

# **University of Toronto at Scarborough**



## **Student Services Fee Budget 2003-04 to 2007-08**

**March 6, 2003**

**Submitted by: Tom Nowers  
Associate Principal, Students  
University of Toronto at Scarborough**

**University of Toronto at Scarborough**  
**2003-04 Student Fee Format**  
**CLARIFICATION TO UAB**

**Background**

The University has changed the definition of a full-time and part-time students predicated on a revenue neutral assumption and on a tri-campus basis. The new course enrolment threshold defining a full-time student has been reduced from 4FCE to 3FCE. In addition, the rate at which fees are to be assessed for part-time students has also been changed from 30% to 20% of the full-time fee effective May 1, 2003.

At UTSC, the changes are further complicated by the fact that only UTSC is going tri-semester also beginning May 1, 2003. This means almost all courses are half courses; the year is comprised of three equal 12-week semesters; all student fees will be assessed on a sessional basis, either full or part-time. There is no longer a single summer session fee.

**Clarification**

Given the above changes, the compulsory incidental student fees being recommended to the University Affairs Board are presented in a **transition format**. All fees were calculated based on enrolment assumptions received by the University Planning Office and are displayed first on the former definition of a full-time student then translated as a tri-mester fee as per new policy and definitions.

There are two reasons behind this approach. One was to give the Council on Student Services (CSS) a basis for comparing last year's overall budget with the proposed budget, at their request. The second recognises our inability to forecast, with useful accuracy, enrolment patterns based on past data as we move to a tri-mester system.

Therefore, we propose to collect the full-time fees as indicated and the part-time fees at the new 20% rate beginning May 1, 2003 for all three semesters of 2003-04. UTSC will then track the actual enrolment and make the appropriate and informed adjustments to the 2004-05 fee schedules and our Five-year Plan to achieve the revenue neutral agreement.

Tom Nowers  
Associate Principal, Students  
University of Toronto at Scarborough  
March 6, 2003

**University of Toronto at Scarborough**  
**2003-04 Student Services Fee Budget**  
**University Affairs Board Executive Summary**

The **Office of Student Affairs and Services**, first established on March 1, 1998, currently has three FT employees: the Associate Principal, Students, the Assistant to the AP, Students and the Coordinator of Student Development. This Office will continue to assume overall supervisory responsibility for the services of *AccessAbility*, the Advising, Career and Student Success Centre, Office of the Director of Recruitment and Registrar, Health & Wellness, Physical Education and Athletics, Student Housing and Residence Life, and liaison with five student governments, club recognition and both special event and crisis management. In addition, Student Affairs remains intensely involved in senior management planning for such issues as enrolment expansion and in particular Residence Phases IV and V as well as the implementation of the Student Centre. Initiated in 2001-02, positive space support for LGBTQ and allies will continue to be emphasized. The hiring and deployment of a new Assistant Coordinator of Student Development, on-going student satisfaction research, peer mentoring, preparing for the opening of (and associated moving to) the Student Centre and the ARC as well as the establishment of the Centre for International Students @ UTSC in addition to a renewed advocacy for local presence of equity services, taken together, capture the emphasis for 2003-04. Also base funding is being augmented in support of on-going student leadership training and leadership award and recognition initiatives as well as additional support for both operating and capital reserves for the Student Centre given enhanced service staffing projections – all in the face of significant enrolment growth projections. A new Career portfolio, “Career Plus”, which recognizes co-curricular achievement and relevant employable skill acquisition, is being investigated. The Five Year budget plans have been reviewed and unanimously recommended by all advisory committees for endorsement by the Council on Student Services Finance sub-committee. Students find it a useful and transparent tool for future planning and benchmarking. On Feb.28<sup>th</sup> all budgets received the unanimous approval of the full Council.

The popular **Student Services Enhancement Fund** of \$30,000 will continue to support projects sponsored by a variety of interests within the College as they come before the Council on Student Services for approval. New criteria and clearer guidelines have been implemented.

In 2003-04, the recently re-named and re-organized **Academic Advising, Career and Student Success Centre** will continue to provide academic advising, learning skills seminars, career counselling, employment skills counselling and employment assistance by using a variety of media, new initiatives, and new partnerships to achieve its mandate. Particular emphasis will be placed on inter-departmental partnerships with Teaching & Learning Services, *AccessAbility* Services and the Office of Student Affairs and Services as anticipated by our enhanced 15 Getting Started Days. Significant new human resources in learning skills, career and employment counseling support are being proposed for 2003-04 and received unanimous approval from the Council on Student Services on February 28, 2003.

The **Health and Wellness Centre** is hiring new physicians, nurses and expanding personal counseling. Summer services will be extended consistent with trimester planning. The Health & Wellness Operating plans, which include an 11% increase in fees or \$7.38 for a total fee of \$74.50, received unanimous support from the Council on Student Services on Feb. 28, 2003. There was particular support for personal counselling and nursing, which is generally non-OHIP recoverable. In the absence of adequate space the department is planning to offer services over extended hours until it moves to the Student Centre in the of Spring 2004.

The **Department of Physical Education and Athletics** continues its progressive plan to enhance programmes with a number of capital and programming improvements ranging from air-conditioning the gymnasias to security measures such as mag-locking doors and introducing card swipe access technology. A key priority for 2003-04 is to present a formal building project plan in response to growth, with the advice of recently hired consultants. The 2003-04 full-time fee of \$159.73 includes a proposed 4.5% or \$5.88 increase.... approved unanimously by the Council on Student Services, February 28, 2003.

One of the two former **Operating Reserves** in support of Student Services and the Student Centre has been re-named **Student Centre Operating Fund** and has been augmented by an additional **Capital Reserve** in support of the Student Centre. These form part an integral part of the Business Plan for the Student Centre to buffer enrolment variances and establish a prudent fund for potential shortfalls in operating expenses related to the new Student Centre.

The proposed 2003-04 **Student Services Budget** and related operating plans call for a fee increase of \$16.23 or 10.7% for a total of \$168.60. This fee was approved unanimously by the Council on Student Services. The total increase for 2003-04 across all three primary budgets is \$30.49 or 8.2%. This is \$3.63 more than originally called for in the 5-Year plan. For this, we thank the students.

**University of Toronto at Scarborough  
Student Services Fee Budget 2003-04  
Advice to the University Affairs Board From the  
Council on Student Services (CSS)  
February 28, 2003**

**I. Background**

The Student Services Fee was first introduced in 1993 when the University, faced with severe government cutbacks, was forced to seek agreement from the government to assess fees, separate from tuition, to support certain (non-credit) services to students. Prior to this, some student services had been financed out of the main operating budget whilst others such as Health and Athletics had always been funded separately. All Ontario universities moved in this new direction (in varying degrees) to ensure: 1) that main operating funds were used primarily for the costs (both direct and indirect) of academic credit instruction and research, and 2) the preservation, at an effective level, of a balanced array of student services designed to optimize student success and enrich the quality of student life. In June 1994, the government mandated universities to develop student service fee protocol agreements with their respective student bodies as a means of ensuring on-going accountability and service relevancy to those who pay for these services. This also had the effect of restricting the use of compulsory incidental student fees by reserving them for the purposes for which they were collected without preventing the University from choosing to contribute additional support from its operating budget. The Memorandum of Agreement for a Long-Term Protocol governing compulsory non-tuition related fees was signed July 30, 1996 with the relevant student societies and approved by Governing Council, October 24, 1996. Whilst this Long Term Protocol governs all relevant jurisdictions of the University of Toronto through the Council on Student services (COSS - St. George) it also provided for the creation of corresponding bodies by the councils of colleges and faculties including the UTSC College Council as long as the terms of reference were approved by the student society or societies of the students registered in that college or faculty. At UTSC, a working agreement was in place by the spring of 1995 and College Council approved a revised agreement between the SCSC and the University describing the operational parameters of CSS in November 1997. The current agreement was again revised and approved by the UTSC College Council in November 2001.

The Student Services Fee at Scarborough was first instituted at the rate of \$160.00 per full-time student and the Council on Student Services was established to oversee the use of these funds. The CSS was structured to provide for a majority of student members. A quorum to function was defined as a minimum of nine members, six of whom must be students. In addition, the protocol specified that fee approvals require a majority of students present.

There have been some changes made to the fee structure since its inception. In 1997-98, the portion of the Student Services Fee representing the building occupancy costs of \$47.00 for Physical Education and Athletics was transferred to the Athletics fee of \$92.00 thereby reducing the Student Service fee and increasing the Athletic fee. The Office of Student Affairs at Scarborough was created in 1998. A pro-rated portion of the cost of this office was distributed between the operating budget and the student services fee budget. The budgets of the self-funded units (Health and Wellness and Physical Education & Athletics) now show full costs and are presented for CSS approval separately from the Student Services Fee budget. However, Schedule 1 describing these student services fees, now includes the fee totals for both Athletics and Health and Wellness enabling student members of

CSS to immediately see the total Student Service fees costs they are voting on.

The Council on Student Services at Scarborough is mandated to provide direct advice to the University Affairs Board regarding the approval of budgets of the self-funded units as well as to the kind and level of any other services offered exclusively by the University of Toronto at Scarborough, as they appear on the Scarborough Student Services Fee schedule. It is the joint responsibility of the Director of Student Affairs (St. George) and the Director of Student Services (St. George) and the Council on Student Services (COSS) and informally with the AP, Students (Scarborough), to provide advice to the UAB regarding the attribution of costs from St. George (that portion of the budgets of various other services supported by the fee) as they appear on the Student Services Fee Schedule. Therefore, the fee schedule is a mix of costs directly allocated by the U of T at Scarborough and indirectly attributed via the Offices of Student Affairs and Student Services, St. George. Student approval from CSS for permanent fee increases is required for increases in excess of the “year-over-year rate of inflation” as determined by the Principal and Dean of the University of Scarborough and reflected in the Scarborough budget model or as determined by a calculation of the “UTI” according to the methodology outlined in the Long-term Protocol. CSS also serves as a forum for the discussion of student life issues and a valuable source of advice for the AP, Students.

## **II. New Budget Format, Fee Increases and Enrolment Growth**

2002-03 has been the first year of implementation of the new Five Year budget forecast. This plan has proved useful in establishing benchmarks, expectations and greater clarity for students. The anticipated campus enrolment growth, the advent of the new Student Centre, a broad recognition that current services are almost all under-resourced and severely under spaced - taken together, have set the stage for significant fees increases, first introduced in 2001-02. Students at UTSC want and need greater campus self-sufficiency and enhanced local access to career counselling, employment services, personal counselling, psychiatric services and medical expertise as well as equity access and a move towards local services initiatives which currently exist only on the St. George campus (E.g. ISC at UTSC; LGBTQ at UTSC). This new format provides a long-term context for CSS members to consider as they vote on the each year’s budget. It regularizes budget formats with the student service self-funded units such as Health & Wellness and Physical Education & Athletics, both of which have always planned with five-year forecasts. Of course, every successive Council on Student Services will revisit and revise, in light of current information, the rolling five-year plan on an annual basis.

The 2002-03 Student Service Fee for full-time students was \$152.37. The present budget for 2003-04 proposes a total increase of 10.7% or \$16.23 (per FT) or \$168.60. This represents a FT sessional fee of \$84.30 and a PT fee of \$18.86 at the new rate of 20%. The Five Year plan forecasts this fee stabilizing in 2007-08 at \$181.36 or \$93.18 per session per FT student, representing a further increase of 7.5% over current levels. These increases are primarily a result of a combination of normal salary inflationary factors, phased-in new base funding for front-line student service enhancement as well as sharp increases in building occupancy and operating costs, as a direct result of the expansion into the Student Centre in August 2004. The advent of trimestering at UTSC commencing May 1, 2003 also presents staff/service continuity challenges, which this budget attempts to address.

Enrolment growth, as assumed in this budget, carries a risk. It suggests high revenues on paper and forecasts very real expenditures in staffing. In response, the Five Year plan also allows

for relatively robust operating reserves. The Student Services Operating Reserve is a strategic financial buffer designed to attenuate the risk of future deficits if full enrolment growth, as assumed, is only partially realized.... it is human resource sensitive. The Student Centre reserves (capital and operating) are a similar device to help avert financial failure of the Student Centre since both its operating and capital start-up costs are enrolment sensitive... particularly in the student programming area.

It is intention of UTSC to enter into discussions about the future attributions of costs from St.George. The hope of students at UTSC is to actually reduce their dependence on these services by both investing further in local services and growing entirely new ones e.g. a UTSC Centre for International Students. With only 4.6% of UTSC full time course enrolments at St. George (3-hour round trip away) and no shuttle bus, it is widely acknowledged that meaningful access to St.George services is largely fictional for the vast majority of our students.

### III. Key Financial Assumptions

#### A.

	2001- 02 Foreca st	2002- 03 Budget	2002- 03 Foreca st	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>
--	-----------------------------	-----------------------	-----------------------------	----------------	----------------	----------------	----------------	----------------

#### REVENUES

Self-Funded Fee - Average Enrolment Projections:

Undergraduate Full Time	4,697	4,946	4,942	6,210	6,811	7,316	7,342	7,200
Undergraduate Part Time	1,518	1,599	1,597	2,007	2,201	2,365	2,373	2,327
Summer Headcount	2,671	2,342	2,279	2,573	3,092	3,401	3,661	3,675
Graduate Full-Time	54	54	54	110	147	185	185	185
Graduate Part-Time	1	1	1	-	-	-	-	-

B. **Inflation:** 2%. - Scarborough Budget Model

C. **Salary and Benefits** make up approximately 87% or more of most operating budgets. This budget model assumes overall cost inflation (including non-salary expenses) averaging 6.35% in years 2003-04 and 2004-05 and then dropping to an average of 4% out to 2007-08.

D. **Space costs** as determined by Scarborough and St. George are determined by two factors:

1. Actual space occupied - net assignable square meterage or nasm
2. Annually revised costs per nasm @ 5% annual inflation at UTSC.

E. **St. George Cost Attributions:** inflated by 9.0 % over 2002-03 and then subject to future discussion.

F. **Child Care:** varies from year to year. 2003-04 forecasts a drop from 10 to just 2 children of students in the N'Sheemaehn Daycare.

#### **IV. Five Year Student Services Fee Schedule** (see Schedule 2)

##### **Office of Student Affairs - U of T at Scarborough**

###### **Overview:**

Please refer to organizational chart for Student Affairs and Services in **Appendix A**.

The **Office of Student Affairs and Services** first established on March 1, 1998, currently has three FT employees: the Associate Principal, Students, Assistant to the AP, Students and the Coordinator of Student Development. Currently, there are about 58 staff in 7 distinct departments and 8 direct reports. Although Student Recruitment is an important part of our mandate the rest of our activities across all departments might best be characterized as Retention Services. We foster student academic and personal success in all its dimensions as well as civic engagement, student leadership and social responsibility. We identify as co-curricular not extra-curricular.

#### **THE STUDENT AFFAIRS AND SERVICES MISSION STATEMENT**

**We support student success in its broadest terms -intellectual growth, personal and career development - within an environment that fosters mutual respect.**

This Office will continue to provide effective administrative direction and support to the following areas:

- **AccessAbility Services**
- **Advising, Career and Student Success Centre**
- **Health and Wellness Services**
- **Office of Student Affairs and Services**
- **Physical Education and Athletics**
- **Student Housing and Residence Life**
- **Office of the Director of Recruitment and Registrar, including:**
  - Admissions and Liaison
  - Registration Services
  - Financial Aid
  - Records, Scheduling, Statistics and Convocation
- Preparation and explanation of the Student Services Fee budget
- The medium and long term improvement of student life for both residential and off-campus students
- The encouragement of responsible student government

- Liaison with five student governments, club recognition and both special event and crisis management.
- Creating a positive and supportive environment for students ensuring that their academic, social and developmental needs are assessed and met with the resources available.

Currently there are 62 recognized clubs and other associations. In addition, Student Affairs and Services remains intensely involved in senior management planning for such issues as enrolment expansion and in particular Residence Phases IV and V as well as the implementation of the Student Centre. Initiated in 2003-04, positive space support for LGBTQ and allies will continue to be emphasized. The successful launch of the new web-based resource, **mysuccess**, on-going student satisfaction research, expanded peer mentoring, and the establishment of base funding and space for the UTSC Centre for International Students, the First Year and Senior Year Experience, as well as a renewed sensitivity to students with family care and other equity access concerns, taken together, capture the current emphasis. Also base funding is being augmented in support of on-going student leadership training and leadership award and recognition initiatives as well as both annualized and base support for operating and capital reserves for both the Student Centre and service staffing projections. In its second year, the new format of a Five Year budget plan has been developed which also includes the fee totals for Athletics and Health & Wellness. This enhanced budgetary transparency has been well received by students.

### 1. **Continuing Goals**

The goals of the Office of Student Affairs and Services are evolving and informed by ongoing student and staff input. Currently they embrace:

- Identification and advocacy of issues of broad student concern to inform the future planning of the U of T at Scarborough. E.g. Student Centre, Residence phases IV and V and Arts/Classroom complex
- Identification and advocacy of student issues currently systemic to the U of T at Scarborough and also in its relationship to the central administration of the University of Toronto.
- The empowerment of students in the governance of the U of T at Scarborough
- The facilitation of a co-ordinated and ever-improving first-year orientation
- Individual conflict resolution and/or disciplinary measures (as delegated by the Principal and Dean) in all non-academic areas of student life
- Provision of leadership for new initiatives regarding student success and the enhancement of student retention.
- Introduction and maintenance of new WEB based resources as exemplified by the recent launch of **mysuccess**, providing more user-friendly downloadable forms, club guidelines, special event management processes and the development of on-line academic advising

### 2. **Funding**

- Recognizing the mandate of the Office of Student Affairs and Services extends beyond fee supported services to other university and college-wide responsibilities, the Vice-President and Principal has established a funding formula which limits any future increases to the Student Services Fee budget in support of the proportion of salaries funded by the UTSC operating budget for the Office of Student Affairs, to the allowable rate of inflation. The contribution



of the operating budget is calculated as the shortfall between this inflated fee revenue and the projected salary expenditure, assuming current 0% UTSC non-salary inflation guidelines and pro-rated budget clawbacks (current operating budget contribution is 32.5%)

- Any future additional staffing costs and all non-salarial increases dedicated exclusively to student life, will be funded out of the Student Services Fee.

### 3. Review of 2002-03 Objectives

The approved 2002-03 Operating Plans included the following initiatives:

- Successful re-hiring and deployment of the Director of Recruitment and Registrar. **-Done**
- Re-newed and continued emphasis on Positive space and LGBTQ issues - providing leadership and support.
  - **New renovated space, OTO funding from CSS as well as the Vice-President and Principal; establishment of a high-profile glassed and locked bulletin board; permanent Positive Space banner display in Meeting Place; agreement from Vice-President and Principal to exempt future LGBTQ Resource space from the student space inventory costs.**
- Continued and enhanced Faculty involvement in first year orientation
  - Fall orientation activities realized several improvements to address preparation for the academic experience. 103 faculty members attended a Welcome dinner with 700 new students, followed by question and answer socials organized by academic cluster. Ten faculty members provided Introduction to Higher Education seminars, representing all academic divisions. Also, the annual Principal's Welcome (Open House organized by Student Affairs and Services) improved its emphasis on separate student success transition seminars for parents (350) and for students. Faculty feedback concerning their orientation involvement has been very positive. A successful 'Meet the Staff BBQ' was also well received as was three staff led seminars on Wellness, Financial Management and Academic skills.**
- Follow through on new annual student leadership awards and ceremonies
  - **Formal partnership with the SCSU for the spring Formal/Leadership Recognition evening; enhanced by new presence of Advancement participation and out-reach to SCSU student leaders alumni.**
- Completion of the Student Centre Management Agreement
  - **Completed after extensive consultations and revisions**
- Intensive participation in the Student Centre Implementation Committee
  - **Continuing and successful; resulted in the creation of additional capital funding equivalent to \$300,000 in project mortgage support as well as \$100,000 in annual operating budget support.**
- Continued participation in the Residence Phase IV implementation

- **Continuing detailed furniture choices; project on budget and on time.**
- Phase V Committee re-establishment
  - **Done, continuing with an expectation of submitting a complete project report in this governance cycle.**
- Support the efforts of Physical Education & Athletics to identify a capital project that meets the needs of students.
  - **Continuing, consultants recently hired to help cost initial vision.**
- Full participation in the strategic planning process in the context of enrolment growth, including a re-examination of current organizational links, duties and synergies.
  - **Re-named division: Student Affairs and Services to more accurately portray broad range of responsibilities on UTSC campus – really local “vice-provost, students”.**
- Shared leadership for the proposal of first year retention initiatives.
  - Re-designed Getting Started Days (15) in June in collaboration with Recruitment events to provide 1<sup>st</sup> year students first choice of courses and detailed course registration/intro. to university orientation.
- Continued and improved re-involvement of the faculty in first year orientation
  - **Done; although record numbers of faculty turned out for our 4<sup>th</sup> annual professorial dinner and mix & mingle, sheer capacity issues are forcing us to re-imagine how to orient all new students in limited space.**
- On-going administration of annual student satisfaction research surveys
  - **Done; presented to senior management; will continue.**
- On-going qualitative assessment of student satisfaction - focus groups
  - **Not done due to lack of human resources**
- Continued and improved probationary student outreach programming
  - **Done; but re-evaluation underway due to disappointing student participation**
- Completion of print and web-based materials for Student Affairs.
  - **Partially done; new materials for [ISC@UTSC](#); improvement of [MYSUCCESS@UTSC](#) and [CSS@UTSC](#); lack of space and HR resources limited further progress**
- Follow-up on action items passed by CSS to ensure effective university engagement of student issues.
  - **All issues identified were followed up to conclusions**
- Continue to respond to student life issues and crises as they present themselves.
  - **Continuing; highlight was recent bomb threat**
- Maintain more continuous consultations with the finance sub-committee of CSS.
  - **Done; resulted in timely mid-year decisions in support of the student centre and creation of a new position: Assistant Coordinator of Student Development.**
- Provision of informed advice to the Principal and Dean on issues students

identify as key to their continued satisfaction with educational experience.

- **Done; renewed emphasis on regular meetings and presentations on both student satisfaction research and parent expectation research as well as equity issues such as positive space.**
- To facilitate the successful establishment of a modest home base for international students at UTSC and a “home” for our local WUSC committee.
  - **Done; held successful launch of new space and new roster of committed student volunteers, establishment of base funding and identification of new and permanent space in the Student Centre.**

#### 4. Programs and Initiatives for 2003-04

**Funding:** Apart from AccessAbility Services (Government grant supplemented by operating budget), Registrar’s areas and currently 32.5% of the Office of Student Affairs & Services, all other departments are fully supported by student fees on a self-funded or ancillary basis. No capital projects within the fee funded areas of Student Affairs and Services are eligible for government funding. For example, if we expand athletic facilities, it must be funded in total by voluntary student taxation and the solicitation of advancement gifts.

The popular **Student Services Enhancement Fund** of \$30,000 will continue to support projects sponsored by a variety of interests within the College as they come before the Council on Student Services for approval. New criteria and clearer guidelines have been implemented.

#### **Key Issues and Challenges: Double Co-hort and Growth**

- We are growing physically and simultaneously we are transforming curricularly;
- We are expected to deliver the same quality of educational student experience as any other stand-alone university campus. Space and support must be identified for:
  - Equity offices – Family Care; LGBTQ: Status of Women; Community Safety, Safety Abroad; Sexual Assault and Harassment; AccessAbility; Diversity Office (race relations); Ombudsperson; Aboriginal student advocacy
  - Graduate student facilities and activities
  - A UTSC Handbook
  - Full-service academic, career and learning skill services
  - Investigation of developing a co-curricular career portfolio documenting the experience and skills acquired in educational, volunteer, social and paid employment opportunities.... “*Career Plus*”
  - Full service health and psychiatric/psychological services
  - Expanded full athletic facilities including being a home for at least one Varsity sport
  - Mediation and dispute resolution resources
  - Community-based experiential learning opportunities
  - **It is important to acknowledge that the notion that students at UTSC (33kms. away), can be adequately served by Hart House, the Athletic Complex, First Nations House, International Student Centre, the Career Centre downtown or other St. George-based services, is pure fiction. No shuttle bus system will ever fix**

this.

- **With a younger in-coming age group and far more intrusive parents who hold unprecedented expectations of university performance and duty-of-care, we are in a new areas re:**
  - Risk management particularly as our first year class will be about 1.2 years below the legal drinking age at September 2004 entry
  - Obligation to orient students and parents pro-actively
  - Obligation to re-think our orientation practices with particular attention to pre-registration guidelines and educational planning for all our new students.... not just those who happen to register for SCSU Orientation in September.
  
- **First Year (transition year) Experience**
  - There is a huge volume of research out of the US led by John Gardiner and Betsy Barefoot amongst others, which suggest deliberate strategies of clustering students by academic theme, block registrations with linked courses, FIG's, the effectiveness of for-credit first year seminar courses and the need for leadership at the most senior levels facilitate this change.
  - International conferences on the first year experience are validating U.S. findings that these strategies enhance student retention as well as institutional reputation.
  - Currently 17% of our students are in academic difficulty either suspended (5%) or on academic probation (12%)
  - In 2000-2001, 1,039 academic petitions were filed with the Associate Dean
  
- **Further Intentions and Challenges for 2003-04**
  - Hire, train and acculturate a new Assistant Coordinator of Student Development
  - Hire, train and acculturate a new Assistant to the AP, Students
  - Prepare for the physical move to the Student Centre – in terms of physical, human and financial resources.
  - Work closely with the SCSU to hire and acculturate a new Student Centre Manager
  - Successfully foster the new WUSC refugee outreach
  - Support the implementation of Phase IV residence – August 2003
  - Support the successful move of AccessAbility and Advising, Career and student success services to the ARC - August 2003.
  - Firm up strategies for the local presence of equity offices.
  - Develop meaningful relations with the Scarborough Association of Graduate Students
  - Develop and launch a Parent/Friends website
  - Work with the SCSU and other student societies (SVC, SCAA) to re-design new student Fall orientation to accommodate record new student enrolment.
  - Renewed advocacy for tri-campus AccessAbility funding support
  - Establishment of viable profit centres in the new student centre in consultation with the SCSU
  - Develop retention statistics comparable to our current recruitment tables ... for enrolment management and financial planning purposes.
  - Respond successfully to the impending major change in senior management at UTSC.

- Establish regular tri-campus planning/communications at the level of the Vice-Provost, Students.
- Begin a dialogue with stakeholders about the Senior Year Experience as we forecast a major crunch in graduate and professional school education compounded by faculty retirements.

## **B. Alcohol Education and Food Service Monitoring**

As the University and College maintain primary legal responsibility for both alcohol and food service health and safety issues, there exists a duty to monitor alcohol and food service and ensure compliance with all relevant provincial statutes and regulations. Changes in the City of Toronto health practices, with respect to food handling, has created the necessity of monitoring student food handling practices, developing relevant guidelines and education. Alcohol is of particular concern to the University as an increasing number of students are not of legal age. With the elimination of O.A.C., the need for alcohol education and monitoring will become more pronounced as all-age events become either more common or illegal. Also, studies have consistently indicated that post-secondary student motives and consumption patterns for drinking are different from those of the general population and generally pose higher risks. With this in mind, the University further recognizes that when alcohol use becomes misuse, the scope of related problems is broad, having a profound effect on the academic, personal and social lives of students. The University community accepts its duty of care as an obligation to educate students regarding the responsible and enjoyable use of alcohol, the personal and legal risks of its misuse, its obligation to strive toward effective implementation of pro-active programmes and policies developed for the early detection and intervention in problem alcohol use and its interest in providing for a safe and caring environment wherever alcohol is served on campus.

The aggregate costs for alcohol and food service education, monitoring and follow-up in connection with all events at which students are served alcohol, provided /cooking food or for which students are trained to serve alcohol, are reflected in this portion of the Student Services Fee. Costs for the monitoring and service of alcohol at non-student events are borne by the operating budget of the College. The actual costs for alcohol education and monitoring were derived some years ago and have not changed since. It is also true that the student use of facilities such as the Attic and SVC vary from year to year. A recent study of time allocated to this expense (August 10, 2000) indicated that of the 1863 hours, which comprise the work year, approximately 840 hours were spent on alcohol education and monitoring. The time included:

- Planning, preparation and supervision of licensed events at which alcohol was a major feature, (706 hrs.)
- Intervention and referrals (42 hrs.)
- Licence policy and practices review and development (8 hrs.)
- Review of publications, papers and materials related to alcohol use (72 hrs.)
- Development of materials for education programmes (12 hours)

The salary committed to these purposes approximates \$30,000 with no allocation for overtime or overhead costs for space, office supplies, phone, etc. In addition, approximately \$7,500 in space costs, pro-rated over the year for usage is absorbed by Food & Beverage and not charged to students. As well, costs of refrigeration, cash, dishwasher use and maintenance, carpet deep cleaning and furniture repair are not charged to students. In addition, the new food service monitoring responsibilities are not insignificant. This budget, which has not increased since its inception, is projected to be frozen at current levels through to 2008. Essentially it remains a fixed expenditure regardless of the actual number of alcohol or food events on campus. It also represents compliance with the University need to have accountability if students are to operate alcohol events under the university liquor licence.

It should be noted that Alcohol Education and Food Service Monitoring may (ironically) assume more importance in the future as the average age of first year students is expected to be fully 1.2 years below the legal age for alcohol consumption but the traditional student attitudes towards alcohol consumption as a “right of passage” are not expected to change.

A very detailed report of activities and actual costs in this area (for 2000-01) is available from the Office of Student Affairs and Services.

Based on the current experience and expected changes in the nature of food and beverage operations on campus, the following initiatives are planned for the 2003-2004 year.

- Pilot first phase of social norms education program (developing a meaningful *local* baseline of social attitudes and behaviours) in conjunction with other institutions and Student Life Education Company.
- Secure funding support for continuation of social norms initiative.
- Adapt for local use (UTSC) and distribute materials created by Double Cohort Task Force for incoming students.
- Formalize distribution of materials from research sources to interested departments, groups and individuals via listserv and/or linkage to key web sites.
- Expand the publication and dissemination of cooperative produced materials on issues associated with alcohol and substance use (in conjunction with U of T Police, Handbooks, student newspapers, etc)
- Develop template for student groups interested in organizing events involving food and beverage services in order to speed up approvals and authorizations.
- Develop core background materials for peer educators and maintain inventory of resources in association with Student Life Education Company.
- Create supplementary materials for food handling standards and secure facilities and equipment for student-based food events. Initial goal is to obtain a recognizable, retail counter/cart for bake sale events.
- Through concert and cooperation of student leaders support the development of business and operational standards that will permit student groups to continue enjoyment of licence privileges on campus.

### **C. First Nations House**

Opened in 1994, the mission of First Nations House, located on the St. George Campus, is to

“facilitate the successful experience and completion of Aboriginal students enrolled at the University of Toronto through the provision of student support services to Native students; input on policy and curriculum development programs affecting Native people; liaison and outreach to the Native community; the maintenance of a culturally safe space within the University of Toronto for Native students; and the promotion of Native cultures within the University environment”.

**Program objectives at First Nations House include:**

1. To provide peer support through the provision of a safe and culturally supportive environment for Native students to pursue social, cultural and recreational activities.
2. To provide academic support for students to enable them to plan successful programs of study through counselling, tutoring and the provision of resources.
3. To provide personal support for students to enable them to exercise a positive attitude through gaining proper study skills, life skills and other skills necessary to graduate and have a happy university experience.
4. To provide cultural support for Native students through the encouragement and support of cultural events, programs and the visiting Elders program.
5. To provide a quiet and supportive study environment and tools necessary for the completion of a successful study program, i.e., study space, computers and resource library.
6. To recruit and make accessible university-level programs to Native students.
7. To make the University of Toronto more accessible to the Native community.
8. To increase the number of Native graduates in the Arts and Humanities, Maths and Sciences and Professional Programs at the University of Toronto.

Programs and services include:

- Recruitment of Native students
- Admissions Advocacy
- Academic Counselling
- Personal Counselling
- Arts, Maths and Science Tutoring
- Day-care Referrals
- Library/Resource centre
- Scholarships and Bursaries
- Financial Counselling
- Cultural events and programs
- Elder-In-Residence
- Visiting Elder Program
- Book exchange
- Social and recreational events
- Career Planning and Counselling
- Native student employment
- Peer Recruiting Program
- Bmaadzwiwin Life Path Centre
- Volunteer Tutor Bank
- Native Cultural Awareness Training
- Graduate/Faculty Seminar in Native Studies

- Native Teacher's Science Camp
- Class Room Space for Aboriginal Studies
- Aboriginal Advisory Council
- Aboriginal Awareness Week
- Native Law Student Reception
- Speakers Series
- Native Student Association Elder's Conference
- Eagle's Cry Newsletter
- Drumming Workshops
- Aboriginal Street Youth Educational Opportunity Outreach Project

The 2003-04 attribution of costs to U of T at Scarborough of \$7,446 in support of First Nations House, is derived from the average actual usage of services by Scarborough students as determined from time to time and reported to the Office of Student Affairs, St. George. Current service enhancements include the enhancement of the web site, establishing a fully operational library integrated with the U of T library system, and acquire the resources to set up an appropriate database to collect statistics on Native students at U of T. The attribution represents 2.0 % of the total cost for First Nations House.

#### **D. International Student Centre**

The Mission Statement for the ISC "promotes and supports international education (the two-way flow of students - international students coming to Canada and Canadians working or studying abroad) as well as intercultural interactions and communication. ISC provides accessible, appropriate and culturally sensitive services to international students and assists them in their adaptation to Canada and the academic environment. It responds to the needs of **any** student, Canadian or international, which is challenged by issues of cultural difference. ISC provides information and advice to Canadian students interested in study and/or employment outside Canada. The Centre also offers a welcoming and comfortable facility where all students, individually or in groups, can meet and participate in activities, especially of an international or multicultural nature. Staff serve as consultants to the University community on issues relating to international education and cultural diversity".

Programs and services include:

- Information and referral
- Reception service
- Orientation
- Advice and Assistance
- Health Insurance
- Counselling
- English Program
- Interchange
- Social and Cultural Programs
- Meeting Rooms

Current challenges include a 79% increase in International student enrolment in five years, stricter immigration rules after Sept 11, 2001 and added responsibilities for verifying status of



international students. The ISC has made it a priority to visit the UTSC (and UTM) campus more frequently. The attribution is \$10,120 in costs to U of T at Scarborough in support of the International Student Centre proposed for 2003-04. A recent report indicates actual usage by Scarborough students is quite robust. These students, both international and Canadian, from Scarborough include students enrolled or interested in our International Studies Co-op Program or those looking to pursue international experiential learning opportunities of various kinds. The attribution represents about 1.6 % of the total costs of the ISC.

#### **E. Mediation – St. Stephens Dispute Consultation Services**

This new attribution is a modest cost sharing with St. George for services in dispute resolution previously paid for entirely by Student Affairs, St. George. UTSC has availed itself of these services in 2001-02 and again in 2002-03. As we grow, it is likely these services will be in more, not less demand.

#### **F. Counselling And Learning Skills Service (St. George)**

Located in the Koffler Student Services building near the Career Centre, the CALSS supplements services offered on the Scarborough campus. The two primary integrated services offered are: Counselling/Psychotherapy and Learning Skills. Programs and services include individual, group, and couple counselling; sexual assault counselling and education; a full range of learning skill programs delivered individually and as workshops; performance anxiety workshops; and a Learning Skills Drop-In Centre with a Resource Library. Recent service enhancements include counselling resources for LGBTQ issues, victims of trauma and violence and innovative uses of the internet for engaging students in online learning skills acquisition (e.g. time management, etc).

These services are available to all Scarborough students. They accommodate those who, for scheduling reasons, may find it difficult to access these services on the Scarborough Campus; who may be taking some or all of their courses on the St. George campus or, for confidentiality reasons, may choose to get the assistance from a professional counsellor off-campus.

The attribution for 2003-04 of \$13,902 is based on actual service usage by Scarborough students, as reported to the Office of Student Affairs, St. George. This cost represents about 1.8 % of the full expenditure for CALSS.

#### **G. Handbook: “Getting There”**

First published in 1996, this handbook is a student guide to the University of Toronto profiling services, resources, policies and procedures, maps, expertise and advice as well as a Day Timer. It includes information and resources on all three campuses and is the only student guide representing the “tri-campus” model. Recent discussions with students at both UTSC and UTM have led to a reconfiguring of this publication into re-useable 3-ring half binders with campus-specific inserts updated each year. Accordingly, the 2003-04 attribution reflects the costs of introducing half-binders to all new students and sufficient quantities for student leaders and staff counsellors, front line people, etc. This development is regarded as a major step forward and ultimately should be both more cost effective and of more campus-specific relevance.

#### **H. LGBTQ at UTSC**

After a successful launch of a positive space committee on the UTSC campus, this new modest allocation of costs represents a partnership with the University in further support of a space, programming and normal office operating costs. It has been warmly embraced by the student leadership as an initiative long overdue. The University has also exempted this Office from future space costs charged to the student space inventory in recognition that this office will also serve to address faculty and staff concerns.

## **I. ISC at UTSC**

This new base expense line follows the trial funding provided by CSS over the 2002-03 year. The new ISC at UTSC has been very successful attracting speakers, providing buddies to new international students, responding to inquiries and referrals, maintaining active volunteer support and generally acting as a local home base for international students. Some of the events hosted by the ISC at UTSC in its inaugural year included:

- International Student Orientation “meet & greet”
- Halloween
- Thanksgiving
- Diwali Celebration
- Christmas
- Chinese New Year
- Valentine’s Day
- Skating/Ski Trip
- Language Nights
- Conversation Corner
- Winter Blues Coping Seminar
- UHIP Information Session

In 2003-04, the ISC at UTSC will also act as host and organizational base for the WUSC program for refugee support. As UTSC grows, it is expected that this area will be one of particular growth as we foster local services previously available only on the St. George campus.

## **J. Child Care Services (Scarborough)**

All three campuses support Child Care Services through their student fees. The N’sheemaehm Child Care Centre on campus is non-profit, community-based centre, licensed by the Ministry of Community and Social Services, and run by a Director reporting to a parent Board of Directors with appointees from both the U of T and Scarborough campus. Students at large benefit as both employees and as volunteers accruing experience valuable to early childhood educational careers. Whilst bursaries and financial aid are available to student parents, and parents from the community pay the full direct costs for childcare, the College attributes an abbreviated building overhead cost to the Student Services Fee. This cost is directly proportional to the number of children, of registered students at U of T at Scarborough, cared for at N’sheemaehm. It varies from year to year.

For 2003-04, 2 children of students, out of a total capacity of 54, are scheduled to be cared for (compared to 10 in 2002-03). The attribution is a result of dividing the building occupancy costs (\$41, 299) by 54 (the capacity) and then multiplying by the number of children of students (2), which equals \$1,530.

## **K. Off-campus Housing and Information Services (St. George)**

The Housing Service supports students in addressing their housing concerns and needs by providing access to off-campus accommodation and by providing information in a coordinated approach for the provision of on-campus housing. The Service is responsible for ensuring that all its information and referrals are accurate, complete and delivered to students in a timely fashion. Some of the services include:

- Providing at all three campus housing offices a registry of off-campus rental accommodation for students who prefer this housing option and for those unable to secure space on campus. This registry is also available to U of T students via the Internet once they have their library cards.
- Maintains a stock of housing/housing related publications such as: The Tenant Protection Act, Tenant's Insurance, Rights as a Rooming House Tenant, Pets, Living on a Budget, Off-Campus Housing Check Lists, Temporary Accommodation, Roomer/Landlord Agreements, Transportation, Sublet Agreement Forms, Legal Services/Conflict Resolution, Privacy, Eviction, How to Get Repairs Done, and information on all University of Toronto residences.
- Investigates housing complaints; makes referrals to mediation or legal clinics as appropriate
- Registers housing advertisements free of charge for U of T students who wish to share/sublet housing to students of other post-secondary institutions
- Maintains listings of off-campus housing and residences which meet the needs of students with special needs
- Assists students in subletting their housing over the summer

New for 2003-04 will be the enhancement of the on-line listing service for landlords to 7/24 as well as expanded on-site services hours. For 2003-04, the attribution for this service is \$4,437, which represents about 2 % of the total net cost after revenues.

## **L. Career Centre (St. George)**

Based on proportion of salaries, 42.5% of the Career Centre services are deemed to be generic University-wide services. Extensive consultation with our own UTSC staff consistently underscores the fundamental importance of the Career Centre's effective programming to the success and very viability of the services provided at UTSC.

The Career Centre implemented a new and innovative structure from which services are delivered through the Self Managed Career Development Model. Three work teams – Career Development, Career Resources, and Marketing and Employer Services were established, along with an Information Systems and Training Services and a Career Management Consultant position. From all accounts the new structure is working very effectively and well supports the Tri-campus Career Centres.

### **Marketing and Employer Services**

- Aggressive marketing campaign conducted on behalf of all University of Toronto students and graduates

- Central co-ordination and administration of all employment programs; liaison with and recruitment of employers and sponsors
- Central administration of Ontario Work/Study program
- Development and co-ordinator of Career Information Day
- Government liaison
- Extern program - sponsor recruitment, marketing, co-ordination involving student/sponsor matching, reporting
- Design, conduct, analyse and report on Convocation survey.

- **Career Development**

- Workshop and seminar development shared across campuses
- Materials development shared across campuses
- Consultation: counselling expertise, ideas, issues shared across campuses

- **Career Resources**

- Tri-campus library co-ordination, collection; consultation
- Central Networking program

### **Information Systems and Training Services**

- Central development and enhancement of web-based information & employment listing system for students and employers
- System provides an automated communication tool that links staff on three campuses
- Automated collection and reporting of statistical information
- Tri-campus focus to meet the needs of each campus
- Tri-campus consultation, training, trouble-shooting, problem-solving

### **Director and Associate Director**

- Consultation, advice and support on programming and staffing issues
- Tri-campus planning, goals, vision
- Tri-campus professional development opportunities

In addition to these university-wide services provided to Scarborough through our campus Resource Centre, just over 5 % of the users of the St. George Career Centre are reported to be Scarborough students. **However it should be noted that with the growing investment of career counselling expertise at UTSC, it is expected that as UTSC more fully contributes to the formative tri-campus development of career documentation and program development, this attribution will financially recognize this evolution and reflect lower attribution costs.** For 2003-4 the attribution for all these services is \$110,981 or 4.95 % of total costs.

## **M. Advising, Career and Student Success Centre (UTSC)**

### **Executive Overview**

The Centre supports a holistic philosophy of service recognizing that students present a spectrum

of academic, learning, career, employment and personal needs. It serves students from the time they receive their offer of admission, throughout their university studies, to two years after graduation. The Centre strives to provide immediate service to students whenever possible. Information is placed in a common area for students use, and informed staff help students navigate through the myriad of available resources. Staff refer students to programs, advisors, counselors, peer counselors, special events within the department or to appropriate people elsewhere.

- Focused on a ‘one-stop shopping’ model of service delivery;
- Focused on proactive programming delivered in a variety of ways (in person; printed; electronic) to meet the learning needs and time constraints of our students;
- Focused on ‘just in time’ programming (seminars, programs, events coincide with identified student needs);
- Focused on developing proactive programming for particular student populations (e.g. first year transition; senior year students; students at risk);
- Focused on educating students through teaching life-long transferable skills;
- Focused on collaborative programming and developing partnerships with students, staff and faculty at UTSC (events; workshops; printed materials);
- Focused on working with students (peer counseling programs; student clubs, student government) and is advised by students (Student Advisory Committee; student government; student clubs)

## **Significant Achievements**

### **Career Centre**

June 2002 to January 31, 2003

- ‘Get Started Days’: 21% student participation increase over 2001;
- Developed career ‘on-line self-assessment package’ which has had 1000 hits since launched in September;
- ‘Professional and Graduate School Fair’: largest event of its kind at U of T with 82 institutions participating;
- Outreach: over 400 current students reached from Sept to Dec;
- 29 career counseling workshops to 841 students;
- 28% increase in RGS over 2001-2; 10 GSES orientation to 194 students; processed 200+ applications over 2001-02 number;
- Handled 13,279 inquires at front desk (3628 more than 2001-2);

### **Learning Skills**

June 2002 to October 2002

- 24 learning skills seminars to 359 students (162 students 2001);
- Developed ‘25 Strategies for Students in Academic Difficulty’;
- ‘Get Started Days’: 21% student participation increase over 2001;
- Participated in UTSC ‘High School Conference’ June 1;
- Revisited and revised all printed materials (brochures; study tip sheets);

- Peer counselling initiatives: introduced e-counselling; introduced printed materials to professionalize program (business cards; counselling notes)

### **Challenges**

- Increased enrolment has already made tremendous demands at the direct service information desk that cannot be met by existing staff; situation will be exacerbated by future growth;
- Large population of new students requiring transitional year programming to support their success (retention);
- Double cohort brings particular and compelling needs: this group will find limited access to professional and graduate schools, and a particularly competitive labour market. Our programming needs to be proactive in this regard:
- 12% of students are on probation; another 5% have incurred either a 1 or 3 year suspension

### **Recommendations of the Student Advisory Committee**

- Hire staff as outlined in the 5-year plan adopted by CSS in 2002: Learning Skills Counsellor, Career Counsellor: focus on Employment Programs; Employment Services Clerk. Support positions through start-up costs (OTO funding);
- Develop more proactive programming, particularly focused on the needs of first year students, graduating students, students in academic difficulty;
- Increase base funding to support new staff and the types of programming/initiatives that are needed to address students' needs;
- Invest in professional development of staff to ensure that they are current in their fields and contributing to the body of literature

### **Career Centre Initiatives for 2003-2004**

#### **Made possible by the appointment of a new Career Counsellor: Special Focus**

##### **Employment:**

- Development of a UTSC Network of Graduates
- New seminars and workshops:
- 'Developing a Network'; 'Finding work in the \_\_\_\_\_ industry'; 'Finding Volunteer work to support your employment goals'; 'Understanding your rights in the workplace'; 'Working Abroad'; 'When the perfect job isn't available....?'
- Enhanced 'practice interview' program;
- Materials development: articles to the 'mysuccess' web site; articles for 'The Web' newsletter; new tip sheets and pamphlets for self-study; exercises and handouts for newly developed workshops and seminars; enhancements to the Career Centre Web Site; Enhancements to student side of Career Centre On Line

#### **Made possible by the appointment of the new Employment Services Clerk:**

- Special support to employment programs;
- Trouble-shooting for students on Career Centre On Line;
- Proactive marketing of services/positions to students;
- Enhanced peer counselling program;
- Enhanced outreach to student clubs;

- Enhanced employer contacts (panels; information sessions).

### **Learning Skills Initiatives for 2003/2004**

#### **Made possible by the appointment of the new Learning Skills Counsellor**

- Develop support groups/workshops for students in academic difficulty;
- Develop new seminars/workshops dealing with specific learning skills topics (e.g. Multiple-choice exams; Diagramming; Improving your secondary learning styles etc)
- Develop collaborative learning skills peer counselling program with Teaching/Learning Services;
- Enhance Learning Skills web site; add exercises;
- Development of a 'Navigating Your First Year' brochure to support the transitional year;
- Enhance outreach to faculty to increase referrals to Learning Skills Services;
- Enhance outreach to student clubs; students in Rez

### **N. Space Occupied by Student Societies**

Built into the nature of the Student Services Fee is the financial responsibility for all overhead or building occupancy costs for space occupied by any of the services or student societies. Each year these costs are adjusted according to actual changes in operating costs for those buildings and spaces and the actual square metres occupied. The operating costs of the space comprise four elements:

- Building maintenance and custodial services
- Utilities
- Campus services, including grounds, Police, fire protection
- Facilities and services administration overhead

This section refers only to space occupied by student societies. The space cost for services is shown separately on each service line. At Scarborough, space costs for 2003-04 is \$91.10 per net assignable square metre (nasm). For space costs attributed to Scarborough from St. George, the average rate is about \$86 per nasm. For purposes of calculating the space cost attribution for student societies from St. George, only SAC services and The Independent are deemed to be shared by the three campuses. SAC space includes space assigned to The Varsity and Radio CIUT. Accordingly, Scarborough's attributed space costs account for 2.6% of the total student society space costs on the St. George campus.

The increased costs for Scarborough space is largely a reflection of increased energy costs. The overall dollar increase for student society space as a result of all factors is \$5,004 for 2003-04 or 11%.

### **O. Student Services Enhancement Fund**

The student enhancement fund offers all Scarborough students and organizations the opportunity to propose various projects and initiatives designed to improve the quality of student life. These may take the form of capital improvements, new services or programs. Generally, such

proposals are considered on a one-time-only basis or as seed money for services that, if proven effective, may qualify for on-going base funding from other sources or frequently as part of a partnership with other funding sponsors. Examples of previous projects have included a number of *AccessAbility* projects, student leadership initiatives, support of a variety of student cultural and artistic initiatives, attendance at student conferences, the Multi-Faith Prayer Room, The Clubs' Room renovation, The Learning Fair, LBGTQ initiatives, Black History month, amongst others. New criteria and on-line forms are improving student awareness of these funds.

**P. Student Affairs Initiatives**

This line is located now within the Office of Student Affairs and Services. It represents base funding for student leadership training, awards and on-going Web projects and, at \$12,000, constitutes the bulk of the program budget for the Coordinator and new Assistant Coordinator of Student Development.

**Q. Student Services Operating Reserve**

The rationale for this reserve is in anticipation of annual adjustments to revenues should anticipated enrolment not be fully realized or enrolment patterns change based on the new tri-semester model. For example, it will be used to balance one year of anticipated deficit in the Health and Wellness budget (approximately \$20,000). It also represents the only "growth" money available to all student services especially as we anticipate the costs of moving to new locations in new buildings. If this contingency is not required to meet financial obligations, then it will accrue to future years to abate future fee increases or allocated as students wish.

**R. Student Centre Capital Reserve**

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

**S. Student Centre Operating Fund**

The rationale for this fund is to recognize that the Student Centre operating plans are both very enrolment and retail revenue sensitive. The students of UTSC are concerned that, given the unknown enrolment patterns in a tri-semester model, modest funds be committed to help ensure the Centre's success. In particular the costs of the salary of a Student Centre manager and related programming must also be provided for well in advance of known revenues from retail services. This fund is intended to form an integral part of the overall Business Plan in support of the long-term success of the Student Centre.

Respectfully submitted,

*Tom Nowers*

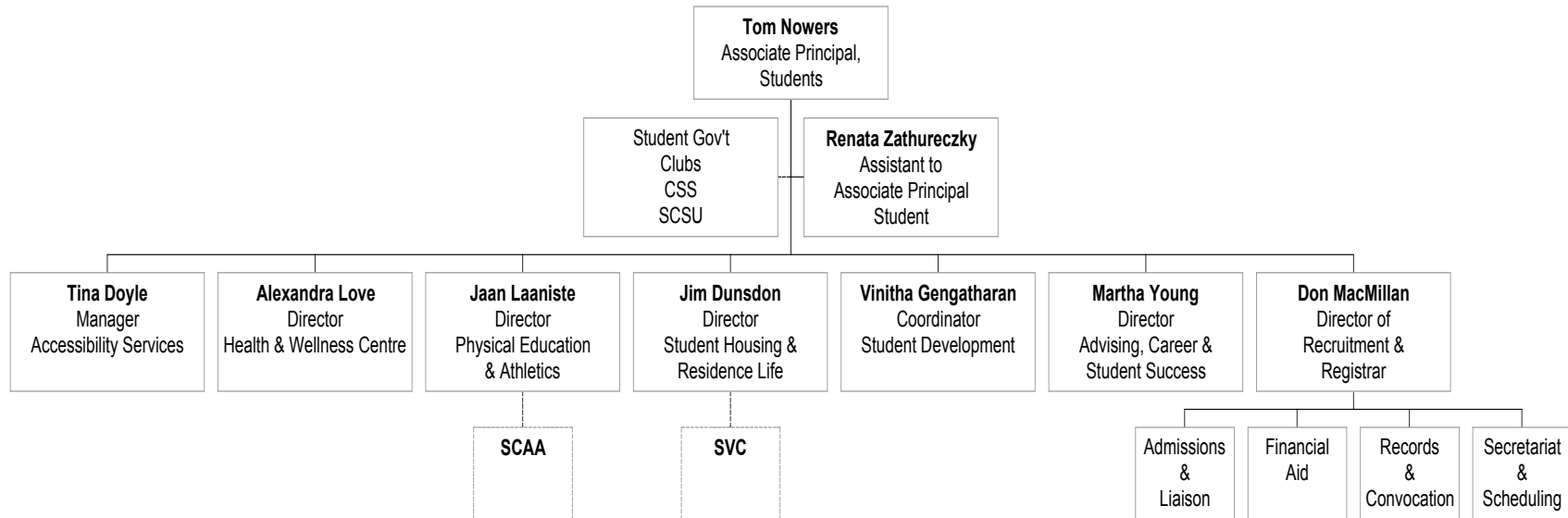
Tom Nowers  
Associate Principal: Students  
University of Toronto at Scarborough



# Office of Student Affairs and Services

## Mission Statement

We support student success in its broadest terms – intellectual growth, personal and career development within an environment that fosters mutual respect.



University of Toronto at Scarborough  
Student Services Fees Summary  
Long-Term Plan 2003-04 to 2007-08

	2002-03 Final		2003-04 Proposed (in 2002-03)		2003-04 Final		2004-05		2005-06		2006-07		2007-08	
	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee
<b>STUDENT SERVICE FEE REVENUE</b>														
Full-Time Fee Revenue	761,850.00	152.37	962,931.96	161.62	1,065,546.07	168.60	1,299,349.30	186.74	1,404,682.72	187.27	1,345,223.82	178.72	1,454,312.63	\$ 196.93
Part-Time Fee Revenue	73,137.60	45.71	92,567.41	48.49	101,513.49	50.58	197,684.85	37.35	215,955.22	37.45	323,518.55	53.62	236,392.27	\$ 39.39
Summer Session Fee Revenue	92,581.60	39.53	112,652.30	45.71	117,614.40	45.71	-	-	-	-	-	-	-	53.62
Total Fee Revenue	927,569.20		1,168,151.67		1,284,673.96		1,497,034.15		1,620,637.94		1,668,742.37		1,690,704.90	
	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>	<b>Net Cost For Fee Purposes</b>	<b>Portion of Total Fee</b>
<b>STUDENT SERVICE AREA</b>														
A. Office of Student Affairs (UTSC)	175,499.00	28.52	182,114.00	25.20	246,433.00	32.34	294,749.00	36.77	315,566.00	36.46	320,758.00	34.35	325,519.00	37.92
B. Alcohol Education & Food Service Monitoring	30,000.00	4.87	30,000.00	4.15	30,000.00	3.94	30,000.00	3.74	30,000.00	3.47	30,000.00	3.21	30,000.00	3.49
C. First Nation's House	7,258.00	1.18	7,984.00	1.10	7,446.00	0.98	8,190.60	1.02	8,477.27	0.98	8,773.98	0.94	9,081.06	1.06
D. International Student Centre	9,956.00	1.62	10,952.00	1.52	10,120.00	1.33	11,132.00	1.39	11,521.62	1.33	11,924.88	1.28	12,342.25	1.44
E. Mediation - St. Stephens	-	-	-	-	1,000.00	0.13	1,100.00	0.14	1,138.50	0.13	1,178.35	0.13	1,219.59	0.14
F. Counselling and Learning Skills Service (St. Geo)	12,222.00	1.99	13,444.00	1.86	13,902.00	1.82	15,292.20	1.91	15,827.43	1.83	16,381.39	1.75	16,954.74	1.97
G. Handbook	6,000.00	0.97	6,600.00	0.91	13,430.00	1.76	14,773.00	1.84	15,290.06	1.77	15,825.21	1.69	16,379.09	1.91
H. LGBTA at UTSC	-	-	-	-	1,500.00	0.20	1,620.00	0.20	1,744.80	0.20	1,874.59	0.20	2,009.58	0.23
I. ISC at UTSC	-	-	-	-	2,500.00	0.33	2,600.00	0.32	2,704.00	0.31	2,812.16	0.30	2,924.65	0.34
J. Child Care Services	7,647.96	1.25	7,648.00	1.06	1,529.59	0.20	3,059.19	0.38	3,059.19	0.35	3,059.19	0.33	3,059.19	0.36
K. Housing Services	4,343.00	0.70	4,777.00	0.66	4,437.00	0.58	4,880.70	0.61	5,051.52	0.58	5,228.33	0.56	5,411.32	0.63
L. Career Centre - (St. George Campus)	102,618.00	16.68	112,880.00	15.62	110,981.00	14.57	122,079.10	15.23	126,351.87	14.60	130,774.18	14.01	135,351.28	15.77
M. Advising, Career & Student Success Centre (UTSC)	423,028.41	68.73	508,855.00	70.40	521,183.68	68.40	543,741.81	67.83	567,823.03	65.61	590,700.37	63.26	586,991.28	68.37
N. Space Occupied by Student Societies	61,724.39	10.03	67,897.00	9.39	65,211.69	8.56	188,216.56	23.48	259,870.65	30.03	272,615.52	29.20	285,988.93	33.31
O. Student Services Enhancement	30,000.00	4.87	30,000.00	4.15	30,000.00	3.94	30,000.00	3.74	30,000.00	3.47	30,000.00	3.21	30,000.00	3.49
P. Student Affairs Initiatives	7,500.00	1.22	10,000.00	1.38	-	-	-	-	-	-	-	-	-	-
Q. Student Services Operating Reserve	50,000.00	8.13	125,000.00	17.29	95,000.00	12.47	95,000.00	11.85	95,000.00	10.98	95,000.00	10.17	95,000.00	11.07
R. Student Centre Capital Reserve	-	-	-	-	30,000.00	3.94	30,600.00	3.82	31,212.00	3.61	31,836.24	3.41	32,472.96	3.78
S. Student Centre Operating Fund	10,000.00	1.63	50,000.00	6.92	100,000.00	13.12	100,000.00	12.47	100,000.00	11.56	100,000.00	10.71	100,000.00	11.65
Total - All Services	937,796.76	152.37	1,168,151.00	161.62	1,284,673.96	168.60	1,497,034.15	186.74	1,620,637.94	187.27	1,668,742.37	178.72	1,690,704.90	196.93
<b>Surplus/(Deficit)</b>	(10,227.56)		0.67		-		-		-		-		-	

**Student Services Fees Summary  
Long-Term Plan 2003-04 to 2007-08**

	2002-03 Final		2003-04 Proposed (in 2002-03)		2003-04 Final		2004-05		2005-06		2006-07		2007-08	
	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee	Fee Income	Fee
<b>TOTAL OF ALL SERVICES (Full-Time):</b>														
Student Services Fee		152.37		161.62		168.60		186.74		187.27		178.72		196.93
Health & Wellness Fee		67.12		77.85		74.50		82.70		85.18		87.73		90.36
Athletics Fee		152.85		159.73		159.73		167.72		176.10		182.27		188.65
<b>TOTAL OF ALL SERVICES (Full-Time):</b>		<u>372.34</u>		<u>399.20</u>		<u>402.83</u>		<u>437.15</u>		<u>448.54</u>		<u>448.72</u>		<u>475.94</u>
<b>TOTAL OF ALL SERVICES (Part-Time):</b>														
Student Services Fee		45.71		48.49		33.72		37.35		37.45		35.74		39.39
Health & Wellness Fee		20.14		23.36		14.90		16.54		17.04		17.55		18.07
Athletics Fee		45.86		47.92		31.95		33.54		35.22		36.45		37.73
<b>TOTAL OF ALL SERVICES (Part-Time):</b>		<u>111.70</u>		<u>119.76</u>		<u>80.57</u>		<u>87.43</u>		<u>89.71</u>		<u>89.74</u>		<u>95.19</u>
<b>* Tri-mester fee structure effective May 01, 2003:</b>														
<b>TRI-MESTER FEES (Full-Time Sessional)</b>														
Student Services Fee						84.30		93.37		93.63		89.36		98.46
Health & Wellness Fee						37.25		41.35		42.59		43.87		45.18
Athletics Fee						79.87		83.86		88.05		91.13		94.32
<b>TOTAL OF ALL SERVICES (Full-Time Sessional):</b>						<u>201.41</u>		<u>218.58</u>		<u>224.27</u>		<u>224.36</u>		<u>237.97</u>
<b>TRI-MESTER FEES (Part-Time Sessional)</b>														
Student Services Fee						16.86		18.67		18.73		17.87		19.69
Health & Wellness Fee						7.45		8.27		8.52		8.77		9.04
Athletics Fee						15.97		16.77		17.61		18.23		18.86
<b>TOTAL OF ALL SERVICES (Part-Time Sessional):</b>						<u>40.28</u>		<u>43.72</u>		<u>44.85</u>		<u>44.87</u>		<u>47.59</u>

**STUDENT SERVICES FEE 2003-04  
SUMMARY - SCARBOROUGH**

STUDENT SERVICE AREA	Gross Direct Expenditures	Building Occupancy Costs	Gross Direct and Indirect Expenditure	Total Income	(Net Income)/Expenditure	Operating Budget Contribution	St. George Attribution to Scarborough	Net Cost For Fee Purposes	Percent of Total Cost	Portion of Total Fee	Fees 2002-03
A. Office of Student Affairs (UTSC)	\$ 381,818	\$ 3,386	\$ 385,204	\$ 385,204	\$ (138,771)	-	\$ 246,433	19.18%	\$ 32.34	\$ 28.52	
B. Alcohol Education & Food Services Monitoring	32,500		32,500	32,500	(2,500)	-	30,000	2.34%	\$ 3.94	\$ 4.87	
C. First Nation's House			-	-		7,446	7,446	0.58%	\$ 0.98	\$ 1.18	
D. International Student Centre			-	-		10,120	10,120	0.79%	\$ 1.33	\$ 1.62	
E. Mediation - St. Stephens			-	-		1,000	1,000	0.08%	\$ 0.13	\$ -	
F. Counselling and Learning Skills Service (St. Geo)			-	-		13,902	13,902	1.08%	\$ 1.82	\$ 1.99	
G. Handbook			-	-		13,430	13,430	1.05%	\$ 1.76	\$ 0.97	
H. LGBTQ at UTSC	3,000	-	3,000	3,000	(1,500)	-	1,500	0.12%	\$ 0.20	\$ -	
I. ISC at UTSC	2,500	-	2,500	2,500		-	2,500	0.19%	\$ 0.33	\$ -	
J. Child Care Services		41,299	41,299	41,299	(39,769)	-	1,530	0.12%	\$ 0.20	\$ 1.25	
K. Housing Services			-	-		4,437	4,437	0.35%	\$ 0.58	\$ 0.70	
L. Career Centre - (St. George Campus)			-	-		110,981	110,981	8.64%	\$ 14.57	\$ 16.68	
M. Advising, Career & Student Success Centre (UTSC)	512,246	8,938	521,184	521,184		-	521,184	40.57%	\$ 68.40	\$ 68.73	
N. Space Occupied by Student Societies		50,651	50,651	50,651		14,561	65,212	5.08%	\$ 8.56	\$ 10.03	
O. Student Services Enhancement	30,000		30,000	30,000		-	30,000	2.34%	\$ 3.94	\$ 4.87	
P. Student Affairs Initiatives	-		-	-		-	-	0.00%	\$ -	\$ 1.22	
Q. Student Services Operating Reserve	95,000		95,000	95,000		-	95,000	7.39%	\$ 12.47	\$ 8.13	
R. Student Centre Capital Reserve	30,000		30,000	30,000		-	30,000	2.34%	\$ 3.94	\$ 1.63	
S. Student Centre Operating Fund	100,000		100,000	100,000		-	100,000	7.78%	\$ 13.12	\$ -	
<b>TOTAL - STUDENT SERVICES FEE (Full-Time)</b>	<b>\$ 1,187,064</b>	<b>\$ 104,273</b>	<b>\$ 1,291,337</b>	<b>\$ -</b>	<b>\$ 1,291,337</b>	<b>\$ (182,540)</b>	<b>\$ 175,877</b>	<b>\$ 1,284,674</b>	<b>100%</b>	<b>\$ 168.60</b>	<b>\$ 152.37</b>
TOTAL HEALTH & WELLNESS FEE (Full-Time)										74.50	67.12
TOTAL ATHLETICS FEE (Full-Time)										\$ 159.73	152.85
TOTAL - ALL SERVICES										<u>402.83</u>	<u>372.34</u>

**ENROLMENT:**

Enrolment projection 2003-04

Full-Time Enrolment	6,320	<b>Fee to balance to =</b>	<b>\$ 168.60</b>		
Part-Time Enrolment	2,007	Full-Time Fee	\$ 168.60	Total Revenue	\$ 1,284,674
Summer Session Enrolment	2,573	Part-Time Fee	50.58		
		Summer Session	45.71	Revenue Variance - Surplus/(Shortfall)	- **

**\* Tri-mester fee structure effective May 01, 2003:**

Full-Time Sessional Fee	\$ 84.30
Part-Time Sessional Fee	\$ 25.29

\* Note: enrolment assumptions are those published by Planning & Budget in the Fall 2002 and do not include trimester enrolment. It is anticipated that the shortfall will be covered by additional enrolment.

**UNIVERSITY OF TORONTO AT SCARBOROUGH  
STUDENT SERVICES**

**Budget 2003-04 - Gross Direct Expenditures & Income**

	Salary Expenses	Non-Salary Expenses	Benefits	Gross Direct Expenditures	Divisional Income
Associate Principal, Student Affairs	270,695	60,018	51,105	381,818	381,818
Alcohol Education & Monitoring	20,804	7,795	3,901	32,500	-
Advising and Career Centre	410,051	22,962	79,232	512,245	-
LGBTQ at UTSC	-	3,000	-	3,000	(1,500)
ISC at UTSC	-	2,500	-	2,500	-
Student Services Enhancement Fund	-	30,000	-	30,000	-
Student Affairs Initiatives	-	-	-	-	-
Student Services Operating Reserve	-	95,000	-	95,000	-
Student Centre Operating Reserve	-	100,000	-	100,000	-
Student Centre Capital Reserve	-	30,000	-	30,000	-
<b>TOTAL</b>	<b>701,550</b>	<b>351,275</b>	<b>134,238</b>	<b>1,187,063</b>	<b>380,318</b>

Note (1)

Note (1) OTO Commitments of \$5,885 to be paid from Student Services Operating Reserves

**UNIVERSITY OF TORONTO AT SCARBOROUGH**  
**Self-Funded Units**  
**Health & Wellness Fee and Physical Education & Athletics Fee**

**Budget 2003-04 - Gross Direct Expenditures & Income**

	Salary Expenses	Non-Salary Expenses	Benefits	Gross Direct Expenditures	Divisional Income	
Health & Wellness	620,866	67,556	84,644	773,066	738,751	Note (1)
Physical Education & Athletics	714,899	837,169	97,445	1,649,513	1,743,700	Note (2)
<b>TOTAL</b>	<b>1,335,765</b>	<b>904,725</b>	<b>182,089</b>	<b>2,422,579</b>	<b>2,482,451</b>	

Note (1) OTO Commitments totalling \$3,000 and the deficit of \$31,315 to be paid from cumulative surplus.

Note (2) OTO Commitments totalling \$100,000 to be paid from capital renewal reserve.

**UNIVERSITY OF TORONTO AT SCARBOROUGH  
DEPARTMENT OF PHYSICAL EDUCATION & ATHLETICS  
2003 - 2004 DIRECTOR'S REPORT**

**Mission Statement**

"TOGETHER WE LEARN AND DEVELOP THROUGH PARTICIPATION IN PHYSICAL ACTIVITY"

The focus of the Department is to encourage participation in a broad spectrum of athletic programs and activities. We offer various combinations and levels of intramural sports, interhouse leagues, recreational play, instruction and special events in order to promote skill development, leadership, social interaction, enjoyment and an active, healthy lifestyle. Research consistently suggests that students involved in healthy lifestyle activities are better able to concentrate on their studies. In this way the Department contributes to student success.

**Accountability**

The Scarborough College Athletic Association (SCAA), through its elected executive (seven students), acts as an advisory-consultative body to the Department in such matters as program development, promotion and participation. The Executive of the Association, in consultation with the Department, shall also administer discipline (Discipline Review Board) to its members, if deemed necessary, within the scope of all activities under its jurisdiction. The SCAA, in consultation with the Department, may assume responsibility for sponsoring, organizing and administering certain leagues, tournaments and special events (Orientation, Boat Cruise, Charity Tournaments, Pub Nights, Ski Weekend, Athletic Banquet etc.).

The Athletic Advisory Committee (AAC) guides the activities of the Department on Athletics and Recreation that is itself a sub-committee of the Council on Student Services (CSS). A student member of the CSS is appointed to sit as a member of this Advisory Committee. AAC considers all program activities, fees, budget and the use of athletic facilities and makes recommendations to the Director. Of its eleven members, six are students. This year the committee is chaired by a faculty member. The Council on Student Services at the University of Toronto at Scarborough recommends approval of the Department budget to the University Affairs Board on the St George campus. The Director of Physical Education and Athletics is a member of that 20-person membership of the CSS of which 12 are students (60%). The Director and one appointed Scarborough student sit on the 30 member (50% students) Council of Athletics & Recreation (Council) which is a subcommittee of the Council of the Faculty of Physical Education & Health (Faculty Council). This gives Scarborough an opportunity to voice student needs and/or concerns related to fees, policies and activities that directly relate to Scarborough students who make use of the St. George facilities and programs.

## Budget

### 2002 - 2003 Current Year's Forecasted Actuals

The current year forecast net income after commitments and transfers is \$344, increasing the Operating Surplus balance to \$61,151. To fund the major renovations and expansion to "THE KEY", \$106,514 was transferred from the Capital Initiative Fund.

There were variances in both revenues and expenditures from the original budget.

**Revenue:** Modest increases in projected revenue will be experienced in the following areas: Summer Fees once again exceeds budget due to a capacity enrolment in our Kids' All-Star & Leadership Camp Programs, along with an additional 5 basketball teams (now 42 and at capacity) and 2 volleyball teams (now 24 and at capacity) in our community summer leagues. Special Fees exceeded budget due to a continuing increase in the purchase of personal training packages by students/community members (the hiring of a full time and additional part time personal trainers have proven beneficial in meeting the demands of our membership). Facility Rental Fees should exceed budget due to increased demand for the use of our valley playing fields and our gymnasium during the summer months. Compulsory Student Fees; projected enrolment will exceed the assumptions used in the original budget thus generating more fee revenue.

**Expenses:** Overspending will occur in some areas, mainly: Athletic Supplies will exceed budget as a result of additional uniforms, equipment supplies, all-star game, prizes and awards arising from added teams to our various programs. Capital Renewal-Equipment & Furniture; our continued efforts with FPEH to shadow the card swipe access program for our Recreation Centre users will result in overspending for the computer system and its hardware/software equipment in order to be compatible with St. George. Also under furnishings, additional office furniture was purchased for the new Personal Trainer as well as increasing the number of lockers to help expedite the completion of locker replacements plans for the Men's Locker Room area. The overspending in Athletic Services & Program Costs will result from the unexpected non-budgeted consulting fee and report for the installation of magnetic locks to the perimeter doors of the Recreation Centre. Under spending in the Capital Renewal-Annual Maintenance & Repairs line will result from the gym A/C and magnetic locking projects not going forward due to the consultant's reports being delayed.

### Current Year's Highlights

Our Women's Intramural teams won the prestige A.E. Marie Parkes Award that is annually presented to the college or faculty accumulating the highest number of points based on participation in Women's Intramural Program at the University of Toronto. In the Men's Program our teams placed second overall. Congratulations to all our coaches for a superb year.

For the first time in the history of our Kids' All-Star Camps we were sold out and had to put participants on a waiting list. Parents are now lining up hours before registration opens so that they are assured of reserving a place for their daughter(s)/son(s). Our camps have a great reputation and our staff should be very proud of their tremendous efforts in making it the very best in our community.



The same excellent reputation has also been established in our Men's Summer Basketball and Coed Volleyball Leagues where again, we have reached capacity in the number of teams that we are able to accommodate in the three different competitive levels (42 in basketball and 24 in volleyball with waiting list in each league hoping to be able to enter in next year's schedules).

Another first in the history of the Department was the honour of hosting the Canadian Interuniversity Sport (CIS) Women's National Rugby Championships on our playing fields in the valley. After the tournament was over, many rave reviews were E-mailed to the FPEH from across Canada on the picturesque setting it was stage in and how great the conditions of the playing fields were. It is hoped that with this success, UTSC may, in the future, be asked to host other such events for Varsity Programs.

Major improvements to the Physical Education & Athletics Facilities were realized in the following areas:

- \* Additional top dressing and over seeding of our playing fields to accommodate the increase in usage by our summer rentals and prepare the fields to accommodate the hosting of the CIS Tournament,
- \* Completion of the expansion (additional 800 sq. ft.) to THE KEY along with the addition of Fitness Assessment and Personal Trainer offices, and new men's and women's saunas,
- \* Purchase of over a dozen new equipment/machines that were placed in the newly renovated space in THE KEY = 3<sup>rd</sup> Concept 2 rower, Life Fitness Machines [4<sup>th</sup> Treadmill to replace old defunct one, 2<sup>nd</sup> Cable Dual Pulley Crossover, 4<sup>th</sup> Elliptical Cross Trainer, 4<sup>th</sup> Upright Exercise Bike], Hammer Strength Machines [Back Extension, Iso-Lateral Shoulder Press, Iso-Lateral High Row, Standing and Seated Calf Machines] and various free weight benches,
- \* Purchase of two new NBA glass backboards for the main 'centre' basketball court,
- \* Continued annual repairs on our Tennis Courts to the large crack stretching from Courts #1-4 and to the depressions on Court #6-7,
- \* Yearly replacement of another 100 lockers and additional benching in our Men's Locker Room area,

The Department continues to work jointly with other departments and services of U of T to help co-sponsor various activities and special events. Health & Wellness (Health Fair, Sexual Health Peer Education and Peer Nutrition Education), AccessAbility (Learning Fair 2001), Student Residence (Fitness Nights), Student Athletic Association (social activities and events, Annual Athletic Banquet), Student Affairs (Mid Year Check-up), UTSC Student Union (Orientation), Faculty of Physical Education & Health (Hosting of the CIS Women's National Rugby Championships, Mentoring for two FPEH students, Intramural Busing Schedule, Working Group on Athletics Playing Fields, C.A.R., etc.), Advancement Office (Cressy Awards, Annual Alumni Golf Tourney), Ontario Colleges Athletic Association (Extramural Tournaments), Registrar's and Liaison Office (Student Recruitment Fairs and Printed Materials), N'Sheemaehn Child Care (facilities), Local 1998 USWA (Trustee) and several UTSC Administrative Committees (Critical Incident Response Team, Retrofit and Future Expansion of Athletic Centre Project Planning Committee, Task Force on Study Space, Health & Safety [co-chair], Campus Safety & Security Council, Web Committee, various full-time position Selection Committees).

All of these activities and events have been very successful in helping to enhance the quality of student life here on this campus and keeping our staff very active in contributing to the operations of this University.

#### 2003/2004 Proposed Budget:

The proposed 2003-04 operating budget should expect only minor changes, with most of the budget lines standing firm. The minor increases would be for the typical increase in the cost of living and for salary adjustments. Areas where more than just the inflationary rate will be noticed are in the following budget areas:

##### **Revenue**

- \* Increase most membership fee categories between 4 to 8 % to offset increases in expenditure lines and to reflect the additional space and equipment provided to our users as a result of THE KEY expansion,
- \* Increase student fees budget line to again reflect UTSC's target for enrolment for 2003-2004 (Note: final rate decided on is 4 1/2 % increase).

##### **Expenses**

- \* Adjustments to FT and PT salary and benefit assumptions according to U of T financial planning (salary increase of approximately 5% to all personnel in USWA and CUPE 3261 Collective Agreement); also, two staff positions are being presented for reclassification,
- \* Increase Furnishings & Equipment budget line for additional lockers to be installed before the double cohort arrives and start up a lease for a new photocopier,
- \* Address Van Rentals/Gas increases of 20 % along with the 25 % increase for Parking Permits,
- \* Address 5 % increase in the Building Costs Overhead.

##### **Reserves**

- \* Implementation of a new budget line to start up an expenditure fund that would address future deferred maintenance issues that may arise unexpectedly (another Capital Reserve Fund = Capital Renewal Fund to be ramped up annually as a reserve fund),
- \* Added expenditures in the Capital Initiative Fund: approximately \$150,000 to help continue to address UTSC enrolment increases with the following implementations; magnetic locking/securing the Rec Centre perimeter doors (28), Air Conditioning for the Taimo Pallandi Gymnasium & locker areas and the purchase of additional lockers to handle increase day locker use in both the men's and women's areas,

#### Long Term Plans:

Currently we are experiencing tremendous pressures on programs, equipment, staff and facilities with the enrolment increases that have occurred over the last few years. Capacity within many program areas have been reached with individuals being turned away or put on a waiting list. Sign-ups for fitness equipment have reached the stage where no spaces are available for users to reserve ahead of time and individuals waiting patiently till one becomes free. In the gymnasium, many students sit on the sidelines waiting for their turn to play recreational ball. Future enrolment growths cannot be undertaken and/or accommodated without an increase in staff and the expansion of more athletic facilities.

According to UTSC's "Master Plan" Phase V and VI are being contemplated in the near future to address the residence need for first year students (eventually it is hoped that 1250 students will be housed in residence). Phase IV is already underway and should be completed by this fall. These residence expansions will undoubtedly put pressure on the Recreation Centre, as it is well known that students in residence participate in athletics and recreation at a much higher rate than commuter students. For all the current and future pressures listed above, that compound the need to add additional facilities, the Department will continue to investigate the cost of various projects and retrofits to be funded by the Capital Initiatives Renewal Fund.

When the new Student Centre is constructed, the Department is hoping to increase its space inventory by acquiring the Pub area, Prayer Room and the Student common/study areas. This new space could be retrofitted into a Cardio Theatre so that the fitness aspect of our programming would be enhanced, as this seems to be the activity that is most popular with our students. The purpose for the other acquired spaces will be explored and identified, once decisions on the type of usage and financing are in place.

As a united force, the students, administration, advancement and the University as a whole, must pool their resources and fund a new Athletic Centre in order to address the impending needs and expectations of approximately 9,500 future students that will be on this campus by 2007-08. Without another athletic building we will never be able to accommodate the recreational needs of the majority of our future enrolment. If a new Athletic Centre comes to fruition, the Department will also work with FPEH to see whether or not, a Varsity Blues program (s) and its profile, could find a new home on the UTSC campus, something that our current students have not been exposed to.

Furthermore, in order to be able to recruit the very best, this campus needs to expand its facilities and infrastructure. Next to academic research and faculty, the next most critical influence on student recruitment to any University is the quality of athletic programming and facilities. We hope that in the very near future this campus would be able to live up to those expectations, otherwise, excellent, prospective students may choose to go elsewhere.

**Variables, which will have significant impact on future budgets, may require student athletic fees to be adjusted upward:**

- \* Student enrolment numbers not reaching assumptions,
- \* Trimestering formulation/fees,
- \* Trimestering student interhouse leagues and facilities,
- \* Displaced parking location for community athletic members may reduce revenues,
- \* Full-time staff & part-time staff appointments,
- \* Increased square metres to inventory (nasms); acquisition of prayer room, student common room, study space room (previously the billiard room) and the pub space area once the Student Centre is completed,
- \* Increased construction costs (currently about 8% increase per year),
- \* Residence expansion(s) adding more pressure on equipment, programming staff and facilities (residence students generally are more active in recreation programming than commuting students),
- \* Department vs University's liabilities in deferred maintenance and/or to major catastrophic failures to the aging facilities,
- \* Referendum for a levy on the construction of a new Athletic Centre.

February 2003

**UNIVERSITY OF TORONTO AT SCARBOROUGH  
DEPARTMENT OF PHYSICAL EDUCATION & ATHLETICS  
STATEMENT OF OPERATING RESULTS 2001-2002 to 2007-2008**

	2002-03				2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
	2001-02 Actual	ORIGINAL Budget	Forecast Actual	Forecasted Variance					
Annual Fees	123,097	129,268	122,025	(7,243)	137,666	146,422	152,002	157,804	163,840
Term Fees	56,242	55,271	52,825	(2,446)	63,293	63,293	64,447	67,553	67,553
Summer Fees	176,332	172,695	189,851	17,156	187,824	190,724	194,924	199,624	200,224
Special Fees	21,643	22,440	33,572	11,132	34,243	34,928	36,627	37,359	38,107
Store Sales	5,379	4,162	9,100	4,938	9,282	9,468	9,657	9,850	10,047
Service Fees	25,574	28,050	26,400	(1,650)	26,928	27,467	29,016	29,596	30,188
Facility Rental	42,141	39,900	50,880	10,980	51,898	54,492	57,217	60,078	63,082
Miscellaneous:Team Travel Recovery	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000
College Subsidy	14,668	16,026	16,026	0	16,813	17,654	18,537	19,463	20,437
Compulsory Student Fees	883,576	941,371	1,019,273	77,902	1,223,630	1,425,853	1,616,979	1,695,052	1,725,754
<b>TOTAL REVENUES</b>	<b>1,353,652</b>	<b>1,414,183</b>	<b>1,524,952</b>	<b>110,769</b>	<b>1,756,578</b>	<b>1,975,302</b>	<b>2,184,406</b>	<b>2,281,380</b>	<b>2,324,232</b>
Salaries, Wages & Benefits	609,056	636,946	676,458	(39,513)	729,439	794,603	840,334	873,222	903,253
Office Supplies	10,093	14,000	14,614	(614)	19,561	19,952	20,351	20,758	21,173
Athletic Supplies	59,249	58,000	74,464	(16,464)	74,934	76,433	84,962	84,279	85,965
Camp Supplies	13,508	16,000	16,430	(430)	16,320	16,646	16,979	17,319	17,665
Cost of Sales: Stores	6,154	7,000	7,000	-	7,140	7,283	7,428	7,577	7,729
Capital Renewal-Equipment&Furniture	55,605	74,000	79,490	(5,490)	81,023	80,543	74,472	83,223	94,075
Capital Renewal-Annual Maintenance&Repairs	39,134	47,200	50,499	(3,299)	101,615	111,359	114,971	147,071	142,852
Capital Renewal-Major Maintenance	0	250,000	106,514	143,486	-	15,000	10,000	8,000	20,000
Capital Initiatives - Renovations and Expansion					100,000	594,880	90,000	35,000	-
Services and Program Costs	13,653	19,000	27,398	(8,398)	20,301	20,707	23,121	21,543	21,974
Officials	22,966	24,000	26,583	(2,583)	27,912	28,470	32,040	32,681	33,334
Other Expenses	66,503	73,745	80,208	(6,463)	86,474	91,585	95,791	95,830	98,181
Building Costs	361,343	375,143	367,305	7,838	408,776	460,370	499,745	524,732	550,969
<b>TOTAL DIRECT EXPENSES</b>	<b>1,257,263</b>	<b>1,595,033</b>	<b>1,526,963</b>	<b>68,070</b>	<b>1,673,495</b>	<b>2,317,833</b>	<b>1,910,193</b>	<b>1,951,236</b>	<b>1,997,171</b>
<b>NET INCOME/(LOSS) BEFORE COMMITMENTS &amp; TRANSFERS:</b>	<b>96,389</b>	<b>(180,850)</b>	<b>(2,011)</b>	<b>178,839</b>	<b>83,083</b>	<b>(342,531)</b>	<b>274,212</b>	<b>330,145</b>	<b>327,061</b>
plus: Budget Commitments (to)/from Capital Initiatives	(96,000)	(68,600)	(104,159)	(35,559)	(173,481)	(213,278)	(286,154)	(287,378)	(280,634)
plus: Budget Commitments (to)/from Capital Reserve		-	-		(7,362)	(38,097)	(75,557)	(76,706)	(43,073)
<b>NET SURPLUS/(DEFICIT)</b>	<b>389</b>	<b>(249,450)</b>	<b>(106,170)</b>	<b>143,280</b>	<b>(97,760)</b>	<b>(593,906)</b>	<b>(87,499)</b>	<b>(33,940)</b>	<b>3,354</b>
Plus: Transfers(from)/to Capital Initiatives for renovations and expansion projects	(17,589)	(250,000)	(106,514)	(143,486)	(100,000)	(594,880)	(90,000)	(35,000)	-
<b>NET INCOME/(LOSS)</b>	<b>(17,200)</b>	<b>550</b>	<b>344</b>	<b>(206)</b>	<b>2,240</b>	<b>974</b>	<b>2,501</b>	<b>1,060</b>	<b>3,354</b>

**University of Toronto at Scarborough, Department of Physical Education and Athletics  
2003-2004 PROPOSED FEES**

	Notes	2002-03 Fee	2003-04 Fee	Increase		2004-05 Fee	2005-06 Fee	2006-07 Fee	2007-08 Fee
				\$	%				
<b>Annual Fees</b>									
Community	4,5	350.47	369.16	18.69	5.3%	379.28	389.68	400.35	411.31
Alumni	4,5	266.36	280.37	14.01	5.3%	280.37	290.57	301.15	312.11
Staff, Faculty, Student, Retiree/Spouse	4,5	205.61	219.63	14.02	6.8%	219.63	230.08	241.03	252.50
Plan A	3,4,5	244.89	253.46	8.57	3.5%	253.46	261.06	268.89	276.96
Plan B	5.00	184.92	200.93	16.01	8.7%	200.93	211.35	222.32	233.86
Corporate (25 members minimum, 30 max)	4,5	5,887.85	6,355.14	467.29	7.9%	6,355.14	6,672.90	7,006.54	7,356.87
<b>Term Memberships</b>									
Fitness, Squash, Tennis (Summer)	4,5	135.51	149.53	14.02	10.3%	149.53	149.53	154.21	154.21
Fitness Squash (Fall & Winter)	4	121.50	135.51	14.01	11.5%	135.51	140.53	140.19	140.19
High School (Summer)	4,5	70.09	74.77	4.68	6.7%	74.77	74.77	79.44	79.44
High School (Fall & Winter)	4,5	65.42	70.09	4.67	7.1%	70.09	70.09	74.77	74.77
Student (Summer term only)	4,5	56.07	58.88	2.81	5.0%	58.88	58.88	60.75	60.75
<b>Summer Fees</b>									
Tennis									
Adult	4	70.09	74.77	4.68	6.7%	74.77	74.77	74.77	74.77
Junior - Novice		55.00	55.00	-	0.0%	55.00	55.00	55.00	55.00
Junior - Intermediate/Advanced		70.00	70.00	-	0.0%	70.00	70.00	70.00	70.00
PeeWee Lessons		50.00	50.00	-	0.0%	50.00	50.00	50.00	50.00
Leagues									
Basketball		1,200.00	1,200.00	-	0.0%	1,200.00	1,300.00	1,300.00	1,300.00
Volleyball		850.00	950.00	100.00	11.8%	950.00	950.00	1,025.00	1,025.00
Camps									
Tennis/Sports		300.00	300.00	-	0.0%	310.00	310.00	320.00	320.00
Tennis/Sports (9 day campers)		275.00	275.00	-	0.0%	285.00	285.00	295.00	295.00
Leadership Camp		260.00	300.00	40.00	15.4%	300.00	315.00	315.00	330.00
<b>Compulsory Student Fees</b>									
FT/PT/Grad Students									
Full Time	1	152.85	159.73	6.88	4.5%	167.71	176.10	182.26	188.64
Part Time	2,5	30.57	31.95	1.38	4.5%	33.54	35.22	36.45	37.73
<b>* Tri-mester Fee Structure</b>									
Full Time Sessional			79.86			83.86	88.05	91.13	94.32
Part Time Sessional			15.97			16.77	17.61	18.23	18.86
* Effective May 01, 2003									
<b>Other</b>									
Facility Rentals : 5% increase on hourly rate for gym only									
Billiards (per hour)		3.74	no longer available						
Guest Fees :									
Recreation Centre	4.0	6.54	6.54	-	0.0%	6.54	6.54	6.54	6.54
Outdoor Tennis	4.0	4.67	4.67	-	0.0%	4.67	4.67	4.67	4.67

**Notes**

- 1 Does not include \$25.08 (\$7.52) for St. George Athletics, \$3.55 (\$1.10) for Hart House and \$7.00 for S.C.A.A.
- 2 Set at 30% of proposed F.T. fee
- 3 Athletic Department share of Joint Membership Plan. Estimated. Set by St. George.
- 4 These figures are subject to GST
- 5 Includes tennis fees

**University of Toronto at Scarborough  
Health & Wellness Centre  
2003-2004 Operating Budget**

**Management Report**

**A) Overview of Mission, Programs and Services**

**Mission**

The mission of the Health & Wellness Centre is to assist students to achieve their “personal best” physical and emotional health, thereby supporting them in the successful pursuit of their academic goals.

**Accountability**

Advisory Group for the Health & Wellness Centre, is comprised of students and one faculty member. The budget is reviewed and approved by the Advisory Group prior to it going to the Council on Student Services for further scrutiny and approval. Once this process is completed successfully the budget is then submitted to UAB for final approval.

**Program and Services**

The Health & Wellness Centre provides three services for students: health care, personal counseling, and health promotion education.

The Health Care staff includes two full-time nurses, including the manager, part-time nurses (equivalent to .93 FTE), and 5 part-time physicians (25 hours/week).

Personal Counseling staff consists of four part-time professionals: A social worker, a physician counselor, and two psychotherapists. The demand for personal counseling continues to increase.

Health Promotion, aimed at supporting healthy lifestyle choices, is an integral part of the services, and the staff often collaborates with other student services, such as Physical Education and Athletics, to further enhance the quality of our outreach programs.

The Health & Wellness Centre is a 12-month service.

**B) 2002-2003 Operating Budget Plan**

The major contributing factor to the net gain was that the position for psychotherapist and the replacement for an MLOA were not filled as planned. Recruitment took much longer than anticipated.

### **C) 2003-2004 Operating Budget Plan**

The budget for the upcoming year is balanced. The overall plan is to maintain the level of service that currently exists. It is imperative that there be ramping up of services prior to the full impact of growth being realized. The service is already seeing students who have entered UTSC by fast-tracking their secondary school studies, and this year we welcome the double-cohort. Growth is integral to the 5-year plan, and is responsible for projection changes seen in the year-to-year budget columns.

There continues to be a short fall in physician availability, and difficulty in recruiting a psychiatrist. The plan is to continue the recruiting efforts for a psychiatrist, and to hire physicians to meet the present needs. Family Physicians will be hired in increments to the year 2004-2005. With the imminent move to the Student Centre in the summer of 2004, there is an increased interest by physicians in becoming part of our service to students. I anticipate that the service will be able to recruit physicians over the next few months in anticipation of the move, and additional clinic space.

#### **Personal Counseling**

This is an area of growth. In the fiscal year 2002-2003 an increase of .47 FTE was realized, bringing counseling availability to 5 days per week (September to May) from 3 days per week the previous year. During the summer months counseling will be available 3 days per week. A further increase is planned in 2003-2004 to include the psychologist in the service. The Health & Wellness Centre for the past 2 years has provided a teaching practicum for OISE counseling students, due to staff mix increments, and the lack of space this arrangement is being reconsidered for the short term.

#### **Nursing and Administration**

To meet the present student needs and the increase in student numbers, an increase in Reg.N. staffing by .93 is planned for the 2003-2004 budget years. This year from January to April it has been possible to be the practicum location for a fourth year nursing student from York University.

During the past year the first components (registration and booking, and billing) of a comprehensive computer system were installed and went live in September of 2002. The office staff complement was increased by .53 FTE in December of 2002, as per budget plans. With an increase in student volume, and some remaining inefficiencies the casual hours for administrative staff has been planned at 500 hours. The final components of this system including Lab and EMR (electronic medical record) will continue to be phased in until 2004 when the move to the Student Centre is realized.

The Summer Medical Program coverage will remain unchanged until more data is available for trending, and/or student demand changes. The impact of the trimester schedule may dictate some change, and there is enough flexibility in the budget to accommodate this providing that the changes are revenue neutral.

The Health & Wellness Centre continues to experience serious space constraints, especially in the waiting room, at the reception desk area, and clinics. Short-term fixes have been made and continue to be made to see the unit through to the move to the New Student Centre in 2004.

### **Annual Rates**

Health Service Fees will increase over the next five years to sustain the service level, through the budget, based on enrollment. I would like to draw attention to the fact that due to enrollment numbers increasing the fee increases are less than anticipated in the 2002-2003 approved budget. Thus the increases have been reviewed and reduced to the following:

2003-2004	11% from 16%
2004-2005	11% from 16%
2005-2006	3% from 4%
2006-2007	3% from 4%
2007-2008	3%

### **Clients**

The Health & Wellness Centre serves primarily students, but staff and faculty also access the services of the nurses and the physicians. Students living in Residence and international students use the service as their primary health care facility. In the year 2002-2003, approximately 70% of resident students used this service, a further increase of 10% over last year.

### **D) The Current Long Range Plan**

The current 5 –year plan is addressing the needs of the students, the service provided, the volume of work inherent in increased student enrollment, and the move to increased space in the new Student Centre.

The 2003-2004 budget is one that prepares the service for the move to the Student Centre, while coping with the increase in student numbers and service demands. It is a year to continue to assess the services and to recruit personnel to meet the present/future demands and for the future move. The recruitment of personnel for 2003-2004 will be in the areas of counseling (1FTE), nursing (.93FTE) and medicine.

The budget year 2004-2005 continues to be affected by growth in student numbers and the actual move to the new Student Centre.

In 2004-2005 the Health & Wellness Centre moves to the Student Centre, and an increase in space (approximately double the present space). In that budget year there is the need to purchase furnishings and equipment for the additional space, and the final phase of the computer system.

The major costs in the non-salary expenses are one-time-only costs and will enable the service to continue to grow with the service demand.

The budget will be reviewed annually, and based on student enrollment (base budget income) service will be assessed (staffing), and the phasing features from 2005-2008 will be considered.

#### 1. Budget information



**Health and Wellness Centre  
Statement of Operating Results  
2001-02 through 2007-08**

	2001-02 Actual	2002-03 Budget	2002-03 Forecast	2002-03 Forecasted Variance	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
<b>Income</b>									
OHIP Revenue	\$ 86,511	\$ 126,200	\$ 84,297	\$ (41,903)	\$ 146,600	\$ 181,600	\$ 182,100	\$ 183,100	\$ 183,100
Prescription Income	16,700	14,216	14,216	0	17,849	19,576	21,027	21,102	20,694
Student Health Service Fees	284,641	401,695	427,048	25,353	567,495	699,090	783,697	816,343	827,123
College Subsidy	7,614	7,614	7,614	-	6,808	6,808	6,808	6,808	6,808
<b>Total Income</b>	<b>395,466</b>	<b>549,725</b>	<b>533,175</b>	<b>(16,550)</b>	<b>738,751</b>	<b>907,074</b>	<b>993,632</b>	<b>1,027,353</b>	<b>1,037,726</b>
<b>Expenses</b>									
Salaries									
Nursing and Administration	165,705	238,665	221,035	17,630	330,868	372,440	388,782	402,371	411,026
Physicians and Counsellors	111,706	200,158	140,108	60,050	289,998	360,927	376,586	388,831	397,542
Employee Benefits	39,385	59,104	49,556	9,548	84,644	99,279	103,163	106,960	109,470
Sub-total	316,796	497,927	410,699	87,229	705,510	832,645	868,531	898,162	918,038
Non-Salary Expenditures									
Equipment & Furnishings	1,479	25,419	25,600	(181)	9,789	98,049	7,400	5,000	5,002
Equipment & Furnishings Maintenance	149	509	485	24	7,276	7,422	7,570	7,721	7,876
Supplies - Office	12,648	20,500	25,452	(4,952)	6,000	21,120	6,242	6,367	6,495
- Educational	203	2,000	2,000	-	2,000	2,200	2,300	2,500	2,502
- Medical	2,307	5,220	5,220	-	5,332	5,666	5,852	5,980	5,989
Prescription Expense	7,171	6,500	6,500	-	7,130	7,273	7,418	7,566	7,718
Telephones	2,248	2,703	3,203	(500)	2,753	8,102	5,527	5,633	5,742
Space Costs	7,492	8,687	8,687	-	9,121	15,074	18,714	19,650	20,632
Renovations	-	-	4,000	(4,000)	-	-	-	-	-
Professional Development	2,766	5,000	5,000	-	6,000	7,500	7,500	7,500	7,500
Other Expenses	7,038	8,907	7,104	1,803	11,261	15,997	16,066	16,137	16,213
St. George Health Attribution	879	458	458	-	467	477	486	496	506
St. George Psychiatry Attribution	912	418	418	-	426	435	444	452	462
Sub-total	45,292	86,321	94,127	(7,806)	67,556	189,314	85,518	85,003	86,635
<b>Total Expenses</b>	<b>\$ 362,088</b>	<b>\$ 584,249</b>	<b>\$ 504,826</b>	<b>\$ 79,423</b>	<b>\$ 773,066</b>	<b>\$ 1,021,960</b>	<b>\$ 954,049</b>	<b>\$ 983,165</b>	<b>\$ 1,004,674</b>
<b>Net Income/(Loss) Before Transfers</b>	<b>33,378</b>	<b>(34,524)</b>	<b>28,349</b>	<b>62,872</b>	<b>(34,315)</b>	<b>(114,886)</b>	<b>39,583</b>	<b>44,188</b>	<b>33,052</b>
Plus: Transfer to/ (from) Cumulative Operating Surplus for OTO pt	(2,389)	(36,225)	-	36,225	(3,000)	(109,760)	(2,500)	-	-
Plus: Transfer to/ (from) Student Services Reserve						(20,000)	-	-	-
<b>Net Income/(Loss)</b>	<b>30,989</b>	<b>1,701</b>	<b>28,349</b>	<b>26,647</b>	<b>(31,315)</b>	<b>14,874</b>	<b>42,083</b>	<b>44,188</b>	<b>33,052</b>

2003-04 deficit of \$31,315 is a result of OTO cost associated with moving to the Student Centre and will be covered by the Student Services Operating Reserve if the Health & Wellness carryforward is insufficient

**University of Toronto at Scarborough  
Health & Wellness Centre  
Rate Schedule  
2003-04 through 2007-08**

---

	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Rate Increase (%)	11%	11%	3%	3%	3%
Full-time	\$ 74.50	\$ 82.69	\$ 85.17	\$ 87.73	\$ 90.36
\$ Increase	7.38	8.19	2.48	2.56	2.63
Part-time	\$ 14.90	\$ 16.54	\$ 17.03	\$ 17.55	\$ 18.07
\$ Increase	n/a	1.64	0.50	0.51	0.53
<b>* Tri-mester Fees</b>					
Full-Time Sessional	37.25	41.35	42.59	43.86	45.18
Part-Time Sessional	7.45	8.27	8.52	8.77	9.04

\*Tri-mester rate schedule effective May 01, 2003