

**Draft Master Terms of Reference**  
**Senior Administrative Committees at Trent University 2010-2011**  
**Office of the President and Vice-Chancellor**

September 2010

## **Introduction**

This *Draft Master Terms of Reference* document contains a brief explanation of the overall context, functions and interactions among the five senior administrative committees at Trent University. The intention is to provide a synthesis that will place the highest-level university administrative committees in an appropriate context for integrated planning, budget planning and implementation, and overall strategic administrative deliberation and decision-making. Included are draft Terms of Reference, Membership and Schedules (if appropriate) for each committee. There are, of course, many important deliberative and decision-making bodies at multiple levels on campus – only the five senior administrative committees at Trent University are described here although appropriate reference is made to other committees. Included for completeness in this presentation are the Terms of Reference of committees of Trent's Senate and Board of Governors and an excerpt from the current Faculty Council Constitution.

## **Overview**

In 2010-11, there will be five senior administrative committees at Trent University:

- President/Vice-President Executive Committee (PVP)
- Provost's Planning Group (PPG)
- Provost and Vice-President Academic Advisory Committee (VPAAC)
- Extended Management Committee (EMC)
- Faculty Board

In addition to these five committees, there are numerous academic and administrative consultative bodies which operate as quasi decision-making entities feeding into the senior administrative committees as identified above.

Each of these five committees will have a distinctive role in the University's administrative consultative, deliberative and decision-making processes and should be considered in context and within the governance structures of the university. For example, committees may have overlapping terms of reference and shared membership. Agenda items are often similar but may arrive for consideration, review, approval or information at a specific committee following a particular pattern or sequence.

All administrative committees are accountable for appropriate approvals or consultative activities within their jurisdiction.

## **Summary Information on Specific Committees**

*President/Vice-President Executive Committee:* PVP is the senior executive committee at Trent University, providing overall administrative leadership in the operations and planning processes of the University. Agenda items discussed at PVP arise from the direct responsibility of the President, the University Secretary, or one of the University vice-presidents. All information and approval items at Senate or the Board arising from administrative decision-making are first reviewed by PVP; PVP is responsible for the relationships to the Senate and the Board of Governors. PVP meetings often involve confidential matters and are held in camera. The Executive Assistant to the President serves as PVP secretary, manages the agenda and action items for follow-up, and liaises with various offices on support functions.

*Provost's Planning Group:* PPG is the senior academic administrative decision-making body responsible for integrated planning and the development of the multi-year budget framework. Agenda items discussed at PPG arise from the direct responsibility of the Provost and Vice-President Academic, or are referred to PPG (usually by PVP). PPG's 2010-2011 Terms of Reference reflect progress in the integrated planning process and the evolution of the relationship to the President's senior executive committee (President/Vice-President Executive Committee, PVP). Overall, PPG collaborates closely with PVP, the President, and other administrators and resource persons to identify and co-ordinate Trent's academic planning and budget priorities. PPG is responsible for developing a multi-year budget framework and participation in annual budget development for approval by the Board that reflect University priorities as identified through the integrated planning process. PPG will make recommendations on the creation of new steering groups, tasks forces and committees on an as-needed basis. PPG will also track those individual projects for which members of PPG are serving as Executive Sponsors, and will link PPG's work to review and consultation at Senate (in particular Senate AP&B) for all system-level planning initiatives.

*Vice-President Academic Advisory Committee:* VPAAC is the senior academic administrative deliberation body responsible for academic advice and recommendations within the Provost and Vice-President Academic portfolio.

*Extended Management Committee:* EMC is the senior administrative body that integrates academic and administrative leadership. EMC has deliberative and decision-making responsibilities. Agenda items discussed at EMC arise from the direct responsibility of the Vice-President Administration, or are referred to EMC by PPG or PVP. EMC meets monthly and is supported by the Office of the Vice-President Administration.

*Faculty Board:* Faculty Board is a body established by the Faculty Council Constitution and is "responsible for fulfilling and executing the powers and duties of the Faculty Council relating to the academic policies of the University on the Council's behalf in consultation with the Steering Committee of Faculty Council." Faculty Board normally meets prior to each Senate meeting and receives and considers various proposals that will be made to Senate, notably with respect to matters of academic policy and new

programming. Faculty Board also acts as an academic advisory committee to the President and the President's senior academic advisors. Additionally, Faculty Board receives regular updates from administrators regarding issues of importance to faculty including staffing, enrolment, and integrated planning.

### **Examples of Activity Workflow between Committees**

#### *Example 1. Operating Budget*

Trent's annual budget is recommended for approval through the Finance and Property Committee of the Board of Governors to the Board by the President following the presentation of the annual budget by the Vice-President Administration within a multi-year budget framework developed by PPG, reviewed by PVP and informed by consultation at Senate (AP&B), Extended Management Committee, and VPAAC. The Provost and Vice-President Academic is a member of PVP, and the chair of PPG, VPAAC and AP&B. The Vice-President Administration is a member of PVP, the chair of EMC and for the purposes of annual budget planning, is invited to attend appropriate meetings of PPG. The Associate Vice-President Financial Services is a member of EMC and PPG.

#### *Example 2. New Undergraduate and Graduate Programs*

Ideas for new undergraduate and graduate programs emerge through discussion and proposal development in departments and administrative offices in response to integrated planning processes and opportunities. New programs are thoroughly considered by Senate committees, and recommended for approval to the Senate following consultation at Faculty Board, VPAAC and PPG. The Provost and Vice-President Academic is chair of Senate's AP&B, VPAAC and PPG, and Deans and other administrators (such as chairs) are involved in discussions in those settings and also at Faculty Board. In 2010-2011 it is expected that the appropriate consultative bodies will be created to support the work of the individual Deans (e.g., existing faculty caucus, new Dean's Councils), including the development and implementation of new undergraduate and graduate programs. The Board of Governors is responsible for approving any financial resources associated with new programs.

#### *Example 3. New University Policy on xxxx*

New university policies are recommended to PVP for approval by the University Policy Review Committee, and PVP, in turn, recommends new policies for approval to Senate and the Board of Governors that fall within their respective roles and jurisdictions. Policy development prior to these recommendations may have originated in a number of ways; appropriate development and consultation is dependent on the nature of the policy. Academic policy, for example, will have been discussed at Senate (AP&B) and Faculty Board, and almost certainly also by VPAAC and PPG. Administrative policy will have been discussed by EMC and likely also by PPG prior to consideration by PVP.

## **Appendix 1. Senior Administrative Committees**

President/Vice-President Executive Committee (PVP)

Provost's Planning Group (PPG)

Provost and Vice-President Academic Advisory Committee (VPAAC)

Extended Management Committee (EMC)

Faculty Board

## **Appendix 2. Senate Committees (provided here for context and information only)**

## **Appendix 3. Board of Governors Committees (provided here for context and information only)**

## **Appendix 4. Faculty Council (as excerpted from the Trent University Act and provided here for context and information only)**

## **Appendix 1**

### **President/Vice President Executive Committee (PVP) Terms of Reference**

PVP is Trent's most senior administrative executive body. PVP provides overall administrative leadership in the operations and planning processes of the University, and is responsible for the relationships to governing bodies, the Senate and the Board of Governors. PVP is chaired by the President and Vice-Chancellor and represents the highest level of executive administrative decision-making within the University for all matters internal and external. Specifically, PVP serves to:

1. Develop and implement long-term strategy for the University
2. Review and manage strategic issues, such as space planning, human resources, government relations, and all aspects of enterprise risk
3. Develop and approve a policy framework and specific policies as needed
4. Approve and implement annual budgets, and ensure effective allocation of resources
  - to recommend an annual budget for Board approval
  - to review, recommend and monitor the budgetary allocations by Presidential and Vice Presidential portfolio
  - to monitor in-year budget on a monthly basis
  - to implement a multi-year budget framework developed by PPG
5. Ensure effective relationships to governing bodies and various collegial committees and other decision-making and consultative bodies.
6. Recommend new Steering or Review Committees, Task Forces, Working Groups or other mechanisms, and to refer matters to PPG and existing committees and governing bodies, as appropriate, in order to ensure smooth operations, consultation and implementation of university priorities
7. Monitor progress, receive updates and identify actions on all University activities and projects for which members of PVP are Executive Sponsors

#### **Membership:**

- President and Vice Chancellor (Chair)
- University Secretary and General Counsel
- Vice-President Research and International
- Vice-President External Relations and Advancement
- Vice-President Administration
- Provost and Vice-President Academic

- Executive Assistant to the President (administrative support)

Meeting Schedule: Weekly, Tuesday mornings 9am, September to August

Draft: 13 August 2010

### **Provost's Planning Group (PPG) Terms of Reference**

PPG is responsible for the development of integrated planning processes and a multi-year budget framework for the University. The Chair of this planning group is the Provost and Vice President Academic. Specifically, PPG serves to:

1. Implement integrated planning processes and develop an integrated plan for the University

- to initiate and develop procedures and protocols for the creation of an integrated plan
- to receive, compile, and evaluate unit plans from every academic and administrative unit
- to integrate philanthropic and other revenue generation plans, funding priorities and multi-year fundraising targets into the integrated planning process
- to conduct the planning process in an open and transparent manner
- to have draft plans reviewed by the appropriate Senate, Board, and administrative committees
- to recommend endorsement/approval by Senate and the Board of the integrated plan
- to establish a communications framework for the dissemination and review of the integrated plan
- to monitor success and progress in implementation of Trent's integrated plan

2. Develop a multi-year budget framework within a five-year integrated planning cycle

- to develop criteria for, and recommend to PVP, allocations associated with integrated planning
- to identify priorities in-year and over a multi-year framework, and to budget accordingly in response to PVP direction
- to prepare a multi-year budget framework collaboratively with the Vice President Administration

3. Consult with and obtain appropriate input from governing bodies and existing committees on planning issues

4. Recommend new Steering or Review Committees, Task Forces, Working Groups or other mechanisms, and to refer matters to PVP and existing committees and governing bodies, as appropriate, in order to ensure smooth operations, consultation and implementation of university priorities

5. Receive updates and identify actions on projects for which members of PPG are Executive Sponsors

**Membership:**

- Provost and Vice-President Academic (Chair)
- Special Advisor to the Provost and Vice-President Academic (Alternate chair)
- Vice-President Research and International (or designate)
- Associate Vice-President Financial Services
- Associate Vice-President Information Technology Services
- University Librarian
- Dean of Arts and Science (Humanities)
- Dean of Arts and Science (Social Sciences)
- Dean of Arts and Science (Science)
- Dean of the School of Graduate Studies
- Director, Trent-Fleming School of Nursing
- Director, School of Education and Professional Learning
- Senior Director, Public Affairs & Government Relations
- Director, Institutional Planning and Analysis
- Assistant to the Provost and Vice-President Academic (administrative support)

**Resource Personnel:**

The President, University Secretary, Vice-President Research and International, Vice-President External Relations and Advancement, Vice-President Administration, Associate Vice-President of Human Resources and Associate Vice-President of Student Services will participate in PPG meetings as needed. Other faculty and staff will be invited as resource personnel, as required.

Meeting Schedule: Fortnightly, alternating with VPAAC on a weekday to be determined, September to August

Revised 07 September 2010

**Provost and Vice-President Academic Advisory Committee (VPAAC) Terms of Reference**

VPAAC is an advisory committee to the Provost and Vice-President Academic responsible for review and advice on administrative academic matters. VPAAC is comprised of membership drawn from among the direct reports to the Provost.

**Membership for 2010-2011**

Provost and Vice-President Academic (Chair)  
Special Advisor to the Provost and Vice-President Academic (Alternate Chair)  
Associate Vice-President Student Services

Associate Vice-President Human Resources  
University Librarian  
Dean of Trent-Fleming School of Nursing  
Dean of School of Education and Professional Learning  
Dean of Arts and Science (Humanities)  
Dean of Arts and Science (Social Sciences)  
Dean of Arts and Science (Science)  
Dean of Graduate Studies  
Director of Trent International Program  
Principal Trent Oshawa  
Associate Dean Oshawa  
Associate Dean Science  
Associate Dean of Arts and Science (Undergraduate Studies)  
Head of Colleges  
Secretary of Senate  
Assistant to the Provost and Vice-President Academic (secretary, non-voting)

Meeting Schedule: Fortnightly, alternating with PPG on a weekday to be determined, September to August

Revised: 07 September 2010

### **Extended Management Committee (EMC) Terms of Reference**

The Extended Management Committee will provide a strong link between the academic priorities of the university and the budgetary and business (operations) priorities. Specifically, EMC will:

1. Be a conduit for implementation of specific actions as determined by the PVP and PPG Committees
2. Become a forum for current issues which may require input from both academic and administrative components, and provide recommendations to the PVP and PPG Committees
3. Receive monthly updates from the PVP and PPG Committees to assist with communications
4. Assist in the development and communication of new university non-academic policies and procedures
5. Become a forum to discuss and propose actions in support of the integrated planning process
6. Establish working groups to work collectively on problems requiring the input of several resource departments

7. Develop and implement an integrated budget input process that provides the opportunity to determine a consensus of recommendations to PVP and PPG Committees

### **Committee Composition**

Vice-President Administration (Chair)  
Director, Trent-Fleming School of Nursing  
Director, School of Education and Professional Learning  
Dean of Arts and Science (Humanities)  
Dean of Arts and Science (Social Sciences)  
Dean of Arts and Science (Science)  
Dean of School of Graduate Studies  
Principal Trent Oshawa  
Associate Dean Oshawa  
Associate Dean Science  
Associate Dean Teaching and Learning  
Associate Vice-President Research  
Associate Vice-President Student Services  
Associate Vice-President Human Resources  
Associate Vice-President Financial Services  
Associate Vice-President Information Technology Services  
Associate Vice-President Physical Resources  
Director, Institutional Analysis and Planning  
Senior Director, Public Affairs and Government Relations  
Director, Portfolio Operations & Philanthropic Research  
Director, Risk Management  
Director, Trent International Program  
Director, Human Rights, Equity & Accessibility  
Head of Colleges  
Assistant University Secretary  
University Librarian  
University Registrar

Meeting Schedule: monthly.

Revised 07 September 2010

### **Faculty Board Terms of Reference (taken from Faculty Council Constitution)**

Faculty Board is a body established by the Faculty Council Constitution and is "responsible for fulfilling and executing the powers and duties of the Faculty Council relating to the academic policies of the University on the Council's behalf in consultation with the Steering Committee of Faculty Council." Faculty Board normally meets prior to each Senate meeting and receives and considers various proposals that will be made to

Senate, notably with respect to matters of academic policy and new programming. Faculty Board also acts as an academic advisory committee to the President and the President's senior academic advisors. Faculty Board also receives regular updates from administrators regarding issues of importance to faculty including staffing, enrolment, and integrated planning.

## **Membership**

Director, Trent-Fleming School of Nursing

Director, School of Education and Professional Learning

Chairs of academic Departments and Programs

Six members of the Faculty at large (included in this number will be the at-large members of the Faculty Council Steering Committee)

A representative of, and appointed by, the Trent University Faculty Association Executive Committee

A representative of, and appointed by the part-time members of the University staff

### *Ex officio*

Provost and Vice-President Academic (Chair as delegated by the President)

President and Vice-Chancellor

Vice-President Research and International

Dean of Arts and Science (Humanities)

Dean of Arts and Science (Social Sciences)

Dean of Arts and Science (Science)

Dean of Graduate Studies

Associate Dean Oshawa

Associate Dean Science

Associate Dean Teaching and Learning

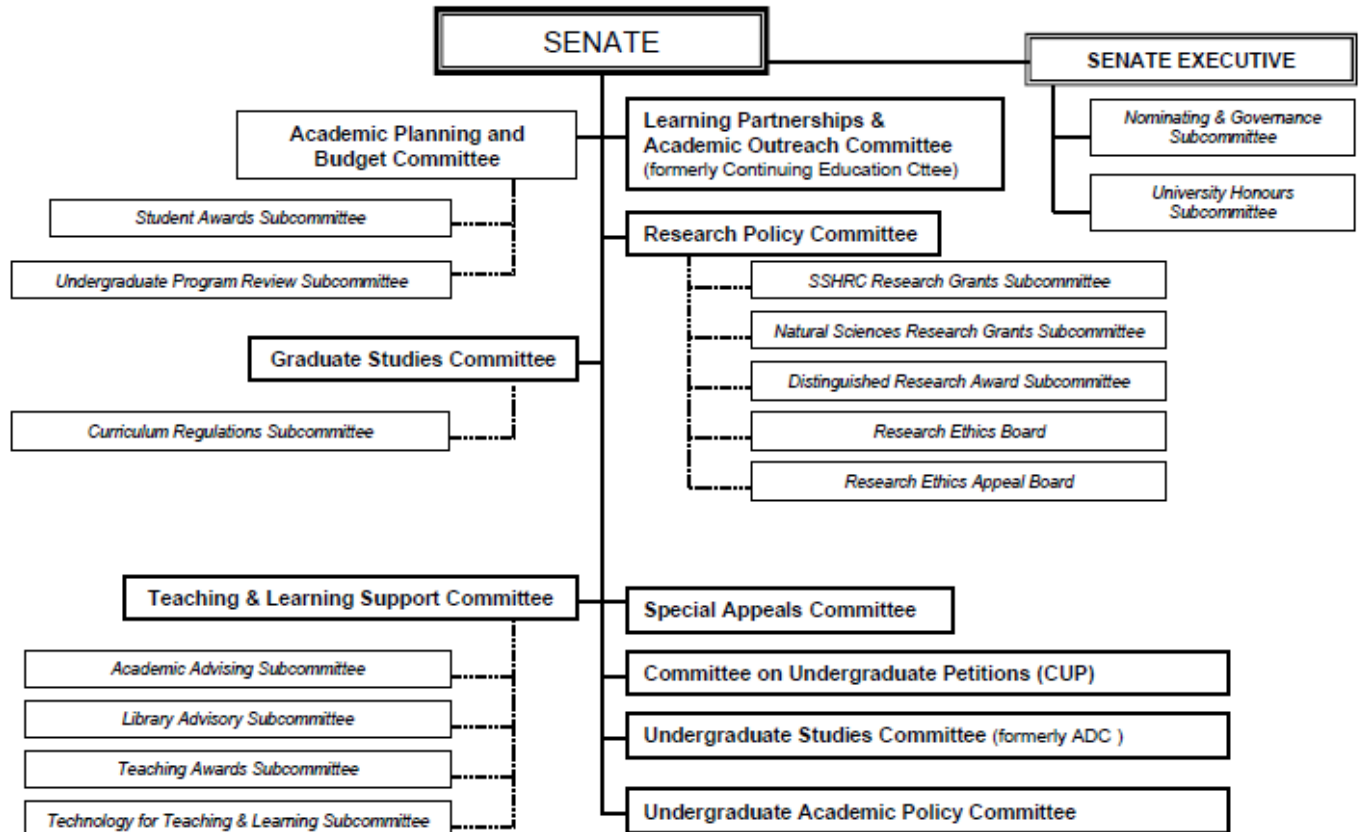
University Registrar

University Librarian

Meeting Schedule: Monthly.

Developed 16 August 2010 based on the Faculty Council Constitution (Revised 15 September 1989, 1 November 1991, 29 October 1993, 24 March 2000, 8 April 2005)

## Appendix 2 Senate Committees



Senate Committees (December 2, 2008)

## **SENATE EXECUTIVE COMMITTEE**

*(established by Senate By-laws)*

### **Terms of Reference**

A standing committee of the Senate, reporting to Senate

- To prepare the agenda of Senate
- To consult on the work of Senate and Senate committees
- Through its Nominating and Governance subcommittee, to
  - act as nominating committee for the membership of special committees of Senate when so requested by the Chair of Senate
  - act as nominating committee for the Chancellorship
  - recommend proposals to Senate with respect to governance practices of Senate and Senate committees, changes to the Senate by-laws, Senate composition and structure, and terms of reference and composition of Senate committee
- Through its subcommittee on University Honours, to recommend to Senate recipients of honorary degrees and eminent service awards
- make recommendations to Senate on issues of social responsibility within Senate's authority
- To deal with such other matters as the Senate may from time to time delegate to it
- During summer recesses of Senate, the members of Senate Executive shall possess and may exercise all or any of the powers or authorities and discretion vested in, or exercised by, the Senate

### **Composition\* 17 members**

President and Vice-Chancellor, or his/her designate (Chair) 6 faculty

Provost and Vice-President Academic 3 students

Dean of Arts and Science 6 admin

Vice-President Research, International & Strategic Enrolment Management 2 admin  
(non-voting)

Dean of Graduate Studies

1 senator who is head of a residential college

6 faculty senators, normally two from each academic division

3 student senators, one of whom normally shall be a part-time student

University Registrar (non-voting)

Secretary of Senate (secretary, non-voting)

*\*the members of Senate Executive are elected by and from among the members of Senate*

## **NOMINATING and GOVERNANCE SUBCOMMITTEE**

### **Terms of Reference**

A standing subcommittee of Senate Executive, reporting to Senate Executive

- To review nominations for the Chancellorship and make recommendations to Senate Executive
- To make recommendations to Senate Executive for the membership of special Senate committees, when so requested by the Chair of Senate
- To make recommendations to Senate Executive concerning the governance practices of Senate and its committees
- To periodically review the by-laws and composition of Senate, and the structure, terms of reference and composition of Senate committees and make recommendations to Senate Executive

### **Composition 7 members**

President and Vice-Chancellor, or his/her designate (Chair) 2 faculty

Provost and Vice-President Academic 1 student

Dean of Arts and Science 3 admin

2 faculty members of Senate Executive \* 1 admin (non-voting)

1 student member of Senate Executive \*

Secretary of Senate (secretary, non-voting)

*\*named by Senate Executive*

## **UNIVERSITY HONOURS SUBCOMMITTEE** (rev'd Oct 2006)

### **Terms of Reference**

A standing subcommittee of Senate Executive, reporting to Senate Executive

- To call annually for nominations for honorary degree and eminent service award recipients and make recommendations to Senate Executive
- To serve in an advisory role to the Manager of Convocation on ceremonial aspects of Convocations

### **Composition 9 members**

Chancellor (Chair) 2 faculty

President and Vice-Chancellor (Vice-Chair) 1 student

1 member of the Board, nominated by the Board 1 alumnus/a

1 member of the alumni, nominated by the alumni 1 Board member

2 faculty from Senate Executive\* (rotated among the academic divisions) 1 Chancellor

1 student from Senate Executive\* 1 admin

Manager, Convocation & University Functions (non-voting) 2 admin (non-voting)

Coordinator, Board & Senate Support (secretary, non-voting)

*\*named by Senate Executive 3*

**ACADEMIC PLANNING & BUDGET COMMITTEE** (*rev'd Feb 2003, July 2007, Oct 2008 merger Academic Planning and Senate Budget Cttees*)

**Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the President and Vice-Chancellor

- To engage in an on-going process of long-range academic planning in a budgetary context
- To consider current academic priorities within budget allocations and longer-term budgetary directions
- To recommend actions the University can take to strengthen its educational environment (including its teaching, learning and research capacity)
- To receive reports on budgetary issues and proposals from academic administrative offices and Senate committees that have significant budgetary implications for the educational program
- To provide advice to the Vice President Research, International & Strategic Enrolment Management and the University Registrar concerning annual enrolment targets in the context of long-term plans for total numbers of students as well as numbers of students in different categories
- To receive advice on recruitment and retention strategies from the Vice President Research, International & Strategic Enrolment Management and the Associate Dean of Arts & Science (Undergraduate Studies)
- To review undergraduate student admissions policies and requirements
- To oversee the Undergraduate Program Review policy on behalf of Senate and to report to Senate on the reviews

**Composition 13 members**

Provost and Vice-President Academic (Chair) 3 faculty

President and Vice-Chancellor 3 students

Dean of Arts and Science

Dean of Graduate Studies 6 admin

Associate Dean, Trent in Oshawa 1 admin (non-voting)

University Registrar

3 faculty (including one Vice-Chair)

3 students (1 each from TCSA, JBCSA and GSA)

Secretary of Senate (secretary, non-voting)

**Consultants 5 consultants**

Vice-President Research, International & Strategic Enrolment Management

Vice-President, Administration

Director of Financial Services

Associate Dean of Arts & Science (Undergraduate Studies)

Director of Institutional Research and Strategic Planning 4

**STUDENT AWARDS SUBCOMMITTEE** (*est. April 2004, rev'd July 2007*)  
(formerly Admissions, Enrolment and Student Awards)

**Terms of Reference**

A standing subcommittee of the Academic Planning & Budget Committee, reporting to the Academic Planning & Budget Committee

- To adjudicate major undergraduate scholarships
- To provide advice on policies for scholarships, awards, bursaries, and financial aid
- To recommend to Senate through the University Registrar the names of undergraduate medal winners
- To receive recommendations from the Director of the Trent International Program for policies governing scholarships, awards, and bursaries for international students

**Composition 4 members**

Associate Dean of Arts & Science (Undergraduate Studies) (Chair) 3 faculty  
3 faculty (one per division) 1 admin

**Consultants 4 consultants**

Assistant Registrar, Financial Aid  
Enrolment Management Assistant  
Director of the Trent International Program  
Manager, Stewardship & Events

**UNDERGRADUATE PROGRAM REVIEW SUBCOMMITTEE** (*est. Feb 2003, rev'd July 2007*)

**Terms of Reference**

A subcommittee of the Academic Planning & Budget Committee, reporting to the Academic Planning & Budget Committee

- To oversee the Undergraduate Program Review policy on behalf of Senate

**Composition 7 members**

Provost and Vice-President Academic (Chair) 3 faculty  
Assoc. Dean of Arts & Science (Undergraduate Studies) 1 student  
3 faculty (one per division) 2 admin  
1 TCSA or JBCSA student 1 admin (non-voting)  
Admin Sec. to Provost and Vice-President Academic (secretary, non-voting)

**Consultants 1 consultant**

Dean of Arts and Science 5

**COMMITTEE ON UNDERGRADUATE PETITIONS (CUP)** (*rev'd July 2007, Oct 2007*) (*formerly Committee on Undergraduate Standings & Petitions – CUSP*)

**Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the Associate Dean of Arts & Science (Undergraduate Studies)

- To provide advice to the Associate Dean of Arts & Science (Undergraduate Studies) concerning the application of academic policy in individual cases
- To adjudicate individual undergraduate student petitions for exceptions to academic policy involving, but not limited to: registration in special programs, program changes after registration, academic penalties and complaints arising out of alleged irregularities
- To approve Individualized Studies (formerly Special Concentration) programs
- Where appropriate, the committee shall draw the attention of relevant University committees or individuals to any regulations, policies or practices that are giving rise to student petitions so that they may be examined

**Composition 7 members**

Associate Dean of Arts & Science (Undergraduate Studies) (Chair) 3 faculty

3 faculty 2 students

2 students (1 TCSA, 1 rotated annually among colleges) 1 admin

Admin Asst. to the Assoc. Dean Arts & Science (Undergraduate Studies) 1 admin (non-voting)

(secretary, non-voting)

**GRADUATE STUDIES COMMITTEE** (*rev'd Dec 2004*)

**Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the Dean of Graduate Studies

- To review and make recommendations to Senate on all matters of educational policy and planning for graduate studies including new courses, new programs, general and program-specific regulation changes and alterations in educational policy at the graduate level
- To review periodic and standard appraisal reports on program review from OCGS
- To appoint *ad hoc* subcommittees to review and make recommendations for institutional nominations for graduate scholarships
- To appoint *ad hoc* subcommittees to hear graduate student academic petitions, as necessary

**Composition 14 members**

Dean of Graduate Studies (Chair) 10 faculty

All graduate program directors (currently 7) 2 students

3 additional faculty (one per division\*) 1 admin

2 graduate students (one M.A. or M.Sc.; one Ph.D.), selected by GSA 1 admin (non-voting)

Graduate Studies Officer (secretary, non-voting)

*\*currently or within the past five years actively involved in graduate supervision or instruction*

**CURRICULUM and REGULATIONS SUBCOMMITTEE****Terms of Reference**

A standing subcommittee of the Graduate Studies Committee, reporting to the Graduate Studies Committee and advisory to the Dean of Graduate Studies

- To review proposals for new programs and courses, and general and program-specific changes to regulations in the context of OCGS bylaws, and make recommendations to the Graduate Studies Committee

**Composition 6 members**

Dean of Graduate Studies (Chair) 3 faculty

2 faculty who are not program directors 1 student

1 program director 1 admin

1 graduate student 1 admin (non-voting)

Graduate Studies Officer (secretary, non-voting)

**LEARNING PARTNERSHIPS & ACADEMIC OUTREACH COMMITTEE**

*(formerly Continuing Education Committee) (rev'd July 2007; Dec 2008)*

**Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the Associate Dean (Undergraduate Studies) and the Associate Dean, Trent in Oshawa.

- To make recommendations to Senate on planning for programs at Trent in Oshawa
- To make recommendations to Senate on planning for summer course offerings in Peterborough and Oshawa and on programs for part-time students in Peterborough and Oshawa
- To make recommendations to Senate on planning for distance learning courses
- To refer issues associated with policy to the Undergraduate Academic Policy Committee
- To make recommendations to Senate on policy and strategy regarding articulation agreements

**Composition 7 members**

Associate Dean, Trent in Oshawa (Chair) 3 faculty

3 faculty, including at least 1 chair of a department/program 2 students and one faculty actively teaching in Oshawa 1 admin

2 JBC students (including one from Oshawa) 1 admin (non-voting)

Director, Post-Secondary Partnerships, Distance Education and Curricular Development (secretary, non-voting) 7

## **RESEARCH POLICY COMMITTEE**

### **Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the Associate Vice-President (Research)

- To develop and recommend policies and procedures to Senate on all aspects of research (e.g. strategic research plans)
- To receive reports from its subcommittees on the disbursement of research funds, matters concerning research with human subjects, and recommendations for the Distinguished Research Award
- To staff the standing Research Ethics Appeals Board as necessary to hear appeals from decisions of the Research Ethics Board, in accordance with the Tri-Council Policy Statement on "Ethical Conduct for Research Involving Human Subjects"

### **Composition 11 members**

Vice-President Research, International & Strategic Enrolment Management (Chair) 6 faculty

Associate Vice-President, Research (Vice-Chair)

Chair of Natural Sciences Research Grants subcommittee 2 students

Chair of SSHRC Research Grants subcommittee 1 admin

Chair of Research Ethics Board 1 admin (non-voting)

3 faculty from research centres and grad. programs (1 per division)

1 graduate student named by GSA

1 undergraduate student named by TCSA

Coordinator of Research & Graduate Studies (secretary, non-voting)

## **SSHRC RESEARCH GRANTS SUBCOMMITTEE** *(rev'd April 2004)*

### **Terms of Reference**

A standing subcommittee of the Research Policy Committee, reporting to the Research Policy Committee and the Vice-President Research, International & Strategic Enrolment Management

- To disburse funds for research in the social sciences and the humanities on behalf of the Research Committee
- To report on the disbursement of such funds to the Research Policy Committee and the Associate Vice-President, Research

### **Composition 5 members**

3 faculty (one to be Chair)\* 3 faculty

1 graduate student from social sciences or humanities, named by GSA 1 graduate student

Coordinator of Research & Graduate Studies (secretary, non-voting) 1 admin (non-voting)

*\* the Chair also sits on the Research Policy Committee*

*NOTE: All faculty members are to have held external SSHRC grants within the previous eight years*

## **NATURAL SCIENCES RESEARCH GRANTS SUBCOMMITTEE**

### **Terms of Reference**

A standing subcommittee of the Research Policy Committee, reporting to the Research Policy Committee and the Vice-President Research, International & Strategic Enrolment Management

- To disburse funds for research in the natural sciences on behalf of the Research Policy Committee
- To report on the disbursement of such funds to the Research Policy Committee and the Associate Vice-President (Research)

### **Composition 5 members**

3 NSERC holders or recent holders (one to be Chair)\* 3 faculty

1 graduate student from sciences, named by GSA 1 student

Coordinator of Research & Grad. Studies (secretary, non-voting) 1 admin (non-voting)

*\*the Chair also sits on the Research Policy Committee 8*

## **DISTINGUISHED RESEARCH AWARDS SUBCOMMITTEE**

### **Terms of Reference**

A standing subcommittee of the Research Policy Committee (RPC), reporting to the RPC

- To recommend to the Research Policy Committee an annual winner of the Distinguished Research Award as outlined in the procedures for selection

### **Composition 7 members**

Associate Vice-President Research (Chair - non-voting) 4 faculty

3 faculty award winners, including one from each of humanities, 1 student sciences, natural sciences (staggered three year terms) 2 admin (non-voting)

1 distinguished scholar on the faculty of a nearby university from the category under consideration

1 graduate student from the category under consideration, nominated by GSA

Coordinator of Research & Graduate Studies (secretary, non-voting)

## **RESEARCH ETHICS BOARD (REB)** *(rev'd April 2004; Oct 2006)*

### **Terms of Reference**

An independent Board of the Research Policy Committee of Senate, the Research Ethics Board (REB) contributes to the education of research ethics; conducts independent, multi-disciplinary review of research proposals; and oversees the ethics review conducted by the Faculty, Department, School and Graduate Program review bodies. The REB will advise Senate and the Associate Vice-President (Research) on all matters of research involving human participants at Trent University.

The Research Ethics Board shall:

- conduct ethics reviews of proposals from members of Trent University, and others who conduct research involving human participants at Trent, to determine conformance with the whole of the Tri-Council Policy Statement: “Ethical Conduct for Research Involving Human Subjects”, within the context of the University’s responsibility to ensure that research meets high scientific and scholarly standards
- delegate course-related, non-funded, minimal risk research to the relevant Department, School or Graduate Program ethics review body for review and approval; and oversee that review process
- terminate any research that it considers to be threatening or causing distress to the participants, deviates from the approved Protocol, or has not been approved by the appropriate body
- ensure that Departments, Schools, and Graduate Programs are familiar with, and adhere to the Trent University Senate Policy for Research Involving Human Participants
- act as an advisory body for the University, educating the community on ethics in research and providing guidance on the ethics review process
- report at least once a year to Senate on its activities, including a list of Protocols reviewed and approved
- ensure that Departments advise students about the relevant aspects of ethics in research and the paramount need to treat participants ethically and respectfully

**Composition 8 members**

4 faculty (appointed to ensure representation from humanities/social sciences, psychology, indigenous studies, and physical/biological sciences) – one to Chair\* 1 community rep.

1 (other) faculty member, knowledgeable in ethics, if this knowledge is not possessed by at least one of the other faculty members

1 graduate student

1 community representative who has no affiliation with the University

Coordinator, Office of Research (secretary, non-voting)

*\* the Chair also sits on the Research Policy Committee*

## **RESEARCH ETHICS APPEAL BOARD (EAB)** (*rev'd Oct 2006*)

### **Terms of Reference**

An independent Appeals Board of the Research Policy Committee to be convened in the case of an appeal. Applicants whose research proposal is not approved by the Research Ethics Board or by the relevant Faculty, Department, School or Graduate Program ethics review body, may appeal that decision to the Trent Research Ethics Board (EAB). The decision of the EAB is final and binding on the Principal Investigator, subject to further procedures as may be provided through collective agreements.

The EAB shall:

- Hear appeals from Principal Investigators whose research Protocol has not been approved by the ethics review body or who object to the terms and conditions imposed by the ethics review body
- Report annually to Senate on appeals heard and the disposition of those appeals, including a summary of the reasons given for its decision

### **Composition 4 members**

1 faculty member with previous experience on the REB (Chair) 3 faculty

1 other faculty member with previous experience on the REB 1 admin (non-voting)

Chair (or designate) of department the appellant

Coordinator, Office of Research (secretary, non-voting)

*The term of service for members of the Ethics Appeal Board is three years, excepting the ad hoc member from the department of the appellant. Members and the Chair of the EAB shall be appointed by the Dean of Arts & Science following consultation with the Associate Vice-President (Research)*

## **SPECIAL APPEALS COMMITTEE**

### **Terms of Reference**

A standing committee of Senate, reporting to Senate

- An impartial adjudicative appeal body of last resort for students on academic matters, whose decisions are final and without further appeal
- To judge whether the application of University regulations, policies or practices, has worked undue hardship on any student who appeals, and to prescribe appropriate relief, which may include asking a University body that has previously rejected a student appeal to reconsider the case
- The committee will hear appeals only after other appeal processes have been exhausted and will not hear cases that are currently before other University bodies
- The committee is authorized to adopt procedures to ensure that student appeals are dealt with fairly and expeditiously
- Where appropriate, the committee shall draw the attention of relevant University bodies or individuals to any regulations, policies or practices that are giving rise to student appeals so that they may be examined

### **Composition 14 members**

9 faculty (three per division) - including Chair 9 faculty

4 students (2 from TCSA, 1 each from JBCSA and GSA) 4 students  
Secretary of Senate, or designate (secretary, non-voting) 1 admin (non-voting) 10

**TEACHING AND LEARNING SUPPORT COMMITTEE** (*rev'd April 2004; July 2007*)

**Terms of Reference**

A standing committee of Senate, reporting to Senate and advisory to the Associate Dean of Arts & Science (Undergraduate Studies)

- To provide advice to Senate and the administration on all policies and programs relating to teaching and learning support for students and faculty, including programs to recognize excellence in teaching and professional development for faculty and staff
- To review recommendations from its subcommittees (Academic Advising, Library Advisory, Teaching Awards, and Technology for Teaching and Learning) and make recommendations to Senate and the administration as appropriate
- To report the name of the winner of the Symons Award for Excellence in Teaching to Senate and other award-winners as more awards are developed
- To advise and receive reports from the Office of the Registrar, the Manager of the Bookstore, the Instructional Development Centre, the Disability Services Office, and the Academic Skills Centre on matters pertaining to teaching and learning support
- To strike *ad hoc* working groups as needed to explore specific issues in detail

**Composition 9 members**

Assoc. Dean of Arts & Science (Undergraduate Studies) (Chair) 4 faculty

4 faculty\* 3 students

3 students (1 each from TCSA, JBCSA and GSA) 1 admin

Admin Asst. to Assoc. Dean of Arts & Science (secretary, non-voting) 1 admin (non-voting)

*\*including Chairs of Library Advisory, Teaching Awards, and Technology for Teaching and Learning subcommittees*

**Consultants 7 consultants**

Director of Information Technology

Director of Academic Skills Centre

Coordinator of Instructional Development Centre

Manager of Disability Services Office

University Librarian

Manager of the Bookstore

Manager of Purchasing

## **ACADEMIC ADVISING SUBCOMMITTEE** *(rev'd May 2005; July 2007)*

### **Terms of Reference**

A standing subcommittee of the Teaching and Learning Support Committee, reporting to the Teaching and Learning Support Committee

- to recommend to the Teaching and Learning Support Committee and the Undergraduate Academic Policy Committee policies and procedures with respect to the academic advising system
- To provide advice on the academic content of Introductory Seminar Week and academic orientation

### **Composition 9 members**

Associate Dean of Arts & Science (Undergraduate Studies) (Chair) 3 faculty

3 faculty 2 students

1 senior tutor 3 admin

1 JBC academic advisor 1 admin (non-voting)

2 students (1 each from TCSA and JBCSA)

Admin Asst. to Assoc. Dean of Arts & Science (secretary, non-voting)

### **Consultant 1 consultant**

University Registrar, or designate 11

## **LIBRARY ADVISORY SUBCOMMITTEE**

### **Terms of Reference**

A standing subcommittee of the Teaching and Learning Support Committee, advisory to the University Librarian

- To report to Senate through the Teaching and Learning Support Committee on library policies, practices and objectives that have significant implications for the educational program
- To provide advice to the University Librarian on a full range of academic support matters in the library

### **Composition 10 members**

3 faculty, one to Chair\* 3 faculty

University Librarian 1 staff

1 representative of the professional librarians 3 students

1 representative of the library support staff, chosen by the library support staff 2 admin

3 students (1 each from TCSA, JBCSA and GSA) 1 admin (non-voting)

Library Finance and Administrative Manager (secretary, non-voting)

*\* the Chair also sits on the Teaching and Learning Support Committee*

### **Consultant 1 consultant**

University Archivist

## **TEACHING AWARDS SUBCOMMITTEE** (*rev'd Feb & May 2005, July 2007*)

### **Terms of Reference**

A standing subcommittee of the Teaching and Learning Support Committee, reporting to the Teaching and Learning Support Committee and the Dean of Arts & Science

- To seek and select candidates for the Symons Award for Excellence in Teaching in accordance with the guidelines for the award, and to seek nominations and select recipients for other internal teaching awards as appropriate
- To provide advice on future teaching awards to the Teaching and Learning Support Committee
- To advertise and encourage, in a pro-active manner, candidates to apply for external awards such as OCUFA Teaching Awards and 3M Teaching Fellowships
- As requested, to provide support and advice to the Coordinator of the Instructional Development Centre regarding external teaching awards

### **Composition 9 members**

4 faculty, one to Chair\* (3 full-time; 1 part-time) 4 faculty

3 students (1 each from TCSA, JBCSA and GSA) 3 students

1 alumni rep 1 alumnus/a

Administrative Assistant of the Instructional Development Centre 1 admin (non-voting)  
(secretary, non-voting)

*\* the Chair also sits on the Teaching and Learning Support Committee*

### **Consultant**

Coordinator of the Instructional Development Centre

*The three full-time faculty members shall normally be past winners of the Symons Award for Excellence in Teaching; the part-time faculty member shall be appointed by the Faculty Board Nominating Committee and shall withdraw from the committee or be replaced by a substitute if nominated for the Symons Award for Excellence in Teaching*

12

## **TECHNOLOGY for TEACHING and LEARNING SUBCOMMITTEE** (*rev'd July 2007*)

### **Terms of Reference**

A subcommittee of the Teaching and Learning Committee, reporting to the Teaching and Learning Committee and advisory to the Associate Dean of Arts & Science (Undergraduate Studies)

- To act as a key source of policy and practical advice on ways of advancing teaching, learning and scholarly research through the application of computing, information and multi-media technologies
- To undertake responsibility for encouraging web-based academic programming, and to advise Senate on policies and guidelines for the use of Trent's website for academic purposes
- To prepare a needs assessment for technology in support of teaching and learning for consideration as part of the annually revised institutional plan for technological development
- To advise the administration and the Senate Budget Committee on budgetary needs for academic computing

- When called upon, to provide membership on and/or advice to users' committees with respect to the design of teaching space, and pedagogical, communications and information technology
- To strike *ad hoc* working groups as needed to explore specific issues in detail

### **Composition 7 members**

4 faculty (1 to Chair) 4 faculty

3 students (1 each from TCSA, JBCSA and GSA) 3 students

#### **Consultants 3 consultants**

Director of Information Technology, or designate

Manager of Support and Instructional Technology, or designate

Director of Physical Resources, or designate

Other consultants may be brought in as needed from the Library, Information Technology, Institutional Analysis, the colleges, Student Services (including Disability Services), Communications, the Site Development subcommittee and other areas. 13

## **UNDERGRADUATE ACADEMIC POLICY COMMITTEE** (est. July 2007)

### **Terms of Reference**

A committee of Senate, making recommendations to Senate

- To make recommendations to Senate concerning academic policies governing undergraduate programs and undergraduate students including Trent in Oshawa and part-time programs
- To refer academic policies that might apply to graduate students to the Graduate Studies Committee
- To direct issues for consideration as appropriate to the Academic Planning & Budget Committee

### **Composition 9 members**

Dean of Arts and Science (Chair) 3 faculty

Associate Dean, Trent in Oshawa 2 students

3 faculty 2 admin

University Registrar, or designate (non-voting) 2 admin (non-voting)

2 students (1 each from TCSA and JBCSA)

Secretary of Senate (secretary, non-voting)

#### **Consultant 2 consultants**

Dean of Graduate Studies

Associate Dean of Arts & Science (Undergraduate Studies)

## **UNDERGRADUATE STUDIES COMMITTEE** (rev'd Feb 2003, July 2007)

(formerly Academic Development Committee)

### **Terms of Reference**

A standing committee of Senate, reporting to Senate

- To make recommendations to Senate for the introduction of new courses and programs and changes to departmental degree regulations
- To make recommendations to Senate on course enrolment limits

**Composition 8 members**

Associate Dean of Arts & Science (Undergraduate Studies) (Chair) 3 faculty

3 faculty 2 students

2 students (1 each from TCSA and JBCSA) 1 admin

University Registrar, or designate (non-voting) 2 admin (non-voting)

Admin Asst. to the Associate Dean of Arts & Science (Undergraduate Studies)  
(secretary, non-voting)

**Consultants 2 consultants**

Associate Dean, Trent in Oshawa

University Librarian

## **Appendix 3**

### **Board of Governors Committees**

#### **Executive Committee Terms of Reference**

In addition to the duties and powers established for the Executive Committee in the by laws of the Board of Governors (viz. delegation of powers between meetings of the Board), the Executive Committee shall be responsible for:

The Presidency:

- setting the terms and conditions of employment of the President and entering into such instruments in this regard as may be required;
- conducting an annual review of the President's performance pursuant to the Board's policy;
- initiating a review of the presidency prior to the end of the President's term of office. Reviews of the presidency will generate for the Board a recommended mandate for the next presidential term following consultation with the University community and examination of internal and external environmental considerations. The Executive Committee may name an advisory committee to conduct the review;
- initiating presidential searches in accordance with Board policy (Special Resolution III.2)

Exempt Personnel: on the recommendation of the President,

- approving the appointment, promotion and termination of the Provost, Vice- President(s) and Secretary of the Board;
- approving the terms and conditions of employment of the Provost Vice-President(s), Secretary of the Board and such other senior administrators as may be designated from time to time;
- recommending to the Board a process for annual wage and benefit adjustments for exempt employees.

Collective Bargaining: on the recommendation of the President,

- approving mandates, including parameters with respect to language and costs, within which the administration is to negotiate collective agreements;
- monitoring administrative strategies in negotiations and the progress of negotiations; ensuring that the President briefs the Board regularly on the progress of negotiations; and
- recommending ratification of collective agreements to the Board

Personnel Policies:

- recommending general personnel policies to the Board of Governors

Major Partnerships:

- reviewing, consulting with other Board committees as appropriate and making recommendations to the Board on proposals for major partnerships, corporate strategic alliances and strategic positioning

Risk Management:

- overseeing the University's enterprise risk management process and the Board's exercise of its risk oversight responsibilities
- considering risks related to the Committee's responsibilities for human resources, labour relations and major partnerships

In carrying out these duties, the Executive Committee will meet *in camera*. The Committee shall have access to such administrative personnel and consultants as it considers appropriate.

Composition:

Chair of the Board

Vice-Chair of the Board

President

Chairs of the Investment & Pension Committee, Audit Committee, Finance & Property Committee, Nominating & Governance Committee, Advancement Committee, and Endowment Lands Committee

Revised by the Board of Governors: December 12, 2008

Revised by the Board of Governors: April 30, 2010

**Finance and Property Committee Terms of Reference**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects. The Finance & Property Committee assists the Board in carrying out these responsibilities by monitoring the institution's financial, property and capital affairs and making related policy recommendations.

In its finance role, the Committee monitors budget projections and debt levels and recommends operating, ancillary and capital budgets for the approval of the Board of Governors. It recommends levels of student fees, spending authority, loans and lines of credit for Board approval. The Committee makes recommendations to the Board for the approval of any contract or purchase the total value of which exceeds the level of spending established for the President. The Committee may make financial policy recommendations to the Board including but not limited to policies on tuition and ancillary fees, banking, borrowing and purchasing. It may make recommendations to the Board concerning fiscal planning, internal financial controls or other areas affecting the financial health or accountability of the University. The administration may consult with the Committee on the subjects for internal audits and provide follow-up reports.

In its property role, the Committee is responsible for recommending appropriate Board decisions on the acquisition, use and disposition of the University's property<sup>1</sup> and for the financial oversight of major capital projects. The Committee is responsible for the overall monitoring of campus capital building programs and makes recommendations to the Board of Governors for the approval of revisions to the Master Plan (siting of new facilities), the appointment of architects, final building designs and major construction contracts. It monitors and assists with endowment lands development and other development initiatives.

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<sup>1</sup> with reference to existing Board policies on leasing, campus zoning, and the sale, transfer or conveyance of real property

Composition:

- Chair of the Board (ex officio)
- President (ex officio)
- such other members of the Board as the Board considers appropriate, one of whom will chair the committee
- such other members as the Board considers appropriate, who are not members of the Board

Members of the Board will form a majority of members of the Committee.

Approved by the Board of Governors: December 1, 2000

### **Nominating and Governance Committee Terms of Reference**

The Nominating and Governance Committee will:

- monitor the Board's governance practices, structures, by laws, regulations and performance and report, with recommendations if indicated, to the Board annually in this regard
- monitor the membership needs of the Board and solicit, receive and review names of potential members of the Board
- nominate individuals for election and reappointment to the Board
- recommend committee assignments, committee chairs and member assignments to other University committees
- monitor and evaluate the contributions and leadership potential of individual Board members to assist the Chair of the Board who shall be responsible for ensuring implementation of member development
- recommend individuals for honorary membership
- initiate and monitor orientation, development and recognition programs
- initiate and manage processes for Board Chair and Board Vice-Chair succession and make recommendations to the Board in this regard
- maintain a watching brief on evolving best practices in governance and review the governance practices of the university every five years

Composition:

- The Chair of the Board (ex officio)
- The President (ex officio)
- such other members of the Board as the Board considers appropriate, one of whom will chair the committee
- such other members as the Board considers appropriate, who are not members of the Board

Members of the Board will form a majority of members of the Committee.

Approved by the Board of Governors: March 22, 2002

Revised by the Board of Governors: March 28, 2008

## **Advancement Committee Terms of Reference**

University “advancement” encompasses stewardship, fundraising and related communications.

The Advancement Committee shall:

1. Monitor advancement activities undertaken on behalf of Trent University by members of the Board, other volunteers, other associated entities and University staff,
2. Evaluate and recommend, for approval by the Board, fundraising objectives and volunteer fundraising structures,
3. Identify and recruit campaign volunteers.
4. Together with the campaign philanthropy councils, actively participate in major gift prospect review, cultivation and solicitation.
5. Develop advancement policies for Board approval.
6. Monitor institutional reputation and provide advice to the Board as necessary. The Committee shall report at least annually to the Board concerning institutional reputation and management thereof.
7. Assess and monitor risk related to its own activities and responsibilities.

Committee Composition:

The Chair of the Board (ex officio)

The President (ex officio)

such members of the Board of Governors as the Board considers appropriate

such other individuals as the Board of Governors may consider appropriate

Members of the Board will form a majority of members of the Committee, and an at-large member will be its chair.

Approved by the Board of Governors: September 30, 2005, Revised December 12, 2008

## **Investment & Audit Committee Terms of Reference**

The Investment & Audit Committee is responsible for recommending Board investment policy and for monitoring the performance of the University’s investments<sup>2</sup>. It monitors the financial health/administration/governance of the employee pension plans and the results of annual external audits of the pension fund and general university accounts. The Committee maintains a watching brief on issues of legislative compliance, government accountability and risk management and makes policy recommendations where appropriate.

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<sup>2</sup> including but not limited to the endowment, pension, VER and SRA funds

With reference to regulatory and contractual requirements, the Committee, in its pension/investment role, reviews and recommends for the approval of the Board of Governors: investment and distribution policies, audited pension plan financial statements and actuarial valuations. The Committee recommends to the Board the appointment of the actuary for the pension plans. The Board delegates to the Investment & Audit Committee responsibility for the appointment of the custodian/trustees and investment managers for the pension funds and other investment funds held by the University, with the requirement that such decisions be made in accordance with the pension plan texts where applicable and be reported to the full Board in a timely manner. The Committee may also assist the administration with the selection of pension consultants and investment performance appraisal services.

In its audit role, the Committee reviews and recommends for Board approval the University's annual financial statements and the appointment of its external auditors. The administration may consult with the Committee on the annual audit plan and fees. The Committee monitors the University's insurance coverage and its compliance with legislation and other regulatory and government accountability requirements. It monitors the University's risk assessment practices and may make policy recommendations to the Board of Governors on risk management or other areas of Board accountability.

Composition:

- Chair of the Board (ex officio)
- President (ex officio)
- such other members of the Board as the Board considers appropriate, one of whom will chair the committee
- such other members as the Board considers appropriate, who are not members of the Board

Members of the Board will form a majority of members of the Committee.

Approved by the Board of Governors: January 19, 2001

### **Human Resources Subcommittee Terms of Reference**

The Trent Act gives the Board of Governors the authority and responsibility to appoint, promote and remove employees and to fix their number, duties, salaries and other emoluments. The Board fixes the number of employees when it approves the operating budget; and, it sets the salaries, emoluments and duties of employees by ratifying collective agreements (unionized) or by having the Executive Committee approve compensation programs for exempt employees. Because the Board normally meets every other month, it is considered desirable to delegate the power to approve most appointments, promotions and terminations to a subcommittee of the Executive Committee that will be able to meet more frequently.

The Human Resources Subcommittee of the Executive Committee of the Board of Governors shall be responsible for carrying out the Board's responsibilities pursuant to the Trent Act with respect to hiring, promoting and terminating employees except for:

- the appointment or termination of the President, which actions the Board of Governors reserves to itself; and
- the appointment, promotion or termination of the Provost, Vice-President(s) or Secretary of the Board, which are delegated to the Executive Committee of the Board

The Subcommittee shall assess and monitor risks related to its own responsibilities and bring any matters of serious concern to the attention of the Executive Committee.

The Subcommittee shall report annually to the Board at the last Board meeting of the academic year.

The Subcommittee shall comprise the President, the Vice-Chair of the Board and the Chair of the Finance and Property Committee of the Board. A quorum shall be two members.

Revised by the Board of Governors: December 12, 2008

Revised by the Board of Governors: April 30, 2010

### **Endowment Lands Committee Terms of Reference**

The Endowment Lands Committee will:

- exercise oversight of the Endowment Lands, their management and development;
- monitor compliance with the Endowment Lands Master Plan and review this plan at regular intervals;
- recommend for Board approval such policies as are necessary to regulate Endowment Lands development;
- evaluate governance options, for all or part of the Endowment Lands, such as the University of Guelph Heritage Trust and other governance structures employed in the public sector;
- make recommendations to the Board concerning the use of Endowment Lands and their governance;
- receive from the President a multi-year plan for the administrative real estate development function including start-up funding and anticipated returns on investment; and
- annually recommend to the Board a budget for the administrative office charged with real estate development.

Composition:

The Chair of the Board (*ex officio*)

The President (*ex officio*)

Such other members of the Board as the Board considers appropriate, one of whom will chair the committee

Such other members as the board considers appropriate who are not members of the Board.

Members of the Board will form a majority of members of the Committee. The University's real estate development staff will function as a resource for the Committee.

Approved by the Board of Governors April 27, 2007

## **Appendix 4**

### **Council of the Faculty of Arts and Science (Faculty Council)**

*[as excerpted from Trent University Act]*

#### **Faculty Council (Mandate)**

*Council of the Faculty of Arts and Science*

14. There shall be a council to be known as the [Faculty Council] Council of the Faculty of Arts and Science, which shall consist of,

(a) the President and Vice-Chancellor ex officio;

(b) the Dean of the Faculty of Arts and Science;

(c) such teaching staff in the Faculty of Arts and Science of the University and such other officers as shall be defined in the by-laws of the Council of the Faculty of Arts and Science.

*Chairman of the council*

15. The chairman of the Council of the Faculty of Arts and Science shall be the President and Vice-Chancellor or his nominee.

*Powers and duties of council*

16. The powers and duties of the Council of the Faculty of Arts and Science are,

(a) to make rules and regulations for governing its procedures, including the fixing of a quorum;

(b) subject to the provisions of this Act and to the approval of the Board, to make rules and regulations for the government, direction and management of the Faculty of Arts and Science and the affairs and business thereof;

(c) subject to the approval of the Senate, to fix and determine the courses of study in the Faculty of Arts and Science;

(d) subject to the approval and confirmation of the Senate, to appoint examiners for and to conduct the examinations of the courses in the Faculty of Arts and Science and to determine the results of such examinations;

(e) subject to an appeal to the Senate, to deal with and decide on all applications and memorials by students and others in connection with the Faculty of Arts and Science;

(f) to consider and report to the Senate upon such matters affecting the Faculty of Arts and Science as the Council thereof may deem necessary.

### *Faculty Councils*

17. There shall be a council for each of the other faculties and schools of the University, now or hereafter established, to consist of the dean or director thereof and such of the teaching staff thereof as defined in the by-laws and regulations of such councils, and each such council has the same powers and duties, mutatis mutandis, with respect to its faculty or school as the Council of the Faculty of Arts and Science has with respect to the Faculty of Arts and Science.

*[as excerpted from the Trent University Act]*