

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: University Affairs Board

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DATE: May 7, 2020 for May 21, 2020

AGENDA ITEM: 5

ITEM IDENTIFICATION:

Annual Report on the *Code of Conduct for Trademark Licensees*

JURISDICTIONAL INFORMATION:

The University Affairs Board's areas of responsibility include use of the University of Toronto name. The Board is responsible for policy of a non-academic nature for matters within its areas of responsibility. The *University of Toronto Trademark Licensing Policy* charges the Board with receiving annual reports on the operation of and issues connected with the trademark licensing program.

GOVERNANCE PATH:

1. University Affairs Board [for information] (May 21, 2020)

PREVIOUS ACTION TAKEN:

The Annual Report on Trademark Licensing 2018-19 was received by the Board at its May 16, 2019 meeting.

HIGHLIGHTS:

Celebrating the 20th Anniversary of the Trademark Licensing Code of Conduct, we present this special edition annual report. Over the past two decades we have worked to ensure consistent branding and quality products, pushed for change in apparel sourcing, and established events and

merchandise to create and cultivate pride for the University. With the support of many departments, we are all immensely proud of what we've accomplished.

This year, we undertook a review of the program to identify what works best and what opportunities we have. A large part of this was renewing our agreement with the U of T Bookstore. Part of this saw a change in how we collect and report royalties, which will allow for more transparent and accurate reporting. Other major activities this year include a staff and faculty survey, multiple presentations to a range of internal staff, faculty and student leaders, and the second annual Robarts Holiday Market. As we look to the future, maintaining pride for our institution will be more important than ever and we plan to be at the center of promoting the University with exciting merchandise collaborations and new communication tools for the campus.

FINANCIAL IMPLICATIONS:

None

RECOMMENDATION:

The documentation is presented for information.

DOCUMENTATION PROVIDED:

2019-20 Annual Report on the Code of Conduct for Trademark Licensees

TRADEMARK LICENSING
20TH ANNIVERSARY

ANNUAL REPORT 2019-20



UNIVERSITY OF
TORONTO

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The trailblazing work of the Trademark Licensing Office speaks to the power of purchasing and our civic duty to be responsible global citizens. The licensing program is doing incredible work, while solidifying U of T's reputation as an advocate of and contributor to the United Nations' Sustainable Development Goals. By advancing important standards on labour and supply chains, the Trademark Licensing Office is positioning U of T as an international leader in ensuring that the products we use and wear are being made in a safe and humane way.

A handwritten signature in black ink, appearing to be 'CR.' with a flourish.

Cheryl Regehr
Vice-President & Provost

What is Trademark Licensing?

Trademark licensing is the process by which a trademark owner allows a third party, the licensee, to use registered trademarks on merchandise under a license agreement. Each year, many products are manufactured that bear the University of Toronto name and official marks. These include items sold at the University of Toronto Bookstore, team uniforms and promotional items ordered internally by students, faculty and staff. In 2000, the University made a commitment to ensure that these products were produced in a manner consistent with its mission and values by passing the Trademark Licensing Policy and developing the Code of Conduct. The Trademark Licensing Office is a self-funded unit within Ancillary Services that oversees the production of U of T branded merchandise and ensures its compliance to all University policies.

The University contracts with a third party licensing agent, the Collegiate Licensing Company (CLC), to carry out the administrative work associated with licensing suppliers, including contracts and collecting manufacturing information. Our licensing agent also provides advice on best practices in the collegiate licensing industry.

Over the years, the work of the Trademark Licensing Office has established the University of Toronto as a leader in collegiate licensing in Canada. We continually revisit all elements of the program to ensure we are meeting industry standards and establishing the University as a strong brand throughout the city and the world. The program's main goal is to ensure the University and its departments are engaging in ethical procurement of merchandise and that branded merchandise is accurately representative of the University's image. We also enrich campus life and the student experience by fostering a sense of belonging and pride at U of T and within the city. We hope our merchandise is a symbol of the University's great and lasting impact on our community.

The official U of T brand navy hoodie with stacked crest logo is our most popular product.



Strategic Goals:

- 1 Increase desirability and visibility of U of T branded merchandise
- 2 Increase financial and human resources to better support the University community
- 3 Increase administrative efficiency to ensure consistent, convenient and valuable service to the campus

The daily work of the department includes:

- Ensuring that suppliers of University of Toronto merchandise are licensed and have signed the University's Code of Conduct
- Reviewing and approving artwork for merchandise
- Working with University departments and student groups to fulfill special requests for merchandise
- Working to expand and enhance the selection of University of Toronto merchandise available for sale, both in our Bookstore and within off-campus retailers
- Promoting school spirit through branded merchandise available at special events
- Registering and maintaining official marks for the University and following up on improper use of the marks
- Maintaining good relationships with labour monitoring organizations, who evaluate workplace compliance with university codes of conduct
- Engaging with licensees when workplace issues are identified

Ethically Responsible Campus

For 20 years, our main goal has been upholding the University's commitment to responsible sourcing by working with NGOs, our licensing agent and suppliers to make available a wide range of products that maintain compliance with our Trademark Licensing Policy. This policy outlines our commitment to a transparent supply chain and non-exploitative working conditions in the production of university-branded merchandise—the first Canadian university to do so. Only those suppliers that have been licensed by the University are permitted to produce merchandise bearing the University of Toronto name and official marks. To become licensed, suppliers must sign the Code of Conduct and Trademark Licensing Policy, provide proof of insurance and release their manufacturing information. Overall, our work in this domain helps increase the transparency within our process and in turn, desirability of the University's brand.

While collegiate licensing accounts for only 2% of the global apparel demand, collectively, we have instituted real change across the sector. Working with recognized labour rights NGOs and schools across North America who have adopted similar labour codes has helped encourage positive changes to workplaces in developing countries. The University is affiliated with both the Worker Rights Consortium (WRC) and the Fair Labor Association (FLA); organizations which conduct factory assessments around the world on behalf of North American universities and colleges. These organizations are also engaged in work to advocate for systemic change in the global supply chain.



We partner with suppliers that share a commitment to quality and social responsibility. WillLand products are designed in Canada, rigorously tested and made with fair trade manufacturers.

Most recently, the University made the decision to support the Bangladesh Accord. In 2013, a garment factory, Rana Plaza, collapsed killing 1,133 workers and injuring thousands. It is considered the worst apparel manufacturing industry disaster of all time. The Accord is a legally-binding agreement between global brands and retailers, and Bangladeshi affiliated unions to work towards a safe and healthy garment and textile industry in Bangladesh. The University now requires any company supplying branded apparel from Bangladesh to be a signatory to the Accord. We currently work with two suppliers that are signatories.

The Trademark Licensing program is also a member of the International Collegiate Licensing Association (ICLA). Support and resources from the ICLA enable the licensing community to come together to be better informed, share dialogue and drive supply chain transformation.

“The binding labor standard adopted by universities like U of T have had a profound impact on labor rights and corporate accountability in the university apparel supply chain and far beyond.”

—
Scott Nova,
Executive Director
Worker Rights Consortium

(See page 21 for the full quote.)

The Bookstore Partnership

The University of Toronto Bookstore is a division of the University of Toronto Press (UTP). Founded in 1901, UTP is Canada's leading academic publisher and one of the largest university presses in North America. The Bookstore, originally named the Students' Book Department, was established by Miss McMicking, a staff member of the University library. Today, the Bookstore is the primary retailer for University of Toronto merchandise and serves tens of thousands of customers each year. The Canadian Booksellers Association has named them Campus Bookseller of the Year five times.

The University of Toronto Bookstore continues to be our largest retail partner for U of T branded merchandise. We work closely to ensure a variety of merchandise is available that both upholds the University brand and meets student demand for merchandise that is on trend and reflects school pride. The Bookstore also operates an in-house garment printing and embroidery shop which offers on-demand custom merchandise that caters to the needs and desires of a large number of staff, faculty and student groups. This capability has allowed us to offer customized garments and low pricing and minimum quantities to the campus community. It has cemented the U of T Bookstore as one of the main suppliers of U of T merchandise to the internal campus community.

Last year, we undertook a thorough review of the Trademark Licensing program and finalized a renewed agreement with the Bookstore. The main objective of the renewed agreement was to more closely align our business goals and ensure the program offered mutual benefit. Part of this saw a change in how we collect and report royalties, which will allow for more transparent and accurate reporting. The new agreement will strengthen our partnership with the Bookstore by further aligning our values, improving financial stability and creating more opportunities for growth and innovation of U of T merchandise.

Additionally, with the help of CLC, we have introduced a new online system for reviewing and approving all retail artwork. This has increased administrative efficiency by making it easier for suppliers to submit artwork for approval. This shortens lead times while also allowing for more accurate tracking and reporting of sales tied to that artwork. We are now able to collect detailed information on popular artwork and merchandise to make more informed decisions on product mix.



A Sense of Pride & Place

The Trademark Licensing Office at the University of Toronto protects and promotes the use of the University's brand on insignia products, which upholds the reputation of the University and fosters pride and a sense of community within its students, faculty, staff and alumni. Further, it demands that merchandise is manufactured according to the University's values, and supports divisional and student initiatives that enrich campus life.

Collegiate merchandise is an important aspect of the student experience, one that becomes a mainstay throughout their academic tenure and beyond. It fosters a sense of belonging by unifying each student as part of our community, which lasts long after they leave school and is even shared with future generations. Our brand can be used to recognize fellow U of T students off campus and helps form relationships based on shared experiences with the school. It is with these paramount milestones that we aim to communicate the values of the University and bind together our community as a pillar of our city.

We work with multiple departments and divisions on campus to create opportunities to build and share school spirit. These include events, contests and special merchandise collections. Our goal is for every student, staff and faculty member to be a part of the campus community.

Ways we create a sense of pride and place:

- Special spirit events: U of T birthday, Robarts Holiday Market
- Special collections: Pride, Peace Collective, Library Collection
- Merchandise: Creating desirable products, keeping up with student demand and current trends, creating custom items
- Supporting student-led initiatives
- Listening to student feedback
- Being knowledgeable, friendly and helpful in all interactions with students, staff and faculty



U OF T PRIDE



"Allows me to show off years of hard work."



"To flex my hard work."



"Love repping my school."



"Love this school!"

Why is U of T merchandise important to you? How does it make you feel part of the community? Quotes are responses from U of T students.



"Helps me remember that I'm part of a close knit community."



"I'm proud to be a U of T student."



"It's cute and makes the grind worth it."



"It's like armour in front of my non-U of T friends."



"Makes me feel like I am part of the University's history."



"Makes me feel like I'm part of a big family."

What We've Been Up To This Year

HELPING CAMPUS PARTNERS

Equity Ideas Fund (EIF)

The Faculty of Kinesiology and Physical Education (KPE) strives to create and maintain a welcoming and inclusive atmosphere for all students and members in all their facilities. The U of T Sport & Rec Diversity and Equity Team was formed by the faculty to provide an opportunity for student leaders to collaborate and receive mentoring from staff for various equity initiatives in support of the faculty's goals of diversity and equity within physical activity and health. The Equity Ideas Fund supports student-led initiatives which are related to diversity and equity, as well as physical and/or mental health and wellness.

The Trademark Licensing Office supported this fund with \$10,000 over the last two years, making multiple events possible, including: *Mental Wellness Jam* and *Bicycle Workshop for Sport Wheelchairs*. Our office shares a commitment to support student-led initiatives, as well as health and well-being on campus.

Student Initiative Fund

The Student Initiative Fund (SIF) offers financial support for projects that enhance the student experience and foster a sense of community at the University. It is an ongoing goal of the program to give back to the campus when we can. We supported the SIF fund last year with \$30,000, which was able to help fund hundreds of student led initiatives. We are working with Student Life on new/improved ways to work together and ensure our funds are having the greatest impact possible.

EVENTS

Robarts Holiday Market

Back by popular demand, we held the second annual Robarts Holiday Market in collaboration with the Bookstore and Robarts Library. We created new special edition Library Collection merchandise, which celebrated campus history and architecture and Rare Book Library holdings. This event was well attended by both students and staff and included a performance by the Library Staff Choir. Being able to showcase merchandise in an iconic landmark like Robarts fostered connection and pride with the University and to spread some holiday cheer during the end of semester exam season. We are looking forward to holding this event again next year.



Right: Library Collection pop-up at Friends of Fisher event



INTERNAL PRESENTATIONS

As a small department that oversees three campuses, we continually work to ensure the University's policies are communicated to our colleagues. In the last year, we have presented to a broad range of stakeholder groups, which include University faculty, student and staff leaders. These presentations are integral to building the program's visibility across the University's many campuses and divisions and improving compliance with our policies. We hope to have the opportunity to present to new departments/divisions next year.



Above: U of T alumni Samantha Yammine and Cylita Guy wear Peace Collective merchandise. Left: students at Pride Flag Raising wear Pride Collection merchandise.

Exclusive Collections

Pride Collection

Born out of our continued work with the Equity Ideas Fund was the Pride Collection—a special line of merchandise to highlight the University’s dedication to equity and inclusion. All royalties collected from the sale of these items goes back directly to the Equity Ideas Fund. This new merchandise was launched at the Pride Flag Raising event on June 6. It was so well received that we created a small line of winter wear that was sold at special events like the Black Excellence Kiki Ball. We are working on creating a new summer line that will launch at this year’s Flag Raising event.

It is with these collections that we hope to give students a way to showcase their pride and love for U of T in a way that reflects them. We want every student, staff, faculty and alumni to feel a welcome part of the campus community

Peace Collective

We released our second line of cobranded merchandise with Peace Collective for orientation 2019. The collection saw a restocking of some fan favorites as well as a few new, on trend items.

The launch of this collection coincided with the celebration of the U of T Instagram reaching 100k followers. We marked this milestone by photographing members of our U of T community in the Peace Collective merchandise and holding a contest on Instagram inquiring “Why do you choose to make U of T your home?” With responses like “I chose U of T because of the incredible community and opportunities” and “U of T was the perfect home away from home” it’s easy to see how strong student pride is and we hope to continually promote that through merchandise.



300 piece puzzle featuring an illustration of University College from U of T Archives.

Library Collection

The Library Collection, a collaboration between Trademark Licensing, U of T Libraries and the Bookstore, is a collection of gifting merchandise that showcases the beautiful holdings in our library system, including stunning imagery from the Thomas Fisher Rare Book Library and our Archives. Our aesthetic goal is to create merchandise akin to what you might find in a museum gift shop. A portion of the proceeds from this program go back to the Library. This is an ongoing partnership and we hope to continue expanding the assortment.

This collection reveals some of the wonderful items in our library system and allows our community to own a part of these treasures. We celebrate and share our love of reading and learning while uniting us all as U of T “book nerds”.



Hardcover notebooks featuring book cover reproductions from *Nature on the Page* exhibit at Thomas Fisher Rare Book Library.



Survey Findings

As part of our 20th anniversary year, we sought to collect some feedback from staff/faculty on the Trademark Licensing program, its management, available resources and licensed suppliers. Over 100 staff and faculty responded to the survey, giving us much-needed insight into the program's effectiveness and next steps for ongoing improvement.

Feedback was positive, with 83% of respondents indicating they were either satisfied or extremely satisfied with the program. Most respondents indicated that the Trademark Licensing program's policies and guidelines are clear and easy to understand and that their questions and artwork approvals are responded to in a timely manner. There was a high sense of satisfaction with our current suppliers and the merchandise they source. We will continue to review our list of suppliers to ensure we are recommending trusted vendors who offer a variety of high quality products suitable for all budgets.

Responsible sourcing is the main pillar of this program, and just over 50% responded that they were aware of this requirement. However, over 80% of respondents indicated that this was either important or somewhat important and most of those indicating they would like to hear more about this part of the program.

The survey results indicated a need for greater visibility and communication to help raise awareness about the program's existence, value, our branding guidelines and the importance of the University's responsible procurement policy. We plan to continue conducting internal presentations, raising awareness through campus events and proactively reaching out to colleagues regarding issues related to branded merchandise.



Favorite Varsity Blues item:
Varsity Jacket

Top Colours:



- 1 Navy
- 2 Black
- 3 Grey
- 4 Pink

- Top non-apparel items**
- 1 One-subject Notebooks
 - 2 Plush Bears
 - 3 Lanyards
 - 4 Mugs

- Top 5 Apparel items:**
- 1 Hoodies
 - 2 Tees
 - 3 Crew Neck Sweaters
 - 4 Long Sleeve T-Shirts
 - 5 Ball Caps

- Favorite Special Collections:**
- 1 "Mom" and "Dad" sweaters
 - 2 Faculty hoodies (Medicine, Engineering and Law)
 - 3 Library Collection/Heritage Merchandise

- Top Non-U of T Brands:**
- 1 Champion
 - 2 Roots
 - 3 Nike
 - 4 Peace Collective

The Future: *What's Next?*

The survey feedback also confirmed the need for some additions and revisions to the program.

Additional Communication Tools

While many responded positively to the program guidelines, some indicated that the rules for ordering branded merchandise were hard to find or follow. We aim to make the website more accessible for student groups who also wish to order branded merchandise, as the majority of our focus is currently on staff and faculty.

We are also in the midst of creating style guides for staff and student groups to ensure proper policies and brand guidelines are communicated in advance of orders being placed.

Lastly, we plan to establish new communication methods to connect with the campus. The survey shows that over 90% of respondents would like to receive communication from the department at least quarterly. Topics of interest include news and updates, tips and guidelines, merchandise examples, supplier highlights and information on fair labour.



Keeping sustainability top of mind, we are making products available that support a zero-waste lifestyle, like reusable tote bags, metal straws, travel cutlery and drinkware.

We are excited to share stories about workers' rights from the NGOs we work with so our campus can make well-informed decisions. We will also share industry best practices and examples of collegiate/ community-building merchandise from other licensing programs. Our goal is for all pieces of merchandise to not only be responsibly sourced but also cultivate and build pride for the institution.

We are also considering hosting an in-person open-house for staff and faculty to meet with licensed suppliers. This will allow in person discussion and relationship building that will open the door for stronger program compliance.

Sustainability

The survey feedback also indicated a demand for more sustainable products, which ties in well with our efforts to promote an ethically responsible campus. While we have a few suppliers that source sustainable products, we will be looking to add specialized suppliers and products in this category in the near future and will encourage those ordering merchandise to keep sustainability in mind when choosing items.

We also began conversations on revising and relaunching the St. George campus' Lug a Mug program. Working with the Sustainability Office and Food Services, we will be looking at ways to make this program more effective. There is potential for collaborating with on campus consulting resources and including staff/faculty and students in our research. We are excited about this opportunity to learn more about how our community consumes their beverages and how we might be able to make this program more widely adopted.



CREDITS

TRADEMARK LICENSING 20TH ANNIVERSARY ANNUAL REPORT 2019-20

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THE FINAL WORD

“The binding labor standard adopted by universities like U of T have had a profound impact on labor rights and corporate accountability in the university apparel supply chain and far beyond. By moving past the voluntary standards that have been the norm in the industry, universities have changed the game—imposing and enforcing meaningful obligations for licensee companies, rather than relying on the voluntary industry self-enforcement that consistently fails to protect workers. The efforts of U of T and other universities have benefited millions of workers around the world—from Bangladesh, where previously grave safety risks for workers have been radically reduced; to Honduras, where the right to organize and bargain is now respected across most of the garment sector; to the dozen-plus countries where workers have received tens of millions of dollars in back pay at factories producing university apparel—money workers earned, but, without university intervention, never would have received. Systemic problems remain across the global garment industry, but in those places where genuine progress has been achieved, universities like U of T, more often than not, have been at the heart of it. The WRC is proud to have worked hand-in-hand with U of T to support worker rights around the world.”

— Scott Nova, Executive Director, Worker Rights Consortium

