

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 193 OF**  
**THE UNIVERSITY AFFAIRS BOARD**

**March 15, 2016**

To the Governing Council,  
University of Toronto

Your Board reports that it met on Tuesday, March 15, 2016 at 4:30 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Mr. Andrew Szende, Chair  
Ms Catherine Riddell, Vice-Chair  
Professor Sandy Welsh, Vice-Provost,  
Students  
Mr. Vikram Sainadh Chadalawada  
Ms Lucy Fromowitz, Assistant Vice-  
President, Student Life  
Ms Susan Froom  
Ms Sue Graham-Nutter, (Chair, Campus  
Affairs Committee, UTSC)  
Ms Jenna Leigh Jacobson  
Professor Gretchen Kerr  
Mr. Nykolaj Kuryluk  
Mr. Paul Kutasi  
Dr. Joseph Leydon, (Chair, Campus  
Affairs Committee, UTM)  
Mr. Rhain P. Louis

**Regrets:**

Ms Erin Cicinelli  
Mr. Kawin Ethayarajh  
Ms Sandra Hudson  
Ms Sylvia Mwangi

**In Attendance:**

Ms Beth Ali, Director, Intercollegiate and  
High Performance Sport, KPE  
Mr. Paul Fraumeni, Executive Director,  
Digital Creative Services  
Ms Joan Griffin, Assistant Director, Office  
of the Vice-Provost, Students

Professor Jan Mahrt-Smith  
Mr. John F. Monahan  
Mr. Mark Henry Rowswell  
Professor Elizabeth Smyth

**Non-Voting Assessors:**

Ms Anne E. MacDonald, Director, Ancillary  
Services  
Mr. Desmond Pouyat, Dean of Student Affairs,  
University of Toronto Scarborough (UTSC)  
Ms Meredith Strong, Director, Office of the  
Vice-Provost, Students and Student Policy  
Advisor

**Secretariat:**

Mr. Patrick McNeill, Secretary

Mr. Ridwan Olow  
Professor Nicholas Terpstra  
Mr. Amir Torabi  
Mr. Lawrence Zhang

Ms Suzanne Macintyre, Director Finance,  
Hart House  
Mr. Dale Mullings, Assistant Dean, International  
Initiatives, UTM  
Mr. Steve Moate, Senior Counsel, Office of the  
President

**In Attendance continued:**

Ms Shannon Howes, Manager, Student Policy Initiatives & High Risk

Mr. Mike LeSage, Coordinator, Student Policy Initiatives, Office of the Vice-Provost, Students

Ms Rosanne Lopers-Sweetman, Chief Administrative Officer, KPE

Mr. Richie Pyne, Vice President Internal, Association of Part-time Undergraduate Students

Mr. Jim Webster, Director of Finance, KPE

Mr. Frank Villiva, Supervisor Conference and Events, UTSC

ITEMS 2(c), 5(b), 5(c) AND 5(d) ARE REPORTED FOR APPROVAL AND ALL OTHER ITEMS FOR INFORMATION.

The Chair welcomed members and guests to the meeting. He reminded members that Thursday, March 24<sup>th</sup>, 2016 at 5:00 p.m., was the deadline for administrative staff, alumni, and students to submit an online application to serve as a co-opted member of the Board in 2016-2017. A broad call for applications had been sent in early March.

**1. Academic Presentation: Proposed Policy on Open, Accessible and Democratic Autonomous Student Organizations**

The Chair invited Professor Welsh to make a presentation on the proposed draft *Policy on Open, Accessible and Democratic Autonomous Student Organizations*. A copy of the Vice-Provost's presentation is appended to this Report.

Professor Welsh stated the proposed draft *Policy* was being brought forward to the Board for information and that broad consultation would be continued with student societies, campus groups and students.

A website on student consultations had been created:

<http://consultations.students.utoronto.ca/index.php/consultation-on-policy-on-open-accessible-and-democratic-autonomous-student-organizations-2/>

Professor Welsh provided some background on the proposed draft *Policy* and explained that in 2014, the Provost had recommended the development of two policies in response to the *Report of the Student Societies Summit* – this was the first policy to be presented. She noted that over the years, complaints had been received by the Vice-President and Provost on election issues, fee increases or implementation issues, and potential non-compliance with some society's by-laws. The new *Policy* would provide greater clarity on the terms “open, accessible and democratic”, as used in the *Policy for Compulsory Non-Academic Incidental Fees* and had recommended the creation of a dispute resolution mechanism for members of a student society when a complaint had not been satisfactorily resolved by the student society.

Professor Welsh described the key components of the proposed draft *Policy* and stated that it would not provide any additional power to the Vice-President and Provost; the authority to withhold fees would remain unchanged, as per the current practice.

A handout describing the proposed draft *Policy* was distributed and is also attached to this Report.

In response to a member's series of questions, Professor Welsh and Ms Strong clarified the following:

- over the past five years, no fees had been withheld; the last occurrence was in 2008;
- the Vice-Provost's Office did not post or make available publically a decision to withhold fees; a written decision was sent directly to the respective Student Society;
- the percentage of complaints received by the Provost was not known;
- the number of complaints varied year by year and had depended on the issues that had needed to be considered in a given year (sometimes 5-7; sometimes none); complaints were referred back to the Student Society;
- there would be no difference in how the *Policy* would be applied for Student Societies that were "incorporated"; it would apply to all.

Professor Welsh reminded the Board that the Governing Council had asked the Provost to bring forward a policy following extensive consultation. The final proposed *Policy* would eventually be considered for approval by the Governing Council.

The Chair thanked Professor Welsh for her presentation.

## **2. Operating Plans: Service Ancillaries**

The Chair advised members that the plans included each ancillary's annual operating budget, and described changes to programs and levels of service, categories of users, accessibility, and the applicable user rates/fees. The UTM and UTSC plans were presented to the Board for information in order to provide context for members during the consideration of the St. George Service Ancillaries' Operating Plans and to provide members with relevant information in relation to the Board's responsibility and interest in University-wide campus issues.

### **a) University of Toronto Mississauga**

Members received for information the Operating Plans for the Service Ancillaries at UTM.

Professor Welsh informed members that the operating plans were reviewed by a number of bodies or groups which included undergraduate and graduate students; and faculty and staff. At the University of Toronto Mississauga, these bodies had included the Student Housing Advisory Committee, the Food Service Advisory Committee, the Resident Student Dining Committee and the Transportation and Parking Advisory Committee.

Professor Joseph Leydon, Chair of the UTM Campus Affairs Committee, stated that the plans were approved at their February 4<sup>th</sup>, 2016 meeting and reflected on-going planning and development for a new parking facility and student residence at UTM.

### **b) University of Toronto Scarborough**

Members received for information the Operating Plans for the Service Ancillaries at UTSC.

Professor Welsh informed members that the UTSC operating plans were developed via a consultative process. The Student Housing Advisory Committee, Food User Committee and the Parking Advisory Review Committee had all provided advice and input.

Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, stated that their Committee had a full and engaged discussion – the plans were approved on March 1<sup>st</sup>, 2016. She noted that meeting the revenue target of \$1.7 million was well underway. UTSC would also be planning for much-needed additional campus parking facility and new student residence.

A member asked how the University established its revenue targets with net-income from both students and non-students.

Ms Sue Graham-Nutter explained that targets were set using information gathered from the consultation process as well as from current market condition data. The operating plans also reflected long-term revenue needs to build reserves for future capital projects. Mr. Pouyat added that many of the ancillary services, including those run by students, were based on a profit-based operating model.

### **c) St. George Campus**

#### Presentation: Food Services

The Chair invited Ms Anne Macdonald, Director of Ancillary Services, to make a presentation on food services. A copy of the presentation is appended to this Report.

Ms Macdonald stated the mission of the new Food Services Operation: “To nourish and bring the campus community together, contribute to the culinary culture of Toronto and support the work of innovative and sustainable local food suppliers”.

Ms Macdonald described the master planning exercise that had been undertaken which had included focus groups with students, faculty and staff, consultations with representatives in buildings that house food services (both residential and non-residential) and other key stakeholders; and a campus-wide survey.

Some of the key recommendations were:

- Reinvest in and enhance the residential dining program
- Improve access to retail dining for all
- Engage community in both large and small gathering spaces
- Right-size dining facilities to support programmatic goals and resulting demand
- Create a more efficient infrastructure to deliver dining in a financially sustainable manner

In order to facilitate a new organization structure, Ms Macdonald stated that was important to know that Aramark employees would be offered employment with the University when the Aramark contract ends. The University would also comply with requirements set out by the Employment Standards Act.

A member asked about the uniqueness of the changes compared with other universities in Canada and the USA. Another member asked about the assessment metrics that would be used to measure the success of the changes.

Ms Anne MacDonald responded that the University of Saskatchewan had undertaken a similar approach to food service delivery in 2014 and she would be contacting them to better understand their

experience. She indicated that some USA schools had been examined but noted that most USA food services had used different revenue models.

Ms Anne MacDonald stated that the University would develop measurement metrics but had not utilized such information (i.e. average meals served per day/year) in the past because of the decentralized nature of food services across campus and among Colleges, but that it was important to have such assessment tools available to measure student/staff satisfaction and year-over-year revenue growth.

The Chair thanked Ms MacDonald for her presentation.

#### Operating Plans: Service Ancillaries - St. George

Professor Welsh informed members that consultation on each of the ancillary's plans had occurred first at the local level at which students were involved. The draft plans were then reviewed by the Financial Services Department, whose report was considered by the Service Ancillaries Review Group (SARG), which had included several members from this Board. She thanked the members of SARG for their helpful input.

A member offered some ideas on future reporting out by SARG to the Board.

In response to a member's question, Professor Welsh agreed that improving residence uptake (e.g. conferences, weddings, short-term stays, etc.) over the summer months was important to help build up reserves for future residence renovations and repairs.

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

THAT the proposed 2016-17 operating plans and budgets for St. George service ancillaries, as summarized in Schedule I; the St. George service ancillary capital budgets as summarized in Schedule V, and the St. George rates and fees in Schedule VI be approved, effective May 1, 2016.

### **3. Operating Plans and Fees: Student Affairs and Services, University of Toronto Mississauga**

The Chair referred to the "*Frequently Asked Questions and Answers*" document that was included in the agenda package and invited Professor Welsh and Ms Strong to present on the topic of operating plans and fees.

Professor Welsh and Ms Meredith Strong provided some general comments and description of the approval process established by the University's *Long-Term Protocol on the Increase or Introduction of Compulsory Non-Tuition Fees (Protocol)*.

Ms Strong described the process by which the permanent increase and a temporary three-year increase were calculated and noted the following: the temporary three-year increase lapses after three years, as a portion of the fees collected; the total amount of the temporary three-year increase approved by UAB is expended each year (not spread out across the three years).

The Chair called upon Mr. Richie Pyne, Vice President Internal, Association of Part-time Undergraduate Students (APUS) who had requested and was granted speaking rights under Item 3(a).

Mr. Pyne stated that APUS had represented over 6,000 fall/winter and 14,000 summer part-time students across all three campuses of the University. APUS had expressed its concerns about the UTM Campus Council decisions regarding non-tuition-related fees and the *Protocol* and noted that the proposed fees had been previously rejected by QSS.

Mr. Pyne posed the following questions:

1. Can the University confirm that no new fees were introduced?
2. Was the Protocol followed?
3. Can the University confirm that the fees are compliant and that just CPI and UTI increases were sought?

In the absence of student approval, Mr. Pyne stated that he had felt that the *Protocol* was not clear.

Professor Welsh indicated “Yes” to the collection of questions, and noted she was aware of the issues raised at the UTM Campus Council regarding the *Protocol* and indicated that she and her staff were working on the interpretation of certain elements of the *Protocol* as they applied to this situation. She undertook to report back to UAB on these issues at a future meeting.

Dr. Joseph Leydon, Chair of the UTM Campus Affairs Committee responded that the *Protocol* was followed and that no new fees had been introduced or fees increased. He stated that even though QSS had chosen not to participate in the process there had been considerable consultation with students including meetings with student groups, survey, etc.

Dr. Leydon commented that perhaps the crux of the issue was the difference of interpretation of the role of QSS and the *Protocol's* application across the three campuses.

#### **a) Advice from the Quality Service to Students Committee (QSS)**

Professor Welsh explained that the UTM student affairs and services plan had been considered by the U of T Mississauga QSS Council (the UTM Protocol Body) and its working groups; and UTM's Campus Affairs Committee and Campus Council. The services included the UTM Athletics and Recreation Fee, the UTM Health Services Fee and the UTM Student Service Fee.

Professor Welsh reported that QSS did not meet its quorum requirement for 2015-16 meetings as a result of a refusal by UTMSU to participate. The refusal of UTMSU to discharge its responsibilities under the Protocol did not prevent fee increase requests from moving forward in accordance with the Policy. Therefore, the refusal had been interpreted as a de facto recommendation against any of the increases sought, resulting in the application of the limitations set out in section E.3 of the Protocol.

**b) Plans and Fees**

Professor Welsh reported that, pursuant to the *Protocol*, the UTM administration recommended that the UTM Athletics & Recreation Fee, the Health & Counselling Fee and the Student Services Fee be increased by permanent components and temporary components as detailed in the documentation. The increases had been approved by the UTM Campus Council. The Executive Committee would consider confirmation of the Council's decision at its meeting scheduled for March 29<sup>th</sup>, 2016.

**4. Operating Plans and Fees: Student Affairs and Services, University of Toronto Scarborough**

Members received for information the Operating Plans and Fees for Student Affairs and Services at UTSC.

**a) Advice from the Council on Student Services (CSS)**

Professor Welsh reported that, pursuant to the *Protocol*, the UTSC student services plans had been considered and approved by the U of T Scarborough Council on Student Services (CSS). The plans were also presented at UTSC's Campus Affairs Committee and Campus Council, which had approved the plans and fees. Three proposals for permanent fee increases for Health and Wellness, Athletics, and Student Services were presented to CSS. CSS had endorsed the proposals.

Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, stated that the CAC and CC had a full discussion on the process and had successfully negotiated with the CSS without invoking the *Protocol*.

Mr. Desmond Pouyat, Dean of Student Affairs, UTSU added that the plans and fees represented a robust consultation with CSS and that quorum had not been a problem.

**b) Plans and Fees**

Professor Welsh explained that, pursuant to the *Protocol*, the UTSC administration had recommended that Health and Wellness, Athletics, and Student Services fees would be increased by permanent components as detailed in the documentation.

The increases were approved by the UTSC Campus Council and the Executive Committee would consider confirmation of the Council's decision at its next meeting.

**5. Operating Plans and Fees: St. George Campus and University Wide Services**

Professor Welsh stated that the St. George campus services included Student Life Programs and Services, the Faculty of Kinesiology and Physical Education: Co-Curricular Programs, Services, and Facilities; and Hart House.

**a) Advice from the Council on Student Services (COSS)**

Professor Welsh advised members that the *Protocol on Non-Tuition Fees* provided that the operating plans and fees for the St. George campus services had first been considered by COSS, whose advice

would be conveyed to the University Affairs Board. The St. George campus services include Student Life Programs and Services, the Faculty of Kinesiology & Physical Education: Co-Curricular Programs, Services and Facilities; and Hart House.

Professor Welsh further explained that under the *Protocol*, for a fee increase to be approved by COSS, both a majority of members voting and a majority of student members voting must vote in favour of the increase. In the absence of an advice by COSS, the Governing Council may approve permanent increases at the lesser CPI or UTI, and temporary increases at the greater of CPI or UTI.

Professor Welsh stated that the proposals for Student Life Programs and Services; the Faculty of Kinesiology and Physical Education: Co-Curricular Programs, Services, and Facilities; and Hart House were considered by COSS. In each instance, the student members of COSS had not endorsed the operating plans. Therefore, each of the three units had proposed increases which included a permanent component and a temporary component.

Professor Welsh extended special thanks for the work done by Mr. Eric Schwenger, Chair of COSS and his thoughtful commitment to the task.

#### **b) Operating Plans and Fees: Student Life, St. George Campus**

Professor Welsh noted that in addition to the consideration of the Student Life plans by COSS, each department had its own student advisory committee which advised the unit on levels of services and plans for each year. She referred to the updated cover sheet and noted that the UTI percentage was incorrect on the previous documentation. The UTI percentage was 9.48. This change would not alter the year over year increase sought at COSS or outlined in the motion.

Ms Fromowitz, Assistant Vice-President, Student Life, also expressed thanks to Mr. Schwenger. She reported that the University had secured a major gift that would be announced soon. It would be used to improve student mental health services.

On motion duly moved, seconded and carried

#### **YOUR BOARD APPROVED**

THAT the 2016-17 operating plans and budget for Student Life Programs and Services, as presented in the documentation from Lucy Fromowitz, Assistant Vice President, Student Life, be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$148.38 (\$29.68 for a part-time student), which represents a year over year increase of \$3.09 (\$0.62 for a part time student) or 2.13% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 2% and a temporary increase of 9.48%).



**c) Operating Plans and Fees: Faculty of Kinesiology and Physical Education: Co-Curricular Programs, Services and Facilities**

Professor Welsh stated that, in addition to the consideration of the plans by COSS, the plans had been considered and approved by the Council on Athletics and Recreation, which included a considerable number of students.

Professor Gretchen Kerr, Acting Dean of the Faculty of Kinesiology and Physical Education provided additional background with respect to the proposed operating plans and fees. She stated that KPE was the largest employer of students across campus. KPE had enjoyed a significant increase in participation by students, faculty, staff and other users. There was a growing body of evidence regarding not only the physical benefits of participation, but mental health well-being and positive impact on academic performance.

In response to a member's question regarding the usage of the facilities by UTM and UTSC students for athletics and recreation at St. George, Ms Lopers-Sweetman, CAO stated that in 2015 they had, for example, about 1,000 unique users from UTM (with each of them on average entering our facilities 10 times over the course of the year).

On motion duly moved, seconded and carried

**YOUR BOARD APPROVED**

THAT the 2016-17 operating plans and budget for the Faculty of Kinesiology & Physical Education: Co-Curricular Programs, Services and Facilities, as presented in the documentation from Beth Ali, Acting Assistant Dean, Co-Curricular Physical Activity and Sport, be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$183.52 (\$36.70 for a part-time student), which represents a year over year increase of \$11.27 (\$2.25 for a part-time student) or 6.54% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 2% and a temporary increase of 11.74%); and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$21.29 (\$4.26 for a part-time student), which represents a year over year increase of \$1.31 (\$0.26 for a part-time student) or 6.54% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 2% and a temporary increase of 11.74%).

**d) Operating Plans and Fees: Hart House**

Professor Welsh stated that in addition to the consideration of the Hart House plans by COSS, the plans had been considered and approved by the Hart House Board of Stewards, which included a considerable number of students.

Mr. John Monahan, Warden of Hart House, added that the Finance Committee had also undertaken a rigorous review of the plan, which projected a balanced budget and set aggressive targets. The plan was approved by the Finance Committee and Hart House Board of Stewards. He noted that it was an exciting time at Hart House; a strategic plan process had been underway which included planning for

the 100<sup>th</sup> year anniversary and a renewed fundraising campaign that would be launched. Mr. Monahan added that approximately 40% of UTM and UTSC had used Hart House and participated in its program.

On motion duly moved, seconded and carried

**YOUR BOARD APPROVED**

THAT the 2016-17 operating plans and budget for Hart House, as presented in the documentation from John Manahan, Warden, be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$84.27 (\$16.87 for a part-time student), which represents a year over year increase of \$1.63 (\$0.33 for a part time student) or 1.97% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 2% and a temporary increase of 6.26%); and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$2.59 (\$0.52 for a part-time student), which represents a year over year increase of \$0.05 (\$0.01 for a part time student) or 1.97% (resulting from the elimination of a 2013-14 three-year temporary increase, a permanent increase of 2% and a temporary increase of 6.26%).

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

**YOUR BOARD APPROVED**

THAT the consent agenda be adopted and items on it approved.

### **6. Report of the Previous Meeting: Report Number 192, February 2, 2016**

Report number 192, from the meeting of February 2, 2016 was approved.

### **7. Business Arising from the Report of the Previous Meeting**

There was no business arising from the report of the previous meeting.

### **8. Date of Next Meeting: Thursday, April 28, 2016 at 4:30 p.m.**

The Chair informed members that the next meeting was scheduled for April 28, 2015 at 4:30 p.m.

## 9. Report of the Senior Assessor

### Report of the Advisory Committee to the President and Provost on Preventing and Responding to Sexual Violence

Professor Welsh stated that the President and Provost had received the Report of the Committee and would release their response in April. The Report made 4 primary recommendations:

- Establishment of a Tri-campus centre
- New policy and policy review
- Coordination and updating of training and education
- Periodic review including campus climate survey

Professor Welsh added that the Ontario government had recently passed legislation on sexual violence and sexual harassment, including several new requirements for universities that were very much in line with the Committee's recommendations in the Report; for example, the adoption of a free-standing policy on sexual violence and a regular campus climate survey on incidents of sexual violence.

## 10. Other Business

There were no matters of other business.

The meeting adjourned at 6:29 p.m.

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Secretary

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Chair

March 16, 2015