



UTSC Campus Council

Tuesday, March 4, 2014, 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 Interim Vice-President and Principal**
 - a. Student Group Presentation- UTSC Virtual Campus Tour (UTSC Student Ambassadors and Student Tour Guides)**
- 3. Operating Plans – UTSC Ancillary Services* (for approval)**

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT the 2014-15 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 provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2014.

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

Be it Resolved,

THAT, subject to confirmation by the Executive Committee;

* 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

+ Documentation available for members only

UTSC Campus Council- Tuesday, March 4, 2014

THAT, the 2014-15 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Counselling Centre, the Department of Physical Education, 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 \$124.70 (\$24.94 for a part-time student), which represents a year-over-year permanent increase of \$8.70 (\$1.74 for a part-time student) or 7.5%; and

THAT the sessional Health Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$61.90 (\$12.38 for a part-time student), which represents a year-over-year permanent increase of \$4.05 (\$0.81 for a part-time student) or 7.0%; and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$164.55 (\$32.91 for a part-time student), which represents a year-over-year permanent increase of \$6.78 (\$1.36 for a part-time student) or 4.3%.

5. Compulsory Non-Academic Incidental Fees: Student Societies - Requests for Fee Increases*
(for approval)

Be It Resolved,

THAT, subject to confirmation by the Executive Committee, and;

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on February 28, 2014, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than March 4, 2014;

THAT beginning in the Summer 2014 session, the SCSU fee be increased as follows: (a) an increase of \$95.01 per session (\$19.17 part-time) in the UTSC Sports & Recreation Centre Levy portion of the fee; and

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.37 per session in the Society membership portion of the fee (\$0.02 part-time), (b) an increase of \$0.11 per session (full-time only) in the CFS/CFS-O portion of the fee, (c) an increase of up to \$5.66 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, (d) an increase of up to \$6.70 (full-time only) per session in the Dental Plan

* 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

+ Documentation available for members only

UTSC Campus Council- Tuesday, March 4, 2014

portion of the fee, and (e) continuation of the Student Refugee Program portion of the fee through the 2014-15 academic period.

6. **University of Toronto Operating Budget – Highlighting the UTSC Budget: Presentation from Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning & Budget** (*for information*)

CONSENT AGENDA**

7. **Report of the Previous Meeting: Report Number 3 – Wednesday, February 5, 2014** (*for approval*)*
8. **Business Arising from the Report of the Previous Meeting**
9. **Reports for Information**
 - a. Report Number 4 of the Agenda Committee (Monday, February 24, 2014) *
10. **Date of the Next Meeting- Tuesday, April 24, 2014**
11. **Other Business**

-
12. **Question Period**

IN CAMERA SESSION

13. **Appointments to the 2014 UTSC Nominating Committee** (*for approval*)+

* 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

+ Documentation available for members only



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Interim 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: March 4, 2014 for March 4, 2014

AGENDA ITEM: 3

ITEM IDENTIFICATION:

Operating Plans: UTSC Ancillary Services

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 and student services ancillaries.”

GOVERNANCE PATH:

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

PREVIOUS ACTION TAKEN:

The 2013-14 UTSC service ancillary operating plans were approved by UTSC’s previous governance body, the UTSC Planning and Budget Committee on January 8, 2013. The service ancillaries received final consideration and approval at the University Affairs Board on March 19, 2013, as part of the university’s overall service ancillary operating plans.

The Campus Affairs Committee, at its February 12, 2014 meeting considered and recommended this proposal for UTSC Campus Council consideration.

HIGHLIGHTS:

The UTSC Campus Affairs Committee approves operating plans for all UTSC service 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 2012-13, the forecast for 2013-14, and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 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 Aramark 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. 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 2014-15 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.

2014-15 Service Ancillary Operating Plans and Budgets

Service ancillaries are budgeting net income of \$1.1 million before transfers at April 30, 2015 on projected revenues of \$10.7 million (see Schedule 1), which will primarily be applied to increase reserves for capital renewal, operating, and new construction, thus strengthening financial health.

2014-15 Service Ancillary Capital Budgets

The service ancillaries are budgeting capital expenditures of \$0.9 million in 2014-15 (see Schedule 5). The capital budgets include roof replacement and repair for Residence, outer lot parking equipment for Parking Services, and food outlet equipment in Food Services.

2014-15 Service Ancillary Rates and Fees

Student Housing and Residence Life proposes a 5% residence fee increase for 2014-15. Over the last 10 years, the average residence fee increase is 5%. Parking Services proposes a 3% permit rate increase for all categories of permits in 2014-15. 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 2014-15, are reasonable given the 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 2014-15 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 provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2014.

DOCUMENTATION PROVIDED:

Service Ancillary Report on Operating Plans, 2014-15



UNIVERSITY OF
TORONTO
SCARBOROUGH

Service Ancillary Report on Operating Plans

2014-15

TABLE OF CONTENTS

Summary.....	2
Residence.....	11
Conference Services.....	13
Food and Beverage Services.....	15
Parking Services.....	17
Review and Consultation Process.....	18
Student / Local Committees and Councils.....	19
Schedule 1 Projected Operating Results for the year ending April 30, 2015.....	20
Schedule 2 Summary of Long-Range Budget Results.....	21
Schedule 3 Projected Funds to be Committed for Capital Renewal Reserves for the year ending April 30, 2015....	22
Schedule 3.1 Projected Funds to be Committed for Operating and New Construction Reserves for the year ending April 30, 2015.....	23
Schedule 4 Projected Operating Results for the period 2013-14 to 2018-19.....	24
Schedule 5 Summary of 2014-15 Capital Budgets.....	25
Schedule 6 Schedule of 2014-15 Ancillary Rates.....	26

Summary

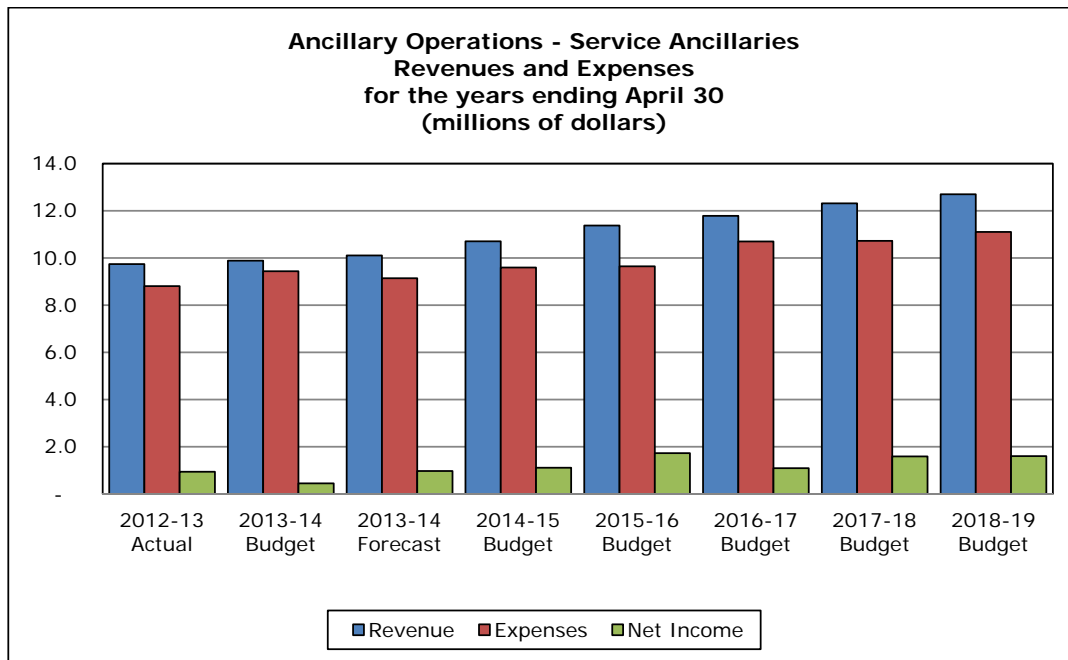
Service ancillaries at the University of Toronto Scarborough (UTSC) include Student Housing and Residence Life, Conference Services, Food and Beverage Services, and Parking Services. These operations continue to benefit from enrolment growth on campus. They are focused on providing services to and partnering 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 continues 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 maintains 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 2013-14 forecasts, 2014-15 budgets, and long range plans of each ancillary. This report also includes financial summaries of each ancillary. Copies of the detailed submissions may be obtained from the Senior Financial Officer, Ancillary and Self-Funded Operations.

Financial Highlights



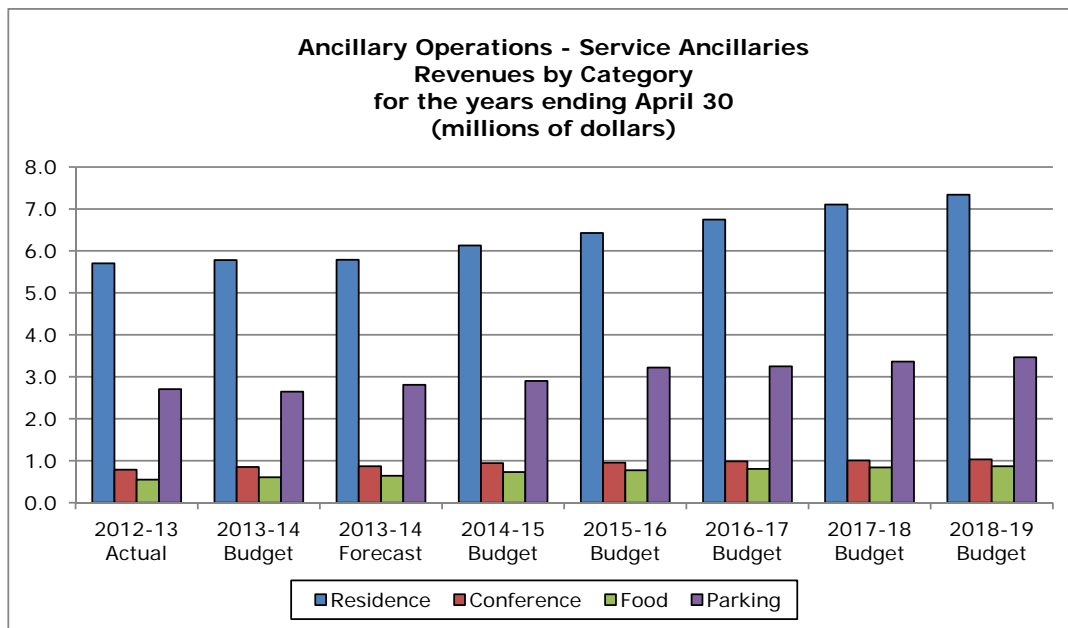
	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	9.7	9.9	10.1	10.7	11.4	11.8	12.3	12.7
Expenses	8.8	9.4	9.1	9.6	9.6	10.7	10.7	11.1
Net Income	0.9	0.4	1.0	1.1	1.7	1.1	1.6	1.6
% Revenue Δ		1.4%	2.3%	5.9%	6.3%	3.6%	4.4%	3.2%

UTSC service ancillaries are forecasting net income of \$1.0 million before transfers as at April 30, 2014 on projected revenues of \$10.1 million. The forecasted net income represents a \$0.1 million increase from last year's net income of \$0.9 million. Compared to budget, the forecasted net income for 2013-14 is higher by \$0.6 million. This favourable variance from budget is mainly due to Parking (\$0.4 million) and Conference Services (\$0.1 million). For the 2014-15 budget, the service ancillaries are anticipating a surplus of \$1.1 million with \$10.7 million of

revenues and \$9.6 million of expenses. Compared to the 2013-14 forecast, the \$1.1 million surplus represents an increase of \$0.1 million in net income with an increase of 5.9% in revenues and an increase of 5.0% in expenses.

Revenues

For 2013-14, the ancillaries are forecasting revenues to be \$0.2 million higher than budget. This is due to Parking Services, while Residence, Food Services, and Conference Services are each meeting their revenue targets. Total forecasted revenues for 2013-14 are \$0.4 million higher than 2012-13 actuals.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	5.7	5.8	5.8	6.1	6.4	6.7	7.1	7.3
Conference	0.8	0.9	0.9	0.9	1.0	1.0	1.0	1.0
Food	0.5	0.6	0.6	0.7	0.8	0.8	0.8	0.9
Parking	2.7	2.7	2.8	2.9	3.2	3.2	3.4	3.5
Total Revenue	9.7	9.9	10.1	10.7	11.4	11.8	12.3	12.7

The 2014-15 budget is projected to increase by \$0.6 million (5.9%) over the 2013-14 forecast. \$0.3 million of the increase is attributed to Residence. Conference Services expects to achieve an 8.5% increase. Food and Beverage Services is

targeting a \$0.1 million increase (14.2%), and Parking Services anticipates a \$0.1 million (3.3%) lift in revenues.

The long-range plan projects revenues to increase by \$2.0 million from 2014-15 to 2018-19. Of this increase, \$1.2 million will be attributed to Residence, \$0.1 million from Conference Services, Food will grow by \$0.2 million, and Parking is targeting a \$0.6 million increase.

(a) Residence

Residence revenues are expected to come in on budget in 2013-14. Actual Summer occupancy of 77% was higher than budget. This resulted in a favourable variance of \$0.1 million (25.3%) but was offset by a slight shortfall in Fall/Winter residence revenues due to a higher number of cancellations than expected. Occupancy remained strong in 2013-14 at 96%.

Residence rates are set to increase by 5.0% in 2014-15, which is expected to drive the overall increase in revenues by \$0.3 million over the 2013-14 forecast. By increasing the non-refundable residence deposit and aligning it with the majority of residences at the University of Toronto, plus continued focus on residence life and support programs, occupancy is targeted to hit 98%.

The ancillary proposes to maintain the 5.0% rate of increase through to 2018-19, which will be the main driver of the \$1.2 million revenue increase from 2014-15 to 2018-19. Increases are required in order to reduce unrestricted deficit, contribute to a new building reserve and fund on-going major maintenance as housing inventory continues to age.

(b) Conference Services

Conference revenues are forecasted to hit its 2013-14 targets. The ancillary was able to achieve this through co-operative efforts to optimize the availability of facilities, and make the most of modest revenue opportunities due to high utilization of campus facilities for academic purposes.

Revenue is expected to increase by 8.5% in 2014-15 mainly due to enrolment growth in the Green Path and FAIR Taiwan programs, which are 12- and 8-week ESL programs for recent high school graduates from China and Taiwan.

Conference Services will continue to face challenges in reserving facilities in advance in order to attain optimal levels of accommodation and facilities rental income. The operating plan is based on a marketing strategy that targets facility rentals, athletic/youth groups, and full package conference groups, in light of the anticipated opening of the Toronto Pan Am Sports Centre and new academic

Environmental Science and Chemistry Building. Revenue is expected to grow by \$0.1 million over the next five years to 2018-19.

(c) Food and Beverage Services

Food and Beverage is expected to achieve its budgeted target of \$0.6 million in 2013-14. The ancillary continues to improve the client experience and seek new revenue opportunities for growth.

Food and Beverage Services revenue is expected to increase by \$0.1 million (14.2%) in 2014-15 due to higher commissions anticipated upon expiry of the current contracted food provider agreement.

The long-range revenue budget is set to increase by 18.8% from 2014-15 to 2018-19. The ancillary expects continued increases in manual and catering sales as the ancillary continues to focus on business development partnerships and expanded product offerings.

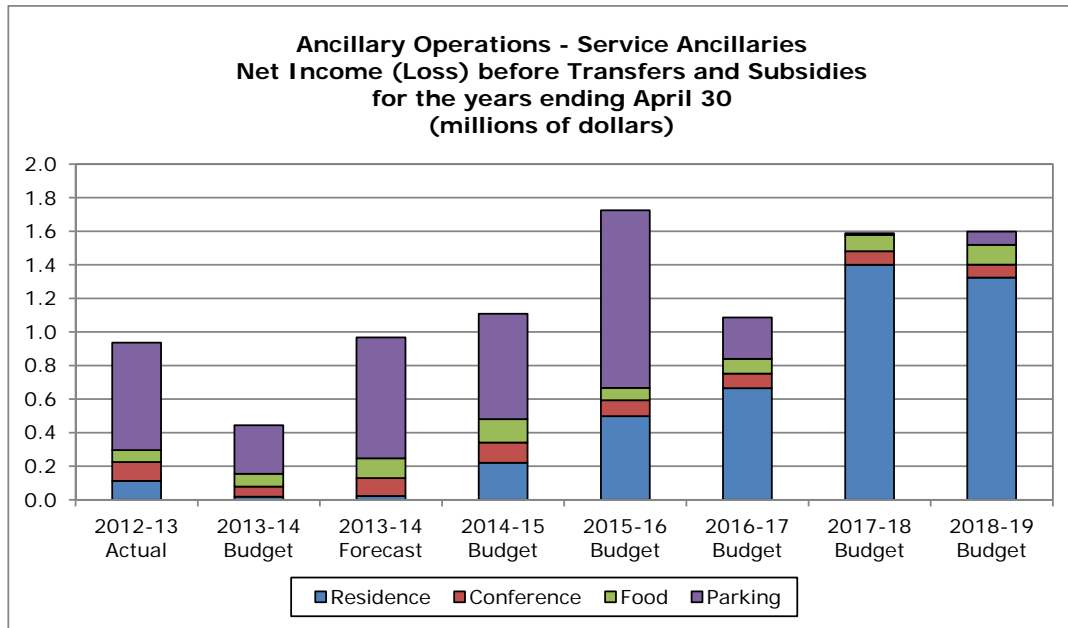
(d) Parking

Forecasted revenues are anticipated to exceed budgeted revenue by 6.2%. Revenue growth is attributed to an increase in Pay and Display Meter Revenue, believed to be the result of a change in the parking enforcement model.

Permit rate increases of 3.0% are applied in 2014-15, increasing budgeted revenue by \$0.1 million over 2013-14. The long-range plan also includes an increase in Pay and Display revenues in 2015-16 due to Pan Am. The ancillary anticipates the opportunity to charge premium event parking rates due to the expected demand for parking in excess of supply. Formal discussion and plans will occur during 2014-15 to confirm parking needs for Pan Am, while minimizing any disruption to UTSC and Centennial College parking users. Parking permit rate increases, currently planned at 3.0%, is maintained over the remainder of the planning period in order to support operations and accumulate reserves in anticipation of construction of a parking structure in 2016-17.

Net Income (Loss)

The forecasted net income for 2013-14 is \$1.0 million, which is \$0.6 million above budget and \$0.1 million over 2012-13. The main contributor of favourable net income is from Parking Services (\$0.4 million) due to growth in revenues, salary wage and benefits savings, and postponing major maintenance projects to 2014-15.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	0.1	0.0	0.0	0.2	0.5	0.7	1.4	1.3
Conference	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Food	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Parking	0.6	0.3	0.7	0.6	1.1	0.2	0.0	0.1
Net Income	0.9	0.4	1.0	1.1	1.7	1.1	1.6	1.6

The outlook on net income over the next five years is positive, with an increase of \$0.5 million to 2018-19 from 2014-15 mainly attributed to steady Residence rate increases. Net income in Conference and Food Services are each expected to remain stable to 2018-19 due to growth from enrolment, offset by increases in fixed costs and new staffing. Parking Services is expected to have a favourable

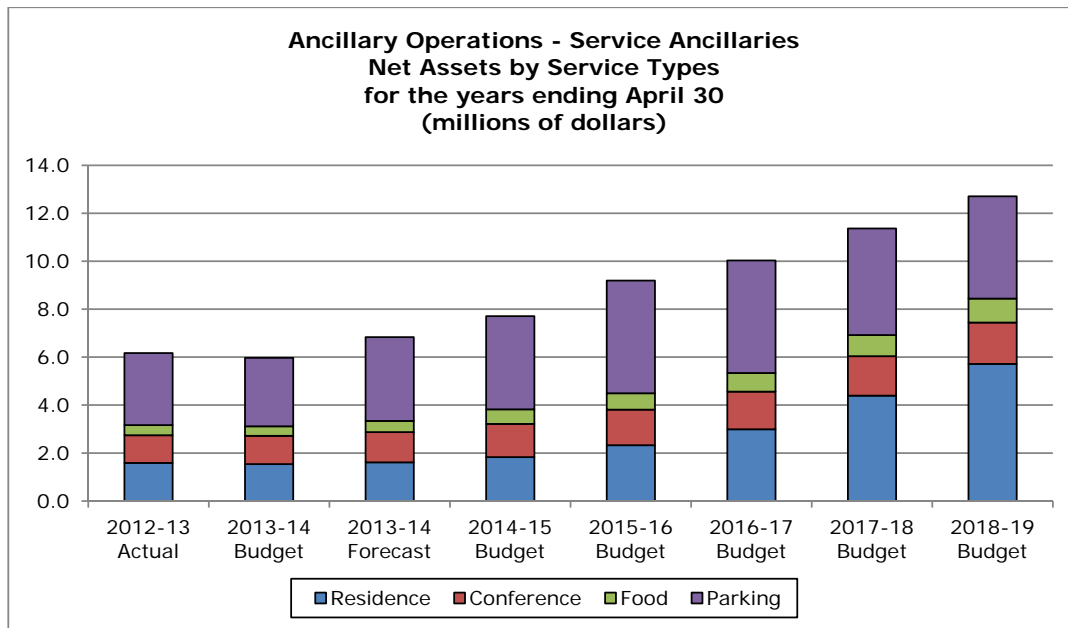
year in 2015-16 due to Pan Am event parking, however net income will decline beginning 2016-17 when Parking assumes a new loan for the standalone structure.

Net Assets

Net assets reflect the net worth of the service ancillaries. Over time net assets change due to the net income or loss for the year and transfers in or out of the operation. Net Assets are recorded in several sub-categories 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 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, amortization charges cause a decrease in the investment in capital assets category as the amortization is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows net assets for the ancillaries from 2012-13 to 2018-19:



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	1.6	1.5	1.6	1.8	2.3	3.0	4.4	5.7
Conference	1.2	1.2	1.3	1.3	1.5	1.6	1.6	1.7
Food	0.4	0.4	0.5	0.6	0.7	0.8	0.9	1.0
Parking	3.0	2.9	3.5	3.9	4.7	4.7	4.4	4.3
Total	6.2	6.0	6.8	7.7	9.2	10.0	11.4	12.7

For 2013-14, the service ancillaries are forecasting total net assets of \$6.8 million. The 2014-15 operating plans project total net assets of \$7.7 million, the difference coming from the Net Income described above.

The anticipated total net assets of \$7.7 million in 2014-15 are the sum of \$2.9 million investment in capital assets, \$1.1 million commitments to capital renewal, \$1.5 million to operating reserves, and \$3.6 million to new construction reserves, partially offset by \$1.4 million in unrestricted deficit.

**Ancillary Operations - Service Ancillaries
Net Assets (Deficit) by Category
for the budget year 2014-15
(millions of dollars)**

	Unrestricted Surplus/ (Deficit)	Investment in Capital Assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Net Assets
Residence	(1.4)	1.9	0.7	0.6	-	1.8
Conference	-	-	-	0.5	0.9	1.4
Food	-	0.4	-	0.1	0.1	0.6
Parking	-	0.6	0.3	0.2	2.7	3.9
Total	(1.4)	2.9	1.1	1.5	3.6	7.7

Net assets are expected to grow to \$12.7 million in 2018-19, reflecting an increase of \$5.0 million from 2014-15. This increase consists of \$3.9 million from Residence, \$0.4 million from Conference Services, \$0.4 million from Food, and \$0.4 million from Parking Services.

Residence is projecting that it will clear its unrestricted deficit by 2016-17. 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 2013-14, the service ancillaries are projecting total outstanding debt of \$20.1 million (on original loans issued of \$30.8 million), of which \$13.9 million is attributed to Residence and \$6.2 million from Parking. The estimated principal and interest repayments for Residence are expected to be \$1.8 million, which is 31.0% of its revenues. Parking Services' 2013-14 principal and interest repayment is \$0.7 million or 23.4% of its revenues. The estimated interest costs for Residence will be \$1.0 million, or 16.6% of revenues and 17.2% of expenses. Parking will incur \$0.4 million of interest expense, which represents 14.6% of its revenues or 20.3% of expenses.

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

	2012-13 Actual	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	14.8	13.9	13.1	12.1	11.1	10.4	9.6
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	6.4	6.2	5.9	5.6	14.3	13.8	13.3
Total Loan Balance	21.3	20.1	19.0	17.7	25.3	24.2	23.0

In its long-range plan, Parking Services has estimated a down payment of \$3.0 million towards a loan of \$12.0 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 specifications that will be developed through the advisory and capital committee process.

Factors such as enrolment 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. At this time, it is unknown how financing will be determined, but Residence is committed to reducing its current unrestricted deficit in support of this initiative.

Review of UTSC Ancillary Operations

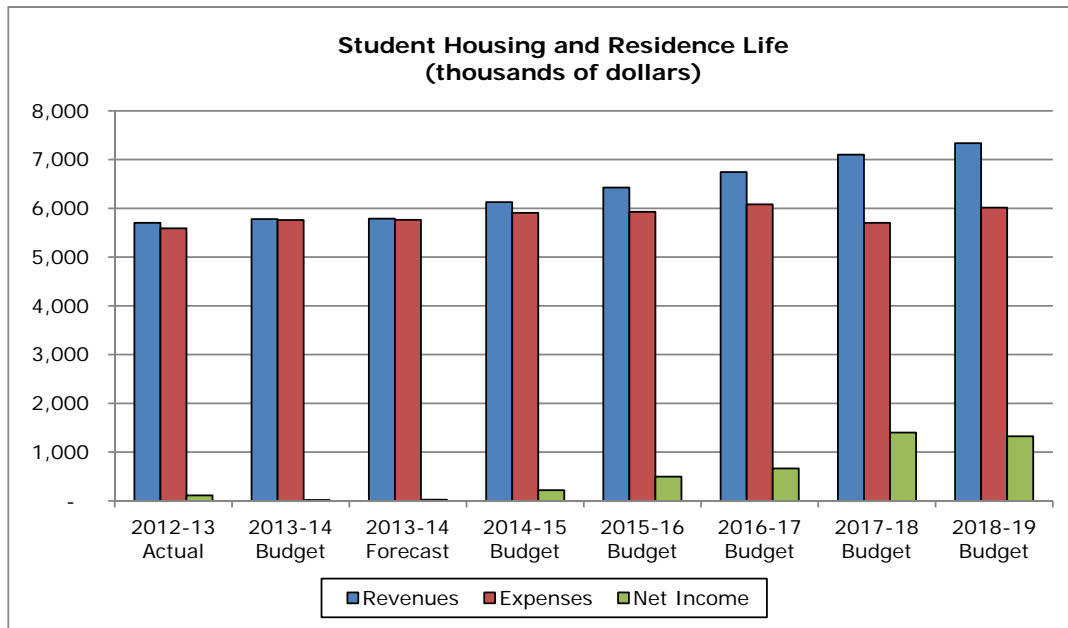
UTSC ancillaries are continuing to experience positive growth in each of their service areas. Residence is committed to enhancing its mix of products and services in order to provide an optimal student experience and to support the strategic direction of the University. Conferences continues to partner 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. The ancillary will also have released a request for proposal for a food contractor in 2013-14 as the current agreement expires in August 2014. 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 specially designed for accessibility students. First year residents have outnumbered upper year residents since 2005-06, and continued campus growth indicates that this trend will continue. Two four-bedroom suites in Joan Foley Hall will be designated as graduate housing in 2014-15.

Key accomplishments in 2013-14 are: completed kitchen and bathroom renovations in Juniper Hall; successful transition of housing management software from RMS to StarRez as part of the tri-campus initiative; enhanced interventions and supports to residences in community living, communication and conflict resolution; moved forward on monitoring wireless smoke detectors in all townhouses, which has significantly improved fire prevention and life safety; 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.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	5,703	5,781	5,788	6,129	6,428	6,746	7,103	7,338
Expenses	5,590	5,762	5,765	5,909	5,929	6,081	5,703	6,015
Net Income	112	19	23	220	498	665	1,400	1,323
% Revenue Δ		1.4%	0.1%	5.9%	4.9%	5.0%	5.3%	3.3%

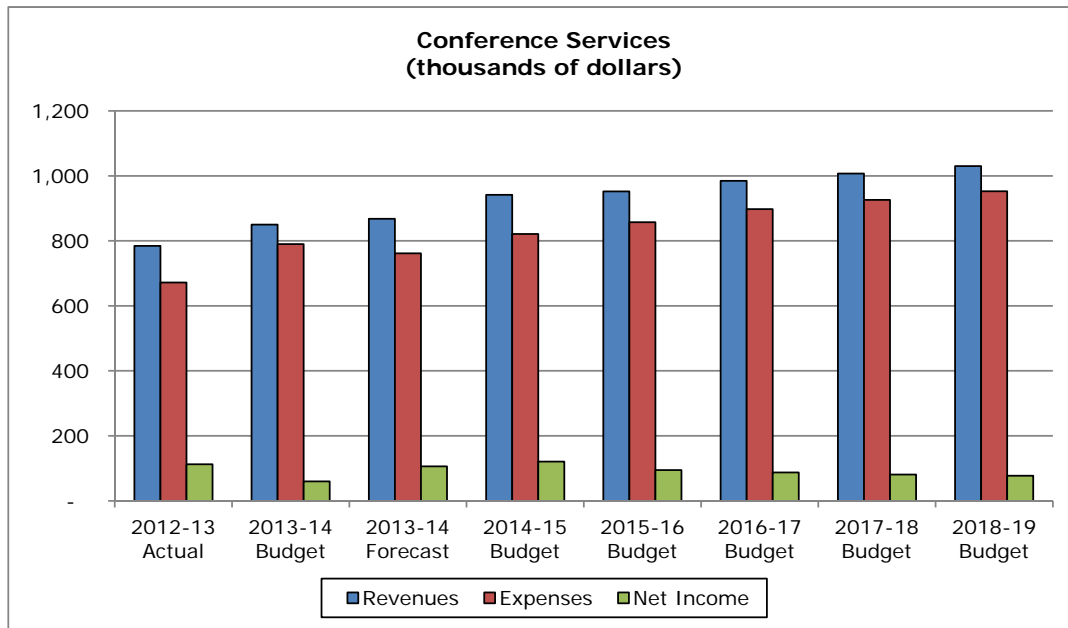
The ancillary is forecasting net income of \$23k in 2013-14, which is \$4k (24%) better than budget. The positive outcome is due to higher miscellaneous income from laundry and forfeited deposits than expected. Summer occupancy was higher than anticipated at 77% vs. 68% budgeted; however, this gain was offset by slightly lower Fall/Winter occupancy of 96% compared to the 98% target. The financial impact of this 2% occupancy variance is \$74k or 1.5%. The positive net income result in 2013-14 is also attributed to overall savings in union salaries and benefits due to various position vacancies, which are expected to be filled by the end of 2013-14. Savings in Utilities is the result of consumption that was lower than historical averages, which were used to budget 2013-14. These savings were reduced by unexpected equipment rental costs associated with generator rental and hook-up for planned campus power outages.

In 2014-15, Residence is projecting \$220k of net income, mainly driven by a 5.0% residence fee increase and 98% occupancy. Net assets will be \$1,829k with an unrestricted deficit of \$1,389k, a capital renewal reserve of \$742k, operating reserve of \$622k and investment in capital assets of \$1,854k.

The ancillary expects to clear the unrestricted deficit by 2016-17 as well as build a reserve for new construction. This will be achievable through steady residence fee increases through to 2018-19. 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 wireless smoke detector monitoring, mould remediation, and replacement of equipment in Phase I and II. Significant capital projects over the planning period include replacement of the roof in Joan Foley Hall beginning 2014-15 and grounds work in 2016-17. Net assets are expected to reach \$5,716k in 2018-19.

(b) [Conference Services](#)

Conference Services continues to benefit from growth in international recruitment programs, specifically Green Path and the new FAIR Taiwan program introduced this 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 the occupancy of all non-Green Path and FAIR Taiwan accommodations in the summer. The ancillary also collaborated with Athletics in bringing the National Wheelchair Basketball training camp this summer as it continues to partner with campus initiatives to create new revenue opportunities.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	785	850	868	942	952	985	1,007	1,030
Expenses	672	790	762	821	857	898	926	953
Net Income	113	60	106	121	95	87	81	77
% Revenue Δ		8.3%	2.1%	8.5%	1.1%	3.4%	2.3%	2.3%

The forecasted operating result in 2013-14 is \$106k, which is \$46k (or 77%) better than the \$60k budget. This is the result of the FAIR Taiwan program, which was introduced in 2013-14 and helped generate an additional \$23k in accommodation revenue. This gain was offset by a decline in facility/space rental revenues due to the limited number of classrooms and meeting space available to book in the summer due to an increase in new academic initiatives in 2013-14. Savings in casual wages and benefits also improved income as the department made provisions for a project assistant and additional summer conference support staff, which were not realized (savings of \$37k).

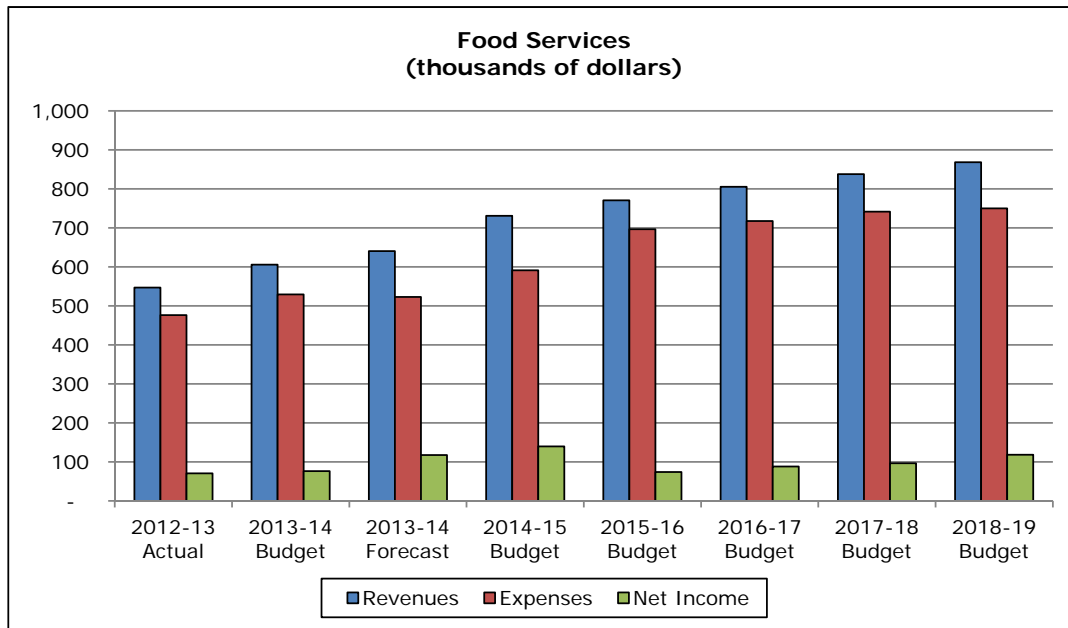
The 2014-15 plan shows a surplus of \$121k, which is 14% over the 2013-14 forecast. Net assets will be \$1,386k, with a new construction reserve of \$901k, operating reserve of \$471k, investment in capital assets of \$13k, and a minimal capital renewal reserve. This will be achievable through an 8.5% or \$74k increase in revenues mainly due to higher accommodation revenue driven by increased

enrolment in the Green Path and FAIR Taiwan programs. The ancillary will also focus on increasing its facility/space rental revenues through a strategic marketing plan and taking advantage of weekend facility bookings, which should enable Conference Services to broaden the scope of its client base.

By 2018-19, Conferences expects to accumulate net assets of \$1,726k, which represents \$1,217k towards the new construction reserve, \$504k operating reserve, \$5k investment in capital assets, and a minimal capital renewal reserve. Conference Services is focused on the development and execution of a marketing strategy to generate new business and prepare for the Pan Am Games in 2015-16. Timing of a new Phase V residence building will have a significant impact on Conference's growth plans in the long-term, particularly in its ability to attract academic conferences. A residence with a large dining hall and convertible meeting space will be attractive to delegates and improve the ancillary's competitive edge.

(c) Food and Beverage Services

Food Services involves eight retail offerings in the H-Wing Marketplace, the Beechgrove Café, and two Tim Horton's outlets. These units are contracted to Aramark, whose contract expires in August 2014. The ancillary will have released an RFP for a new contractor by the end of 2013-14. Also on campus, La Prep café is leased to an external operator. A Booster Juice kiosk also opened during the summer of 2013-14. Food Services are participants in the university wide food policy working group and have introduced the bottle-free water initiative, the halal standards program, and encourage the sourcing of local products. Food has partnered with UTSC's One Card Operation's T-Card+ campus card payment system providing marketing support and investment in equipment.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	547	606	643	734	774	809	842	872
Expenses	476	529	523	591	697	717	741	750
Net Income	71	76	120	143	77	91	100	122
<i>% Revenue Δ</i>		10.7%	5.7%	14.2%	5.4%	4.5%	4.0%	3.6%

The ancillary is forecasting net income of \$120k, which is \$44k better than budget (57%). This favourable variance is mainly attributed to higher commission revenue earned from improved catering services. With the support of Food Services, Aramark was able to gain a greater share of catering purchases from UTSC departments. Food is also experiencing a rise in manual sales due to continued improvements to service levels and the new Booster Juice outlet. Net assets will be \$465k, which represents \$212k investment in capital assets, \$124k operating reserve, \$122k new construction reserve, and \$7k capital renewal reserves.

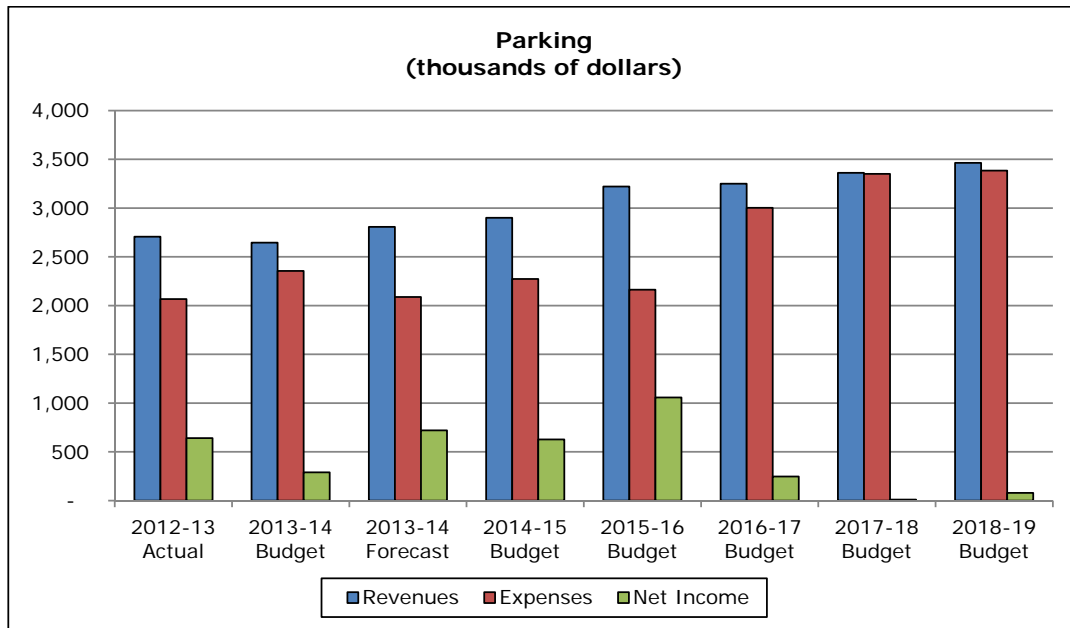
The ancillary is budgeting net revenues of \$734k, an increase of 14.2% over forecast due to a targeted commission rate increase by 1%. Other factors include increased enrolment, continued growth in catering sales and minor price increases. It is also expected that the T-Card+ payment system will increase the number of sales due to the attractiveness of tax savings on meal plans, and the overall

convenience of the Card's use. Net income is expected to be \$143k. Net assets are projected to be \$608k with \$381k investment in capital assets, \$142k operating reserve, \$78k in construction reserves, and \$7k maintained in capital renewal reserves.

The expectation is that operations would be functional during the games and avoid closure due to renovations. As such only limited capital expenditures are planned to 2016-17. Net assets are expected to reach \$999k in 2018-19 with \$666k allocated to the new construction reserve.

(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 341 spaces in the South Campus (inner) Lots and 2,393 North Campus (outer) Lots in 2013-14. 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 connections with GO Transit, Durham Region, York Transit and TTC.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	2,707	2,645	2,808	2,900	3,221	3,250	3,362	3,464
Expenses	2,066	2,356	2,088	2,272	2,163	3,004	3,351	3,385
Net Income	641	289	720	628	1,058	246	10	79
% Revenue Δ		-2.3%	6.2%	3.3%	11.1%	0.9%	3.4%	3.0%

Parking is forecasting a surplus of \$720k, which exceeds the budget by \$431k (149%). This is the result of increased Pay and Display revenues, savings in salaries and benefits and delayed maintenance projects until 2014-15. Net assets will be \$3,492k with \$2,466k in the construction reserve, \$453k investment in capital assets, \$333k capital renewal reserve, and \$240k operating reserve.

The 2014-15 budget includes a 3.0% permit price increase for all categories of permits and no change to cash rates. Surplus is projected to be \$628k of which \$235k will be transferred to UTSC’s operating budget. 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 the 2014-15 model, the maximum contribution the ancillary can fund is a \$3.0 million down payment toward a \$12.0 million loan in 2016-17. The ancillary recognizes that the actual cost could exceed \$12.0 million based on specifications that will be developed during 2014-15.

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 reaching \$4,264k in 2018-19.

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 2012-13, the forecast for 2013-14, and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 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 is reviewed by the Student Housing Advisory Committee that includes membership from residents at large, students living off campus in rental accommodations, and a residence advisor, as well as representation from the Scarborough Campus Residence Council President, elected members from the Scarborough Campus Student Union (SCSU), and the Director, Student Housing and Residence Life.

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 the formulation of focus groups.

Parking Services' and its Parking Advisory Review Committee, meet to discuss operational issues, services, safety, accessibility, and general business. Included in the Committee are academic staff and faculty, administration, and students. In 2014-15, the Committee will be consulted to discuss the impact on operations, rates, and services as a result of the proposed parking structure.

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, 2015
 (with comparative projected surplus for the year ending April 30, 2014)
 (thousands of dollars)

	Revenues	Expenses	Net Income before Transfers	Transfers in/(out)	Net Income after Transfers 2015	Net Income after Transfers 2014
Residence	6,129	5,909	220	-	220	23
Conference	942	821	121	-	121	106
Food	734	591	143	-	143	43
Parking	2,900	2,272	628	(235)	392	492
Total	10,705	9,593	1,111	(235)	876	664

SCHEDULE 2

Summary of Long-Range Budget Results

(thousands of dollars)

Service Ancillary	Objectives to be met in 2014-15 1 2 3 4				2014-15					2014-15	2016-17	2018-19
					Unrestricted Surplus / (Deficit)	Projected Investment in Capital Assets	Projected Commitments to Capital Renewal (Schedule 3)	Projected Operating Reserve (Schedule 3.1)	Projected Construction Reserve (Schedule 3.1)	Net Assets	Net Assets	Net Assets
Residence	Yes	Yes	Yes	No	(1,389)	1,854	742	622	-	1,829	2,992	5,716
Conference	Yes	Yes	Yes	No	-	13	1	471	901	1,386	1,567	1,726
Food	Yes	Yes	Yes	No	-	381	7	142	78	608	776	999
Parking	Yes	Yes	Yes	No	-	647	327	248	2,663	3,884	4,696	4,264
Total					(1,389)	2,894	1,077	1,483	3,642	7,707	10,032	12,704

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

	Balance May 1, 2014	Net Increase / (Decrease) in Commitments to Capital Renewal	Balance April 30, 2015	Balance April 30, 2019
Residence	782	(40)	742	556
Conference	0	1	1	0
Food	7	-	7	7
Parking	333	(6)	327	821
Total	1,122	(45)	1,077	1,384

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, 2014	Increase / (Decrease) in Operating Reserve	Balance April 30, 2015	Balance April 30, 2019	Balance May 1, 2014	Increase / (Decrease) in Operating Reserve	Balance April 30, 2015	Balance April 30, 2019
Residence	594	28	622	721	-	-	-	2,910
Conference	434	37	471	504	813	89	901	1,217
Food	124	18	142	169	122	(44)	78	666
Parking	240	8	248	296	2,466	196	2,663	54
Total	1,392	91	1,483	1,689	3,401	241	3,642	4,847

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

Service Ancillary	2013-14 Forecast			2014-15 Budget			2015-16 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	23	-	23	220	-	220	498	-
Conference	106	-	106	121	-	121	95	-	95
Food	120	(78)	43	143	-	143	77	-	77
Parking	720	(228)	492	628	(235)	392	1,058	(242)	816
Total	970	(306)	664	1,111	(235)	876	1,728	(242)	1,486

Service Ancillary	2016-17 Budget			2017-18 Budget			2018-19 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	665	-	665	1,400	-	1,400	1,323	-
Conference	87	-	87	81	-	81	77	-	77
Food	91	-	91	100	-	100	122	-	122
Parking	246	(250)	(4)	10	(257)	(247)	79	(265)	(186)
Total	1,089	(250)	840	1,592	(257)	1,335	1,602	(265)	1,337

University of Toronto Scarborough
Service Ancillaries Operations Budget Summary
Summary of 2014-15 Capital Budgets
 (with comparative figures for 2013-14)
 (thousands of dollars)

	2014-15	2013-14
Residence	387	321
Conference	-	-
Food	237	58
Parking	246	45
Total	870	424

Schedule of 2014-15 Ancillary Rates

<u>Residence</u>	<u>2013-14</u>	<u>% Δ</u>	<u>2014-15</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 6,938	5.0%	\$ 7,285	\$ 43.36
Phase IV - single	\$ 7,581	5.0%	\$ 7,960	\$ 47.38
Phase I - III shared	\$ 5,138	5.0%	\$ 5,394	\$ 32.11
Phase I - III shared basement	-	-	\$ 4,855	-
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 3,318	5.0%	\$ 3,484	\$ 55.30
Visitor Weekly Rate	\$ 207	5.0%	\$ 218	
Ph IV-Foley Hall (academic term May 8 - August 27)	\$ 3,556	5.0%	\$ 3,734	\$ 59.26
Visitor Weekly Rate	\$ 222	5.0%	\$ 233	

Schedule of 2014-15 Ancillary Rates

Parking	2013-14 Approved	2014-15 Proposed	% Change	Change per mo.	Notes
Permits:					
<u>South (Inner) Lots:</u>					
Annual , South Lot Employee Premium	\$ 1,055.05	\$ 1,086.70	3% or...	\$ 2.64 .per month	
Annual, South Lot Employee Reserved	\$ 1,403.22	\$ 1,445.32	3% or...	\$ 3.51 .per month	
Annual, Lot E Employee	\$ 949.54	\$ 978.04	3% or...	\$ 2.37 .per month	
Summer Term	\$ 211.02	\$ 217.35	3% or...	\$ 0.53 .per month	
Residence, Fall/Winter Term	\$ 746.94	\$ 769.35	3% or...	\$ 1.87 .per month	
Residence, Summer Term	\$ 186.74	\$ 192.35	3% or...	\$ 0.47 .per month	
Evening Payroll, Employee Annual	\$ 486.98	\$ 501.59	3% or...	\$ 1.22 .per month	
Athletics Members	\$ 20.40	\$ -	0%	\$ - .per permit	D
Athletics Sunday Leagues	\$ 36.55	\$ -	0%	\$ - .per permit	D
<u>North (Outer) Lots:</u>					
Annual North Lot, Premium (Lot H)	\$ 892.75	\$ 919.53	3% or...	\$ 2.23 .per month	
Annual North Lot, Payroll Employee	\$ 811.59	\$ 835.94	3% or...	\$ 2.03 .per month	
Student, Fall/Winter	\$ 648.80	\$ 668.26	3% or...	\$ 1.62 .per month	
Outer, Fall or Winter Term	\$ 363.33	\$ 374.23	3% or...	\$ 0.91 .per month	
Summer Term	\$ 162.79	\$ 167.67	3% or...	\$ 0.41 .per month	
Centennial Permit (September to May, purchase at Ce	\$ 684.78	\$ 719.02	5% or...	\$ 2.85 .per month	A
Centennial Summer Permit	\$ 342.39	\$ 359.51	5% or...	\$ 1.43 .per month	A
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%	\$ -	E
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	100%	\$ -	
Flat Rate, Evening	\$ 5.00	\$ 5.00	100%	\$ -	
Flat Rate, Weekend	\$ 4.00	\$ 4.00	100%	\$ -	
<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, Minimum	\$ 2.00	\$ 2.00	0%	\$ -	B
Event Parking Rate, Maximum	\$ 20.00	\$ 20.00	0%	\$ -	C
Notes:					
A. The annual percentage increase of 5% is part of the parking agreement between UofT Scarborough and Centennial College.					
B. Minimum charge of \$2.00/day for event parking at various campus locations.					
C. Maximum charge of \$20.00/day for event parking at various campus locations.					
D. In 2014, Athletics will move to new Pan Am centre, no revenues anticipated from member parking.					
E. Lot G and H is construction site for Environmental Science and Chemistry Building					



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Interim 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: March 4, 2014 for March 4, 2014

AGENDA ITEM: 4a

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 5.5 of the Terms of Reference provide that the Campus Council approves changes to compulsory non-academic incidental fees for the UTSC campus. Section 5.4.1 of the Campus Affairs 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 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 specified 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 Student Services Committee. 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.

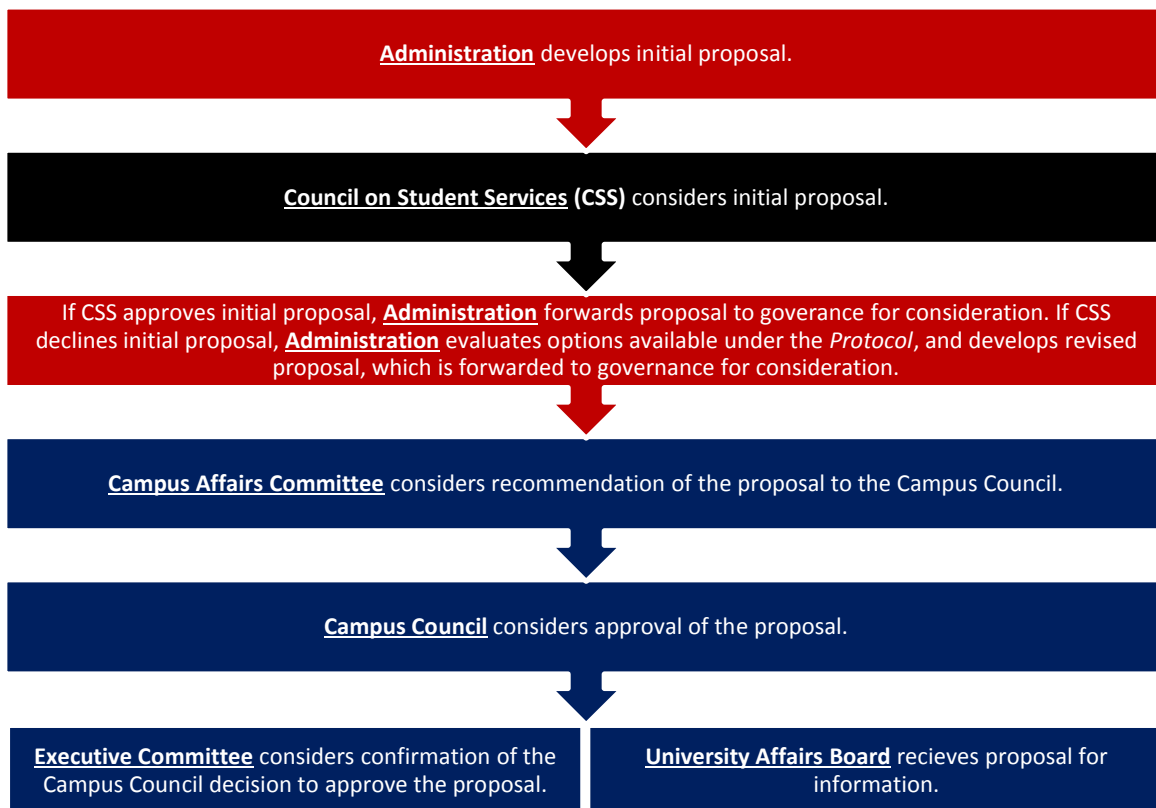
The Protocol Bodies have a specific role in respect of providing a “means by which students will be involved in decisions to increase compulsory non-tuition-related fees or to introduce new ones” (*Protocol*, section A.1.). In particular, section E.2., provides that “All proposals for the increase, decrease, 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.”

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

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

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 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. Following consideration by the Protocol Bodies, the administration considers the advice provided, evaluates its options pursuant to the *Protocol*, and then brings forward its proposals to governance for consideration. The following illustration provides an overview of the manner in which *Protocol* fee proposals are developed by the Administration (■), considered by Protocol Bodies (■), potentially revised by the Administration (■), and then considered by the Governing Council (■).



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:

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

PREVIOUS ACTION TAKEN:

Advice from CSS in respect of the 2013-14 Operating Plans and Fees for UTSC Student Affairs and Services was presented to the University Affairs Board on March 19, 2013. Increases to the Athletics and Recreation, Health Services, Student Services, and U-Pass fees were approved by the University Affairs Board on March 19, 2013. An increase to the Summer Shuttle Service Fee was approved by the University Affairs Board on March 13, 2012.

Advice from CSS on the 2014-15 Operating Plans and Fees for UTSC Student Affairs and Services was submitted for information to the February 12, 2014 meeting of the Campus Affairs Committee.

HIGHLIGHTS:

CSS approved the following proposals from the administration:

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

Health & Wellness Fee

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

Physical Education and Athletics Fee

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

Student Services Fee

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

FINANCIAL IMPLICATIONS:

See Cover Sheet for Item 4.(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 Council

FROM: Desmond Pouyat, Dean of Student Affairs

DATE: March 4, 2014

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 Physical Education and Athletics 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]."

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).

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

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 30, 2014, 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 7% in the Health & Wellness fee, from \$57.85 to \$61.90 per session for full-time students and \$11.57 to \$12.38 for part-time students..

The vote on the resolution was as follows:

In favour: 14 (including 8 students)

Opposed: 2 (including 2 students)

Abstentions: 1 (including 1 student)

Resolution Approved

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 permanent fee increase.

2) Physical Education & Athletics

Proposed Resolution:

Be It Resolved,

THAT CSS approve a permanent year over year increase of 7.5% in the Athletics & Recreation fee, from \$116.00 to \$124.70 per session for full-time students and \$23.20 to \$24.94 for part-time students.

The vote on the resolution was as follows:

In favour: 15 (including 9 students)

Opposed: 1 (including 1 student)

Abstentions: 1 (including 1 student)

Resolution Approved

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 permanent fee increase.

3) Student Services

Proposed Resolution:

Be It Resolved,

THAT CSS approve a permanent year over year increase of 4.3% increase in Student Services fee, from \$157.77 to \$164.55 per session for full-time students and \$31.55 to \$32.91 for part-time students.

The vote on the resolution was as follows:

In favour: 15 (including 9 students)

Opposed: 0 (including 0 students)

Abstentions: 2 (including 2 students)

Resolution Approved

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 permanent fee increase.



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Dr. Bruce Kidd, Interim 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: March 4, 2014 for March 4, 2014

AGENDA ITEM: 4b

ITEM IDENTIFICATION:

Operating Plans —UTSC Student Affairs and Services

JURISDICTIONAL INFORMATION:

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 5.5 of the Terms of Reference provide that the Campus Council approves changes to compulsory non-academic incidental fees for the UTSC campus. Section 5.4.1 of the Campus Affairs 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 12, 2014)
2. **UTSC Campus Council [For Approval] (March 4, 2014)**
3. University Affairs Board [For Information] (Mar 18, 2014)
4. Executive Committee [For Confirmation] (Mar 27, 2014)

PREVIOUS ACTION TAKEN:

The Operating Plans for UTSC Student Affairs and Student Services for the current fiscal year were approved by the University Affairs Board on March 19, 2013. The Campus Affairs Committee considered and recommended this item for approval to the UTSC Campus Council on February 12, 2014.

See the documentation under item 4.(a) on this agenda concerning consideration of the administration’s proposed plans by the UTSC Council on Student Services (CSS).

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

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

HIGHLIGHTS:

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

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

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

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

FINANCIAL IMPLICATIONS:

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

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT, the 2014-15 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Counselling Centre, the Department of Physical Education, 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 \$124.70 (\$24.94 for a part-time student), which represents a year-over-year permanent increase of \$8.70 (\$1.74 for a part-time student) or 7.5%; and

THAT the sessional Health Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$61.90 (\$12.38 for a part-time student), which represents a year-over-year permanent increase of \$4.05 (\$0.81 for a part-time student) or 7.0%; and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$164.55 (\$32.91 for a part-time student), which represents a year-over-year permanent increase of \$6.78 (\$1.36 for a part-time student) or 4.3%.

DOCUMENTATION PROVIDED:

“Executive Summary”

2014-15 Health & Wellness Operating Plans

2014-15 Athletics & Recreation Operating Plans

2014-15 Student Services Operating Plans

Operating Plans: UTSC Student Affairs and Services


2014-2015

Summary of Changes

Description	Applies to:	2013-2014 Fee		TOTAL 2014-2015 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	\$157.77	\$31.55	\$164.55	\$32.91	4.3%	\$6.78	4.3%	\$1.36
Health Services Fee	Registered or Affiliated	\$57.85	\$11.57	\$61.90	\$12.38	7.0%	\$4.05	7.0%	\$0.81
Athletics & Recreation	Registered or Affiliated	\$116.00	\$23.20	\$124.70	\$24.94	7.5%	\$8.70	7.5%	\$1.74

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. All student Advisory Committees have voted to approve their budgets, three of them unanimously, and one a strong 6 to 2 yes vote.
- These plans were presented to CSS for a vote on January 30, 2014
- 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.



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

ACCOUNTABILITIES

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

AccessAbility Services

The Academic Advising & Career Centre

The Health & Wellness Centre

Athletics & Recreation

Student Housing & Residence Life

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

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

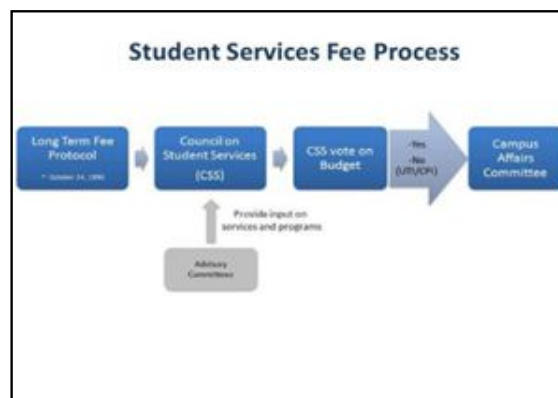
- It strives to facilitate integrated approaches to campus life and the educational experience.
- Strategic and positive collaboration with the Academic Dean's office on issues that impact the student experience.
- Active collaboration on Student Crisis Management with the Director of Campus Safety,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

BUDGET PROCESS 2014-15

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

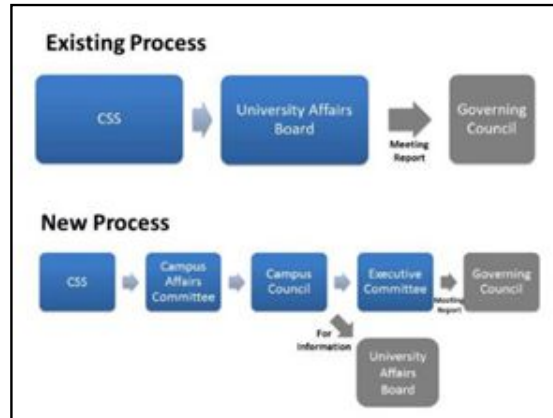
The operating plans and the 2014-15 Student Services Fee Budget have been prepared following the consultative process framework as defined in that agreement. The Health and Wellness, and the Athletics and Recreation budgets have adhered to the same process as defined in the protocol. The following outlines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

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



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

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



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

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

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

acts in an advisory capacity with respect to the Office of Student Affairs and any budget changes that impact the budget of the Office of Student Affairs.

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

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

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

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

For the 2014-15 budgets that are brought forward we have closely followed and indeed exceeded the requirements of the protocol with respect to the expected consultative process governing the development of the budgets presented. They have been discussed and reviewed by the Advisory Committees, and each Department/Program have also presented on their programs and services at CSS meetings where questions and discussion have taken place about services and programs offered and the respective challenges faced. The budgets have also been presented to the Finance Committee of CSS, which has an overview of all the budgets. This committee chaired by the Dean also acts as an advisory body to the Dean with respect to the budget of the Office of Student Affairs, while also discussing and advising on developments and plans emerging from the Advisory Committees on which most of the Finance Committee members sit. This group is the first to see what the total proposed fee increase options look like depending on the challenges and choices that are ultimately taken.

BUDGET AND OPERATIONAL HIGHLIGHTS

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

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

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

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

In addition to the new positions requested, there are some additional funding requests within the respective budgets to support increased programming costs, and to support per diem payments to team leader roles on the counseling and medical nursing teams in the Health and Wellness Centre. These roles currently exist on an informal basis and need to be more formally

recognized with clear position descriptions for what have become very essential roles at this particular stage of the Centre's development.

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

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

HIGHLIGHTS OF DEPARTMENTAL PRIORITIES 2014-15

The departments and services within the Student Affairs division continue their very strong contribution to student success and a vital student and campus life experience at UTSC. In this section some of the priorities and highlights for the departments are noted. More details and information on results from the 2013-14 year, as well as plans and priorities for 2014-15, can be found in the management reports from the departments that are included with this submission. You are encouraged to review these reports.

Department of Athletics and Recreation

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

outreach program in partnership with Storefront and the Boys and Girls Club of East Scarborough.

Academic Advising and Career Centre:

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

Health and Wellness Centre

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

Department of Student Life and International Student Centre:

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

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

REQUESTS FOR FEE INCREASES

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

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

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

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

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

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

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

Sincerely,

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

Desmond Pouyat

Dean of Student Affairs UTSC



UNIVERSITY OF TORONTO SCARBOROUGH – HEALTH & WELLNESS CENTRE

MANAGEMENT REPORT, 2013-14

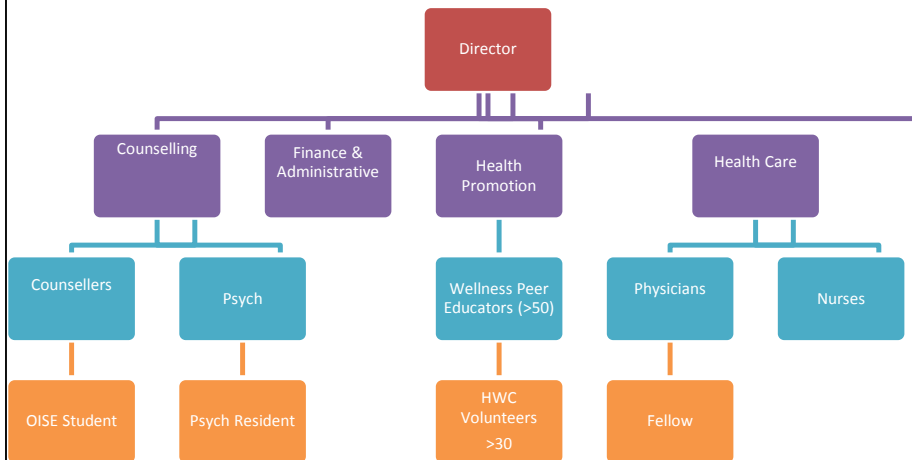
About Us

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 professional staff includes physicians, nurses, counsellors, psychiatrist, psychologists, and administrative support for a total of 14.05 FTEs. In addition to our regular staff, we have psychiatric residents from Sunnybrook Hospital, pediatric fellows (focus in adolescent medicine) from Hospital for Sick Children, OISE student placements, and our Wellness Peer Educators and student volunteers that enhance our overall services delivery.

Health & Wellness Centre Organizational Chart



The majority of staff working at the Health & Wellness Centre are part-time. Only 6 FTEs are full-time staff of the 14.05 FTEs.

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 CARE

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.

Learning Outcome:

Students will be supported to realize and maintain optimal overall health while striving for successful academic achievement.



PROGRAMS AND COLLABORATIONS

PARTNERSHIP WITH EMRG AT UTSC

FLU CLINICS

GREEN PATH AND FAIR TAIWAN

ISC – INCLUDING UHIP SUPPORT

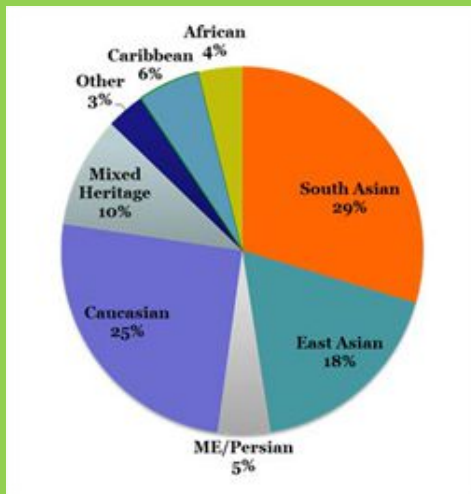
LEAVE THE PACK BEHIND
SMOKING CESSATION PROGRAM

COUNSELLING

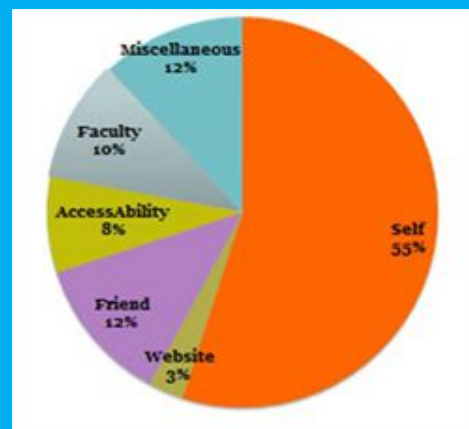
Our multi-disciplinary team of counsellors provide one-on-one counselling, treatments, group therapy, and psycho-educational workshops. They address issues ranging from complex mental health and emotional issues ranging from psychiatric disorders, anxiety, depression and stress, to family problems, bereavement,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



Ethnicity of Students Accessing Counselling 2013



Referral Source as Stated By Students



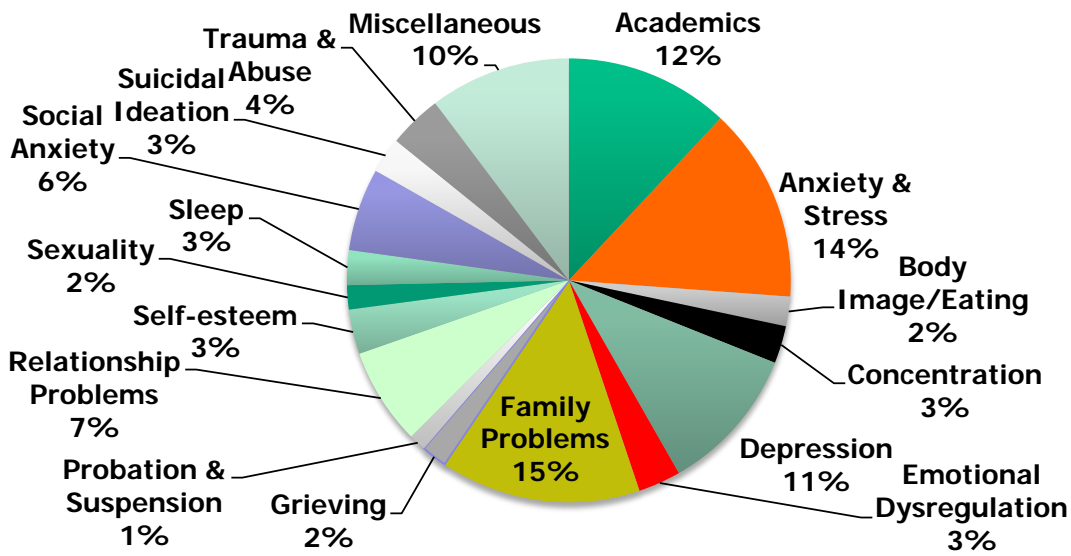
Learning Outcomes:

Students will demonstrate positive coping skills to guide their transition to postsecondary education

Students will achieve increased self-confidence and social connection



Issues Addressed in Counselling at First Appointment



PROGRAMS AND COLLABORATIONS

EMBEDDED COUNSELLING IN RESIDENCE

CLINICAL PSYCHOLOGY DEPARTMENT

FLOURISH

ACCESSABILITY SERVICES

ACADEMIC ADVISING & CAREER CENTRE

REGISTRAR'S OFFICE

STUDENT WELFARE COMMITTEE



HEALTH PROMOTION



LEARNING OUTCOMES

Students will make informed healthy decisions about their lifestyles to support their academic success

Health promotion's aim is to raise awareness on healthy 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 AND COLLABORATIONS

TORONTO PUBLIC HEALTH

SCSU

TORONTO ASSOCIATION FOR HEALTH PROMOTION IN HIGHER EDUCATION

GREEN DOT

BROCK UNIVERSITY

ONTARIO GAMBLING COUNCIL

ACCESSABILITY SERVICES

UTSC CAMPUS POLICE

HOSPITALITY AND RETAIL SERVICES

ACADEMIC ADVISING & CAREER CENTRE

REGISTRAR'S OFFICE

STUDENT LIFE

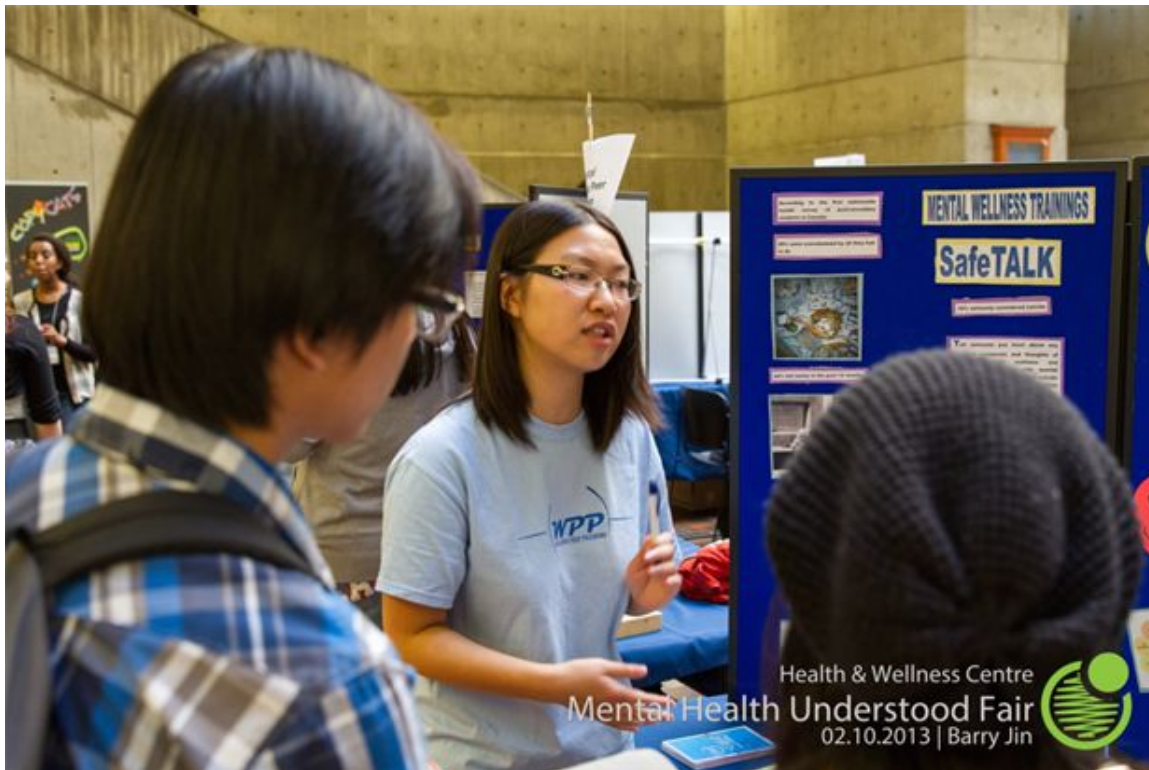
STUDENT HOUSING AND RESIDENCE LIFE

ATHLETICS AND RECREATION

STUDENT ORGANIZATIONS AND ASSOCIATIONS

WELLNESS PEER PROGRAMS

The Health & Wellness Centre has strongly supported student involvement through the Wellness Peer Programs. Our teams of over 30 student volunteers and over 50 Wellness Peer Educators who address issues related to mental health, sexual health, nutrition, awareness on alcohol, drugs, and tobacco. They conduct regular outreach of our services and referrals 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 this year.



Wellness Peer Programs

Ambassadors

Leave the Pack Behind

Mental Wellness

Nutritional Health

Party In The Right Spirit

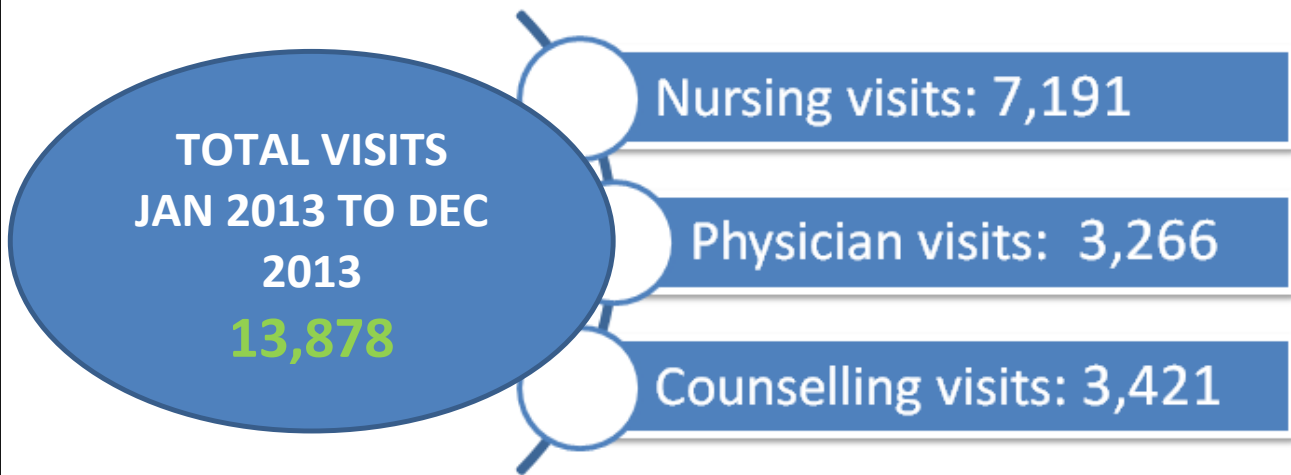
Sexual Health

Health & Wellness Centre Volunteers

SERVICE HIGHLIGHTS

PHYSICIAN HOURS

With the growth of the campus and demand of our services, we have increased our physician staff to ensure we have doctor appointments Monday through Friday which is a 60% increase from last year. As a result, nursing and administration support workload increased to meet the demand in service and help ensure students are seen in a timely and efficient manner while meeting their needs.

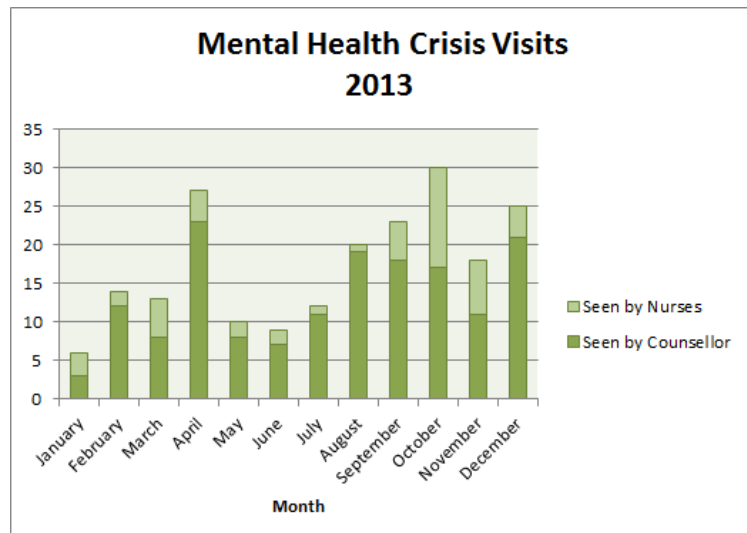


MENTAL HEALTH

CRISIS SUPPORT

As we continue to support and advocate for students dealing with mental health issues, we also explored ways to increase accessibility of our counselling services through creative staffing strategies:

- Through our collaboration with Student Housing and Residence Life, we have established embedded counselling services
- Accommodated students walking in with a mental health crises by utilizing nursing staff



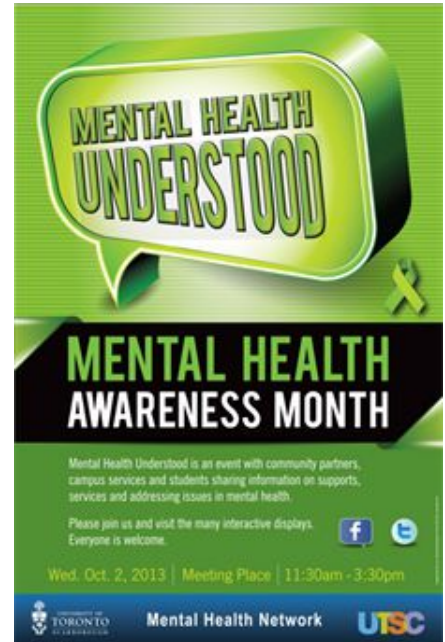
Mental health crisis visits received by:

Nurses - 49

Counsellors - 158

MENTAL HEALTH NETWORK

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. With our annual initiative of Mental Health Awareness Month, funding was secured to produce Mental Health Understood brochure to promote awareness of issues, resiliency, supports and services on and off campus. In addition, Mental Health Network facebook page was established. As the Mental Health Network grows, planning for campus talks, mental health trainings and in-services, and mental health programming on campus will continue. Also, establishing the network with community partners will be part of next year's priority.



HOW TO HELP A FRIEND

LISTEN
Supporting someone is very important. It sounds like you are feeling a little bit like you have the blues.

REFER
UTSC has many student services on campus that can help students in many ways. Get informed on the services on campus and share that information with your friend.

CONSULT
Looking for a professional opinion of a situation can be done anonymously and can help to gather information on services, resources, and resources of how to help.

GET CONNECTED TO

Campus and Community Resources
UTSC Website provides students a directory to find student services and resources on campus. Staff, faculty and student groups are always interested to connect with you. <http://www.utoronto.ca/students>

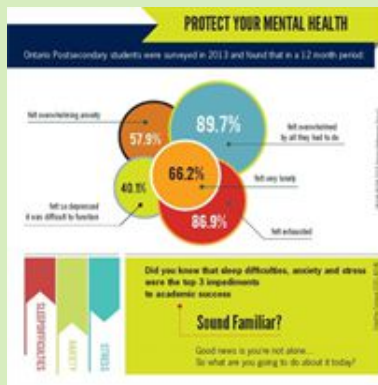
Good2Talk Post-Secondary Student Helpline | 1-800-825-5454
A free, confidential, and anonymous helpline offering professional counselling, mental health information, and referrals to on- and off-campus resources in Ontario. 24/7/365 www.Good2Talk.ca

The Mood Disorders Association | Free support programs to people across Ontario, and their families, who are living with depression, anxiety or bipolar disorder. www.mooddisorders.ca

Health & Wellness Centre | Trained health professionals to provide health care, counselling, groups, workshops, health promotion and education services to UTSC students. www.utoronto.ca/wellness

Accessibility Services | Provides supports and academic accommodations to students who have a documented learning, physical, sensory, mental health disability or medical condition. www.utoronto.ca/~a11y

MENTAL HEALTH NETWORK



Taking care of yourself is the first step in learning how to cope with the challenges life brings

5 WAYS TO WELL-BEING
ARE SIMPLE WAYS TO BUILD ENERGY TO COPE WITH THOSE CHALLENGES

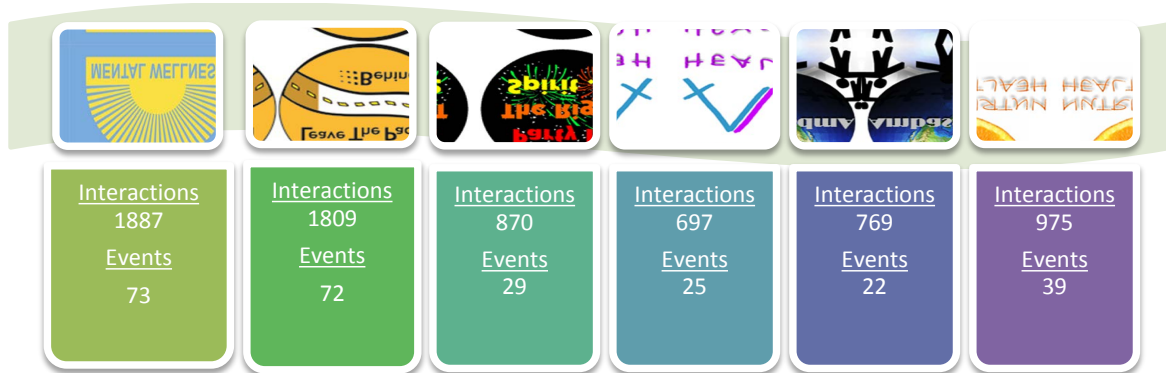
TAKE NOTICE	BE ACTIVE	KEEP LEARNING	GIVE	CONNECT
Be curious. Savour the moment. Be aware of the world around you and what you are feeling. Reflecting on your experience will help you.	Go for a walk, get outside, play a game. Exercising makes you feel good. Discover an activity you enjoy that suits your level of mobility and fitness.	Try something new! Rediscover an old interest. Set a goal you will enjoy achieving. Learning new things will make you more confident and bring joy to your life.	Do something nice for a friend or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Seeing yourself and your happiness linked to the wider community is rewarding and creates connections with people around you.	Connect with people around you: family, friends, colleagues and neighbours. Invest time in developing these connections, they will support and enrich your daily life.



HEALTH PROMOTION

WELLNESS PEER PROGRAMS

The student volunteers at the Health & Wellness Centre contribute greatly at sharing knowledge about our services and referring students to our centre. The Wellness Peer Educators and Ambassadors were able to have a total of 6977 interactions in 2013 and a total of 266 events which include workshops, walkabouts and displays. The success of their events is mainly due to their genuine interest in health and their commitment to the campus community.



SOCIAL MEDIA

Health & Wellness Centre's facebook and twitter accounts are more established and provide the UTSC community with updates of events by the Wellness Peer Programs, community partners, tips on healthy lifestyles and updates on health issues.



Facebook

- 98 New Posts
- 117 New Likes
- 56 Views per Post
- 75 Daily Views

Twitter

- 138 New Followers
- 109 Tweets
- 62 Retweets
- 21 favorites

REVIEW OF SERVICES

In preparation with growth of the campus and supporting the health and wellness of UTSC students, the centre underwent a review of services by a third party. Input from students, staff and faculty along with the literature supporting best practices, recommendations were identified that will be implemented over the course of the following years.

These include:

- **Customer Service**

- increase privacy at front desk by modification of front desk area,
- development of an excellent customer service model,
- Introduce a student feedback survey for ongoing quality improvement

- **Operational**

- identifying the target population being serviced as students, embracing the primary care and walk-in model for services,
- consideration of evening hours for counselling (which exists currently, but also medical),
- teleconferencing for meetings due to the large part-time pool of employees,

- **Staffing**

- strategies for more active recruitment of physicians,
- clinical leadership in counselling and health care,
- increase FTEs in nursing and physician services,
- maximizing efficiencies in administrative support

- **Strategic Planning**

- enhancement of website and communication strategy,
- development of a strategic plan by the new director and Dean of Student Affairs to meet the needs of the student population,
- explore new service delivery models to address crises and walk-ins,
- a User Advisory Committee that functions all year round,
- search of grant opportunities



FINANCIAL OVERVIEW

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.



2013-2014 BUDGET FORECAST

For 2013-2014, The Health & Wellness Centre's budget totals \$1.7 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 (87%) comprises of salaries for staffing which includes students, casuals and full time employees

The unit is projected to realize savings as a result of new funding opportunities and staffing gaps and fluctuations.

PROPOSED OPERATING PLANS FOR 2014-15

The most significant challenge for the 2014-15 operating budget plans will be to ensure that there are sufficient resources (staff, space, hours of operation) to accommodate the student demand for use of services, with staffing at a steady state.

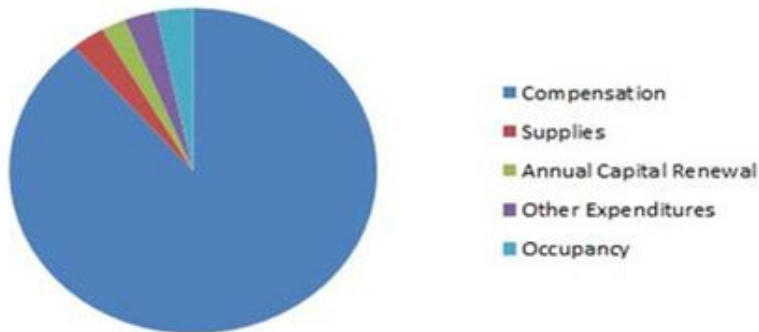
In 2014-15 operating budget the plan is:

- 1) To increase staffing level by 1.60 FTE within the Health & Wellness Centre to provide quality and efficient service to the student community. The Centre is requesting an increase in staffing by 0.6 FTE in Nursing and 1.0FTE in Counselling to address increase number of student flow and provide continuity of care
- 2) Allow for formal Team Leader roles in nursing & counselling

PROPOSED RATE

The sessional Health & Wellness Centre Student Fee for a full-time student is proposed to increase to \$61.90 from \$57.85 (\$12.38 from \$11.57 for a part time student), which represents a year over year permanent increase of 7%.

Health & Wellness Expenditure Breakdown, 2014-15



Health & Wellness Centre Revenue Breakdown, 2014-15



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

	2013-14	2014-15
<u>REVENUE</u>		
OHIP Revenue	\$ 187,347	\$ 170,150
Prescription Income	35,000	35,700
Health Services Fee	1,443,156	1,642,803
University Operating Subsidy	2,035	1,806
Other Income (incl. Sponsorships)	<u>12,310</u>	<u>31,874</u>
TOTAL REVENUE	1,679,848	1,882,333
<u>EXPENDITURES</u>		
Appointed Salaries and Benefits		
Nursing and Administration	753,007	861,150
Medical/Counselling	491,640	626,401
Casual Staff Salaries and Benefits	15,628	32,944
Medical/Counselling Contractors	<u>211,542</u>	<u>198,854</u>
Total Compensation	1,471,817	1,719,349
Supplies	16,857	17,063
Medical/Health Promotion Supplies	15,997	16,396
Prescription COGS	24,500	24,990
Annual Capital Renewal	41,121	41,354
Telecommunications	10,763	10,806
Professional Development	19,587	19,301
Other Misc. Expenditures	23,992	24,179
Occupancy Costs	<u>62,137</u>	<u>63,489</u>
Total Non-Compensation Expenditures	214,955	217,579
TOTAL EXPENDITURES	1,686,772	1,936,927
NET OPERATING SURPLUS/(DEFICIT)	<u>\$ (6,924)</u>	<u>\$ (54,594)</u>

PRIORITIES FOR 2014-15

- Implementation of recommendations made by the Review of Services under the leadership of the new director and development of a strategic plan
- Maintain physician recruitment related to service demands
- Explore collaborations with student and academic departments in areas of programming, practicums, and areas of research to inform our practices in delivery of service to students
- Support health promotion collaborations and Wellness Peer Programs promoting healthy lifestyles and outreach of our services to all students on campus
- Establishment of a student feedback survey in order to address customer service issues and improve quality of service
- Explore and apply to new avenues of revenue, and assess every day operational costs
- Further establish the Mental Health Network with introduction of community members, and align with the anticipated University of Toronto Mental Health Strategy in Fall 2014



2013

DEPARTMENTAL YEAR IN REVIEW

UTSC Athletics and Recreation



UTSC



2013

DEPARTMENTAL YEAR IN REVIEW

An overview of programs and services
by the Department of Athletics and Recreation
University of Toronto Scarborough

The mission statement for the Department of Athletics and Recreation is “we strive to create a respectful and inclusive environment that promotes opportunity and overall well-being through physical activity.” The focus of the Department of Athletics and Recreation is to encourage participation in a broad spectrum of athletic programs and activities. Our staff work diligently to provide a positive experience and to create new opportunities to fit our varied needs. Our portfolio involves a variety of fitness, recreation and sport activities and special events, providing accessible opportunities for all students in order to promote skill development, leadership, social interaction, enjoyment and being engaged with a healthy, active lifestyle in mind. Our make-up includes student, staff and faculty members who participate in the programming as well as members from the broader community including various alumni. All programs are delivered in coordination and collaboration with both on and off campus partners.



ATHLETICS AND RECREATION OVERVIEW



The Department of Athletics and Recreation continues to expand the portfolio of program opportunities in order to meet the diverse needs and expectations of its constituents, primarily students, staff and faculty.

We have offered an abundance of new programs around learn to play, instructional as well as programs that utilize exercise as a means for dealing with various emotional or mental health issues. We have continued to expand our intramural offerings and doubled the size of the soccer program to meet the needs of the student numbers, maximizing our current playing space in all areas. The collaborative and coordinated approach in this area with the students has been part of its overall success. With many areas of programming seeing an increase of 30-40% participation by students, the opening of our new Toronto Pan am Aquatics and Sport Centre (TPASC) just a few months away, we will see the continuation of exciting new possibilities and opportunities as well as some transformation in how our programs are delivered.

The same holds true on campus where Athletics and Recreation constantly looks for new opportunities to engage our students and provide meaningful learning and leadership opportunities including part time employment. We have continued to provide outreach to the student community in partnership with SECAP (Student Engagement Committee on Athletic Planning) around the exciting opening of our new Athletic and Recreation facility in 2014. Our new home is a key strategic focus for 2014 while maintaining the high level of delivery expected of our program in the current facility.

We hope you enjoy the many highlights and initiatives undertaken in a busy 2013 year!

Move U

In 2013 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 & Sheridan college initiatives.

The main purpose is to engage first year students by promoting and supporting the active healthy living opportunities that will encourage a successful transition at university. At UTSC, peer education groups such as the Physical Activity Coaches & Educators (P.A.C.E.) will launch a series of events fostering student engagement in co-curricular/student life programs. The key focus is a sense of community including physical activity, mental health and healthy eating.

Partnering groups at UTSC will be from Health and Wellness and supporting staff from Student Services. A social media campaign was launched focusing on healthy living tips and promoting events from all campuses. Move U will also be an excellent legacy opportunity leading up to the Pan AM 2015 games.

Move U Events

There were a number of events organized as part of the Move U campaign.

Events included:

Flash Mob (Wellness Fair) - January 24th
Approximately 30 students and staff participated in a flashmob choreographed by UTSC student, Phil Luu.

Buddy Valentine – February
Matching service for students to exercise together with similar likes.

Think Heart About It - February 12th
Partnered with EMERG this student organized event helped to raise awareness about cardiovascular diseases and preventative measures. The event included interactive booths and an obstacle course.

Chopped Up - March 13 & Oct 29
Partnering with Residence & Nutritional Peers the PACE team created, organized and implemented these events, which focused on exercise and important nutritional tips. They were both extremely successfully and well received by students.

Amazing Race – March 21
PACE collaborated with Sustainability, Residence, Health & Wellness Peers along with student clubs – Shutterbug & Scarborough Campus Hockey Player Association for this event.

Highlights of the day included the Move U dance routine, obstacle course and hockey shots. The event ended with a pizza party and giveaways and gave a chance for the students to engage socially.

First Year Orientation - September
The department of Athletics & Recreation, PACE/MOVE U & SCAA had a huge presence this year at Orientation. With 1500 first year students in attendance this event provided an opportunity to interact directly with the students and provide important program information.

Highlights included interactive activities, information booths and a Zumba-MOVE U breaks at the 4.0 fair

Skyzone Trip – November 6th
Partnering with the SCAA and using a \$500 grant received from PARTICIPATION this event took place at a trampoline dodgeball facility. This social event was

ATHLETICS AND RECREATION OVERVIEW

focused towards first year and international students, but open to all UTSC students.

UTSC on ICE - December 20th

Partnering with SCSU this skating event at Harbourfront included a DJ and performances by members of the Varsity figure skating team. The event was a tremendous success with other 150 students attending. There were also 22 members of the Scarborough College Hockey Association at the event to assist new skaters.

First Year Fit

First Year Fit is part of our MOVE U campaign and commenced in January for the Winter term and again in September for the Fall term. First Year students learn the benefits of exercise & participating in fun and educational events implemented by PACE, Athletics, Health & Wellness & partnering student groups. Participants aim to get in better shape as they try new activities and learn more about their health! Participants will be entered into a draw for one of several prizes. Over 70 students took part in First Year Fit in 2013.



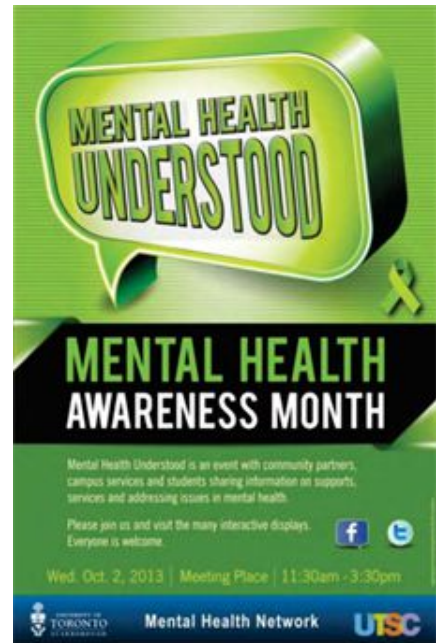
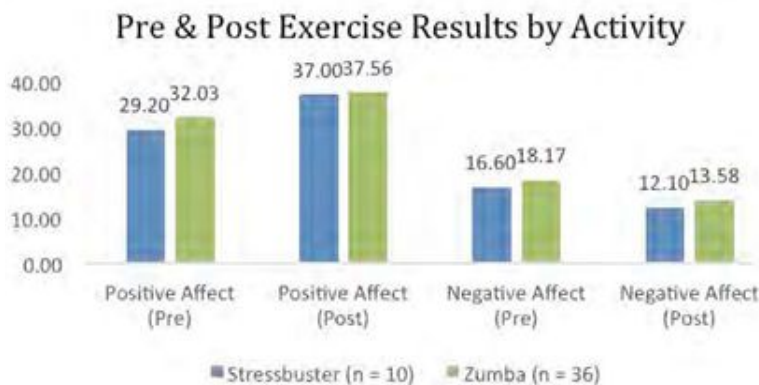
Move U/Flourish Research Study

Athletics with the Move U campaign has partnered with Health & Wellness for an exciting new initiative in 2013. Health & Wellness has an existing 'Flourish' program which focuses on first year students going through difficult transitions to help them cope psychologically. The Move U-Flourish campaign is a service-oriented program designed to engage first-year students by promoting and supporting healthy living and using strength-based resources to enhance the mental and physical well-being of UTSC students.

By emphasizing active healthy living as a core element of the student experience, and systematically identifying and building strengths, the Move U-Flourish program is designed to promote the mental and physical health of UTSC students, which we believe will also improve academic performance.

The goal is to promote resources for students on campus to allow them to grow intellectually, emotionally and socially, to engage students physically, by providing them with resources to allow them to cope with academic and non-academic stressors.

Research was conducted in April with 46 1st year & 4th year student participants. Positive and Negative Affect Survey (PANAS) was administered to students participating in Stressbuster events prior to and following exercise. Results from this research study, pictured below, showed an increase in positive affect and a decrease in negative affect after exercise.



Mental Health Awareness

October

The Athletics Staff and PACE team worked in conjunction with Health & Wellness to offer numerous campus wide events and workshops. At the Mental Health Understood fair on Oct 2nd, Athletics hosted an interactive booth offering program/service information along with a Yoga instructor demonstrating chair stretches and breathing techniques. There were over 150 students in attendance.

Other October events included:

- Mental Health UTSC Network:
- Unplugged Hour
- Stressbusters

December

During final exams in December, PACE & Athletics teamed up to offer stressbuster activities, including Yoga breaks.

Yogafest took place from December 2-8 and offered diverse yoga classes each day of the week. A total of 57 participants took part in this week long event, with the vast majority being UTSC students.

Athletics also held its 2nd annual Yoga Stressbusters event offering complimentary yoga classes to both members and non-members of the facility. Participants were simply required to donate either a toy and/or non-perishable food item for our annual charity drive.

PHYSICAL ACTIVITY OVERVIEW



Group Fitness

Classes are free to all registered students and members of the Recreation Centre, including staff and faculty. Group fitness classes do not require registration, so participants can simply drop in to any class of their choice. Classes are suitable for individuals of varying fitness levels and provide opportunities for all members of the UTSC community to try something new.

Classes are managed using a variety of feedback, including participant satisfaction surveys, attendance statistics and a general response to current fitness trends.

2013 Highlights

We had a total of 6474 participants in our Group Fitness classes in 2013. There was an increase of 28.5% of total participation in all of our Group fitness classes from 2012 to 2013. The majority of participants were students at 88%.

Zumba maintained its popularity from the previous year, and filled multiple classes at capacity for the first time ever. Due to this demand a minimum of 4 Zumba classes and a Zumba toning class were part of each terms group fitness schedule.

There were several new additions to our program this year, including Socacize in the summer term and Circuit Combat, Bollywood Boogie and a women's only Bootcamp in the fall.

88% of the 6474 participants in our Group Fitness classes are U of T students.

Instructional

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 10-week period.

2013 Highlights

New classes implemented on the instructional programs portfolio were Belly Dance II, Ballet, African Dance and Learn-to-Run. Registration for the Belly Dance program increased significantly this year.

Archery

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. In order to help meet this demand, Athletics will implement a new outdoor program for Archery in the 2014 summer term

Cyclefit

Cyclefit classes are available to all current students along with staff, faculty and community members of the Recreation Centre. Participants may take an early morning, lunch, evening or weekend class with three different ways to register; drop-in, sign up for 10 sessions or a punch card for 10 classes of their choice. We had a total of 59 punch card members this year, which is a 34% increase over the 2012 year. A women's only class continued to be part of our schedule each term along with the newest addition, Cycle & Yoga.

Tai Chi

The Tai Chi program was implemented in fall 2012 and since has grown steadily in popularity with participants equally comprised of students, staff and community members. The program is a welcome addition to the Mind-Body portfolio, with participants in Yoga and/or Pilates also registering for the Tai Chi program.

PERSONAL TRAINING OVERVIEW



Personal Training

The purpose of the personal training (PT) program is to help students and members achieve a better level of health and fitness on an individual basis. We recognize that not everyone is comfortable with group activities such as organized sports, group fitness or instructional programs. Personal training allows members and students to work one-on-one with one of our certified UTSC personal trainers. This individual training not only helps participants improve their own personal fitness, but it does so at a schedule that is most convenient for them.

Our primary mandate is to serve members with quality training at reasonable prices. By providing affordable rates we provide opportunities for students, as well as for clients who may be coming off of an injury or dealing with an illness and have incurred other medical expenses, to participate in personal training.

2013 Highlights

There was a growing demand for personal training in 2013 compared to the services purchased in 2012. The increase in personal training was seen in all memberships categories: students, staff, faculty and community.

A common trend in most fitness facilities is a January peak in personal training as everyone is trying to make the healthy change for

their “New Year’s resolution” followed by a decline in the proceeding months.

One of the strategies implemented in 2013 to help provide affordable opportunities was to offer PT incentives such as the “Spring Special” where a member could buy a package of 3 PT sessions at a discounted rate. This strategy saw success in March and April of 2013. We had 26 members register for personal training in the winter months, with 69% of that clientele being students.

During the summer of 2013 sales increased 49.3% over the previous summer. This surge in sales was due to the over 54% increase in clientele. Student participation increased 33.3% from 2012. By providing UTSC students an opportunity to lead an active, healthy lifestyle through discounted personal training our hope is that they continue to exercise with the guidance of our personal trainers as alumni.

During the summer and fall terms, UTSC hosted certification programs in personal training through Can-Fit-Pro. By offering these courses at UTSC we were able to provide a more convenient and affordable option for students to get certified and from there complete the PT mentorship program, which is a certificate program unique to UTSC. Registration was not limited to the UTSC community,

however 40% of those registered were students.

In summary, UTSC personal training was successful in 2013. There was an increase in member registration for personal training compared to the 2012 year. The hope is to gain more certified personal trainers through our personal training mentorship program in order to help meet the demands of customers. The goal for 2014 will be to expand the other areas of our personal training programs ie. accessible training and team/sports training.

“I write to express my gratitude to the personal training team at UTSC.

With their assistance, I have regained my strength, mobility, independence and confidence after a debilitating accident”

- Elizabeth, UTSC Staff

INTRAMURAL OVERVIEW



Intramurals

UTSC continues to enter teams in multiple men’s, women’s and coed sports within the University of Toronto Intramural program. Students are provided the opportunity to play in competitive leagues in which they can represent UTSC. The experience provides students with sport-skill development led by Alumni coaches, social connections with other students and leadership skills that many apply to both their academic programs and into their careers when they leave UTSC

2013 Highlights

Sport skill development led by our Alumni coaches is a priority for all our teams. In the winter of 2013, our women’s lacrosse team comprised of numerous first year players with no experience in the sport. Our coach was able to provide leadership and introduce the players to a sport that turned into a passion. By the end of the season, the team had won a game and were awarded the team ‘Spirit Award’ at the annual athletic banquet.

In the fall 2013, we had an increase in participants for our coed ultimate frisbee and women’s basketball programs. For both

sports, we were able to enter additional teams and provide more opportunities for UTSC students.

Our Men’s program continues to be the largest unit within the U of T Intramural program. We enter multiple sports with our largest entry of teams in hockey, with four levels of play offered. This allows us to include as many students as possible from beginner to highly competitive levels.

The 2012/13 year culminated with our annual ‘Athletic Banquet’ on March 30th, 2013. In collaboration with the SCAA, this night is a celebration of excellence. There were over 300 students, alumni, staff and faculty that celebrated the success and effort put forth by our student leaders, athletes and staff throughout the year.

UTSC Intramurals continues to play an important role in regards to the student athlete experience while attending University. The program provides an outlet from academic responsibilities and encourages student leadership development. Students are excited to wear the jersey and represent UTSC proudly across the University. These opportunities provide students with an experience that promotes

learning, friendship, commitment, time management and team building, while maintaining an active lifestyle.

A total of 39 teams, 14 female and 25 male, participated in the 2013 season across 10 sports

Intramural participation levels increased from the 2012 year, with a total of 639 participants

2013 Intramural Participation		
	Female	Male
Winter	132	192
Fall	120	195

INTRAMURAL OVERVIEW



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.

UTSC entered the following tournaments at various colleges across Ontario:

- Winter 2013: Men’s Basketball, Men’s Ice Hockey, Women’s Ice Hockey, Coed Indoor Soccer.
- Fall 2013: Men’s Basketball, Coed Indoor Soccer, Men’s Ice Hockey and Women’s Ice Hockey.

In Winter 2013, UTSC hosted Men’s Basketball (10 teams) and Men’s (12 teams) and Women’s (6 teams) Ice Hockey tournaments. We had over 448 participants from across Ontario for the hockey tournament and 160 participants for basketball. We take pride in hosting excellent tournaments and ensure our athletes understand the responsibility of representing UTSC.

UTSC participated in the following tournaments:

Team	Total Participants	# of Teams
Men’s Basketball	29	2
Men’s Ice Hockey	31	2
Women’s Ice Hockey	17	1
Coed Soccer	14	1
TOTAL	91	6

These tournaments provide a learning opportunity for UTSC students to help host and manage an event from start to finish.

Drop-in Activities

Drop-in hours or free play consists of open gym time for specific sports. Students, and members of the Recreation Centre can rent equipment or bring their own and enjoy a friendly game of basketball or a singles match in badminton.

We offer four different types of sports; basketball, badminton, volleyball and indoor soccer. Basketball and badminton are the two most popular and thus have 30 and 25 hours per week in the gym respectively. Indoor Soccer and Volleyball each have 5 hours a week in our gymnasiums.

Moving forward we hope to offer a more diverse selection of free play activities, to include cricket, ball hockey and women’s only opportunities.

UTSC hosted the following tournaments:

Team	Total Participants	# of Teams
Men’s Basketball	160	10
Men’s Ice Hockey	192	12
Women’s Ice Hockey	96	6
TOTAL	448	28

Learn to Play

In 2013, we were able to offer a new program called Learn to Play. This 8 week program provides the opportunity for students to learn the basic skills and rules of play of 5 different sports; squash, tennis, basketball, volleyball and outdoor soccer. 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 game-play as the program progressed. Our student instructors were also given the opportunity to extend their knowledge of the game, become mentors and work on their leadership skills. We had a total of 60 new students partake in one of the five-above mentioned programs and we are looking forward to growing the program in 2014/2015 academic year.

Learn to Play Sport	Number of Participants
Basketball	10
Soccer	10
Squash	15
Tennis	15
Volleyball	10

INTERHOUSE OVERVIEW



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 sports such as Indoor Soccer, Ball Hockey, Ultimate Frisbee, Quidditch, Volleyball, Cricket, 4 on 4 half-court Basketball as well as 5 on 5 Basketball.

Our Interhouse program has given students the chance to try a new sport and compete at their own level. In 2013, 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, 3 to Recreational, Competitive and Elite clarifies the level of play. The Volleyball program switched from a traditional 6 on 6 co-ed league to a 4 on 4 recreational division. 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. Combined, we were able to provide student leadership and mentorship opportunities for 2 new league convenors and 12 team captains as well as over 100 new participants.

UTSC Interhouse Leagues provide the following :

- o Student leadership opportunities by employing 9 student convenors, and over 50 student officials/timekeepers
- o Competition for all levels from recreational to competitive
- o A plethora of physical, social and psychological benefits to students, alumni, staff and faculty
- o The opportunity for over 700 students, alumni, staff and faculty to participate each term in recreational sports
- o 452 males and 85 females (Winter 2013) and 600 males and 125 females (Fall 2013)

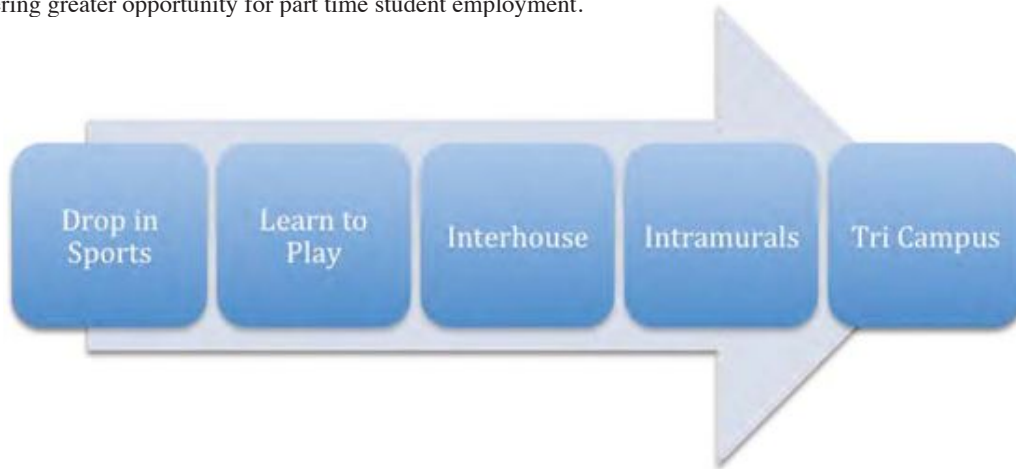
Interhouse Participation – Winter 2013				
Sports	Divisions	Teams	Games	Total Participants
Soccer	Competitive	22	6 Regular Season + 3 playoffs	207
	Recreational	6		
Ball Hockey	Competitive	4	5 Regular Season + 3 playoffs	100
	Recreational	6		
Volleyball	4 on 4	22	5 Regular Season + 3 playoffs	120
Basketball	Half Court	11	5 Regular Season + 3 playoffs	110
	Full Court	6		
TOTAL		71		537

Interhouse Participation – Fall 2013				
Sports	Divisions	Teams	Games	Total Participants
Indoor Soccer	Elite	8	6 Regular Season + 3 playoffs	265
	Competitive	10		
	Recreational	8		
Cricket	Recreational	6	5 Regular Season + 3 playoffs	61
Volleyball	Reverse Sixes	6	5 Regular Season + 3 playoffs	146
	4 on 4	12		
Basketball	Half Court	12	5 Regular Season + 3 playoffs	140
	Full Court	6		
Ultimate Frisbee	Recreational	6	5 Regular Season + 3 Playoffs	58
Quidditch	Recreational	6	5 Regular Season + 3 Playoffs	55
TOTAL		80		725

INTERHOUSE OVERVIEW



Moving forward we would like to expand the Interhouse program to offer more on-campus sports. In the Fall 2013, we expanded our Indoor Soccer program from 18 teams to 26 teams with some creative scheduling. Currently, we have maximized our gym availability to accommodate as many teams and participants as possible. Additional facilities in 2014 would allow us to deliver a program that will accommodate all teams and participants on a yearly basis and continue to advance students through the levels of opportunity available, along with offering greater opportunity for part time student employment.



Squash

The UTSC Squash League took place on Monday evenings in the Winter, Summer and Fall 2013 terms. The league is designed for players of all levels and incorporates team play, with players at each level contributing points to the team. Once again, the league was a great mix of students, alumni and community members, which provides a great social atmosphere and mentorship opportunities. Each team is assigned a captain that provides league information to players and introduces beginners to league play. Participants played in a 9 week regular season followed by playoffs and an end of the year banquet where the champions are crowned.

2013	Number of Teams	Total Participants
Winter	8	48
Summer	6	36
Fall	8	56
TOTAL	22	140

CHILDREN AND 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 22 – 26. Pan/Parapan Am Games week which included an opening and closing ceremony enlightened 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 awards ceremony

IGNITE Guest Speakers

Ibrahim Kamal, an 8-time National Boxing Champion for Canada, and Miranda Kamal, professional boxer and recipient of 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!

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, along with 5 part-time casual extended care staff. While the camp counsellors have diverse academic and career aspirations, most counsellors are adept at sports, athletes or coaches themselves, and are in Teacher Education programs.

The 2013 summer marked the 4th 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, and the youth is paid through Tropicana. This provides the individual the know-how, skills and confidence to apply the following summer on their own accord and of equal merit for a position to work for the camp, or any external camp(s).

The 2013 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 work hours, and a certificate of accomplishment on their last day of service.



LEADERSHIP, TRAINING AND EMPLOYMENT



Employment

The Department of Athletics and Recreation continues to be the largest student employer on campus. Athletics employed approximately 155 students (casual positions) in a variety of roles. These roles included: customer service representatives, strength trainers, personal trainers, camp counsellors, interhouse convenors and referees, onsite supervisors and office assistants.

Athletics is also involved in the recruitment of volunteers. These volunteers are instrumental in the success of the Intramural program, running special events and raising awareness on campus.

Casual Staff

Customer Service Representatives

One of the ways students are employed within the Athletics Department is as a Customer Service Representative (CSR). These part-time positions give students the opportunity to act as ambassadors for the department. They are the face and voice for the department, not only on the front line, but also within our programs.

At any given time 15-20 students can be employed as a CSR. Due to the athletic environment they work in, all CSR staff receive training in First-Aid, CPR & AED and are the first responders in all cases of emergency. The Recreation Centre is open 14-17 hours a day, seven days a week - a total of 112 hours a week. CSR's work in teams of 2 during our hours of operation; therefore are a total of 224 employment hours are available a week, over the 49 weeks a year the Recreation Centre is open.

Personal Trainers

Currently, fifty percent of our personal trainers are UTSC students who share a passion for fitness and in helping others. The majority of our student staff begin their position within our department as a strength trainer or WOW (women only workouts) supervisor. The strength trainer/WOW supervisor responsibilities are to supervise our workout areas, assist members with their exercises, and to make sure people are working out in a safe and friendly environment.

Staff are trained on how to use the facility equipment, basic exercise and nutrition guidelines, and spotting techniques. The strength trainer /WOW supervisor positions are great stepping stones for a career in personal training. From there we encourage them to get certified in becoming a personal trainer by a recognized & accredited organization and enroll them in our UTSC PT Mentorship program.

The PT mentorship program was developed to help build confidence, provide opportunities to develop practical skills and knowledge of working with clients first hand with the guidance of a senior PT and the Fitness Program Assistant. Upon completion of the mentorship pro-

gram, the personal trainer will receive a certificate of completion and ideally he/she will obtain a personal training position at UTSC.

Strength Trainers

The strength trainer role has evolved over the years where each individual or group of individuals are assigned special roles to maximize the teams effectiveness to provide excellent service to our members. A team of 14 strength trainers were employed in 2013 with a 1:1 ratio of male to female.

Staff are provided many outreach leadership opportunities at events on campus, conducting mini fitness workshops, such as introduction to the TRX suspension training system or equipment orientations, and encouraging others to become certified personal trainers.

This year the strength training staff was given 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". This opportunity gave staff the chance to broaden their skills working accessible members.

Volunteer

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

Leaders are created with this team of 15 highly motivated student volunteers that are hired and trained by the fitness staff within the Athletics Department. As part of the training, P.A.C.E members are sent to a half day session with other student volunteers and employees of Student Services. This networking opportunity and collaborative training includes LGBTQ and equity awareness, how to host inclusive events for students with disabilities and developing effective communication skills.

Throughout the term P.A.C.E collaborates with a variety of different clubs, student service departments and organizations educating students on campus the benefits of exercise and staying healthy. Athletics staff and P.A.C.E provide interactive booths at several fairs throughout the year. The one-on-one chats with the student body assist to encourage students to participate in Athletics programming.



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.

Accountability

The Athletic Advisory Committee (AAC) is a membership constituency representative group that guides the activities of the department. AAC considers all program activities, fees, budget and the use of athletic facilities and makes recommendations to the Director. Of its eleven members, six are students. This year, Dennis Liu, alumni of UTSC and previous member of the AAC, chairs the committee and 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 & Recreation.

The Council on Student Services (CSS) at the University of Toronto, Scarborough (UTSC) recommends approval of the Department budget to the UTSC Campus Council. The Director of Athletics and Recreation represents 1 of 19 members of the CSS, 12 of which are students (63%). The Director and 1 appointed UTSC student also sit on the 30 member (50% students) Council of Athletics & Recreation (CAR), which is a subcommittee of the Council of the Faculty of Physical Education & 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 have been focused on generating new revenues while increasing the departments operating and capital reserves, to

The Department of Athletics and Recreation employed many casual staff to help deliver its programs. Athletics continues to be the largest student employer on campus with 155 students having part time jobs, this does not include the 60 leadership positions and volunteer opportunities that it continues to offer.

prepare and assist the department's transitions into the new facility, at the same time enabling us to expand operations.

Proposed Operating Plans

While no fundamental or structural changes are proposed for 2014-15, some minor changes have been proposed in the departments operating plans.

- Increased visibility and programming in the valley was a main focus of a revitalization project that began in 2012. In 2012-13 this focus led to increased facility rental opportunities, increased student programming opportunities and the renewal of a tennis program that had faltered.

- A renewed Tennis program will continue to introduce new participation. The tennis program focus is on teaching and sustaining the game rather than simply focusing on membership sales. Children's camps, community outreach programs, instruction for students, engagement of Green path students, tournaments and private instruction are all areas of growth for 2014-2015.

- Facility rental income experienced a significant growth in 2013-14. This growth will decrease in 2014-2015 due to the transition to the new facility, and the loss of indoor space rental. Opportunities to showcase sport at its highest level are being sought, as are opportunities to introduce secondary school students to the University through sport presentation.

- Similar to the opportunities that were presented with partial funding with regards to the IC Building and PAAC facility, the Department of Athletics and Recreation have an opportunity to relocate the current uninsured tennis facility with 56% funding from TO 2015. This is due to the growth of the wheelchair tennis program we have developed on campus, the revitalization of our tennis program and TO 2015 need for a wheelchair tennis site for the games. The plan will see construction to begin in spring 2014.

Staffing

- The Department will continue to invest in students through our internship and coop program giving students viable projects, leadership opportunities and positive learning outcomes.

- Changes in the presentation of sport and in the increase and type of facility rentals will provide increased student leadership and employment opportunities.

FINANCIAL OVERVIEW

Maintenance

While no major maintenance plans are in place for 2014-2015 we eagerly prepare for our move into the new Pan Am facility. We are also upgrading some equipment in the Valley, and doing small renovations to the Coach House.

Annual Rates

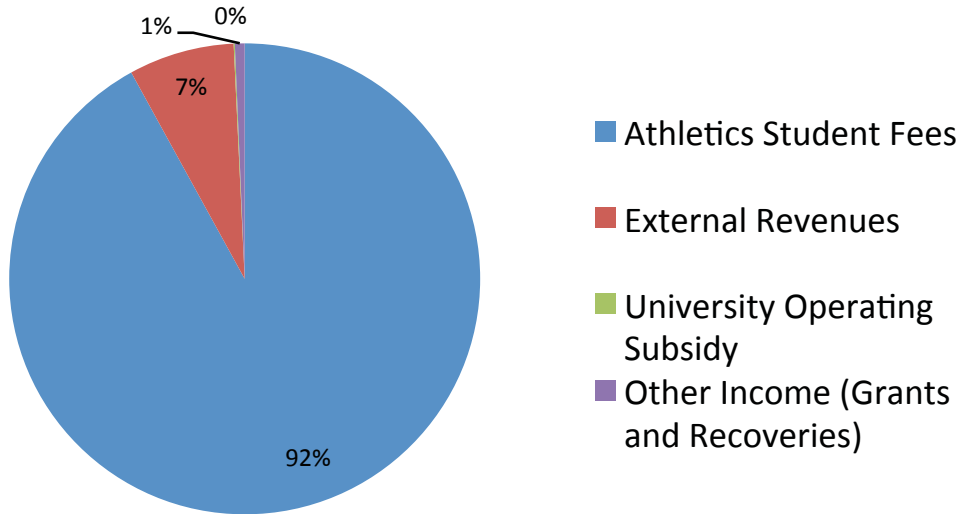
The 2014-2015 Athletics Student compulsory fee is proposed to increase by 7.5% to \$124.70/term/full time student, or \$24.94/term/part time student and membership fees by 5-6% varying across all categories.

University of Toronto Scarborough
 Department of Athletics and Recreation
 Proforma Statement of Revenue and Expenses
 Year Ending April 30, 2015

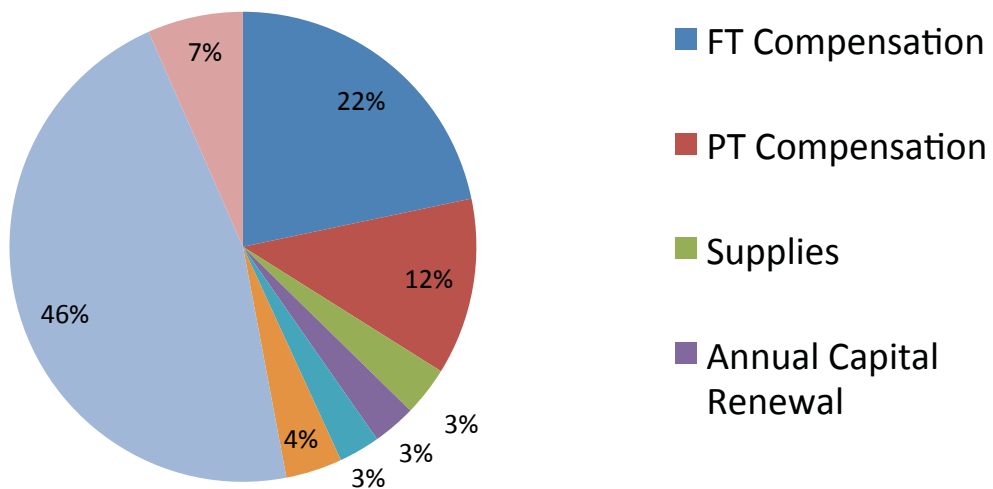
	2013-14	2014-15
<u>Revenue</u>		
Annual Fees	145,200	14,063
Term Fees	58,927	19,185
Summer Fees	255,563	181,813
Special Fees	71,765	9,244
Store Sales	1,857	0
Service Fees	36,132	0
Facility Rental	90,000	42,000
University Operating Subsidy	46,902	3,001
Athletics Student Fees	2,999,772	3,378,624
Other Income	44,976	24,500
	3,751,095	3,672,429
<u>Expenditures</u>		
Appointed Salaries and Benefits	863,393	909,784
Casual Salaries and Benefits	581,816	509,983
Total Compensation Expenditures	1,445,209	1,419,767
Office Supplies	21,009	21,870
Athletic Supplies	90,290	100,176
Camp Supplies	29,000	20,095
Cost of Sales: Stores	1,300	0
Capital Renewal- Equip &Furn	40,000	25,000
Capital Renewal- Annual R&M	100,000	50,000
Capital Renewal- Major Maint.	60,000	50,000
Services and Program Costs	58,031	92,959
Officials	48,826	26,520
Other Expenditures	210,441	163,732
Occupancy Costs	1,040,437	1,905,305
Utilities	31,044	37,338
Capital Initiatives Reserve Fund	518,097	277,597
Total Non Compensation Expenditures	2,248,475	2,770,591
Total Expenditures	3,693,685	4,190,358
Net Operating Surplus/(Deficit)	57,410	(517,929)

FINANCIAL OVERVIEW

**Department of Athletics and Recreation
2014-15 Revenue Sources**



**Department of Athletics and Recreation
2014-15 Expenditures - By Type**



FINANCIAL OVERVIEW

 University of Toronto Scarborough
 Department of Athletics and Recreation
 2014-15 PROPOSED FEES

	2013-14 Fee	2014-15			
		Fee		\$ Change	% Change
<u>Non-Compulsory Fees:</u>					
Annual Fees					
Community	\$ 515.10	\$ 525.40	^{4,5}	\$ 10.30	2%
Alumni	\$ 390.66	\$ 398.47	^{4,5}	\$ 7.81	2%
Spouse of Staff, Faculty, Student, Retiree	\$ 367.20	\$ 374.54	^{4,5}	\$ 7.34	2%
Plan A	\$ 333.54	\$ 340.21	^{3,4,5}	\$ 6.67	2%
Plan B	\$ 357.00	\$ 364.14	^{4,5}	\$ 7.14	2%
Corporate (25 members minimum, 30 max)	\$ -	\$ -			
Term Memberships					
Fitness, Squash, Tennis (Summer)	\$ 208.08	\$ 212.24	^{4,5}	\$ 4.16	2%
Fitness Squash (Fall & Winter)	\$ 208.08	\$ 212.24	⁴	\$ 4.16	2%
High School (Summer)	\$ 130.56	\$ 133.17	^{4,5}	\$ 2.61	2%
High School (Fall & Winter)	\$ 130.56	\$ 133.17	⁴	\$ 2.61	2%
Student/Grad Student (Summer term only)	\$ 116.00	\$ 121.81	^{4,5}	\$ 5.81	7.5%
Summer Fees					
Tennis					
Adult	\$ 78.00	\$ 78.00	⁴	\$ -	0%
Family Membership, without lessons	\$ 193.00	\$ 193.00	⁴	\$ -	0%
Family Membership, with lessons	-	\$ -			
Junior (includes lessons)	\$ 60.00	\$ 60.00		\$ -	0%
PeeWee (includes lessons)	\$ 50.00	\$ 50.00		\$ -	0%
Leagues					
Basketball	\$ 1,500.00	\$ 1,600.00		\$ 100.00	6%
Volleyball	\$ 1,050.00	\$ 1,100.00		\$ 50.00	5%
Camps					
(10 day Camps to 09-10) 5 day camps	\$ 200.00	\$ 200.00			n/a
(9 day Camps to 09-10) 4 day camps	\$ 160.00	\$ 160.00			n/a
Leadership Camp	\$ 400.00	\$ 400.00		\$ -	0%
<u>Compulsory Student Fees:</u>					
% Compulsory Fee Rate Increase	3%	7.5%			7.5%
FT/PT/Undergrad Students					
Full Time per term (S/F/W)	\$ 116.00	\$ 124.70	¹	\$ 8.70	7.5%
Part Time per term (S/F/W)	\$ 23.20	\$ 24.94	^{1,2}	\$ 1.74	7.5%
FT/PT/Graduate Students					
Full Time per term (F/W)	\$ 116.00	\$ 124.70	¹	\$ 8.70	7.5%
Part Time per term (F/W)	\$ 23.20	\$ 24.94	^{1,2}	\$ 1.74	7.5%
<u>Other:</u>					
Facility Rentals : 5% increase on hourly rate for gym only					
Guest Fees :					
Recreation Centre	\$ 6.54	\$ 6.54	⁴	\$ -	0.00%
Outdoor Tennis	\$ 4.67	\$ 4.67	⁴	\$ -	0.00%



Student Services

**Annual Report,
Operating Plans and Budget
2014-2015**



UNIVERSITY OF
TORONTO
SCARBOROUGH

OFFICE OF STUDENT AFFAIRS AND SERVICES

MISSION

We cultivate student-centred 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



UNIVERSITY OF
TORONTO
SCARBOROUGH

I. 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.

II. 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-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.

III. 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.

Student Advisory Groups include:

- 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.

IV. 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, 32% of the Office of Student Affairs; 36% of the Academic Advising and Career Centre; and 22% 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.

V. 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; and the external Scarborough community. DSL programs include the new Leadership Development Program; First Year Experience and Transition; Orientation; Campus Groups and Risk Assessment; Community and Experiential; 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, largely due 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. These resources provide give modesty increased in support for LGBTQ students and their allies.

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 (e.g., does not cover the cost of test/exam accommodation). 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 policing 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 coordinated with SCSU clubs funding and the allocations for the CSS Student Enhancement Fund, increasing efficiencies and reducing the risk of applicants “double-dipping”. 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 will include aboriginal programming and elder visits, multi-faith programming and dialogue, community outreach initiatives, and supporting the Student Refugee Program (WUSC). This fund is expected to highlight and create awareness of the importance of these issues on the UTSC campus, while enhancing student-centered initiatives.

VI. 2014-15 BUDGET INFORMATION

Student Services Budget	Appendix
Proposed SSF Fee Schedule	Appendix 3
Summary of SSF Budget Requests	Appendix 6
Student Services Expenses by Area	Appendix 7
Student Services Breakdown of Revenue and Expenses	Appendix 8

VII. COMPULSORY NON ACADEMIC INCIDENTAL FEE COMPARISONS

(See Appendices 9 & 10)

VIII. ATHLETICS & RECREATION

The focus of the Department of Athletics & Recreation is to encourage participation in a broad spectrum of athletic programs and activities. The Department offers various combinations and levels of intramural sports, inter-house leagues, recreational play, instruction and special events in order to promote skill development, leadership, social interaction, enjoyment and an active, healthy lifestyle. Research consistently suggests that students involved in healthy lifestyle activities are better able to concentrate on their studies. In this way, the Department contributes to student success. The Department of Athletics & Recreation continuously consults with students to find creative ways to meet the changing needs of UTSC's diverse student population. In addition to traditional programming that allows for physical activity, sport and leadership through both structured and free play, creative recreational programs have emerged as part of the Athletics mandate. *(See Section II)*

IX. HEALTH & WELLNESS

The Health & Wellness Centre is a 12-month operation, which provides four areas of service for students: health care, personal counseling, mental health support, health promotion education, and administrative assistance for students with healthcare needs. *(See Section III)*

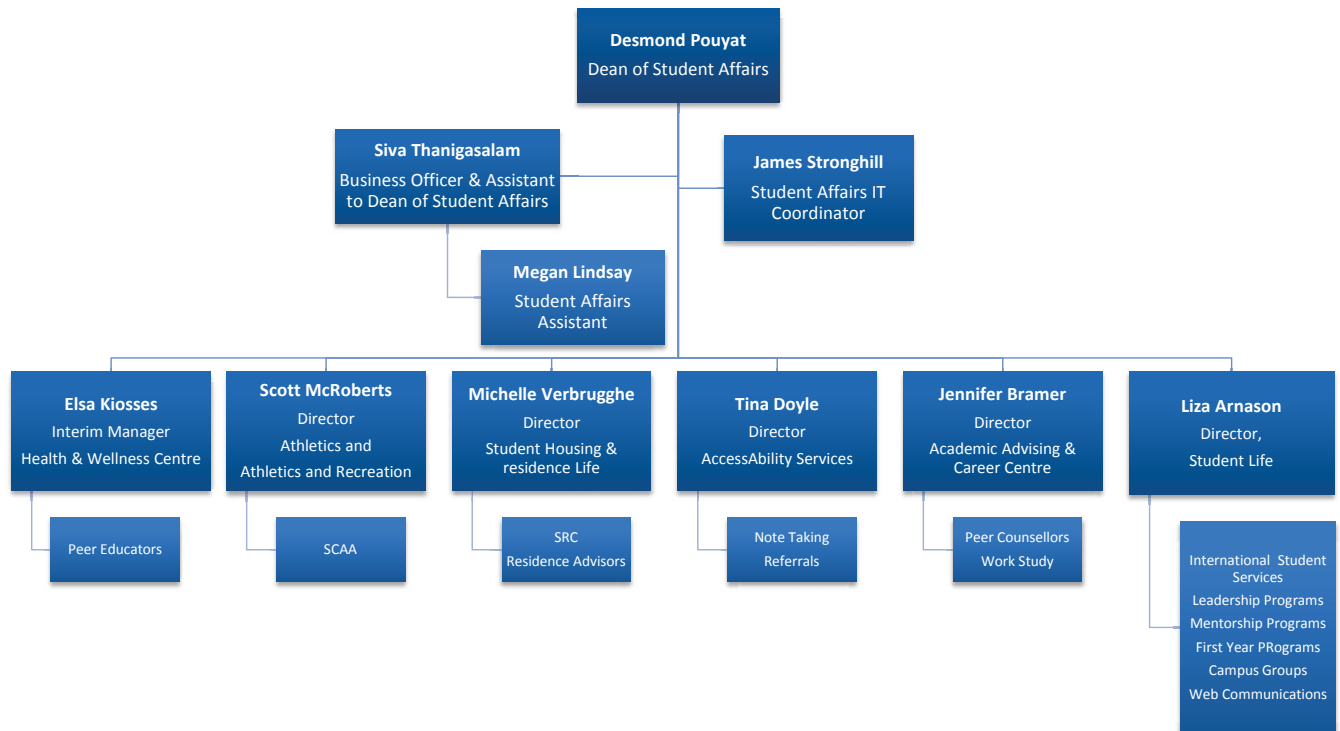
APPENDIX 1: ADDITIONAL INFORMATION

STUDENT AFFAIRS & SERVICES

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

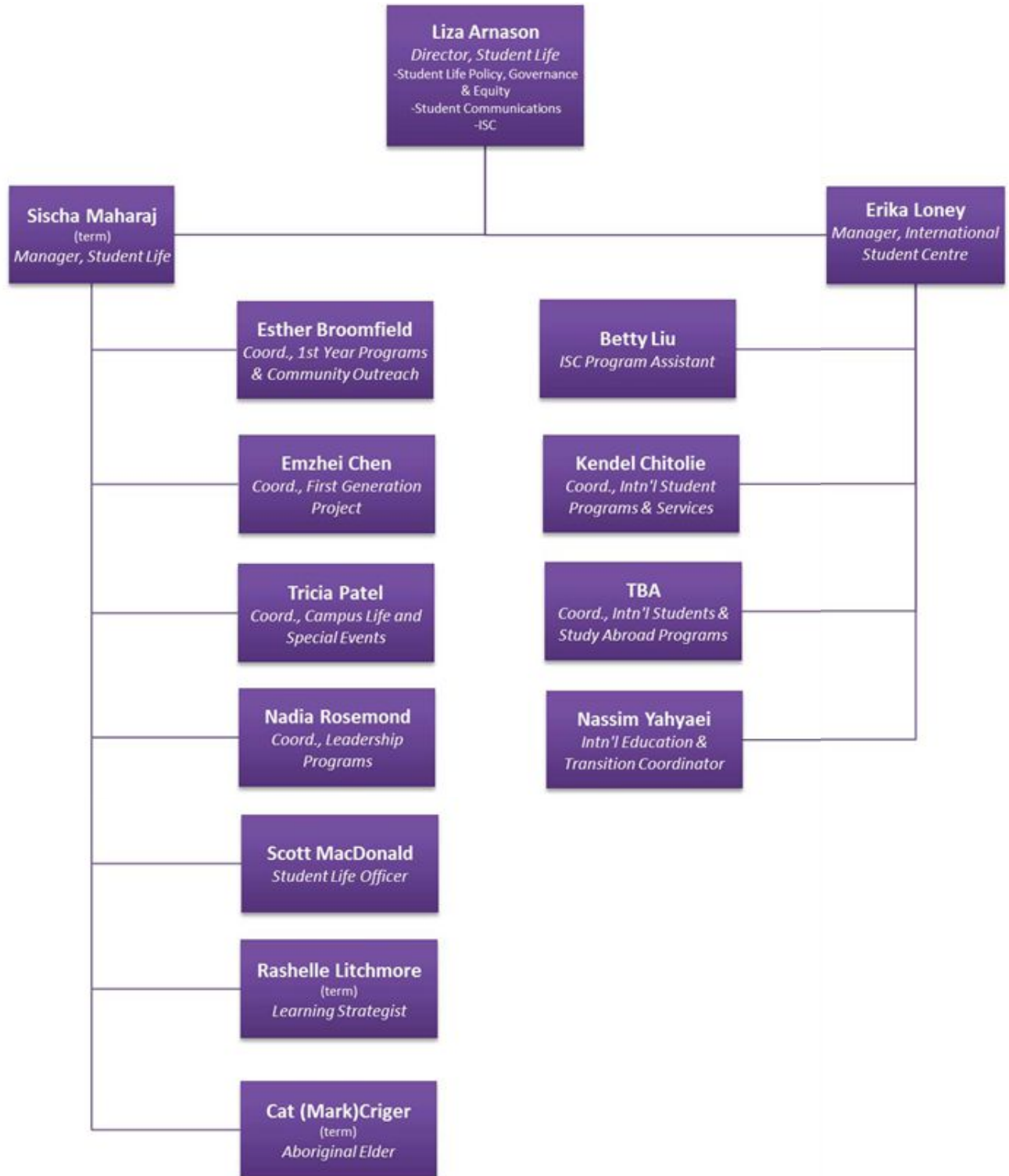
Vision: UTSC Student Affairs, leading the student experience of choice.

Values: 1.Excellence 2.Student Centered 3.Integrity 4.Collaboration 5.Inclusive



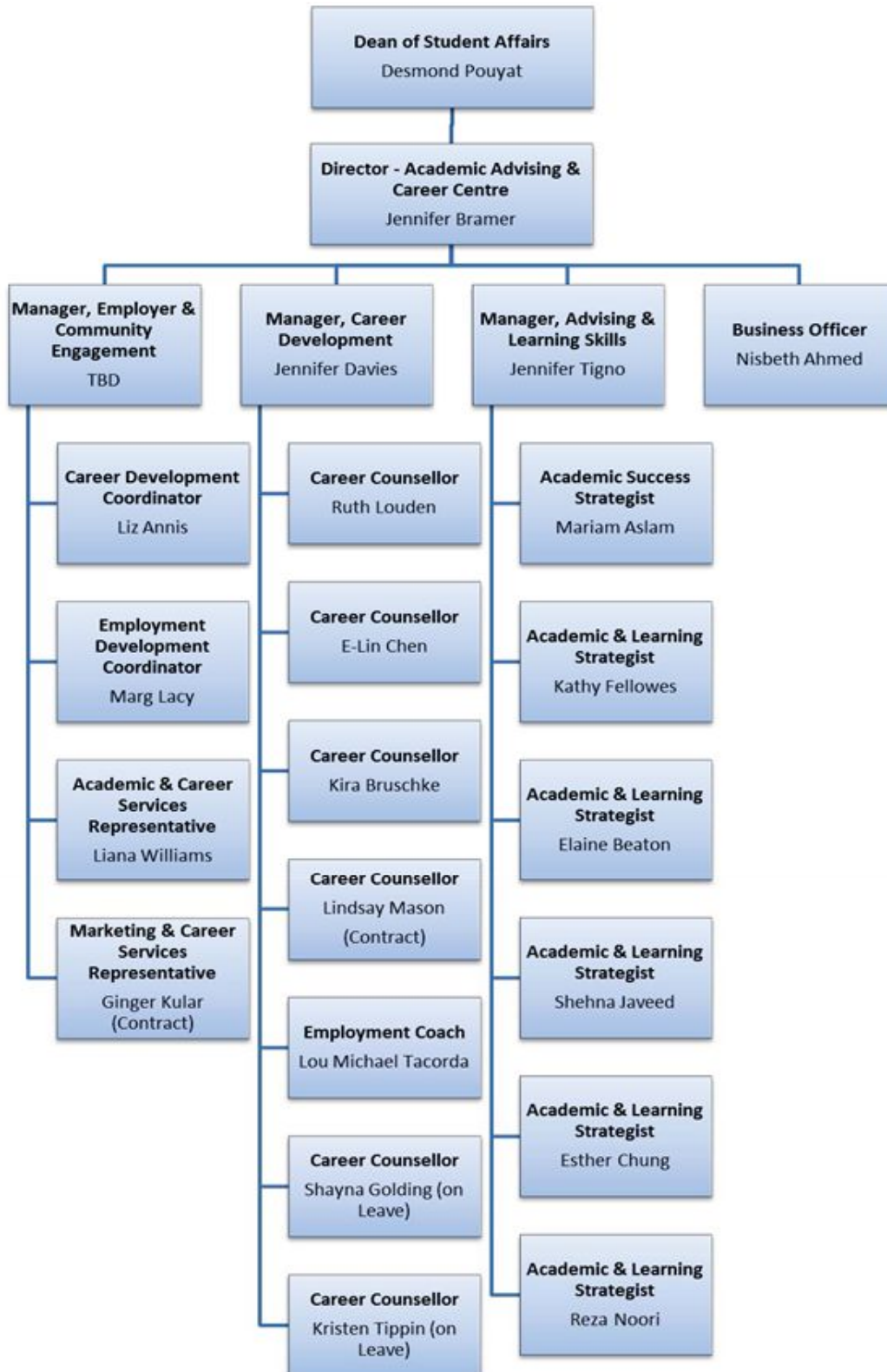
APPENDIX 1: ADDITIONAL INFORMATION

DEPARTMENT OF STUDENT LIFE



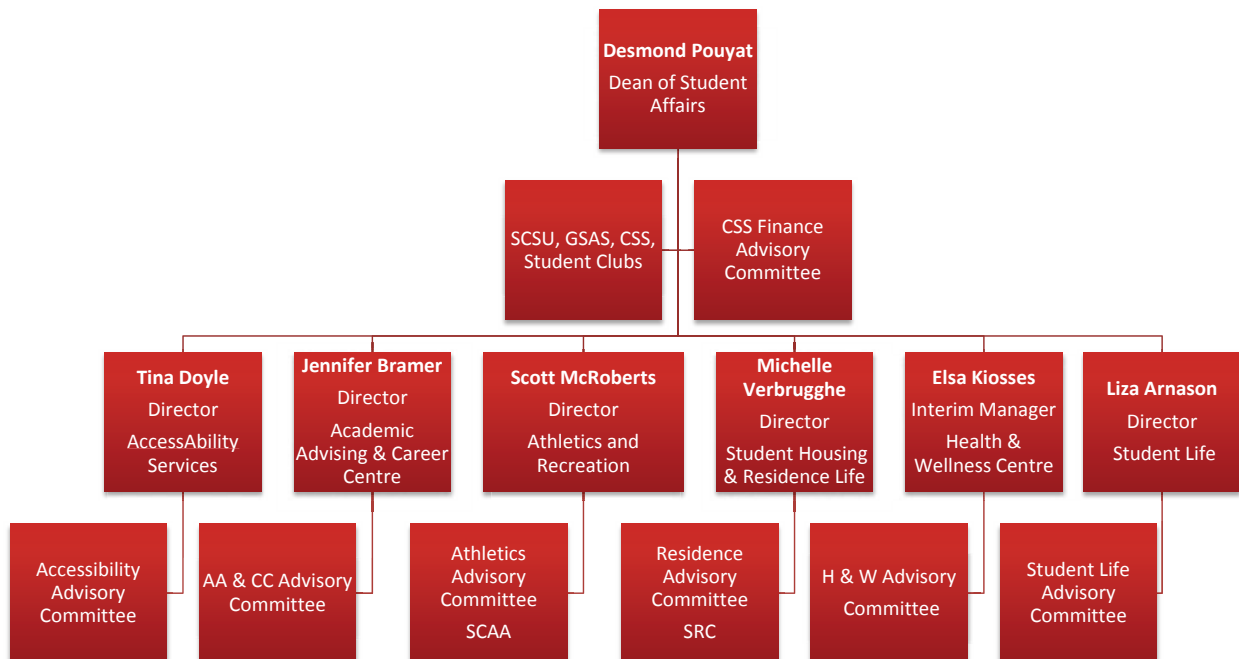
APPENDIX 1: ADDITIONAL INFORMATION

ACADEMIC ADVISING & CAREER CENTRE



APPENDIX 2: ADDITIONAL INFORMATION

STUDENT AFFAIRS ADVISORY GROUPS



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

STUDENT SERVICES FEE 2014-15 SUMMARY - SCARBOROUGH											APPENDIX 3		
DRAFT Jan 21 2014													
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 - 2013-14	Fee Increase (\$)		
A. Office of Student Affairs (UTSC)	\$ 637,989	\$ 2,523	\$ 640,512	\$ (199,415)	\$ -	\$ -	\$ 441,097	10%	\$ 16.52	\$ 16.13	\$ 0.39		
B. Department of Student Life (UTSC)	711,755	\$ 4,964	716,719	-	-	-	716,719	16%	26.84	23.36	3.48		
C. Alcohol Education & Food Service Monitoring	32,500	-	32,500	(2,500)	-	-	30,000	1%	1.12	1.18	(0.05)		
D. Fall Orientation	100,000	-	100,000	(25,000)	-	-	75,000	2%	2.81	2.94	(0.14)		
E. LGBTQ at UTSC	19,850	-	19,850	(1,500)	-	-	18,350	0%	0.69	0.67	0.02		
F. ISC at UTSC	563,664	13,926	577,590	(166,589)	-	-	411,001	9%	15.39	15.16	0.23		
G. Career Centre - (St. George Campus)	-	-	-	-	-	174,734	174,734	4%	6.54	6.63	(0.08)		
H. Academic Advising & Career Centre (UTSC)	2,314,022	54,770	2,368,792	(799,963)	(40,750)	-	1,528,079	35%	57.22	53.26	3.96		
I. Space Occupied by Student Societies	-	658,968	658,968	-	-	21,773	680,741	15%	25.49	25.97	(0.48)		
J. Student Services Enhancement	40,000	-	40,000	-	-	-	40,000	1%	1.50	1.57	(0.07)		
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	37,301	-	37,301	-	-	-	37,301	1%	1.40	1.44	(0.04)		
M. Student Centre Operating Fund	130,000	-	130,000	-	-	-	130,000	3%	4.87	5.20	(0.33)		
N. Accessibility Enhancement Fund	18,000	-	18,000	-	-	-	18,000	0%	0.67	0.71	(0.03)		
O. Campus Life Fund	23,000	-	23,000	-	-	-	23,000	1%	0.86	0.90	(0.04)		
P. Centennial Join Program - Incidental Fees	28,940	-	28,940	-	-	-	28,940	1%	1.08	1.03	0.05		
Q. Partnership Fund	10,000	-	10,000	-	-	-	10,000	0%	0.37	0.39	(0.02)		
R. CSS Clubs Funding	10,000	-	10,000	-	-	-	10,000	0%	0.37	0.39	(0.02)		
S. Equity & Community	20,000	-	20,000	-	-	-	20,000	0%	0.75	0.79	(0.04)		
TOTAL - STUDENT SERVICES FEE (Full-Time sessional)	\$ 4,698,021	\$ 735,151	\$ 5,433,172	\$ (1,194,967)	\$ (40,750)	\$ 196,507	\$ 4,393,962	100%	\$ 164.55	\$ 157.77	\$ 6.78	4.3%	
TOTAL HEALTH & WELLNESS FEE (Full-Time sessional)									\$ 61.90	\$ 57.85	\$ 4.05	7.0%	
TOTAL ATHLETICS FEE (Full-Time sessional)									\$ 124.70	\$ 116.00	\$ 8.70	7.5%	
TOTAL - ALL SERVICES									\$ 351.14	\$ 331.61	\$ 19.53	5.9%	
DO NOT TOUCH FORMULAS IN THIS SECTION!													
ENROLMENT:													
Enrolment projection 2014-15				Fee to balance to =	164.55								
Full-Time Enrolment	25,828		Full-Time Fee	164.55		Total Revenue	\$ 4,393,962						
Part-Time Enrolment	4,376		Part-Time Fee	32.91		Revenue Variance - Surplus/(Shortfall)	-	**					



University of Toronto Scarborough Department of Student Life

SSF REPORT 2013–14
JANUARY 13, 2014



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 11 dedicated full time staff (5 in ISC and 6 in DSL - with two term positions funded through MTCU grant). The team uses their diversified skills and expertise to support a dynamic peer education and social justice student life model that provides exceptional student-focused services and programs, thereby creating a vibrant campus life.

STUDENT STAFF & VOLUNTEERS

DSL embraces an experiential peer education model, which regularly recruits and trains peers to support and engage peers. In 2013-14, the DSL continues to expand employment and experiential learning opportunities for students. All students receive training and ongoing development opportunities through monthly workshops and coaching.

- Over **500** student volunteer opportunities; mentors, ambassadors, English conversation partners, and events assistants.
- Over **100** paid student employment positions supporting peers in all DSL and ISC program areas. **30 new** positions funded in 2013-14.



Department of Student Life



During 2013-14, 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 & 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 2014-15, 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 2012-13 direction and existing programs, the DSL achieved the following:

- Enhanced experiential learning opportunities for UTSC students including hiring over **100** work study positions, trained over **500** volunteers who completed 4500 volunteer hours.
- Enriched and added on campus community resources and staff for students e.g. Elder.
- Increased interactive online resources (webinars and videos) and social media presence 900+ twitter followers and doubled FB likes. Website hits grew by 160,000.
- Added over 20 new workshops for all students including more than 10 new U Lead workshops, a new experiential learning trip on an Aboriginal reserve and new 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 305 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 **500** volunteer positions available in DSL and **100** paid positions

Over **300** events this year in DSL!

The Student Life site received **883,808 total hits** for 2013!



International Student Centre

The International Student Centre (ISC) supports international and internationally-minded students, with an increase in students who are new immigrants.

The total population of international students in 2013 has increased to over 1600 and over 1500 new immigrants. The Summer Abroad Program resulted in increased applications and successful participation from UTSC students – 151 UTSC students participated which accounts for 15.5% of the overall UFT participation rate. There is a gradual 17% projection of international students at UTSC as outlined in the academic and strategic goals. 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.

This has included:

INTERNATIONAL STUDENT CENTRE BY THE NUMBERS	
STUDENTS	EVENTS AND ACTIVITIES
3800+	Student 1 on 1 advising and face to face inquiries
1000+	Cultural events such as Eid, Lunar New Year, Welcome Back BBQ
684	ISC orientation and “settling in the city”
87	English conversation practice partner sessions
256	Study abroad ambassador sessions
1000+	International Development and Cultural Week.

- Newly hired Certified Immigration Advisor provides legal immigration advice on visas, study & work permits, permanent residence and citizenship. Enhance advising.
- Expanded online videos and webinars to provide services on UHIP, Study Abroad, transition support and events.
- Expanded cultural and transitional programming to design and deliver new inter-cultural workshops, activities and peer-led events linked to the CCR informed by research in the field. Over 65 student staff completed training to date.





Leadership Program & Co-Curricular Record

The Leadership Program 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. This year the Leadership Program focused on implementing and managing the CCR at UTSC, offering workshops through on-line videos, and collaborating with student groups to co-present and host guest speakers. The program expanded to include targeted training and support to emerging Departmental Student Associations as well as inter-cultural communication skills for all students. The Leadership Development Program continues to provide opportunities for engagement in the Aboriginal/Indigenous community and inter-faith dialogue.

LEADERSHIP BY THE NUMBERS		KEY WORKSHOPS
91	Co-Curricular Record Activities available at UTSC	Highest number of CCR activities listed to date
840	Average of 10 students per session actively participating in Leadership Development reflection	iLead: Moves Like Obama: Uncovering Your Leadership Style, Open Mic, Finding Nemo
84	Workshops provided	uLead: Give Peace a Chance, uLead Conference
1447	Students registered in portal	weLead: Who runs the world?, Every Vote Counts
8	New Departmental Student Associations (DSAs)	Speaker Events: Man-Up redefining Masculinity with C. Gomez, The Unapologetic Guide to Being Your Own Boss, author G.Roheim-McRae

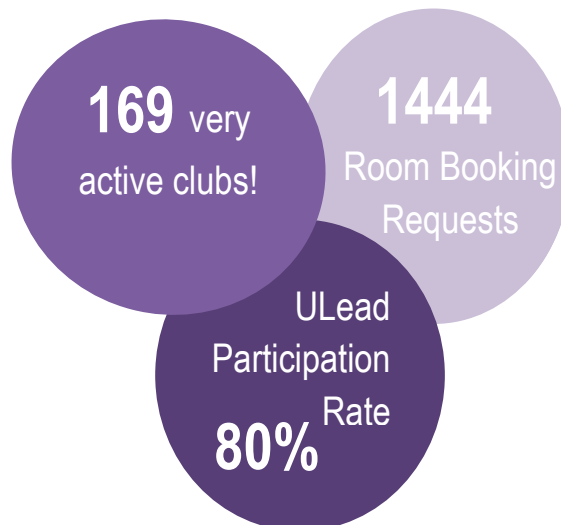


Campus Groups

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 2013, there were 169 recognized student organizations and an increase in the total amount of club event space requests and risk assessments- DOUBLED. 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	6
Cultural	40
Student governance	3
Service	1
Recreation	23
Journalism	2
Athletic	8
Community	59
Academic	27
TOTAL	169





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 both 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 1000 students participated in the First Year Experience program. Over 200 volunteer mentors supported 800 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:

1000 +

819

in First Year Experience Program

300+

mentors signed up and 187 completed training

54

weekly study cafes and learning communities

271

in Science, 110 in Management, and 133 in Arts

320+

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

170+

Attendees were at October's 6 Week Celebration in collaboration with the launch of the U of T Co-Curricular Record, with 84 of them being first year students.

First Generation Program

Extra attention and support for first generation students is made possible through the MTCU external funding secured by DSL. 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 transition into university. 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. This year there is a dedicated Peer Academic Coach (PAC) who is a liaison with the Writing Centre. This student has received training through the Centre and provides advice for students who are working on writing based assignments, essays and reports. A learning needs assessment was completed to assess student progress and inform programming.

The First Year Experience Program hosted programming during Fall Reading Week.



The First Generation Program at UTSC has five key components:

305

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

120

First Generation mentors and mentees from all three U of T campuses attended the Trailblazers 2013: Explore Conference at New College. There were a variety of speakers and alumni present, some topics included: Exploring your core desires, equity and learning circles.



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, “IGNITE YOUR LEGACY”.

- ✓ 88.33% of students agreed or strongly agreed that participating in Orientation allowed them to learn more about UTSC while meeting new people/making friends.
- ✓ 79.46% of respondents are planning on getting involved on campus this year

ORIENTATION BY THE NUMBERS	
DEPARTMENT	NUMBER OF STUDENTS
Arts	298
Management	203
Science	605
Undetermined	143
TOTAL	1249

OVER 1000
students took part in the downtown parade at U of T St. George.

Over **99** faculty participated in the annual mix and mingle at UTSC.

Department of Student Life Community Engagement

Imani Academic Mentorships Program | Indigenous Programs |
Inter-Faith Programs | Build.Act.Change. | 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. There are 15 key partnerships and collaborations that contribute to 6 different community engagement initiatives. Over 150 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 be recognized 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.

100+

Weekly community outreach opportunities at 12 sites in Scarborough.

**Key
Community
Events**

Indigenous Programming: Bi monthly Learning Circles, Pow Wow at Maple Wood High School, 4 day Indigenous Experiential Trip to reserve (Waawaakte Northern Lights), weekly visits to Family and Child Native Centre

Community Outreach: Storefront Community Leadership, 5 Year Celebration Event (Taibu), Special Career Event (Cedarbrae Library)

Preventing Violence: Unpacking the Man Box, Film Screening: Deepa Mehta's Water & Niki Caro's North Country, performance on campus called Dissolve, Free Wen-Do Women's Self-Defence workshops

Imani Academic Mentorship Program: Day in the Life for middle school and high school students, Leadership conference, fall trips (eg. Ripley's Aquarium), UTSC campus site visits (eg. Program Launch)

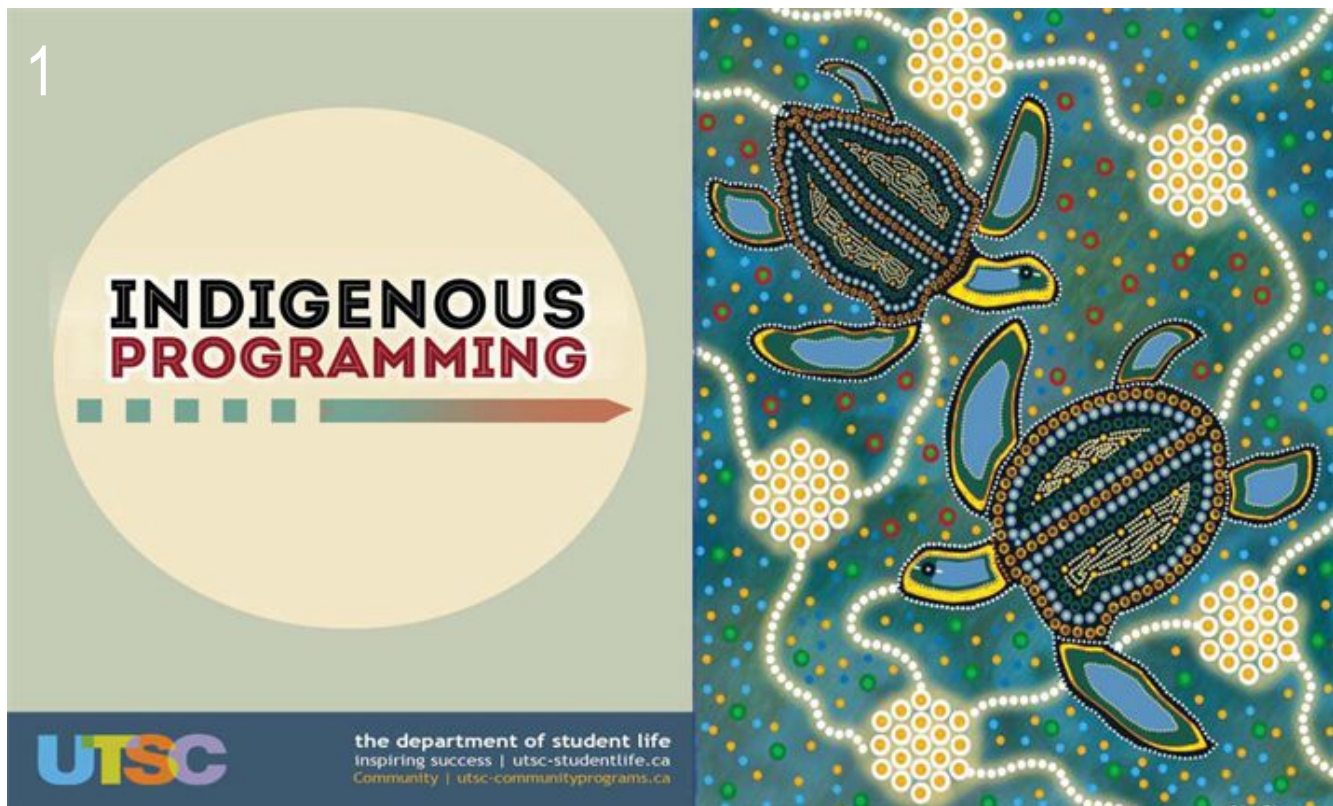
Inter-Faith Program: Bi monthly open dialogue sessions, multi-faith dinner, multi-faith training certificate

Faculty Initiatives: Math in Motion, Research on Access to Play

UTSC Student Participation: 169

- ✓ Imani Volunteers: 70
- ✓ Community Outreach: 43
- ✓ Indigenous Initiatives: 3
- ✓ Inter-faith Initiatives: 6
- ✓ Build.Act.Change and Faculty Initiatives: 15

Paid Student Opportunities: 32



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).

The student experience begins right at Orientation, Cat welcomed new students at the orientation opening ceremony and also attended the International Student Welcome Event to welcome and meet international students. Ongoing access and support is available through the bi-monthly learning circles on campus and multiple additional campus wide events. Off campus, Cat led a 4-day “Experiential Journey” organized in partnership with UTM. Staff and students are engaged with the community and learn about the customs of First Nations People. The impact of The Waawaakte Northern Lights Initiative was profound for students and will be continued next year.

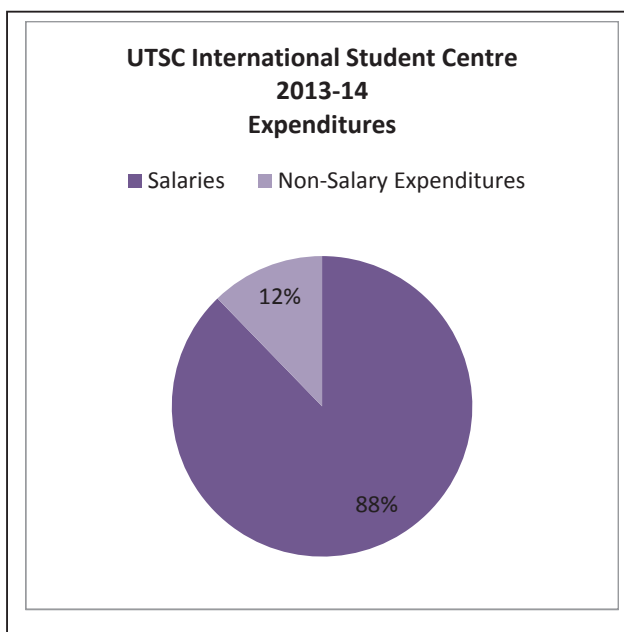
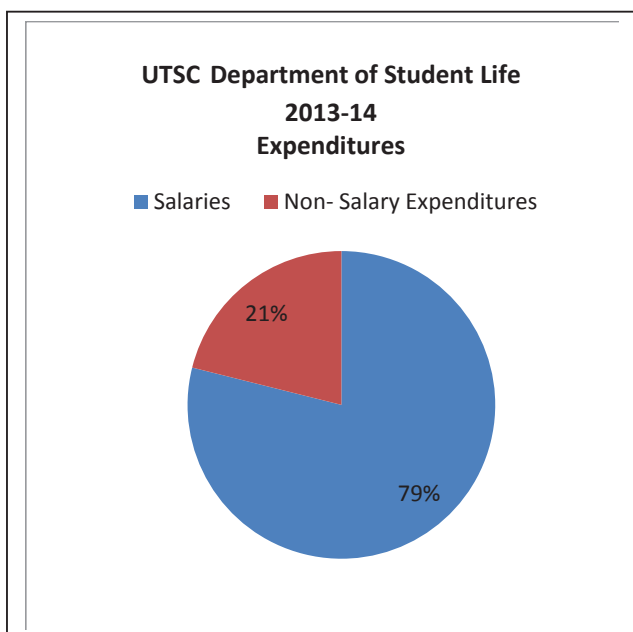
“This trip gave me the opportunity to open my eyes to a part of Canadian culture that I would have never seen before. It was truly enlightening, and was an experience I will never forget.”

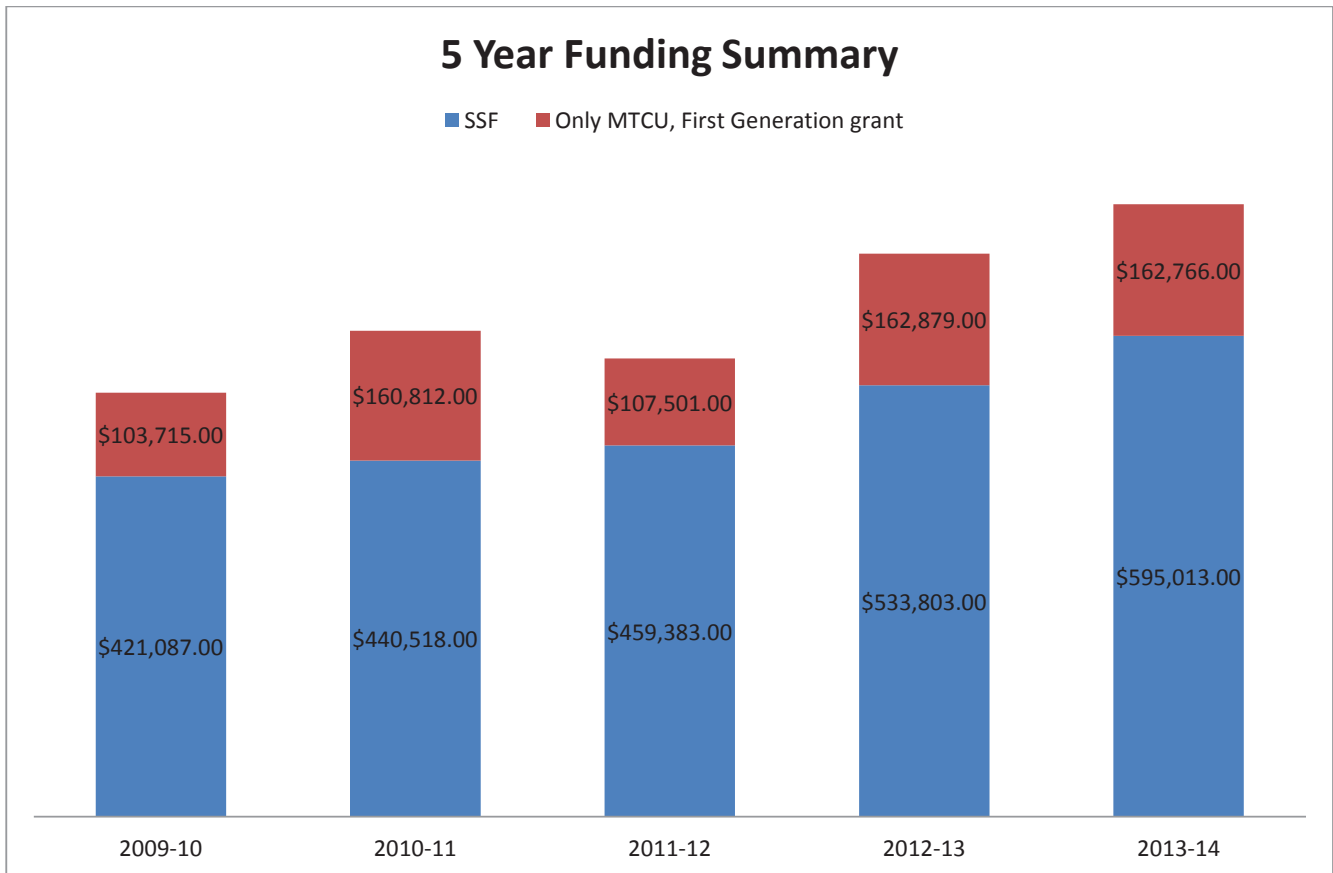
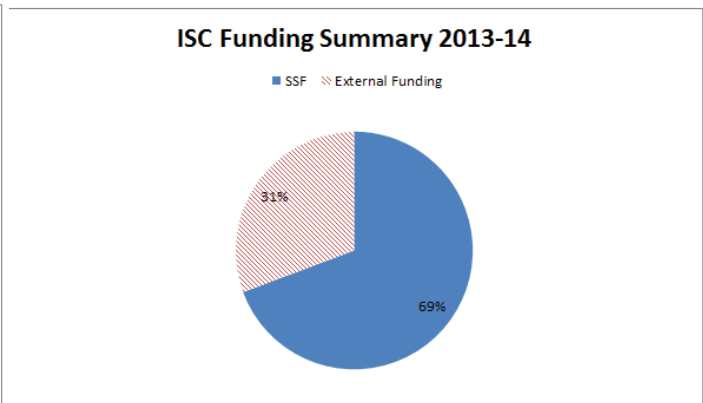
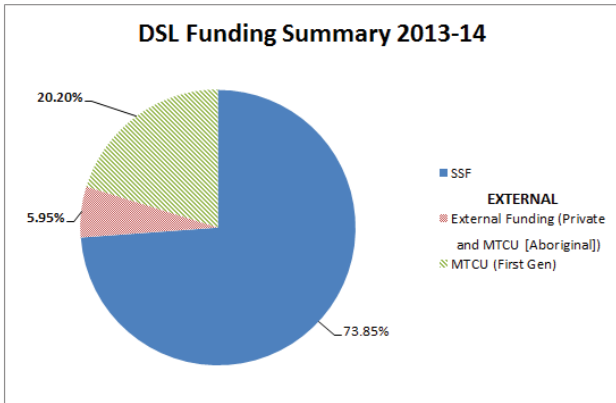
-The Waawaakte Northern Lights Student Participant.



Budget Forecast 2013–14

The 2013-14 DSL budget, funded by Student Service Fees (SSF) is \$23.36/ FT Student. Additional MTCU grant funding of \$162,879 (2012-13) has supported the new initiatives and programs in the DSL, specifically funding the First Generation Project. The 2013-14 ISC budget is \$15.16/FT Student.





2013–14 Priorities: A Year in Review

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. Achieved 90%.

- ✓ Increase student participation in the DSL and ISC programs and services by 200 additional participants.
- ✓ Increase total amount of workshops and events by 20.
- ✓ Increase club activities on campus by enhancing the leadership abilities of student club executives through 5 additional uLead workshops.
- ✓ Expand the DSL student participation in community and equity initiatives and programming, including the Build, Act, Change Project, Aboriginal Programming, Imani and Community Outreach, and Multi-faith.
- ✓ Continue to work within tri-campus committees, to implement the Co-curricular Record and coordinate the local UTSC CCR committee.

*Integrate the First Generation Learning communities into the First Year Experience Program, and increase participation numbers to 1050 first year students and 300 mentors/academic coaches. Achieved 819 first year student participation slight decrease related to change in registration options.

INTERNATIONAL EDUCATION AND SETTLEMENT SUPPORT

- ✓ Continue to expand the Study Abroad Ambassador program, aiming to increase UTSC student applications and exchanges to 150 students.
- ✓ Utilize tri-campus and external partners to develop Intercultural Communication and Acculturation programming for both international and domestic students, with a new focus on settlement and adjustment for new immigrants.
- ✓ Implement new policies and standardized procedures mandated by Citizenship and Immigration, including ISC responsibilities and identifying staff professional development opportunities for staff.

CONNECTING TO STUDENTS

- ✓ Expand marketing and promotion activities to include a greater web and social media presence, increasing student participation with the DSL and ISC programs and services.
- ✓ Increase amount of educational webinars and leadership videos available for students via the website.
- ✓ Promote the new DSL portal to students. The portal will increase efficiency and allow students to track their own participation in DSL workshops and programs. The Portal will also assist with data collection and in the development of the department balanced scorecards.
- ✓ Continue to administer student feedback through student focus groups and surveys, ensuring results are transparent and displayed via website.

TESTIMONIALS

“I definitely think that my leadership skills and qualities have improved! It inspired me to pursue my passion and take up roles on campus, and made me more confident when speaking to others, and also listening to others.”

-Leadership Participant

“Opened my email to great messages from #trailblazersUofT participants. What a powerful conference. Congrats again.”

**-Trailblazer First Year
Conference Participant**

Priorities for 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.

- Increase 2nd, 3rd and 4th year student participation, as well as graduate student, in the DSL and ISC programs and services by 100 additional participants, many in community outreach roles.
- Continue to support club activities on campus by enhancing the leadership abilities of student club executives through workshops and CCR opportunities.
- Enhance the DSL student participation in community and equity initiatives and programming, specifically community outreach, Indigenous programming, and multifaith. Increase total amount of workshops and events by 10, specifically community and weLead workshops
- Continue to work within tri-campus committees, to manage and increase the Co-curricular Record activities at UTSC by 20.

INTERNATIONAL EDUCATION AND SETTLEMENT SUPPORT

- Continue enhance Intercultural Communication and Acculturation programming for both international and domestic students, including a new focus on settlement and adjustment for new immigrants.

CONNECTING TO STUDENTS

- Increase amount of educational webinars and leadership videos available for students via the website.
- Improve IT platforms and systems to enhance club event management, report writing, and data collection.
- Continue to administer student feedback through student focus groups and surveys, ensuring results are transparent and displayed via website.



In 2014-2015, the DSL and ISC will continue to diversify student engagement activities and supports, with a focus on student-centered, community building, social justice, and experiential learning opportunities.

There is a strong potential that MTCU First Generation funding, which has substantially contributed to the growth of the FEP and Community Programs over the past 5 years will not be renewed beyond 2013-14, which will result in the elimination of 1.5 staff positions and over 100 student paid and volunteer positions. Therefore, the DSL is requesting 1.0 FTE position and \$5,000 non budget from the SSF budget.

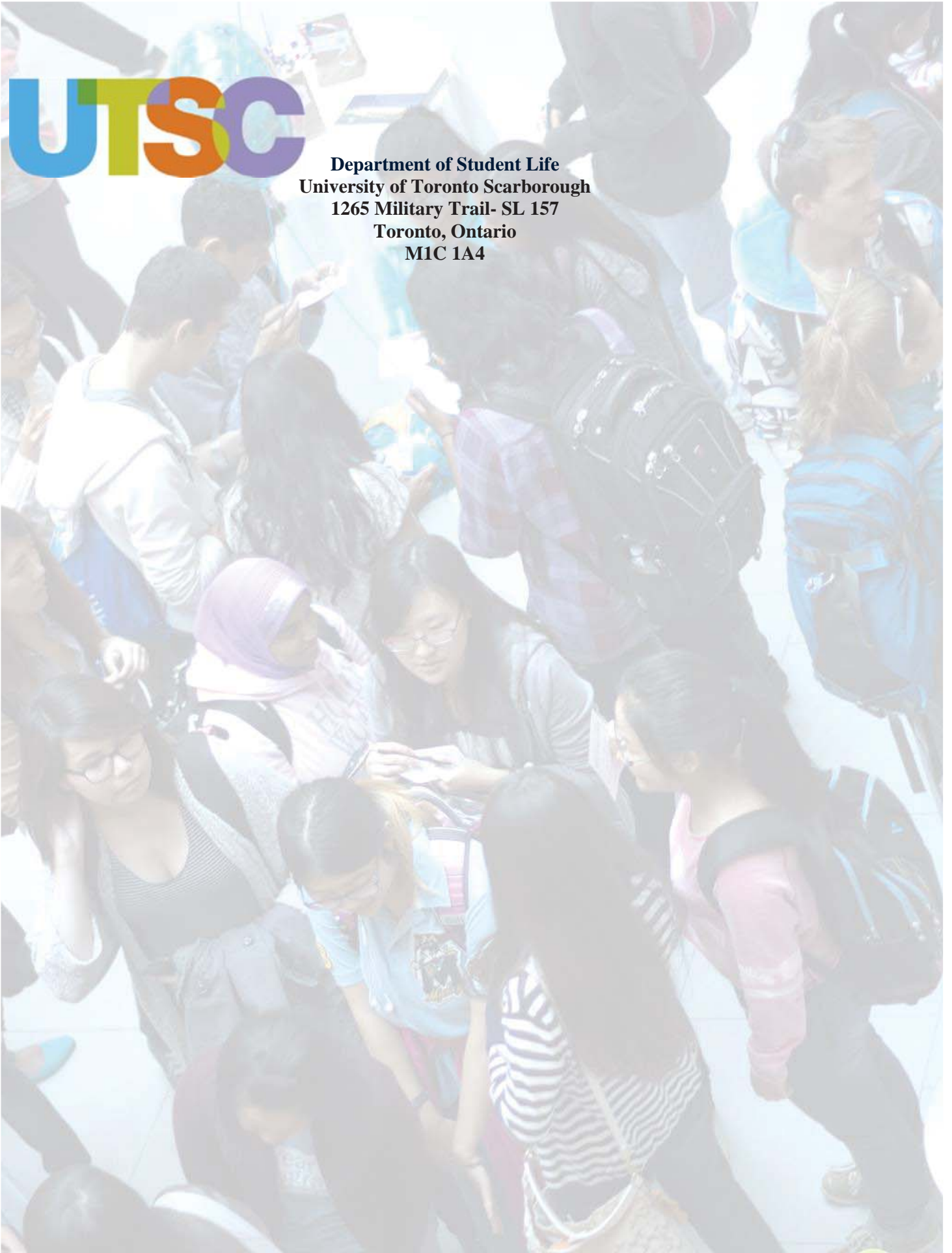
Overall, as student enrolment increases, and students become more engaged, the demand on the staff and resources in the DSL will continue to be challenging throughout the 2014-15 year. This will be extremely challenging without funding from MTCU or SSF to sustain existing programming and staff.

The DSL will request an increase in salary of 1.0 FTE (Band 12) staff position to create a position, Student Community Engagement Coordinator and a non-salary increase of \$5,000 to support DSL programs and services, specifically in community and student leadership development.

As within the DSL, the International Student Centre, also requires an additional \$5,000 non-salary to support intercultural and transition programming. This will support the three-week Orientation and Transition programming, and cultural events that has been previously funded through external donations.



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





2013-14 Management Report

University of Toronto Scarborough
Academic Advising & Career Centre
January 22, 2014





About Us

The Academic Advising & Career Centre (AA&CC) in the Student Affairs portfolio at the University of Toronto Scarborough (UTSC) 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 individual appointments, workshops, events and an ever-expanding range of online resources. The AA&CC team actively works to identify and remedy systemic barriers across campus, which contributes to enhancing student success and the student experience at UTSC. The Centre's success in serving students and working to continually improve and expand offerings is due in large part to our collaborative and consultative approach. The AA&CC also leverages the University of Toronto's tri-campus structure to share resources and best practices, while working to foster a more seamless experience for students, employers, faculty and staff.



ENERGETIC AND COMMITTED PROFESSIONALS

The AA&CC team includes 20 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. We are proud of the team's various contributions to the field, such as published articles, conference presentations and committee chairing/participation. The team's positive energy, commitment to students and sense of fun helps to make the AA&CC's challenging and fast-paced environment a great place to work!



WE ENGAGE AND 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 education 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.



STUDENT STAFF AND VOLUNTEERS

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 2013, we hired 14 Work Study and casual student staff and provided them with opportunities to develop their skills and experience in front desk service/advising, event coordination, marketing and communications.
- Our Get Started academic orientation program employed 22 senior student coaches, a key success factor for engaging incoming students and building their confidence as they transition to UTSC.
- We also engaged 13 senior student peer volunteers to provide study skills and resumé critique coaching for students, and to undertake outreach and awareness building activities across campus.

The AA&CC empowers students to recognize their unique potential, and to gain the knowledge and experience necessary to make informed decisions now and for the future. Our team of student staff and volunteers make an important contribution to fostering the development and success of other students, while enriching their own growth, development and experience at UTSC.

Highlights 2013

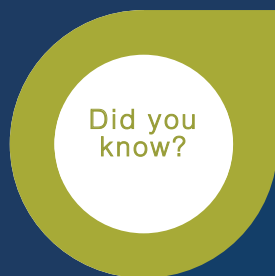
2013 has been a year of positive momentum and change for the AA&CC. We have continued our endeavours to strengthen our

student-focused

service delivery model to increasingly reflect best-practices and to foster an evidence-based approach to program design and decision making. We have seen the most significant number of participants to date for our pillar programs, workshops, events and appointments, including 2,000+ incoming students and 600+ parents/guests for our 2013 Get Started academic orientation program. With a focus on raising awareness of and expanding access to our programs, services and events we have successfully worked to strengthen our online presence and resources, and have continued to improve the calibre of our marketing and communications materials. This includes launching the new AA&CC website, tri-campus Career Learning Network (CLN), Get Started online modules and new videos.

As we strengthen our foundation, we have found ourselves playing an increasingly important role in championing improvements to campus systems and processes for the betterment of students and staff, and in challenging current and potential systemic barriers for students. In addition, we have helped to foster and pilot retention initiatives with the Office of the Dean, Academic and campus colleagues, collaborated with the Registrar's Office and UTSG colleagues to improve the usability and accuracy of the Degree Explorer (DEX) system, and strengthened alignment with our colleagues in Recruitment & Admissions to create a more seamless experience and messaging for incoming students.

With the AA&CC's remarkable accomplishments and positive momentum for 2013, we look to 2014 with energy and determination as a promising year ahead!



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!

Events & Workshops

THIS YEAR WE INCREASED EVENTS & WORKSHOPS BY

128

of Events & Workshops

5,815

Participants

TOTAL #

349

TOTAL PARTICIPANTS

13,263



6 FAIRS
Participants

3,267



34 INFORMATION SESSIONS & INTERVIEWS
Participants

311



24 PANELS & NETWORKING SESSIONS
Participants

1,054



67 ACADEMIC ADVISING & LEARNING SKILLS WORKSHOPS
Participants

890



100 CAREER & EMPLOYMENT WORKSHOPS
Participants

2,624



30 PROGRAMS & SERVICES ORIENTATIONS
Participants

915



24 GET STARTED ACADEMIC ORIENTATIONS
Participants

2,052



12 HIRE POWER CONFERENCE SESSIONS
Participants

367



31 CHOOSING YOUR PROGRAM EVENTS & SESSIONS
Participants

1,685

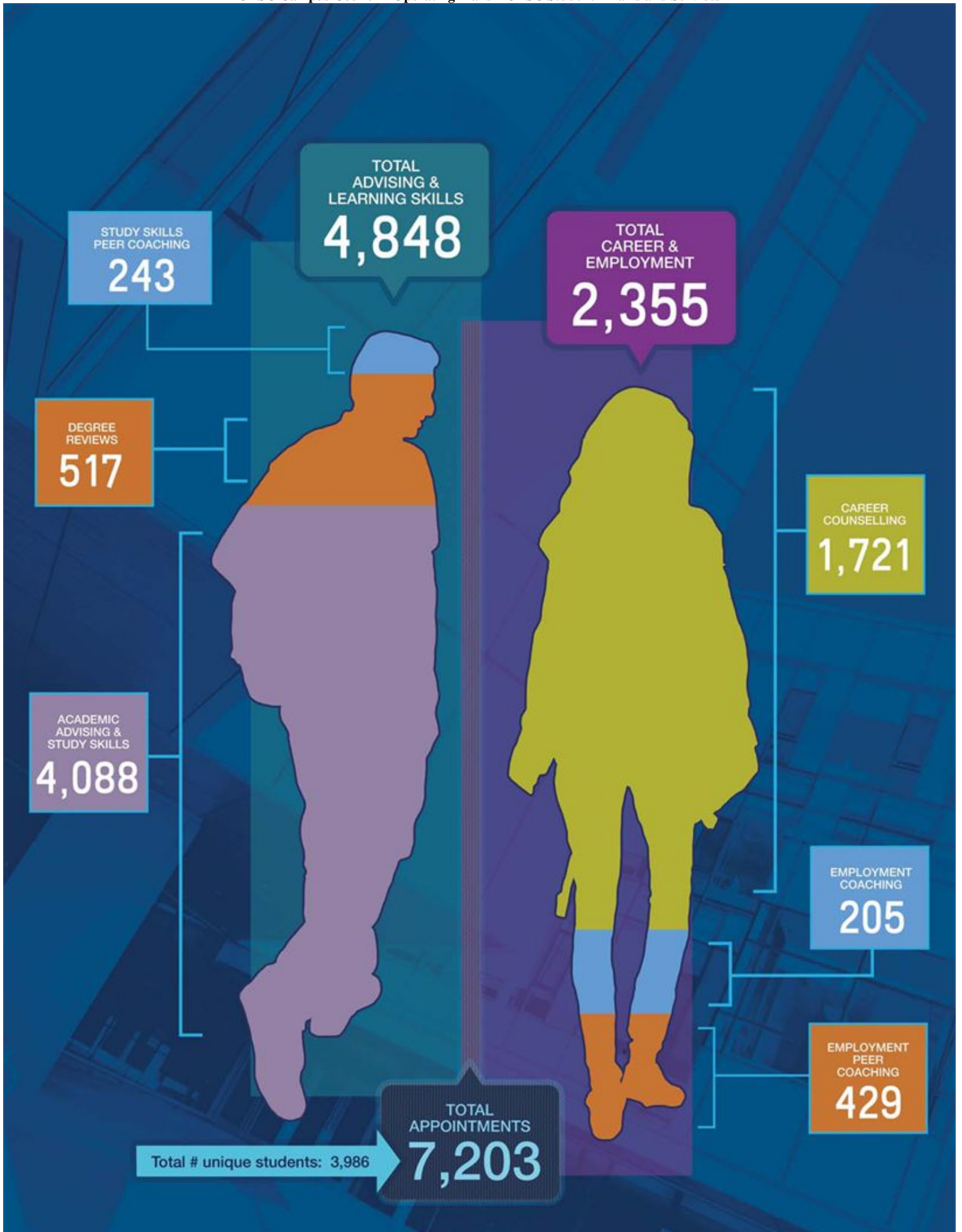


21 CHAT SESSIONS
Participants

98

Did you Know?

Approximately **85%** of students reported feeling more knowledgeable about our workshop topics after completing the workshop.



Online Presence

Website

The AA&CC undertook a number of exciting new initiatives in hopes of expanding and strengthening our online presence and resources in 2013. We launched our new AA&CC website in late November with the aim of improving the navigability and usability of our site, streamlining content and transitioning to the new UTSC web templates for consistency and security purposes. The new site, while still a work in progress, is a vast improvement and receives ongoing positive feedback from students and staff alike. Continuing to evolve the website will be a priority for the year ahead, but we are pleased with the traffic and feedback thus far.

4th

AA&CC's new website ranking for most visited site at UTSC from November 29th to December 31st

51,579

Number of page views for AA&CC's new website from November 29th to December 31st (46,079 unique page views)

Videos

We've continued to build our collection of videos with the addition of the *What is Your Tomorrow?* and *What is Your Passion?* videos in 2013. Our well received *Dear First Year Me* video from 2012 has also continued to draw traffic in 2013. In 2014, we hope to launch a new video geared towards high performance and varsity student athletes.



What is Your Tomorrow?

4,519 views
top views
Canada, U.S., India, U.K., China



What is Your Passion?

455 views
top views
Canada & U.S.



Dear First Year Me

3,120 views
(13,345 total views 2012-13)
top views
Canada, U.S., India, U.K., China

Career Learning Network (CLN)

We collaborated with our tri-campus partners to launch the CLN system on the Orbis platform in early December 2013. This new system works to streamline our operations, enhance communications and create a more unified experience for students, faculty, staff, employers and alumni. It also provides us with improved reporting functionality and employer relationship management tools. CLN houses the breadth of internal University of Toronto and external employer postings for employment and volunteering, including Work Study and research opportunities. In the year ahead, our aim is to work with the Office of the Vice-Principal, Research and faculty colleagues to take the system further by introducing a resource for UTSC students which catalogues class based research opportunities and by exploring system applications for other departments.



35,589
Students & New
Graduates
(approximately 1/3 UTSC)



8,570
Employers &
Partners
representing
6,518 organizations
on CLN



1,426
Faculty & Staff
contacts on CLN

Wait, there's
more!

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 412 new “Likes” in 2013, with 235 daily users. While we’ve considered dusting off our AA&CC Twitter account, we’ve chosen not to for the time being with the goal of supporting the @UTSC account. Our wonderful team of student staff also continually works to make connections with students, which includes our AA&CC blog.

Pillar Programming

Get Started

The AA&CC's Get Started academic orientation program grew significantly again this year with 2,052 incoming students (an increase of 400+ student attendees from 2012) and 600+ parents/guests in attendance over 24 days during the summer months. There was a continued focus on students' successful transition to, preparedness for and engagement in the UTSC community, with new additions such as the creation and launch of innovative and interactive online modules. Programming was developed to be fun and informative, 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, but students were welcome to attend on any of the dates.



2,052

Number of Students
that Attended



600

Number of Parents/
Guests that Attended



1,351

Number of Views
to Course Selection
On-Line Module



7,536

Number of Pizza
Slices Served

The success of this year's program would not have been possible without the engagement and support from our campus partners, tremendous energy from the 22 Get Started peer coaches, great facilitation by the AA&CC team and colleagues, and the tireless efforts of the Get Started Committee. The Committee also actively worked to improve and strengthen processes and programming to build a stronger and more sustainable foundation for Get Started moving forward. This included working closely with colleagues in Recruitment and Admissions to create a more streamlined process, communications and experience for incoming students.

Get Started Online Module received 1,351 visits from 43 countries, top views:



We asked students, what did you enjoy the most about Get Started?

“Everyone was so open and friendly it really reflected the university I would be attending. UTSC really takes its students under its wings and gives them an abundance of support.”

“I enjoyed meeting new people that are going through the same part of their lives that I am going through. I also enjoyed working with my teammates to make a cheer and performing it. It demonstrated that we are all part of a large community and I enjoyed the feeling of belonging.”

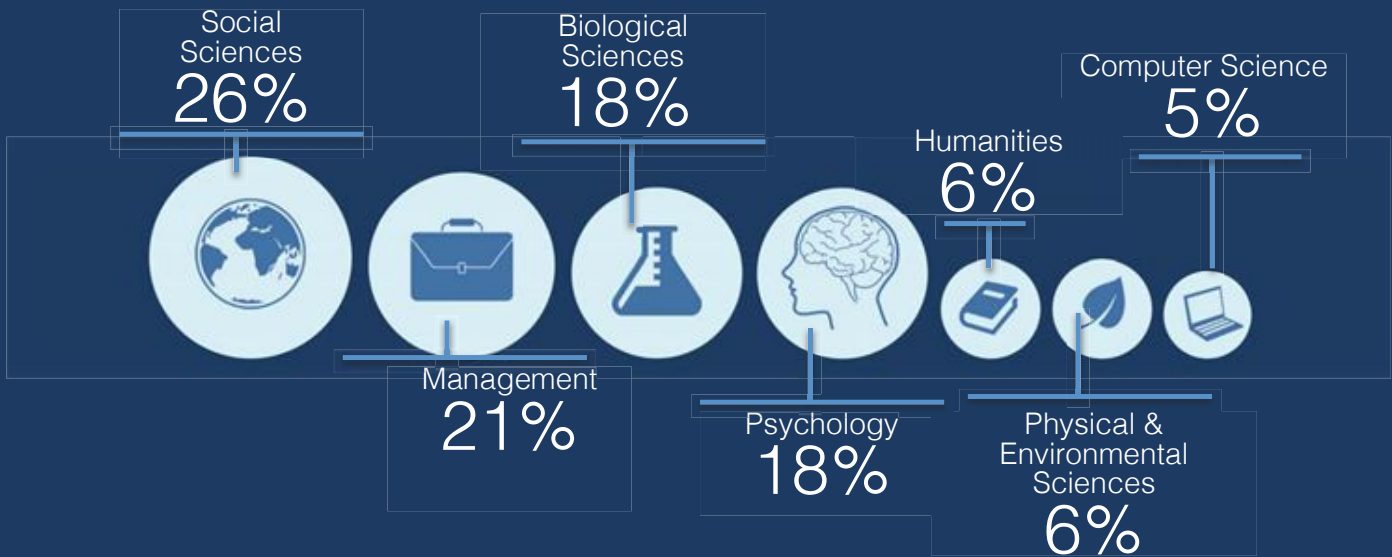
“I really like the morning activities because they were fun and comfortable. I also liked the part where we got to sit down and had the opportunity to create our timetable, because it was really helpful. Overall I feel really prepared for university.”

Hire Power

Our award-winning annual Hire Power conference was initially born out of the need to provide a more intensive employment preparation program to new and upcoming graduates. The 2013 conference in May continued as a 3-day series of interactive seminars, workshops, panel discussions and networking events that helped prepare participants for the Development & Alumni Relations Leader2Leader conference. New and upcoming graduates received the opportunity to both learn and practice strategies, tools and skills to find and keep work and remain competitive in a challenging global market. Based around the common theme of the new graduate experience, Hire Power participants engaged in workshops, sessions and events related to topics including job search, resumé and cover letter building, personal branding and networking, interviewing and industry awareness. Our sponsors, the Certified General Accountants Association of Ontario (CGAO) helped provide a number of high-profile speakers, and facilitated a fun and interactive session on workplace professionalism, which the participants found valuable.

AVERAGE DAILY NUMBER OF PARTICIPANTS
122

TOTAL PARTICIPANTS
367 (148 unique participants)



FEEDBACK FROM HIRE POWER ATTENDEES

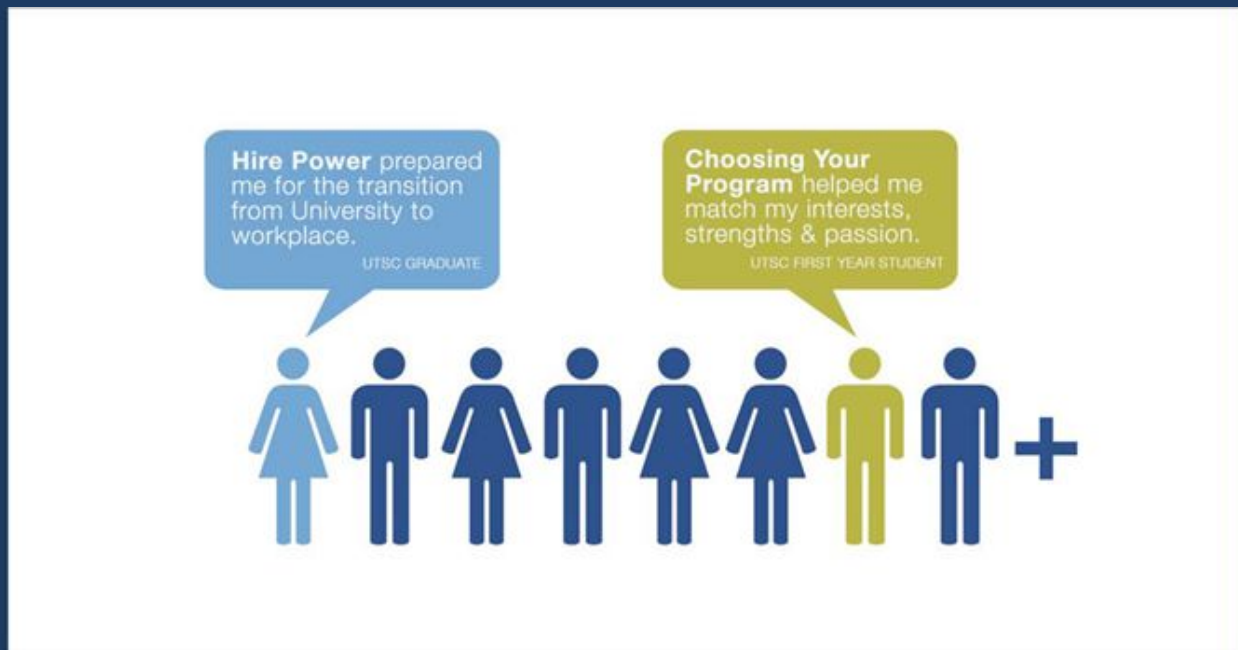
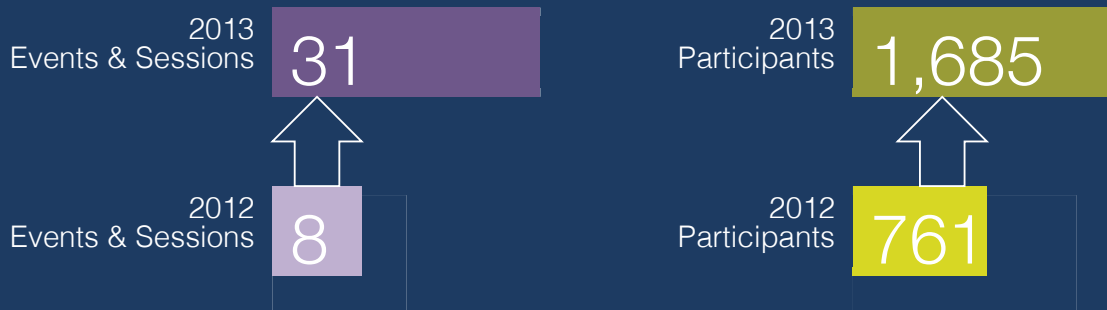
"Attending Hire Power has given me confidence in my ability to be successful in all aspects of the job search. I feel much more equipped in preparing for interviews, writing my resume and cover letter, and even decoding job postings. The learning experience I have gained at Hire Power is invaluable."

"It has given me confidence when applying for jobs and networking, and it has reassured me that a career path to an ideal job is not a straight line."

"Attending Hire Power has allowed me to more effectively and efficiently search and apply for jobs. The elevator pitch was a very important component that I will adopt. Overall Hire Power is an excellent preparation workshop to transition from school to work."

Choosing Your Program

We hosted our annual Choosing Your Program Month in March 2013. Through continued collaboration with our faculty and staff campus partners, we worked to expand the number of events and sessions with the consistent goal of orienting first year students to the range of program options available at UTSC. 1,685 students participated in 31 events and sessions this year, which included program information sessions, open houses, workshops and chat sessions. The *What is Your Tomorrow?* video was created to help students in thinking about their areas of academic study, passion and interests. We also worked closely with colleagues in the Office of the Dean, Academic and the Registrar's Office to move the academic calendar release date earlier for the benefit of students and hope to see that date move up again next year. Choosing Your Program Month continues to gain momentum each year with the grouping of activities, but we also endeavour to weave messaging and information about choosing your program for students through the year.



Key Collaborations

In addition to our pillar programs, we actively collaborate with campus colleagues on a variety of new and continued initiatives that best leverage resources and expertise, and strengthen the sense of wrap-around community support for UTSC students. This is not an exhaustive list, but rather a highlight of the AA&CC's key collaborations for 2013.



Student Success & Retention Initiatives

We have worked closely with the Office of the Dean, Academic, the Registrar's Office, Department of Student Life and the Department of Computer & Mathematical Sciences to launch a number of student success and retention pilot initiatives. Over the past year, we have begun actively reaching out to pre-probation students in collaboration with the Registrar's Office. Through these successive communications, 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 support services. As part of this initiative, we leveraged the Department of Student Life's First Generation Program peers to connect with approximately 150 students directly that were academically at risk to encourage them to engage in academic success workshops, academic advising services, and CTL's facilitated study groups.

The main purpose of our early alert pilot this year with the first year calculus courses was to raise awareness and educate students about resources available to them through their academic program and the AA&CC; along with the importance of making informed decisions so that they can successfully progress and complete their course. There were three separate points at which we connected with the students based on their performance on quizzes and the midterm (approximately 39% of their grade) in addition to the regular communications from their professor. 445 out of 664 students enrolled in the courses were contacted at least once during the pilot, as their grade indicated the potential for academic risk. In addition to sitting on the Dean's Working

Group on Retention and initiating projects like those mentioned above, we have also worked to expand the Choosing Your Program Month events and sessions, as well informed program selection is known to be an important student success factor. In addition, we have continued to participate in the Flourish assessment project, which focuses on student strengths in the context of success and retention.



Career Learning Network (CLN)

In December 2013, we successfully launched the new tri-campus CLN technology solution to support the operations of the three centres and to enhance the student, employer, faculty, staff and alumni experience. Many staff contributed to this multi-year project, but a dedicated tri-campus team followed the system through the purchase, development and implementation phases. We consider this project an important tri-campus achievement given the scope, complexity and increasingly positive impact on the student experience.



Work Study

The AA&CC continues to manage the Work Study program for UTSC working closely with our tri-campus partners. This year 629 Work Study opportunities were posted at UTSC and 537 students were hired over the summer, fall and winter terms. The number of students hired at UTSC was up this year from 375 in 2012.



Experiential Education

The AA&CC is a key partner in the tri-campus Extern job shadowing program and this year the program provided job shadowing placements to 92 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. We also collaborated with Development & Alumni Relations for the Partners in Leadership mentoring program, matching 57 student and new graduate mentees with 57 alumni mentors, and co-hosted an Alumni Connections networking event that provided 32 students with the opportunity to connect with 12 UTSC alumni.



Service Embedding

The AA&CC's service embedding pilots include employment coaching, academic advising, networking events, resource development, and/or workshop facilitation focused on career planning with campus partners such as Management, Management Co-op, International Student Centre (ISC) and Residence. Our embedding efforts have contributed to improving awareness of the AA&CC's programs, services and events, increased referrals and student engagement, strengthened collaborations with campus partners, and enhanced employer relationships.



Support Model for High Performance & Varsity Student Athletes

Working with Athletics & Recreation, Recruitment & Admissions and the Registrar's Office, we have continued to refine our model for wrap-around student services for high performance and varsity athletes. Our aim is to contribute 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.



Events, Workshops & Resources

The AA&CC engaged in a host of partnerships for events, workshops and resource development for 2013. This included ongoing collaborations 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, and with the International Student Centre (ISC) as we continued to facilitate our new workshops aimed at helping students familiarize themselves with job search and work in the Canadian context. We sustained our efforts with the Centre for Teaching & Learning (CTL) to develop and deliver shared student programming and to foster cross promotion of our services. These activities included workshops in the area of graduate student professional skills and career development. We also continued our work with colleagues on the Academic Integrity Matters (AIM) campaign by co-facilitating workshops and enhancing online and print resources.

Budget Forecast 2013-14

The AA&CC's \$2.1 million budget is funded by the Student Services Fee (63.2%), university operating support (35.6%) and other sources (1.2%). Staffing represents 88.8% of our annual budget and includes salaries, wages and benefits for full-time, contract and student staff.



Student Services Fee

63.2%



University Operating Support

35.6%



Other Sources

1.2%

Although it was quite a progressive year for the department with changes and new initiatives, the 2013-14 financial forecast is projected to remain within budget. Additional expenses included computer equipment and furnishings for new staff; increased hospitality and general services related to fairs and events; professional development for staff; and casual salaries for special projects, initiatives and to support transitions. Costs were incurred for the development of the AA&CC's new website and the launch of the tri-campus CLN system. In addition, the AA&CC undertook renovations to AC 321 (new space) and BV 360 (existing space) to gain much-needed workshop and office space, and to improve functionality for student services and operations. We also adjusted our resource area to create an additional work station for walk-in advising/coaching. These additional expenses were funded from savings realized from other budget line items.

Priorities for 2014-15

Student Success and Retention

- With a continued focus on strategic campus partnerships (e.g. Office of the Dean, Academic, Registrar's Office, Department of Student Life, academic departments) and at-risk students, work to assess the impact of our retention pilot initiatives and continue our endeavours towards a collaborative campus-wide early alert program.
- Work to leverage the full capabilities of the Career Learning Network (CLN) system, including working with the Office of the Vice-Principal, Research to create and launch a resource for housing class-based research opportunities for students, and exploring prospects for other campus colleagues to utilize the system in their work with students.
- Broaden our employer and alumni engagement to create 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.
- Research opportunities to expand experiential education programming.
- Continue to explore and expand online resources and mixed modes of delivery, with an emphasis on self-directed learning.

Visibility and Awareness

- With a focus on increasing engagement, participation and awareness of the AA&CC's range of programs, services and events, continue to strengthen our marketing, communications and online presence through enhancement of our website, development of a new AA&CC brochure, creation of standardized departmental templates and expansion of our online resources.
- Develop targeted plans to leverage staff specialty areas for outreach, collaboration, resource development and service delivery.
- Continue to explore opportunities to engage with faculty, connect with students in the classroom and to 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 in “raising 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 for the team.
- Work to realign 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.
- Continue to work towards completing the realignment of the AA&CC’s organizational structure.

Did you Know?

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

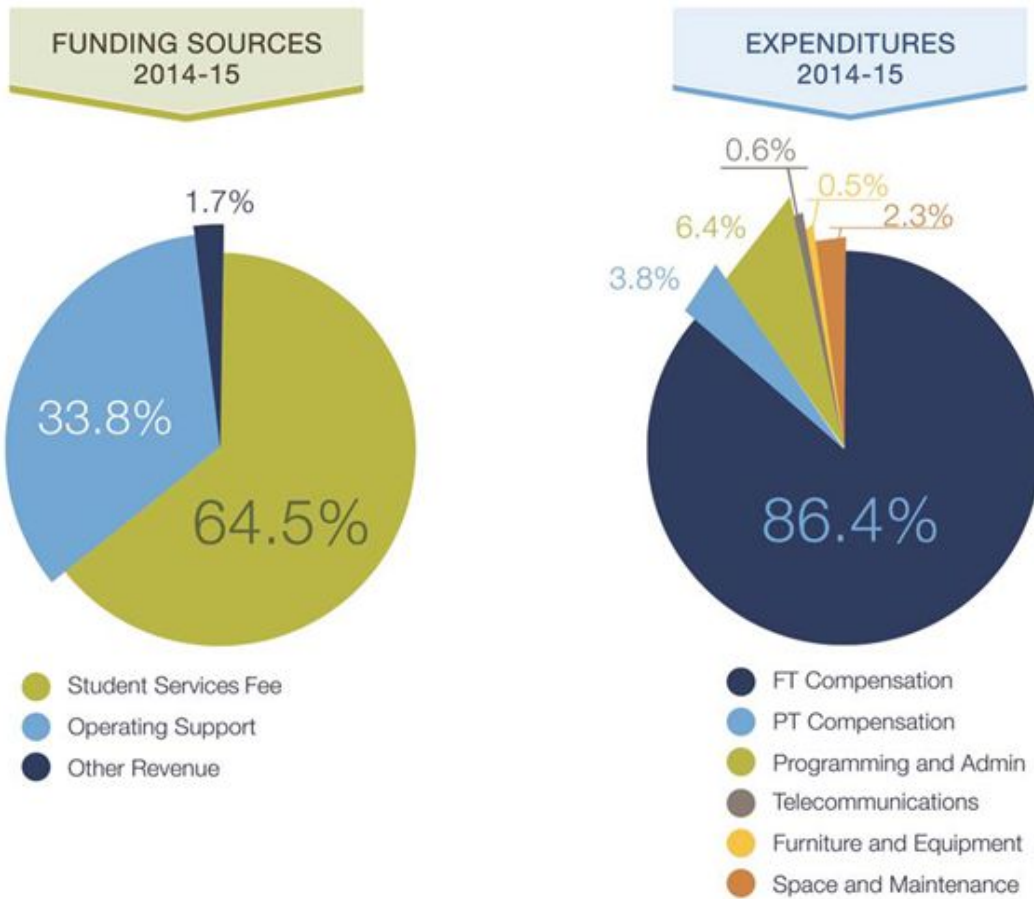
Budget Projections 2014-15

The AA&CC team has worked with wonderful energy and commitment to achieve many of its objectives for 2013-14. Moving to 2014-15, our aim is to leverage this positive momentum as we continue to strengthen our student-focused programming and overall operations. Although the AA&CC has added to its staff complement in the recent year, our challenge in meeting increasing student demand continues as our student population grows at UTSC and resource constraints tighten in the coming years.

Our most immediate opportunity is in strengthening our engagement of employers and alumni to provide students and new graduates with opportunities for networking, skill development and experience. This includes expanding experiential and employment focused programming and resources. As such, we have requested an increase to our Student Services Fee (SSF) of \$3.96 (tentative) for 2014-15 to support the hiring of a new Manager, Employer & Community Engagement (1 FTE, band 14) and to cover mandated salary increases. This would bring the AA&CC in better alignment with the other career centres at the University of Toronto and at most Universities across Canada, with targeted management roles for employer outreach as a standard practice.

The addition of this new position would support many of the AA&CC's strategic priorities, which is also why the AA&CC is committed to funding the hiring of this new position on contract while we await the outcome of the SSF funding decision (i.e. covered by AA&CC reserves in the interim).

While this new position would be a strong step forward, the AA&CC still has important gaps related to consistent staffing support for front line student services, marketing and website development, and online resource creation. Currently this support is being provided through a variety of temporary staffing arrangements given that sufficient resources are not available centrally at UTSC, which is not a sustainable solution. This use of interim staffing solutions creates instability and inconsistency in working to meet growing student services needs and in moving strategic priorities forward. As such, the unit's organizational structure will continue to evolve over the next several years in hopes of addressing these issues.



As per the charts above, if the AA&CC is approved for our SSF increase for 2014-15, the Centre's budget is anticipated to be \$2.37 million; funded 64.5% by the Student Services Fee, 33.8% by university operating support and 1.7% by other sources, such as sponsorship and service agreements. If we are not approved for the SSF increase, then the Centre's budget is anticipated to shift to \$2.28 million; funded 63.1% by the Student Services Fee, 35.1% by university operating support and 1.8% by other sources.

We foresee that our expenses and revenue for 2014-15 will remain largely consistent with 2013-14; however, we anticipate the following potential factors will impact our budget moving forward:

- Expansion of AA&CC pillar programming, retention pilot initiatives, employer and alumni engagement, and experiential education opportunities/programming for students*
- Limitations with central support for marketing, communications, online resource development (i.e. web, video, interactive modules, etc.), and support for the pursuit of external funding/sponsorship, which requires the department to work towards bridging those gaps internally (i.e. financial, resource and operational implications)*
- Improved alignment of our budget structure and resources with our operations, tighter financial controls, and improved metrics and reporting for the department
- Renovation and furniture costs associated with retrofitting our current space to best meet our operational needs and growing student demand
- Continued organizational structure changes to better align resources with operations and priorities, with associated changes in job evaluations*
- Staff leaves (e.g. maternity/parental leaves), with associated replacement contract position implications
- Increasing opportunities for student employment in the AA&CC*
- Exploration of potential sponsorship and grant opportunities*

*Note: A number of these 2014-15 initiatives will be limited in their progress if we are unable to secure the additional SSF funding to support the new Manager, Employer & Community Engagement position beyond the initial contract.



Academic
Advising &
Career
Centre

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 Advising & Career Centre
University of Toronto Scarborough
AC213 - 1265 Military Trail
Toronto, Ontario
M1C 1A4

www.utsc.utoronto.ca/aacc

APPENDIX 6

**University of Toronto Scarborough
2014-15 SSF Base Budget Requests**

Student Service Fee		Amount	
I. Office of Student Affairs			7,500
1. Student Affairs initiatives	7,500		
II. Department of Student Life			89,379
1. Coordinator Community Programs (FTE 1.0, band 12)	84,379		
2. DSL Programs And services	5,000		
III. International Student Centre			5,000
1. Programming and services	5,000		
IV. Academic Advising and Career Centre			89,952
1. Manager, Employer & Community Engagement (1.0 FTE, Band 14)	89,952		
Total New Requests for 2014-15 Student Services Fee		191,831	191,831

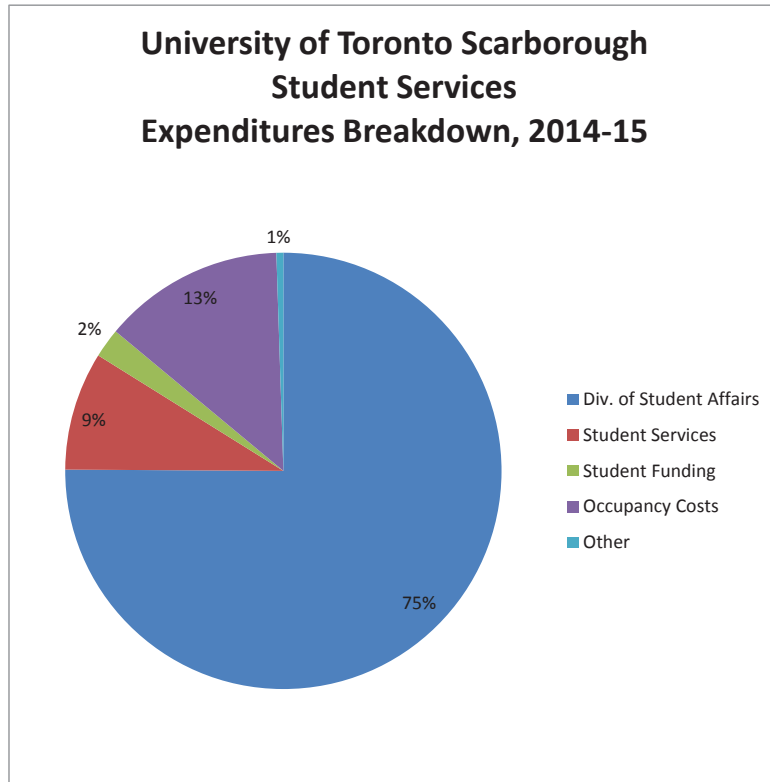
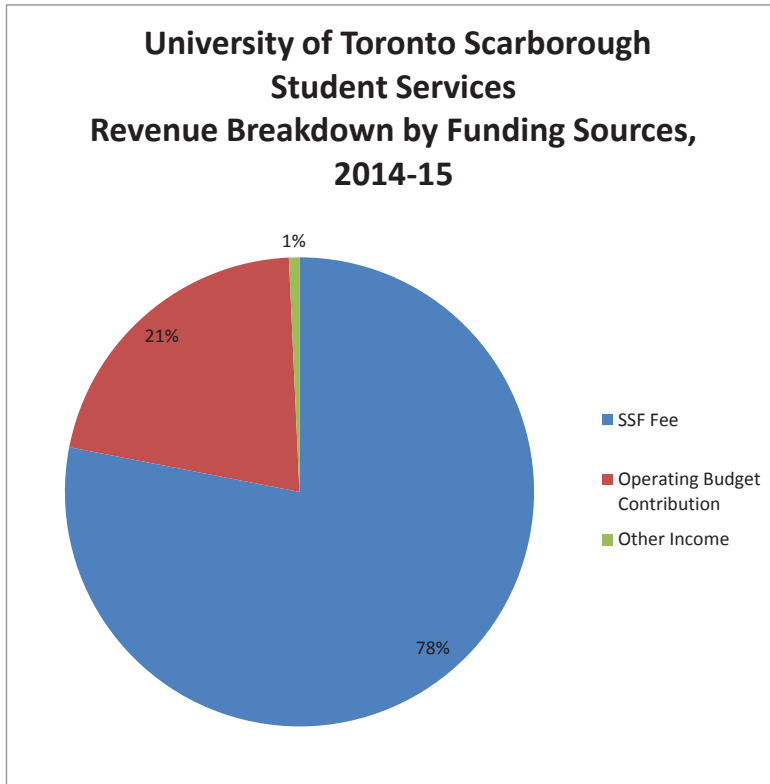
Health & Wellness Fee		Amount	
1. Health & Wellness Centre			185,919
2. Nurse (0.6 FTE)	68,455		
3. Counsellor (1.00 FTE, Band 12 step 2)	102,463		
• 0.6FTE Counsellor (working 3 days/week)			
• 0.4FTE Counsellor (working 3days/week from Sep – April)			
4. Administrative and Clinical leadership	15,000		

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

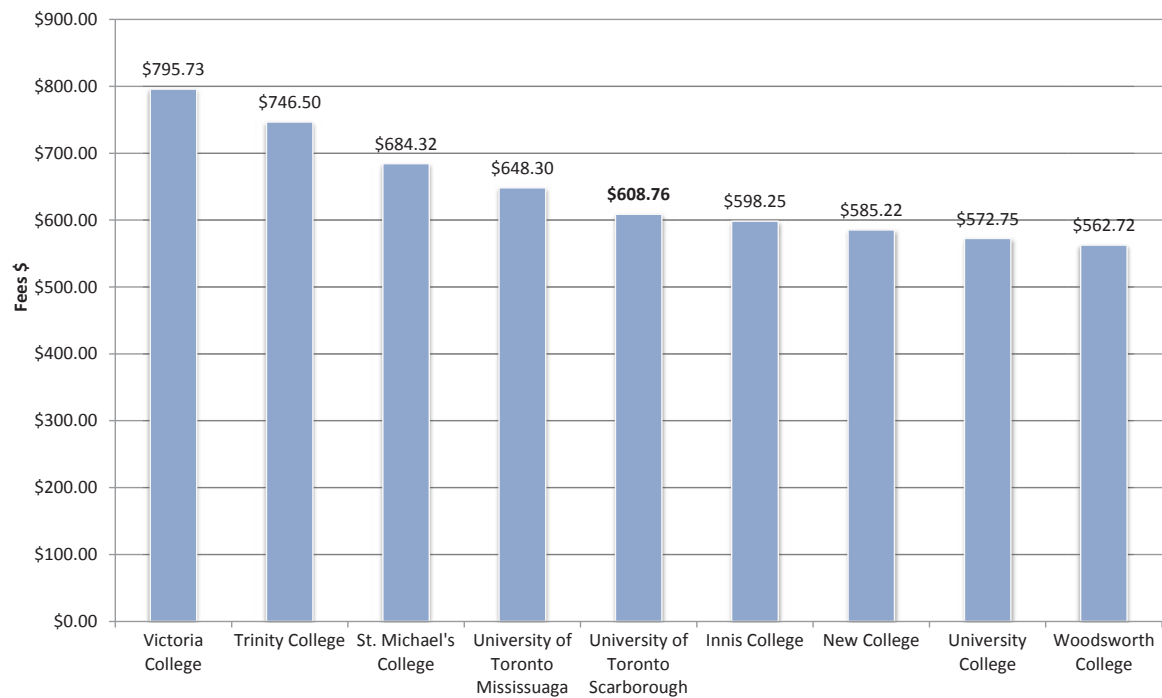
APPENDIX 7: STUDENT SERVICES EXPENSES BY AREA

University of Toronto Scarborough
 Student Services
 2014-15 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)	546,960	91,029	199,415	-	438,574	2,523	441,097
Department of Student Life (UTSC)	580,360	131,395	-	-	711,755	4,964	716,719
ISC at UTSC	509,858	53,806	166,589	-	397,075	13,926	411,001
Academic Advising & Career Centre (UTSC)	2,136,079	177,944	799,963	40,750	1,473,310	54,770	1,528,079
Services							
Alcohol Education & Food Service Monitoring	-	32,500	2,500	-	30,000	-	30,000
Career Centre - (St. George Campus)	-	174,734	-	-	174,734	-	174,734
Fall Orientation	-	100,000	25,000	-	75,000	-	75,000
LGBTQ at UTSC	16,600	3,250	1,500	-	18,350	-	18,350
Student Centre Capital Reserve	-	37,301	-	-	37,301	-	37,301
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
Student Space							
Space Occupied by Student Societies	-	-	-	-	-	680,741	680,741
Other							
Centennial Joint Program - Incidental Fees	-	28,940	-	-	28,940	-	28,940
Total, Student Fee Funded Departments and Services	\$ 3,789,857	\$ 1,082,899	\$ 1,194,967	\$ 40,750	\$ 3,637,039	\$ 756,924	\$ 4,393,962

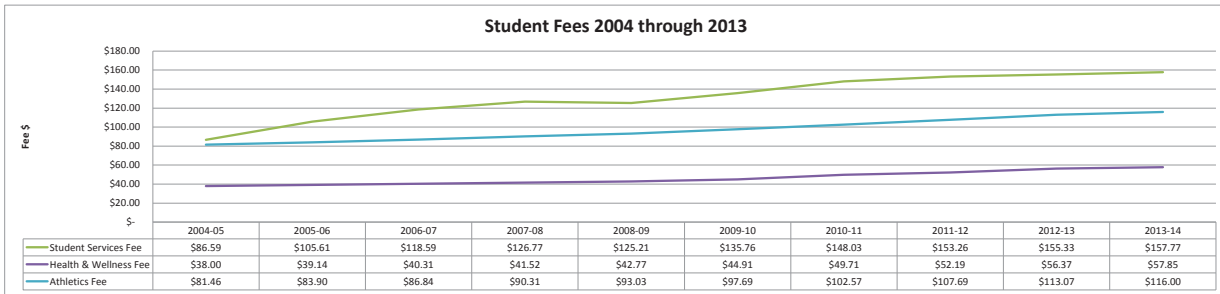
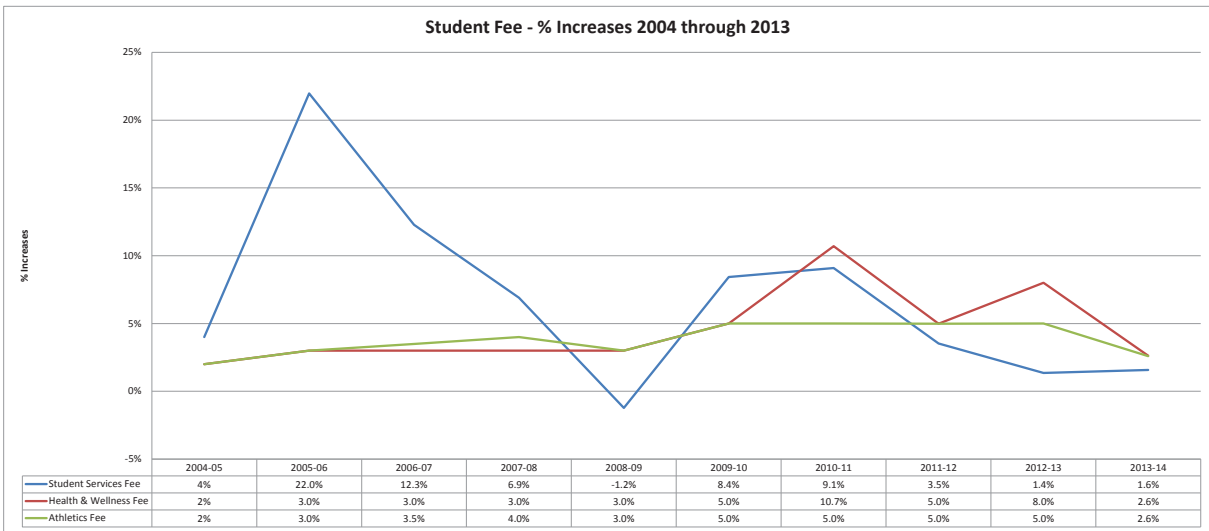


Appendix 9: UofT Compulsory Non-Academic Incidental Fees 2013-14



University of Toronto Scarborough
Student Service Fees - 10 year summary

Fee Increases	2004-05		2005-06		2006-07		2007-08		2008-09		2009-10		2010-11		2011-12		2012-13		2013-14	
Student Services Fee	\$ 86.59	4%	\$ 105.61	22.0%	\$ 118.59	12.3%	\$ 126.77	6.9%	\$ 125.21	-1.2%	\$ 135.76	8.4%	\$ 148.03	9.1%	\$ 153.26	3.5%	\$ 155.33	1.4%	\$ 157.77	1.6%
Health & Wellness Fee	\$ 38.00	2%	\$ 39.14	3.0%	\$ 40.31	3.0%	\$ 41.52	3.0%	\$ 42.77	3.0%	\$ 44.91	5.0%	\$ 49.71	10.7%	\$ 52.19	5.0%	\$ 56.37	8.0%	\$ 57.85	2.6%
Athletics Fee	\$ 81.46	2%	\$ 83.90	3.0%	\$ 86.84	3.5%	\$ 90.31	4.0%	\$ 93.03	3.0%	\$ 97.69	5.0%	\$ 102.57	5.0%	\$ 107.69	5.0%	\$ 113.07	5.0%	\$ 116.00	2.6%





FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Professor Bruce Kidd, Interim 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: March 4, 2014 for March 4, 2014

AGENDA ITEM: 5

ITEM IDENTIFICATION:

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

JURISDICTIONAL INFORMATION:

Section 5 of the Campus Council Terms of Reference lists student societies and compulsory non-academic incidental fees among the body’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.).

Section B.4. of the *Policy for Compulsory Non-Academic Incidental Fees* outlines the general expectations with respect to increases of student society fees:

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

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

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.*

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.*

In summary, 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. When such a provision is approved by referendum, annual increases, no greater than the Ontario Consumer Price Index of the previous December, or no greater than a specific inflation factor approved by referendum, may be requested upon approval of the board or council of the organization.

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 12, 2014)
2. **UTSC Campus Council [For Approval] (March 4, 2014)**
3. Executive Committee [For Confirmation] (March 27, 2014)
4. University Affairs Board [For Information] (April 29, 2014)

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

PREVIOUS ACTION TAKEN:

Student society requests detailed in the enclosed proposal were considered and recommended for Campus Council approval by the Campus Affairs Committee on February 12, 2014.

HIGHLIGHTS:

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

Scarborough Campus Students' Union (SCSU)

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 implications for the campus' operating budget.

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee, and;

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on February 28, 2014, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than March 4, 2014,

THAT beginning in the Summer 2014 session, the SCSU fee be increased as follows: (a) an increase of \$95.01 per session (\$19.17 part-time) in the UTSC Sports & Recreation Centre Levy portion of the fee; and

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.37 per session in the Society membership portion of the fee (\$0.02 part-time), (b) an increase of \$0.11 per session (full-time only) in the CFS/CFS-O portion of the fee, (c) an increase of up to \$5.66 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, (d) an increase of up to \$6.70 (full-time only) per session in the Dental Plan portion of the fee, and (e) continuation of the Student Refugee Program portion of the fee through the 2014-15 academic period.

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

If approved, the total Fall/Winter SCSU fee will be up to \$351.86 per session (\$41.04 part-time), charged to all UTSC undergraduate students.

DOCUMENTATION PROVIDED:

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



TO: Members of the Campus Council
FROM: Desmond Pouyat, Dean of Student Affairs
DATE: March 4, 2014
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 administrative processes University-wide 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*

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

supported by the results of a previous referendum approving the use of the specific inflation index or predetermined inflation factor.

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);

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

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
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 2013 consumer price index for Ontario was 1.5%.

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 (SCSU)

Background:

In fall/winter 2013-14, the total SCSU fee is \$242.52 per session for full-time University of Toronto Scarborough (UTSC) students (\$21.51 part-time). The fee includes \$24.59 per session for the society's portion of the fee (\$1.35 part-time), \$7.34 for the Canadian Federation of Students (CFS)/ Canadian Federation of Students – Ontario (CFS-O) portion of the fee, \$56.64 per session for the Accident & Prescription Drug Insurance Plan, \$66.09 per session for the

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

Dental Plan, \$36.64 per session for the Student Centre fee (\$10.98 part-time), \$44.99 per session for the UTSC Sports & Recreation Complex Levy (\$8.83 part-time), 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 to be held on February 28, 2014, the SCSU Board will consider a resolution to request a cost of living increase to the society 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.

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

At its meeting to be held on February 28, 2014, the SCSU Board will consider 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.

- iii. *An inflationary 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 to be held on February 28, 2014, the SCSU Board will consider a resolution to request an inflationary increase to the Accident & Prescription Drug Insurance Plan portion of the fee.

SCSU will conclude its negotiations with the Plan provider and confirm the actual amount with the Office of the Vice-Provost, Students & First-Entry Divisions no later than March 4, 2014.

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

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

leading up to the request.

iv. *An inflationary 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 to be held on February 28, 2014, the SCSU Board will consider a resolution to request an inflationary increase to the Dental Plan portion of the fee.

SCSU will conclude its negotiations with the Plan provider and confirm the actual amount with the Office of the Vice-Provost, Students & First-Entry Divisions no later than March 4, 2014.

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. *A cost of living increase in the Student Centre portion of the fee.*

At its meeting to be held on February 28, 2014, the SCSU Board will consider a resolution to request a cost of living increase to the Student Centre 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.

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

Pursuant to the provisions of the original referendum question, approved in the spring of 2010, the Levy is scheduled to increase in Summer 2014 to \$140.00 per session for full-time UTSC students (\$28.00 for part-time students). The original referendum question also provided for annual increases to the Levy of 4% over a 25-year period following the implementation of the Summer 2014 increase for the 2014-15 year. The referendum question is considered an agreement among the students, SCSU, and the University, in respect of the Levy.

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

At its meeting to be held on February 28, 2014, the SCSU Board will consider a resolution to request the planned and agreed upon increase to the UTSC Sports & Recreation Complex 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.

vii. *Continuation of the Refugee Student Program portion of the fee.*

At its meeting to be held on February 28, 2014, the SCSU Board will consider a resolution to request continuation of the Student Refugee Program portion of the fee through the Fall/Winter 2014-15 academic period.

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.

Summary of Changes

Student Societies	Summer 2014		Fall 2014		Winter 2015		Summer 2013		Fall 2013		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)	24.59	1.35	24.96	1.55	24.96	1.55	24.39	1.34	24.59	1.35	24.59	1.35
Refugee Student Program (through 2014-15; 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)	36.64	10.98	37.19	11.14	37.19	11.14	36.35	10.89	36.64	10.98	36.64	10.98
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)	7.34		7.45		7.45		7.28		7.34		7.34	
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 2039)	140.00	28.00	140.00	28.00	140.00	28.00	43.26	8.49	44.99	8.83	44.99	8.83
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)			62.30		62.30				56.64		56.64	
Dental Plan (including administration fee and sales tax; refundable; increases up to 10% permitted without referendum - approved spring of 1998)			73.73		73.73				67.03		67.03	
TOTAL	\$214.30	\$40.58	\$351.86	\$41.04	\$351.86	\$41.04	\$117.01	\$20.97	\$243.46	\$21.51	\$243.46	\$21.51
Change From Previous Year	+83.1%	+93.5%	+44.5%	+90.8%	+44.5%	+90.8%	+2.6%	+2.0%	+5.9%	+2.1%	+5.9%	+2.1%
	\$ 97.29	\$ 19.61	\$ 108.40	\$ 19.53	\$ 108.40	\$ 19.53	\$ 2.99	\$ 0.41	\$ 13.52	\$ 0.44	\$ 13.52	\$ 0.44

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

Recommendation

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

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on February 28, 2014, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than March 4, 2014;

THAT beginning in the Summer 2014 session, the SCSU fee be increased as follows: (a) an increase of \$95.01 per session (\$19.17 part-time) in the UTSC Sports & Recreation Centre Levy portion of the fee; and

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.37 per session in the Society membership portion of the fee (\$0.02 part-time), (b) an increase of \$0.11 per session (full-time only) in the CFS/CFS-O portion of the fee, (c) an increase of up to \$5.66 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, (d) an increase of up to \$6.70 (full-time only) per session in the Dental Plan portion of the fee, and (e) continuation of the Student Refugee Program portion of the fee through the 2014-15 academic period.

If approved, the total Fall/Winter SCSU fee will be up to \$351.86 per session (\$41.04 part-time), charged to all UTSC undergraduate students.

Minutes of the Meeting of the Campus Council of February 5, 2014

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 3 OF THE CAMPUS COUNCIL

February 5, 2014

Professor William A. Gough, Chair
Professor Franco Vaccarino, Vice-
President & Principal

Ms Sara Allain

Mr. Adrian De Leon

Ms Kathy Fellowes

Mr. John Kapageridis

Dr. Elaine Khoo

Mr. R. Mark Krembil

Ms Marilyn Kwan

Mr. Hussain Masoom

Ms Alyssa Moses

Dr. Christopher Ollson

Mr. Andrew Arifuzzaman (Chief
Administrative Officer)

Professor Rick Halpern (Dean and Vice-
Principal, (Academic))

Secretariat:

Mr. Jim Delaney

Ms Amorell Saunders N'Daw

Ms Rena Parsan

Absent:

Mr. Preet Banerjee

Mr. Harvey Botting

Mr. Asher Chohan

Mr. Luki Danukarjanto

Professor Suzanne Erb

Ms Sue Graham-Nutter

Mr. Roshan Gunapalasundaram

Dr. Brian Harrington

Ms Nancy Carolyn Lee

Professor Stephen Rockel

Dr. Effie Sauer

Ms V. Elaine Thompson

In attendance:

Ms Helen Morissette, Director, Financial Services

Mr. Desmond Pouyat, Dean of Student Affairs

Ms Kim Richard, Director, Human Resources Services

Mr. Andrew Ashokmetha, Student Leader

Professor Gray Graffam, Director, The Hub

Mr. Rashid Ali, Student Leader

Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO

Minutes of the Meeting of the Campus Council of February 5, 2014

1. Chair's Remarks

The Chair welcomed and thanked members and guests for attending the meeting despite the challenging weather conditions. He welcomed Mr. Mark Krembil and Mr. John Kapageridis who participated in the meeting by teleconference, and Mr. Hussain Masoom who participated in the meeting by videoconference. He reported that the agenda items for the meeting were for educational purposes in order to set the context for the next Council meeting in March.

2. Report of the Vice-President and Principal

Professor Vaccarino began his final report to the Campus Council by introducing Dr. Gray Graffam, Director, The Hub. Dr. Graffam reported that The Hub was an initiative supported by Professor Vaccarino as a space of experiential innovation. He explained that The Hub was a facility designed for team based projects intended to support experiential learning, entrepreneurial efforts, and extra-curricular and co-curricular programming. Dr. Graffam also described AppStar (a smartphone mobile app development competition), an initiative that benefited the UTSC community and provided experiential learning opportunities that draw upon entrepreneurial spirit. Dr. Graffam introduced Mr. Andrew Ashokmetha and Mr. Rashid Ali who successfully developed the Study Space app that was released for use on campus. Mr. Ali explained that the motive behind the Study Space app was a desire to provide students with a means by which they might locate available study spaces on campus. He reported that their goal was for the app to be known across campus and to be introduced on the St. George and UTM campuses. Professor Vaccarino thanked Dr. Graffam, Mr. Ali and Mr. Ashokmetha for their presentation, and congratulated them on the success of their app.

Returning to his report, Professor Vaccarino commented on the remarkable seven years he had experienced at UTSC working with exceptional faculty, staff, students, and alumni. He reported that UTSC was well positioned to continue moving forward due to the strong leadership team and strong plans already in place. Professor Vaccarino highlighted key accomplishments that took place over the past seven years, which included successes in the areas of advancement, capital projects, governance, academics and research. He concluded his report by stating that it was an honour and privilege to serve UTSC in the role of Vice-President and Principal, and that he looked forward to seeing UTSC further develop over the next fifty years.

The Chair thanked Professor Vaccarino for his report and final remarks to the Council. The Chair expressed to Professor Vaccarino that his leadership would be greatly missed. He elaborated on how Professor Vaccarino embraced the *Towards 2030: Planning for a Third Century of Excellence at the University of Toronto* plan and how he supported the development of the Tri-Campus system at the University of Toronto. The Chair concluded by

Minutes of the Meeting of the Campus Council of February 5, 2014

imparting best wishes to Professor Vaccarino in his new role as President and Vice-Chancellor at the University of Guelph.

3. Capital Projects Update

The Chair introduced and invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to update the Council on capital projects at UTSC. Mr. Arifuzzaman described the status of capital projects on campus: Toronto Pan Am Sports Centre; Environmental Sciences and Chemistry Building; and the Bladen elevator project. He also discussed future long term projects that included: The Athletics Building Renovation (R-Wing); S-Wing Renovation; a new parking structure; a new residence; a Pedestrian Bridge connecting the north and south campus; and, deferred maintenance projects. He summarized the governance approval process for capital projects, and concluded by outlining the components of a project planning report. In response to a member's question about anticipating the needs of the future, Mr. Arifuzzaman explained that new buildings were planned based on the needs of the campus, growth projections and long-term goals. Professor Vaccarino commented that capital project planning was an ongoing process because of growth. Responding to a member's inquiry, Mr. Arifuzzaman reported that some of the departments accommodated in MW Building would be relocated to the R-wing, and that the departments housed in the temporary portables would be moved into the MW Building.

4. Council on Student Services (CSS) Process Overview

The Chair invited Mr. Desmond Pouyat, Dean of Student Affairs, to present an overview on the Council on Student Services (CSS) process. Mr. Pouyat outlined the operating plans that were subject to the Council on Student Services (CSS) process and the *Protocol*, which described the procedures and limitations associated with the establishment of and increases to compulsory non-academic incidental fees charged for University operated student services. Mr. Pouyat then summarized the process as it relates to the operating plans and fees that would ultimately be considered by the Campus Affairs Committee and the Campus Council. He indicated that the operating plans that were subject to the CSS process included: Student Services; Health and Wellness; and, Athletics and Recreation. He explained that the CSS was comprised of 32 members. He explained that in order for fees to be approved by CSS, they required support from a majority of members of CSS as well as a majority of voting student members present at the meeting. The body meets between September and March with a vote on the operating plans and fees in January. Mr. Pouyat reported that all of the operating plans and fees were approved at the January 30, 2014 meeting.

In previous years, following consideration by CSS, these plans and fees were presented to the University Affairs Board for approval. He also reported that the CSS process was strongly supported by the UTSC Financial Services team and Departmental and Student Affairs Business Officers.

Minutes of the Meeting of the Campus Council of February 5, 2014

Responding to a question about whether UTSC students pay the same amount in fees as students on the other campuses, Mr. Pouyat indicated that a report comparing all incidental fees would be presented to the next meeting of the Campus Affairs Committee. He added, however, that the UTSC fees are specific to the needs of the UTSC campus and the types of services offered locally. Mr. Arifuzzaman responded to a member's question by stating that the units involved represented 6.5-7% of UTSC's overall operating budget.

5. UTSC 50th Anniversary Update

The Chair invited Ms Frances Wdowczyk, Director of Business Development and Special Advisor to the Chief Administrative Officer to update the Council on the plans for the UTSC 50th Anniversary, which would be held in 2014. Ms Wdowczyk highlighted the goals of the 50th anniversary, which included: engaging the various constituencies; celebrating and recognizing outstanding faculty, staff, students, alumni and partners; and showcasing UTSC's rich history and promising future. She indicated that a series of signature events were planned to take place beginning in the Fall. In response to a member's inquiry about the role of fundraising, Ms Wdowczyk replied that the committee was working closely with Ms Georgette Zinaty, Executive Director of Advancement and Alumni Relations.

CONSENT AGENDA

- 6. Report of the Previous Meeting** *(for approval)*
- 7. Business Arising from the Report of the Previous Meeting**
- 8. Reports for Information** *(for approval)*
- 9. Date of the Next Meeting- Tuesday, March 4, 2014**

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED

THAT the consent agenda be adopted and the item requiring approval be approved.

The Chair reminded members that the next scheduled meeting of the Council was on Tuesday, March 4, 2014 at 4:00 p.m.

10. Other Business

No other business was raised.

11. Question Period

There were no questions raised.

Minutes of the Meeting of the Campus Council of February 5, 2014

The meeting adjourned at 5:45 p.m.

Secretary

Chair

Report Number 4 of the UTSC Agenda Committee- February 24, 2014

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 4 OF THE AGENDA COMMITTEE

February 24, 2014

To the Campus Council
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Monday, February 24, 2014 at 4:00 p.m. in the University of Toronto Scarborough, Arts and Administration Building, Council Chamber, Room 160.

Present: Professor William Gough (Chair)
 Ms Sara Allain
 Mr. Andrew Arifuzzaman, Chief Administrative Officer
 Mr. Asher Chohan
 Ms Kathy Fellowes
 Ms Sue Graham-Nutter
 Dr. Elaine Khoo
 Ms Alyssa Moses

Regrets: Mr. Mark Krembil

Secretariat: Mr. Louis Charpentier
 Mr. Jim Delaney
 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 4 of the UTSC Agenda Committee- February 24, 2014

2. Appointments to the 2014 UTSC Nominating Committee

The Chair reported that the UTSC Agenda Committee would serve as a nominating committee for Community Members (alumni and other individuals from the broader community with a close relationship with the campus) elected to the UTSC Campus Council and its Standing Committees. He explained that Section 1.1 of the of the Agenda Committee's Terms of Reference states that *the "UTSC Council shall appoint one additional member of the teaching staff and one additional student member from among its members to sit on the UTSC Council Agenda Committee when the Committee serves as a nominating committee of the UTSC Council."* The Chair reported that the Office of the UTSC Campus Council received two nominations for an additional student member, and two nominations for an additional teaching staff member. One student and one teaching staff member indicated that they would be willing to serve, if appointed, to the Nominating Committee.

Amorell Saunders N'Daw, Assistant Secretary of the Governing Council and Director of Governance, UTSC, described potential recruitment strategies for Community Members that included: reaching out to Community Members who were already serving on the UTSC Campus Council, leveraging the connections made through the co-operative education program, and partnering with Development and Alumni Relations.

In response to a question from a member, the Chair explained that the criteria used to select Community Members included: the candidates experience with governance bodies or service on a Committee, connections to UTSC, and whether the candidate was an alumnus/a.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding appointments to the 2014 UTSC Nominating Committee, contained in the memorandum from Professor William Gough, Chair of the UTSC Campus Council, dated February 24, 2014, be approved.

3. Agenda for the Meeting of the University of Toronto Scarborough Campus Council, Tuesday, March 4, 2014

The committee discussed and approved the agenda for the Campus Council meeting on Tuesday, March 4, 2014.

Report Number 4 of the UTSC Agenda Committee- February 24, 2014

CONSENT AGENDA

4. Date of the Next Meeting- Wednesday, April 9, 2014, 4:00 p.m. - 5:00 p.m.

5. Report of the Previous Meeting- Report Number 3- January 22, 2014

The consent agenda was adopted and the item requiring approval (Item 5) was approved.

The Chair reminded members that the next scheduled meeting of the Committee was Wednesday, April 9, 2014 at 4:00 p.m. in the University of Toronto Scarborough Council Chamber, Arts and Administration Building.

6. Other Business

There were no other items of business.

The meeting adjourned at 4:45 p.m.

Secretary

Chair