



**FOR RECOMMENDATION
TO CAMPUS COUNCIL**

PUBLIC

OPEN SESSION

TO: Campus Affairs Committee

SPONSOR: Mark Overton, Dean, Student Affairs
CONTACT INFO: 905-828-3872, sas.utm@utoronto.ca

PRESENTER: See Sponsor
CONTACT INFO:

DATE: February 2, 2017 for February 9, 2017

AGENDA ITEM: 4b

ITEM IDENTIFICATION:

Operating Plans and Fees: UTM Student Services

JURISDICTIONAL INFORMATION:

Under the Terms of Reference for the University of Toronto Mississauga Campus Affairs Committee, (CAC) Section 4, the Committee is concerned with matters that directly concern the quality of student and campus life. Campus and student services, co-curricular programs, services and facilities, and compulsory non-academic incidental fees are among the areas within the responsibility of the CAC (Section 5.1). Section 5.3.2 (a) of the Campus Affairs Committee's Terms of Reference provides that "...policy matters concerning the Campus's co-curricular programs, services and facilities" are the Committee's responsibility. Section 5.3.2 (b) states that "...annual approval of the campus's co-curricular programs', services' and facilities' operating plans is the responsibility of the Committee." Similarly, section 5.3.3 provides that "The Committee is responsible for policy concerning campus and student services and for overseeing their operation. Changes to the level of service offered, fees charged for services and categories of users require the Committee's approval." The Operating Plans for campus and student services, as well as co-curricular programs, services and facilities, are recommended to the UTM Campus Council for approval. Section 5.4.1 of the Committee's Terms of Reference require that compulsory non-academic incidental fees for student services "are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee."

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

According to the terms of the *Protocol*, in the absence of approval by QSS (or by referendum among the relevant students), the Governing Council may approve:

- (a) permanent increases in existing fees by a percentage less than or equal to the lesser of the Consumer Price Index (CPI) increase or the University of Toronto Index (UTI) increase; and
- (b) temporary three-year increases in existing fees by a percentage less than or equal to the greater of the CPI increase or the UTI increase.

CPI is drawn from the University's long-range budget guidelines, and UTI is an indexation, as defined by the *Protocol*, of a fee.

GOVERNANCE PATH:

1. **Campus Affairs Committee [For Recommendation] (February 9, 2017)**
2. UTM Campus Council [For Approval] (March 2, 2017)
3. University Affairs Board [For Information] (March 6, 2017)
4. Executive Committee [For Confirmation] (March 28, 2017)

PREVIOUS ACTION TAKEN:

The Operating Plans for UTM Student Services for the current fiscal year were approved at the Campus Affairs Committee meeting held on February 11, 2016 and UTM Campus Council on March 3, 2016.

HIGHLIGHTS:

QSS approved the following proposals from the administration:

Increase Health Services Fee from \$38.44 to \$44.72 (\$7.69 to \$8.94 part-time)

IN consideration of the advice of QSS 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.

Increase Athletics and Recreation Fee from \$175.20 to \$178.71 (\$35.04 to \$35.74 part-time)

IN consideration of the advice of QSS 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.

QSS declined to endorse the following proposal from the administration:

Increase Student Services Fee from \$157.45 to \$167.66 (\$31.49 to \$33.53 part-time)

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

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

FINANCIAL IMPLICATIONS:

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

RECOMMENDATION:

Be it Recommended,

THAT the 2017-18 operating plans and budgets for the UTM Health & Counselling Centre; the UTM Department of Physical Education, Athletics & Recreation; and the UTM Student Services under the Student Services Fee, recommended by the Dean of Student Affairs, Mark Overton, and described in the attached proposals, be approved; and

THAT the sessional Health Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$44.72 per session (\$8.94 for a part-time student), which represents a year-over-year increase of \$6.28 per session (\$1.25 for a part-time student) or 16.34% (resulting from the elimination of 2014-15 three-year temporary increase, and a permanent increase of 18.37%); and

THAT the sessional Athletics & Recreation Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$178.71 per session (\$35.74 for a part-time student), which represents a year-over-year increase of \$3.51 per session (\$0.70 for a part-time student) or 2.0% (resulting from the elimination of a 2014-15 three-year temporary increase, and a permanent increase of 3.95%); and

THAT the sessional Student Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$167.66 per session (\$33.53 for a part-time student), which represents a year-over-year increase of \$10.21 per session (\$2.04 for a part-time student) or 6.48% (resulting from the elimination of a 2014-15 three-year temporary increase, and a permanent increase of 2% and a three-year temporary increase of 6.31%).

DOCUMENTATION PROVIDED:

Operating Plans and Fees Schedules



2017-18

	Gross Direct Expenditure	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Total Income	Net Expenditure	Non-Student Use	Attribution To/(From) UTM	Net Cost For Fee Purposes
Health Services Fee								
Health Services	1,785,401	73,656	1,859,057	402,794	1,456,263	(1,611)	-	1,454,652
Total Health Services Fee								1,454,652
							Health Services Fee per session:	(Full-Time) \$44.72 (Part-Time) \$8.94
Phys Ed & Athletics Fee								
Athletics and Recreation	5,718,572	2,164,268	7,882,840	2,042,948	5,839,892	(26,854)	-	5,813,038
Total Phys Ed & Athletics Fee								5,813,038
							Phys Ed & Athletics Fee per session:	(Full-Time) \$178.71 (Part-Time) \$35.74
Student Services Fee								
Shuttle Service	2,212,814	-	2,212,814	519,500	1,693,314	-	-	1,693,314
Career Centre	1,748,914	69,481	1,818,395	24,525	1,793,870	-	109,634	1,903,504
Child Care Support	413,189	87,966	501,155	297,296	203,859	-	-	203,859
Family Care	-	-	-	-	-	-	3,578	3,578
International Centre	685,037	26,055	711,092	155,119	555,973	-	-	555,973
Student Life Initiatives	169,804	1,635	171,439	-	171,439	-	-	171,439
Space Occupied by Student Societies	-	838,534	838,534	-	838,534	-	42,740	881,274
Handbook & Communications	13,987	-	13,987	-	13,987	-	-	13,987
Alcohol Education & Monitoring	26,803	-	26,803	-	26,803	-	-	26,803
Total Student Services Fee	5,270,548	1,023,671	6,294,219	996,440	5,297,779	-	155,952	5,453,731
							Student Services Fee per session:	(Full-Time) \$167.66 (Part-Time) \$33.53

Estimated Enrollment

Fall/Winter:	Full-Time	13,313			Total Revenue		5,453,533
	Part-Time	961			Revenue Variance - Surplus/(Shortfall)		(198)
Summer:	Full-Time	3,503					
	Part-Time	3,670					

Note (1) With regard to **UTM-Affiliated Graduate Students** and to **UTM-Affiliated Undergraduate Students with non-UTM Home Faculties/Divisions**, the portion of the Student Services Fee for their UTM Shuttle Service access in Summer 2018 is assessed in the Fall/Winter 2017-18 session. \$5.21

Note (2) As of 2017-18, the U-Pass charge for **UTM-Affiliated Graduate Students** is being assessed as a student society fee under the UTM Association of Graduate Students, similar to the process used by the UTM Students Union for UTM and UTM-affiliated undergraduate students.



Management Report of the Health & Counselling Centre

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

Operational Highlights

Clinic Services:

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

Health & Counselling Highlights:

- Increase in mental health needs and crisis triage has resulted in an update of the mental health nurse position, who now provides more direct patient care, liaison with local hospitals, and comprehensive patient management following a mental health crisis.
- Extended hours in the Health & Counselling Centre on Wednesday and Thursdays until 7:30pm
- Group counselling sessions on: Interpersonal Therapy, CBT for Anxiety, Healthy Relationships, and a Therapeutic Writing Group
- Drop-in counselling sessions 1 afternoon per week
- Mindfulness Meditation sessions every Wednesday at the RAWC for students, staff and faculty
- Provide clinical support and collaborate with Residence Counsellor for value-added service to residence students
- Through the Rossy Grant, provided counsellor embedded in the International Education Centre September 2016 through May 2017 to assist international students with additional personal supports while alleviating stigma associated with mental health resources

Health Promotion & Outreach:

- Provided session on welcoming new students and parents at Parent Orientation, and a focused session on supporting Health and Wellness to Parents and Family of First Generation Students
- Provided health information sessions to several undergraduate classes on the 5 Ways to Wellbeing
- Specialized health promotion teams focused on delivering health information and messaging in a peer format related to Drugs and Alcohol Harm Reduction, Healthy Nutrition, Physical Activity, Mental Health, and Leave the Pack Behind (Smoking Cessation). On average, equates to 80+ Peer Health Education events with over 7,000 separate student interactions

Space Updates:

- Repurposing of office space on main floor in Davis Building to become a dedicated group counselling space and swing space for additional supports.
- Renovations planned for clinic space to provide accessible, modern equipment and resources for student care

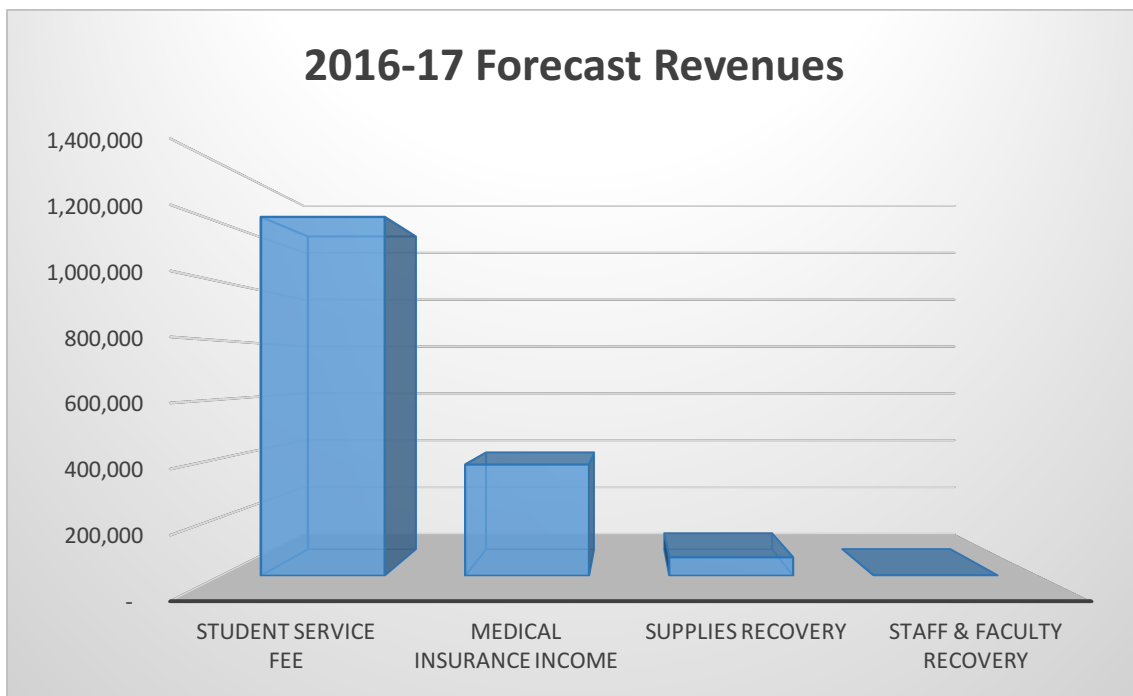
Training and Professional Development:

- All staff provided with training on FIPPA and PHIPPA with specific emphasis on electronic medical records, and Infection Prevention and Control

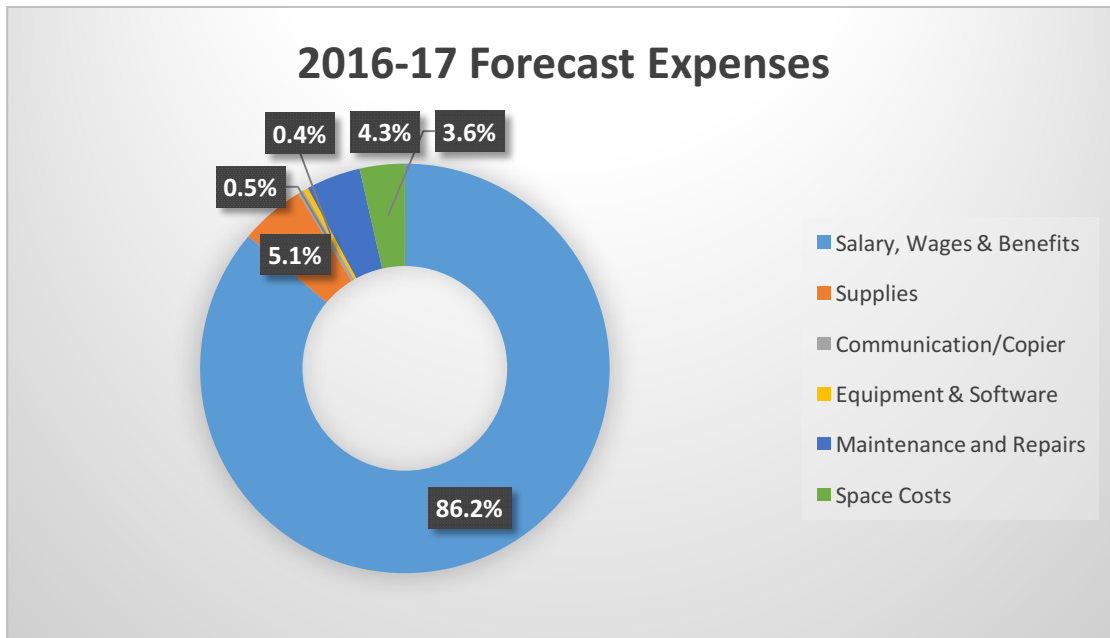
Financial Highlights

Revenue

Revenues come from two primary sources. The Student Service Fees accounts for 73% of total forecasted revenues. Medical insurance income (OHIP/UHIP) accounts for 23% of total forecasted revenues. The remaining revenue is generated from a combination of supplies recovery, and recovery from the operating budget for services provided to staff and faculty.



Expenses



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

Student Consultations

An open call to participate in the Health & Counselling Centre advisory was circulated to the student body. The advisory group meetings concluded on December 1, 2016. The group representing undergraduates and graduate students, reviewed and discussed existing services and assisted in identifying areas for change and enhancement. Feedback is also compiled from information patient feedback, and regular tabling events throughout the year.

Overall, students have expressed satisfaction with the quality of services offered along with the professionalism of the health care team within the Health & Counselling Centre. Concerns identified included specific programming for graduate students, such as mindfulness meditation that reflects the pressures and stressors of the graduate experience. There was a recognition that promotion of the services was important to continue to raise the profile of the Centre, while recognizing the difficulty of the physical location of the clinic. Support was given to enhance the diversity and accessibility of the clinic through unique programming and equipment that assists persons with disabilities.

2017-18 Proposal

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

- Addition of a Team Lead Counsellor, with trauma expertise and severe mental health specialty. This will expand upon and offer additional support to the current counsellors in HCC, while addressing priorities related to sexual violence and mental health.
- Addition of a Clinical Co-ordinator to formally evaluate and modify existing programming, create new programming opportunities (e.g., nutrition group sessions, expanded mindfulness meditation program), and to streamline supports available to students, outreach opportunities, and training/ management of administrative support staff to enhance front line services.
- Resources to obtain equipment that assists students with disabilities and enhances accessibility in the clinic.
- Resources to explore the effectiveness of alternate delivery formats for mental health education (e.g., peer support) and treatment (online delivery) that compliments existing mental health services provided by the HCC, specifically for graduate students.

As a result, the proposed Health & Counselling Centre Student Service Fee is \$44.72 per UTM-registered or UTM-affiliated full-time student (\$8.94 for part-time students).

Advice from QSS

On the administration's proposal that the operating plan and budget recommending an increase in the Health Services Fee to \$44.72 (\$8.94 for a part-time student) be approved, which represents a year-over-year increase of \$6.28 (\$1.25 for a part-time student) or 16.34%, the **resolution passed**. QSS's vote on the resolution was as follows:

In favour:	12 (including 6 students)
Opposed:	0 (including 0 students)
Abstentions:	2 (including 2 students)

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	1,119,536	1,236,692	1,220,122	(16,570)	1,454,652
Medical Insurance Income	320,370	314,000	378,165	64,165	344,794
Supplies Recovery	57,712	45,000	63,088	18,088	58,000
Staff & Faculty Recovery	1,489	1,549	1,549	-	1,611
Total Revenue	1,499,107	1,597,241	1,662,924	65,683	1,859,057
Expenditures					
Salary, Wages & Benefits	1,288,931	1,559,231	1,561,284	(2,053)	1,750,075
Supplies	61,203	89,301	92,951	(3,650)	74,500
Communication/Copier	9,896	11,000	8,569	2,431	11,300
Equipment & Software	7,049	8,000	7,067	933	41,376
Maintenance and Repairs	-	-	77,896	(77,896)	-
Space Costs	56,301	64,408	64,408	-	73,656
Total Expenditures	1,423,380	1,731,940	1,812,175	(80,235)	1,950,907
Surplus (Deficit)	75,727	(134,699)	(149,251)	(14,552)	(91,850)
Carryforward, from previous year	165,374	134,699	241,101	106,402	91,850
Carryforward, to next year	241,101	-	91,850	91,850	-

Student Fee (per semester)

Full time	\$ 38.44	\$ 44.72	16.34%
Part time	\$ 7.69	\$ 8.94	

**The University of Toronto Mississauga
Health and Counselling Centre
2017-18 Budget
Health Service Fee Calculation**

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	1,058,730	
Average merit/step/ATB increase/decrease for appointed staff	3.50%	
Indexed salaries	1,095,786	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		1,366,993
Casual/PT Salary Expenditure Base (previous year budget)	216,786	
Average ATB Increase/Decrease for casual/part time staff	1.25%	
Indexed salaries	219,496	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		241,446
Indexed Salary and Benefits Expenditure Costs		1,608,439
Subtract the amount of Net Revenue from other sources (previous year)		360,549
Add the Non-Salary Expenditure Base (previous year)		108,301
Add Occupancy Costs (current year)		73,656
Reduce the amount by the proportion of non-student use		-
Add the amount attributed from St. George (current year)		-
Cost for UTI purposes		1,429,847
Divide the difference by the projected weighted FTE enrolment(current year)		32,528
UTI Indexed Fee		\$ 43.96
\$ Amount of UTI based Increase (over adjusted fee)		\$ 6.18
% Amount of UTI based Increase (over adjusted fee)		16.36%

Consumer Price Index		
Fee Per Session (previous year)		\$ 38.44
Less: Removal of Old Temporary Fee (2014-15)		\$ 0.66
Adjusted fee for CPI		\$ 37.78
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 38.54
\$ Amount of CPI based Increase		\$ 0.76

Combined Fee Increase		
Fee Per Session (previous year)		\$ 38.44
Less: Removal of old temporary fee (2014-15)	-	\$ 0.66
CPI Based Fee Increase	+	\$ 0.76
UTI Based Fee Increase	+	\$ 6.18
Indexed Full Time Fee		\$ 44.72

Proposed Fee	2016-17	2017-18	Increase	
Full Time	\$ 38.44	\$ 44.72	\$6.28	16.34%
Part Time	\$ 7.69	\$ 8.94	\$1.25	16.34%



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

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

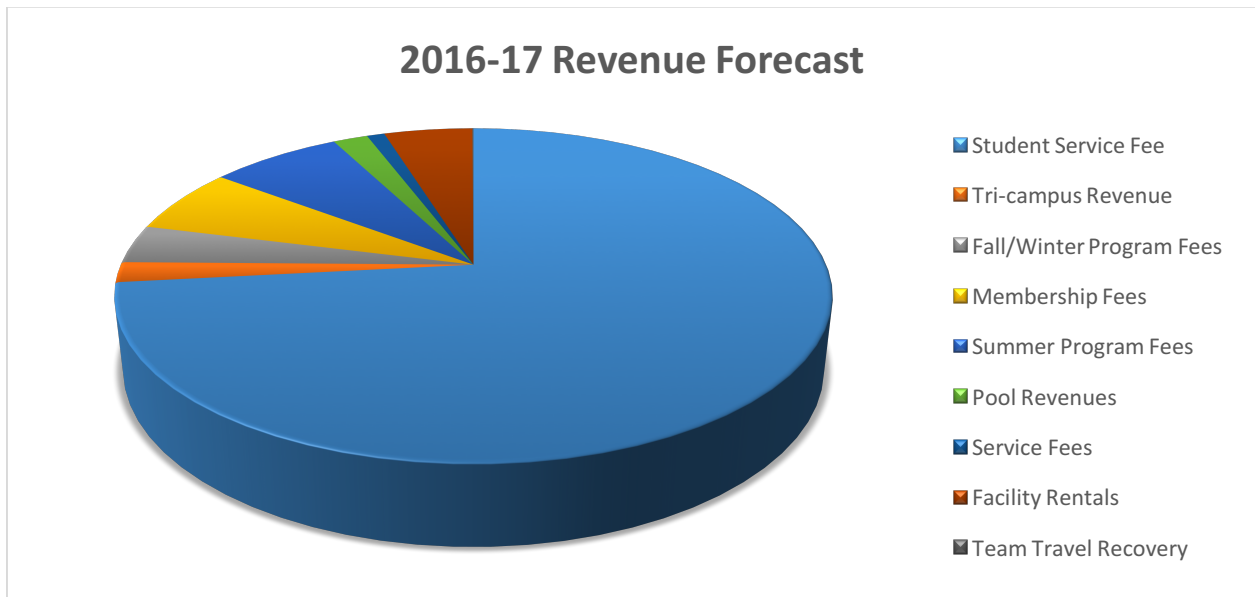
Operational Highlights

- Ontario Colleges Athletic Association Varsity Sports at UTM – Badminton, Cross Country, Men’s and Women’s Indoor Soccer, and Men’s and Women’s League Outdoor Soccer. Effective 2017-18 UTM will be introducing Men’s and Women’s Basketball
- Cross Country had good showing at Provincials and qualified two runners for the National Championships Men’s Team ranked 9th in Canada
- Varsity Development Leagues in the U of T Intramural program. UTM had entries in Women’s Basketball, Men’s Ice Hockey, Men’s and Women’s Volleyball, Men’s and Women’s Indoor and Outdoor Soccer
- Campus Rec Intramural Sport Leagues – 69 teams competing in the fall 2016 – 8 different sports in 12 divisions
- Host site for 6 Extramural Ontario Colleges Campus Recreation Tournaments; Ultimate, Co-ed Volleyball, Co-Ed Soccer, Men’s and Women’s Basketball & Men’s Cricket – total of 43 different College/University Teams attending
- Attended 2016 OCCCR Student Leadership Conference with 6 UTM Student Leaders
- Increased staffing to satisfy the needs of the Fitness Centre and High Performance Centre
- High performance training for UTM Eagles teams, Varsity Blues Football and outside competitive sport teams has increased revenue
- Host site for 2016 Canadian Senior Weightlifting Championships and 2016 Open Championships – excellent performance by UTM student athletes
- Increased personal training and strength & conditioning services to an all-time high, producing increased revenues
- Additional instructional classes offered included Wen Do self-defence for women
- Participated in the Mississauga Marathon and CIBC Run for the Cure events

- High Performance/Elite athletes utilizing the RAWC facilities; Woman’s Canadian National Basketball team, Canadian National Men’s Wheelchair Basketball team, NHL Players
- Employed more than 400 part-time staff including 15 work study students
- Summer Sports Camp fully subscribed, with the most popular being the Leadership Camp. Additional Leadership and Mini Camps added in 2016
- Continued partnerships with Forensics and French Departments on Campus
- Pool programs increasing in popularity among students. Women’s Only and adult learn to swim are most popular. Masters competitive program also popular with students
- Children’s lessons continue to generate revenue and employment opportunities for students
- Improved field maintenance including new team benches, enclosures and bleachers at North Field
- Replacement of TV monitors in Fitness Centre
- Extensive pool remediation on bulkhead and Headwall
- Ongoing fitness equipment renewal program
- Scheduled renovations on team rooms and Gym A/B flooring and lighting completed

Financial Highlights

The 2016-17 operating plan and budget was designed to maintain and continue to strengthen the co-curricular programs and activities, facilities and services offered by the Department of Physical Education, Athletics & Recreation.

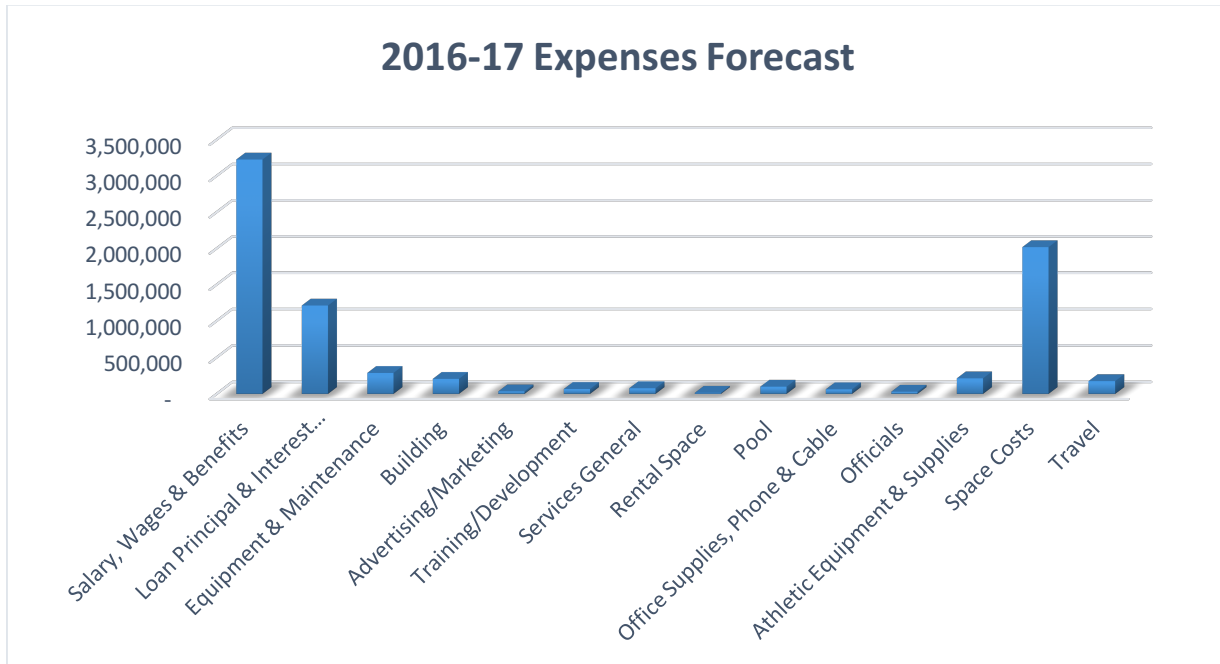


Revenues

Revenues come from a variety of sources including: Student Service Fees, Community Membership Fees, Staff Plan A/B Fees, Locker and Towel Service, Can Fit Pro Courses, Personal Training and Assessments, Intramural Programs, Instructional Classes, High Performance Centre, Basketball Leagues, Summer Camps, Facility Rentals and Tri-Campus support. Most sources are expected to meet or exceed the budgeted amounts with the exception of external memberships which have declined recently due to the parking pass costs and restrictions. Increased revenue from a renegotiated agreement with Trillium Health Partners will extend into the coming years. Rental revenue continues to be strong. A revised tri campus agreement will also have a positive impact on UTM revenue.

Student Service Fees represent 73% of total forecast revenues. The remaining 27% come from the various sources noted above.

Expenses



A significant expense to the department is the cost of its staffing which includes over 400 casual staff working in various capacities throughout the year, the majority of which are students. The cost savings forecast for 2016-17 are due to staff/hiring gaps, vacancies and unexpected absences.

Other significant increases that are expected to exceed budget include space costs and travel. With the introduction of high performance sport on the UTM campus additional expenses, over budget, have been incurred in areas such as Athletics Supplies and Transportation.

Reserves

We continue to maintain the contingency reserve. A reserve is a prudent business practice established to cover the expense of catastrophic failure on one of the major building systems (such as the moveable pool floor, dehumidification system, filtration system, moveable pool bulkhead) and for future upgrades and improvements to ensure that our indoor and outdoor facilities are up-to-date. In the current year we have utilized \$196,000 from our reserves to fund unanticipated costs related to gym lighting, improvements to the membership counter area and an overhaul of the building security system in concert with campus police. It is recommended that a reserve of approximately 10% of the operating expenditures be maintained for these purposes. Our current balance is expected to be \$807,973.

Student Consultations

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

The Governing Council on Athletics: The members of this committee include the President of UTM Athletics Council, 3 appointed members by UTM Athletic Council, 1 undergraduate student, 1 UTM residence student, 1 graduate student, 1 alumna-alumnus, 1 administrative staff, 1 faculty member, Dean of Student Affairs and the Director of Physical Education, Athletics and Recreation. Meetings of the Governing Council took place on November 16, 2016 and December 14, 2016.

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

The Athletic Budget Sub-Committee: This advisory group is comprised of students and staff representatives from the Department of Physical Education and Athletic Council, and a faculty/staff representative. All students are encouraged and welcome to attend. Meetings of the Budget Subcommittee took place on November 23, 2016 and December 7, 2016.

The advisory groups discussed:

- Budget pressures for 2017-18 including space costs, enrollments, new program impacts
- Staffing requirements to meet programming and service demands
- Varsity/High performance sports on this campus

2017-18 Proposal

Proposal to the Quality Service to Students Committee (QSS)

The proposed budget reflects the discussions, consultations and endorsements held with the budget subcommittee and Governing Council on Athletics and is designed to maintain our current program offerings while preparing for additional Varsity sports that will be added in 2017-18 (Men's and Women's Basketball). Changes within the current program offerings will take place to reflect current student needs such as increased opportunities for women, redistribution of recreational/drop in program offerings, and the increased marketing of on campus events that have a positive impact on school spirit.

On the recommendation of the advisory groups, the proposed 2017-18 Athletics & Recreation fee is \$178.71 per UTM-registered or UTM-affiliated full-time student (\$35.74 part-time).

Advice from QSS

On the administration's proposal that the operating plan and budget recommending an increase in the Physical Education, Athletics & Recreation Fee to \$178.71 (\$35.74 for a part-time student) be approved, which represents a year-over-year increase of \$3.51 (\$0.70 for a part-time student) or 2%, the **resolution passed**. QSS's vote on the resolution was as follows:

In favour:	15 (including 9 students)
Opposed:	0 (including 0 students)
Abstentions:	0 (including 0 students)

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	5,307,204	5,636,534	5,571,200	(65,334)	5,813,038
Tri-campus Revenue	116,386	108,000	148,000	40,000	175,000
Fall/Winter Program Fees	276,569	272,921	281,458	8,537	251,877
Membership Fees	473,618	535,057	481,568	(53,489)	483,701
Summer Program Fees	488,725	488,630	537,445	48,815	528,115
Pool Revenues	131,942	141,880	141,880	-	162,760
Service Fees	104,612	81,617	72,147	(9,470)	71,760
Facility Rentals	341,433	329,627	361,549	31,922	364,735
Team Travel Recovery	5,000	5,000	5,000	-	5,000
Total Revenue	7,245,489	7,599,266	7,600,247	981	7,855,986
Expenditures					
Salary, Wages & Benefits	2,987,465	3,337,186	3,225,734	111,452	3,580,816
Loan Principal & Interest Expenses	1,211,367	1,211,367	1,211,367	-	1,211,367
Equipment & Maintenance	250,323	178,922	287,110	(108,188)	157,523
Building	66,198	100,000	206,005	(106,005)	82,000
Advertising/Marketing	47,600	51,232	34,909	16,323	37,000
Training/Development	81,010	74,724	67,038	7,686	47,500
Services General	70,180	62,503	77,883	(15,380)	80,216
Rental Space	21,300	30,000	15,000	15,000	17,000
Pool	79,467	99,000	99,000	-	76,750
Office Supplies, Phone & Cable	56,648	48,473	62,981	(14,508)	61,921
Officials	30,040	30,000	30,000	-	30,000
Athletic Equipment & Supplies	212,645	189,673	213,121	(23,448)	199,454
Space Costs	1,990,761	1,999,946	2,016,922	(16,976)	2,137,414
Travel	125,318	186,240	175,068	11,172	224,680
Total Expenditures	7,230,322	7,599,266	7,722,138	(122,872)	7,943,641
Surplus (Deficit)	15,167	-	(121,891)	(121,891)	(87,655)
Carryforward, from previous year	492,845	-	13,546	13,546	87,655
Transfer from (to) reserve	(494,466)	-	196,000	196,000	-
Carryforward, to next year	13,546	-	87,655	87,655	-

Student Fee (per semester)

Full time	\$ 175.20	\$ 178.71	2.00%
Part time	\$ 35.04	\$ 35.74	

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Reserves, opening balance	509,507	1,151,633	1,003,973	(147,660)	807,973
Transfer from Surplus (Deficit)	494,466	-	(196,000)	(196,000)	-
Reserves, closing balance	1,003,973	1,151,633	807,973	(343,660)	807,973

The University of Toronto Mississauga
Department of Physical Education, Athletics & Recreation
2017-18 Budget
Phys Ed & Athletics Fee Calculation

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	1,722,181	
Average merit/step/ATB increase/decrease for appointed staff	3.50%	
Indexed salaries	1,782,458	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		2,223,616
Casual/PT Salary Expenditure Base (previous year budget)	1,080,695	
Average ATB Increase/Decrease for casual/part time staff	1.25%	
Indexed salaries	1,094,204	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		1,203,625
Indexed Salary and Benefits Expenditure Costs		3,427,240
Subtract the amount of Net Revenue from other sources (previous year)		1,962,732
Add the Non-Salary Expenditure Base (previous year)		2,262,134
Add Occupancy Costs (current year)		2,164,448
Reduce the amount by the proportion of non-student use		26,854
Add the amount attributed from St. George (current year)		-
Cost for UTI purposes		5,864,236
Divide the difference by the projected weighted FTE enrolment(current year)		32,528
UTI Indexed Fee		\$ 180.28
\$ Amount of UTI based Increase (over adjusted fee)		\$ 8.36
% Amount of UTI based Increase (over adjusted fee)		4.86%

Consumer Price Index		
Fee Per Session (previous year)		\$ 175.20
Less: Removal of Old Temporary Fee (2014-15)	-	\$ 3.28
Adjusted fee for CPI		\$ 171.92
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 175.36
\$ Amount of CPI based Increase		\$ 3.44

Combined Fee Increase		
Fee Per Session (previous year)		\$ 175.20
Less: Removal of old temporary fee (2014-15)	-	\$ 3.28
CPI Based Fee Increase	+	\$ 3.44
UTI Based Fee Increase	+	\$ 8.36
Indexed Full Time Fee		\$ 183.72

Proposed Fee	2016-17	2017-18	Increase	
Full Time	\$175.20	\$178.71	\$3.51	2.00%
Part Time	\$35.04	\$35.74	\$0.70	2.00%

Management Report of the Shuttle Bus Service

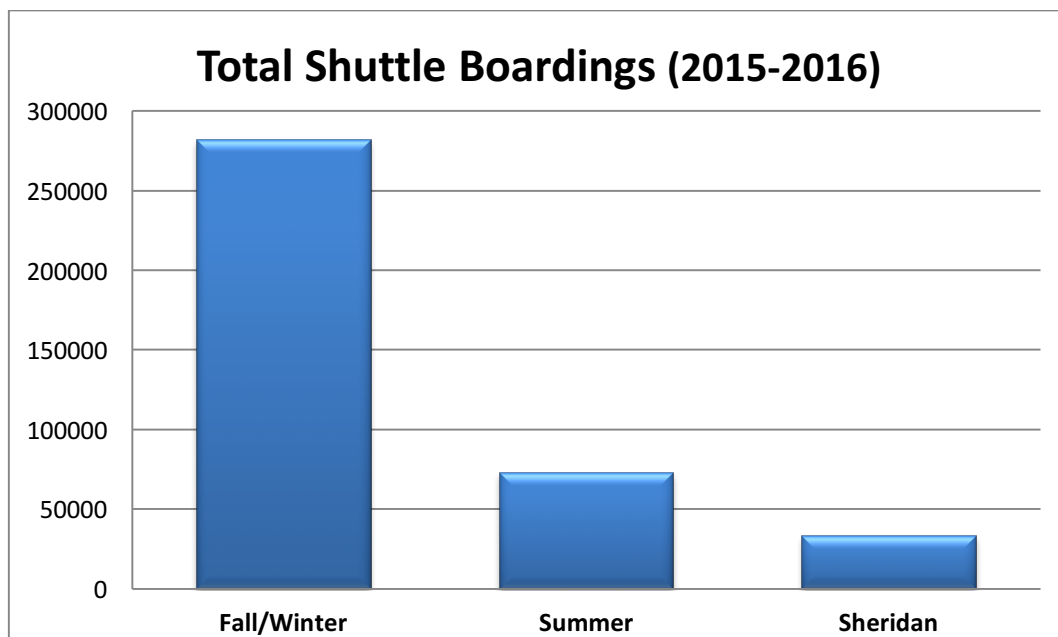
The objective of the UTM Shuttle Bus is to provide safe, cost-effective, customer-oriented transportation for UTM students to and from the U of T St. George campus and Sheridan College, Trafalgar campus. UTM students pay for use of the bus through the student service fee. Non-UTM students and others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

Operational Highlights

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

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

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

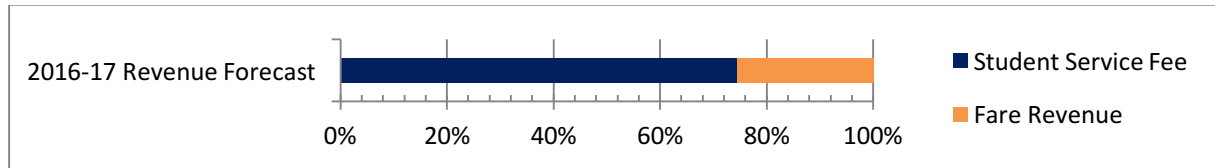


Over the past three years, the Student Service fee has decreased an average of approximately -0.3%, while total ridership usage has increased more significantly in these years, on average approximately, 3.8%.

Financial Highlights

Revenues

Revenues come from two primary sources. The shuttle service portion of the Student Service Fee accounts for 74% of total forecasted revenues. The shuttle service portion for 2016-17, \$46.03 per full-time UTM student per semester, allows unlimited access to the shuttle bus service. The remaining 26% of the revenue is generated from the sale of shuttle bus tickets and passes to non-UTM students, faculty and staff.

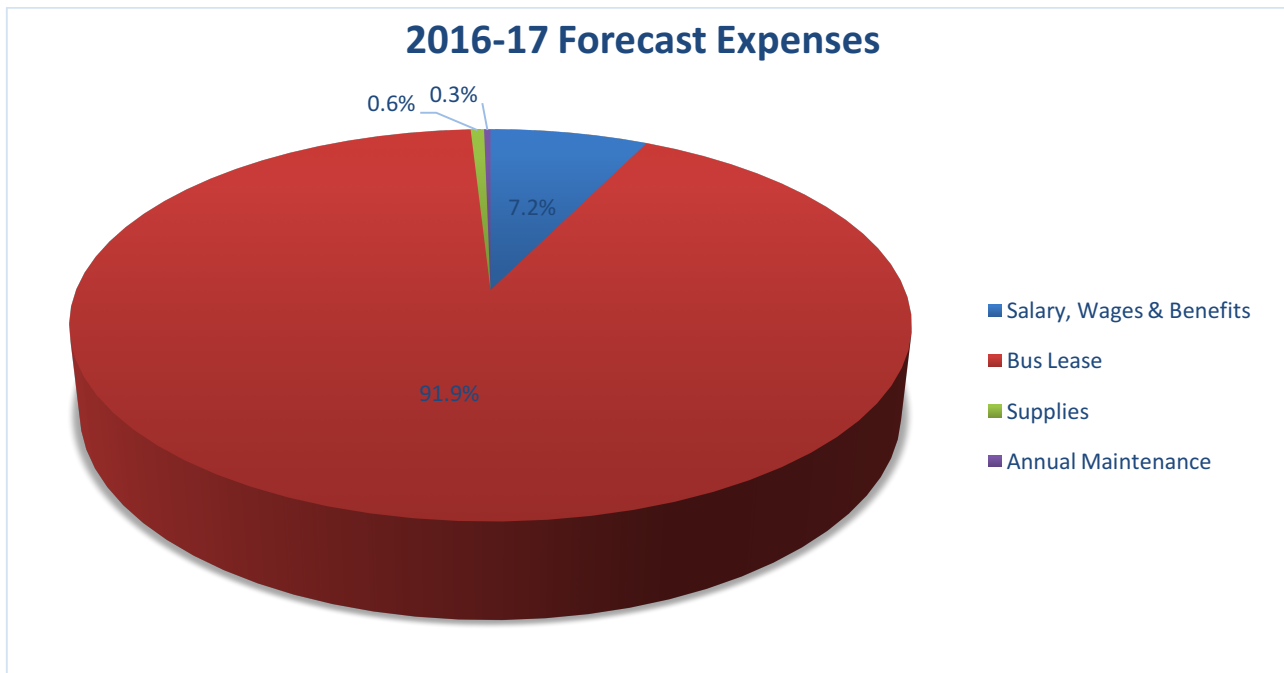


Expenses

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

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

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



Student Consultations

The Shuttle Bus Advisory Group met two times; on Tuesday November 22nd and Tuesday November 29th and was comprised of eight (8) student representatives and four (4) UTM administrative staff from the Parking and Transportation Services office and Business Services.

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

UTM/St. George Service

- The addition of two trips to the reduced service schedule; beginning 2017
 - Depart UTM: 6:55 am / Depart St. George: 7:55 am &
 - Depart UTM: 6:35 pm / Depart St. George: 7:55 pm
- The expansion of Friday evening service during the Regular schedule; beginning January 2017
 - Extend the existing 6:25pm UTM departure / 7:25pm return which currently operates Monday to Thursday service, to include Friday service.

UTM/Sheridan Service

No planned changes.

Other Service Discussions

Enhancements to new shuttle buses were also discussed; this includes the addition of air conditioning, improved suspension, wifi and overhead racks. The need and desire for these enhancements were discussed and the additional cost of these items are incorporated in the budget. Four (4) new dedicated buses with these features are anticipated for 2017.

Please note that the University does not own or operate the shuttle buses used for the shuttle services. Dedicated buses that have additional features however, come at additional costs.

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

2017-18 Proposal

The budget proposes to meet the advisory group recommendations, as noted above, and the administrative needs of the department.

As a result, the proposed Shuttle Bus portion of the Student Services Fee is \$52.06 per UTM-registered or UTM-affiliated full-time student (\$10.41 for a part-time student) or 13.10% increase.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on the each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on the Shuttle Bus, QSS's vote on the straw poll was as follows:

In favour:	14
Opposed:	0
Abstentions:	0

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	1,368,400	1,480,728	1,488,256	7,528	1,693,314
Fare Revenue	499,022	530,000	511,962	(18,038)	519,500
Total Revenue	1,867,422	2,010,728	2,000,218	(10,510)	2,212,814
Expenditures					
Salary, Wages & Benefits	147,537	152,660	149,047	3,613	151,779
Bus Lease	1,793,594	1,850,731	1,898,104	(47,373)	2,004,682
Supplies	8,709	11,000	12,619	(1,619)	13,548
Space Costs	2,400	-	-	-	-
Annual Maintenance	2,585	4,000	6,054	(2,054)	12,159
Total Expenditures	1,954,825	2,018,391	2,065,824	(47,433)	2,182,168
Surplus (Deficit)	(87,403)	(7,663)	(65,606)	(57,943)	30,646
Carryforward, from previous year	122,362	7,663	34,959	27,296	(30,646)
Carryforward, to next year	34,959	-	(30,646)	(30,646)	-

Student Fee (per semester)

Full time	\$ 46.03	\$ 52.06	13.10%
Part time	\$ 9.21	\$ 10.41	

Management Report of the Career Centre

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

Operational Highlights (statistics cover the 2015-16 year)

2016-17 Strategic Directions (set from 2015-16 planning process)

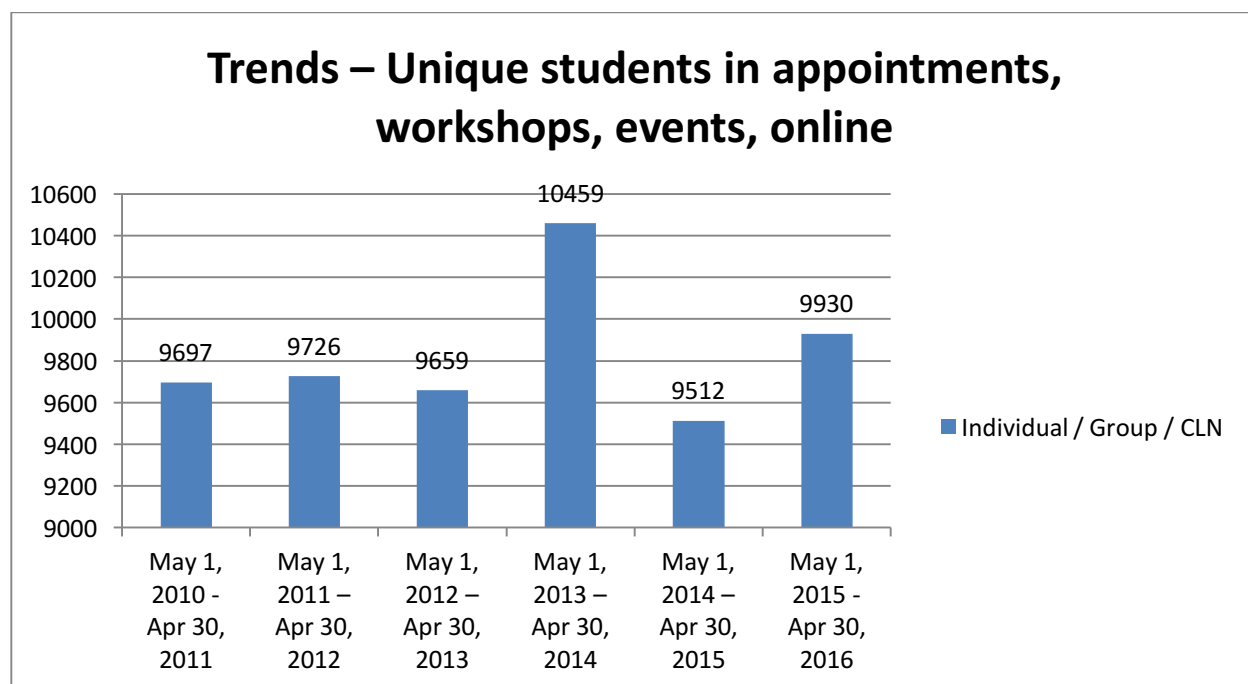
1. Continue to tailor to UTM student needs.
2. Develop intentional strategies to focus on attracting students for career development engagement.
3. Implement a plan for partner engagement, including faculty, staff, student clubs.
4. Implement a plan to ensure CC staff have access to appropriate professional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

In addition, the Advisory Group suggested the following objectives:

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

2015-16 Statistics

- 9,930 unique students participated in “swiped” Career Centre activities (does not include activities where student attendance was not logged e.g. Pop Up shops, majority of website usage, walk in traffic who do not have appointments, some in-class presentations). This number is an increase from the previous year.
- Workshop feedback remained positive: 95% of students were satisfied to very satisfied; 99% of students said they would recommend the session to a friend; 91% of learning outcomes were met, which are similar levels compared to the previous year.
- Individual appointments experienced a slight increase compared to 2014-15. Workshops had a larger increase, due to the number of in class sessions. Event attendance increased.
- Students seen in Outreach was 2,094, an increase over the previous year. Pop ups continued to be popular with students and two were offered with employers. Staff also were invited to give presentations in large classes, which helped increase the Outreach numbers.



Financial Highlights (current year budget vs forecast)

Revenue

Events, Employer Sessions, Grants - variance due to decreased tailored request from academic department and a change in an event that required less sponsorship from employers.

Expenses

Salary, Benefits – variance due to longer than anticipated time for hiring staff

PD, Travel – variance due to higher than anticipated costs for professional certification for career counsellors

Supplies – variance due to higher than anticipated costs for workshop materials caused by higher student registration

Student Consultations

The Career Centre Advisory group met three times during the Fall Term 2016. Nine students, one staff member from Business Services and 2 Career Centre staff members were involved.

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

- Continue to follow the strategic directions of 2016-17
- Tailor programming and services and their accompanying marketing to specific years, programs, industries
- Focus on engaging students as early as possible; e.g. work with PALs and Launch leaders as much as possible; clarify drop in services and value of a career counselling appointment; a little action can have high impact
- Assist students in seeing their possibilities, whether further education or employment by panels, marketing, materials; e.g. ask graduate students to help undergraduates understand what grad school is like
- Provide information in locations where students can be reached easily; e.g. in class, put written information outside the Career Centre, online information

2017-18 Proposal

Proposal to the Quality Service to Students committee (QSS)

The budget proposes to meet the advisory group recommendations and the administrative needs of the department. Central Charges for Tri-campus Services was renegotiated between the UTM Career Centre, the UTSC Academic Advising and Career Centre and the St. George Career Centre.

The proposed Career Centre portion of the Student Services Fee is \$58.52 per UTM-registered or UTM-affiliated full-time student (\$11.70 for a part-time student) or 0.00% increase.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on the Career Centre, QSS's vote on the straw poll was as follows:

In favour:	8
Opposed:	0
Abstentions:	6

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	1,688,519	1,882,584	1,882,584	-	1,903,504
Events, Employer Sessions, Grants	23,093	26,435	20,992	(5,443)	24,525
Total Revenue	1,711,612	1,909,019	1,903,576	(5,443)	1,928,029
Expenditures					
Salary, Benefits & Consulting	1,512,112	1,642,120	1,472,192	169,928	1,890,948
Central Charges for Tri-campus Services	179,936	183,535	183,535	-	109,634
Space Costs	56,039	64,178	64,178	-	69,481
Equipment, Renovation & Technical Services	16,619	19,875	19,202	673	30,600
Telephone	5,767	5,936	6,492	(556)	6,500
Resource Materials	3,779	2,550	3,536	(986)	4,000
Supplies	6,665	8,211	10,790	(2,579)	9,000
Events & Marketing	24,119	27,423	25,708	1,715	23,161
PD & Travel	19,772	20,000	27,530	(7,530)	22,500
Total Expenditures	1,824,808	1,973,828	1,813,163	160,665	2,165,824
Surplus (Deficit)	(113,196)	(64,809)	90,413	155,222	(237,795)
Carryforward, from previous year	260,578	64,809	147,382	82,573	237,795
Carryforward, to next year	147,382	-	237,795	237,795	-

Student Fee (per semester)

Full time	\$	58.52	\$	58.52	0.00%
Part time	\$	11.70	\$	11.70	



Management Report of the Child Care Center

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

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

Operational Highlights

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

- November 2016 - Currently participating in Raising the Bar Peel. A quality initiatives program with a focus on lifelong learning, leadership, mentorship, and reflective practice in child care centres.
- Provided ongoing opportunity for field placements for students in Early Childhood Program Studies at Sheridan College.

ELC – UTM and Campus Collaborative Activities

- Ongoing – Community of Campus – Partnership with Community Living Mississauga and UofT. The ELC hosts a volunteer student from the community on campus program.
- Hosted UTM "Education Minor" students as visitors to our centre for program observation. 16 students visited the centre to document child/teacher interactions for course work.
- Currently hosting 1 UTM student volunteer.
- 2 UTM students employed as casual staff.
- Raised \$259 for the UTM United Way Fundraising Campaign by hosting an ELC art and craft sale.
- Summer 2016 the ELC children and staff were hosted for a full day at the Student Centre.

Financial Highlights

Revenues

2016-17 forecast revenues come from two primary sources. Student Service Fee accounts for 39% of total revenues. The 2016-17 Student Service Fee is \$6.00 per UTM student (full-time), per semester. The UTM Operating Budget contributes 15% of the revenue which

is attributable to the cost of the building capital. The User Fees, account for 33% of the revenue and grants make up the remaining 13%. The Child Care Center currently has 11 children enrolled in 10.4 FTE spaces; 55% are children of student families. The revenue from User Fees is 23% less than budget due to lower than anticipated enrollment.

The Region of Peel’s new Funding and Policy Framework for childcare began to be implemented in 2016, and the 2016-17 forecast includes Peel’s Interim Priority Operating Fund (POF) based on our May 2016 operating capacity of 15.8 FTE spaces. The POF must be used to support the Centre’s operating costs and this year it was used to support our staffing costs. The Provincial Wage Enhancement (PWE) grant received was paid to staff as a one-time only payment. This year the Centre also received Peel’s Special Purpose Funding and this grant was expensed in equipment and maintenance costs.

Expenses

The most significant expense incurred by the Child Care service is the cost of Salary, Wages & Benefits. These expenses are 5% more than anticipated in the budget as a result of the Provincial Wage Enhancement Grant that was paid out to the staff.

An Operating Reserve was established in 2013-14. The reserve is set aside for unexpected increases in expenses such as staff salaries, programming for the children, replacement of major equipment/furnishings used by the children, space costs, or possible changes in legislation, as well as market influences on enrollment which would result in reduced revenue from users. An additional \$21,500 was added in 2015-16, making the total operating reserve at \$55,000 by end of 2015-16. The target for the operating reserve is 10% of annual budgeted expenses, based on the principle used by the University, and is consistent with the St. George ELC. We have built up the operating reserve to the maximum 10% in years where we did not have to increase the student fees, so that there is no additional cost to the UTM Student Fee.



Student Consultations

The Child Care advisory group met on November 21 and 28, 2016 which included 2 students, 2 staff Child Care staff members and 2 staff from Business Services.

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

2017-18 Proposal

Proposal to the Quality Service to Students committee (QSS)

The Child Care budget proposes the following in response to the advisory group recommendations:

- User fees based on 13.2 FTE (3.0 toddler + 9.2 preschool spaces).
- Assumes 1.5% user fee increase for faculty, staff and students starting May 1, 2017.
- Maintain same level of staff as 2016-17 budget year.

As a result, the proposed increase to the Child Care Center portion of the Student Service Fee is \$6.27 per UTM-registered or UTM-affiliated full-time student (\$1.26 for a part-time student) or 4.50% increase.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on Child Care Support, QSS's vote on the straw poll was as follows:

In favour: 6
Opposed: 6
Abstentions: 2

Comments related to this item suggested that the amount within the Student Services Fee budget associated with child care support (approximately \$193,117 net cost for fee purposes in 2016-17) was not well matched to the few students who had children enrolled in the Early Learning Centre on campus (five students with six enrolled children as of early winter 2017). Members agreed to reconvene the Child Care Support Advisory Group so that alternatives could be further explored.

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
User Fees	215,539	209,445	162,136	(47,309)	191,782
Student Service Fee	260,005	193,117	193,117	-	203,859
Provincial Wage Enhancement (PWE) Grant	-	-	17,020		-
Peel Priority Operating Fund	25,251	-	40,242	40,242	30,000
Peel Region Special Purpose Funding	-	-	4,294	4,294	-
UTM Subsidy of Building Capital	75,514	75,514	75,514	-	75,514
Total Revenue	576,309	478,076	492,323	(2,773)	501,155
Expenditures					
Salary, Wages & Benefits	321,692	344,829	361,393	(16,564)	333,552
Direct Rate Subsidy	2,997	3,000	3,000	-	3,000
Building Capital Cost	75,514	75,514	75,514	-	75,514
Program Expense	35,949	45,000	39,806	5,194	40,000
Occupancy Cost	79,631	85,094	85,094	-	87,966
Maintenance & Parking	15,698	15,000	9,795	5,205	10,000
Total Expenditures	531,481	568,437	574,602	(6,165)	550,032
Surplus (Deficit)	44,828	(90,361)	(82,279)	(8,938)	(48,877)
Carryforward, from previous year	107,828	90,361	131,156	40,795	48,877
Transfer to Operating Reserve	(21,500)	-	-	-	-
Carryforward, to next year	131,156	-	48,877	48,877	-

Student Fee (per semester)

Full time	\$ 6.00	\$ 6.27	4.50%
Part time	\$ 1.20	\$ 1.26	

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Operating Reserve, opening balance	33,500	55,000	55,000	-	55,000
Transfer from Surplus (Deficit)	21,500	-	-	-	-
Operating Reserve, closing balance	55,000	55,000	55,000	-	55,000



Management Report of the Family Care Office

Re: 2017- 18 University of Toronto Mississauga Student Services Fee

The Family Care Office (FCO) is a service that provides guidance, information, referrals, educational programming and advocacy for the University of Toronto community. We serve students, staff, faculty, post-doctoral fellows and their families with any family care related issue. The FCO has always emphasized an inclusive definition of family.

Programming, Appointments and Outreach in 2016 - 17

Winter 2016

Programming:

Time Management Webinar for Students on February 9

Developing Your Career While Raising Your Family February 25

Mindful Discipline Workshop on March 22

Fall 2016

Orientation:

Welcome Day/ Resource Fair - Aug. 30 (20 students)

Welcome Event UTM Family Residence – Sept. 3 (4 students)

UTM Family Residence BBQ – Sept. 21 (4 student families)

Outreach Tabling – Oct. 20 at the Communications Culture & Technology Bldg. (2 students)

Programming:

Life Management Series (LMS): Healthy Habits Webinar

Online Chat Series Oct. 25, Nov. 22 and Dec. 6

In 2016, 19 UTM students participated in FCO workshops / webinars.

Winter 2017

Programming:

Helping Children Cope with Separation and Divorce (Webinar) – January 13

Planning for Pregnancy and Beyond (Webinar) – January 23

Elder Care: Alzheimer's Disease – January 26

Online Chat – February 7

Baby and Toddler Talks: Parental Resilience (Webinar) – February 24

Communication in Family Life – March 6

LMS: Stress Management (Webinar) – March 22

Information Session with staff at Health and Counselling to educate staff about the referral process for students with family responsibilities. Date to be confirmed.

Appointments:

We continue to offer office hours on the UTM campus every 6 weeks for students, staff and faculty to meet with a Family Care Advisor to address their child care, elder care and balance work/study and life issues. In 2016 the FCO handled 9 UTM student cases. UTM students can also access in person or online a [student peer mentor](#) with family responsibilities who can share valuable tips and candid advice on managing the demands of caring for a family with the responsibility of meeting academic commitments.

Outreach to UTM Community

The Office hires a UTM Work Study Student (WSS) to assist with outreach for the FCO & ELC. Outreach and advertising onsite office hours, workshops and groups has been done through the Office of Student Affairs, Early Learning Centre, UTMSU, UTMAGS, Student Housing and Residence Life, Human Resources, and through the FCO's social media platforms: Twitter, Facebook and Blog.

Funding

The FCO is funded jointly by the University's operating budget through the Office of the Vice President Human Resources & Equity and the Office of the Vice President & Provost to serve staff and faculty on all three campuses. In addition, the office is funded by St George students through the Student Life fee, and by UTM students through the Quality Service to Students fee (\$3, 539 for 2016-17).

2017-18 Proposal to the Quality Service to Students Committee (QSS)

Student Services fee proposal for QSS consideration is \$3,578 for the 2017-18 budget year. The funding includes the cost of one UTM Work Study Student (WSS) funded at 100% to assist with outreach for the FCO & ELC. The bulk of the work done by the WSS is outreach and advertising of FCO onsite UTM hours, workshops, webinars, groups and services (which includes ELC and other child care options).

[Child Care Reimbursement for Extra and Co-curricular Activities](#). The FCO has a small fund of money that is available to assist students with family responsibilities who wish to attend extra and co-curricular activities but are unable to because of child care costs.

The UTM student program is based on the same eligibility criteria as the SGC student program:

- Current undergraduate or graduate University of Toronto Mississauga student
- Expenses must be for child care costs only
- Can only access the fund two times in a term (max reimbursement is \$100.00 per use)
- Only extra and co-curricular activities will be eligible and event must take place locally.
- Courses will not be considered.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on the Family Care Office, QSS's vote on the straw poll was as follows:

In favour:	6
Opposed:	1
Abstentions:	7



Management Report of the International Education Center

The University of Toronto Mississauga International Education Centre (IEC) aspires to be an innovative, collaborative, and globally significant leader in the internationalization of the student experience.

We seek to achieve this through three primary goals:

Goal One: Assist our students in internationalizing their degree at home to broaden their global perspective;

Goal Two: Strengthen the transition experience of our international students to help them meet their goals;

Goal Three: Engage more of our students in international opportunities abroad to enhance their personal growth, educational experience, and professional opportunities.

Operational Highlights

Informed by research, assessment, and best practice, the IEC's programs, services, and staff, prepare students for success in an interconnected world on campus, and beyond.

We are committed to achieving this through:

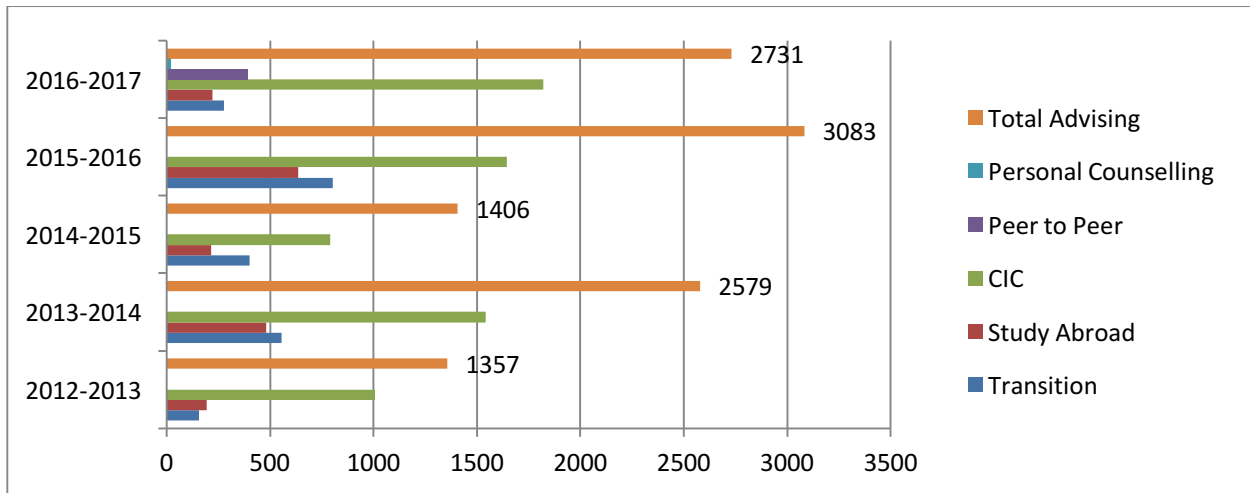
- Immigration advising;
- Student transition support & counselling;
- Peer based approach to community development;
- Transferrable skill development and experiences;
- Intercultural awareness and development;
- Internationalization at home initiatives;
- Study abroad and international opportunities.

Student Advising

Advising students on matters related to Citizenship & Immigration Canada (e.g. study permit renewals, post-graduation work permits, permanent residency, etc.), Study Abroad, University Health Insurance Plan, and Service Canada matters (e.g. Social Insurance Number, Individual Tax Number, etc.) continues to be the primary service to students provided by the International Education Centre. Advising for 2016-17 combined is projected to surpass 4000 individual appointments, which reflects a year over year increase of 26%

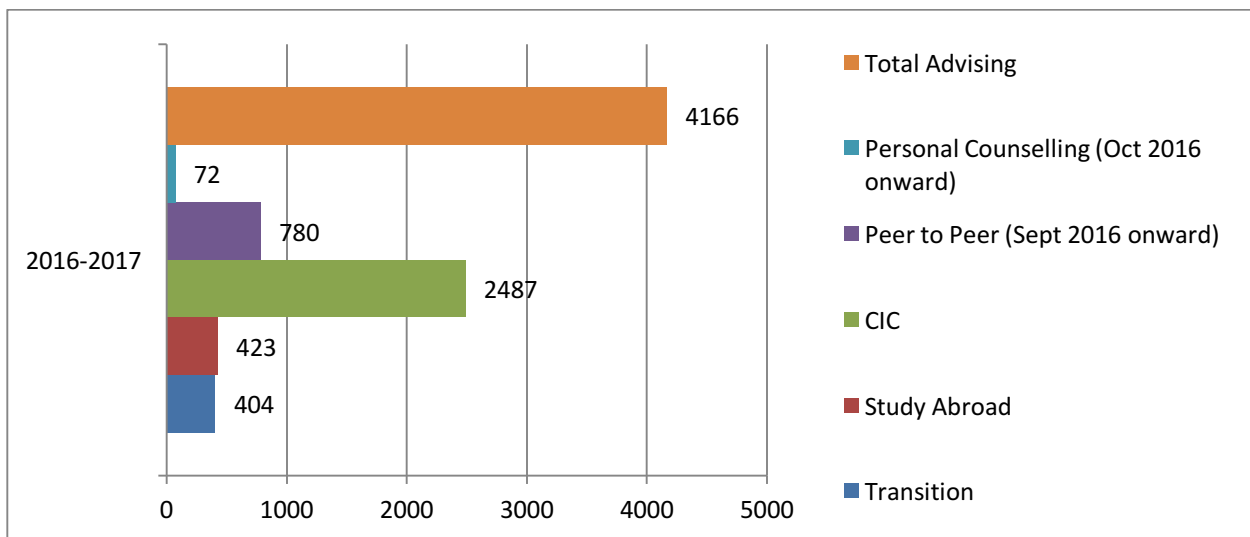
from 2015-16, with the bulk of the increase focused around Citizenship & Immigration Canada related advising.

International Education Centre Advising Appointments by Type (Actuals)



* 2016-17 statistics reflect actuals for May 2016 – November 2016, and do not include December 2016 – April 2017 advising numbers.

International Education Centre Advising Appointments by Type (Projected)



NEW IEC Programming Model

Informed by research and literature in the field of international students, internationalization efforts, and student development theory, the 2016-17 Events & Activities Program was created out of a need to bridge the gap between international and domestic students, prepare international students for success during their years at UTM and beyond, and create opportunities for student engagement and involvement. Data suggests that 56% of international students in Canada report having never made a domestic friend during their

studies and 36.6% note that it is difficult to get to know Canadian students (CBIE, 2014). Similarly, 50% of international students report that they are interested in staying in Canada after their degree is completed with the desire to obtain permanent residency, but only about 33% are successful in doing so (El Masri, Choubak, and Litchmore, 2015).

The IEC programming model operates as a peer-led model, integrating student leadership opportunities at all levels. Initiatives are based around four main themes:

- | | |
|-------------------------------------|-----------------------------------------------------|
| 1) Internationalization at Home | Sharing self with others, intercultural learning |
| 2) Friendships | Bonding around interests, belonging, acculturation |
| 3) Canada: Your Home Away from Home | Understanding Canada, navigating systems, culture |
| 4) Preparing for Life in Canada | Developing skills & experience, permanent residency |

The IEC programming model has delivered 25 programs over from September through November, with 1100 student participants. This reflects an increase in programming of nearly 600%, and an increase in student participation of more than 450%. The remaining months will see the introduction of an additional 52 programs.

IEC Personal Counsellor Pilot

In partnership with the UTM Health & Counselling Centre, the IEC has piloted an IEC Counsellor for the 2016-17 year, one day per week from October – April, 2017. Funded through an external grant, the IEC Counsellor is an internationally experienced professional who specializes in supporting international students, first generation Canadians, and students engaging in international experiences with an opportunity to speak confidentially to a Personal Counsellor about struggles or concerns they may be facing. Early demand and results are strong, as a modest waitlist formed over the first weeks of the role, and an optional measure of mental health was provided to students pre-and post-therapy, which assesses a student's progress on three subscales: *symptom distress* (depression and anxiety); *interpersonal relationships* (loneliness, conflict with others and family difficulties); and *social role* (difficulties in school, home duties). On average, UTM students who have engaged in treatment and concluded with the IEC Counsellor have self-reported a significant improvement in all three subscales, which reflects an overall improvement of approximately 50% from the pre-assessment.

The role also has a limited number of hours to develop and deliver mental health awareness and prevention programs and campaigns to internationally engaged students, and to educate students, staff and faculty about how to support international student mental health. Embedded within the IEC, the role limits stigma regarding access to professional health services, that students from some cultures may face.

Financial Highlights

Revenues

Revenues for the International Education Centre come from three primary sources. In 2016-17 Student Service Fees account for 76% of total forecasted revenue. The UTM Operating Budget and Other Revenues (e.g. funding to support the delivery of the University Health

Insurance Program and fees collected from students for fees related to some programs) combine for 24% of the forecasted revenue. The 2016-17 Student Service Fee is \$14.95 per UTM student (full-time), per semester, and \$2.99 per UTM student (part-time), per semester.

Expenses

The most significant expense incurred by the International Education Centre service was *Salary, Wages & Benefits*. These costs relate to International Education Centre professional staff and students who advise students on service related matters, assist in the delivery of service related co-curricular programs, services, & initiatives, and manage, prepare & monitor the budget. *Programming*, the second largest expense category is projected to come in over budget as a result of the new IEC programming model, and the overwhelming response from students to programming initiatives.

Student Consultations

The International Education Centre (IEC) hosted two Advisory Group meetings on November 24th and November 30th, 2016, and the IEC solicited feedback from students via survey, and tabling throughout the month of November.

The Advisory Committee saw participation from 8 unique student participants from multiple stakeholder groups (e.g. UTMSU, UTMRC, UTMAGS) and 156 additional unique students (90% undergraduate, 10% graduate students) provided feedback in person or via survey. The key themes that emerged to improve the services:

1. Improve access and create efficiencies for increased advising for both undergraduates & UTM affiliated graduate students in the areas of Citizenship & Immigration Canada and Personal Counselling advising;
2. Increase programs and workshops through a graduate international student orientation, the introduction of organized co-curricular travel experiences within Canada, more off-campus and international field trips. Additionally, two-thirds of all survey respondents indicated that they would have attended events if they were offered during times they could attend (e.g. offer programs more than once, on different days, and times);
3. Inter-cultural learning and skill development, and generally learning more about cultures other than one's own, were identified as the third highest need amongst survey respondents.

2017-18 Budget Proposal

The 2017-18 budget proposes the following in response to the International Education Centre's student consultations:

1. Improved Access & Efficiencies for Advising
 - i. Introduction of a full-time continuing staff position to coordinate front office operations, triage student advising inquires, and respond to immigration inquires not subject by law to be delivered by a certified immigration advisor (e.g.

- directing to appropriate Citizenship & Immigration Canada websites, policies & applications, updating registered study permit expiry dates, etc.), which will allow the International Student Immigration Advisor to focus specifically on regulated immigration advising;
- ii. Increase awareness and access to post-graduation work permit, and permanent residency advising to UTM affiliated graduate students, through targeted group advising workshops and promotional activities.
 - iii. Explore alternative funding opportunities such as grants, or project funds, to continue or expand IEC Personal Counsellor pilot project.
2. Increased Programs & Workshops
- i. Introduction of two short-term co-curricular Canadian experiences (e.g. Atlantic Canada & Quebec), to develop an understanding of Canadian culture, diversity, and experiences;
 - ii. Introduction of an international graduate student orientation to learn about services specific to the population (e.g. UHIP, Permanent Residency advising, working in Canada, etc.) and to build a sense of community;
 - iii. Increase the number total program offerings, while also offering select, high demand programs on multiple days and times.
3. Inter-Cultural Learning & Skill Development
- i. Introduce a comprehensive inter-cultural learning & skill development model for UTM;
 - ii. Develop and facilitate training and development workshops on inter-cultural learning & skill development, to prepare students for success in an interconnected world on campus, and beyond;
 - iii. Expand the number of opportunities for students to meaningfully engage with individuals from cultures other than their own, through organized events and reflection activities.

The 2017-18 budget proposal includes an increase in professional staff (e.g. front desk coordinator), and additional student staff, under *Salaries, Wages & Benefits*, and an increase in *Programming* to support the expansion of initiatives. These changes will allow the International Education Centre the capacity to achieve the above-mentioned objectives. Additionally, the *Operating Reserve* will be applied to the International Education Centre Fee, to reduce the total student service fee required to achieve this budget.

The proposed International Education Center portion of the Student Services Fee is \$17.09 per UTM-registered or UTM-affiliated full-time student (\$3.42 for a part-time student) or 14.31% increase.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on the International Education Centre, QSS's vote on the straw poll was as follows:

In favour:	14
Opposed:	0
Abstentions:	0

Canadian Bureau for International Education. (2014). World of Learning: Canada's Performance and Potential in International Education. Ottawa: CBIE. Retrieved from:
<http://net.cbie.ca/download/CBIE%20Flagship%202014%20E%20-%20WEB%20RES%20final.pdf>

El Masri, A., Choubak, M., & Litchmore, R. (2015). *The Global Competition for International Students as Future Immigrants: The role of Ontario universities in translating government policy into institutional practice*. Toronto: Higher Education Quality Council of Ontario.

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	416,199	480,999	480,999	-	555,973
Operating Budget	143,119	143,119	143,119	-	143,119
Other Revenues	39,316	15,000	11,860	(3,140)	12,000
Total Revenue	598,634	639,118	635,978	(3,140)	711,092
Expenditures					
Salary, Wages & Benefits	442,222	560,947	518,735	42,212	717,304
Supplies	2,004	1,500	2,287	(787)	1,500
Programming	18,446	32,500	40,665	(8,165)	50,000
Equipment & Software	6,528	2,500	5,456	(2,956)	2,500
Telecommunications	2,918	2,500	2,127	373	2,500
Space Costs	21,038	24,066	24,066	-	26,055
Professional Memberships & Development	26,331	20,850	18,733	2,117	22,000
Other Expenses	1,251	1,500	528	972	-
Total Expenditures	520,738	646,363	612,597	33,766	821,859
Surplus (Deficit)	77,896	(7,245)	23,381	30,626	(110,767)
Carryforward, from previous year	9,490	7,245	55,408	48,163	78,789
Transfer (to) from operating reserve	(31,978)	-	-	-	31,978
Carryforward, to next year	55,408	-	78,789	78,789	-

Student Fee (per semester)

Full time	\$ 14.95	\$ 17.09	14.31%
Part time	\$ 2.99	\$ 3.42	

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Carryforward, from previous year	-	31,978	31,978	-	31,978
Transfer in (out)	31,978	-	-	-	(31,978)
Carryforward, end of year	31,978	(31,978)	(31,978)	-	-



Management Report of Student Life Initiatives

The Centre for Student Engagement is funded through multiple sources, and provides a broad range of student services and supports, which include the services funded under the Student Life Initiatives

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

Operational Highlights

The University of Toronto Mississauga Student Life initiatives and Handbook & Communications lines, provide service to students in the following areas:

- Supports for Recognized Student Organizations (e.g. elections, constitution development & renewal, audits, room & table bookings, etc.);
- Coordination of the UTM Co-Curricular Record programs & database (e.g. UTM CCR Local Evaluation Committee, UTM CCR Student Organization Sub-Committee, etc.);
- Co-curricular leadership skill development & mentorship programs (e.g. Leadership Bootcamp, utmLEAD, Alumni Mentorship Program, Human Library, etc.).

Financial Highlights

Revenues

Student Service Fees for Student Life Initiatives in 2015-16 were \$5.94 per UTM student (full-time), per semester, and \$1.19 per UTM student (part-time).

Expenses

The most significant expense incurred by Recognized Group and Co-Curricular was *Salary, Wages & Benefits*. These costs relate to professional staff, students who advise students on service related matters (e.g. student organization table bookings), assist in the delivery of service related co-curricular programs, services, & initiatives, and manage, prepare & monitor the budget. The second major expense, *Programming* relates to co-curricular leadership skill development & mentorship programs, promotion of the Co-Curricular Record, and programming & financial support for recognized student organization activities.

Student Consultations

Student Life Initiatives hosted two Advisory Group meetings on November 22nd and November 28th, 2016, and solicited feedback from students via a student user survey, tabling and web form throughout the month of November. 13 students engaged in Advisory Group consultations from a variety of stakeholder groups (e.g. UTMSU, UTMRC, UTMAGS, etc.), and 106 students provided feedback in person or via survey. A supplemental Advisory Group on support for faith based recognized student organizations was held on November 29th, 2016, where eight students provided feedback. The key themes that emerged from the feedback and consultations were:

1. Increased graduate student co-curricular programs and services, with a focus on graduate specific initiatives, graduate & undergraduate student mentorship opportunities, and consolidation of activities available to graduate students to be promoted intentionally to the professional graduate and research affiliated graduate students at UTM;
2. Increased presence of student organizations and student organization activity on the Co-Curricular Record, including the introduction of multiple sub-groups to support the increased volume of proposals from student organizations and student staff to directly support student organization proposals;
3. Increased support to student organizations engaging with faith leaders in the community, through the introduction of a UTM Chaplain's Association, and an increased focus on facilitating faith, inter-faith, spirituality and mindfulness based co-curricular programs to engage students broadly around spiritual wellbeing.

2017-18 Budget Proposal

The 2017-18 budget proposes the following in response to the Student Life Initiatives student consultation recommendations:

1. Graduate Student Programs & Supports
 - i. Development & co-facilitation (e.g. in partnership with UTMAGS and/or various campus services) of graduate student specific co-curricular programs, to foster a sense of community, leadership & mentorship at UTM (e.g. Speaker series, graduate student off-campus social activities, etc.);
 - ii. Creation of a graduate student specific website and resource (e.g. listserv, mobile application, etc.) to establish awareness of UTM Student Services and activities available to graduate students at UTM and St. George Campus;
 - iii. Establish opportunities for graduate students to mentor undergraduate students interested in research (e.g. forums for graduate students to highlight their research to undergraduate students, etc.).
2. Streamlined Co-Curricular Record Processes for Student Organizations
 - i. Increase the number of Student Organizations recognized under the Co-Curricular Record;
 - ii. Increase the number of Student Organizations activities recognized under the Co-Curricular Record;

- iii. Implement a new Co-Curricular Record sub-committee structure to support themed student organization activity recognition (e.g. academic societies, elected student organizations, student clubs, etc.) that informs the broader UTM Co-Curricular Record Local Evaluation Committee.

3. Faith, Interfaith, Spirituality & Wellbeing Initiatives

- i. Introduction of a UTM Chaplain's Association to support the faith based leader activities lead by faith-based recognized student organizations, which would also provide a support for space & table booking, knowledge of UTM resources, and the potential allocation of space for 1:1 faith based advising;
- ii. Increased programming to support faith, inter-faith, spirituality and mindfulness activity amongst student (e.g. interfaith dialogues, Chaplain's Couch, etc.);
- iii. Creation of a spiritual wellbeing website and resources to establish awareness of multi-use space available for religious & spiritual observances, UTM faith-based recognized student organizations, mindfulness activities & resources and coordinated interfaith programs and initiatives for students.

The 2017-18 budget proposal includes the introduction of additional fall/winter student staff, and introduction of a summer student staff position, under *Salaries, Wages & Benefits*, and an increase in *Programming* to support the expansion of initiatives. The *Operating Reserve* will be applied to the Student Life Initiatives Fee, to reduce the total student service fee required to achieve this budget.

The proposed Recognized Group and Co-Curricular Student Service Fee is proposed as a reduction to \$5.27 per UTM-registered or UTM-affiliated full-time student (\$1.05 for a part-time student) for 2017-18.

Advice from QSS

Prior to consideration of the Student Services Fee request QSS members were invited to provide comment and to vote in straw polls on each subcomponent of the Student Service Fee, to better provide feedback to the department and governance. On the proposal offered on Student Life Initiatives, QSS's vote on the straw poll was as follows:

In favour:	7
Opposed:	0
Abstentions:	7

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Revenue					
Student Service Fee	135,383	191,255	191,255	-	171,439
Total Revenue	135,383	191,255	191,255	-	171,439
Expenditures					
Salary, Wages & Benefits	74,148	153,063	155,531	(2,468)	160,069
Supplies	145	3,500	970	2,530	2,500
Programming	3,235	27,300	29,807	(2,507)	32,300
Equipment & Software	3,085	2,000	2,159	(159)	1,500
Telecommunications	324	500	395	105	500
Space Costs	1,320	1,509	1,510	(1)	1,635
Professional Memberships & Development	957	3,500	3,000	500	4,000
Other Expenses	22	1,000	112	888	-
Total Expenditures	83,236	192,372	193,484	(1,112)	202,504
Surplus (Deficit)	52,147	(1,117)	(2,229)	(1,112)	(31,065)
Carryforward, from previous year	-	1,117	22,294	21,177	20,065
Transfer (to) from operating reserves	(29,853)	-	-	-	11,000
Carryforward, to next year	22,294	-	20,065	20,065	-

Student Fee (per semester)

Full time	\$ 5.94	\$ 5.27	-11.28%
Part time	\$ 1.19	\$ 1.05	

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

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2016-17 Variance	2017-18 Budget
Carryforward, from previous year		29,853	-	(29,853)	29,853
Transfer in (out)	29,853	-	-	-	(11,000)
Carryforward, end of year	29,853	29,853	-	(29,853)	18,853



Advice from the Quality Service to Students (QSS) Committee on the Student Service Fee

Prior to consideration of the Student Service Fee request, QSS members were invited to provide comment and to vote in straw polls on the subcomponents of the Student Services Fee, to better provide feedback to those departments and governance. On the following subcomponents, which do not have formal and distinct budgets, QSS's vote on the straw polls for these proposals were as follows:

Family Care Office

In favour: 6
Opposed: 1
Abstentions: 7

Space Occupied by Student Societies

In favour: 6
Opposed: 0
Abstentions: 8

Student Handbook & Communications

In favour: 7
Opposed: 0
Abstentions: 7

Alcohol Education & Monitoring

In favour: 6
Opposed: 0
Abstentions: 8

Student Service Fee

On the administration's proposal that the operating plans and budgets recommending an increase in the Student Services Fee to \$167.66 (\$33.53 for a part-time student) be approved, which represents a year-over-year increase of \$10.21 (\$2.04 for a part-time student) or 6.48%, the **resolution failed**. QSS's vote on the resolution was as follows:

In favour:	10 (including 4 students)
Opposed:	0 (including 0 students)
Abstentions:	6 (including 6 students)

The University of Toronto Mississauga
Student Services
2017-18 Budget
Student Services Fee Calculation

University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)	2,064,101	
Average merit/step/ATB increase/decrease for appointed staff	3.50%	
Indexed salaries	2,136,344	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		2,665,090
Casual/PT Salary Expenditure Base (previous year budget)	253,321	
Average ATB Increase/Decrease for casual/part time staff	1.25%	
Indexed salaries	256,487	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		282,136
Indexed Salary and Benefits Expenditure Costs		2,947,226
Subtract the amount of Net Revenue from other sources (previous year)		923,999
Add the Non-Salary Expenditure Base (previous year)		2,151,557
Add Occupancy Costs (current year)		1,023,671
Reduce the amount by the proportion of non-student use		-
Add the amount attributed from St. George (current year)		154,289
Cost for UTI purposes		5,352,744
Divide the difference by the projected weighted FTE enrolment(current year)		32,528
UTI Indexed Fee		\$ 164.56
\$ Amount of UTI based Increase (over adjusted fee)		\$ 9.77
% Amount of UTI based Increase (over adjusted fee)		6.31%

Consumer Price Index		
Fee Per Session (previous year)		\$ 157.45
Less: Removal of Old Temporary Fee (2014-15)	-	\$ 2.66
Adjusted fee for CPI		\$ 154.79
Consumer Price Index		2.00%
CPI Indexed Fee		\$ 157.89
\$ Amount of CPI based Increase		\$ 3.10

Combined Fee Increase		
Fee Per Session (previous year)		\$ 157.45
Less: Removal of old temporary fee (2014-15)	-	\$ 2.66
CPI Based Fee Increase	+	\$ 3.10
UTI Based Fee Increase	+	\$ 9.77
Indexed Full Time Fee		\$ 167.66

Proposed Fee	2016-17	2017-18	Increase	
Full Time	\$ 157.45	\$ 167.66	\$10.21	6.48%
Part Time	\$ 31.49	\$ 33.53	\$2.04	6.48%