



Innis College

Innis College Council

340th Meeting

Tuesday, October 7, 2025, at 3:30pm

Events Room, Innis Residence/MS Teams

Minutes

Present: Juju Alolayan, Anjalika Bansal, Kate Bishop, Jason Brennan (assessor), Tara Carothers, Melody Chen, Juliana Concini, Zeina El Khatib, Dianthi Fernando, Elijah Gyansa, Kiersten Herborth, Nicole Jacqueline, Yasmeen Jafarzadeh Jaromi, Eva-Lynn Jagoe, Jiya Jakher, Paul Kaita, Charlie Keil, Theo Lampert, Kanika Lawton, Eyan Logan, Megan McDonald (assessor), Bianca Mehrotra, Katie Middleton, Rahna Moreau, Ryan Nguyen, Rima Oassey (council secretary), Jenny Owens, Tony Pi, Dryden Rainbow, Landon Sanderson, Anupa Sapkota, Daman Singh, Raven Stoddart, Joanne Uyede, Maya Waldman, Ben Weststrate (council secretary), Andrea Williams, Zoe Yeung, Wing Yip, Alberto Zambenedetti

Regrets: Donald Boere (assessor), Jenny Chen, æryka hollis o'neil, Suzanne Macintyre (assessor), Cynthia Messenger, Raisa Raat

1. Welcoming remarks

Weststrate, council secretary, called the meeting to order at 3:41pm. He welcomed council members to the first meeting of the year, reported that membership is complete with all 40 members accounted for, and summarized the purpose of college governance.

2. Self-introduction of members

Weststrate initiated members' self-introductions, beginning with Principal Charlie Keil who, in turn, introduced his six principal's appointees:

- **Dianthi Fernando**, Innis alumna and front-line advisor at the University College Registrar's Office
- **Eva-Lynn Jagoe**, Innis's vice-principal
- **Paul Kaita**, Innis alumnus and academic advisor at the Victoria College Registrar's Office
- **Rahna Moreau**, Innis alumna and returning member of council
- **Raven Stoddart**, recent Innis graduate pursuing graduate school in the Department of Immunology at the Temerty Faculty of Medicine

- **Joanne Uyede**, Innis alumna and long-time member of council as well as co-chair of the Renewal and Expansion campaign cabinet

3. Election of speakers

Weststrate called for nominations for the role of non-student speaker. Jagoe was the sole self-nomination.

A motion to acclaim Jagoe as speaker was moved (Rainbow), seconded (Waldman), and carried.

Jagoe agreed to chair the first meeting.

Weststrate called for nominations for the role of student speaker. Chen self-nominated. Keil nominated Jakher, who accepted the nomination. Both Chen and Jakher gave brief nominee statements then temporarily left the room while council members voted.

Council voted to elect Jakher as student speaker.

4. Minutes of the previous meeting

A motion to approve the April 15, 2025, meeting minutes was moved (Rainbow), seconded (Jakher), and carried.

5. Business arising from the minutes

None reported

6. Principal's report

Keil reported on a series of staffing changes since the previous council meeting.

A. Administrative staff updates

- **Marco Chan** has been the College's temporary facilities officer since mid-August, when former the business services officer, **Shabnam Ibrahim**, left the College for a position at Oak House residence.
- Program Coordinator **Rima Oassey's** first day in her continuing role was August 25.
- **Cedar MacTavish** began in the new contract role of sustainability steward on September 2.
- **Naghi Nasab** began in the new role of maintenance technician at Innis Residence on September 3.
- **Katie Middleton** began a six-month term as college librarian while **Kate Johnson** is on a research and study leave, from October 1 – March 31.
- **Kimiya Karbasy** returned from secondment at the Family Care Office on October 1, resuming her role as assistant dean – residence life. At the same, we said goodbye to **Nick Callow** who was in the position during Kimiya's secondment.

B. Staffing update: Teaching staff

- The Innis Writing Centre has added three new instructors to its roster: **Daniel Laurin, Anna Lee-Popham, and Judith Muster**. They join returning instructors **Laz James, Becky Vogan, and Supipi Weerasooriya**.
- New Writing & Rhetoric sessional instructors: **Billie Anderson and Hamutal Dotan**.
- Returning W&R sessionals: **Kelli Deeth, Viktoria Jovanovic-Krstic, Simon Lewsen, Roz Spafford, Vikki Visvis, and Rebecca Vogan**.
- Returning Innis One sessionals: **Hamutal Dotan, Anna Lee-Popham, Shawn Micallef, and Adam Nayman**.
- Associate Professor **Grant Wiedenfeld** joined the Cinema Studies Institute in July on a three-year contractually limited term appointment (CLTA).
- Returning CSI sessionals: **Jason Anderson, Stephen Broomer, Jason Fox, Mike Meneghetti, Justin Morris, Adam Nayman, and Roshaya Rodness**

C. Renewal and Expansion update

Keil reported that Urbacon, the construction company, is still on track for August 2026 construction completion. This will be followed by a period of outfitting and equipping the spaces (i.e., two to three months), and then occupation. The building will likely be open and ready for use by late fall of 2026.

D. Five-Year Strategic Plan for Innis College

Referring to [Appendix 1](#), and the accompanying slideshow, Keil directed council members to consider the “Five-Year Strategic Plan for Innis College,” which he developed in collaboration with senior college leadership.

Keil described the plan as a roadmap for where to collectively bring the College during this milestone transitional period (i.e., post-renovation).

He summarized the plan’s components: one vision, one mission, four strategic priorities, and 23 strategies. The tactics (i.e., the College’s tangible actions), he added, will be developed over time.

Keil put forth a motion for council endorsement of the “Five-Year Strategic Plan for Innis College.” Lampert seconded. Jagoe opened the floor to council discussion.

Jagoe called for a vote on the motion as moved (Keil) and seconded (Lampert). The motion carried.

Keil explained that each of the four strategic priorities within the plan will be a focus on discussion at the council meetings this year (i.e., one priority per meeting), beginning with “Equity and Sustainability.”

Keil reviewed the three respective strategies:

1. *Expand sustainability-driven initiatives, especially in the following areas:*
 - a. *Physical infrastructure and greenscape*
 - b. *Food and hospitality*
 - c. *Teaching and learning*
2. *Improve the accessibility of our physical and digital infrastructure.*
3. *Support the emergence and success of affinity groups, opportunities, and spaces.*

To help illustrate the types of tactics that may precipitate from these strategies, Keil called upon four college staff to each share an example. Two have been implemented; two are developing.

1. **Tactic 1:** Speaking to the third strategy, Weststrate described recent developments with the affinity group, Out@Innis, which he co-founded in summer 2024 after learning that a previous student 2SLGBTQ+ affinity group, InPride, had become dormant. The new iteration of the group was expressly a collaboration between students and staff. The 51 student members, to date, evenly represent years of study and on- and off-campus housing. There are also 11 staff members advisors. Weststrate proposed that Out@Innis's success can be a strategic model for student-staff affinity group formation, as per the strategic plan. He noted that would-be affinity groups — especially those of marginalized student populations — can face barriers to forming because of critical mass and resource issues. Staff involvement can help overcome these barriers, scaffolding a group while it gains its own momentum.
2. **Tactic 2:** Also speaking to the third strategy, **Singh**, assistant dean – student life & equity, described a policy on Innis College Club Recognition that his office is developing to more clearly define what is and what is not a student club at Innis College. He plans to present the policy to Student Affairs Board and EDIA Board for input and eventual approval. The general requirement for Innis recognition would be that a given group is led by, and oriented toward, Innis College students.
3. **Tactic 3:** Speaking to the first strategy, **Brennan**, dean of students, reported on the recently implemented composting program at Innis Residence. There are now compost bins on every floor.
4. **Tactic 4:** Also speaking to the first strategy, **Cedar MacTavish**, the College's new sustainability steward, introduced his evolving portfolio and plans. His primary mandate is to work with Innis students and staff to help facilitate internal sustainability pathways and systems, including energy consumption, waste aversion, and the forthcoming green roof. He will also pursue institutional collaborations and grant writing. MacTavish invited anyone interested in this field to reach out to him at sustainability.innis@utoronto.ca.

Keil emphasized that sustainability is a major goal of the College and without a dedicated staff member it would be difficult to realize facets of the strategic plan. He clarified that the steward is a contract-based position, lasting until mid-February with the possibility of extension.

7. Introduction of boards

Jagoe noted that all council members are invited to [sign up for at least one board and any number of subcommittees using the online form](#) linked in the agenda. She invited representatives from last year's boards to provide brief descriptions to help members choose.

This began with the Academic Affairs Board, which already met once in the 2025-26 governance cycle and elected Rainbow as its moderator.

A. Academic Affairs

Rainbow explained that the board meets twice per year to hear reports and make curriculum decisions on matters related to the Writing & Rhetoric (W&R), FYF@Innis Seminars, and Innis One programs. It also hears reports from the Cinema Studies Institute (CSI), Innis College Library, and Innis Writing Centre.

Rainbow reported the following highlights of the October 3, 2025, board meeting.

- 14 FYF@Innis Seminars are on offer for 2025-26. The board discussed how these courses are advertised to students, observing that some courses are under-enrolled or cancelled due to insufficient enrolment.
- Innis One courses have increased from four to seven offerings, and all are at capacity.
- The board discussed tactics to increase the proportion of Innis College students enrolled in both first-year programs.
- The board approved a slate of changes proposed by interim W&R Program Director **Cynthia Messenger**, including adding one course, retiring two courses, and modifying a course title and a course description.
- CSI enrolment saw a slight uptick in 2025-26. This year, more students are being taught by appointed faculty than sessional instructors.
- The Writing Centre continues to be a popular resource. 87% of possible appointments were used in 2024-25, and a preference was shown for online support. Messenger observed a general shift towards in-class course work and emphasized that the centre can help with in-class writing assignments and tests as well as take-home assignments.

B. College Affairs

Jakher, the previous board moderator, explained that this board discusses matters related to the residence and college facility and all operational support services at Innis. She noted that members of the subsidiary Residence Committee must first be College Affairs Board members.

C. Community Affairs

Jaromi, the previous board moderator, explained that this board focuses on activities of the Advancement Office and the ways in which the College connects to the broader community, including alumni and Later Life Learning. She noted that Art Committee is a subsidiary group of this board.

D. Equity, Diversity, Inclusion, and Accessibility (EDIA)

Singh, a former board co-moderator, explained that this board monitors the College's actions and policies related to EDIA, including progress on initiatives aimed at supporting marginalized groups. Singh pointed to the Sensory-Friendly Space project as an example of the initiatives discussed by this board.

E. Student Affairs

Concini, a former board member, explained that this board encompasses all student life activity, including ICSS, Innis Residence Council, and the Dean of Students' Office, as well as the Registrar's Office. There are two standing sub-committees: Student Services Committee (SSC) and Recruitment, Admissions, & Awards Committee (RAAC). The former reviews student funding proposals; the latter reviews student leadership award applications.

Mehrotra inquired as to whether a student's eligibility to receive leadership awards is impacted by their service on RAAC. Rainbow clarified that it would not. There is a well-established process by which applicants can still participate in adjudication — they just don't assess themselves.

Rainbow added that student members of council are especially encouraged to apply as they have already demonstrated themselves to be leaders at the College.

8. Executive Committee

Jagoe, the previous non-student council speaker, explained that the Executive Committee is a sixth standing committee of council, which consists of the council speakers and secretaries, the college principal, the ICSS president, and each board moderator. The committee meets in advance of regular council meetings to set the agenda.

9. Adjournment

A motion to adjourn the meeting was moved (Alberto) and carried. The meeting adjourned at 5:02pm.

Appendix 1



Innis College

Five-Year Strategic Plan for Innis College

Vision

Innis College envisions a vibrant and inclusive small-scale community, within a world-leading university, where our students pursue their personal and academic goals and experience belonging, connection, and empowerment.

Mission

Innis College faculty and staff, together with students, offer space and time for personalized support, genuine collaboration, mentorship, and other opportunities designed to engage students on campus, and beyond.

Strategic Priorities

Student Experience

The College ensures that all students experience a supportive environment where they can feel engaged and valued. The College helps students make the most of their time as undergraduates as they prepare for success now and beyond their degree.

Academic Home

The College offers students an academic home by providing meaningful learning opportunities and supports, both in and alongside the classroom. With a particular focus on first-year learning experiences, the College helps students navigate the University and access timely resources that guide and enrich their academic journey.

Operational Support

The College supports its faculty, staff, and students with infrastructure and operational services that aim to provide the best possible environment for teaching, working, living, and learning.

Equity and Sustainability

The College models a collaborative community of sustainable, equitable, accessible, and inclusive practices across all strategic priority areas.

Strategies

Student Experience

1. Create first-year experiences that encourage a sense of community, belonging, and success for each student.
2. Provide students with timely college-based support.
3. Connect students with the specialized help they need across the University.
4. Cultivate a college culture of mental health awareness and peer support.
5. Increase off-campus student engagement at Innis.
6. Support emergence and success of student clubs, initiatives, and leadership.
7. Prioritize student-staff interaction.
8. Support students as they make decisions about life beyond university.

Academic Home

1. Emphasize first-year, seminar-style learning experiences.
2. Cultivate a sense of community by creating cohorts of first-year student learners.
3. Deepen experiential learning and expand mentorship opportunities.
4. Provide opportunities for students to engage in informal academic experiences.
5. Expand skill-building services that help students in their pursuit of learning.
6. Invest in pedagogical innovation.

Operational Support

1. Ensure adequate and desirable space for faculty, staff, and students to do what they do best.
2. Develop and invest in communications strategies that raise the College's profile and promote its impact.
3. Support internal community by building collaborative relationships and engagement strategies that help create pride of place and college connection.
4. Continue modernization and investment in information technology services that facilitate the mission of the College.
5. Build capital funds that support new and improved spaces for faculty, staff, and students; student support; and programmatic priorities.
6. Invest in college standard operating procedures and policies to promote faculty, staff, and student development and our strategic aspirations through space, facilities, and resources.

Equity and Sustainability

1. Expand sustainability-driven initiatives, especially in the following areas:
 - a. Physical infrastructure and greenscape
 - b. Food and hospitality
 - c. Teaching and learning
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Innis College Council

Five-Year Strategic Plan for Innis College
October 7, 2025



Innis College
University of Toronto

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**Supporting the emergence and success of
affinity groups, opportunities, and spaces:**

Out@Innis

**Supporting the emergence and success of
affinity groups, opportunities, and spaces:**

Innis Club Recognition Policy

Expanding sustainability-driven initiatives:

Innis Residence Composting Program

Expanding sustainability-driven initiatives:

Sustainability Steward Cedar MacTavish

Sustainability-Driven Initiative Areas:

Physical Infrastructure & Greenscape

- Rooftop Terrace Garden & Student Space
- Innis Community Gardens Sussex Corridor Expansion

Food & Hospitality

- Community Pantry & Free Food Network
- Innis Cooking Community

Teaching & Learning

- SoE collaborative Sustainability Book Club
- Sustainability Assistants Volunteer CCR Position