

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 7 OF THE CAMPUS AFFAIRS COMMITTEE**

NOVEMBER 10, 2014

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 10, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Deep Saini, Vice-President &
Principal
Mr. Arthur Birkenbergs
Professor Jennifer Carlson
Mr. Jeff Collins
Mr. Dario Di Censo
Professor Philip Clark
Mr. Paul Donoghue, Chief Administrative
Officer
Dr. Giovanni Facciponte
Professor Hugh Gunz
Ms Melissa Holmes
Ms Megan Jamieson
Ms Simone Laughton
Mr. Taeho Lee
Mr. Leonard Lyn
Professor Amy Mullin, Vice-Principal Academic
and Dean
Mr. Mark Overton, Dean of Student Affairs
Ms Judith Poë
Mr. Moe Qureshi

Mr. Andy Semine
Professor Jumi Shin
Ms Amber Shoebridge
Professor Steven Short
Ms Anya Todic
Professor Anthony Wensley

Non-Voting Assessors:

Ms Christine Capewell, Director, Business
Services
Mr. Dale Mulling, Assistant Dean, Students &
International Initiatives

Regrets:

Ms Donna Coulson
Ms Minahil Minhas
Dr. Gerhard Trippen

In Attendance:

Mr. Chad Nuttall, Student Housing and Residence Life
Ms Vicky Jezierski, Director, Director, Hospitality & Retail Operations

Secretariat:

Mr. Louis Charpentier, Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Chair's Remarks

The Chair reminded members that the next meeting of the CAC would consider the 2015-16 Ancillary Operating Plans and as such the following presentations were meant to provide information on issues and opportunities facing those ancillaries. In addition, he noted that the planned budget presentation would explore the priorities, goals and areas of focus that inform decisions about financial resources available to the campus, and asked the advice of members on these matters. The budget discussion would support UTMs annual budget discussion with the Provost and the integration of campus budget plans into the University's budget.

The Chair advised members of a by-election that would be required in the full-time student constituency of the CAC, and announced that nominations would open on November 11, 2014, to fill the available position. A call for nominations would be communicated to all UTM full-time students on November 11 and information on the relevant nomination and election dates and processes would also be posted on the elections webpage of the Office of the Campus Council. Interested candidates should contact the Deputy Returning Officer, Ms Cindy Ferencz Hammond through the Office of the Campus Council. He asked members to encourage full-time students to participate and thanked Ms Noura Afify, who withdrew from the position, for her service to the CAC.

2. UTM Operating Budget, Themes & Priorities: Presentation by Professor Amy Mullin, Vice-Principal Academic & Dean, and Mr. Paul Donoghue, Chief Administrative Officer

The Chair invited Vice-Principal Academic & Dean, Professor Amy Mullin and Mr. Paul Donoghue, Chief Administrative Officer to present. The presentation included the following key points¹:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. There had been minimal movement from the Ancillaries to Operating Funds, (historically only Conference Services), however Operating funds were not allowed to contribute to Ancillary Operations;
- The 2014-15 total revenue budget for UTM was \$218.7 million;
- After allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was \$167.9 million;
- UTM's Budget priorities for 2015-16 included: some enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- While enrolment continued to grow as a result of the flow-through of previous years' intake, the rate of total enrolment growth would be moderated for three years, beginning in 2016-17. By lowering intake increases in that year, UTM will have a 3-year period of consolidation or relief from rapid enrolment increases;
- Senior administration would carefully monitor the overall recent decrease in provincial undergraduate enrolment, however this year UTM had maintained its first choice applications. The campus continued to be uniquely positioned with a growing demographic of university age-eligible cohort in the western GTA, which would continue to grow over the next 20 years;
- Planned undergraduate enrolment growth would continue to respond to shifting areas of interest indicated by applicant demand and program enrolment;
- Percentage of international students in total registrants currently at 17.3 percent, with plans to increase to 20 percent in approximately four years. Currently, the priority would be to diversify the origin country, as well as the programs of enrolment for international students;
- UTM's student to faculty ratio was 35.8:1, long-term target was 30 to 1. This would be facilitated through additional faculty hires which require space expansion;
- Faculty searches were a significant undertaking and UTM typically hired at the Assistant Professor level which required more time and resources (including sometimes laboratory and space renovations and start-up funding). Professor Mullin explained that UTSC had a lower faculty student ratios as a greater proportion of faculty hires there were in the teaching stream;

¹ A copy of the Budget Presentation is attached as Attachment A.

- UTM's ability to hire was tied significantly to the Capital Plan. There had been relief to the space shortage with the openings of Deerfield Hall and the Innovation Complex. Planned capital projects, such as the North Building Phase B development would provide long-term relief;
- There would be greater investment in and coordination between academic and student life transition programs;
- The Office of the Dean planned to continue providing base budget enhancements for departments in order to give them more flexibility, the result of a successful pilot project.

Mr. Donoghue advised members UTM's senior administration would present the proposed 5-year budget to the Provost on December 9, 2014, and the approval period would be for one year.

A member asked about the challenges in broadening recruitment efforts for international students and their interests. Professor Mullin responded that the Office of the Registrar and central office of Enrolment Services were identifying new markets including those in South America based on analysis of previous recruitment methods and current international trends. She noted that creating program diversity would involve communicating more effectively on the range and breadth of programs available at UTM, and continuing to promote that awareness once students enrolled. Mr. Donoghue noted that the *Science Without Borders* program, with an enrolment of 72 students from Brazil, represented a successful step towards for increasing awareness of programs at UTM. He also noted that other universities experienced similar challenges in recruitment and diversification.

In response to a member's question, Professor Mullin clarified that the 3 percent decrease in Ontario secondary school applicants was province-wide, and explained that UTM did not experience this degree of drop. The member asked whether the budget is altered in response to lower enrolment or whether there would be an increased number of international enrolments in future years. Mr. Donoghue replied that it would be a combination of both. Professor Mullin added that admission standards remained high and were not altered. Professor Saini, Vice-President & Principal commented that some universities experienced an enrolment rate decrease by up to 10 percent.

A member asked whether recent trends towards distance learning, would be incorporated into the curriculum. Professor Mullin responded that there was currently no plan to incorporate any significant degree of distance learning for undergraduate programs, however this might be explored for some graduate programs. She explained that the government expressed an interest in the delivery of online courses, but the interest of all parties was in participatory online courses and not just lecture capture formats.

3. Student Housing and Residence Life and Academic Supports: Presentation by Mr. Chad Nuttall, Director, Student Housing & Residence Life

The Chair invited Mr. Chad Nuttall, Director, Student Housing & Residence Life to present². Mr. Nuttall noted that his presentation would focus on how Student Housing and Residence Life supported the overall academic plan. Mr. Nuttall explained that out of 1353 residents, 718 were first year students and that there was a strong emphasis on providing transition support to this group. Residence students would have access to two different student leaders: the Residence Don who was part of their geographic community, as well as a Student Experience Coach, who was in a similar program and formed their academic living communities. The focus was on building several layers of support. Mr. Nuttall also noted that

² A copy of this Presentation is attached as Attachment B.

international students constituted 46 percent of residence students and that UTM was the only UofT residence to provide a four- year international student guarantee. Mr. Nuttall advised members that residence students in the Academic Culture & English (ACE) program had achieved a 14 percent higher pass rate than the whole ACE program. Crucial to this group's success were the student staff who lived in the residence community, and the inclusion of facilitated study groups on language development.

Mr. Nuttall told members about the Faculty in Residence program, which focused on facilitating student-faculty interactions and included short visits or stays. This would allow for casual interactions amongst faculty and students, in addition to formal programming that provided further connections to faculty. He further noted residence programs emphasized learning outside the classroom. He cited the First Nations Cultural Awareness program, which offered an integrated approach to connecting students with first nations culture and the Energy Exchange Experience (E3) program, which included 14 community partner organizations and involved students in civic engagement. Community partners had repeated their involvement from year to year and students have continued their engagement past the program's end.

In response to a member's question, Mr. Nuttall explained that the meal plan was mandatory for most resident students and particularly for new students to facilitate an easier transition for students and explained that research showed that meal plans aided academic achievement and a healthy lifestyle.

In response to a member's question about faculty involvement in residence, Mr. Nuttall explained that most faculty involvement was facilitated through existing relationships with staff members or students. He added that efforts would be made to make these connections more systematic in order to have more consistent faculty involvement. Professor Mullin and the Chair both added that they had taken part in faculty-residence student interaction events and encouraged fellow faculty to participate.

A member asked what kind of support student staff members provided. Mr. Nuttall advised it would vary on a daily basis, however their services focused on community building, being accessible to students in need and being experts in appropriate referrals to the myriad of campus services available to students.

A member emphasized the importance of residence life on academic and life success and asked about the future plans of the Residence operation. Mr. Nuttall noted that there were on-going efforts to create a Master Plan for the residences. Mr. Donoghue added that currently UTM budgets for a 96 percent occupancy rate and would continue to monitor occupancy, noting there were several residences built in the recent past. He explained that during the upcoming construction of the North Building Phase B, UTM would be making use of the small remaining vacancy rate and would be pressing the residence program to capacity. All such factors would be considered and balanced carefully when looking at whether to increase proportion of students living on residence and to increase the number of residence spaces available.

A member asked what barriers existed for students interested in living on Residence. Mr. Mark Overton, Dean, Student Affairs responded that one of these barriers was an OSAP guideline that limits financial aid support for students whose permanent address is in close proximity to their campus.

4. Food Services at University of Toronto Mississauga: Presentation by Mr. Paul Donoghue, Chief Administrative Officer

The Chair invited Mr. Donoghue to present on recent developments and progress made in Food Services at UTM. The presentation included the following points³:

- The current food service landscape provided a balance of branded concepts, customized program offering and *Grab & Go* outlets, with venues clustered in key areas of high campus population;
- The development of the 2006 Food Service Master Plan coincided with enrolment growth; the availability of space was a significant limitation;
- Key elements of the Master Plan included: a long term plan to deal with food service space, accommodate enrolment growth, incorporate a comprehensive range of food services and a variety of concept foods;
- Chartwells was the single, contracted food service provider with the exception of the Blind Duck Pub, which was independently operated by the UTM Student Union;
- UTM would be responsible for oversight and contract management by Hospitality and Retail Services, with two active advisory committees: Food Service Advisory Committee (FSAC) and the Residence Dining Committee⁴;
- Mr. Donoghue informed the Committee that the Chartwells contract had expired in April, 2014. FSAC reviewed available options and agreed to proceed with 1 year contract extension and to engage a consultant for the related Request for Proposal (RFP) process;
- Kaizen Consultants were engaged (April, 2014) and were asked to investigate the viability of a self-operating food service;
- It was found that the costs associated with a self-operating model would be prohibitive, and food services would need to be subsidized annually in addition to a one-time first year contribution from the university's operating budget; in this scenario the food services ancillary would not be able to meet the University's ancillary guidelines, which require ancillaries to operate without a subsidy from the operating budget, provide for all costs of capital renewal including deferred maintenance, and create and maintain an operating reserve;
- In order to meet criteria of Ancillary Guidelines, UTM would need to increase retail and meal plan prices, charge vendors commission, increase price of catering and refrain from expansion to new locations;
- As a result, FSAC agreed in August of 2014 to maintain a contract management approach;
- Mr. Donoghue pointed to the consultation process map and timelines, which had occurred on campus regarding food services;
- Mr. Donoghue provided highlights of the feedback received through town halls, small group consultations and a survey that received over 2700 responses;
- The feedback and recommendations from the survey would form the basis of discussions related to UTM's food service provider;
- Food service improvements made in 2014 included the opening of the North Side Bistro (Deerfield Hall), an expanded Second Cup operation (Innovation Complex), Renovated Colman Commons (Oscar Peterson Hall); Food Trucks and a focus on quality, diversification and service;
- Food service improvements planned for 2015 would include: a push for 'fair-trade' designation; a rigorous staff training program; nutritional and cooking classes; an improved hospitality website and communications;
- 2015 would also see the design of permanent food court to be prepared for tender, in order to replace the Temporary Food Court (TFC);

³ A copy of this Presentation is attached as Attachment C.

⁴ For more information on FSAC, please go to: <http://www.utm.utoronto.ca/hospitality/CFSAC>.

In response to a member's question, Ms Vicky Jezierski, Director, Hospitality & Retail Operations, advised that the cooking classes would be held in Deerfield Hall, led by Chefs and would incorporate nutritional guides. She also noted the Colman Commons menu cycle would be extended to 4 weeks in order to provide variety and avoid food fatigue.

A member commented on the insufficient cooking space in residences with one kitchen among four students. Mr. Overton responded there were no current plans to renovate kitchens in the residences, however, it was hoped that campus outlet additions and long term improvements in food services throughout the campus would ameliorate this concern.

Professor Saini applauded the progress made in food services in the last four years, and complimented the CAO on his leadership, as well as the senior staff and related committees involved for implementing their collective vision. Mr. Donoghue added that such improvements took time, but that plans were accelerating in a positive direction. He remarked that students in general and through the FSAC were very positively and actively engaged in food service planning.

A member asked whether the hot dog vendor on the Five Minute Walk, Mike the Hot Dog Guy, was an independent contractor. Mr. Donoghue responded that he was a Chartwells sub-contractor, adding that the contractor was responsible for bringing outlets onto campus.

5. Assessor's Report

Mr. Donoghue advised of upcoming items at the next meeting, which included the Ancillaries Operating Plan 2015-16 and Capital Project: Parking Deck Expansion. He noted the capital project was essential to increasing parking spaces on campus to accommodate enrolment growth, as well as staff and faculty and was on a condensed timeline.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

- 6. Date of Next Meeting** – Thursday, January 8, 2015, 4:10 p.m.
- 7. Report of the Previous meeting:** Report 6 – September 15, 2014
- 8. Business Arising from the Report of the Previous Meeting**
- 9. Other Business**

There were no items of other business.

The meeting adjourned at 5:58 p.m.

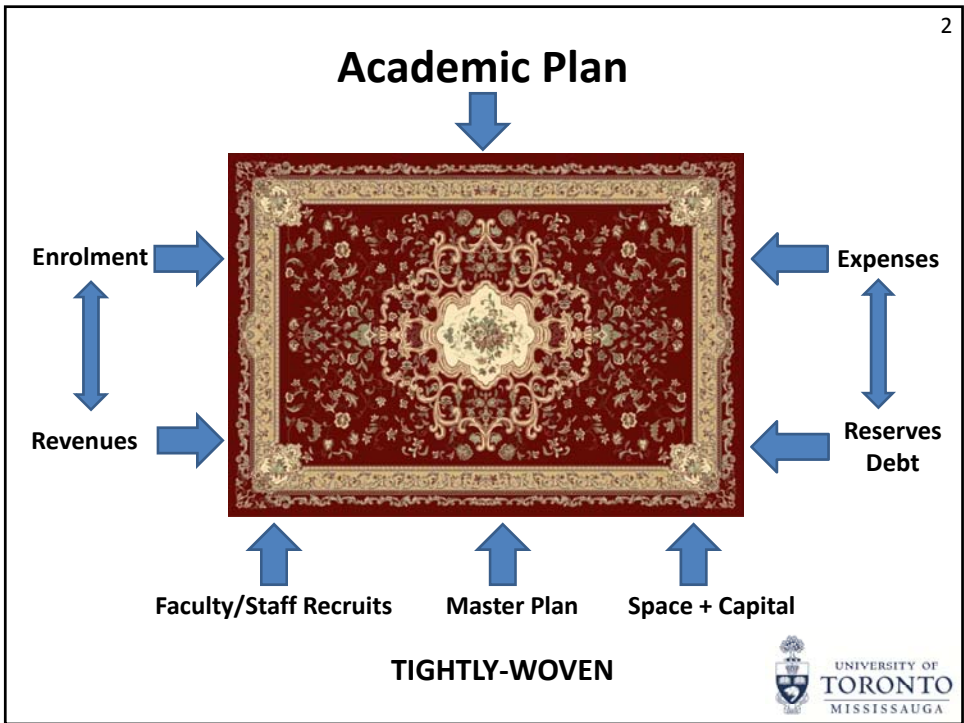
Secretary
November 16, 2014

Chair



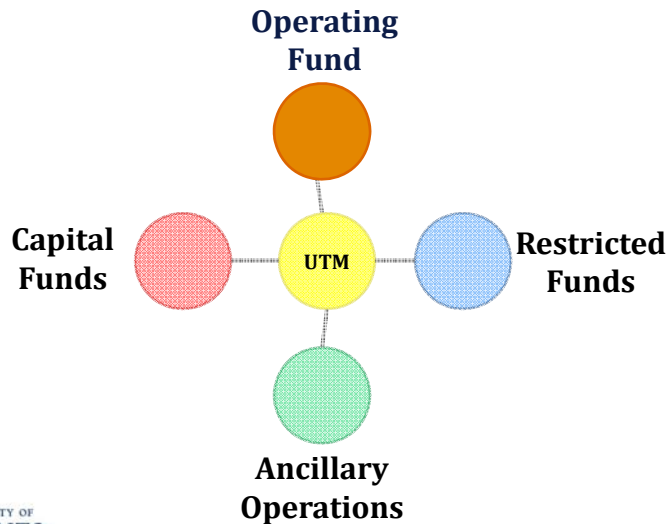
UTM
Proposed Operating Budget: Themes & Priorities

CAMPUS AFFAIRS COMMITTEE
NOVEMBER 10, 2014



The 4 Funds

3

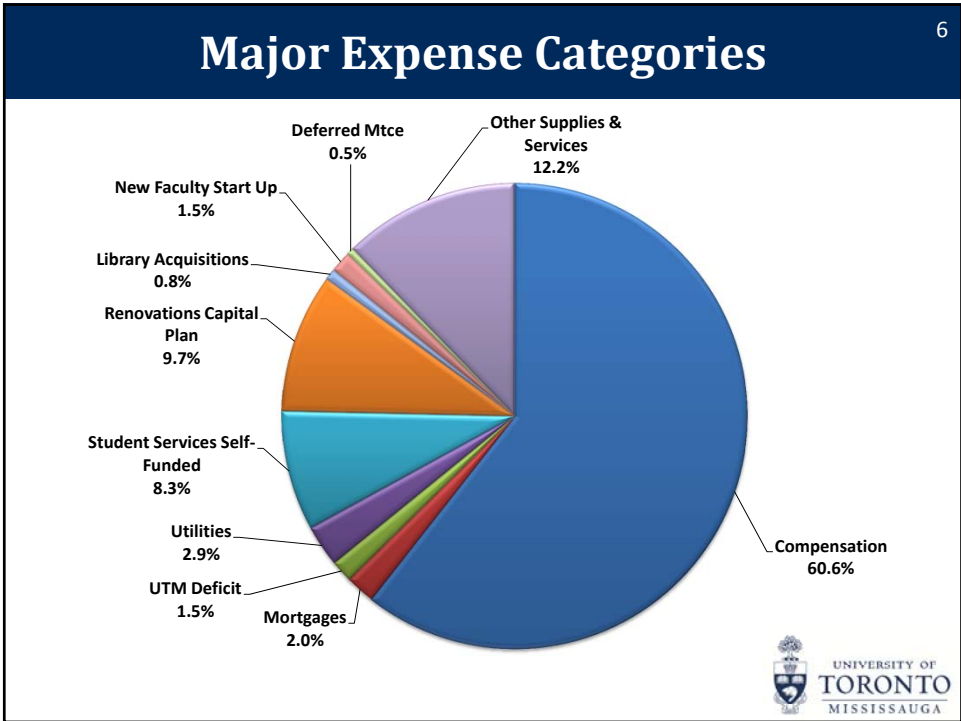
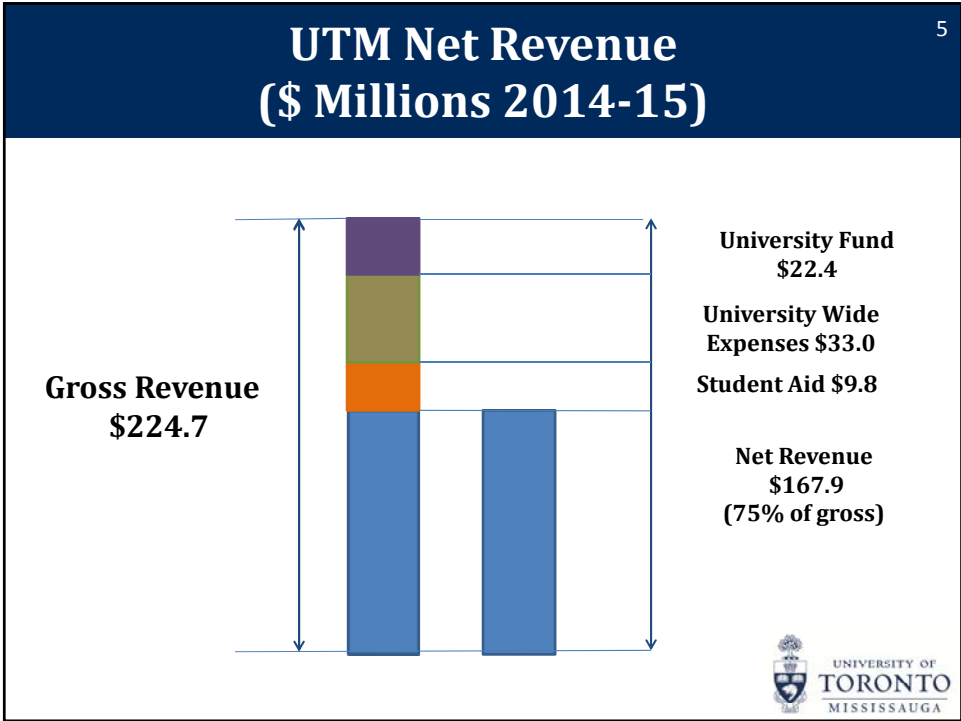


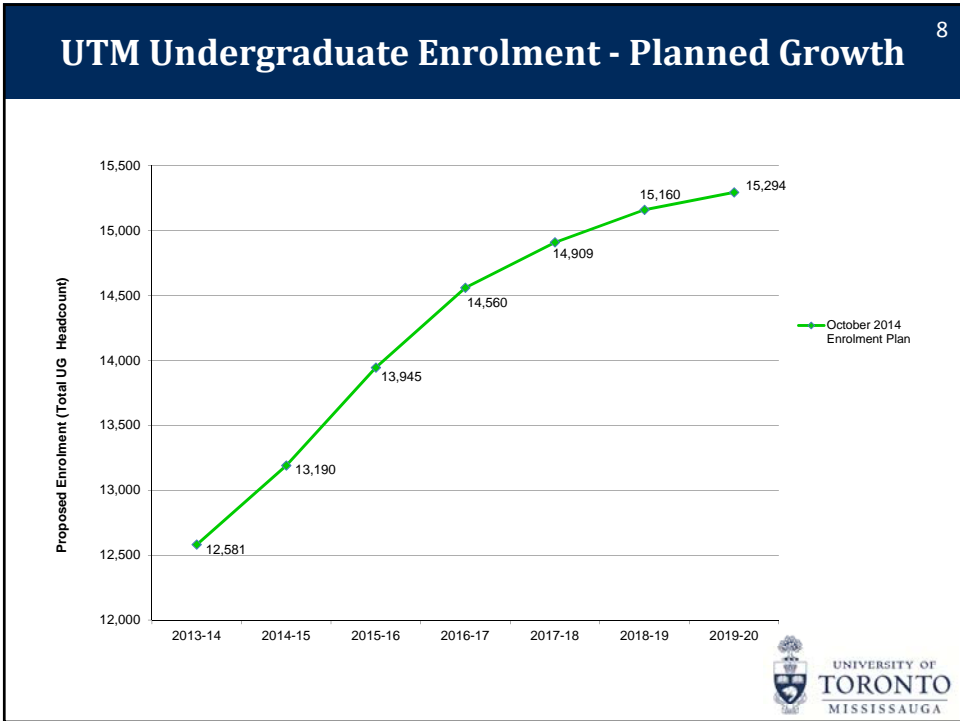
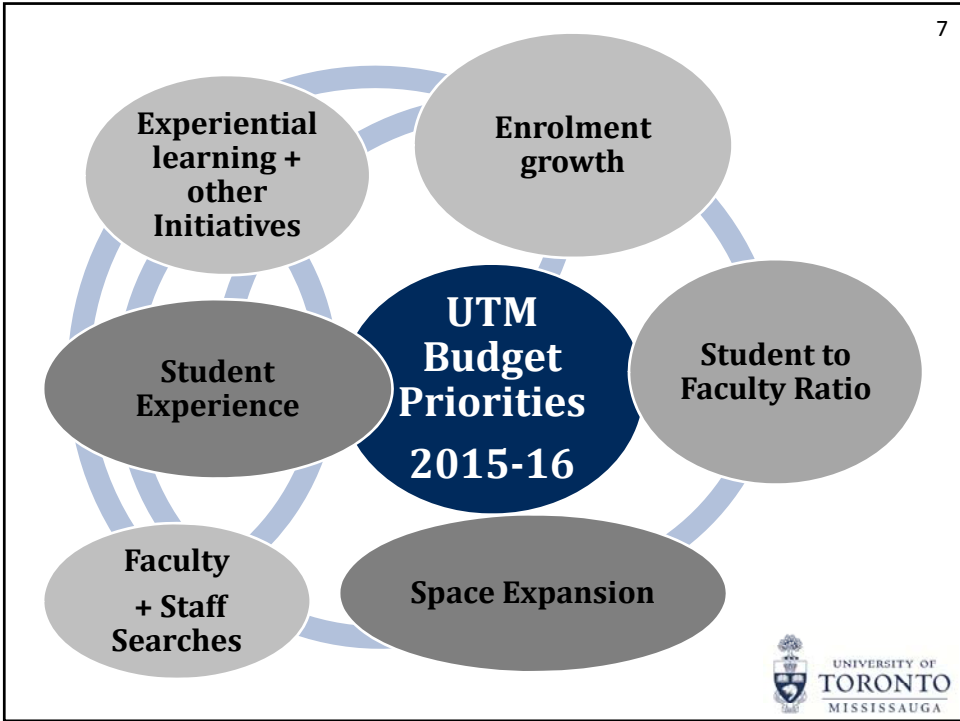
Relationship Between Four Funds

4

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- Minimal from Ancillaries to Operating
historically Conference Services (\$100k)
- Detailed Ancillary Budgets come to CAC in (January 8, 2015)







Priority: Enrolment

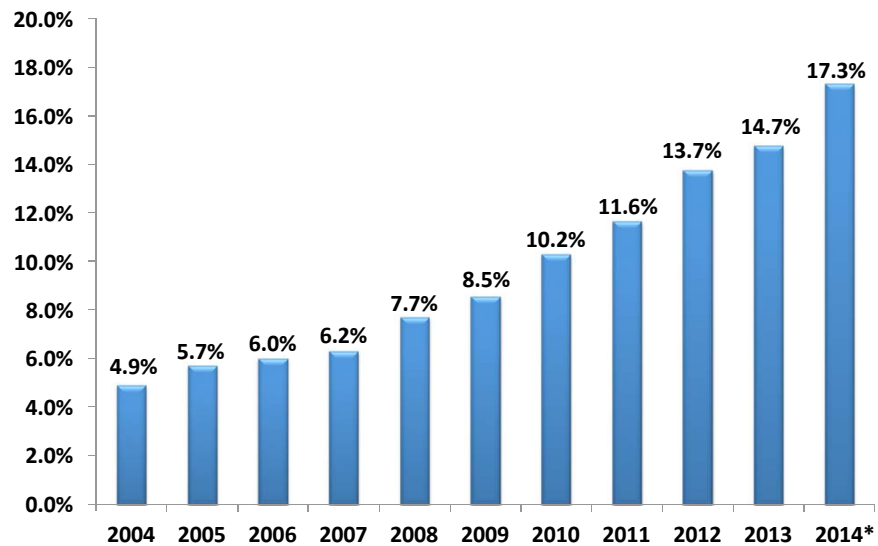
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- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand



Percentage of International in Total Registrants 2004-2014

10

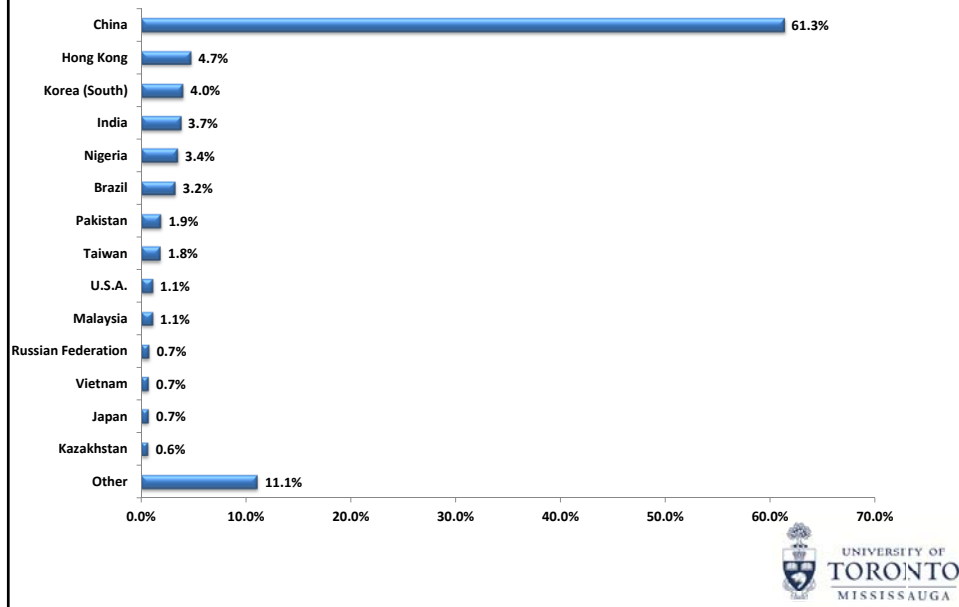


*2014 data as of Sep 3



International Students by Country

11



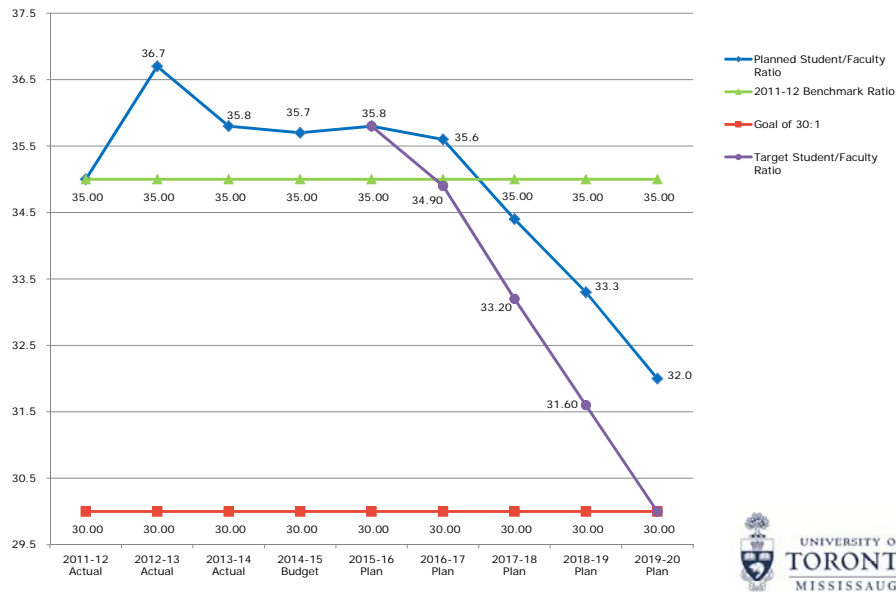
Priority: International Students

12

- Domestic/International Mix
 - Now at 21.1% intake; 17.3% total
- Diversification
 - Now at 61% to 66% single-source home country
- Base Budget & Vulnerability

Student:Faculty Ratio

13



Priority: Student:Faculty Ratio

14

- Now highest across University: 35.8
- Long-term target: 30.0
- Target: 34 searches 2014-15 (21 “growth”)
35 searches 2015-16 (25 “growth”)



Priority: Faculty Recruitment

15

Division	Professoriate	Teaching Stream	Total	Teaching %
A&S	729.9	118.2	848.1	14%
UTSC	220.9	93.0	313.9	30%
UTM	237.1	62.4	299.5	21%

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2013-14 = 74%
- Search Costs; time and money



Related Recruitment Challenges

16

- Renovations and Start-up Funding
- Teaching Space/FTE: 1.71 nasm (**A&S 2.02**)
 - Rank 12th of 18 (within UofT)
- Research/Office Space/FTE Faculty 50.11 nasm (**A&S 97.76**)
 - Rank 12th of 19 (within UofT)
- Capital Plan



Capital Plan

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Opened 2014/15

- Deerfield Hall & Innovation Complex

Underway

- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure

Major Planned

- North2 (To open September, 2017)



Priority: Enhancing the Student Experience

18

- Transition Programs
- Experiential Learning
- Active Learning Classrooms
 - North2 + Davis Prototypes/Retrofit



Priority: Enhancing the Student Experience (2)

19

- Flexibility for Academic Departments
- Base budget enhancements
- Range of initiatives (e.g. Science, Humanities, Social Sciences)



Academic Budget Review: 5-Year Plan ²⁰ (December 9, 2014)





Strategic Topic: Student Housing and Residence Life and Academic Support

CAC: Monday, November 10, 2014



1. Academic Achievement
2. Faculty & Student Interaction
3. Co-curricular Learning and Enhancement of First Nations Cultural Awareness
4. Civic Engagement
5. Student Retention and Awards



46% who live in Residence at UTM are **international**



Diverse student populations from **67 COUNTRIES**

1353 Total Residence

- 718 1st Years
- 541 Upper Year
- 48 Graduate Students
- 37 Families



1:15.5

Staff to Student ratio including Dons, Residence Experience Coaches (RECs) and Peer Assistants (PAs)

Academic Living Communities

77%

of students found it very important to live in an academically focused community.

ACADEMIC CULTURE & ENGLISH

55% **PASS RATE**

ACE STUDENTS

69% **PASS RATE**

ACE RESIDENCE STUDENTS

HOW

1. Academic Living Communities
2. Residence ACE Orientation
3. Student Staff



Faculty & Resident Interaction

Faculty in Residence Program

- Catalyst was NSSE Data – Encourage Student-Faculty interactions
- Faculty-in-Residence live-in component
- Lunch with a Faculty
- The “Real Lives Of ...”



Confidence

Faculty-Student Connections Academic Experience

Comfort Approaching Faculty



“This program allowed me to make a new connection with my favourite professor. I gained a new friend who also became my reference for law school applications.”

“It made professors more approachable. I realized through conversations with professors steps I can take for academic success and how to move forward with my personal and professional aspirations.”

Living in residence enhanced my ability to connect with faculty - 37.5% agreed, strongly agreed.



Enhancement of First Nations Cultural Awareness

Waawaakte Northern Lights Initiative (WNLi)

- In the Fall students attend Traditional Anishnaabe ceremonies. Students participate in Biinaakwe Giizis (Falling Leaves Moon) ceremonies - a one-day thanksgiving ceremony.
- In the spring students attend a four-day immersive trip engaging with First Nations Elders and teachings. Student work on behalf of the community and help prepare for the Spring Fasting Camp.
- First Nations and Metis background participate, as well as residence students from all over the world.







Civic Engagement

Energy Exchange Experience (Alternative Reading Week)

- **3 days**
February 18, 29, 20 2014
- **Over 90 Residence Students**
Representing 21 different academic disciplines
- **14 Community Partner Organizations**
Big Brothers Big Sisters, EcoSource, Eden Community Food Bank, Erin Mills Youth Center, Family Education Center, Interim Place, Nexus Youth Center, Our Place Peel , Peel Aboriginal Network, Safe City Mississauga, Seva Food Bank, United Way of Peel Region, Vita Centre, Volunteer MBC



Over 60% of participants agreed that: as a result of the Energy Exchange Experience . . . I was able to make connections between classroom and out-of-classroom learning



“The various schools of thought that the students bring in helps innovative thinking.”



60%
Agree/Strongly Agree
Living in residence
Impacted Students
Ability to: Live
Independently

10%
STUDENT
POPULATION

29%
CAMPUS
LEADERSHIP
AWARDS

**EXPERIENCE
UTM RESIDENCE
EXCELLENCE LIVES HERE**

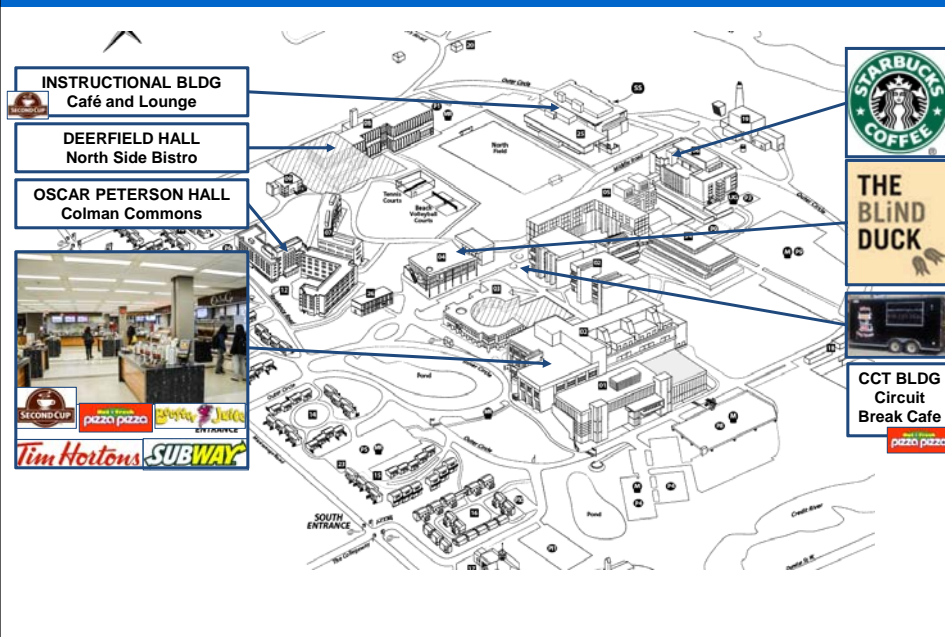
Campus Affairs Committee November 10, 2014

UTM Food Services: Changes, Progress, Prospects, Plans



Overview of Current Operations

2



2006 Food Service Master Plan

3

- Long-term plan to deal with food service space*
- Accommodate enrolment growth/increasing demand with high-quality services
- Comprehensive range of “types” of food service (eating, dining)
- Develop variety of concepts/foods to reflect demands

*Major Limitation: Space

Overview of Current Operations

4

- **Single, contracted provider** (Chartwells)
 - Blind Duck Pub independently operated by UTMSU
- **Oversight & Contract Management by Hospitality Services**
- **Two Active Advisory Committees**
 - Food Service Advisory Committee (N=13)
 - Residence Dining Committee (N=11)

Food Service Advisory Committee

5

Membership:

- Chair
- Residence Students (2)
- Full Time Students - UTMSU (2)
- Graduate Student (1)
- Student Affairs Staff (1)
- UTM Faculty (3)
- UTM Staff (1)
- Hospitality and Retail Staff (2)
- Chartwells GM (as resource)

Food Service Advisory Committee website:

<http://www.utm.utoronto.ca/hospitality/CFSAC>

Available information:

- Research and Feasibility Study (Kaizen)
- Request for Quotation (Consultant)
- Minutes of meetings (plus status reports)

Recent Developments

6

- Contract with Chartwells expired April 30, 2014
 - Similar and different contract provisions
- Consultants re: Request for Proposal (RFP) Timeline
- Two Options:
 - Option 1 – Shortcut process
 - Option 2 – Request short-term extension of contract
 - Focus on viable transition date
- Reviewed by UTM Food Service Advisory Committee December, 2013
- Agreed to proceed with 1-year contract extension
- Agreed to engage consultant

Recent Developments (2)

- March 2014: Committee Interviews
- April 2014: Kaizen Foodservice Planning and Design Inc. engaged
- May 2014: Self-Operating Feasibility Study begun by Kaizen
- August 2014: Self-Operating findings presented

Ancillary Guidelines

Four Objectives

Findings (Phase 1):

- The food service ancillary is required to adhere to existing [Ancillary Guidelines](#)

<u>Objective</u>	<u>Residence</u>	<u>Food Services</u>	<u>Conference Services</u>	<u>Parking</u>
Operate without subsidy	Yes	Yes	Yes	Yes
Provide for capital renewal	Yes	Yes	n/a	Yes
10% operating reserve	Yes	Yes	Yes	Yes
Contribute to operating	No	No	Yes	No

Recent Developments (3)

- In order to meet criteria of *Ancillary Guidelines*, UTM would need to:
 - Increase retail and meal plan prices,
 - Charge all vendors commission internally,
 - Increase the price for all catering,
 - Likely refrain from building new locations,
 - Reduced service levels.
- Cost associated with self operating provision is prohibitive.
- Recommend: contract management approach be maintained

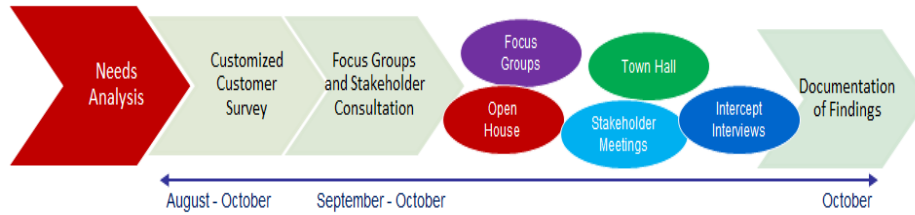
Recent Developments (4)

- August 2014 – UTM would not pursue a Self-Op Food Service Model based on consultation and discussion with Food Service Advisory Committee.
 - Would need a \$400k to \$500k subsidy per year to cover the increase in annual operating costs in a self-op model (+250k, one-time)
 - Contrary to first principle of *Ancillary Guidelines*
 - Subsidy would only sustain the food service operation and not provide for further improvements, expansion or even renewal

Recent Developments (5)

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Phase 2 Food Service Contractor RFP Development Timeline



Feedback and Results (Excerpts)

12

Key highlights / comments

<p>Concepts</p>	<ul style="list-style-type: none"> High demand for Asian concepts including Chinese, Thai and Vietnamese. Branded concepts would be welcomed however there is a desire for in-house versions of these offerings. (international station) High demand for a gourmet burger, deli and Greek concepts The food truck program has been very well received. Demand for a served salad bar, where greens are pre-portioned and customers modify with toppings. The Bistro at Deerfield has been well received by all groups. There is a fair amount of fatigue on campus, specifically with branded concepts and at Colman Commons. A greater variety of in-house offerings where possible is desired. There is a strong opinion that the Colman Commons menu cycle is too short and contains too many fried and heavy options. All day breakfast options would be welcomed.
<p>Value/Pricing</p>	<ul style="list-style-type: none"> All groups felt that prices were too high The overall perceived value of offering is very low. Pricing does not match the quality of food received (57%). Lower priced options, or half sizes are desired. Combo meal pricing, or Meal of the Day options are desired at TFC and Colman Commons.
<p>National Brands</p>	<ul style="list-style-type: none"> The most desired national brands currently not on campus include: <div style="display: flex; justify-content: space-around; align-items: center;">     </div>

Feedback and Results (Excerpts)

13

Key highlights / comments

Quality	<ul style="list-style-type: none">Overall impression of quality is low. TFC Chartwells brands were often considered to be the poorest quality.There is the impression that the offering at Booster Juice and Pizza Pizza is not equivalent to that of the street.
Staffing/Training	<ul style="list-style-type: none">Many complaints about rude staff at Tim Horton's, Colman Commons and TFC. High praise for staff at DeerfieldStaff use the same utensils to cut pork and other products promoting cross-contaminationSome staff are not aware of which products are Halal, and which aren't.
Speed of service	<ul style="list-style-type: none">There are frequent complaints of slow service, especially at Tim's during peak periods.
Healthy Options and Availability of Information	<ul style="list-style-type: none">Healthy options are lacking throughout campus and where they are available, high pricing prevents frequent purchases.There is a desire for a greater number of non-pasta based vegetarian options.Students would like to see nutritional information at the point of service where possible.Users attempt to find information on the foodservice website but find it difficult to navigate and often lacking in information
Exclusivity - Catering	<ul style="list-style-type: none">There is a strong desire to loosen the exclusivity rules, especially with student clubs. Forcing student funded clubs to purchase catering in-house often proves to be cost prohibitive.

Conclusions and Recommendations

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Key Recommendations/Considerations

- Key concepts to consider in the future include Chinese, Thai, Gourmet Burger, Greek and Mexican either through National brands or in-house programs with a focus on freshness and quality.
- An expansion of healthy food offerings throughout campus including non-pasta based vegetarian options, and build to order salad options should be considered.
- The menu cycle and late night offerings at Colman Commons should be expanded in order to alleviate menu fatigue. Further, Colman commons should be aggressively marketed to non-meal plan participants
- Venue hours of operations to be reviewed and adjusted as necessary venue in order to ensure that students are served as broadly as possible

Conclusions and Recommendations

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Key Recommendations/Considerations

- **A limited exclusivity arrangement for catering** services on campus should be considered, whereby the on-site operator is one of a select group of approved caterers.
- Ensure that the future operator implements a **comprehensive training and development program** to address future staffing issues and concerns as well as to empower the operator and university to take corrective action.
- Ensure that the future operator has infrastructure and programs in place to **properly and continuously market events, promotions**, initiatives, programs and offerings on an ongoing basis both with traditional marketing, online and through social media.
- Structure the future foodservice contract to include **measurable minimum KPI's relating to service and offering and develop and implement a scorecard measurement tool to ensure ongoing contract compliance.**

RFP Timeline

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RFP & Pre-Qualification Document Preparation <ul style="list-style-type: none"> • Community Feedback Presentation • Final RFP Document Ready for Release 	November 7, 2014 December 19, 2014
RFP Release <ul style="list-style-type: none"> • Issue to Market • Bids Due from Proponents 	January 5, 2015 February 9, 2015
Bid Evaluation and Proponent Selection <ul style="list-style-type: none"> • Internal Evaluation of Bids • Short List Presentations • Final Selection 	February 9 - March 9, 2015 March 16 - March 17, 2015 By March 20, 2015
Contract Negotiation and Contract Signing	By April 3, 2015
Transition	April to June 2015

Food Service Improvements for 2014

- Deerfield Hall:
 - North Side Bistro – Opened August, 2014
- Innovation Complex
 - Second Cup – Opened September, 2014
- Oscar Peterson Hall:
 - Renovated Colman Commons – Opened August, 2014
- Expanded Colman Commons – Opening November, 2014
(7:30 a.m. – 12:00 p.m.)
- Food Trucks
- Focus on Quality, Diversification, Service
 - Halal, Vegetarian & Vegan, Healthy choices, International choices, Hours of Operation

Food Service Improvements for 2015

- Push Contractor for “Fair-Trade” Designation
- Rigorous Staff Training Program
- Nutritional + Cooking Classes in Colman Commons
- Improved Hospitality Web-site & Communications
- Design of Permanent Food Court – prepare for tender

Conclusions

- Pleased with 24 month improvements?
- More to do?
- Right road to get there?
- Equation of Opportunity: Contract Expiry + Feedback to inform RFP + Space Available + Design Work

Deerfield Hall North Side Bistro



Innovation Complex

Second Cup

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Colman Commons

Renovation

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Colman Commons

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Expansion (Opens late November, 2014)



Thank You

Questions?