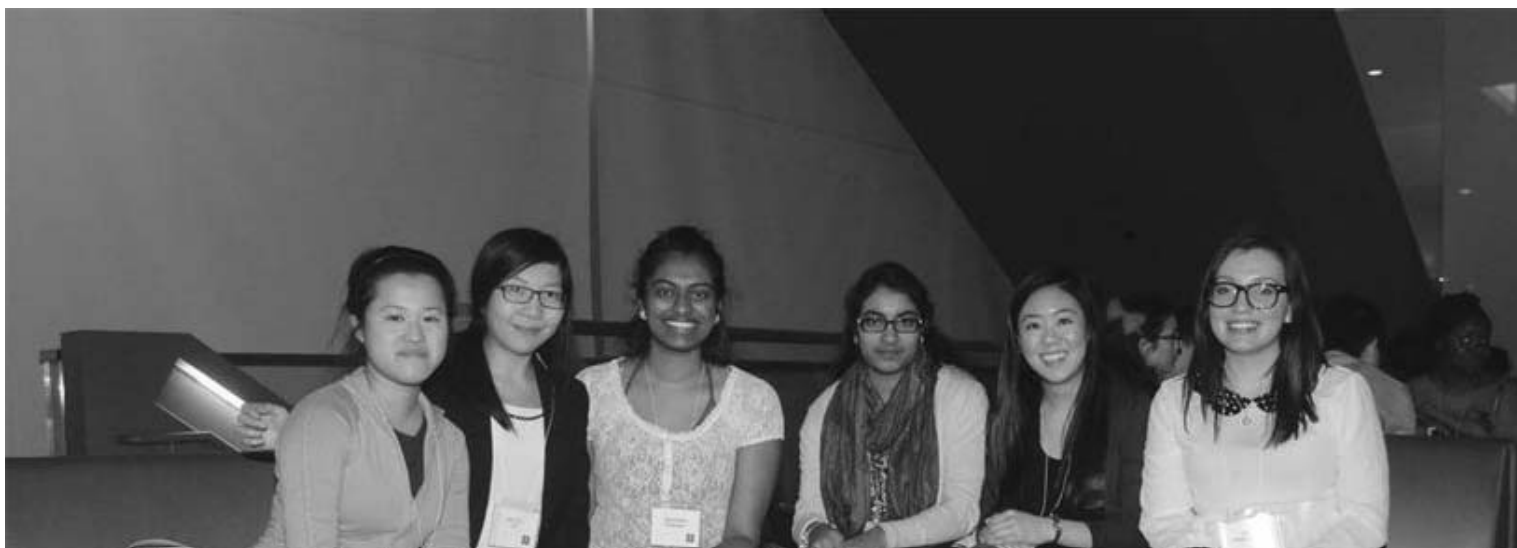
The participation in Study Abroad programs by UTSC students has seen a 10% increase in the past year, in Summer Abroad as well as the Student Exchange Program.

While there is, a targeted projection of 17% international students by 2018, the current total population of international students in 2014 has already increased to over 15.5%. This means that there are approximately 1950 international students and over 1550 new immigrants at UTSC. In order to meet UTSC's academic expectations and international students' goals, the ISC has worked collaboratively to implement new programming aimed at helping international students to successfully adjust, avoid academic jeopardy, and enjoy their UTSC student experience.

INTERNATIONAL STUDENT CENTRE BY THE NUMBERS	
4100+	Student 1 on 1 advising appointments and face to face inquiries
139%	Increase in participants in the Student Exchange Program for regular semester exchanges
10%	Increase in participants in the Summer Abroad Program

- Intensification of pre-arrival outreach for international students, and implemented of area pre-scheduled “first-semester check-in” appointments program
- Launch of C3 - Conversation, Culture & Community program to couple culturally relevant group sessions with one-on-one conversation practice.
- Expanded inter-cultural workshops and activities linked to the CCR informed by research in the field. Over 100 students and student-staff completed training to date.





Leadership Program & Co-Curricular Record

The Leadership Program (LDP) offers diversified learning and engagement opportunities through three certificate streams: iLead, uLead, and weLead. Inspired by The Social Change Model our Leadership Development Program continues to offer learning and engagement opportunities for students outside the classroom. In 2014, the Leadership Program implemented a train-the-trainer model where work-study students created, developed and facilitated workshops for their peers. The program also collaborated with campus group leaders to co-present and act as guest speakers. LDP has also expanded to include workshops for Graduate students and increase participation from upper year students. This year, UTSC’s CCR Record exceeded targets and validated the most number of students across all of U of T.

LEADERSHIP BY THE NUMBERS		
648	UTSC students validated in the CCR	
3	Grad workshops developed	Understanding Group Dynamics, How to Effectively Communicate and Resolve Conflict in a Group, How to Facilitate and Coordinate a Group
498	Highest number of CCR activities listed to date	
8	New workshops and events provided in the weLead stream	Expressions of Faith: Race & Faith Dialogues, Out of the Box, Unfiltered Truth Talk, Dispelling Myths and Stereotypes of Missing Aboriginal Women
400	Students participating in iLead	iLead: The Art of War Leadership Strategy, Improv Communication, Finding Nemo- Mission, Vision and Value building



Campus Groups

Student organizations and leaders contribute to the intellectual, political, social, and cultural landscape of the campus, and are a core element of a vibrant student life. The DSL provided guidance, support, and risk assessment to help student groups meet their goals and engage students at UTSC.

In 2014, there were 186 recognized student organizations and 1042 unique approved events; that is an average of 20 student-led initiatives every week! Events increased in quantity, scope, and scale. The DSL continued to provide one-on-one guidance, campus group consultation, leadership workshops, and the uLead Conference to strengthen the leadership and event planning skills of student leaders.

UTSC CLUB CATEGORIES	NUMBER OF CLUBS
Student Media	4
Cultural	42
Student governance	3
Service	5
Recreation	32
Journalism	3
Athletic	8
Community	56
Academic	33
TOTAL	186

186 very active clubs!

1042 Unique approved events!

Weekly uLead workshops with an average of 28 participants!



First Year Experience Program

The Department of Student Life cultivates strong communities. Our First Year Experience Program (FEP) seeks to help first year students connect to the campus community through mentorship, peer academic support, and events that highlight how to be successful in academic and student life. The DSL strategically outreaches to all first year students, ensuring that incoming first year students have a positive interaction with UTSC before beginning their studies. This includes summer events, emails, and peer-to-peer telephone contact. This year, over 800 students participated in the First Year Experience program. 150 volunteer mentors supported 611 first year mentees and attended weekly and monthly learning communities, with regular networking/outreach events. The MTCU grant contributes significantly to funding the additional student leaders and academic events.

First years participate in :

Total number of participating First Year Students:

800+

611

in First Year Experience Program

300+

mentors signed up and 150 completed training

27

weekly themed study cafes and learning communities

383

in Science, 117 in Management, and 111 in Arts

360+

First year students and their mentors attended a social event hosted by the First Year Experience Program (Sept & Oct).

100+

Attendees were at October's 6 Week Celebration in collaboration with the launch of the U of T Co-Curricular Record, with 50 of them being first year students.

NEW!



Dine with Your DSA gave first year students a chance to meet with student leaders in 8 departmental student associations in September.

Management Smart Study Group was a partnership between DSL, Department of Management and Centre for Teaching and Learning, geared at helping first year students create study groups for academic success!



First Generation Program

Extra attention and support for first generation students is possible through the MTCU external funding. As part of First Year Experience Program, the First Generation Program specifically aims to assist those who are first in the family to attend university in Canada. All first generation students in the program receive a weekly email from the Learning Strategist informing them of upcoming workshops offered by various campus departments. On a tri-campus level, a mid semester learning needs assessment was completed to assess student progress and inform programming.

The First Year Experience Program hosted programming during Fall Reading Week as well through study café sessions with Peer Academic Coaches.

225

First year, first generation students were matched with an upper year student in September.

3399

Text messages and phone calls were exchanged between Peer Academic Coaches and first year, first generation mentees throughout September and October to ensure that students were transitioning successfully into their undergraduate journey at UTSC.

The First Generation Program at UTSC has five key components:



Fall Orientation

The DSL works collaboratively with SCSU and campus partners to ensure First Year students have a successful transition to academic and student life. This year's SCSU theme was "The Awakening".

- ✓ 88% of students agreed or strongly agreed that participating in Orientation allowed them to learn more about UTSC while meeting new people/making friends.
- ✓ 92% of students agreed or strongly agreed that participating in Orientation allowed them to meet new people/make friends!

1150+

students attended
Orientation!

97

Faculty members
participated in the
annual mix and mingle
at UTSC.

84%

Of students plan on
getting involved on
campus this year





Community Engagement

Imani Academic Mentorship Program | Indigenous Programs |
Inter-Faith Programs | Community Outreach |

COMMUNITY PROGRAM OVERVIEW

Department of Student Life has developed strong community partnerships to support community needs and create meaningful leadership opportunities for UTSC students. 15 key partnerships and collaborations contribute to 4 different community engagement initiatives. Over 88 students volunteer in community engagement opportunities, that build leadership and a sense of social responsibility, on a weekly basis. UTSC students volunteer over 5000 hours a year and will receive recognition for leadership and community engagement through the CCR. The MTCU grants and private donations significantly contributes to the growth and development of these initiatives and jobs for students.

120+

Weekly community outreach opportunities at 10 sites in Scarborough.

Key Community Events

Indigenous Programming: Weekly Learning Circles, Pow Wow at Maple Wood High School, 3 day Indigenous Experiential Trip to reserve (Waawaakte Northern Lights), weekly visits to Family and Child Native Centre.

Community Outreach: Storefront Community Leadership, Race to Success Symposim, Student Led Conferences

Multi-Faith Programming: Monthly open dialogue sessions, inter-faith dinner, multi-faith training certificate

Imani Academic Mentorship Program: Monthly Day in the Life events for high school students.

UTSC Student Participation:

88

Paid Student Opportunities:

33



Developing partnerships through Indigenous Elder (through MTCU grant)

Cat Criger is an Aboriginal Elder, Traditional Teacher and Mentor of the First Nations People. Cat comes to UTSC twice a week to facilitate the Learning Circles and support the Indigenous education and awareness on our campus. He meets 1 on 1 with all students, staff and faculty. He also mentors and supports our Indigenous Student Association. Cat has collaborated with numerous organizations to raise awareness and promote Indigenous cultures, in addition to providing opportunities to the Indigenous community. He is Cayuga (Guyohkohnyoh) - of the Turtle Clan from the Six Nations Haudenosaunee (People of the Longhouse).

This semester we invited Traditional Teacher Lee Maracle to lead a learning circle on “Dispelling Myths and Stereotypes of Missing and Murdered Aboriginal Women.” Cat provides all UTSC students ongoing access and support through the bi-monthly learning circles and lunch & learns on campus. Off campus, Cat led a 3-day “Experiential Journey” organized in partnership with UTM. In 2015, the event will be in its sixth year. Staff and students engage with the community and learn about the customs of First Nations People. The impact of The Waawahte Northern Lights Initiative was profound for students and will continue next year.

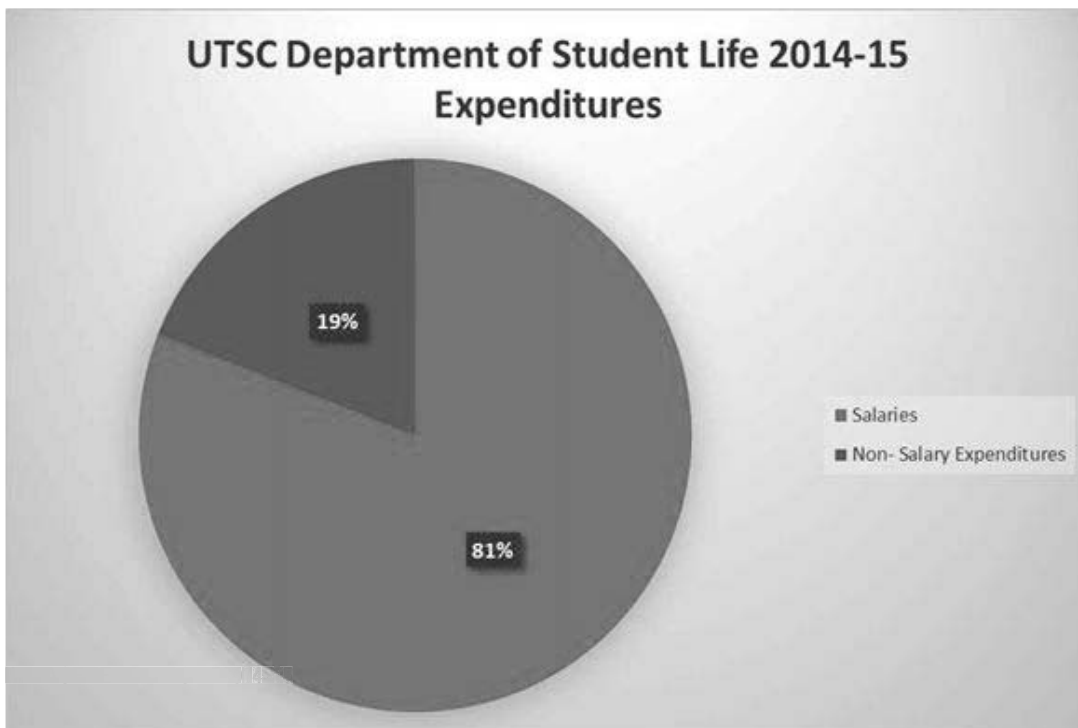
“This trip gave me the opportunity to open my eyes to a part of Canadian culture that I would have never seen before. It was truly enlightening, and was an experience I will never forget.”

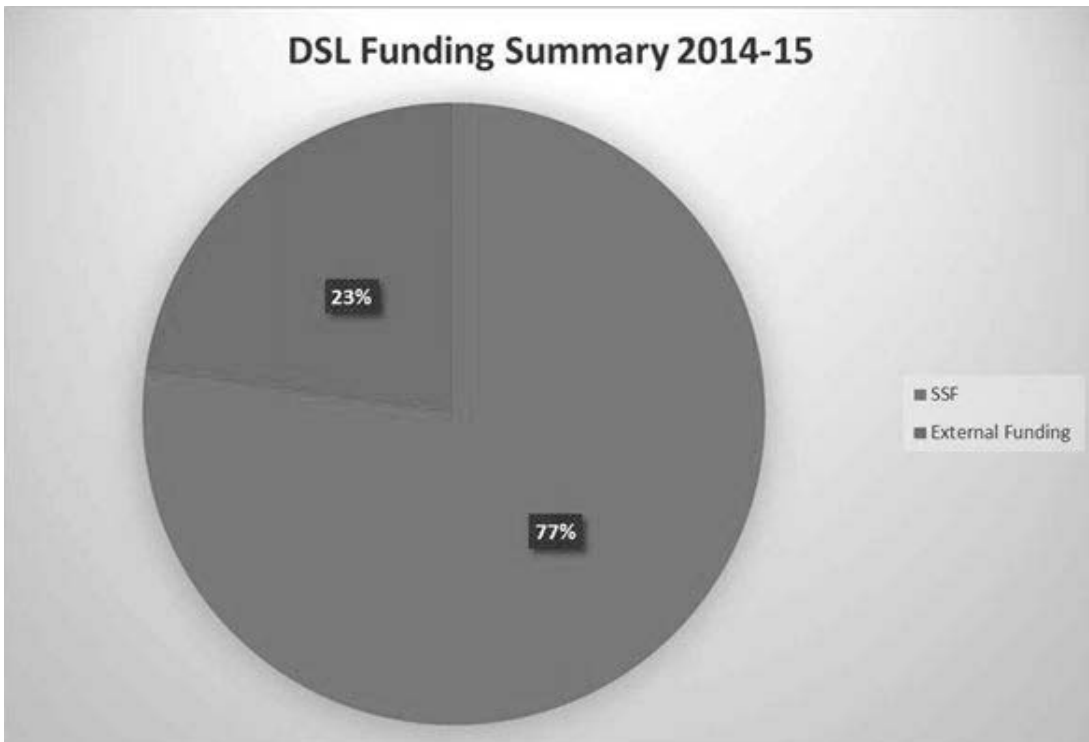
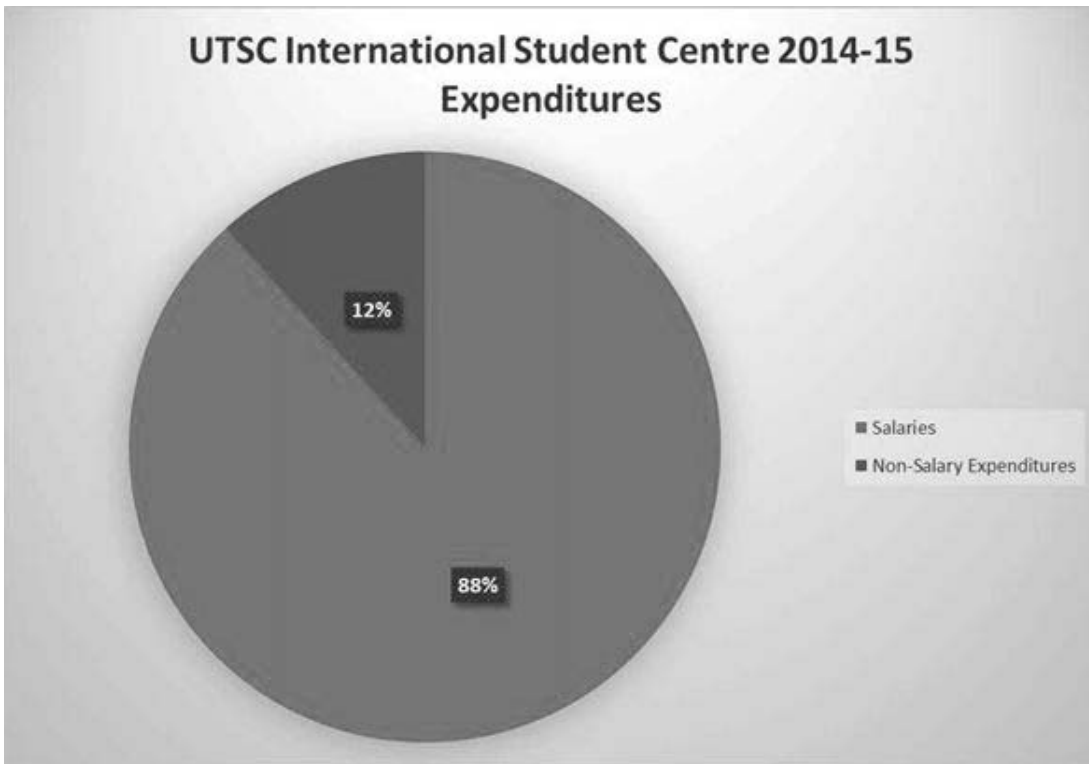
-The Waawahte Northern Lights Student Participant.

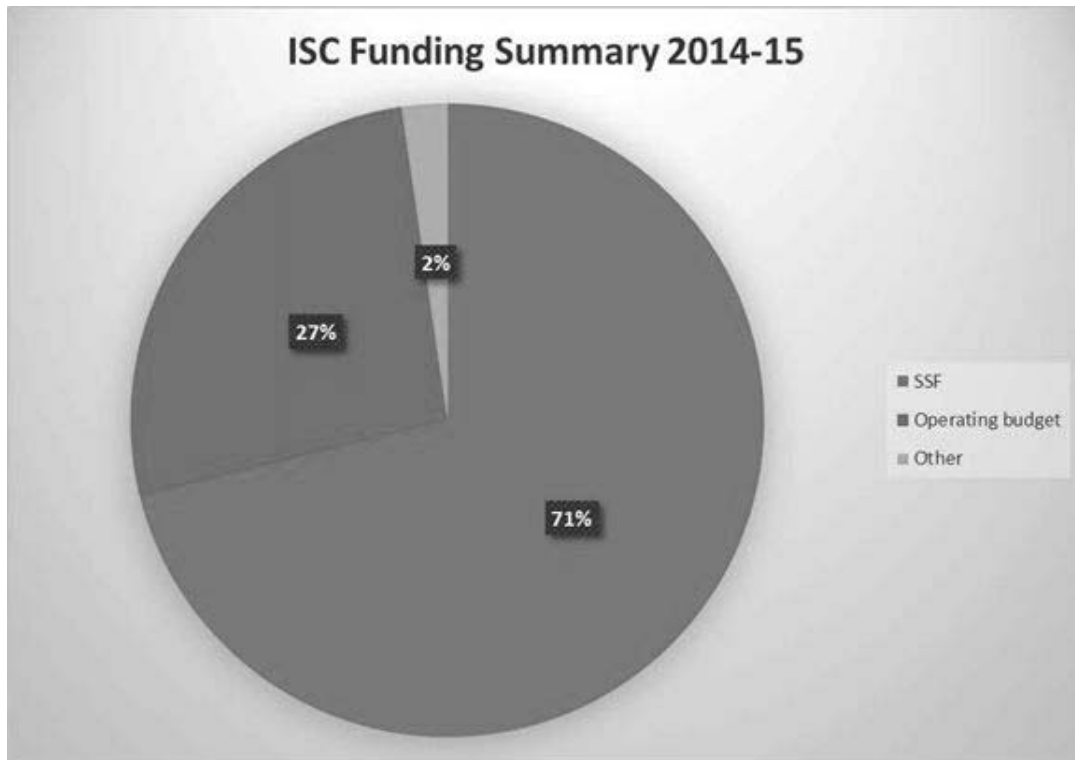


Budget Forecast 2014–15

The 2014-15 DSL budget, funded by Student Service Fees (SSF) is \$26.84/ FT Student. The 2014-15 ISC budget is \$15.39/FT Student.







A Year in Review

2014-2015

ENHANCING STUDENT EXPERIENCE

Continue working collaboratively across UTSC community, tri-campus, and external community partners to create diverse opportunities that build community and enhance the student experience.

- Increased 2nd, 3rd and 4th year student participation, as well as graduate student, in the DSL and ISC programs and services by 100 additional participants (volunteer and paid)
- Continued to support club activities on campus by enhancing the leadership abilities of student club executives through workshops and CCR opportunities.
- 50th Anniversary Student Legacy Fund contributed to an increase in UTSC student engagement and group activities; including increase in room bookings, funding applications, workshop participation, and student-led conferences and large events
- Enhanced DSL student participation in community and equity initiatives by 10 events to include partnership with faculty, community, students, and staff
- Continued to work within tri-campus committees, and manage UTSC Local CCR Committee and increased Co-curricular Record activities at UTSC by 220

INTERNATIONAL EDUCATION AND SETTLEMENT SUPPORT

- Enhanced academic transition initiatives and intercultural acculturation programs for all students through leadership workshops, group sessions, and one on one advising – ensured all first year international students were connected to an ISC advisor and UTSC resources
- Increased student exchange and study abroad applications, as well as, increased outbound/inbound student participation by 10%

CONNECTING TO STUDENTS

- Increased amount of educational webinars and available for students via the International Student Centre website
- Improved IT platforms through new club booking system and piloting CLN for ISC advising.
- Enhanced academic transition initiatives and intercultural acculturation programs for all students through leadership workshops, group sessions and one on one advising

Priorities for 2015-16

ENHANCING STUDENT EXPERIENCE

- ✓ Expand community based student opportunities by 40 and increase 5 weLead workshops and events
- ✓ Administer Co-Curricular Record and Local CCR Committee at UTSC, offering 500 CCR activities
- ✓ Focus on enhancing first year transition initiatives by expanding outreach and supportive resources to first year students
- ✓ The DSL will continue to develop opportunities to increase number of senior student participation (volunteer, paid and work-study experiential opportunities) by 100

INTERNATIONAL EDUCATION AND SETTLEMENT SUPPORT

- ✓ Continue to enhance intercultural and acculturation initiatives for international and domestic students, outreaching to new immigrant students by offering 5 additional workshops
- ✓ Increase student exchange/study abroad applications by 10% using university wide partnerships, and student ambassadors

CONNECTING TO STUDENTS

- ✓ Create 5 additional educational and leadership webinars and videos via the DSL website
- ✓ Establish an assessment strategy and administer surveys and focus groups focusing on student involvement and needs

Proposed Budget for 2015–2016

In 2015-2016, the DSL and ISC will continue to maintain existing programs that diversify student engagement activities and supports, with a focus on student-centered, community building, social justice, and experiential learning opportunities.

Overall, as student enrolment increases, and students become engage, the demand on DSL and ISC staff and resources will continue to raise challenges throughout the 2015-16 year. DSL will continue to creatively manage resources and space, and explore external funding to supplement programs and services (including MTCU, Green Path, and alumni)

The DSL and ISC will maintain programs and initiatives, as well as focus resources on enhancing existing initiatives that increase student participation and involvement.





**Department of Student Life
University of Toronto Scarborough
1265 Military Trail- SL 157
Toronto, Ontario
M1C 1A4**



ACADEMIC ADVISING & CAREER CENTRE Management Report

2014 - 2015



UNIVERSITY OF
TORONTO
SCARBOROUGH



ABOUT US

The **Academic Advising & Career Centre (AA&CC)** is the central advising department for the University of Toronto Scarborough (UTSC) and is one of only a few centres of its kind in Canada. Going beyond co-location of services, the AA&CC integrates developmental academic advising, learning skills support, career counselling and employment coaching through experiential learning programs, services, events and resources. The AA&CC team actively collaborates with academic departments to foster enhanced alignment and seamlessness for students. The team also works with campus partners to champion new initiatives and remedy systemic barriers across campus, which enhances student success and the student experience at UTSC.



OUR PRIORITIES

In alignment with the UTSC strategic directions, the AA&CC is guided by the following priorities:

1. Foster students' academic and career success through programming and services that leverage strategic collaborations, align with academic priorities and increase student engagement.
2. Establish the AA&CC as a hub of expertise and resources for student advising, learning skills, employment and career development, grounded in research-based best practices.
3. Expand experiential learning opportunities which support students' knowledge and skill development, connections with employers and alumni, and engagement as local and global citizens.
4. Foster a high performance team culture of sustainability, transparency and accountability in the use of University resources when delivering student-centred services and programming.



WE ENGAGE & EMPOWER STUDENTS

Focusing on **student success**, the AA&CC's services are organized around four pillars of student learning and decision-making: academic advising, learning skills, career counselling and employment coaching. We support students with workshops, 1-on-1 appointments, experiential learning programs, events and resources from the time they enter UTSC through to their graduation. Many of our career and employment services are also available to recent graduates.



COLLABORATION

The AA&CC's success in serving students and in working to improve and expand offerings is due in large part to our collaborative and consultative approach with faculty, staff and students. The AA&CC has played and continues to play a lead role in creating a community of practice for advising professionals across the campus. This includes leveraging the University of Toronto's tri-campus structure to share career development resources and best practices, while working to foster a more seamless tri-campus experience for students, employers, faculty and staff.

ENERGETIC & COMMITTED PROFESSIONALS

The AA&CC team includes 21 full-time professional staff who support students with their learning, development and success. Dedicated to continuous improvement and professional development, the team actively works to enhance our student-centred approach and strengthen our theoretical underpinnings. We are proud of the team's various contributions to their fields, such as published articles, conference presentations, and chairing/participation for UTSC and tri-campus committees. The team's positive energy, tireless commitment to students and sense of fun helps to make the AA&CC's challenging and fast-paced environment a great place to work!



STUDENT STAFFING

We believe in the strength of peer-to-peer connections and embrace a service delivery model that includes peers as a pivotal element of the AA&CC team.

- In 2014, we engaged 11 senior student peer coaches to provide study skills and resume critique coaching for students throughout the year, and to undertake outreach and awareness building activities across campus. We also changed our peer program from a volunteer to a paid model in 2014.
- Our Get Started academic orientation program employed 20 senior student coaches, a key success factor for engaging incoming students and building their confidence as they transition to studies and life at UTSC.
- We hired 20 Work Study and casual student staff and provided them with opportunities to develop their skills and experience in areas such as front desk service/advising, event coordination, and marketing and communications.



HIGHLIGHTS 2014

2014 has been another progressive and energizing year for the Academic Advising & Career Centre (AA&CC). We have worked to solidify our role as UTSC's core academic and career advising department, with a robust and holistic student-focused model and a commitment to building a community of practice for advisors across the campus. We have continued to refine our service delivery model and structures as we align resources to maximize value and services for students. Our **student success**-focused efforts in working with campus partners to support the removal of systemic barriers, connect with academically at-risk students, and to improve the student experience have continued to be fruitful, and provide a solid framework for ongoing dialogue and action moving forward.

The AA&CC's most noteworthy achievements for 2014 are as follows:

<p>We launched our new Specialties model to reinforce our alignment with UTSC's academic departments, which aims to foster student success, strengthen communication and enhance the student experience</p>	<p>Our Get Started academic orientation program expanded to 2,262 student participants and 755 parents/ guests, and we created a new Get Started video to build excitement and anticipation for Get Started 2015</p>	<p>Our student success pilot projects, supporting academically at risk students, are expanding with the addition of new first year courses to the project and development of a UTSC Academic Advising Syllabus</p>	<p>We saw representation from all UTSC academic departments for Choosing Your Program Month activities, which continues to foster improved decision-making for students' academic program selection</p>
<p>We have worked to strengthen the Career Learning Network (CLN) system and expand its use with campus partners, such as the International Student Centre (ISC)</p>	<p>We are in the process of launching the Research Catalogue pilot project via the CLN system in collaboration with the Office of the Vice-Principal, Research and key faculty champions</p>	<p>Three members of the AA&CC team were recipients of the University of Toronto Excellence Through Innovation Awards as members of the tri-campus Career Learning Network and UTSC Flourish project teams</p>	<p>We also received UTSC 50th Anniversary funding support for our Entrepreneur Expo, a new event launching in 2015 to showcase entrepreneurial talents and endeavours stemming from the UTSC community</p>

With the AA&CC's progressive momentum and drive to achieve, we look forward to 2015-16 with eager anticipation for a promising year ahead!

DID YOU KNOW?

Approximately 85% of students reported feeling more knowledgeable about our workshop topics after completing AA&CC workshops.

EVENTS & WORKSHOPS

Total Workshops & Events:

396

Total Participants:

13,126



5 FAIRS

3,051
PARTICIPANTS



31 CHOOSING
YOUR PROGRAM
EVENTS &
SESSIONS

1,525
PARTICIPANTS



22 GET STARTED
ACADEMIC
ORIENTATIONS

2,262
PARTICIPANTS



68 ACADEMIC
ADVISING &
LEARNING SKILLS
WORKSHOPS

1,192
PARTICIPANTS



160 CAREER &
EMPLOYMENT
WORKSHOPS

2,669
PARTICIPANTS



21 PANELS &
NETWORKING
SESSIONS

841
PARTICIPANTS



20 PROGRAMS
& SERVICES
ORIENTATIONS

721
PARTICIPANTS



20 HIRE POWER
SESSIONS

433
PARTICIPANTS



25 INFORMATION
SESSIONS &
INTERVIEWS

330
PARTICIPANTS



24 CHAT
SESSIONS

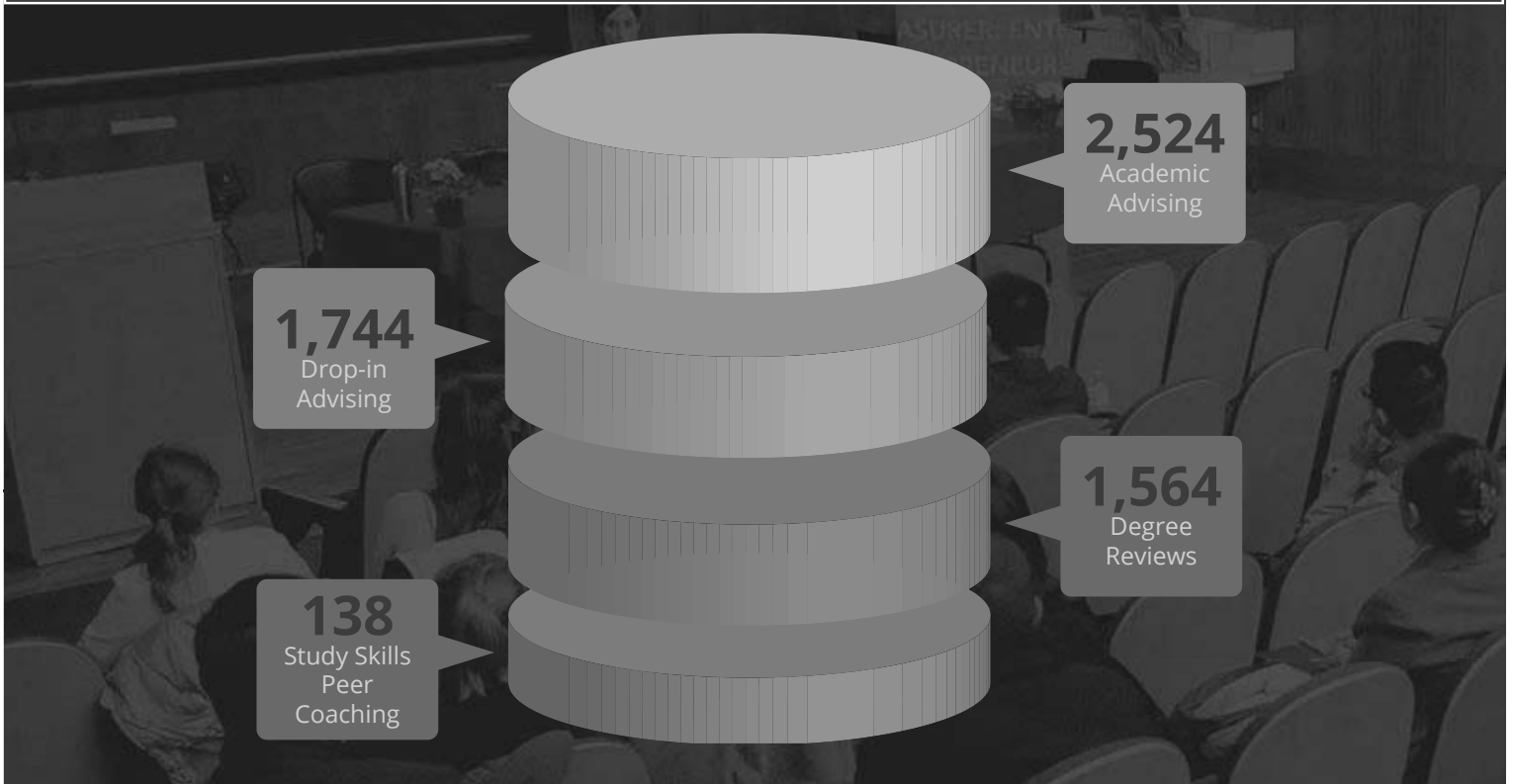
102
PARTICIPANTS

DID YOU KNOW?

Approximately 85-90% of AA&CC workshops are rated as 4/5 or 5/5 in terms of facilitation, content and resources.

8,911

Total Appointments (4,104 Unique Students)



Total Academic & Learning Skills Appointments

5,970



Total Career & Employment Appointments

2,941

PILLAR PROGRAMMING

Get Started 2014

The AA&CC's Get Started academic orientation program continued to grow with 2,262 incoming students (an increase of 200+ student attendees from 2013) and 755 parents/guests joining us between June and August 2014 (weekdays and weekends). In addition, 1,762 people accessed the Get Started course selection modules online between May 1st and October 17th, 2014, with the largest number of "hits" coming from Canada, China, Hong Kong, the United States, India and the United Arab Emirates.

There was a continued focus on students' successful transition to, preparedness for and engagement in the UTSC community, with revamped presentations and updated versions of our interactive online modules. Programming continued with a fun and informative approach, with strong peer-to-peer components to foster a sense of belonging and connection. Get Started included targeted parallel programming for parents and guests, and days geared specifically towards the unique concerns of transfer students and international students.

We had a number of highlights for the program again this year, which included promoting UTSC's 50th anniversary and having various guests join us to see the Get Started program in action. We were fortunate to have Principal and Vice-President, Bruce Kidd join us to welcome students, parents and guests to UTSC.

The program garnered broader external attention when a Get Started article was featured in Ken Steele's Academics Top Ten newsletter in July 2014. Again this year, the success of the program would not have been possible without the wonderful commitment from our campus partners, tremendous energy from the 20 Get Started peer coaches, great facilitation by the AA&CC team and colleagues, and the tireless efforts of the Get Started Committee.



2,262
Number of Incoming Students

1,762
Online Get Started Course Modules Accessed

755
Number of Parents/Guests

Choosing Your Program

We hosted our annual Choosing Your Program Month in March 2014 and were pleased to have representation from the full range of academic departments at UTSC. Through continued collaboration with our faculty and staff campus partners, we worked to expand the number of events and sessions with the goal of orienting first year students to the range of exciting program options available at UTSC. 1,525 students participated in 31 events and sessions

this year, which included program information sessions, open houses, workshops and chat sessions. Choosing Your Program Month continues to gain momentum each year with the breadth of activities, but we also endeavour to weave messaging and information about choosing your program for students more extensively throughout the year.

31

Events & Sessions
for Choosing Your
Program

1,525

Students who
participated in Choosing
Your Program Month

100

Students engaged with
an Academic & Learning
Strategists in the
classroom



Hire Power

We hosted our award-winning annual Hire Power conference in April 2014, which consisted of a 3-day series of interactive seminars, workshops, panel discussions and networking events for senior students and new graduates. Participants received the opportunity to both learn and practice strategies, tools and skills to find and keep work, and to remain competitive in a challenging global market. Based on the common theme of the new graduate experience, Hire Power participants were immersed in topics such as job search, resume and cover letter building, personal branding and networking, interviewing and industry awareness. Our sponsors, the Chartered

Professional Accountants of Ontario (CPA) (previously Certified General Accountants of Ontario) helped provide a number of high-profile speakers. One of the most well-received sessions was facilitated by our Dean & Vice-Principal Academic, Rick Halpern, who shared the fascinating evolution of his career and insightful advice for students about their exciting journey ahead. Overall, Hire Power 2014 was a tremendous success with over 433 attendees (174 unique participants) and our aim is to further expand participation in 2015.

Average Daily Number of Participants
144

Total Participants
433
(174 unique participants)

Participating Students by Program:

Social Sciences - 26%

Management & Economics - 23%

Humanities - 17%

Biological Sciences - 16%

Physical Sciences - 10%

Computer Science & Math - 5%

*"This conference was honestly a **helping** hand that reached down, picked me up and made me feel **validated** as a (scared) student who had just finished the final exam of my undergraduate degree only 4 days prior to the conference. Many many thanks!"*

STUDENT SUCCESS

Early Alert Projects

We continue to work closely with the Office of the Dean Academic; Registrar's Office; Department of Computer & Mathematical Sciences; and Department of Physical & Environmental Sciences for our student success pilot initiatives. For 2014, we have been actively reaching out to 892 pre-probation students in collaboration with the Registrar's Office. Through this collaborative approach to communication, our aim has been to ensure that students are aware that they are at risk of academic probation, but also to encourage them to take advantage of the range of UTSC support services offered by the AA&CC, the academic departments, and the Centre for Teaching & Learning (CTL), among others.

The aim for our ongoing early alert pilot project has been to raise awareness and educate students academically at-risk about resources available to them through their academic department, the AA&CC and others; along with the importance of making informed decisions so that they can successfully progress and complete their courses and degree. For 2014, we furthered our work with key faculty members to engage with the classes in person, and to send out targeted and timely communications to the students in their courses. In total, we reached out to 1,616 students during the year through in-class visits and emails. The Department of Computer & Mathematical Sciences (MATA32H) was our founding partner and we were pleased to expand the program to include

the Department of Physical & Environmental Sciences (CHMA10H). Our aim is to broaden these efforts with at least one additional academic department in 2015.

Other Initiatives

A UTSC Academic Advising Syllabus has been created for the purpose of delineating the roles and responsibilities of both the advisor and advisee within the context of the advising relationship. We have also launched the Student Success Caucus, a campus-wide collective of student service providers charged with sharing current student success initiatives, communicating best practices and identifying opportunities for collaboration. We have worked to expand the representation of academic departments for Choosing Your Program Month given that well informed program selection is known to be an important student success factor. We have also continued to participate in the Flourish assessment project which won a University of Toronto Excellence through Innovation Award in 2014, and focuses on student strengths in the context of success and retention.



Service Embedding

The AA&CC's collaborative service embedding for 2014 included employment coaching, academic advising, networking events, resource development, and a host of workshops with campus partners such as the Department of Management, Management Co-op, Arts & Science Co-op, International Student Centre (ISC), Centre for Teaching & Learning (CTL) and Residence. Two of our newer examples this year were the MyBBA career development program, which engaged 621 students, and the Study Like a Boss academic success workshop series, which saw 41 students. We also have an ongoing partnership with the Arts & Science Co-op office to have our workshops recognized for co-op students in meeting their Navigating the World of Work (NWOW) requirements.

With the International Student Centre (ISC), we continued to facilitate our workshops aimed at helping students familiarize themselves with job search and work in the Canadian context. We continued our strong connection with the Centre for Teaching & Learning (CTL) to develop and deliver shared student programming and to foster cross-promotion of our services. Our collaborations with CTL included workshops in the area of graduate student professional skills and career development, and new faculty professional development.

We have also worked with Athletics & Recreation to launch embedded service delivery for the student athletes in study hall at UTSC starting in 2015, which includes monthly visits by AA&CC staff and aligns well with our new model for wrap-around support for high performance and varsity student athletes. For the year ahead,

our aim is to continue contributing to UTSC's growing reputation as a top academic choice for high performance and varsity student athletes, while supporting their academic and athletic success during their time at UTSC.

Our embedding and collaboration efforts have contributed to improved awareness of the AA&CC's programs, services and events; increased referrals and student engagement; strengthened collaborations with campus partners; and enhanced relationships with employers, alumni and other community members.



EXPERIENTIAL LEARNING

The AA&CC team is actively working to blend experiential learning into all aspects of our programming and services, which builds upon the impactful experiential and work-integrated learning programs and events we already have available for UTSC students.

Partners in Leadership

Offered collaboratively by the AA&CC and Development & Alumni Relations Office, the Partners In Leadership mentoring program runs annually with students being paired with a UTSC alumni mentor (75 students and 69 mentors in 2014). Students in the program acquire insight and advice from experienced and successful UTSC alumni, begin to establish a network of professional contacts, and gain support with their transition into the workplace.

Extern

The tri-campus Extern job shadowing program fosters career exploration and reflection by sending students out on placement in a career area of interest. The program is designed to help students gain insight about themselves, get firsthand exposure from professionals, and use this experience to help inform their future career and to develop their network. The AA&CC is a key partner in the program and this year provided job shadowing placements to 121 UTSC students. As in past years, the students participating in Extern attended a career orientation and professionalism briefing in addition to their job shadowing experience.

Work Study

The AA&CC continues to manage the Work Study program for UTSC working closely with our tri-campus partners. This year 422 students were hired on campus over the summer, fall and winter terms.

In The Field

This exciting new career exploration program introduces groups of students to the various careers that can be found within one organization via a field trip style excursion. This experience includes an information session and ample opportunity for UTSC students to ask questions and engage in dialogue onsite with the organization. Employers in 2014 included the Centre for Addiction and Mental Health (CAMH) and the Ontario Shores Centre for Mental Health Sciences.

Career Exploration Panels and Networking

Our series of 21 career exploration panels and networking events were offered throughout the year, and leveraged opportunities for employers and alumni to share their career stories and industry information. These events also provided students and new graduates with opportunities to strengthen their networking skills and develop connections.

Multiple Mini Interviews (MMI)

The AA&CC's innovative Mock MMI session simulates a Multiple Mini Interview process, which is common for medical and professional programs. It allows students to practice answering various MMI-type questions at different mock interview stations. The workshop is experiential from beginning to end. Students receive individualized feedback on their performance from each interviewer at the end of the workshop. In 2014, 24 students had the opportunity to engage in this robust experiential workshop.

ONLINE PRESENCE

Social Media

The AA&CC continues to leverage chat, email and social media as part of our evolving strategy for increasing our connections with students. Our AA&CC Facebook page saw 514 new “Likes” in 2014, resulting in a grand total of 1,733 “Likes”. 2014 saw the successful re-launch of the AA&CC Twitter with 238 new followers. Our wonderful team of student staff also worked to make connections with students through posts on our AA&CC Blog. The personal element, and appeal of original content to students, was reflected in over 3,700 views on our various posts by our student staff.

514

Number of new likes for AA&CC's **Facebook** Page from May 1st, 2013 to April 30th, 2014. (1,733 Total)

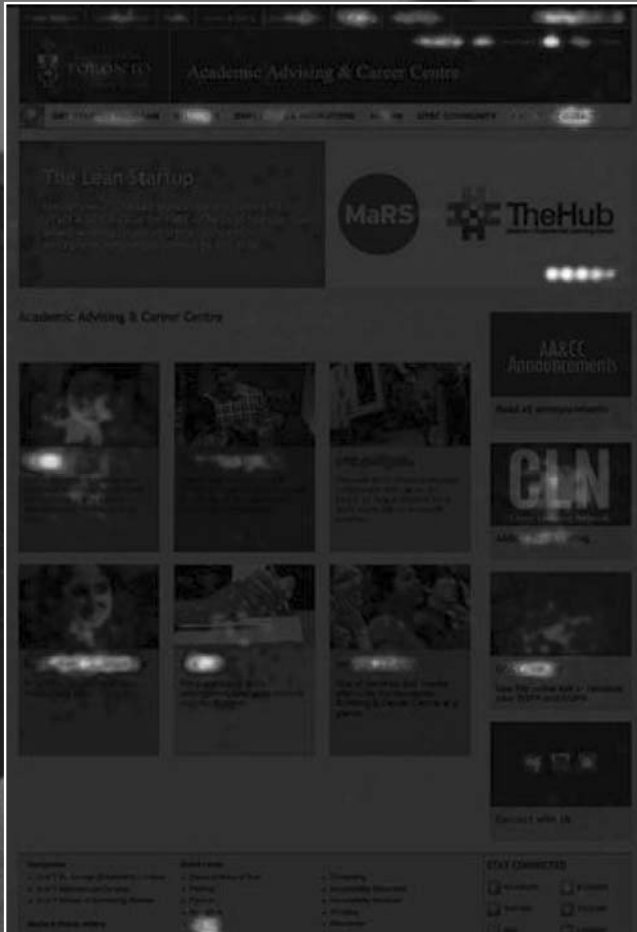
238

Number of new Followers for AA&CC's **Twitter** account from May 1st, 2013 to April 30th, 2014 (680 Tweets)

Career Learning Network (CLN)

The tri-campus CLN system is well underway and now houses the breadth of internal University of Toronto and external employer job postings for employment and volunteering, including Work Study and research opportunities. The system also houses experiential learning opportunities, academic and career workshops, and appointment offerings. We have worked with the Office of the Vice-Principal, Research and faculty colleagues to develop a resource for UTSC students, which catalogues class-based research opportunities in CLN and plan to launch this pilot project in 2015. In addition, the International Student Centre (ISC) has come on board with CLN, which is fostering a more seamless experience for students and has strengthened communication and collaboration between the departments. We are also pleased to share that the CLN tri-campus team won a University of Toronto Excellence Through Innovation Award in 2014.

Website



Over the last several years, the AA&CC has made tremendous strides to improve our website and enhance our marketing and communications strategies. In 2014, we implemented a heat mapping initiative to monitor “hot spots” on our website. We discovered that the most popular areas of our website are the Students section, Employment Opportunities (link to CLN) and the What Can I do With My Degree? tip sheets. This heat mapping data has been and will continue to be incredibly useful for informing our website revisions and enhancements.

4th

AA&CC's website ranking for most visited site at UTSC from November 29th 2013 to April 30th, 2014

194,817

Number of page views for AA&CC's website from November 29th, 2013 to April 30th, 2014. (151,472 unique page views)

Videos

For 2014, we've continued to build our collection of videos with the addition of the *Get Started 2014 Recap* video, which will also be used to invite incoming students for Get Started 2015. Our well-received videos from years past continue to gain viewership. The *What is Your Tomorrow?*, *What is Your Passion?* and *Dear First Year Me* videos have continued to draw traffic in 2014.

**Get Started
2014 Recap**
552 Views

**Dear First
Year Me**
2,616 Views

**What
is Your
Passion?**
636 Views

**What
is Your
Tomorrow?**
2,394 Views

BUDGET 2014 - 2015

The AA&CC's \$2.37 million budget is funded by the Student Services Fee (64.5%), university operating support (33.8%) and other sources (1.7%). Staffing represents 90.2% of our annual budget and includes salaries, wages and benefits for full-time, contract and student staff.

This has been another progressive and energizing year for the Academic Advising & Career Centre (AA&CC) and the financial forecast is projected to remain within budget. Based on the support of the Council on Student Services (CSS) in 2014, we were able to hire the Manager, Employment & Community Engagement as a full-time continuing position. Additional expenditures this year have been focused on replacing outdated computer equipment and furnishings; increased hospitality and general services related to expansion of fairs and events; professional development for staff to enhance their skills and improve the quality of service provided to students; and casual salaries for hiring an Academic & Career Assistant to aid with peak periods and a Marketing & Communications Coordinator to assist with the AA&CC's marketing initiatives. Costs were also incurred for the continued enhancement of the AA&CC's website. In addition, the AA&CC progressed with the renovation of BV 360 (existing space) to create more work stations and to improve functionality for student services and operations.



Student Services Fee

64.5%



University Operating Support

33.8%



Other Revenue/Funding

1.7%

PRIORITIES 2015-2016

Student Success

- Continue strengthening our new Specialties model and alignment with the academic departments through collaborative programming, enhanced communication and information sharing.
- Leverage and expand the full capabilities of the Career Learning Network (CLN) system. Work with the Office of the Vice-Principal, Research and faculty champions to launch the UTSC Research Catalogue. Continue to explore prospects for other campus colleagues to utilize the system in their work with students, and research the feasibility for CLN to support a campus-wide approach to advising.
- Continue to play a leadership role in fostering a community of practice and bringing together advising professionals from across the campus.
- Working closely with our campus partners, review, strengthen and expand our student success and at-risk student pilot initiatives. Make strides to formalize the associated processes and resources to maximize impact, data collection and potential scalability.
- Broaden our employer and alumni engagement to increase opportunities for students and new graduates to expand their networks, develop their skills and gain experience, while helping to raise the profile of UTSC and our students.
- Expand our experiential and work-integrated learning programs and opportunities for students.
- Continue to explore and expand online resources and mixed modes of delivery, with an emphasis on self-directed learning.



Visibility & Awareness

- With a focus on increasing engagement and awareness of the AA&CC's range of programs, services and events with students, faculty and staff, continue to strengthen our marketing and communications efforts. This includes expanding our online presence and leveraging a multi-media approach to outreach.
- Develop targeted plans to move forward with our staff Specialty areas for outreach, collaboration and resource development with academic departments and other campus service providers.
- Continue to explore opportunities through our Specialties model to engage with faculty and staff to connect with students in the classroom and embed services more broadly on campus.

Excellence, Accountability, & Operational Efficiency

- Foster a student-focused commitment to excellence by continuing to challenge ourselves and our colleagues on campus to “raise the bar” for the student experience.
- Establish clear metrics and strengthen processes for data collection, analysis and reporting, which support a philosophy of transparency, sustainability and evidence-based practice.
- Continue with our annual strategic planning process and create staff development plans, which foster clear priorities and paths to success.
- Work to finalize the realignment of the AA&CC budget structure with departmental operations to improve transparency and reporting, and to strengthen long term planning.
- Identify and prioritize our opportunities for growth and development as a team and as individual practitioners; undertaking plans to bridge gaps and leverage opportunities for professional development.

DID YOU KNOW?

Approximately 25% of students are referred to the AA&CC by other students and nearly 21% are referred by UTSC faculty and staff...great word of mouth!

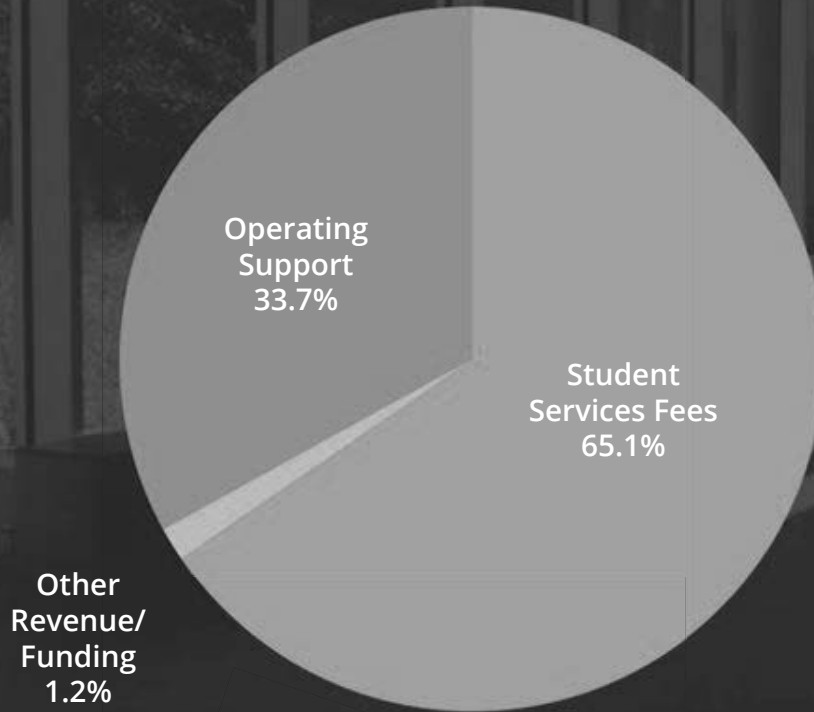
BUDGET PROJECTIONS 2015 - 2016

The AA&CC team continues to work to solidify our role as UTSC’s core academic and career advising department and our alignment with the academic departments. Moving to 2015-16, our aim is to continue to strengthen our student-focused programming and overall operations, with a robust and holistic student-service model and a commitment to building a community of practice for advisors across the campus. Although the AA&CC has added to its staff complement in the last year, notably with the addition of a Manager, Employment & Community Engagement, our challenge in meeting increasing student demand continues as our student population grows at UTSC and resource constraints tighten in the coming years.

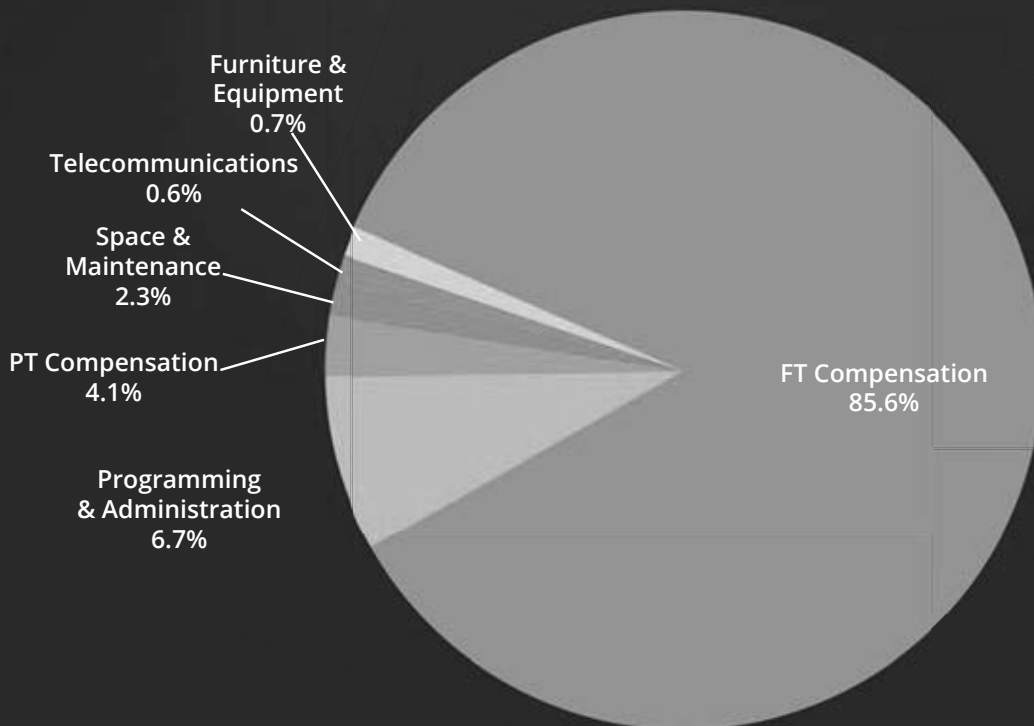
This year, we are looking towards a small inflationary increase for our Student Services Fee (SSF) of \$0.52 for 2015-16. In addition to the priorities mentioned, plans for the 2015-16 budget year include the development of online modules and resources; a co-op student with IITS to assist with development of online tools; professional development initiatives for advisors across campus; and additional staffing for various projects and initiatives.



2015-16 Funding Sources



2015-16 Expenditures



As per the charts above, if the AA&CC receives our inflationary SSF increase for 2015-16, the Centre’s budget is anticipated to be \$2.46 million; funded 65.1% by the Student Services Fee, 33.7% by university operating support and 1.2% by other sources, such as revenue, sponsorship and service agreements.

We foresee that our expenses and revenue for 2015-16 will remain largely consistent with 2014-15; however, we anticipate the following factors could impact our budget moving forward:

1 Expansion of AA&CC pillar programming, student success pilot initiatives, employer and alumni engagement, and experiential education opportunities/programming for students

2 Limitations with central support for marketing, communications, online resource development (i.e. web, video, interactive modules, etc.), which requires the department to work towards bridging some of those gaps internally (i.e. financial, resource and operational implications)

3 Improved alignment of our budget structure and resources with our operations, tighter financial controls, and improved metrics and reporting for the department

4 Renovation and furniture costs associated with retrofitting our current space to best meet our operational needs and growing student demand

5 Mandated salary increases; and staff leaves (e.g. maternity/parental leaves), with associated replacement staffing implications

6 Continued organizational structure changes to better align resources with operations and priorities, with associated changes in job evaluations

7 Increasing opportunities for student employment in the AA&CC

8 Exploration of potential sponsorship and grant opportunities

During this exciting time of transformation for UTSC, the AA&CC is committed to championing change, which leverages innovation, strengthens the student experience and fosters student success!





Academic & Career
Advising Centre
DIVISION OF STUDENT AFFAIRS

University of Toronto Scarborough
AC213 - 1265 Military Trail
Toronto, Ontario
M1C 1A4

utcs.utoronto.ca/aacc

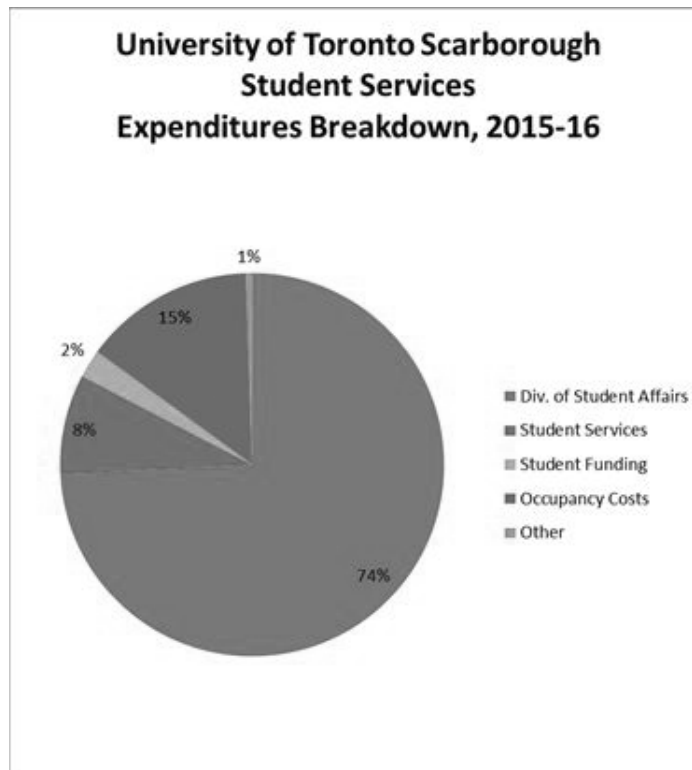
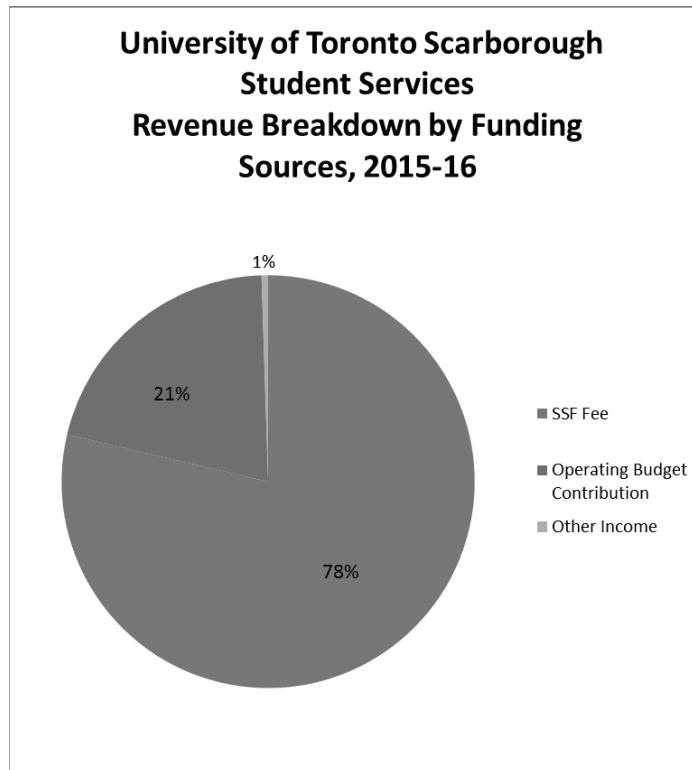
APPENDIX 7: STUDENT SERVICES EXPENSES BY AREA

University of Toronto Scarborough
 Student Services
 2015-16 Proforma Expenses by Area

Proposed to CSS

STUDENT SERVICE AREA	Salary, Wages & Benefits	Non Salary Expenses	Operating Budget Support	Departmental Income	Net Direct Costs	Occupancy Costs	Net Operating Expenses for Fee Purposes
Division of Student Affairs and Services							
Office of Student Affairs (UTSC)	562,163	104,824	205,817	-	461,170	2,545	463,715
Department of Student Life (UTSC)	613,085	135,455	-	-	748,540	5,213	753,753
ISC at UTSC	537,892	54,883	174,618	-	418,157	14,622	432,779
Academic Advising & Career Centre (UTSC)	2,206,499	197,421	828,294	30,750	1,544,876	56,393	1,601,268
Services							
Alcohol Education & Food Service Monitoring	-	32,500	2,500	-	30,000	-	30,000
Career Centre - (St. George Campus)	-	180,850	-	-	180,850	-	180,850
Fall Orientation	-	100,000	25,000	-	75,000	-	75,000
LGBTQ at UTSC	16,997	3,250	1,500	-	18,747	-	18,747
Student Centre Capital Reserve	-	38,047	-	-	38,047	-	38,047
Student Centre Operating Fund	-	130,000	-	-	130,000	-	130,000
Student Funding							
Student Services Enhancement	-	40,000	-	-	40,000	-	40,000
CSS Student Space Capital Enhancement Reserve	-	1,000	-	-	1,000	-	1,000
Accessibility Enhancement Fund	-	18,000	-	-	18,000	-	18,000
Campus Life Fund	-	23,000	-	-	23,000	-	23,000
Partnership Fund	-	10,000	-	-	10,000	-	10,000
CSS Clubs Funding	-	10,000	-	-	10,000	-	10,000
Equity & Community	-	20,000	-	-	20,000	-	20,000
TPASC Clubs Funding	-	20,000	-	-	20,000	-	20,000
Student Space							
Space Occupied by Student Societies	-	-	-	-	-	780,424	780,424
Other							
Centennial Joint Program - Incidental Fees	-	30,387	-	-	30,387	-	30,387
Total, Student Fee Funded Departments and Services	\$ 3,936,636	\$ 1,149,616	\$ 1,237,729	\$ 30,750	\$ 3,817,773	\$ 859,198	\$ 4,676,970

APPENDIX 7





UNIVERSITY OF
TORONTO

OFFICE OF THE GOVERNING COUNCIL

**REPORT OF THE COMMITTEE TO REVIEW THE UTM AND UTSC
CAMPUS COUNCILS (CRCC)**

**Approved by the CRCC November 17, 2014
Amended by Executive Committee and Endorsed and Forwarded to
Governing Council for Approval December 1, 2014**

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

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Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

COMMITTEE TO REVIEW THE UTM AND UTSC CAMPUS COUNCILS

FINAL REPORT

The following report and recommendations of the Committee to Review the UTM and UTSC Campus Councils (CRCC) are the result of consultations undertaken by the Committee during the period September 2014 to November 2014. The Committee was mandated to evaluate the efficacy of the model and to report its findings and recommendations to Governing Council in December 2014.

SUMMARY:

The CRCC's consultations affirmed that there is broad recognition that the model works and that its creation was a timely and positive response to the University of Toronto's flourishing tri-campus reality. There is general satisfaction with, and support for, the new governance model and an appreciation that the model is still very young (one year). Most of the issues and concerns raised during the CRCC's review can be addressed through improvements to existing practices and through enhanced communications – within governance bodies and more broadly within the campus community – in order to nourish a culture of engagement with governance structures, processes and business. Given that it has only been one year since the implementation of the model, the CRCC recommends that the Governing Council undertake a follow-up review in three years' time.

The Committee's recommendations include two recommendations for consideration by Governing Council, and several recommendations intended to enhance current practice at the Campus Council and Standing Committee levels.

Recommendations to Governing Council:

(a) Follow-up Review

The CRCC recommends that the Governing Council initiate a follow-up review of the governance model in three years' time, that is, in the 2017-18 academic year, by which time the new model will have matured further and more information will be available from experience.

(b) Membership

As part of a general review of the distribution of elected seats for the administrative staff, teaching staff, and student estate seats on the Governing Council, the CRCC recommends that the Elections Committee consider allocating one full-time undergraduate seat on the Governing Council for each of UTM and UTSC.

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

On the question of the Vice-Principal and Dean holding membership on the Campus Council, the CRCC found that an appropriate solution is to continue using Non-Voting Assessor appointments (which are discretionary) to address the need for specific portfolio representation or expertise where it is deemed appropriate, without enacting changes to the Terms of Reference. In addition, the Committee suggests considering the inclusion of the Vice-Principal, Research, on the Campus Affairs Committees as a Non-Voting Assessor, in addition to their membership on the Academic Affairs Committees as Voting Assessors.

Recommendations to Enhance Current Practice:

c) Increasing the amount of meaningful discourse

A key finding of this review was the desire to increase the amount of meaningful discourse in the Councils and their Committees. In this regard, we recommend that the Chairs, Assessors and Secretariat continue in their efforts to:

- Ensure that documentation and presentations on items focus on the governance “prisms” of mission or mandate oversight and financial oversight. The intent is to promote open and robust discussion of the matter(s) at hand while observing the separation of governance and operations.
- Use education sessions related to specific agenda items, and the committee’s particular responsibilities for those items. Planning should be done in the context of the Chair of the Governing Council’s ongoing efforts to enhance orientation and education across the Governing Council’s Boards and Committees.
- Invite additional expertise on an *ad hoc* basis to inform discussion related to items such as academic programs. The Committee heard that this is already the practice on some of the bodies under review, and encourages the replication of the practice where appropriate.
- Implement mechanisms which address the specific need for open and robust dialogue of academic matters with the participation of senior academic administrators.
- Provide members of governance bodies with greater clarity on expectations with regard to their individual role within a given governance body, for example the kinds of questions that are appropriate to the Terms of Reference, alongside existing efforts to familiarize members with the mandate, role and activities of the governance body as a whole.
- Provide information on proposals that are in planning and development stages and which may potentially come before the governance body at a later time. For some major items, it may be appropriate for the Assessor to provide draft preliminary documentation to the body for discussion and input. The Committee understands that this practice is already being observed in some cases.
- Proposals to establish Extra-Departmental Units (EDUs) could, as a matter of practice, be considered at the Academic Affairs Committees for review and

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

discussion prior to the Campus Affairs Committees' consideration and recommendation for approval.

d) Awareness of and Participation in the Governance Process

The Committee recognizes the need for ongoing efforts to raise awareness of the importance of governance and the value of participating in its processes. In that regard, we also encourage Chairs, Vice-Chairs, Assessors, the Secretariat, and members to continue to identify and recruit interested prospective governance members. The impact of such efforts to increase awareness and participation could be enhanced by:

- Stating that an expectation of membership in a governing body is to communicate news of the business of governance to members of their estates.
- Augmenting the use of existing communications mechanisms on each campus to ensure information is distributed within Departments.
- Department Chairs and Academic Directors specifically encouraging and supporting faculty and staff to run for election to governance bodies.

The Committee also recommends that the Chairs of the Campus Councils report to Executive Committee on progress-to-date in one year's time with regard to the above-noted recommendations aimed at enhancing discourse, awareness and participation.

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

BACKGROUND:

As part of the University's *Towards 2030* planning exercise, a *Task Force on Governance* was established in 2007. During the first phase of its work, the Task Force was charged with identification of problems in order to clarify what worked well in governance and what did not. The Task Force concluded that there was no compelling reason to move away from the University's unicameral system of governance and that representation of the five key estates (administrative staff, alumni, students, teaching staff and Lieutenant-Governor-in-Council appointees) should be preserved.

A core belief articulated by the Task Force was that the essential role of governance is to provide guidance on the University's long-term strategic directions and to provide active oversight of the University's management and that its role is not to duplicate that of the University's administration. Among many principles of good governance, the University's model needed to be compatible with the University's mission and it needed to be multi-dimensional, given the various and complex characteristics of the University. Following from this, a key outcome of the first phase was the conclusion that the University's governance must address the complexity of decision-making and improve governance oversight of all three campuses.

During the second phase, the Task Force focused on determining solutions to concerns identified previously, along with other enhancements to governance. Among the recommendations emerging from phase two of the Task Force on Governance, one spoke explicitly to the creation of governance bodies, as part of the Governing Council structure, related to matters specific to the UTM and UTSC campuses. Specifically, the Task Force recommended "the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses" (Recommendation 20).

The Task Force completed its Report on June 22, 2010. Following a full discussion, and addresses by representatives of two of the four Representative Student Committees,¹ the Report was approved in principle, and an Implementation Committee was established by the Governing Council on October 28, 2010.² The mandate of the Implementation Committee included oversight and coordination of the implementation of a number of the Task Force's recommendations, including the recommendation for the establishment of campus affairs committees as outlined above.

¹ The Representative Student Committees are the Students' Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students' Union (GSU), and the Scarborough Campus Students' Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) is treated as if it is a Representative Student Committee.

² See: http://uoft.me/GOVERNING_COUNCIL2010Oct28

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

Report of the Task Force on Governance (June 2010):

Recommendation 20 – Re-assign Selected Responsibilities to Academic Board, Business Board, Executive Committee and Campus Affairs Committees

THAT the Governing Council Secretariat, in consultation with relevant Board Chairs and Vice-Chairs, Presidential Assessors and Vice-Presidential designates from the UTM and UTSC campuses, develop a proposal for the Executive Committee’s consideration regarding

- the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses;*
- assignment of current human resources, investment and security responsibilities of the University Affairs Board to the Academic and Business Boards; and*
- assignment of elections oversight responsibilities to the Executive Committee, with the Elections Committee reporting to the Governing Council through the Executive Committee.*

The Implementation Committee formed an *ad hoc* Working Group on Tri-Campus Matters which was charged with exploring in detail the manner in which Recommendation 20 could be realized.³ The Working Group advanced the idea that the structures and processes developed for the UTM and UTSC campuses should be expected to enhance campus-based decision-making and ensure accountability with respect to that responsibility. It also emphasized that, in future, the governance structure should also be responsive or easily adapted to changes to the institution’s administrative organization.

Independently, governance review committees were established at UTM and UTSC, which provided significant and essential input to the Working Group in the formulation of its recommendations.

Ultimately, the proposed structure included a Campus Council and three Standing Committees on each campus: an Academic Affairs Committee; a Campus Affairs Committee; and a formal agenda setting body for each Campus Council (the Agenda Committee, which, with expanded membership, would also serve as a Nominating Committee).

The Working Group consulted widely, and especially within the UTM and UTSC campus communities, regarding the mandates and design of the governance bodies that would have

³ Note: The Implementation Committee concluded that with respect to the St. George Campus, the campus-specific duties should be included in the Terms of Reference of the University Affairs Board along with the University-wide responsibilities for policy and oversight it would continue to have as recommended by the Task Force.

Report of the Committee to Review the UTM and UTSC Campus Councils (CRCC)

responsibilities with respect to these two campuses. A summary of the consultation activities and the outcome of these are summarized in the documentation provided to members of the Governing Council for its meeting held on June 25, 2012.⁴ This memorandum, which also summarized the proposed Terms of Reference of the Campus Councils (revised as a result of the consultation process), included the following:

“As with any change process, implementation will highlight the need to refine and re-calibrate – and sometimes re-think – particular elements of a new model or process. Given the scope and importance of the proposed approach, the introduction of Campus Councils will merit a careful review. In this context, we would recommend that there be a review undertaken by the Governing Council after the first full year of operation.”

At this meeting, the Governing Council approved the Terms of Reference of the Campus Councils and Standing Committees, a requirement that quorum provisions be reconsidered, and the following:

*“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”*⁵

The Campus Councils and their Standing Committees came into effect on July 1, 2013, and each of the bodies held their first meetings in the fall of 2013.

COMMITTEE TO REVIEW THE UTM AND UTSC CAMPUS COUNCILS (CRCC):

The CRCC was established to fulfill the Governing Council’s June 25, 2014 resolution to conduct a review of the manner in which the Campus Councils and their Standing Committees operated in the 2013-14 academic year. Specifically, the tasks of the CRCC were to: evaluate the efficacy of the model and the manner in which it had been implemented, report its findings, and recommend refinements that would enhance the ability of the Campus Councils and their Committees to execute their respective mandates. The CRCC was mandated to report to Governing Council in December 2014.

The CRCC’s Terms of Reference⁶ defined the areas of inquiry for the review process, including review of: the overall efficacy of the governance model, aspects of the Terms of Reference of the Academic Affairs Committees (AACs) and the Campus Affairs Committees (CACs) and ways to improve these Terms of Reference, membership issues, namely the identification, recruitment, election, selection of members, as well as the orientation, awareness, and on-going education of members.

⁴ <http://uoft.me/CCsProposedQuorum>

⁵ <http://uoft.me/GC2012Jun25>

⁶ <http://uoft.me/CRCC>

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The CRCC's Terms of Reference also summarized consultation activities to be undertaken by the committee, including the issuing of a broad call for submissions to the University of Toronto community, and targeted communications to UTM and UTSC faculty, staff, and students, the relevant bodies and student societies on the UTM and UTSC campuses, and University-wide associations and Representative Student Committees, as well as consideration of in-person consultations.

Composition of the CRCC:

The Terms of Reference required that the CRCC's membership comprise twelve members, in addition to the Chair, drawn from the Governing Council and from the UTM and UTSC Campus Councils. To ensure that all views were equitably represented, the committee membership attempted to balance among the estates, the two campuses, Governors and Campus Council members.

Specifically, two members were drawn from each of the three internal estates having served in the 2013-14 academic year, or serving in the 2014-15 year. For the purposes of the Review Committee, Alumni, Lieutenant-Governor-in-Council (LGIC) appointees to the Governing Council, and individuals from the broader community appointed to the Campus Councils were considered members of the same estate, and four members were drawn from this group. The Vice-President and Principal of each campus could serve, or designate a Presidential Assessor from one of the Campus Councils' Standing Committees to serve as members of the Committee on their behalf.

The membership of the CRCC was as follows:

- Ms Shirley Hoy (LGIC Governor, Vice-Chair of the Governing Council) – Chair
- Ms Sara Allain (Administrative Staff Member, UTSC Campus Council; Special Collections Librarian, UTSC)⁷
- Mr. Andrew Arifuzzaman (Chief Administrative Officer, UTSC; Assessor, UTSC Campus Affairs Committee)
- Ms Melissa Berger (Administrative Staff Member, UTM Campus Council; Coordinator for Community Outreach and Experiential Education, UTM)
- Mr. Simon Gilmartin (Community Member, UTM Campus Council)
- Professor William Gough (Teaching Staff Governor; Chair, UTSC Campus Council; Vice-Dean, Graduate Education, UTSC)
- Ms Sue Graham-Nutter (Community Member, UTSC Campus Council; Chair, UTSC Campus Affairs Committee)

⁷ Ms Sara Allain was no longer with the University of Toronto when the CRCC began its work and, given the short timeframe for the committee to conclude its work, Ms Allain's seat on the committee remained vacant.

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Ms Nancy Lee (Alumni Governor; Member, UTSC Campus Council)
Ms Alice Li (Undergraduate Student Member, UTM Campus Council)
Mr. Hussain Masoom (Graduate Student Member, UTSC Campus Council)
Ms Judith Poë (Teaching Staff Member, UTM Campus Council; Chair, UTM Academic Affairs Committee)
Professor Deep Saini (Presidential Appointee Governor; Vice-President and Principal, UTM)
Mr. John Switzer (Alumni Governor; Chair, UTM Campus Council)

The Secretary of the Governing Council, Mr. Louis Charpentier, served as Secretary of the Committee, assisted by Mr. Lee Hamilton, Acting Assistant Secretary of the Governing Council.

CRCC Work Plan:

Between September and November 2014, the CRCC held six regular meetings, issued a broad Call For Submissions online, and held two open Report-Back sessions, one each at UTM and UTSC. During this time it also met with the Chairs of all governance bodies encompassed within the review, as well as senior administrators and Voting Assessors for UTM and UTSC, and with each of the estates from both campuses.

At its first meeting (September 17, 2014) the Committee reviewed its Terms of Reference, approved its Work Plan and Call for Submissions, and reviewed relevant background information and data from the 2013-14 academic year, including the 2013-14 year-end survey of Campus Council and Standing Committee members (which gathered input from 88 respondents), the attendance records, and activity summaries for each of the bodies being reviewed. At this time the Committee also met with senior administrators and Voting Assessors from UTSC (the Interim Vice-President & Principal; the Dean & Vice-Principal (Academic); the Vice-Principal, Research; and the Dean of Student Affairs), and received an update on consideration of budget matters by the Campus Councils and the CACs.⁸

The online Call For Submissions was issued on September 19, 2014, and notice was broadly disseminated to all estates of the UTM and UTSC campuses, with a closing date of October 10, 2014. Twelve responses were received by the closing date.

At its second meeting (September 22, 2014), the Committee met with the Chair of the UTM CAC (one of two committee chairs not represented on the CRCC or included in other consultation sessions), and also with senior administrators and Voting Assessors from UTM (the Vice-Principal Academic and Dean; the Vice-Principal, Research; the Chief Administrative Officer; and the Dean of Student Affairs). The Committee subsequently issued invitations to

⁸ This update on budget matters was also provided to Governing Council at its September 11, 2014 meeting. See: <http://uoft.me/BudgetMatters>

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members of each estate to meet with the Committee in succession on the morning (UTSC) and afternoon (UTM) of October 20, 2014. Invitations to these sessions were also sent to Campus Council and Standing Committee members representing each estate within those governance bodies, as well as to the heads of the student governments, societies and clubs. Combined, these meetings with Voting Assessors, senior administrators, a committee chair, and members of estates gathered input from twenty-five participants.

At this time the Committee met with senior administrators and the Chair of UTSC's AAC. The Committee also reviewed input received from the Call For Submissions, and discussed the upcoming campus Report-Back sessions scheduled for November 4 (UTSC) and 5 (UTM).

On November 4 and 5, 2014, the Committee held two open Report-Back sessions, one each at UTSC and UTM. Campus-wide invitations were issued to all estates at both campuses and, as result, approximately twenty people attended the Report-Back sessions in total. At these Report-Back sessions, the Committee outlined its mandate and work, provided a summary of input received to date, and invited questions, comments, additional input, and requests for clarification.

CRCC FINDINGS:

The consultations undertaken by the CRCC were guided by its Terms of Reference, which informed the areas of inquiry for the review. The following is a summary of input received.

The Governance Model:

CRCC Terms of Reference:

1. The Efficacy of the Governance Model

a) The CRCC is to provide its assessment of the effectiveness of the UTM and UTSC Campus Council and Standing Committee structure in the context of the overall Governing Council system. To the extent possible with one year of experience upon which to base a finding, the CRCC is asked to comment on the degree to which these bodies, with responsibility for specific campus matters, have been and are understood to be effectively integrated into institutional governance.

- Overall, the CRCC consistently heard that there is satisfaction with and support for the new governance model. It is viewed as an evolutionary step in meeting the needs of the University's growing tri-campus reality. There was general acknowledgment that the model had only been in place for a year and that, in light of the limited experience, the CRCC

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agreed that there should be a full review in three years' time, in order to allow the model and governance practices to mature and develop further.

Academic Affairs Committees (AACs):

CRCC Terms of Reference:

2. Terms of Reference of the Academic Affairs Committees (AACs)

a) *In consideration of the Academic Affairs Committees' (AACs) assigned responsibilities previously in the purview of the Erindale College Council (UTM) and the Council of UTSC, to what extent has this transition been successful? Those responsibilities include curricular matters and academic regulations, as well as responsibilities pursuant to the University of Toronto Quality Assurance Process.² Since few matters considered by the AACs proceed to the Campus Councils, how might the links between the AACs and their respective Campus Councils be refined and strengthened?*

b) *The AACs' Terms of Reference also include provisions related to research, the consideration of academic plans, academic priorities for fundraising, and academic reviews. The CRCC is asked to advise on the execution of these responsibilities and the appropriate governance paths for such matters.*

- The CRCC heard from some members that they had a sense that the vetting duties of the AAC at times seemed *pro forma*. Some AAC members who spoke with the CRCC commented that there were frequent occasions when the work of the committee felt like “rubber stamping”. Factors that contributed to this sense were the limited time required to review materials in advance of a vote, a reluctance to delay needed projects by voting against them, and confidence in the due diligence that occurs among administrators during a project’s planning stage (prior to reaching governance).
- The CRCC heard that the divisional Curriculum Committees continue to work well, and that the proposals considered by these Committees flowed seamlessly to the AACs.
- Some respondents expressed the view that the presence of Deans on the AAC may contribute to a reluctance to challenge or oppose proposals and motions in the meetings.
- On the role of Voting Assessors on governance bodies, the CRCC heard a number of observations. These included: a lack of awareness by members of Committees of the availability of Assessors to consult on Committee business outside of meetings, a concern about the appropriate alignment of Assessors’ areas of expertise with the appropriate governance bodies, and the inclusion of the Vice-Principal, Research as a Non-Voting Assessor on the CACs.

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- It was observed that various education sessions were worthwhile and that members benefitted from hearing from subject matter experts in areas related to the Councils' or Committees' Terms of Reference. In keeping with this approach, the Chair of UTM's AAC, in consultation with the Dean, invited individuals from academic departments specifically involved in development of curriculum proposals to present proposals brought forward by the Dean. This approach enriched the Committee's consideration of the proposals and the CRCC supports the extension of this practice across governance bodies at the discretion of the Chairs and with the agreement of the relevant Assessors.
- Some members who spoke to the CRCC observed that the new model had added a level of formality that was helpful in providing structure to proceedings and decision-making but that seemed at times to inhibit discussion; they also noted that members of the campus community seemed less engaged than previously.

Campus Affairs Committees (CACs):

CRCC Terms of Reference:

3. Terms of Reference of the Campus Affairs Committees (CACs)

a) ...The CRCC is to provide advice on any clarification or adjustments to the Terms of Reference that might be necessary to define the appropriate role of this body in budget-related matters.

b) In addition to their roles in the campus operating budget in 3.a) above, the CACs' Terms of Reference include responsibilities related to consideration of establishment of Extra-Departmental Units (EDUs).[†] Based on one year's experience, more specific language on this element of the Committee's mandate may be helpful. The CRCC is also asked to review other matters brought to the CACs to advise on whether other clarifications should also be considered.

c) In consideration of the CACs' roles and responsibilities, the number of teaching staff, student, and administrative staff members of the Committees was determined by reviewing the composition of the University Affairs Board (UAB) and the Planning and Budget Committee (PB). UAB includes a large proportion of students and a relatively small number of teaching staff, while the reverse is true for PB ... does the current balance among the internal (academic; non-academic) groups appropriately reflect the responsibilities assigned to the CACs?

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- To the extent the CRCC received commentary on this area of the review process, the feedback focused on increasing the representation of various estates on the committee. The CRCC had sought input on changes to the CACs' Terms of Reference to define the appropriate role of the CACs in consideration of academic matters such as the establishment of Extra-Departmental Units (EDUs), as well as input on the appropriate composition of the CACs, and whether the current balance among the internal (academic; non-academic) groups appropriately reflect the responsibilities assigned to the CACs.
- The challenge for the Task Force on Governance in developing the CACs' Terms of Reference was to define membership that has no one precise parallel in the current Governing Council structure. The CAC has two "parent" references: the Planning and Budget Committee and the University Affairs Board. Both require a majority of internal members but a somewhat different balance among the estates. The former has a majority of faculty among its internal members, the latter a majority of students. The CACs have nine faculty and seven students among their internal members.
- Some respondents suggested that establishment of Extra-Departmental Units or EDUs – particularly "A" and "B"⁹ – should be considered by the AACs, as well as by the CACs, in order to ensure that both the academic and budgetary dimensions are given full consideration. To address this concern, proposals to establish EDUs could, as a matter of practice, be considered at the AACs for review and discussion prior to the CACs' consideration and recommendation for approval.
- Section 5.7 of the CACs' Terms of Reference provides that the "*annual budget is considered by the Committee for recommendation to the [UTM/UTSC] Council for inclusion in the University's annual operating budget.*" Appendix A of the Terms notes that this responsibility is executed as part of the campus' budget planning process. The Terms were not intended to assign approval responsibility and the process being implemented this year is a step toward clarifying the most apt role for the bodies and the manner in which the provision might be fulfilled (See: *Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees*¹⁰). The approach received positive responses at meetings of the CACs and Campus Councils during the first two cycles of the 2014-15 academic year.

⁹ An EDU:A has a well-established and defined area of scholarship as a focus. The unit has attained a critical mass of interdisciplinary scholarship at the University that allows for the unit to engage in the appointment of teaching staff, admission of students to a program of graduate or undergraduate study, and engage in interdisciplinary research. EDU:As differ from departments in that departments generally offer a full range of undergraduate and graduate programs and research. It is expected that the total number of EDU:As at any given time will be small. An EDU:B has a defined area of scholarship as a focus and also admits students to interdisciplinary programs and engages in interdisciplinary research. However, teaching staff appointments are made in established academic units with teaching staff crossappointed to the EDU:B.

¹⁰ <http://uoft.me/BudgetMatters>

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Membership:

CRCC Terms of Reference:

...how might the processes related to the identification, recruitment, election and selection of Campus Council and Standing Committee members be enhanced – for example, with respect to expanding and fostering the pools of interested and eligible candidates?

- On identification, recruitment, election and selection of Campus Council and Standing Committee members, the Committee received a number of comments reflecting individuals' various views in this regard, including:
 - The need to examine ways to establish incentives to encourage greater participation in governance by the various estates, for example in the case of Administrative Staff through the recognition by superiors or in annual performance evaluations.
 - Some student respondents raised the issue of elections and appointment of student members; an online respondent noted that the current model is ambiguous, produces uncertainty and leads to unnecessary waiting prior to the outcome. However, the Committee also heard that the process was clearly communicated.
 - During in-person consultations with UTM students, the CRCC heard concerns about student representation on the UTM Campus Council and the perception that an elected student had been “bumped” from a Campus Council seat in favour of an appointed student who was a Governor. The CRCC was able to clarify the source of this perception, namely that it arose from the fact that the Campus Councils are composed of Governor and non-Governor members, and that in June 2014 changes proposed by the Elections Committee were adopted, setting the number of elected and appointed seats for the other estates (Teaching Staff, Administrative Staff, Community Members) while leaving the existing arrangements for student representation in place, i.e.:
 - Continuing to have 0 or 1 Governing Council student members (appointed) and 4 or 3 non- Governing Council student members (elected) on the Campus Council, each serving a one-year term with the possibility of re-appointment/re-election.
 - This would continue to give student governors the option of serving on the Campus Councils if they wanted. To put this in context, in the 2013 elections, Mr. Adrian De Leon, registered as a student at UTSC, was elected as a full-time undergraduate governor (Constituency I – for the Faculty of Arts and Science, UTM and UTSC). Mr. De Leon was appointed by the Governing Council to serve

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on the UTSC Campus Council and the AAC. Similarly, in the 2014 elections, Mr. Nabil Arif, registered at UTM, was elected as full-time undergraduate governor (Constituency I). Mr. Arif was appointed by the Governing Council to serve on the UTM Campus Council in 2014-15. Despite the perception that elected students had been displaced from their Campus Council seats by student members of Governing Council, it is important to note that these student members of Governing Council were elected in their own right by their peers (as are those elected directly to the Campus Councils), and that the provision enabling them to sit on the Campus Councils is clearly articulated.

- If the option to serve on the Campus Councils was removed for student governors, then these elected student governors registered at UTM and UTSC would be denied the opportunity to serve on governance bodies suited to their interests, and the Governing Council would not be able to benefit from the experience and insight that such elected student governors would bring as a result of also participating in local governance bodies. As part of the planned general review of the distribution of elected seats for the administrative staff, teaching staff, and student estate seats on the Governing Council, the Elections Committee could in future recommend allocating one full-time undergraduate seat for each of UTM and UTSC. At that time, should it be considered desirable, the Terms of Reference for the Campus Councils could be revised to allow for one appointed student Governor to sit on the Campus Councils, removing the uncertainty occasioned by the existing formula for student representation.
- There is at least one elected teaching staff seat for each of UTM and UTSC on the Governing Council. In June 2014, the Governing Council approved recommendations that allowed for the number of elected teaching staff governors appointed to the Campus Council to be 1, instead of 1 or 2. In this instance, the elected teaching staff members of the Governing Council from UTM and UTSC can be appointed to their respective Campus Councils, allowing for the other five teaching staff members on those Campus Councils to be elected locally.
- In the June 2014 recommendations, the option of the administrative staff governors to serve on the Campus Councils was removed to allow for greater local participation, with one of the two seats for elected administrative staff being made available to a librarian.
- The CRCC received differing views on the inclusion of the Vice-Principal and Dean as an *ex officio* member of Campus Council – some felt such inclusion might be analogous to the current practice of including the Provost on Governing Council (where the Vice-President and Provost sits as a presidential appointee), whereas others felt the presence of the Dean might inhibit discussion.

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Orientation and Awareness of Members:

CRCC Terms of Reference:

5. Orientation, Awareness, and On-Going Education of Members

a) The CRCC is asked to provide advice on refinements to initial orientation offered to members of the UTM and UTSC Campus Councils and their Standing Committees. Such advice will inform and be integrated with the Governing Council's ongoing efforts to enrich and strengthen orientation and education across all of its bodies.

b) In order to continue to assist members and Assessors in fulfilling their roles and to raise awareness of the Campus Councils and their work, what advice might the Committee provide with respect to:

- ongoing education on particular topics for members, and*
- ongoing communication with the campus communities with respect to the role and function of the Campus Councils?*

- Concerns about timely communication and information flow within governance and about governance within the campus community were recurring themes of the input the CRCC received.
- Some respondents highlighted the steep learning curve that greeted new members of the Campus Councils and Standing Committees. Most regarded the orientation sessions as useful and necessary, but some felt it was too much information to assimilate at one time; others felt the sessions were redundant for returning members. Suggestions for building on orientation and ongoing communication included the use of retreats, the redistribution of some orientation information throughout the governance year as business arose, and the creation of opportunities for committee members to meet and interact outside of the official committee proceedings.
- On the issue of engagement, some noted the generally low awareness across the campuses of the roles, activities, and business of the Campus Councils and Standing Committees. One reason suggested was that these are not aspects of the University that students, staff and faculty typically encounter as part of their day to day activities on the campuses.

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RECOMMENDATIONS:

The deliberative work and consultations undertaken by the CRCC, guided by its Terms of Reference, led to two recommendations for consideration by Governing Council, and a number of recommendations for the enhancement of current practice.

Recommendations to Governing Council:

a) Follow-up Review

The CRCC recommends that the Governing Council initiate a follow-up review of the governance model in three years' time, that is, in the 2017-18 academic year, by which time the new model will have matured further and more information will be available from experience.

b) Membership

As part of a general review of the distribution of elected seats for the administrative staff, teaching staff, and student estate seats on the Governing Council, the CRCC recommends that the Elections Committee consider allocating one full-time undergraduate seat on the Governing Council for each of UTM and UTSC.

On the question of the Vice-Principal and Dean holding membership on the Campus Council, the CRCC found that an appropriate solution is to continue using Non-Voting Assessor appointments (which are discretionary) to address the need for specific portfolio representation or expertise where it is deemed appropriate, without enacting changes to the Terms of Reference. In addition, the Committee suggests considering the inclusion of the Vice-Principal, Research, on the Campus Affairs Committees as a Non-Voting Assessor, in addition to their membership on the Academic Affairs Committees as Voting Assessors.

Recommendations to Enhance Current Practice:

c) Increasing the amount of meaningful discourse

A key finding of this review was the desire to increase the amount of meaningful discourse in the Councils and their Committees. In this regard, we recommend that the Chairs, Assessors and Secretariat continue in their efforts to:

- Ensure that documentation and presentations on items focus on the governance “prisms” of mission or mandate oversight and financial oversight. The intent is to promote open and robust discussion of the matter(s) at hand while observing the separation of governance and operations.
- Use education sessions related to specific agenda items, and the committee’s particular responsibilities for those items. Planning should be done in the context of

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the Chair of the Governing Council's ongoing efforts to enhance orientation and education across the Governing Council's Boards and Committees.

- Invite additional expertise on an *ad hoc* basis to inform discussion related to items such as academic programs. The Committee heard that this is already the practice on some of the bodies under review, and encourages the replication of the practice where appropriate.
- Implement mechanisms which address the specific need for open and robust dialogue of academic matters with the participation of senior academic administrators.
- Provide members of governance bodies with greater clarity on expectations with regard to their individual role within a given governance body, for example the kinds of questions that are appropriate to the Terms of Reference, alongside existing efforts to familiarize members with the mandate, role and activities of the governance body as a whole.
- Provide information on proposals that are in planning and development stages and which may potentially come before the governance body at a later time. For some major items, it may be appropriate for the Assessor to provide draft preliminary documentation to the body for discussion and input. The Committee understands that this practice is already being observed in some cases.
- Proposals to establish Extra-Departmental Units (EDUs) could, as a matter of practice, be considered at the Academic Affairs Committees for review and discussion prior to the Campus Affairs Committees' consideration and recommendation for approval.

d) Awareness of and Participation in the Governance Process

The Committee recognizes the need for ongoing efforts to raise awareness of the importance of governance and the value of participating in its processes. In that regard, we also encourage Chairs, Vice-Chairs, Assessors, the Secretariat, and members to continue to identify and recruit interested prospective governance members. The impact of such efforts to increase awareness and participation could be enhanced by:

- Stating that an expectation of membership in a governing body is to communicate news of the business of governance to members of their estates.
- Augmenting the use of existing communications mechanisms on each campus to ensure information is distributed within Departments.
- Department Chairs and Academic Directors specifically encouraging and supporting faculty and staff to run for election to governance bodies.

The Committee also recommends that the Chairs of the Campus Councils report to Executive Committee on progress-to-date in one year's time with regard to the above-noted recommendations aimed at enhancing discourse, awareness and participation.

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 9 OF THE CAMPUS COUNCIL

February 4, 2015

Professor William A. Gough, Chair
Mr. Mark Krembil, Vice-Chair
Professor Bruce Kidd, Vice-
President and Principal
Mr. Preet Banerjee
Mr. Harvey Botting
Ms Kathy Fellowes
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Dr. Brian Harrington
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Mr. Hussain Masoom
Ms Susan Murray
Professor Andre Simpson
Mr. Andrew Arifuzzaman, Chief
Administrative Officer

Secretariat:

Mr. Louis Charpentier
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Mr. Asher Chohan
Mr. Ommer Chohan
Professor Suzanne Erb
Professor Rick Halpern
Mr. John Kapageridis
Mr. Moataz S. Mohamed
Dr. Christopher Ollson
Mr. David Shim
Mr. George Quan Fun
Ms Elaine Thompson

In attendance:

Ms Helen Morissette, Director, Financial Services
Mr. Desmond Pouyat, Dean of Student Affairs
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO
Operations and Special Projects
Ms Georgette Zinaty, Executive Director, Development and Alumni Relations

Mr. Tahsin Chowdhury, President & Chief Executive Officer, Scarborough Campus Students'
Union
Ms Therese Ludlow, Operations Manager, Office of Business, Operations & Strategic Affairs

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1. Chair's Remarks

The Chair welcomed members and guests to the meeting and introduced the members participating in the meeting by teleconference and videoconference. He advised the Council that one speaking request to address agenda item number three, Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*, was received from the President of the Scarborough Campus Students' Union (SCSU), and that the request was granted. Lastly, he formally introduced Professor Bruce Kidd as the newly appointed Vice-President and Principal of UTSC, and shared highlights from President Meric Gertler's appointment announcement, made in December 2014.

2. Report of the Vice-President & Principal

The Chair invited Professor Kidd to present his report. Professor Kidd introduced Mr. Hussain Masoom, President and Co-Founder, and Mr. Gurbir Perhar, Vice-President, of UTSC's Graduate Association for Professional Skills (GAPS) to deliver their presentation¹.

a. Student Presentation: Graduate Association for Professional Skills (GAPS)

Mr. Masoom reported that less than twenty percent of PhD graduate students received academic teaching positions upon graduation and that GAPS helped graduate students identify other professional career paths. He commented that GAPS helped graduate students consider careers beyond academia and offered career networking sessions along with resume and interview preparation clinics. Mr. Perhar explained that GAPS was also interested in developing internship opportunities for graduate students. He remarked that developing those opportunities was a key priority for GAPS, and that the funds awarded from the UTSC 50th Anniversary Legacy Fund would help facilitates those opportunities.

A member asked whether GAPS was a program specific to UTSC, and Mr. Masoom explained that similar associations did exist on the St. George and UTM campus.

In response to a question regarding collaboration with other associations, Mr. Masoom reported that GAPS recently started working with the Graduate Professional Skills (GPS) program.

A member asked whether GAPS had looked at connecting with the media to promote the association and encourage external funding, and Mr. Masoom replied that to date, GAPS had not looked outside UTSC for funding.

A member asked whether GAPS had reached out to the UofT Alumni Association. In response, Ms Georgette Zinaty reported that in her role as the Executive Director, Development and Alumni Relations at UTSC, she would be happy to assist GAPS with finding suitable alumni for events and activities.

¹ Student Presentation: Graduate Association for Professional Skills (GAPS)

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The Chair thanked Mr. Masoom and Mr. Perhar for their presentation.

Returning to his report, Professor Kidd provided highlights of his priorities over the next three and a half years. His report highlighted the following main points:

- *Academic Programs, Enrolment Growth & Necessary Infrastructure-*
Develop the academic plan so that it would realize ambitions around new academic programs that met the changing needs of the current and future student population, and to work closely with senior leaders at the university to reach expansion objectives.
- *Making the most of the changing economy and demography of the Eastern GTA-*
Leverage the opportunity to become an intellectual, social, cultural, and athletic hub in the eastern part of the GTA
- *Realizing the Promise of Pan-Am-*
Utilize the Pan-American and Para-Pan American games as an opportunity for UTSC to attract international visitors and receive international visibility. Working to enhancing the profile of the Toronto Pan-Am Sports Centre (TPASC) as a co-curricular hub, but also a hub for academic opportunities in the physical, life and social sciences.
- *Strengthen UTSC Reputation/Brand in the Context of the UofT Tri-Campus System-*
Solidify UTSC's position as an integral component of the UofT tri-campus system, but also distinguish itself as a destination of choice for students in the GTA.
- *Improving Transit-*
Continue lobbying the Toronto Transit Commission (TTC) and Metrolinx for better transit.
- *Fundraising-*
Work to establish fundraising goals that are obtainable and impactful for the campus.

To conclude his presentation, Professor Kidd posed the following three questions and invited Council members to provide feedback in writing.

1. If we did everything right, what would the UTSC campus look like in 2018 and/or 2025
2. What should I be focusing on as Principal and what should I avoid?
3. What priorities would have your strongest commitment?

The Chair thanked Professor Kidd for this presentation.

3. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*

The Chair invited Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, to introduce the item. She reported that a full discussion took place at the UTSC Campus Affairs Committee on January 12, 2015, and that the Committee fully supported the recommendation to the UTSC Campus Council. She reported that some Committee members were concerned about ensuring that there would be sufficient space for student groups, particularly dance groups, in the renovated building. She invited Mr. Andrew Arifuzzaman,

Minutes of the Meeting of the Campus Council of February 4, 2015

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Chief Administrative Officer, to present² the Capital Project. Mr. Arifuzzaman explained that the provincial post-secondary system was currently growing, and that the density of colleges and universities in the eastern part of the GTA was less concentrated than in the western part of the GTA. He reported that by the end of the next decade the UTSC campus community was expected to grow to approximately 20,000 and that the R-Wing renovation project was an attempt to improve and build more infrastructures on campus, and complete the south part of the Campus before continuing to develop the northern part. He also reported that the R-Wing renovation would be occupied by the following academic departments and administrative units: Political Science, Human Geography, Anthropology, Sociology, Critical Development Studies, Health Studies, Centre for Teaching and Learning, Recruitment & Registrar's Office, The Hub (a space for innovative design and entrepreneurial action), International Students' Centre, and parts of the Library. He also explained that the Management Wing would be occupied by the academic departments and administrative units currently housed in the portables. To conclude his presentation, Mr. Arifuzzaman provided the Council with several renderings of the renovation project and highlighted the new features it was expected to have. These included: more natural light, plaza space with an integrated landscape, and a tunnel was being added to the building to connect it with the Bladen Wing.

A member asked how many storeys the renovated R-Wing would have and Mr. Arifuzzaman reported that the renovated building would be five storeys.

A member commented on the funding of the project being contingent on the Ontario Major Capacity Expansion Program, and Mr. Arifuzzaman reported that he was confident that UTSC would meet the criteria set out by the government for this program to receive the award.

A member raised a concern regarding the timing of construction and exams. Mr. Arifuzzaman reported that construction was expected to begin in August 2015, and that the gym at the TPASC would be used for large exams.

A member asked whether the renovation would affect access to the new elevator in the Bladen Wing, and Mr. Arifuzzaman reported that the elevator would remain operational and that the renovations to the older elevator in the Bladen Wing would also be completed by the time the renovations began.

A member asked whether construction would affect the drop-off loop in front of the R-Wing, and Mr. Arifuzzaman explained that the drop-off loop would be functional, but with limited access. He added that there would be an additional drop-off loop in the new Environmental

² Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*

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and Chemistry building that could be used as well.

The Chair introduced and invited Mr. Tahsin Chowdhury, President of the Scarborough Campus Students' Union (SCSU) to address Council members on this item. Mr. Chowdhury expressed concern for the potential of limited multi-purpose space in the renovated R-Wing. He made reference to the R-Space that was previously used by dancers and dance groups for rehearsals before the R-Wing was closed for renovations. Mr. Arifuzzaman reported that there would be flat programmable space in the renovated R-Wing that could be used for rehearsal space when exams were not taking place.

On motion duly made, seconded and carried,

YOU COUNCIL RECOMMENDS³,

1. THAT the Report of the Project Planning Committee for The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough, dated November 20, 2014, be approved in principle, contingent on award of the Ontario Major Capacity Expansion Program (as cash); and,
2. THAT the project scope totalling 4,237 new NASM (8,178 GSM) of new construction and 2,223 NASM (4,291 GSM) of renovation of the R-Wing at UTSC, to be funded by UTSC Operating Funds, Capital Campaign, Provost Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash), be approved in principle.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 4) be approved.

- 4. Report of the Previous Meeting: Report Number 8 – Wednesday, December 3, 2014**
- 5. Business Arising from the Minutes of the Previous Meeting**
- 6. Reports for Information**

³ The Council voted on a recommendation to the Business Board; however the recommendation should have been made to the Academic Board first followed by the Business Board.

Minutes of the Meeting of the Campus Council of February 4, 2015

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- a) **Report Number 8 of the Agenda Committee** (Tuesday, November 25, 2014)
- b) **Report Number 8 of the Academic Affairs Committee** (Monday, November 10, 2014)
- c) **Report Number 8 of the Campus Affairs Committee** (Tuesday, November 11, 2014)

7. Date of the Next Meeting – Tuesday, March 3, 2015, 4:00 p.m.

The Chair reminded members that the next scheduled meeting of the Council was on Tuesday, March 3, 2015 at 4:00 p.m.

8. Other Business

No other business was raised.

9. Question Period

There were no questions.

IN CAMERA SESSION

The Council moved *in camera*.

10. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* + (for recommendation)

On motion duly moved, seconded, and carried,

YOUR COUNCIL RECOMMENDS⁴,

THAT the recommendation regarding the Financial and Planning Implications and Funding Sources contained in the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* documented in the memorandum from Mr. Andrew Arifuzzaman, Chief Administrative Officer, dated February 4, 2015, be approved.

⁴ The Council voted on a recommendation to the Business Board; however the recommendation should have been made to the Academic Board first followed by the Business Board.

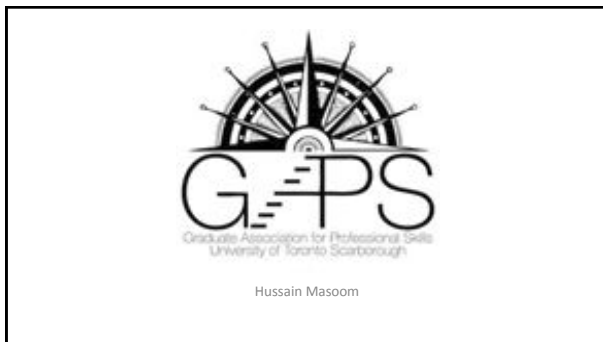
Minutes of the Meeting of the Campus Council of February 4, 2015

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The meeting adjourned at 6:09 p.m.

Secretary

Chair

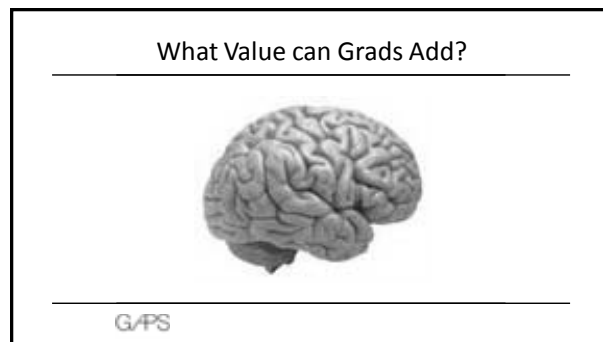
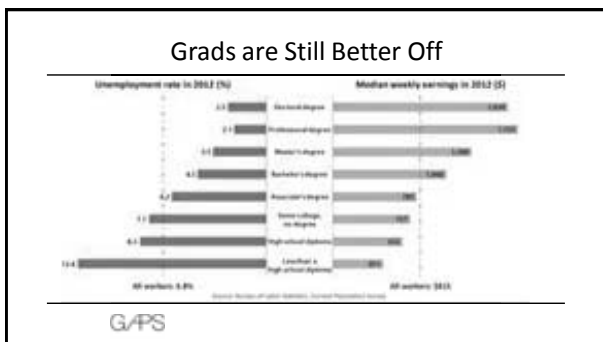


Graduate Students Need Jobs

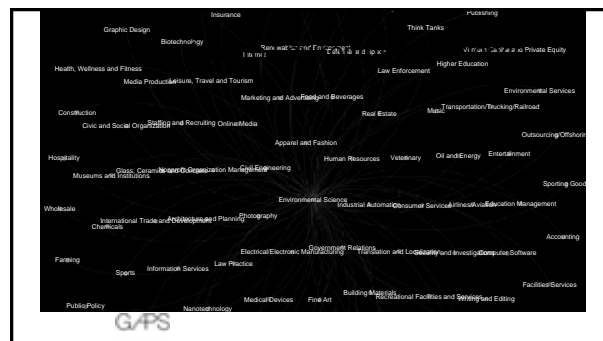
Canada is producing A LOT of advanced degree graduates

Less than 20% of PhD graduates get academic positions

GAPS




- Graduates are Valuable**
-
- Analysis (quantitative and qualitative)
 - Statistics
 - Presentation skills
 - Collaboration (team work)
 - Purposeful writing
 - Communication
 - Experimental design
 - Data and Hypothesis driven
 - Self driven
-
- GAPS



Thank You


GAPS

- **NSERC Engage - Faculty**
 - Up to \$25,000 for 6 months
 - Stipends, salaries etc.
 - “solving a **company-specific problem** through the generation of new knowledge or the application of existing knowledge in an innovative manner.”



Funding Opportunities

- **NSERC Industrial Postgraduate Scholarship (IPS)**
 - \$15,000 from NSERC, minimum \$6,000 from industry partner
 - Minimum 20% of the student’s time spent at company



Funding Opportunities

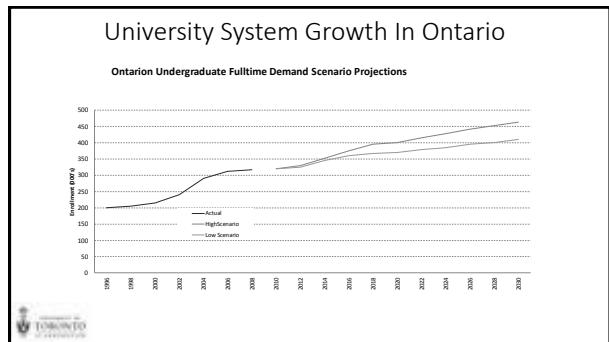
- Ontario Center for Excellence (OCE)
- **TalentEdge Internship**
 - MA Graduate, PhD Student
 - Each four-month internship unit is valued at \$20,000 as follows:
 - \$10,000 contribution from OCE
 - \$5,000 industry partner cash contribution
 - \$5,000 industry partner in-kind contribution

Funding Opportunities

- MITACS Accelerate

“Highland Hall” R-wing project

Campus Council
February 4th 2015







Major Capital Expansion Program



Our Context


- UTSC Currently has +13,000 students
- Growth over the next 5 years to 15,000+ students
- Centennial College has 5,000 students on UTSC Campus
- As well as over 1000 Staff and Faculty
- Total UTSC student population on Campus will over 20,000 by the end of the decade
- Pan Am Legacy Facility will create a regional draw for Campus for decades to come

UTSC Evaluation and Future

- UTSC has shifted to a comprehensive research intensive university in the U of T tri-campus system
- UTSC will be the major undergrad growth anchor for the University of Toronto system for the fast growing eastern GTA
- This will result in:
 - UTSC attracting new partners to the campus (public and private sector)
 - Advancing as a intellectual cultural and sport hub for the region
 - Over the last 7 years have attracted over \$500,000,000 of development to the campus
- In this context UTSC has developed a master plan that will serve the campus in moving forward






Master Plan

- Academic Zone
- Academic/Industry Partnerships
- Residential Development
- Sports Zone
- New Intellectual and Cultural Hub





CAMPUS MASTERPLAN




Overall Campus Space, Before and After Renovation and Growth

	2013-14		2018-18		2020-20	
	Total	EUR	Total	EUR	Total	EUR
	74,524	100%	74,524	100%	74,524	100%
Classrooms	1,300	1%	1,000	1%	1,000	1%
Teaching Labs	3,829	5%	3,800	5%	3,500	5%
Research Labs	6,684	9%	6,849	9%	6,600	9%
Academic Dept Space	9,807	13%	11,247	15%	11,247	15%
General Admin Space	4,902	7%	5,540	7%	5,540	7%
Library and Study Space	5,728	8%	6,800	9%	6,800	9%
Support, Academic & Support Space	35,838	48%	48,729	65%	48,729	65%
Recreation & Athletics	4,276	6%	10,200	14%	10,200	14%
Student & General Services	11,047	15%	11,000	15%	11,000	15%
Support, Other Space	15,800	21%	23,477	31%	23,477	31%
UNIVERSITY TOTAL Available Space	84,848	114%	74,224	100%	74,224	100%




Current State

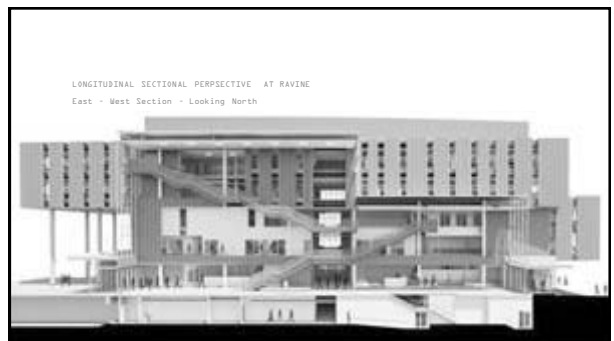
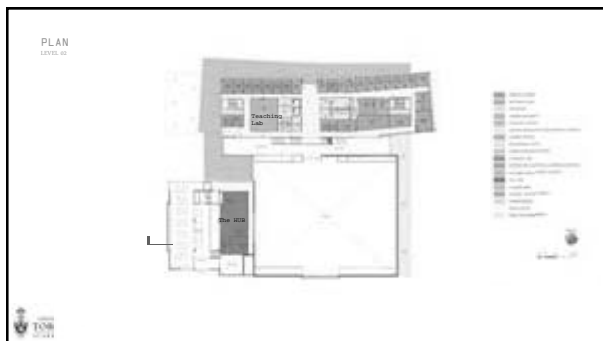
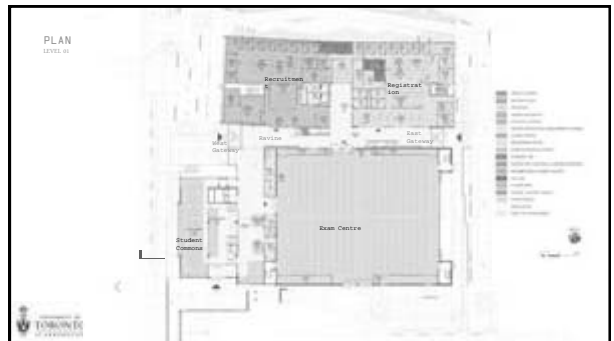
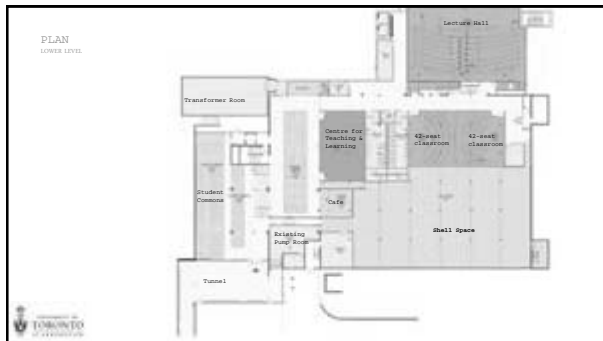
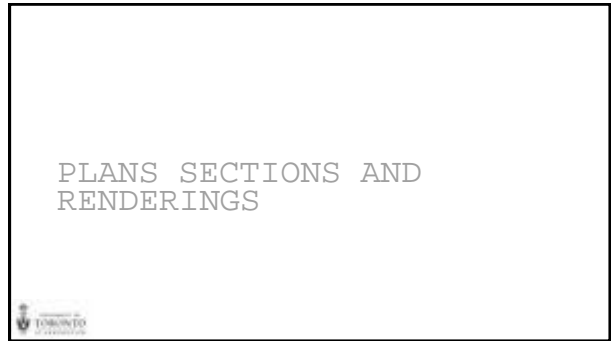




“Highland Hall” -Occupants of this Facility

Academic Departments <ul style="list-style-type: none"> • Political Science • Human Geography • Anthropology • Sociology • Critical Development Studies • Health Studies • Centre for Teaching and Learning 	Other Units <ul style="list-style-type: none"> • Recruitment and Registrar • The HUB • Student study spaces and lounge spaces • International Student Centre • Library
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Report Number 9 of the UTSC Agenda Committee- January 21, 2015

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 9 OF THE AGENDA COMMITTEE

January 21, 2015

To the Campus Council
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Wednesday, January 21, 2015 at 4:00 p.m. in the University of Toronto Scarborough, Arts and Administration Building, Council Chamber, Room AA160.

Present: Professor William A. Gough (Chair)
Mr. Mark Krembil (Vice-Chair)
Ms Kathy Fellowes
Dr. Elaine Khoo
Ms Nancy Lee
Ms Permjit (Pam) Mann

Regrets: Professor Bruce Kidd
Ms Sue Graham-Nutter
Mr. Hussain Masoom

In attendance: Ms Therese Ludlow, Operations Manager, Office of Business, Operations and Strategic Affairs

Secretariat: Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

The meeting was held in closed session.

1. Chair's Remarks

The Chair welcomed members to the meeting.

Report Number 9 of the UTSC Agenda Committee- January 21, 2015

2. Agenda for the Meeting of the University of Toronto Scarborough Campus Council, Wednesday, February 4, 2015

The Committee discussed and approved the agenda for the UTSC Campus Council meeting on Wednesday, February 4, 2015, as presented.

3. Date of the Next Meeting- Tuesday, February 24, 2015, 4:00 p.m.

The Chair reminded members that the next scheduled meeting of the UTSC Agenda Committee was on Tuesday, February 24, 2015 at 4:00 p.m. in room AA160 of the Arts and Administration building.

4. Report of the Previous Meeting- Report Number 8- November 25, 2014

Report Number 8 (November 25, 2014) was approved.

5. Other Business

The Chair reported that a Call for Nominations for seats on the UTSC Campus Council and its Standing Committees closed on Tuesday, January 13, 2015, and he invited Ms Amorell Saunders N'Daw, Director of Governance, UTSC and Assistant Secretary of the Governing Council, to provide the Committee with an update on the response to the Call. Ms Saunders N'Daw reported that administrative staff and full-time undergraduate students had responded well to the Call, and she added that the nomination period had been reopened on Monday, January 19, 2015 to graduate students, part-time undergraduate students, and teaching staff for seats on the UTSC Campus Council and its Standing Committees for which no nominations had been received.

The meeting adjourned at 5: 20 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 9 OF THE ACADEMIC AFFAIRS COMMITTEE

January 8, 2015

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough,

Your Committee reports that it met on Thursday, January 8, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Kathy Fellowes (Chair)
Dr. Christopher Ollson (Vice Chair)
Professor Bruce Kidd, Vice-
President and Principal
Professor Rick Halpern Vice-
Principal and Dean (Academic)
Professor Malcolm Campbell, Vice
Principal Research
Ms Maryam Ali
Dr. Corinne Beauquis
Professor Christine Bolus-Reichert
Professor Nick Cheng
Dr. Curtis Cole
Professor Suzanne Erb
Professor David J. Fleet
Professor John A. Hannigan
Professor Clare Hasenkampf
Professor Matthew J. Hoffmann
Mr. Jerry Yu Jien
Professor Madhavi Kale
Mr. John Kapageridis
Ms Whitney Kemble
Dr. Elaine Khoo
Dr. Sarah D. King
Professor Patricia Landolt
Ms Nancy Lee
Mr. Andrew Leung
Professor Nathan R. Lovejoy
Professor Andrew C. Mason
Mr. Moataz S. Mohamed
Ms Susan Murray

Ms Victoria Owen
Professor Mary T. Silcox
Professor Grace Skogstad
Mr. Selim Younes
Professor David Zweig

Non-Voting Assessors:

Ms Jennifer Bramer
Ms Annette Knott
Mr. Desmond Pouyat

Secretariat:

Mr. Anwar Kazimi
Ms Rena Parsan

Regrets:

Mr. Syed W. Ahmed
Dr. Johann Bayer
Professor William R. Bowen
Professor George S. Cree
Professor Neal Dolan
Professor William A. Gough
Professor Benj Hellie
Ms Noor Khan
Professor Heinz-Bernhard Kraatz
Professor Philip Kremer
Professor Michael J. Lambek
Dr. Karen Lyda McCrindle
Professor John Robert Miron
Professor Matthias Niemeier
Mr. George Quan Fun
Ms Charmaine Louise C. Ramirez

REPORT NUMBER 9 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- January 8, 2015

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Dr. Jayeeta Sharma
Professor Andre Sorensen
Ms Tisha Tan

Ms Lynn Tucker
Mr. Lukas Zibaitis

In attendance:

Ms Lesly Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)

1. Chair's Remarks

The Chair welcomed members to the meeting. She also welcomed Professor Matthew Hoffmann, Ms Nancy Lee, Ms Susan Murray, and Professor Grace Skodstad who participated in the meeting by teleconference, and introduced Mr. Anwar Kazimi, Assistant Secretary of the Governing Council, who was filling in for Ms Amorell Saunders N'Daw, Director of Governance, UTSC.

On behalf of members, the Chair congratulated Professor Bruce Kidd on his recent appointment as Vice-President and Principal of UTSC.

2. Assessors' Reports

Professor Rick Halpern, Dean and Vice-Principal (Academic) reported that there were business items from his portfolio that would be considered by the Committee at future meetings. He invited Professor Mark Schmuckler, Vice-Dean, Undergraduate, to provide the Committee with a summary. The summary included the following major points:

A. Proposed Academic Changes Requiring Approval from the UTSC Academic Affairs Committee

The following proposed academic changes would require governance approval because changes to academic regulations fall under the purview of the Academic Affairs Committee according to its Terms of Reference.

- **The Propaedeutic Rule-**
If a student took a course in which he or she had not taken the specific prerequisite the student could not take the prerequisite course for academic credit at a later date. Professor Schmuckler reported that the propaedeutic rule unfairly disadvantaged some students and recommended that it be eliminated for that reason. He added that neither the Faculty of Arts and Science (FAS) or the University of Toronto Mississauga (UTM) applied this rule.
- **Combinations of Programs and Degrees Conferred-**
Professor Schmuckler reported that changes to academic regulations regarding the combination of programs and type of degrees would be brought forward for approval

REPORT NUMBER 9 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- January 8, 2015

Page 3 of 6

so that the type of degree was only determined by a Specialist or Major program. Professor Schmuckler added that the current regulation allowed for a student to complete a Honours BA or BSc based on the nature of a Minor program. He added that the proposed academic regulations would be aligned with those of FAS and UTM.

B. Proposed Academic Changes to be Implemented without Governance Approval from the UTSC Academic Affairs Committee

The following proposed academic changes would not require governance approval because they were administrative in nature.

- **Combining Co-op Major Programs with Other Major Programs-**
Professor Schmuckler reported that the current practice at UTSC had been to combine Co-op Major programs with other Major programs, which that this practice had come into question by some academic units. Consultation with the Arts and Science Co-op Office indicated support for combining Co-op Major programs with other Minor programs. Professor Schmuckler added that the Office of the Dean and Vice-Principal (Academic) would revise the Academic Calendar to allow for Major Co-op programs to be combined with Minor programs effective in the 2015-16 academic year.
- **Changing Course-level Designators from Letters to Numbers-**
Professor Schmuckler reported that courses at UTSC were identified using the letters- A,B,C,D, while other undergraduate divisions at the University identified courses using numbers- 100, 200,300, and 400. With the move from the Repository of Student Information (ROSI) to the new Next Generation Student Information System (NGSIS), the use of different designators from the other undergraduate divisions would become problematic for coding in the system. He reported that the change would likely be implemented by the 2016-17 academic year.

The Chair thanked Professor Halpern and Professor Schmuckler for their Assessors' report.

3. Strategic Topic: Sport and Research: Opportunities Beyond Pan-Am

The Chair introduced and invited Professor Malcolm Campbell, Vice-Principal, Research, to present the strategic topic. Professor Campbell's presentation, which highlighted sport and research at UTSC and its connection with the broader community, included a comprehensive description of the Toronto Pan-Am Sports Centre (TPASC) and addressed the following major points:

Research- the ability to leverage UTSC's proximity to the Canadian Sports Institute of Ontario (CSIO) to talk about research opportunities in the physical and social sciences. Faculty who have already begun to explore research partnerships with the CSIO included:

REPORT NUMBER 9 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- January 8, 2015

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Professor Ken Welch (stress physiology), Professor David Fleet (human motion) and Professor Rene Harrison (cell biology).

- Academic Opportunities-using TPASC and the CSIO for experiential learning, embedded curriculum, and to attract athletic scholars to UTSC.
- Community Engagement- the importance of sharing discoveries made at UTSC with the broader community to improve the lives of those living in the eastern part of the GTA.

In response to a question from a member, Professor Campbell explained that UTSC paid the CSIO for use of equipment or facilities by UTSC faculty and students.

A member asked whether there were any plans to hire new faculty who could take advantage of the TPASC and the CSIO, and Professor Campbell replied that the Department Chairs needed to express interest and initiate dialogue with the Office of the Dean and Vice-Principal (Academic) in terms of hiring new faculty.

In response to a question as to whether or not athletic scholars would be eligible for financial aid, Professor Campbell affirmed that they would be eligible..

4. External Review of the UTSC Academic Portfolio

The Chair introduced and invited Professor Halpern to discuss the recent review of the UTSC Academic Portfolio. Professor Halpern advised the Committee that, in his view, the review was positive and balanced. He explained that the Vice-President and Provost, Professor Cheryl Regehr and the previous Vice-President and Principal, Professor Franco Vaccarino had initiated the review of the Academic Portfolio. The review was conducted to assess the academic health of the campus, and not the current leadership. Professor Halpern provided a brief summary of the finding from the review, which included the following major points:

- **Curriculum and Program Delivery-** The reviewers raised the issue of depth versus breadth in curriculum, which Professor Halpern reported was a challenge for many departments. It was suggested that program offerings be reviewed for deeper disciplinary emphasis. The reviewers were impressed with the integration of librarians into educational developments, particularly at the department level.
- **Students-** The reviewers commented on the need for improved campus-based services for students, which included study space. They also observed challenges in the quality of the student population and noted special challenges in addressing varying levels of English competency.
- **Relationships-** The reviewers commented on the differing levels of engagement between UTSC units and the graduate units on the St. George campus. Professor Halpern reported that as the Tri-Campus system evolved, he expected that these issues would likely begin to dissipate.
- **Resources & Planning-** The reviewers provided suggested the need to review the structure and function of the Centre for Teaching and Learning (CTL) in order to ensure that the undergraduate experience reached its potential. Professor Halpern added that

REPORT NUMBER 9 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- January 8, 2015

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encouraging other portfolios to review their structure, function and processes was beneficial.

A member commented on the external reviewer's remarks regarding the calibre of the student population at UTSC due to their English competency skills, and Professor Halpern reported that he had corrected any factual errors regarding English competency skills that the reviewers made in their report. He also added that UTSC was committed to supporting those students who enrolled with language barriers by providing English language training and ongoing support.

A member asked what usually happened after an external review of an academic department was conducted. Professor Halpern explained that a typical external review would end with the Department Chair and himself meeting along with other members of the department to develop a plan for the department that would fit into the UTSC Academic Plan and the University's priorities.

In response to a question from a member, Professor David Zweig, Chair of the Department of Management, reported that future plans for the Department of Management would be addressed in the new Academic Plan.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

5. **Report of the Previous Meeting: Report 8 – Monday, November 10, 2014***(for approval)*
6. **Business Arising from the Report of the Previous Meeting**
7. **Date of the Next Meeting** –Tuesday, February 10, 2015, 4:00 p.m. - 6:00 p.m.

8. Other Business

No other business was raised.

REPORT NUMBER 9 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- January 8, 2015

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The meeting adjourned at 5:37 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO
UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL
REPORT NUMBER 9 OF THE CAMPUS AFFAIRS COMMITTEE

January 12, 2015

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Monday, January 12, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter, Chair
Professor Bruce Kidd, Vice
President & Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor Rick Halpern
Dean and Vice-Principal
(Academic)
Mr. Desmond Pouyat, Dean of
Student Affairs
Ms Erin Bradford
Ms Kathy Fellowes
Ms Teresa Gomes
Professor William Gough
Dr. Brian Harrington
Mr. Kamal Hassan
Ms Hannah Yukari Hori
Professor Ken W.F. Howard
Professor Sohee Kang
Ms Jessica Paulina Kirk
Ms Lydia V.E. Lampers-Wallner
Ms Permjit (Pam) Mann
Ms Charmaine Louise C. Ramirez

Mr. Mark Henry Rowswell
Ms Kirsta Stapelfeldt
Ms Tammy Tennisco
Mr. Larry Whatmore
Dr. Helen Wu

Non-Voting Assessors:

Ms Helen Morissette

Secretariat:

Mr. Anwar Kazimi
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Jonathan S. Cant
Dr. Tarun Dewan
Professor Ping-Chun Hsiung
Mr. Hussain Masoom
Mr. Russell Polecina
Ms Frances Wdowczyk
Dr. Erin L. Webster

In attendance:

Ms Liza Arnason, Director, Student Life
Ms Lesley Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)
Ms Therese Ludlow, Operations Manager, Office of Business, Operations and Strategic
Affairs

REPORT NUMBER 9 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- January 12, 2015

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1. Chair's Remarks

The Chair welcomed members to the meeting and formally congratulated Professor Bruce Kidd on his appointment as Vice-President and Principal of UTSC.

2. Assessors' Reports

There were no reports from the Assessors, but Mr. Andrew Arifuzzaman, Chief Administrative Officer, announced that Committee members would soon receive an invitation to a ribbon cutting ceremony for the Toronto Pan-Am Sports Centre (TPASC).

3. Strategic Topic: Council on Student Services (CSS) Overview

The Chair invited Mr. Desmond Pouyat, Dean of Student Affairs, to present the strategic topic to the Committee. He reported that the Student Services, Health and Wellness, and Athletics and Recreation fees' budgets would be presented to the Committee at its next meeting on February 11, 2015 for recommendation to the UTSC Campus Council for approval. He added that these budgets followed the Council on Student Services (CSS) process, which was governed by the *Policy on Compulsory Non-Academic Incidental Fees*, otherwise known as the "Protocol". Mr. Pouyat reported that CSS normally met from September through March, with the budget vote scheduled for the end of January, and commented that in order for the budget to pass, a simple majority vote from students was necessary. He acknowledged the hard work of the campus' Financial Services Department and Department of Student Life Business Officers. Mr. Pouyat concluded by identifying other items of business that the Campus Affairs Committee would be recommending for approval in the upcoming governance cycles: Student Societies fees and Ancillary Student Housing and Residence Life operating plans.

A member asked whether it was possible for the budget to be passed without a simple majority student vote, and Mr. Pouyat explained that the simple majority vote was necessary based on the CSS Terms of Reference.

A member asked how difficult it was to come to an agreement regarding the Student Services budgets, and Mr. Pouyat reported that a lot of effort was put into ensuring that students understood the budget with the goal of securing their support.

4. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*

The Chair introduced and invited Mr. Arifuzzaman to present the Committee's first capital

REPORT NUMBER 9 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- January 12, 2015

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project. Mr. Arifuzzaman reported on the planning elements of the project, and his presentation¹ included the following major points:

- **Key Occupants** - The renovation project would house all academic departments from the Social Sciences, Recruitment and the Registrar's Office, and that the spaces that they vacated would create space for those departments currently located in temporary portables.
- **Student Spaces** - It was reported that the renovation project would add significantly more study space for students along with programmable space for extra and co-curricular activities (e.g. UTSC Commons, lounge space and an atrium).
- **Aesthetics:** Mr. Arifuzzaman commented on the contemporary design of the building along with the proposed high building standards. The renovation project would allow for more natural light and the exterior would include a plaza space with an integrated landscape. He also added that a tunnel was being added to the building to connect it with the Bladen Wing.

A member commented on the difficulty they had experienced with programmable space for dance at the Toronto Pan-Am Sports Centre (TPASC) and asked whether the renovation project would have programmable space with mirrors for use by dance groups. Mr. Arifuzzaman replied that the project had not reached the design stage yet, but that he would be happy to bring this issue forward.

In response to a question from a member regarding green roofs, Mr. Arifuzzaman reported that a City of Toronto By-Law required that a certain percentage of roofs be designated for green space; the campus was compliant with this By-Law.

A member commented on availability of multi-faith space on campus. Mr. Arifuzzaman reported that a number of multi-purpose spaces (which could be used for multi-faith activities) were being planned for in the building but that there would be no dedicated multi-faith space.

A member commented on the gym in the R-Wing having been named after Professor Taimo Pallandi, and asked how his legacy would continue to be recognized. Professor Bruce Kidd, Vice-President and Principal thanked the member for their comment and indicated that he would look into how past contributors would continue to be recognized on campus.

A member asked whether the renovation project would have a faculty and staff space similar to the Ralph Campbell Lounge, and Mr. Arifuzzaman replied that each floor would have lounge space with a kitchenette.

In response to a question from a member regarding additional study spaces for students, Mr. Arifuzzaman reported that the renovation project would create an extra 240+ study

¹ Presentation-Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*

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spaces for students. In addition, another member asked whether there would be a computer lab in the renovation project, and Mr. Arifuzzaman reported that computer labs would remain consolidated on the fourth floor of the Bladen Wing and that plug-in access would be available in all study spaces in the renovated space.

A member asked whether there would be a waiting area inside, near the bus loop, and Mr. Arifuzzaman reported that there would be an overhang and a general waiting area near the planned Registrar's Office on the first floor of the building with a "next arrival time" notification system for Toronto Transit Commission (TTC), Durham Transit and GO Transit buses.

A member asked whether the plans for the existing gym as an exam centre could also be used as a modular space, and Mr. Arifuzzaman explained that it had been determined that such an option would not be functional.

A member asked what the plans were for the space currently occupied by the Registrar's Office, and Mr. Arifuzzaman replied that a plan was being worked on, with consideration for arts-based space.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the Report of the Project Planning Committee for The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough, dated November 20, 2014, be approved in principle, contingent on award of the Ontario Major Capacity Expansion Program (as cash); and,

THAT the project scope totalling 4,237 new NASM (8,178 GSM) of new construction and 2,223 NASM (4,291 GSM) of renovation of the R-Wing at UTSC, to be funded by UTSC Operating Funds, Capital Campaign, Provost Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash), be approved in principle.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on

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Wednesday, February 11, 2015 at 4:00 p.m.

- 5. Report of the Previous Meeting: Report 8 – November 11, 2014***(for approval)*
- 6. Business Arising from the Report of the Previous Meeting**
- 7. Date of the Next Meeting** – Wednesday, February 11, 2015, 4:00 p.m. - 6:00 p.m.

8. Other Business

There were no other items of business.

IN CAMERA SESSION

The Committee moved *in camera*.

- 9. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* + *(for recommendation)***

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the Financial and Planning Implications and Funding Sources contained in the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* contained in the memorandum from Mr. Andrew Arifuzzaman, Chief Administrative Officer, dated January 12, 2015, be approved.

The meeting adjourned at 5:53 p.m.

Secretary

Chair

“Highland Hall” R-wing project

CAMPUS AFFAIRS COMMITTEE
January 12th 2015



Occupants of this Facility

- | | |
|---|--|
| <ul style="list-style-type: none"> Academic Departments • Political Science • Human Geography • Anthropology • Sociology • Critical Development Studies • Health Studies • Centre for Teaching and Learning | <ul style="list-style-type: none"> Other Units • Recruitment and Registrar • The HUB • Student study spaces and lounge spaces • International Student Centre • Library |
|---|--|



Current State



Overall Campus Space, Before and After Renovation and Growth

	2012-14		2015-16		2018-19	
	Total	CCR	Total	CCR	Total	CCR
Classrooms	5,300	80%	5,024	80%	5,024	82%
Teaching Labs	3,820	80%	3,800	80%	3,700	80%
Research Labs	6,000	70%	6,000	70%	6,000	80%
Academic Dept Space	9,000	80%	12,200	82%	12,200	80%
General Academic Space	4,000	82%	3,500	80%	5,500	80%
Library and Study Space	3,920	82%	4,000	80%	4,000	82%
Internal Academic & Support Space	30,400	70%	40,700	80%	40,700	75%
Recreation & Athletics	4,200	80%	10,200	80%	10,200	82%
Student & General Services	11,000	70%	11,000	70%	11,000	80%
Internal Other Space	15,800	82%	15,000	80%	15,000	70%
Other: Road, Recreational Space	84,000	70%	72,200	80%	72,200	70%



CAMPUS MASTERPLAN



