



BOARD OF GOVERNORS

Meeting
Friday, March 22, 2024

OPEN SESSION: 1:00 p.m. – 3:00 p.m.

AGENDA

- 1. Welcome and Adoption of Agenda** D. Cooper Burger, Chair
Declaration of Conflicts of Interest (if any)

“The Board respectfully acknowledges that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings.”

- 2. Consent Agenda** Chair

Draft motion:

That the Consent Agenda be approved [as presented or as amended]

- 2.1. Approval of Minutes**
Open Session, February 2, 2024 (for approval) (pg. 3)
- 2.2. Financial Update**
Report (for information) (pg. 6)
- 2.3. Capital Projects Update**
Report (for information) (pg. 14)
- 2.4. Investment Performance Summary Pension – Q4**
Report (for information) (pg. 20)
- 2.5. Investment Performance Summary Endowment/Sinking Fund – Q4**
Report (for information) (pg. 28)
- 2.6. Workplace Violence and Harassment Policy & Procedures**
Report and Policy (for information) (pg. 48)

- 3. Chair’s Remarks** Chair

- 4. President’s Report** L. Groarke

- 5. 2024/2025 Budget – Final Draft** J. Smith/ VP Al-idrissi
Report (for approval) (pg. 62)

Draft motion:

THAT the Board of Governors approve:

1. The 2024/2025 Operating Budget;
2. The 2024/2025 Ancillary Budgets;
3. The 2024/2025 Tuition Fees; AND
4. The 2024/2025 Ancillary Fees as presented.

6. **2023/2024 In-Year Appropriation** J. Smith/VP Al-idrissi
Report (for approval) (pg. 138)

Draft motion:

THAT the Board of Governors approve the in-year appropriations in the amount of \$1.7M as recommended by senior management.

7. **Indirect Costs Policy** VP Bruce
Report and Policy revisions (for approval) (pg. 140)

Draft Motion:

THAT the Board of Governors approve the revisions to the Indirect Costs Policy as presented.

8. **Research Centre Proposal – Molecules, Cells & Systems Group** VP Bruce
Report (for approval) (pg. 150)

Draft Motion:

THAT the Board of Governors approve the proposal that the Molecules, Cells & Systems Group be designated as a Research Centre.

9. **Special Resolution IV.1 Meetings of the Board of Governors** V. Lovekin
Report and Policy Revisions (for approval) (pg. 158)

Draft Motion:

THAT the Board of Governors approve the revisions to Special Resolution IV. 1 – Meetings of the Board of Governors policy as presented.

10. **Community Relations Report (Peterborough)** VP Davis
Report (for information) (pg, 170)

11. **Indigenous Relations Report** VP Davis
Report (for information) (pg. 174)

12. **Meeting Adjournment** Chair

Board of Governors Minutes of the Meeting – Open Session

Peterborough, February 2, 2024

Present – In Person: D. Cooper Burger (Chair), D. de Launay, L. Groarke, E. Kaszecki, M. Keefer, D. Kirk, M. Lavallée, V. Lovekin, S. Martic, C. Nelan, A. Ramsay, K. Scaldwell, J. Smith, H. Uluorta, (Vice-President, Finance & Administration) T. Al-idrissi, (Vice-President, Research & Innovation) C. Bruce, (Vice-President, Communications & Enrolment) M. Burns, (Vice-President, External Relations & Development) J. Davis, (Provost & Vice-President, Academic) M. Khan, (Associate Vice-President, Finance) C. Turk, (University Secretary) B. Blackburn, (Governance & Access Privacy Officer) R. Hall, T. Edwards (Recording Secretary)

Present – Virtual: T. Gervais, J. McGarrity

Regrets: Y. Craig, A. Mishra

[The Secretary confirms that quorum was present for this meeting.]

1. **Welcome and Adoption of Agenda.** The Chair called the Open Session of the meeting to order at 1:00 p.m. Hearing no amendments to the agenda, and no conflicts of interest declared, it was moved/seconded (de Launay/Honey),

That the Board approve the agenda as presented. Carried

2. **Consent Agenda.** It was moved/seconded (Kirk/Honey),

That the consent agenda be approved as presented. Carried

- 2.1 **Approval of Minutes.** The Open Session minutes of December 8, 2023, were approved as presented.
- 2.2 **Financial Update.** Received for information.
- 2.3 **Capital Project Update.** Received for information.

3. **Chair's Remarks.** The Board of Governors approved the appointment of Trent University's 9th President and Vice-Chancellor to Dr. Cathy Bruce, effective July 1, 2024 in the restricted session earlier in the day. The Chair noted the commitment of the Presidential Search Committee, and thanked them for their efforts throughout this process. The Board of Governors surpassed its fundraising goal for the Board of Governors Leadership Scholarship by \$5,660, raising a total of \$30,660. The Allan Marshall Pool reconstruction came to completion in December, and is now open for community use. An official ribbon cutting ceremony will take place March 20th, 2024.

4. President's Report.

4.1 General Update: The President reported on various activities and events since the last meeting, including:

- December 14 – The Advanced Learning Centre grand opening in Durham
- January 10 - Momentous Europe Alumni Town Hall took place via Zoom
- January 11 - Eagle Feather Ceremony hosted by the First People's House of Learning
- January 16 – The President and VP Bruce attended the Earth District meeting, which provided an update to President's on current initiatives, and how they will be progressing going forward.
- January 17 – Meeting at George Brown College attended with Provost Khan, to discuss a joint program opportunity in environmental studies.
- January 26 - East Bank vs. West Bank co-ed hockey game

4.2 International Student Visa Caps: With the new restriction of international visa permits placed by the Federal Government, the consequences for Trent's future are not yet fully realized. Current International students at Trent, which now sits at 20% of the student body, are not to be impacted by this decision.

5. 2024-2025 Operating Budget Update. Governor Smith, as Chair of the Finance and Property Committee, presented a brief overview of the fiscal environment that would inform the 2024-2025 operating budget planning process. VP Al-idrissi noted this report was produced prior to the international student visa cap announcement from the Federal Government, with those implications not yet reflected in this report. VP Al-idrissi stated the University will continue to take a cautious approach until the implications of this decision are fully realized. Trent is still predicted to maintain a healthy budget over the next three years in relation to this decision.

VP Al-idrissi reviewed the details of the fiscal environment as set out in the report, including the impact of inflation. Based on the current fiscal environment and key assumptions, the current operating budget projects a positive position, providing approximately \$19M for investments to address the enrolment growth, operating pressures, institutional capacity and other strategic directions. PVP will be meeting with budget owners in early February to consider strategic investment requests and budget resource reallocations. The final draft of the budget will be coming to the Board for approval on March 22, 2024.

It was moved/seconded (Nelan/Lavallée),

That the Board of Governors receive this report for information. Carried

6. Annual Review of Credit Rating and Debit Capacity. VP Al-idrissi reported that on January 9, 2024, DBRS confirmed Trent University's credit rating at 'A' with stable trends for the seventh year in a row. Of note was a decrease in Trent's debt burden to

\$6,697 per FTE for 2022/23. Based solely on DBRS' current financial risk assessment metrics and assuming all other factors are held constant, Trent could potentially issue an additional \$74.6M of debt before negatively impacting any of its current credit metric thresholds. The University continues to make annual payments of \$500K into the debenture sinking fund. The next review of the sinking fund will take place in 2026/27.

Discussion took place regarding the metrics used to determine Trent's credit rating, noting that there were some aspects that were not within the University's control, such as government funding and location. VP Al-idrissi reported that there were three credit rating agencies in the sector, each with their own methodologies for issuing ratings.

It was moved/seconded (Smith/Scaldwell),

That the Board of Governors receive this report for information. Carried

7. In-Year Budget Appropriations. Governor Smith reported that mid-year financial results indicated an excess revenue over expenses of approximately \$8M. It was noted that this estimated financial position was subject to change when the February 1 final enrolment count was completed, in-year and year-end appropriations are approved and year-end adjustments are finalized. As a result, senior administration is recommending that \$7M be appropriated to four strategic priority areas: contribution to reserves to accommodate Declarations of Trust, contribution to endowments, College investments, farm ancillary service start up, Animal Care infrastructure, and capital projects. A question was raised as to whether there were any immediate deferred maintenance issues that should be addressed with these funds. VP Al-idrissi noted that deferred maintenance concerns are continuously monitored, with immediate issues being addressed with allocated FRP funds. The capital projects identified were potential uses for these funds and any projects requiring Board approval would come forward at that time.

It was moved/seconded (Smith/de Launay),

THAT the Board of Governors approve in-year appropriations in the amount of \$7M as recommended by senior management. Carried

8. Meeting Adjournment The open session of the meeting was adjourned at 1:41 p.m.

Brenda Blackburn
University Secretary

Debra Cooper Burger
Chair



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julian Smith – Chair, Finance and Property Committee
Tariq Al-idrissi, Vice President Finance and Administration

Subject: Financial Update to January 31, 2024

Motion for Consideration (if applicable):

That the Board of Governors receive updated information on Trent's financial operating performance.

Executive Summary:

The 2023/2024 Operating Plan approved in March 2023 conservatively estimated total enrolment would increase from the previous year by 2.6% to a total of 12,146.4 full-time equivalents (FTEs) (11,844 FTEs in 2022/2023) resulting in increased tuition revenues despite domestic tuition rates being frozen and government grants fixed for the fiscal year. With investments to address enrolment growth, enhance student supports, maintain institutional capacity and achieve other strategic priorities, the Board-approved budget is essentially balanced.

In June 2023, the Board also approved the Advanced Learning Centre (ALC) budget for the post-graduate certificates (PGCs) at the Durham Simcoe location effective September 2023. Together with the March 2023 board-approved plan, total enrolment was budgeted at 12,860.9 FTEs which represented an 8.6% increase from the prior year due to the significant growth in PGCs.

Based on the final February 1, 2024 enrolment count, actual enrolment grew to 13,275.2 FTEs or 3.2% more than planned. This increase in FTEs, which is primarily driven by growth in international enrolment and PGCs, resulted in approximately \$6.2 million more in net tuition revenue. The impact of the CUPE 1 settlement is nearly \$0.2 million more than planned for the fiscal year. Investment of excess cash on hand and higher than planned interest rates are expected to generate an additional \$2.3 million in miscellaneous revenue. In-year appropriations of \$7.0 million were approved by the board in February 2024 and are included in the year-end projection.

As a result, Trent is now projecting a positive financial position of approximately \$1.1 million (in addition to the ALC budget).

An overview of Trent's current financial position as of January 31, 2024, and projection to year-end are attached. These projections are subject to change.

Analysis/Alternatives Considered:

The Financial Update is intended to provide an overview of the current financial results of operations to the most recently completed month end and revised projections to year end compared to the Board-approved operating budget. It is typical for the actual results to date to indicate a positive variance throughout the year for a number of factors, including:

- Timing issues as the majority of expenditures are spent in the later eight months of the fiscal year;
- Departmental carry forwards of unspent budgets and university strategic appropriations of any surplus funds are determined closer to year end once the financial position is better known; and
- Significant year-end adjustments are determined at the end of the fiscal year.

The projection to year end will be updated when material changes to the budget assumptions arise, such as modifications to employee compensation once negotiations of collective agreements are completed, impacts on enrolment, activity or required expenditures in response to changes in legislation or Ministry policies, changes to other funding, or unforeseen events.

Year-to-Date Performance

Cash on Hand: Cash on hand at January 31, 2024, was \$125.7 million compared to \$115.7 million in cash on the same date in 2023. The increase is related to the increase and timing of tuition receipts. The cash balance at January 31, 2024, is comprised of approximately \$30.2 million (2023 - \$24.9 million) in restricted funds (externally funded trust, research and fundraising) and \$95.5 million (2023 - \$90.8 million) in unrestricted cash. This unrestricted balance represents approximately 6.0 times the normal total monthly cash requirements for the University.

Cash on hand is currently earning 5.52% in bank interest (2023 - 4.95%).

Operating Line of Credit: The University has available an operating line of credit of \$6 million, which increases to \$12 million twice a year to offset periods of lower cash inflows. The interest rate on the operating line of credit, when drawn, is the bank's prime lending rate and amounts are repayable on demand. The University is currently using this line of credit to accommodate the standby letter of credit (LOC) issued to address solvency special payments for the staff pension plan, which had a cumulative value of \$2.6 million at January 31, 2024.

Short Term Investments: In addition to the cash on hand noted above, the University has \$50.0 million (2023 - \$15.0 million) invested in multiple short-term GICs to maximize investment income on excess cash. These short-term investments are invested in amounts ranging from \$3.0 million to \$5.0 million earning between 5.30% to 6.40% with maturity in February 2024, April 2024, July 2024, October 2024, and April 2025 to ensure liquidity should some or all this excess cash be required for operations.

Within the month of February 2024, the University has reinvested \$10.0 million of matured investments and invested an additional \$30.0 million in multiple short-term GICs earning between 5.82% to 5.95% with maturities in June 2024, July 2024, August 2024, and February 2025.

Operating Results: The year-to-date budget is estimated by prorating the annual budget based on last year's actual performance to date adjusted for typical trends, known timing and other seasonal factors. The year-to-date actual financial performance indicates a favourable variance as at January 31, 2024, due primarily to the following:

- Increased tuition due to higher projected enrolment than planned;
- Cost recoveries, due to the timing of Additional Qualification courses;
- Increased bank and short-term investment income based on higher-than-planned interest rates and additional cash on hand; and
- Change in internally restricted assets, due to the recognition of appropriations and carry forwards approved at April 30, 2023 for use in fiscal 2023/2024, and additional in-year appropriations approved by the Board in February 2024.

Advanced Learning Centre: This is the second term of instructional activity at the Simcoe location. Year-to-date results indicate lower than anticipated instructional salary and benefit costs due to delays in hiring for inaugural positions.

Actual results are subject to change once year-end adjustments and additional appropriations are determined. As per past practice, all departments may request to carry forward any unspent budgets for future strategic initiatives; these requests are considered closer to the fiscal year-end.

Year-end Projection

Enrolment Projections and Net Tuition Revenue: The 2023/2024 Operating Plan approved in March 2023 conservatively estimated total enrolment would increase from the previous year by 2.6% to a total of 12,146.4 full-time equivalents (FTEs) (11,844 FTEs in 2022/2023). In June 2023, the Board also approved the budget for the post-graduate certificates (PGCs) at the Durham Simcoe location effective September 2023. Together with the March 2023 board-approved plan, total enrolment was budgeted at 12,860.9 FTEs which represented an 8.6% increase from the prior year due to the significant growth in PGCs.

The final February 1, 2024 enrolment count confirms enrolment is 13,275.2 FTEs for 2023/2024, which is 3.2% more than planned. This increase in FTEs, which is primarily driven by growth in international enrolment and PGCs, is expected to generate approximately \$6.2 million more in tuition revenue net of increased student financial aid, international agency fees and bad debts provision.

Operating Expenses: The majority of the University's operating expenses are incurred during the Fall 2023 and Winter 2024 academic terms. As of this reporting date, senior administration is not aware of any significant changes to planned operating expenses that would warrant an adjustment to the forecast, other than the following which have been reflected in this financial update:

- Costs directly variable to enrolment as indicated above,

- CUPE 1 settlement of approximately \$0.2 million,
- Durham Occupancy Guarantee of approximately \$0.7 million, and
- In-year appropriations of \$7.0 million approved by the Board in February 2024.

Trent is now projecting an approximate \$1.1 million positive position (in addition to the ALC budget).

Financial Implications:

Appendix B provides a summary of the revised forecast for the fiscal year 2023/2024 adjusted for the February 1, 2024 enrolment count and known adjustments.

Enterprise Risk Assessment:

The financial health of the University is paramount to the University's overall success and ability to fulfill its academic mandate and meet student expectations. Monitoring in-year financial performance against the approved budget is critical to ensuring well-informed decision making regarding the allocation and use of limited resources, and mitigating strategies if financial loss is anticipated.

Next Steps:

The next financial update will be provided at the next Finance and Property meeting on April 30, 2024.

Alignment with Mission, Vision, Values, Strategic Plan:

To fulfill their responsibilities, Governors should be informed of the University's financial situation. Regular financial updates will maintain Governors' awareness of the University's current financial status, and allow for input and oversight where needed. Such updates also allow for in-year decisions for strategic investments if possible, or mitigation strategies as necessary in alignment with Trent's mission to "foster sustainability, in its environmental, social and economic dimensions, on our campuses and in all aspects of our work" and Trent's Strategic Plan to "ensure that it is financially healthy and sustainable".

Consultation:

Not applicable

Compliance with Policy/Legislation:

Complying with a Board of Governors directive, the full Board will receive regular financial updates, through the Finance and Property Committee.

Committee/Board Mandate:

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.

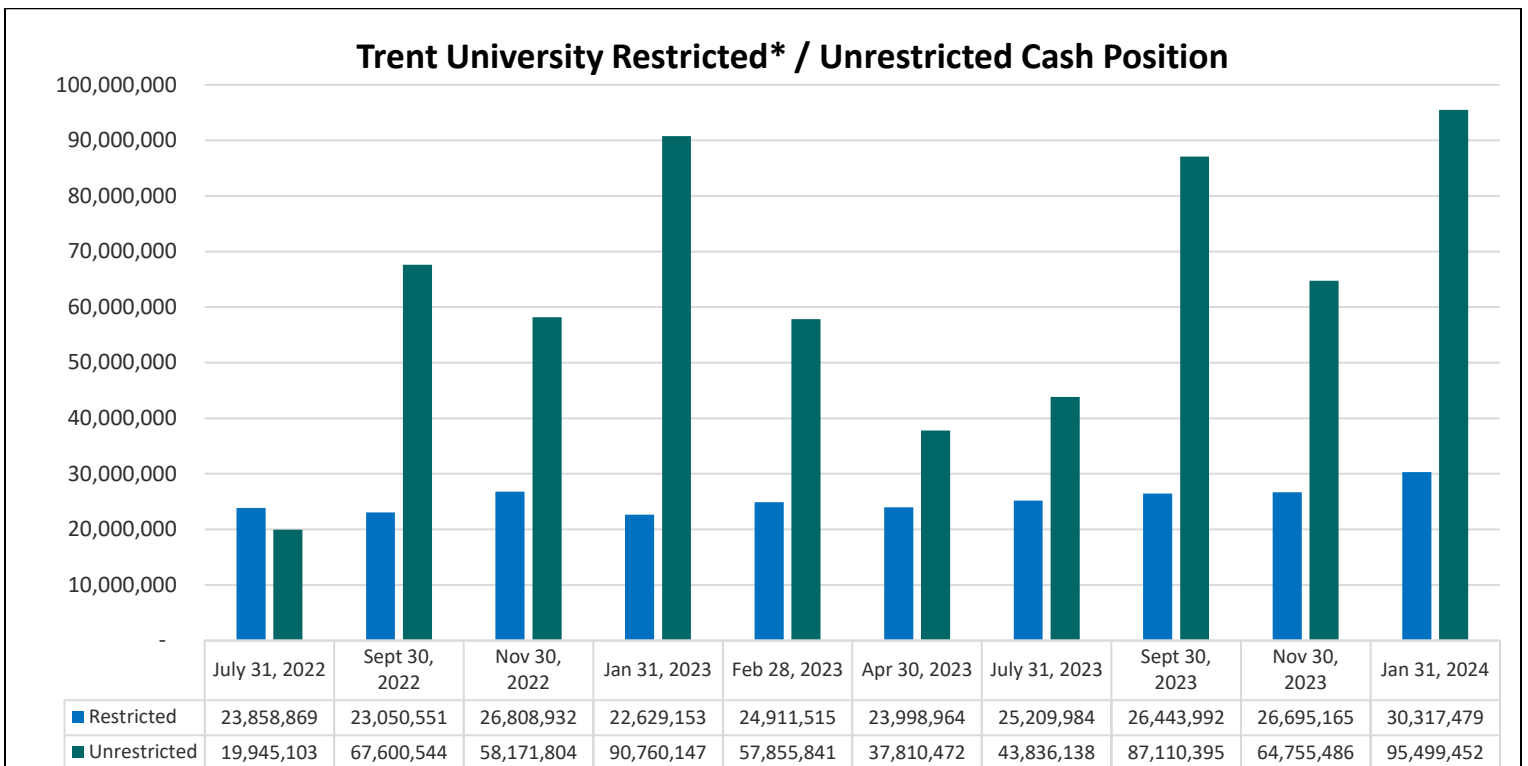
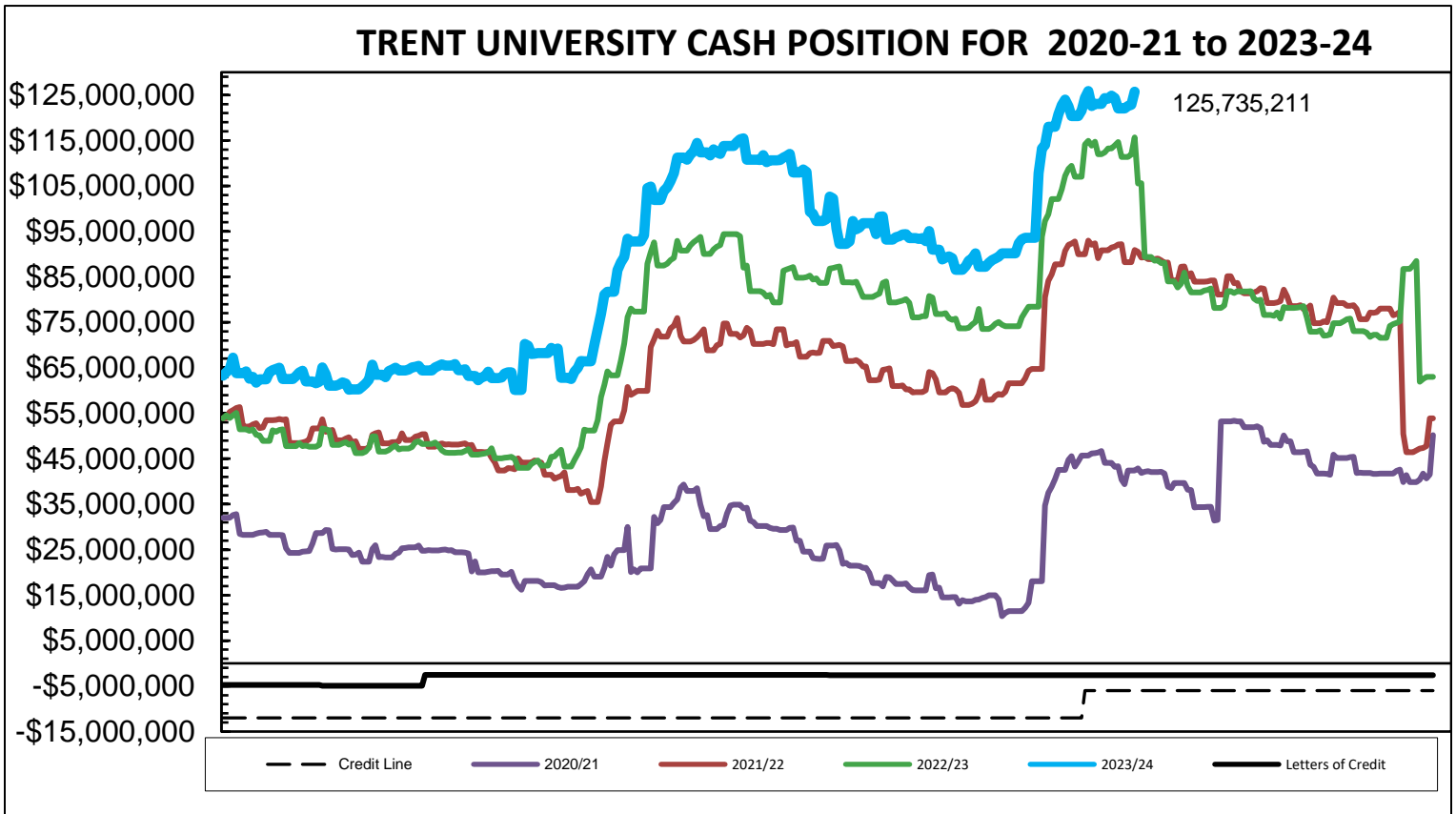
Supporting Reference Materials (attached):

Appendix A: Cash Position for the period ending January 31 2024

Appendix B: 2023/2024 Operating Budget Projection as at January 31 2024

Appendix C: 2023/2024 Alternative Learning Centre Projection as at January 31 2024

Appendix A – Cash Position for the Period Ending January 31, 2024



Appendix B:

TRENT UNIVERSITY
2023-24 OPERATING BUDGET PROJECTION
(\$000s)
As of January 31, 2024

	YTD ACTUAL	BOARD- APPROVED BUDGET	PROJECTION	ANTICIPATED VARIANCES
REVENUE				
Government grants	\$ 40,174	\$ 55,064	\$ 54,743	\$ (321)
Tuition fees	126,855	119,969	126,300	6,331
Miscellaneous revenue	4,247	4,364	6,623	2,259
TOTAL REVENUE	\$ 171,276	\$ 179,397	\$ 187,666	\$ 8,269
EXPENSES				
Instructional staff	\$ 54,385	\$ 85,462	\$ 85,654	\$ (192)
Non-instructional staff	39,855	53,545	53,545	-
Student Financial Aid	9,767	14,186	13,279	907
Non-staff expense	24,205	36,921	38,207	(1,286)
Total expense	\$ 128,212	\$ 190,114	\$ 190,685	\$ (571)
Cost recoveries	(11,384)	(11,116)	(11,130)	14
TOTAL NET EXPENSE	\$ 116,828	\$ 178,998	\$ 179,555	\$ (557)
EXCESS OF REVENUE OVER EXPENSE	\$ 54,448	\$ 399	\$ 8,111	\$ 7,712
Change in Internally Restricted Assets & Endowment Transfers	6,841	(43)	(7,043)	7,000
EXCESS (DEFICIT) from University Operations	\$ 61,289	\$ 356	\$ 1,068	\$ 712

Note: excludes ALC, commenced September 1, 2023

Appendix C:

TRENT UNIVERSITY
2023-24 ADVANCED LEARNING CENTRE (ALC) BUDGET PROJECTION
 Commenced September 1, 2023
 (\$000s)
 As of January 31, 2024

	YTD ACTUAL	BOARD-APPROVED BUDGET	PROJECTION	ANTICIPATED VARIANCES
REVENUE				
Government grants (International Student Recovery)	\$ -	\$ (536)	\$ (526)	\$ 10
Tuition fees	14,990	14,866	14,940	74
Miscellaneous revenue	-	-	-	-
TOTAL REVENUE	\$ 14,990	\$ 14,330	\$ 14,414	\$ 84
EXPENSES				
Instructional staff	\$ 200	\$ 2,598	\$ 952	\$ 1,646
Non-instructional staff	620	1,112	1,112	-
Student Financial Aid	-	-	6	(6)
Non-staff expense	634	4,865	4,838	27
Total expense	\$ 1,454	\$ 8,575	\$ 6,908	\$ 1,667
Cost recoveries	-	-	-	-
TOTAL NET EXPENSE	\$ 1,454	\$ 8,575	\$ 6,908	\$ 1,667
EXCESS OF REVENUE OVER EXPENSE	\$ 13,536	\$ 5,755	\$ 7,506	\$ 1,751
Change in Internally Restricted Assets & Endowment Transfers	-	-	-	-
EXCESS (DEFICIT) from ALC	\$ 13,536	\$ 5,755	\$ 7,506	\$ 1,751



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julian Smith – Chair, Finance & Property Committee

Tariq Al-idrissi – Vice President, Finance & Administration

Subject: Capital Projects Update

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

With the 2023 construction season behind us, the institution delivered several capital renewals or new construction projects. 2024 does not seem to be slowing down and future years continue to show promise. Although projects have ended, multi-year projects such as the Riverbank Erosion project will carry over to 2024.

Construction costs have continued to rise year after year and labour challenges or shortages continue. Considering this, staff will need to plan accordingly. Should this season be a sign of project paths to come, the Project Management Office of Trent will continue to devote more time to planning projects one to two years in advance.

Discussion:

Facilities Renewal Program (FRP) – 2023/2024

The FRP funding is primarily intended for academic space improvements but can also improve campus access to students with disabilities. Consequently, a large volume of space on each Campus is not eligible for improvements through FRP funds.

FRP funding is intended to supplement postsecondary institutions' programs that address ongoing needs for the maintenance, repairs, renovations, and modernization of existing facilities.

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The university will complete the following activities before March 31, 2024, to qualify for FRP funding.

Table 1 – Draft Facilities Renewal Program Project List – 23/24

FRP 2023/24 PROJECTS	Estimate	Status
Enwayaang Cooling Tower Retrofit	\$70,000.00	Complete
Building Automation Controls Upgrades	\$185,000.00	Ongoing – 70% complete
AODA (Accessibility for Ontarians with Disabilities Act) Improvements	\$95,277.11	Ongoing – 75% Complete
Foundations and Structural Repairs and testing	\$169,130.85	Phase 1 complete, Phase 2 & 3 In Progress
HVAC Duct sealing Project	\$1,400,000.00	Ongoing – 70% complete
Mechanical & Electrical Improvements	\$240,386.07	Ongoing – 85% complete
Roofing Replacements & Repairs	\$221,000.00	Various Stages of repair and installation
Stephenson Bridge waterproofing	\$203,790.00	Complete
Bata Library Water Feed	\$100,000.00	Design Ongoing
Various Small-Scale Mechanical, Electrical, Structural, and Operational Projects	\$356,000.00	Various Stages
Total Estimated Expenses	\$3,040,584.03	
FRP Grant	\$3,002,300.00	
Institution Contribution - FM Operating	\$38,284.03	

Riverbank Stabilization Project

Phase 2 of the project will include the accessible walkway and landscaping along the top of the newly constructed riverbank wall. Staff are looking for the most economical yet practical and aesthetically pleasing solution for this phase of the project. Current considerations include added stonework along the embankment in place of concrete, seating, walkway material, landscaping, etc.

Staff will bring forward a contract award report for Phase 2 under a separate report.

Student Housing Renovation

The Housing Office and Project Management Office (PMO) is working towards the delivery of a multi-year capital renovation plan that supports student housing. A summary of the multiyear plan can be found in Table 2 below with further details of the current year's renovation projects detailed subsequently.

Table 2 – Multiyear Capital Plan

Fiscal Year	Estimate	Summary
Year Ending 2024	\$1,000,000	Housing Office Reno Various HVAC, Plumbing, Lighting, & Doors Condition Assessments of Various Assets
Year Ending 2025	\$2,000,000	Curtain Walls Domestic Hot Water Tanks Mailroom Renovation Exterior Finish (PZC) RLC Apartment Reno
Year Ending 2026	\$1,900,000	Curtain Walls Exterior Doors Tap Access Room Entry Interior Doors Emergency & Exit Lighting
Year Ending 2027	\$2,100,000	Flooring Millwork Communal Space Reno Furnishings Air Handling Units
Total Estimated Expenses	\$7,000,000	

CCW Curtain Walls and Windows

Champlain College has long been an iconic building on the Symons Campus. As it approaches 60 years of age, assets exist that are original to the building. This includes the curtain walls and windows in the building.

In recent months, the staff has been working towards a solution for the replacement of these assets while being mindful of the building's heritage. An Architect was engaged to provide specifications; however, the contractor will oversee producing the detailed drawings through a manufacturer. The staff has mandated that the replacement windows must be virtually the same in appearance.

As with many historic assets, challenges exist. This project is not unique in the problems it will face. The existing steel frames will need to be replaced with modern aluminum material. The existing paint holds lead and caulking has asbestos. As with all designated substances, project costs will escalate to address such items as they are unsurfaced.

The project is currently out to tender. The project estimate is \$1.4M. Preliminary indications from contractors suggest difficulty in material delivery times and in trade

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availability. This may contribute to inflated costs and project phasing as opposed to construction being fully completed between May to mid-August 2024.

New College Parking Lot

To avoid a deficit of parking spaces on the east bank during the construction of the upcoming Gidigaa Migizi College, the staff have chosen to construct this project in advance of breaking ground for the new college. Added spaces will also be constructed at the same time to address a current demand on the east bank.

The project management office is currently working with various engineering and environmental consultants to prepare for site plan submission to the city. Initial targets would see the parking lot construction begin in the fall/winter of this year with completion by September 2025.

Classroom Renovation and Academic Space Rehabilitation

The overall space strategy on the Symons Campus recommended; the need for larger classes, reviewing space use of smaller classrooms, and refreshing existing spaces that are not welcoming from a learning perspective. The upcoming construction season will see a larger classroom being constructed from smaller adjacent classrooms as well as the refresh of various spaces.

The larger classroom is anticipated to have a potential classroom capacity of 90-100 individuals. The two classes to be merged are OCA 205 and 208. This project will have an estimated cost of \$400k and is targeting a completion date of mid-August.

Preparation and Planning for the Upcoming Construction Season

The following projects will be the focus of the project management office over the upcoming construction season.

- Trent Enterprise Centre – Cleantech (Pre-Consultation with City) (\$15M)
- Facility Renewal Program 2045/2025 - (\$3M)
- Bata Catwalk Rehabilitation - \$750K
- Enwayaang Housing/Conferences Office Reno - \$40K
- Trent Research Farm Master Plan - \$100K
- Trent Research Farm Out Building/Drive Shed - \$400K
- Demolition of unused buildings - \$300K
- Durham Medicine Garden - \$150K
- Bata Library Bathroom Design - \$100K
- Potential Sciences Greenhouse Replacement - \$300K
- Blackburn Hall Housing Suite Renovation - \$100K
- Nursing Lab Renovation - \$200K
- Lady Eaton College Faculty Office Air Conditioning - \$300K
- Environmental Sciences Centre Curtain Wall Refurbishment - \$50K

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Future Capital Projects

The university has multiple major capital projects tied into various ongoing developments such as the Trent Lands Plan and Cleantech Commons. Three notable pre-consultation meetings are scheduled with the City to prepare for Site Plan Approval submission. Future projects include:

- New College and Otonabee College New Build (Pre-Consultation with City)
- Grounds Operation Facility relocation (pending lands plan priorities)
- Potential servicing of Seniors Village via Long Term Care project
- Replacement of Water Quality Centre UPS (uninterruptable water supply) battery backup
- Replacement of water treatment system in Environmental Science Complete
- Rehabilitation of Faryon Bridge
- Symons Space Capital Renewal
- DNA A block roof renewal
- Action items related to the Durham Task Force review.

Financial Implications:

- Added funding by the University to complete non-eligible components of the FRP projects.
- Capital planning for future projects.
- Academic/Research equipment replacement

Enterprise Risk Assessment:

Exceeding capital budgets and delaying the delivery of projects can result in added financial pressures or negative reputational impacts.

Next Steps:

1. Continue to develop Infrastructure Asset Condition Inspection and Ratings,
2. Project development and project completion, and
3. Planning and formalized capital program.

Consultation:

- The Ellucian Colleague Financial system
- Facilities Condition Database
- Web Work Order system
- Heritage Committee
- Asset Condition Reports
- ECS (Education Consulting Services) Space Utilization Study
- Trent Lands and Nature Areas Report

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- Registrar Office
- PPG

Committee/Board Mandate:

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 property role, the Finance and Property Committee is responsible for the overall monitoring of campus capital building programs, stewardship of heritage assets, 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.

AON

Executive Summary

Trent University

Fourth Quarter 2023

Investment advice and consulting services provided by Aon Solutions
Canada Inc.



Major Capital Markets' Returns

As of 31 December 2023

	1 Quarter	YTD	1 Year	2 Years	3 Years	4 Years	5 Years	10 Years
Equity								
S&P/TSX Composite	8.1	11.8	11.8	2.6	9.6	8.6	11.3	7.6
S&P 500	8.9	22.9	22.9	3.9	11.3	12.5	14.9	14.5
S&P 500 (USD)	11.7	26.3	26.3	1.7	10.0	12.0	15.7	12.0
MSCI EAFE (Net)	7.7	15.1	15.1	2.8	5.2	5.4	7.4	6.6
MSCI World (Net)	8.7	20.5	20.5	2.8	8.5	9.8	12.0	11.0
MSCI ACWI (Net)	8.3	18.9	18.9	2.0	7.0	8.7	10.9	10.3
MSCI Emerging Markets (Net)	5.2	6.9	6.9	-4.3	-4.0	0.7	3.0	4.9
Real Estate								
MSCI/REALPAC Canada Quarterly Property Fund	-2.6	-2.0	-2.0	3.4	7.2	5.5	6.2	6.6
Global Real Estate Fund Index (GREFI) (USD)*	-2.7	-6.2	-6.2	-0.2	3.7	4.0	3.8	5.5
Fixed Income								
FTSE Canada Universe Bond	8.3	6.7	6.7	-2.9	-2.8	0.0	1.3	2.4
FTSE Canada Long Term Overall Bond	14.8	9.5	9.5	-7.4	-6.5	-2.2	0.6	3.3
FTSE Canada 91 Day TBill	1.3	4.7	4.7	3.3	2.2	1.9	1.8	1.3
Consumer Price Index								
Canadian CPI, unadjusted	-0.1	3.4	3.4	4.8	4.8	3.8	3.5	2.6

Canadian Equities

The S&P/TSX Composite Index returned +8.1% in the fourth quarter of 2023. Performance was positive across all sectors except Energy (-1.3%). Info Tech (+24.0%), Financials (+12.8%), and Real Estate (+10.7%) led through the quarter. Value stocks modestly outperformed growth over the fourth quarter (+9.0% vs. +8.3%) however growth outperformed over the year (+14.0% vs. +12.6%). The S&P/TSX Composite Index returned +11.8% over the calendar year. Over 2023, Comm. Services (-3.9%) and Materials (-1.3%) lagged, while Info Tech (+69.2%), Health Care (+18.3%), and Financials (+13.9%) led the Canadian market.

U.S. Equities

The S&P 500 Index returned +8.9% in Canadian dollar terms over the quarter, with 11 of 12 sectors delivering positive returns. The best performing sectors were Real Estate (+15.9%), Info Tech (+14.3%), and Financials (+11.2%) while Energy (-9.2%) trailed. Over 2023, the S&P 500 Index has returned +22.9% in Canadian dollar terms.

Non-North American Equities

The MSCI EAFE Index returned +7.7% in Canadian dollar terms in the fourth quarter. Returns were positive across all sectors except Energy. The top performing sectors included Info Tech (+18.3%), Materials (+14.2%), and Real Estate (+12.0%), while Energy (-2.1%) trailed. Over 2023, the index returned +15.1% in Canadian dollar terms, with Info Tech (+32.7%) and Industrials (+24.2%) leading, while Consumer Staples (+1.7%) and Real Estate (+6.1%) trailed.

Canadian Fixed Income

The Canadian investment grade bond market, as measured by the FTSE Canada Universe Bond Index, returned +8.3% over the quarter. Provincial bonds (+10.4%) outperformed Corporate bonds (+7.6%) and Federal bonds (+6.8%). From a term perspective, long term bonds (+14.8%) outperformed both medium term bonds (+8.3%) and short term bonds (+4.1%). Over 2023, the index returned +6.7% with Corporate bonds (+8.4%) and Provincial bonds (+7.3%) slightly ahead of the index, while Federal bonds (+5.0%) trailed the index. From a term perspective, over 2023, long term bonds (+9.5%) outperformed medium term bonds (+6.1%) and short term bonds (+5.0%).

* Lagged one quarter.

Returns for periods greater than one year are annualized. Sector returns are sourced from MSCI.

Asset Allocation & Performance

As of 31 December 2023

	Allocation		Performance (%)						
	Market Value (\$000)	1 Quarter	2023	1 Year	2 Years	3 Years	4 Years	5 Years	10 Years
OPSEU Pension Plan	184,702	8.1 (34)	11.9 (31)	11.9 (31)	0.8 (60)	4.4 (62)	5.5 (69)	7.5 (68)	6.4 (80)
<i>OPSEU Plan Benchmark</i>		<i>8.2 (34)</i>	<i>12.0 (31)</i>	<i>12.0 (31)</i>	<i>0.7 (62)</i>	<i>4.3 (65)</i>	<i>5.4 (71)</i>	<i>7.4 (69)</i>	<i>6.3 (81)</i>
Value Added		-0.1	-0.1	-0.1	0.1	0.1	0.1	0.1	0.1
Special Investment Fund	2,433	8.1 (37)	10.6 (64)	10.6 (64)	0.2 (79)	3.3 (84)	4.6 (84)	6.5 (86)	5.6 (96)
<i>Benchmark</i>		<i>8.1 (35)</i>	<i>10.7 (57)</i>	<i>10.7 (57)</i>	<i>0.2 (79)</i>	<i>3.2 (84)</i>	<i>4.5 (84)</i>	<i>6.4 (86)</i>	<i>5.6 (96)</i>
Value Added		0.0	-0.1	-0.1	0.0	0.1	0.1	0.1	0.0

Parentheses contain percentile rankings

Calendar Year Performance

As of 31 December 2023

	2023	2022	2021	2020	2019	2018	2017	2016	2015
OPSEU Pension Plan	11.9 (31)	-9.2 (65)	11.9 (71)	9.0 (59)	15.9 (38)	-2.8 (65)	8.8 (56)	7.8 (37)	3.2 (92)
<i>OPSEU Plan Benchmark</i>	<i>12.0 (31)</i>	<i>-9.4 (70)</i>	<i>11.8 (72)</i>	<i>8.8 (61)</i>	<i>15.8 (39)</i>	<i>-3.0 (69)</i>	<i>8.7 (56)</i>	<i>7.9 (37)</i>	<i>3.1 (92)</i>
Value Added	-0.1	0.2	0.1	0.2	0.1	0.2	0.1	-0.1	0.1
Special Investment Fund	10.6 (64)	-9.3 (68)	9.7 (94)	8.7 (61)	14.2 (72)	-2.4 (49)	7.3 (76)	7.6 (44)	2.0 (93)
<i>Benchmark</i>	<i>10.7 (57)</i>	<i>-9.3 (70)</i>	<i>9.6 (94)</i>	<i>8.6 (62)</i>	<i>14.3 (71)</i>	<i>-2.6 (55)</i>	<i>7.3 (76)</i>	<i>7.6 (44)</i>	<i>2.0 (93)</i>
Value Added	-0.1	0.0	0.1	0.1	-0.1	0.2	0.0	0.0	0.0

Comparative Performance

As of 31 December 2023

	1 Quarter	Year To Date	1 Year	2 Years	3 Years	4 Years Ending Dec-2023	4 Years Ending Dec-2022	4 Years Ending Dec-2021	4 Years Ending Dec-2020
Canadian Equities									
TDAM Emerald Canadian Equity Index	8.1 (46)	11.7 (47)	11.7 (47)	2.6 (79)	9.6 (80)	8.6 (72)	11.3 (61)	10.4 (34)	6.7 (29)
<i>S&P/TSX Composite</i>	8.1 (46)	11.8 (47)	11.8 (47)	2.6 (79)	9.6 (81)	8.6 (74)	11.2 (62)	10.3 (38)	6.6 (29)
Value Added	0.0	-0.1	-0.1	0.0	0.0	0.0	0.1	0.1	0.1
U.S. Equities									
TDAM Emerald Pooled U.S. Index	8.8 (51)	22.8 (41)	22.8 (41)	3.9 (49)	11.3 (44)	12.5 (38)	13.0 (40)	17.9 (39)	14.6 (42)
<i>S&P 500 (CAD)</i>	8.9 (49)	22.9 (40)	22.9 (40)	3.9 (49)	11.3 (44)	12.5 (37)	13.0 (41)	17.9 (39)	14.6 (42)
Value Added	-0.1	-0.1	-0.1	0.0	0.0	0.0	0.0	0.0	0.0
U.S. Equities Hedged									
TDAM Emerald Hedged U.S. Equity Index PFT II	11.1 (21)	24.7 (35)	24.7 (35)	0.5 (85)	9.0 (70)	10.7 (60)	11.8 (62)	16.1 (52)	14.5 (43)
<i>S&P 500 (Hedged)</i>	11.1 (21)	24.7 (35)	24.7 (35)	0.5 (85)	9.0 (70)	10.7 (60)	11.8 (63)	16.1 (51)	14.5 (43)
Value Added	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TDAM Emerald Hedged Synthetic U.S. Equity Index	11.0 (22)	24.4 (37)	24.4 (37)	0.2 (86)	8.7 (74)	10.3 (65)	11.6 (67)	15.9 (54)	14.2 (45)
<i>S&P 500 (Hedged)</i>	11.1 (21)	24.7 (35)	24.7 (35)	0.5 (85)	9.0 (70)	10.7 (60)	11.8 (63)	16.1 (51)	14.5 (43)
Value Added	-0.1	-0.3	-0.3	-0.3	-0.3	-0.4	-0.2	-0.2	-0.3
International Equities									
TDAM Emerald International Equity Index	7.7 (41)	15.1 (54)	15.1 (54)	2.9 (45)	5.3 (52)	5.5 (63)	5.7 (66)	6.3 (55)	7.8 (58)
<i>MSCI EAFE (Net)</i>	7.7 (41)	15.1 (54)	15.1 (54)	2.8 (46)	5.2 (54)	5.4 (65)	5.6 (69)	6.2 (56)	7.7 (59)
Value Added	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1

Returns for periods greater than one year are annualized.
Returns are expressed as percentages.

Comparative Performance

As of 31 December 2023

	1 Quarter	Year To Date	1 Year	2 Years	3 Years	4 Years Ending Dec-2023	4 Years Ending Dec-2022	4 Years Ending Dec-2021	4 Years Ending Dec-2020
Fixed Income									
TDAM Emerald Canadian Bond Index	8.3 (78)	6.8 (93)	6.8 (93)	-2.9 (94)	-2.8 (96)	-0.1 (100)	0.0 (97)	3.5 (95)	4.8 (89)
<i>FTSE Canada Universe Bond</i>	8.3 (79)	6.7 (96)	6.7 (96)	-2.9 (94)	-2.8 (96)	0.0 (100)	0.0 (95)	3.5 (94)	4.8 (89)
Value Added	0.0	0.1	0.1	0.0	0.0	-0.1	0.0	0.0	0.0
Short-Term Investments									
TDAM Emerald Short-Term Index	1.4 (1)	5.2 (17)	5.2 (17)	3.5 (55)	2.4 (59)	2.1 (36)	1.3 (35)	1.3 (13)	1.5 (12)
<i>FTSE Canada 91 Day TBill</i>	1.3 (84)	4.7 (100)	4.7 (100)	3.3 (100)	2.2 (100)	1.9 (96)	1.1 (98)	1.0 (100)	1.1 (100)
Value Added	0.1	0.5	0.5	0.2	0.2	0.2	0.2	0.3	0.4

Returns for periods greater than one year are annualized.
Returns are expressed as percentages.

Summary of Investment Objectives

Plan Information

Mandate	Comments	Recommendations
OPSEU Pension Plan¹	<ul style="list-style-type: none"> • The OPSEU Pension Plan returned 8.1% for the quarter ending 31 December 2023, ranking in the 34th percentile among Aon’s universe of balanced funds. • All index funds tracked their respective indices as expected. • No material negative influences. 	<ul style="list-style-type: none"> ▪ No action is required.
Special Investment Fund	<ul style="list-style-type: none"> • The Special Investment Fund returned 8.1% for the quarter ending 31 December 2023, ranking in the 37th percentile among Aon’s universe of balanced funds. • All index funds tracked their respective indices as expected. • No material negative influences. 	<ul style="list-style-type: none"> ▪ No action is required.

Statement of Disclosure

Aon Solutions Canada Inc. reconciles the rates of return with each investment manager quarterly. Aon Solutions Canada Inc. calculates returns from the custodian/trustee statements while the managers use different data sources. Occasionally discrepancies occur because of differences in computational procedures, security prices, "trade date" versus "settlement date" accounting, etc. We monitor these discrepancies closely and find that they generally do not tend to persist over time. However, if a material discrepancy arises or persists, we will bring the matter to your attention after discussion with your money manager.

This report may contain slight discrepancies due to rounding in some of the calculations. All data presented is in Canadian dollars unless otherwise stated.

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Trent University

Investment monitoring report
Executive summary
For the quarter ending December 31, 2023

Julianna Spiropoulos, Claude Lamothe, Phillip Brazier
February 2024



Executive summary of Funds

Topic	Summary	Action required
Investment monitoring results – Quantitative	<ul style="list-style-type: none"> Only Mawer and Manulife have underperformed their respective benchmarks over the most recent quarter. Though not experienced by Trent University, all six managers have outperformed their respective benchmarks over the trailing four-year period. 	<ul style="list-style-type: none"> Continue to monitor
Investment monitoring results – Qualitative	<ul style="list-style-type: none"> Jarislowky Fraser: Maxime Menard, President and CEO of Jarislowky Fraser has stepped down effective December 31, 2023. We continue to monitor the transition, but don't expect any material impacts to the strategy. Mawer: Effective July 1, 2024, Christian Deckart (lead manager of Global Equity) will assume the role of Chief Investment Officer (CIO) from Paul Moroz. In addition, Paul Moroz will be transitioned off the Global Equity strategy as he shifts his focus to building out Mawer's private investment offering. Effective October 25, 2023, Manar Hassan-Agha has taken on the role of co-manager on the Global Equity strategy. 	<ul style="list-style-type: none"> Continue to monitor

Executive summary of Funds

Topic	Summary	Action required
Investment policy and Investment manager compliance	<ul style="list-style-type: none"> Asset Mixes for both the Endowment and Sinking Funds are in compliance with the Statements of Investment Policies & Procedures (“SIP&Ps”) as of December 31, 2023. 	<ul style="list-style-type: none"> None
Developments impacting investments	<ul style="list-style-type: none"> The fourth quarter of 2023 brought a positive end to 2023 for investors. The primary catalyst propelling capital markets globally and across various sectors was the heightened expectations of interest rate cuts by central banks in 2024, and that these cuts would start earlier than prior expectations. 	<ul style="list-style-type: none"> Continue to monitor

Fund	Fund versus 4% + Annual CPI, 4 years
Sinking Fund	Underperformed target
Endowment Fund	Underperformed target

Executive summary:

Gross of fee returns

	Trailing period returns ¹							
	QTD	YTD	1 year	2 year	3 year	4 year	5 year	10 year
Sinking Fund	6.01%	10.28%	10.28%	-0.16%	3.50%	4.97%	7.04%	--
Total Fund Benchmark ²	6.57%	11.91%	11.91%	0.28%	3.79%	5.14%	7.18%	--
Value added	-0.56%	-1.63%	-1.63%	-0.44%	-0.29%	-0.17%	-0.14%	--
Annualized 4% return + CPI						7.93%		
Value added						-2.96%		

	Trailing period returns ¹							
	QTD	YTD	1 year	2 year	3 year	4 year	5 year	10 year
Endowment Fund	6.39%	11.20%	11.20%	0.40%	3.94%	5.24%	7.15%	6.30%
Total Fund Benchmark ²	6.57%	11.91%	11.91%	0.28%	3.79%	5.14%	7.18%	6.68%
Value added	-0.18%	-0.71%	-0.71%	0.12%	0.15%	0.10%	-0.03%	-0.38%
Annualized 4% return + CPI						7.93%		
Value added						-2.69%		

¹ Returns greater than one year are annualized. All return information prior to December 2020 is provided by the previous consultant, and information after December 2020 is calculated by TELUS Health from custody statements provided by CIBC Mellon.

² See Appendix for benchmark details.

Executive summary:

Net of fee returns

	Trailing period returns ¹		
	QTD	YTD	1 year
Sinking Fund	5.88%	9.70%	9.70%
Plan Benchmark ²	6.57%	11.91%	11.91%
Value added	-0.69%	-2.21%	-2.21%

	Trailing period returns ¹		
	QTD	YTD	1 year
Endowment Fund	6.24%	11.15%	10.60%
Plan Benchmark ²	6.57%	11.91%	11.91%
Value added	-0.33%	-0.76%	-1.31%

¹ Returns are net of fees since June 2022 (active manager transition). Information is calculated by TELUS Health from custody statements provided by CIBC Mellon and investment manager statements and fee schedules.

² See Appendix for benchmark details.

Executive summary:

Gross of fee returns, Calendar year

	Calendar year returns ¹					
	2023	2022	2021	2020	2019	2018
Sinking Fund	10.28%	-9.62%	11.24%	9.50%	15.73%	-2.34%
Total Fund Benchmark ²	11.91%	-10.15%	11.20%	9.27%	15.74%	-2.50%
Value added	-1.63%	0.53%	0.04%	0.23%	-0.01%	0.16%
Endowment Fund	11.20%	-9.36%	11.39%	9.23%	15.73%	-2.34%
Total Fund Benchmark ²	11.91%	-10.15%	11.20%	9.30%	15.70%	-2.30%
Value added	-0.71%	0.79%	0.19%	-0.07%	0.03%	-0.04%

¹ All return information prior to December 2020 is provided by the previous consultant, and information after December 2020 is calculated by TELUS Health from custody statements provided by CIBC Mellon.

² See Appendix for benchmark details.

Executive summary: Endowment Fund

Gross of fee returns

	Trailing period returns ^{1,2,3,4}							
	QTD	YTD	1 year	2 year	3 year	4 year	5 year	10 year
Fiera Canadian Equity	8.94%	15.58%	15.58%	7.64%	12.36%	11.33%	13.67%	--
S&P/TSX Composite TR Index	8.10%	11.75%	11.75%	2.58%	9.59%	8.58%	11.30%	--
Value added	0.84%	3.83%	3.83%	5.06%	2.77%	2.75%	2.37%	--
Mawer Global Equity	7.19%	18.59%	18.59%	3.28%	9.43%	9.88%	12.26%	12.44%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%	2.05%	6.97%	8.74%	10.94%	10.28%
Value added	-1.10%	-0.33%	-0.33%	1.23%	2.46%	1.14%	1.32%	2.16%
Schroders Global Sustainable Growth	11.50%	20.86%	20.86%	4.15%	9.09%	13.09%	15.65%	13.72%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%	2.05%	6.97%	8.74%	10.94%	10.28%
Value added	3.21%	1.94%	1.94%	2.10%	2.12%	4.35%	4.71%	3.44%
PH&N Canadian Core Plus Bond	8.58%	7.52%	7.52%	-2.29%	-2.14%	1.54%	2.59%	--
FTSE Canada Universe Bond Index	8.27%	6.69%	6.69%	-2.93%	-2.80%	-0.05%	1.30%	--
Value added	0.31%	0.83%	0.83%	0.64%	0.66%	1.59%	1.29%	--
Manulife Canadian Property Portfolio	-7.60%	-9.04%	-9.04%	3.30%	9.25%	8.41%	9.23%	8.49%
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Value added	-9.07%	-15.04%	-15.04%	-2.70%	3.25%	2.41%	3.23%	2.49%
IFM Global Infrastructure (Canada), LP	3.32%	9.56%	9.56%	11.05%	13.72%	11.23%	11.92%	--
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	--
Value added	1.85%	3.56%	3.56%	5.05%	7.72%	5.23%	5.92%	--

¹ Returns greater than one year are annualized.

² The Fund has been invested with Fiera, Mawer, Schroders, PH&N, and Manulife since July 2022. Returns for prior periods are presented for illustrative purposes.

³ The Fund has been invested with IFM since January 2023. Returns for prior periods are presented for illustrative purposes.

⁴ Source: investment manager statements.

Executive summary: Endowment Fund

Net of fee returns

	Trailing period returns ¹		
	QTD	YTD	1 year
Fiera Canadian Equity	8.83%	15.13%	15.13%
S&P/TSX Composite TR Index	8.10%	11.75%	11.75%
Value added	0.73%	3.38%	3.38%
Mawer Global Equity	7.01%	17.87%	17.87%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%
Value added	-1.28%	-1.05%	-1.05%
Schroders Global Sustainable Growth	11.35%	20.26%	20.26%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%
Value added	3.06%	1.34%	1.34%
PH&N Canadian Core Plus Bond	8.49%	7.14%	7.14%
FTSE Canada Universe Bond Index	8.27%	6.69%	6.69%
Value added	0.22%	0.45%	0.45%
Manulife Canadian Property Portfolio	-7.84%	-9.99%	-9.99%
6% Annual rate	1.47%	6.00%	6.00%
Value added	-9.31%	-15.99%	-15.99%
IFM Global Infrastructure (Canada), LP	3.36%	9.02%	9.02%
6% Annual rate	1.47%	6.00%	6.00%
Value added	1.89%	3.02%	3.02%

¹ Source: investment manager statements and fee schedules.

Executive summary: Sinking Fund

Gross of fee returns

	Trailing period returns ^{1,2,3}							
	QTD	YTD	1 year	2 year	3 year	4 year	5 year	10 year
Fiera Canadian Equity	8.94%	15.58%	15.58%	7.64%	12.36%	11.33%	13.67%	--
S&P/TSX Composite TR Index	8.10%	11.75%	11.75%	2.58%	9.59%	8.58%	11.30%	--
Value added	0.84%	3.83%	3.83%	5.06%	2.77%	2.75%	2.37%	--
Mawer Global Equity	7.19%	18.59%	18.59%	3.28%	9.43%	9.88%	12.26%	12.44%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%	2.05%	6.97%	8.74%	10.94%	10.28%
Value added	-1.10%	-0.33%	-0.33%	1.23%	2.46%	1.14%	1.32%	2.16%
Schroders Global Sustainable Growth	11.50%	20.86%	20.86%	4.15%	9.09%	13.09%	15.65%	13.72%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%	2.05%	6.97%	8.74%	10.94%	10.28%
Value added	3.21%	1.94%	1.94%	2.10%	2.12%	4.35%	4.71%	3.44%
PH&N Canadian Core Plus Bond	8.58%	7.52%	7.52%	-2.29%	-2.14%	1.54%	2.59%	--
FTSE Canada Universe Bond Index	8.27%	6.69%	6.69%	-2.93%	-2.80%	-0.05%	1.30%	--
Value added	0.31%	0.83%	0.83%	0.64%	0.66%	1.59%	1.29%	--
Manulife Canadian Property Portfolio	-7.60%	-9.04%	-9.04%	3.30%	9.25%	8.41%	9.23%	8.49%
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Value added	-9.07%	-15.04%	-15.04%	-2.70%	3.25%	2.41%	3.23%	2.49%

¹ Returns greater than one year are annualized.

² The Fund has been invested with Fiera, Mawer, Schroders, PH&N, and Manulife since July 2022. Returns for prior periods are presented for illustrative purposes.

³ Source: investment manager statements.

Executive summary: Sinking Fund

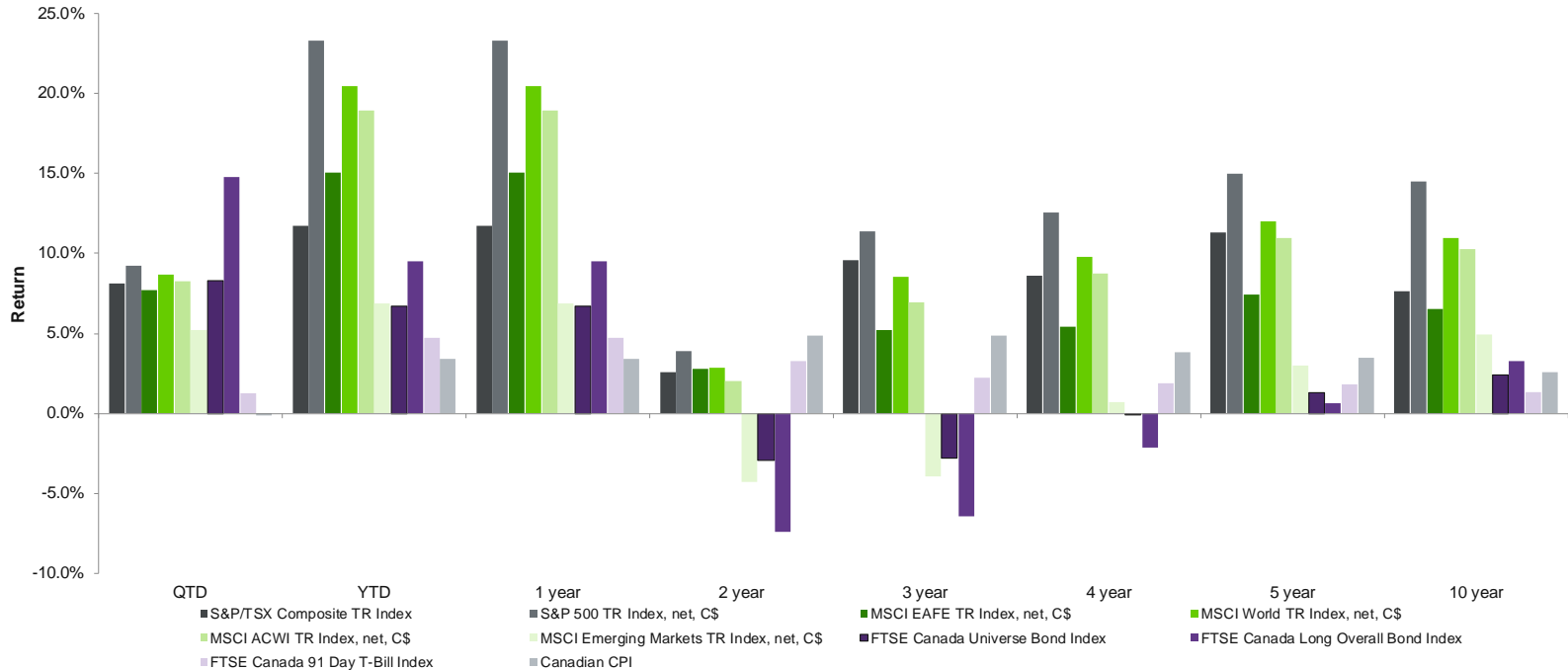
Net of fee returns

	Trailing period returns ¹		
	QTD	YTD	1 year
Fiera Canadian Equity	8.83%	15.13%	15.13%
S&P/TSX Composite TR Index	8.10%	11.75%	11.75%
Value added	0.73%	3.38%	3.38%
Mawer Global Equity	7.01%	17.87%	17.87%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%
Value added	-1.28%	-1.05%	-1.05%
Schroders Global Sustainable Growth	11.35%	20.26%	20.26%
MSCI ACWI TR Index, net, C\$	8.29%	18.92%	18.92%
Value added	3.06%	1.34%	1.34%
PH&N Canadian Core Plus Bond	8.49%	7.14%	7.14%
FTSE Canada Universe Bond Index	8.27%	6.69%	6.69%
Value added	0.22%	0.45%	0.45%
Manulife Canadian Property Portfolio	-7.84%	-9.99%	-9.99%
6% Annual rate	1.47%	6.00%	6.00%
Value added	-9.31%	-15.99%	-15.99%

¹ Source: investment manager statements and fee schedules.

Executive summary: Capital markets

Trailing period returns^{1,2}

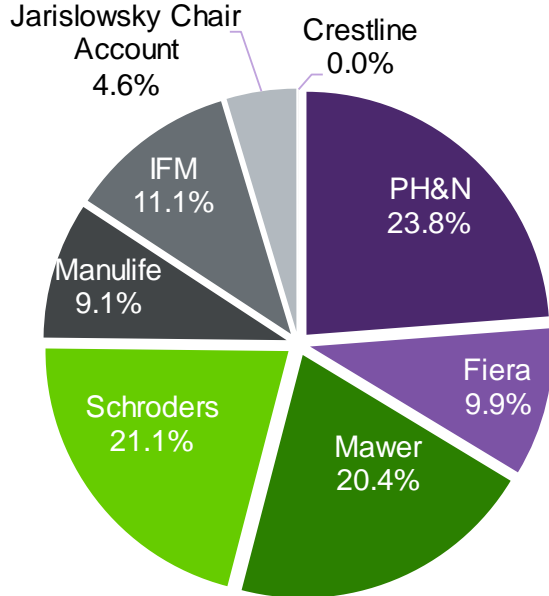


¹ Source: Bloomberg

² Returns greater than one year are annualized.

Endowment Fund review

Breakdown by Manager^{1,2}



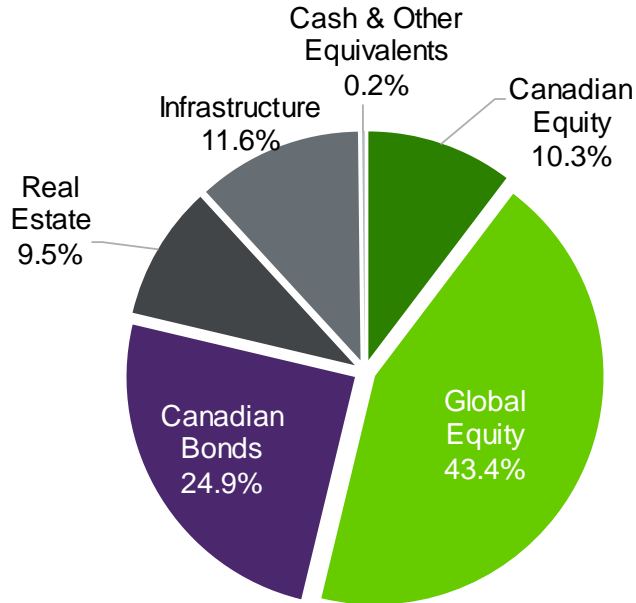
By Manager	Market value	Weight
PH&N	\$23,195,359	23.8%
Fiera	\$9,625,605	9.9%
Mawer	\$19,874,465	20.4%
Schrodgers	\$20,590,503	21.1%
Manulife	\$8,838,952	9.1%
IFM	\$10,842,942	11.1%
Jarislowsky Chair Account	\$4,519,846	4.6%
Crestline	\$6,641	0.0%
Total	\$97,494,312	100.0%

¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, Jarislowsky Fraser, IFM.

Endowment Fund review

Breakdown by Asset class^{1,2}



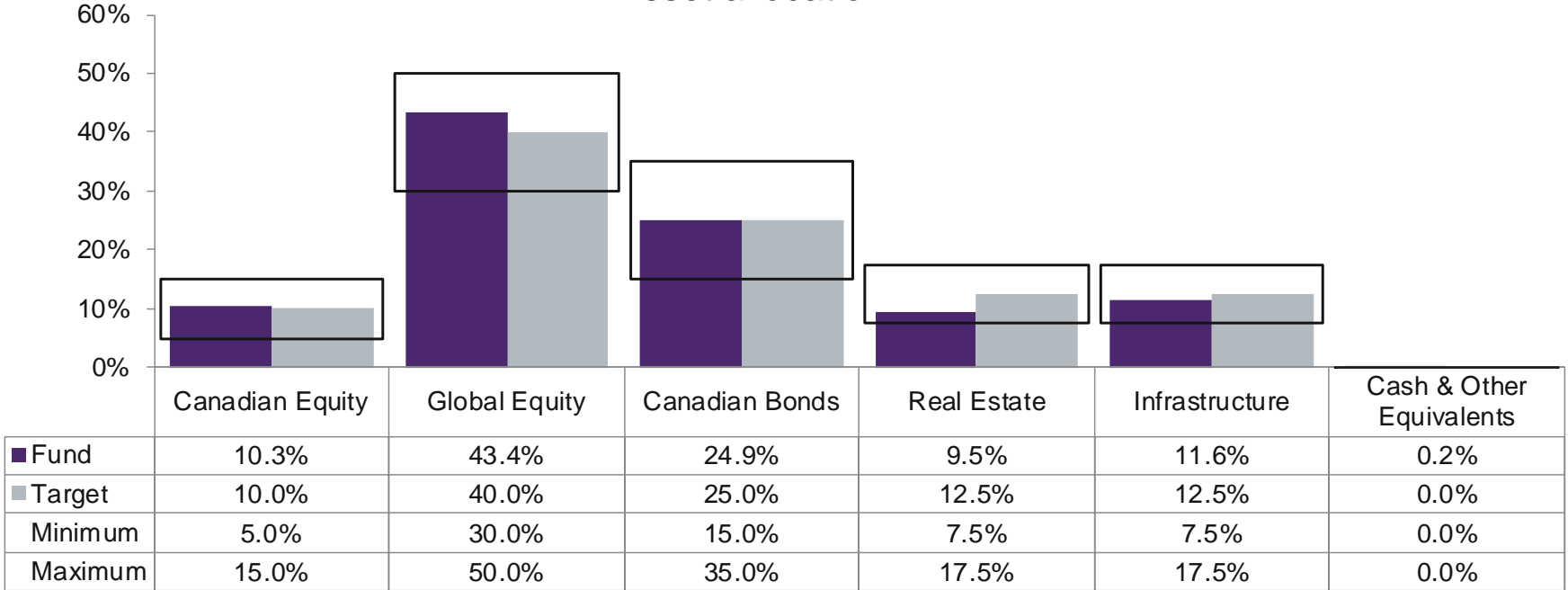
By Asset class	Market value	Weight
Canadian Equity	\$9,625,605	10.3%
Global Equity	\$40,464,968	43.4%
Canadian Bonds	\$23,195,359	24.9%
Real Estate	\$8,838,952	9.5%
Infrastructure	\$10,842,942	11.6%
Cash & Other Equivalents	\$168,052	0.2%
Endowment (Multi-manager) total	\$93,135,878	100.0%

¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, Jarislowsky Fraser, IFM.

Endowment Fund

Asset allocation^{1,2}

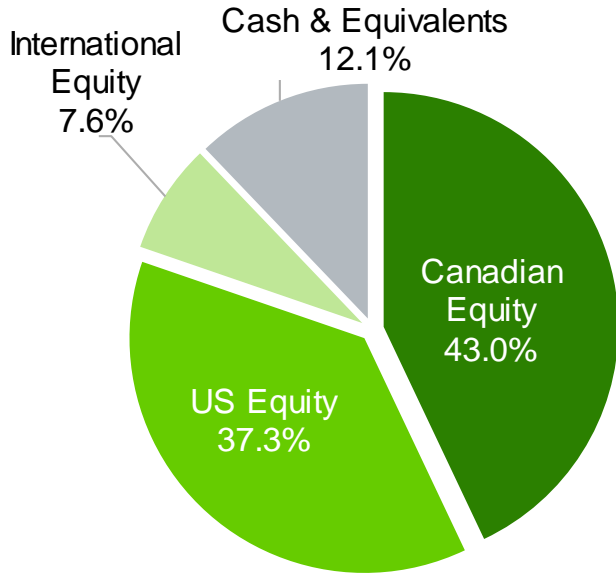


¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, IFM.

Jarislowsky Chair Account

Breakdown by Asset class^{1,2}



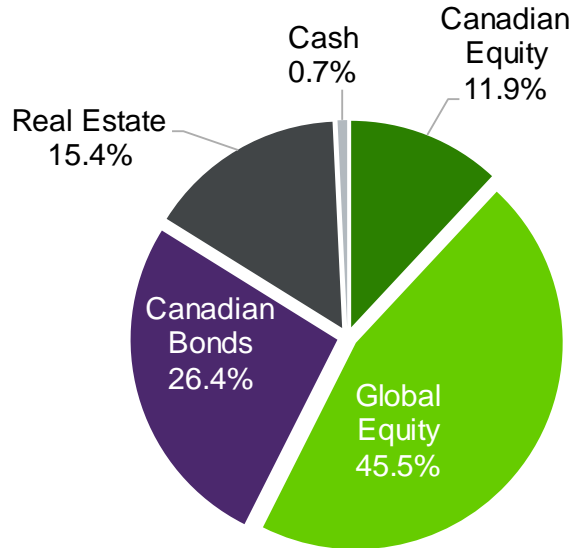
By Asset class	Market value	Weight
Canadian Equity	\$1,941,860	43.0%
US Equity	\$1,686,245	37.3%
International Equity	\$342,955	7.6%
Cash & Equivalents	\$548,787	12.1%
Total	\$4,519,847	100.0%

¹ Figures may not add to 100% due to rounding.

² Source: Jarislowsky Fraser

Sinking Fund review

Breakdown by Asset class^{1,2}

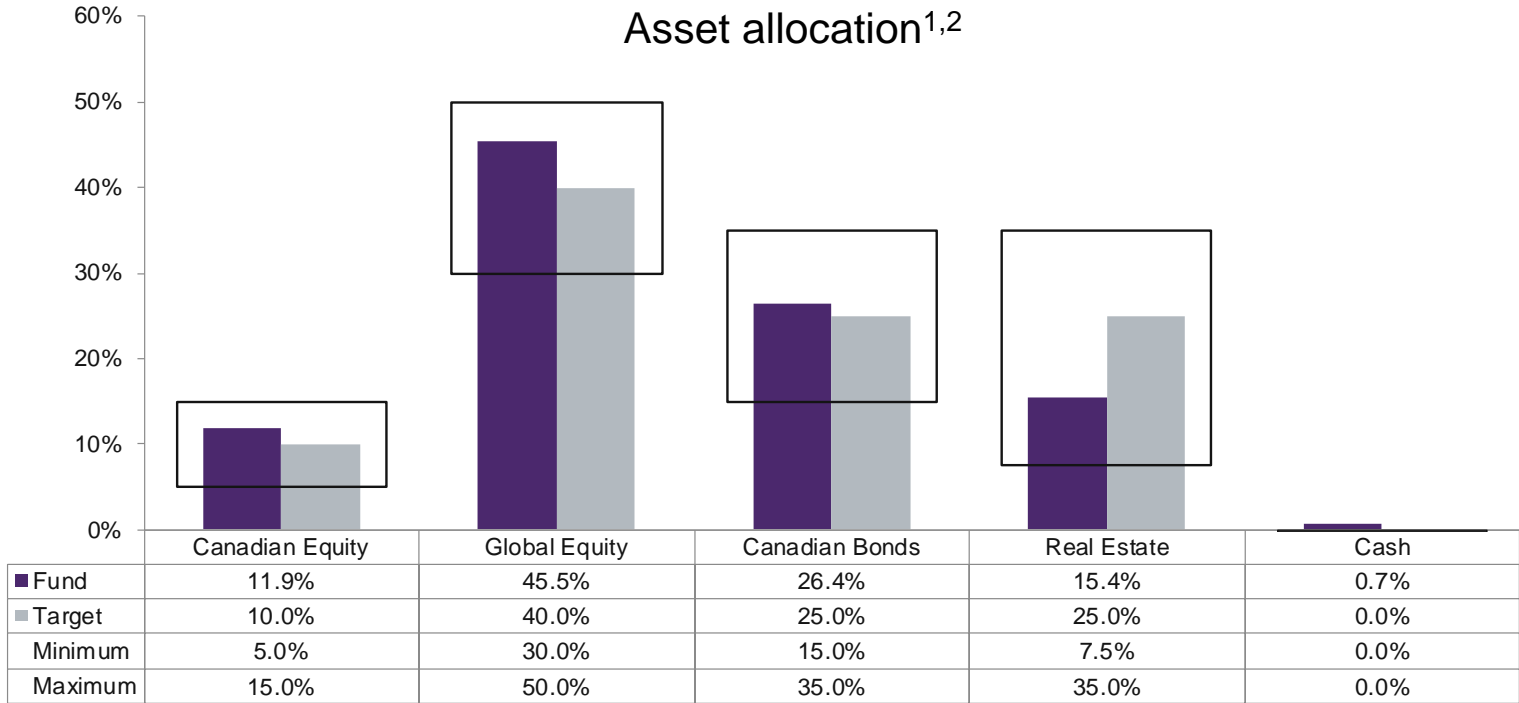


	Market value	Weight
Canadian Equity	\$404,190	11.9%
Global Equity	\$1,541,587	45.5%
Canadian Bonds	\$896,249	26.4%
Real Estate	\$521,498	15.4%
Infrastructure	\$0	0.0%
Cash & Other Equivalents	\$25,173	0.7%
Total	\$3,388,696	100.0%

¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, IFM.

Sinking Fund



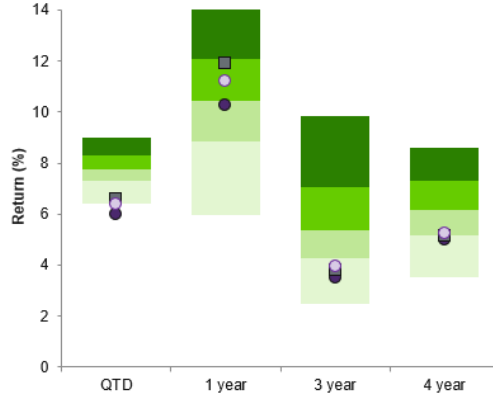
¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon

Total Fund performance

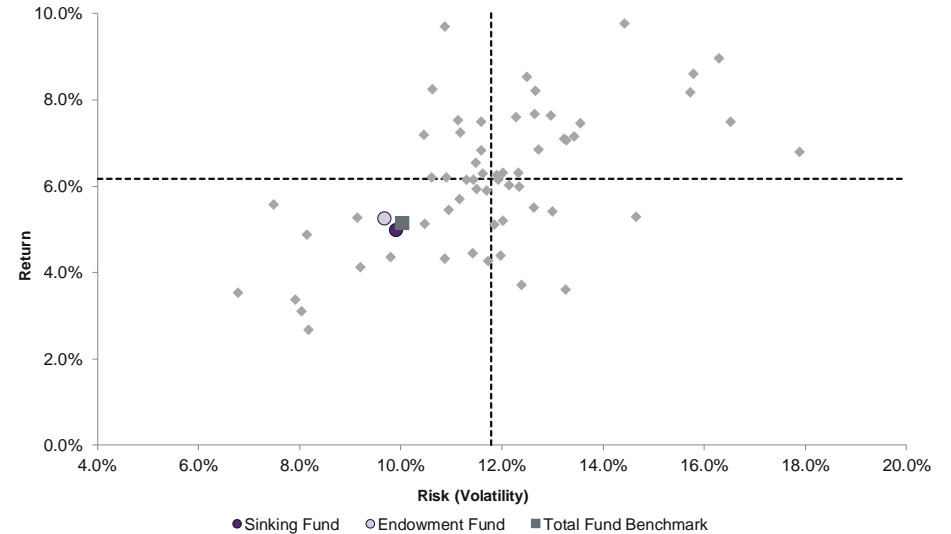
For period ending December 31, 2023

Performance vs. peer group^{1,2}



	6.0%	10.3%	3.5%	5.0%
Sinking Fund	6.0%	10.3%	3.5%	5.0%
Endowment Fund	6.4%	11.2%	3.9%	5.2%
Total Fund Benchmark³	6.6%	11.9%	3.8%	5.1%
5th Percentile	9.0%	15.5%	9.8%	8.6%
1st Quartile	8.3%	12.1%	7.0%	7.3%
Median	7.8%	10.4%	5.4%	6.2%
3rd Quartile	7.3%	8.9%	4.2%	5.2%
95th Percentile	6.4%	6.0%	2.5%	3.5%

4-year risk-return profile^{1,2}



¹ Returns greater than one year are annualized. Returns are gross of fees.

² All return information prior to December 2020 is provided by the previous consultant, and information after December 2020 is calculated by TELUS Health from custody statements provided by CIBC Mellon.

³ See Appendix for benchmark details.

Appendix: Total Fund benchmark composition

From	To	S&P/TSX Composite TR Index	S&P 500 TR Index, net, C\$	S&P 500 TR Hedged Index, net, C\$	MSCI EAFE TR Index, net, C\$	MSCI ACWI TR, net, C\$	FTSE Canada Universe Bond Index	FTSE Canada 91-Day T-Bill Index	Annual Return of 6%	Total
June 30, 2022	Present	10.00%	--	--	--	40.00%	25.00%	--	25.00%	100.00%
Dec. 31, 2012	June 30, 2022	20.00%	10.00%	10.00%	20.00%	--	37.00%	3.00%	--	100.00%

Thank you

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Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 13, 2024

Presented by: Doug Kirk - Chair, Executive Committee
Stephanie Williams - Vice President, Human Resources

Subject: Workplace Violence and Harassment Policy and Procedure

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

On December 8, 2022, [Bill 26, Strengthening Post-Secondary Institutions and Students Act, 2022](#) received Royal assent which requires all post-secondary institutions to have a policy in place which addresses sexual misconduct no later than July 1, 2023.

In addition to previous legislation mandating a policy and procedure on Workplace Violence and Harassment, the new legislation requires a policy to address staff and faculty sexual misconduct against students. The legislation includes the following requirements:

- examples of disciplinary measures imposed for employees contravening the policy.
- employees who are found to have engaged in sexual misconduct may be subject to termination with cause, and would therefore be ineligible to notice of termination, and future re-employment.
- Prohibition of non-disclosure agreements without agreement from the complainant.

The Workplace Violence and Harassment policy and procedure have been further updated to ensure consistency with Occupational Health and Safety obligations for an investigation appropriate to the circumstance and consistency with other policies such as the Discrimination and Harassment Policy.

Analysis/Alternatives Considered:

The attached policy and procedure are consistent with requirements of Bill 26 and have been amended to better reflect obligations under the Occupational Health and Safety Act. The policy and procedure have been reviewed by counsel relative to recent cases and the University's obligation to investigate concerns in the absence of a formal complaint by an individual.

Page 2 of 2

The University elected to revise and streamline the process for harassment and violence complaints given that sexual misconduct could fall within both areas. The policy scope has been broadened to ensure that individuals such as coaches, volunteers, and students are captured as possible respondents to ensure the ability to address concerns that arise and do not fall within other University policies. This policy applies to all employees at the University.

Financial Implications:

The Policy as written does not have additional financial directly associated with it, but does mitigate the risk of non-compliance fines from the OHSA and ESA.

Enterprise Risk Assessment:

The Workplace Violence and Harassment Procedure ensures that individuals who experience harassment, bullying, or violence on campus have a mechanism to have their concerns addressed and acted upon which in turn improves employee morale, and assists with employee retention. These policies and procedures are also consistent with obligations under the Occupational Health and Safety Act. An appropriate policy and procedure mitigates risk associated with civil or HRTO complaints being filed against the University for failure to act on concerns.

Alignment with Mission, Vision, Values, Strategic Plan:

The Workplace Violence and Harassment Policy allows for a dispute resolution and investigation process to address inappropriate workplace conduct that constitutes harassment, sexual misconduct, or violence. This in turn allows employees to be able to attend work and engage in productive work free from negative interactions with coworkers which will improve employee retention.

Consultation:

Consultation has occurred consistent with the Policy on Creating University Policies. Feedback received from the Bargaining Units, Student Association, and University employees have been incorporated into the attached policy and procedure.

Compliance with Policy/Legislation:

This policy is in compliance with Bill 26, Strengthening Post-Secondary Institutions and Students Act, 2022.

Supporting Reference Materials (attached):

Appendix A: Workplace Violence and Harassment Policy and Workplace Violence and Harassment Procedure.



Workplace Violence and Harassment Policy

Category: Operations

Approval: PVP

Responsibility: Vice-President, Human Resources

Date: March 2024

Definitions:

Workplace Violence is defined as:

- the exercise of physical force by a person against any worker in the workplace that causes or could cause physical injury to that worker;
- an attempt to exercise physical force against any worker in the workplace that could cause physical injury to that worker, and
- a statement or behaviour that it is reasonable for a person to interpret as a threat to exercise physical force against them or someone else in the workplace, that could cause physical injury to a worker.

Workplace: Any location at which Trent-sanctioned activities occur, including all Trent owned, rented, and leased properties and all other locations, such as field research locations or placements, where the academic and administrative activities of the university take place.

Domestic Violence: The exercise, attempt or threat to exercise physical force against any person in the workplace by another person who has or had a personal relationship with the first person, such as a spouse or former spouse, current or former intimate partner, or a family member.

Workplace Harassment: Is defined as engaging in a course of vexatious comment or conduct against any person in the workplace that is known, or ought reasonably be known, to be unwelcome, or sexual harassment. A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment.

Sexual harassment is defined as:

- (a) engaging in a course of vexatious comment or conduct against another individual because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Sexual Misconduct means non-consensual physical sexual relations with an individual, touching of a sexual nature of an individual, or behaviour or remarks of a sexual nature toward the individual by another, where the act constitutes an offence under the *Criminal Code*, a breach of clause 7(3) of the *Human Rights Code*, or a breach of any other Trent University policy or relevant Collective Agreement.

Sexual Violence means any sexual act or act targeting a person's sexuality, gender identity, or gender expression, whether the act is physical or psychological in nature, that is committed, threatened, or attempted against an individual without the individual's consent, and may include indecent exposure, sexual assault, sexual exploitation, sexual harassment, stalking, stealthing, and voyeurism.

Supervisor is defined as anyone who has charge of a workplace or authority over a worker. This includes lead hands, College Residence Life Coordinators (CRLCs), supervisors, managers, directors, associate vice-presidents, department chairs, deans, principle investigators, instructors, vice-presidents, and the president.

Supportive Person: means a person selected by either the complainant or respondent to assist them throughout the complaint process. Supportive persons are required to uphold confidentiality and are not permitted to intervene and/or disrupt the process. The complainant or respondent to a complaint may choose to obtain legal counsel or advice at their own expense. Such legal advisors (for non-unionized employees) may attend meetings as supportive persons but cannot act as legal representatives.

Bargaining Agent Representation: A complainant or respondent who is a member of a collective bargaining unit is encouraged to consult with their bargaining agent about a complaint. Bargaining agent representatives shall accompany the member in any meeting or related proceedings under this policy, in addition to any supportive person designated by the individual.

Vexatious complaint: A complaint that is trivial, frivolous, malicious, made in bad faith or contains allegations that the complainant knows to be false. A vexatious complaint in itself is considered harassment and is subject to sanctions.

Purpose/Reason for Policy:

Trent University is committed to providing a safe and welcoming environment, in which all members of the Trent Community are treated with respect and dignity. The purpose of this policy is to define Trent's commitment to addressing workplace violence or threats of violence and harassment.

Scope of this Policy:

This policy applies to all individuals in the workplace and addresses workplace violence and harassment from and towards all sources including employees, students, volunteers, contractors and visitors on Trent property.

Policy Statement:

Workplace violence and harassment will not be tolerated at Trent University. Trent will take all reasonable steps to protect all individuals in the workplace from violence and harassment and will respond appropriately to all incidents and complaints in a fair and timely manner, respecting the privacy of all concerned unless disclosure of identifying information is necessary for the purposes of protecting all individuals in the workplace, investigating or taking corrective action with respect to the

incident or complaint, or as otherwise required by law. Individuals who commit workplace violence and harassment may be subject to disciplinary action, criminal penalties, or both.

Responsibilities:

All students, staff, faculty, contractors, and visitors at Trent University share the responsibility to create and maintain an environment free from violent and harassing behaviour, and are encouraged to report workplace violence and harassment when they witness or experience it.

Students, staff and faculty who experience workplace violence or harassment may obtain support and assistance from their Supervisor, Student Affairs, bargaining agent, Joint Health and Safety Committee member, Human Resources, Centre for Human Rights, Equity and Accessibility, Campus Safety or the Employee Assistance Program.

Supervisors have overall managerial and leadership responsibility for ensuring a workplace that is free of violence and harassment. This includes leading by example in matters of appropriate workplace behavior, implementing workplace violence and harassment awareness and prevention training programs, responding appropriately to any incidents and reports, and maintaining a positive ethical climate.

Supervisors are to refer complaints of sexual violence or sexual harassment to one of the offices listed below:

- Campus Safety
- Centre for Human Rights, Equity and Accessibility
- Human Resources

Supervisors are responsible for bringing forward concerns of possible workplace violence to Campus Safety. Campus Safety will then conduct a Threat Assessment as required.

When the supervisor cannot resolve a complaint of workplace violence or harassment, the complaint shall be referred to any one of the Director, Human Resources or the Director of Risk Management and Campus Safety, or Director of Equity, Diversity, and Inclusion, who will determine who shall investigate and recommend resolution of the complaint.

Campus Safety is responsible to respond to and resolve incidents of workplace violence, document reports of campus violence or harassment made to them and advise the Director of Risk Management and Campus Safety.

The Director of Risk Management and Campus Safety is responsible to conduct an annual Violence Threat Assessment for Trent and ensure the Joint Health and Safety Committee receives a copy. When advised of an incident or behaviour that may escalate to violence, they will convene and chair a Threat Assessment Team. The Director, Campus Safety will ensure the Joint Health and Safety Committee is consulted whenever this policy is reviewed or amended. The Director, Campus Safety will ensure training on this policy is made available to all employees.

Reprisal:

Every individual has the right to raise an issue or complaint of violence, harassment, sexual misconduct or sexual violence, and to participate or cooperate in any investigation under the Policy,

without fear of retaliation or reprisal. Retaliation and reprisals are prohibited against any individual who, in good faith, has made a complaint or participated in an investigation under this policy.

Frivolous or Vexatious Complaints:

The University retains the right to not proceed where there is sufficient evidence that a complaint is frivolous or vexatious, and in such cases may impose sanctions and remedies that it deems appropriate.

Resolution Procedures:

The mechanisms to address issues that fall within the jurisdiction of this Policy are outlined in the Workplace Harassment Response Procedure and Workplace Violence Response Procedure. Harassment complaints under this policy will normally be managed by the Director, Human Resources. Harassment complaints on the basis of prohibited grounds under the *Human Rights Code* will normally be managed by the Director of Equity, Diversity, and Inclusion. Complaints of violence under this policy will normally be managed by the Director, Risk Management and Campus Safety. If the respondent is a student, the AVP Students will be advised and will determine and implement any corrective action that may be required.

Contact Officer:

Director, Risk Management

Date for Next Review:

Annually in August

Related Policies, Procedures & Guidelines

- (a) Workplace Violence and Harassment Procedure
- (b) Threat Assessment Team Protocol
- (c) Annual Violence Risk Assessment
- (d) Campus Violence Reporting and Response Protocol
- (e) Trent University Policy on Discrimination and Harassment
- (f) Sexual Violence Prevention and Response Policy
- (g) Student Charter of Rights and Responsibilities

Policies Superseded by This Policy:

- a) Not Applicable



Workplace Violence and Harassment Response Procedure

Associated Policy: Workplace Violence and Harassment Policy

Contact Person: Director, Human Resources

Date: March 2024

Purpose:

The purpose of this procedure is to outline the action(s) to be taken when an individual (e.g. employee, student, volunteers, contractor, or visitor) experiences violence or harassment, including sexual violence, sexual misconduct, or sexual harassment, in a Trent workplace.

The University will ensure that an investigation appropriate to the circumstances is conducted when made aware of any incident(s) of workplace violence or harassment. Complaints of violence or harassment may be resolved through the informal resolution process or the formal complaint process, as set out below.

Procedures:

Do not ignore threatening, harassing, or violent behaviour. If you witness or experience violence, threats of violence, or harassment or if you feel that a colleague, student, or someone else on a Trent workplace is likely to become violent, take the actions as outlined below.

1 Steps for individuals upon experiencing violence or harassment:

- If you believe that you or anyone else is in immediate danger, call 911 then contact Campus Security at 705-748-1333 (Peterborough), 905-435-5111 (Durham, main campus), or 905-435-5123 (Durham, ALC) at once.
- If you experience harassment, but believe that the situation could be resolved through discussion with the individual(s) engaging in the harassing behaviour, you are encouraged to inform the offending party(ies) of the nature of the distress you have experienced, and provide them with an opportunity to discontinue the behaviour, apologize, or respond to your concerns and thereby resolve the issue(s) in question.
- If you believe that addressing the offending party(ies) could lead to escalation of the unwanted behaviors, or create additional safety risks, or if a power differential limits your ability to express concerns, you should report the situation to your immediate supervisor, student affairs, human resources, campus security, or the Centre for Human Rights, Equity and Accessibility. You may also seek assistance from your bargaining agent. Depending on the nature of the complaint, the issue will be managed by Human Resources, Student Affairs, Campus Safety, and/or Human Rights.

2 Cases of Sexual Harassment, Sexual Violence, or Sexual Misconduct:

In cases of sexual harassment, sexual violence or sexual misconduct, complainants are advised to report their situation to one of the following offices which have specially trained officers to receive disclosures or reports in a supportive manner that focuses on facilitating positive outcomes for the complainant:

- Human Resources
- Centre for Human Rights, Equity, and Accessibility
- Campus Safety
- Consent at Trent

The offices of Human Rights, Campus Safety, Student Affairs, and/or Human Resources will assess the information provided and determine whether a Threat Assessment should be conducted.

3 The Resolution Process:

The complainant will have an intake meeting with the person receiving the complaint to discuss options for its resolution.

In addition to recording specific facts relating to any incidents giving rise to the complaint, the person receiving the complaint will determine whether the issue is most appropriately addressed through this policy the, *Discrimination and Harassment Policy*, another University policy, or Collective Agreement. The person receiving the complaint will also advise the complainant on the possibilities for resolving their situation through informal means (described more fully below) without recourse to filing a formal complaint.

3.1 Option 1: Voluntary Informal Resolution Procedure

Informal resolution is a voluntary option that is intended to help parties settle disputes on mutually agreeable terms. This is a low risk option that allows the parties to determine and implement their own solution and may be more likely to preserve relationships than filing a formal complaint.

3.1.1 Documentation of Events

Complainants are encouraged to document the events, complete with times, dates, location, witnesses, and details and preserve any evidence such as e-mails, social media postings, text messages, etc.

3.1.2 Options for Resolution

Options for resolution include conflict coaching, interest-based negotiation, facilitated dialogue, impact circle, formal mediation, and shuttle diplomacy. More information on these techniques is available from Human Resources or the Centre for Human Rights, Equity, and Accessibility. Either party has the right to refuse informal resolution methods if they so choose.

3.1.3 Communication of Resolution

If the matter is resolved through the informal resolution process, a summary of the resolution and any corrective action will be communicated to the complainant and respondent in writing. If the matter is not resolved the complainant may elect to file a formal complaint.

3.2 Option 2: Formal Complaint Procedure

3.2.1 Formal Complaint

Complainants are expected to file their complaint as soon as possible after the incident(s) giving rise to the complaint has occurred. A complaint that is filed more than five months after the last incident giving rise to the complaint will not be processed, except where the delay beyond 5 months was incurred in good faith and no substantial prejudice exists such that proceeding with the complaint would deprive the respondent(s) of a fair opportunity to respond to the complaint.

To file a formal complaint, a complainant must provide a letter of complaint that contains:

- Name(s) of the complainant(s) and contact information;
- Name of the alleged harasser(s)/ respondent(s), position and contact information (if known);
- Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known);
- Details of what happened including date(s), frequency and location(s) of the alleged incident(s);
- Any supporting documents the complainant may have in their possession that are relevant to the complaint; and
- A list of any documents a witness, another person or the alleged harasser may have in their possession that are relevant to the complaint.

3.2.2 Complaints with student respondents should be filed with Student Affairs and complaints with employee respondents should be filed with Human Resources: the department receiving the complaint will then route it appropriately, with complaints involving discrimination or harassment on prohibited grounds generally being handled by the Centre for Human Rights. Hereafter the individual assigned to the complaint shall be termed the “University agent” for the purpose of the handling and disposition of the complaint.

3.2.3 Review of the Complaint

The University agent shall review the complaint, obtain any necessary clarifying information, and determine:

- i. If the situation poses a threat to anyone’s personal safety. If so, the person receiving the complaint shall contact Campus Safety, which may conduct a Threat Assessment if deemed appropriate;
- ii. What remedy would be acceptable to the person experiencing the behaviour;
- iii. Whether the behavior falls under this policy or another University policy. If this is not the most appropriate policy, the person receiving the complaint shall advise the complainant of the proper policy and process for resolution;
- iv. Consider the circumstances of the complaint and determine whether interim measures should be put in place which may include temporary suspension or relocation pending the outcome of the investigation.

3.2.4 Delivery of the Complaint to the Respondent

The University agent shall provide a written copy of the complaint to the respondent and, if the respondent is a member of a bargaining unit, advise them of their right to share all information in their possession related to the complaint with their bargaining unit representative and to seek assistance and counsel respecting their rights under the applicable collective agreement.

Respondent's should also be advised promptly of any changes or additions to the formal complaint that may arise.

3.2.5 Notification to the Respondent's Bargaining Unit

When a respondent is a member of a bargaining unit, the University agent shall notify the bargaining unit representative that a complaint has been filed against the member. The notice shall not contain any details other than the date of the complaint, the respondent's identity, and any security concerns or restrictions relating to communications with the respondent.

3.2.6 Written Response to the Complaint

The respondent will have ten (10) business days to provide a written response to the complaint, a copy of which will be provided to the complainant and the investigator.

3.2.7 Appointment of an Investigator

The University agent will take the appropriate steps to appoint a suitable investigator who has not otherwise been involved in the handling of the complaint. In determining the appropriate individual to appoint as an investigator, the following factors will be considered:

- i. Could there be perceived bias if a university staff member conducted the investigation?
- ii. Is the investigation in response to threatened litigation?
- iii. Whether or not available internal investigators are within the complainant's or respondent's reporting structure.
- iv. Do any of the potential investigators have another connection to the respondent or complainant that could create a perception of bias?
- v. If this is a sexual harassment complaint, is the investigator qualified to conduct sexual harassment investigations?

3.2.8 The University agent shall:

- i. Ensure the investigator reviews and understands this policy;
- ii. Ensure that the investigator shall make every effort to complete the investigation within thirty (30) working days of receiving the complaint and response;
- iii. Advise the investigator whether recommendations for corrective action are required;
- iv. Provide a copy of the complaint and response, contact information and report due date. The Director, HR or AVP, Students will keep the original versions of these documents; and
- v. Arrange administrative support for the investigation.

3.2.9 Cooperation in the Investigation

Complainants and respondents are required to cooperate with the investigator.

3.2.10 The Investigation Process

The investigator will conduct a fact-finding investigation. The investigation process will involve collection of evidence and interviews with the complainant, the respondent, and any witnesses the investigator deems necessary.

The investigator will review the written complaint and the respondent's written response (if provided) and arrange interviews with the complainant and respondent.

3.2.11 The investigator will:

- i. Explain the process and timelines to the parties and advise that all parties are expected to respect confidentiality;
- ii. Ask questions pertaining to the allegations;
- iii. Allow the parties to provide any additional information that may clarify the issues;
- iv. Take detailed notes; and
- v. Advise the parties that reprisals are prohibited and will result in disciplinary action.

Due to the sensitive nature of a harassment or violence allegation, the investigator will only interview witnesses if necessary to corroborate facts or to establish a pattern of behaviour to help assess whether harassment or violence occurred on the balance of probabilities. Witnesses will be advised that their names will not be released to the complainant or respondent unless necessary to provide the context needed for the respondent to fairly answer a question or as required by legal proceedings. The content of witness statements will be protected to the extent required by, or permitted by, freedom of information and privacy legislation.

The investigator will advise all parties to the investigation that, while the investigation is on-going, the individual who has allegedly experienced harassment or violence, the alleged offender(s) and any witnesses shall not discuss the complaint, incident or the investigation with other individuals or witnesses with the exception of their bargaining unit representative or legal counsel, with their medical care-providers, including therapists, with their supporting person, or unless required by law.

3.2.12 Written Report of Investigation Findings

Once the investigator has completed the fact-finding investigation, they will prepare a written report of their factual findings. The report shall be provided along with recommendations, if requested, to the University agent.

The report shall normally be provided within thirty (30) working days of the filing of the written complaint.

3.2.13 Determination of Breach of Policy

The University agent shall review the investigation report for completeness. If the findings are not conclusive, the person receiving the complaint may ask the investigator to extend and expand the investigation. The complainant and respondent will be advised that the investigator has five additional working days to complete the report.

Once the report is complete, the University agent shall review it and determine whether a University policy has been breached based on a balance of probabilities.

If the allegations are determined to be unfounded, the University agent may make a further finding as to whether the allegations constituted a vexatious complaint.

3.2.14 Determination of Corrective Action

If the University agent determines that corrective action is warranted, they will consult with the relevant employment supervisor(s), Human Resources, or Student Affairs as appropriate to consider possible corrective action(s) and how best to resolve the situation. In doing so, they will consider:

- The remedies sought;
- Whether the respondent has any previous history of harassment or violence;
- In the case of a vexatious complaint, whether the complainant has any previous history of vexatious complaints or harassment;
- The provisions of the applicable Collective Agreement or Human Resources Policies (employees) or the Student Charter of Rights and Responsibilities and/or Sexual Violence Prevention and Response Policy (Students);
- Whether there is any indication of a medical reason for the behaviour, or whether any other accommodation is required in accordance with the applicable human rights legislation and policies;
- Whether the respondent poses a threat to themselves or others; and
- Any other mitigating factors, such as provocation.

Corrective action may include training, but any disciplinary actions resulting from a complaint under this policy must be handled in accordance with Trent Human Resources policies, the relevant Collective Agreement (for unionized employees) and/or the Student Charter of Rights and Responsibilities and/or Sexual Violence Prevention and Response Policy (for students).

Should an employee of the University be terminated as a result of being found to have engaged in sexual misconduct in relation to a student, the termination shall be considered to be with just cause, and the employee shall not be eligible for pay in lieu of notice or severance, nor shall they be eligible for re-employment at the University.

3.2.15 Summary of Findings

The University agent will meet separately with the respondent and complainant and their respective supervisors as warranted to advise them of the outcome of the complaint and that any reprisals will result in disciplinary action. The University agent's decisions will also be provided to the complainant and respondent in writing following that meeting.

3.3 Appeal on grounds of Procedural Error or New Evidence

Either the complainant(s) or respondent(s) may appeal the outcome of an investigation on the grounds of procedural error or if significant new evidence has become known after the final report but before the expiry of the appeal period. Appeals must be submitted in writing, within ten (10) working days of receiving the decision, to the University agent who will refer the appeal to the Vice President, Human Resources. If the Vice President, Human Resources, or the President, was a party to the complaint process, the appeal will be referred to the Chair or Vice-Chair of the Board of Governors which is substituted accordingly.

3.3.1 Review of Appeal

The Vice President, Human Resources receiving the referral will review the appeal submission, the investigation report and the decision, and will issue a decision on the appeal within fifteen (15) working days of receipt.

3.3.2 Extension of timelines

Timelines under this appeal procedure may be extended in good faith by the Vice President and such extension will be communicated in writing to the appellant(s), all other parties to the complaint, and the person receiving the complaint.

3.4 Monitoring the Effectiveness of Corrective Action

The relevant employee supervisor(s), Human Resources, and/or Student Affairs will monitor the effectiveness of any corrective actions imposed, and may take additional actions should any behaviours identified in the process as inappropriate continue.

3.5 Retention of Records

The following documents will be retained in a central Human Resources file for two years. They will not be disclosed unless necessary to investigate an incident of harassment or violence, take corrective action or as otherwise required by law:

1. a copy of the complaint or details about the incident;
2. a record of the investigation including notes;
3. copy of witness statements, if taken;
4. a copy of the investigation report, if any;
5. a copy of the results of the investigation that were provided to the worker who reported workplace harassment and the alleged harasser; and
6. a copy of any corrective action taken to address the complaint or incident of workplace harassment.

Where a complaint has not been substantiated, no reference will be placed in any personnel or student file.

Notes and reports relating to informal complaints and mediations will be retained in a central file for two years.

Where a formal investigation results in disciplinary sanctions for an employee or student, documentation will be placed in the personnel or student file.

3.6 Reprisal

Retaliation and reprisal are strictly prohibited. Any retaliation against the complainant will be treated as a new incident of harassment and may be subject to disciplinary action, up to and including termination, in accordance with the relevant policy or Collective Agreement.

3.7 Confidentiality

The University and all parties to a complaint will treat all information relating to a complaint as confidential, subject to the following exceptions: where disclosure is required to investigate and/or resolve a complaint consistent with this policy, where disclosure is made to the complainant's or

respondent's bargaining unit, or where disclosure is otherwise required by law or under Trent's Campus Violence and Harassment Policy or Discrimination and Harassment Policy.

Date for Next Review:

July 2025



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julian Smith – Chair, Finance and Property Committee
Tariq Al-idrissi - Vice President, Finance and Administration

Subject: 2024/2025 Budget – Final Draft

Motion for Consideration (if applicable):

That the Board of Governors approve:

1. The 2024/2025 Operating Budget;
2. The 2024/2025 Ancillary Budgets;
3. The 2024/2025 Tuition Fees; and
4. The 2024/2025 Ancillary Fees, as presented.

Executive Summary:

The presentation containing the final draft of the proposed 2024/2025 Operating and Ancillary Budgets is attached for approval by the Board of Governors. This presentation includes narrative and analysis regarding updated enrolment projections, budget assumptions and recommended strategic investments for 2024/2025, and multi-year high-level planning assumptions and financial forecasts. Also included in the presentation are the recommended tuition fees and proposed ancillary fees which informed the 2024/2025 Budget.

The budget assumptions used to determine the 2024/2025 Budget remain unchanged from those presented to the Finance and Property Committee and the Board of Governors at their January 2024 meetings.

Enrolment Projections:

The 2024/2025 Budget projects modest enrolment growth from 2023/2024 of 2.9% to a total projected enrolment of 13,658 full-time equivalents (FTEs). These projections assume flat domestic intake for 2024, international growth in undergraduate degree-seeking and post-graduate certificates, and modelled enrolment growth for graduate high-demand programs, primarily Masters in Management and Applied Modelling & Quantitative Methods (AMOD). Based on these enrolment projections, international student FTEs will exceed 25% of the total student FTEs in 2024/2025 and generate approximately 59% of the estimated tuition revenue in 2024/2025.

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In January 2024, the Federal government announced that they will limit the number of international student study permits for undergraduate students (degree-seeking and post-graduate certificates) for the next two years. The impact of this cap to the university sector, and to Trent specifically, is difficult to estimate until the Ministry determines the system for allocating permits and attestation letters for new international student intake. Based on various scenarios modelling potential intake reductions from the proposed budget and from 2023/2024 actual intake, the University has included a provision of \$10 million for potential lost international tuition revenue to mitigate the potential impact for the next three years commencing with 2024/2025. Senior administration will also work on strategies to introduce new or expand existing graduate programs, which are not subject to the restriction on international study permits, and will enhance recruitment efforts for domestic and international students already in Canada.

Government Funding and Tuition Revenue:

The 2024/2025 Operating Budget is also predicated on fixed government funding and frozen domestic tuition rates. In late February 2024, the Ministry announced the general freeze on domestic tuition will remain in place for the next three years, with permissible increases of 5% for domestic out of province students and 7.5% for programs approved as part of the Tuition Anomalies initiative in 2023/2024.

The February 2024 announcement also indicated additional one-time funding for the post-secondary sector over the next three years, including \$700 million for broad-based support for all institutions under the Post-secondary Education Sustainability Fund. Specific allocations to individual universities have yet to be determined or communicated. Therefore, this 2024/2025 Budget does not include any potential increase in government operating funding for the three years in this budget cycle.

Based on these budget assumptions, the preliminary operating budget before implementing any new investments or budget reduction strategies indicated \$9.1 million available for new strategic investments to address enrolment growth and other operating pressures. The main strategic priorities are as follows:

- Maintain financial sustainability through a balanced operating budget
- Continue enrolment growth, with particular emphasis on international and the expanding Durham campus
- Build co-op and experiential learning
- Maintain or enhance institutional capacity for growth
- Enhance student supports

After careful consideration of all budget strategies made by budget owners to the President and Vice President Committee in early February 2024, approximately \$8.9 million in proposed strategic investments (net of savings from planned retirements and/or resignations) have been recommended for Board approval. If approved, the 2024/2025 Operating Budget will be essentially balanced, with a nominal surplus of \$199,000 for the fiscal year.

This proposed operating budget assumes a combined contribution from ancillary services of nearly \$1.8 million. Ancillary services are also expected to add approximately \$2.3

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million to their reserves in 2024/2025 to be used for much-needed capital and infrastructure renewal.

Analysis/Alternatives Considered:

Refer to attached presentation.

Financial Implications:

Based on the assumptions and including the recommended net new strategic investments, the multi-year projections for the Operating Fund are as follows:

(In thousands)	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection
Government grants	\$54,145	\$54,174	\$54,269
Tuition fees	162,539	171,025	178,574
Miscellaneous revenue	5,230	4,528	3,878
TOTAL REVENUE	\$221,914	\$229,727	\$236,721
Instructional staff	\$94,271	\$99,288	\$103,816
Non-academic staff	62,923	65,626	68,419
Student financial aid	15,963	16,402	16,788
Non-staff expense	61,102	60,612	59,997
Sub-total	234,259	241,928	249,020
Cost recoveries	(12,294)	(12,509)	(12,736)
TOTAL NET EXPENSE	\$221,965	\$229,419	\$236,284
NET REVENUE	\$(51)	\$308	\$437
Change in internally restricted	250	(117)	(117)
EXCESS OF REVENUE OVER EXPENSE	\$199	\$191	\$320

The 2024/2025 Budget assumes modest growth in enrolment at both campuses throughout the budget cycle. With the recent announcement to restrict study permit for new international student intake, achieving international enrolment projections, although conservative, may be challenging.

Using simplistic modelling, a 1% deviation in enrolment projections is estimated to result in a gain/loss of net tuition revenue in 2023/2024 as follows.

Type of Enrolment	Net Tuition Impact
Domestic undergraduate enrolment	\$542,000
International undergraduate enrolment – degree-seeking	\$373,000
International undergraduate enrolment – certificates	\$218,000
Domestic graduate enrolment	\$29,000
International graduate enrolment	\$191,000

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Based on preliminary high-level modelling completed following the Federal government's announcement in January 2024, a 10% reduction in international undergraduate intake against 2023 enrolment would result in a loss of tuition revenue of approximately \$2.9 million from last year and \$5.8 million from the 2024/2025 Operating Budget. This would compound to about \$13.0 million in reduced tuition revenue in 2025/2026 with the effects of continued restrictions on new study permits and the flowthrough impact of the 2024/2025 limitations.

If international intake was reduced from the 2024/2025 planned enrolment levels, the net tuition revenue would decrease by approximately \$10 million while a reduction to 2022 levels would result in a decrease of about \$13 million in net tuition revenue. Until the actual allocation for the University and resulting impact on 2024/2025 international enrolment is known, senior administration is recommending including a provision of \$10 million for potential lost international tuition revenue to mitigate the potential impact; this provision is included in each of the three years of the budget presented.

The impact of not achieving enrolment projections may extend beyond the reduced tuition revenue. Some of the performance metrics in SMA3 rely on growing enrolment. Not achieving the established performance targets may result in funding being recovered by the Ministry. In addition, missing enrolment projections in one year would compound in future years as students move through multiple years of study. Furthermore, declining operating revenue and use of reserves to address salary escalation and expense escalation may negatively impact the University's liquidity, sustainability, performance and credit rating metrics used in the Ministry's assessment of financial performance under the Financial Accountability Framework.

In late February 2024, the Ministry announced a set of new initiatives to support the postsecondary education sector. While domestic tuition rates will remain frozen for the next three years, additional funding was announced, including the introduction of the Postsecondary Education Sustainability Fund with \$700 million in one-time broad-based support for all institutions over three years. A 1% increase in Trent's 2024/2025 total operating grant (enrolment plus performance plus special purpose grants less international student recovery fees) would equate to approximately \$500,000 more funding revenue.

Enterprise Risk Assessment:

Accurate budget forecasting is imperative for the University to serve students effectively. With planned enrolment growth for the next three years, it is essential that the University plan appropriate resources to address the capacity needs of the growing student population in an efficient and economical manner. Equally important is contingency planning in the event actual enrolment falls short of budget targets.

The financial health of the University is paramount to the University's overall success and ability to fulfill its academic mandate and meet student expectations. Incurring a

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significant deficit may lead to the inability to service debt and negatively impact on the University's reputation (and consequently detract from future enrolment). Strong financial health is even more imperative given the introduction of the Ministry's University Financial Accountability Framework, which annually assesses the University's financial metrics to determine necessary remedial action plans, if any, based on a defined set of key financial ratios.

Next Steps:

The 2024/2025 Budget will be presented for information to various stakeholder groups during March 2024. Once approved by the Board of Governors, the attached presentation will form the basis of the public information document that will be posted on Trent's website.

Alignment with Mission, Vision, Values, Strategic Plan:

Preparing a fiscally responsible operating plan promotes new academic programming and more efficient use of critical resources required to address projected enrolment growth in alignment with Trent's mission to "foster sustainability, in its environmental, social and economic dimensions, on our campuses and in all aspects of our work" and Trent's strategic plan to ensure the University "is financially healthy and sustainable".

Consultation:

Several meetings and presentations took place in the Fall 2023 to communicate the current fiscal environment, process and timelines to key stakeholder groups as outlined in the Current Fiscal Environment report presented to the Board of Governors on December 8, 2023.

Budget developer meetings with PVP were held between February 5th to 13th, after which PVP carefully considered strategic investments that align with the following priorities of the University while minimizing any negative impact to students and without compromising the quality of programs and services:

- Address enrolment growth, both domestic and international;
- Generate additional net revenue for the University;
- Mitigate risk;
- Maintain or improves service;
- Enhances student supports;
- Maintain or enhances institutional capacity, including faculty to student ratios;
- Build co-op and experiential learning opportunities;
- Ensure compliance with current legislation or health and safety protocols;
- Reduce existing costs;
- Enable the avoidance of future costs; and/or
- Achieve operating efficiencies.

Budget developers were also provided a high-level summary of their current year performance and forecast to the end of the year to assist PVP in their decision making regarding future strategic investment recommendations.

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Meetings with the same stakeholder groups are planned in March 2024 to communicate the results of the consultations and provide further details of the multi-year plan.

Compliance with Policy/Legislation:

Not applicable

Committee/Board Mandate:

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.

Supporting Reference Materials (attached):

2024/2025 Budget Presentation

2024/2025 Budget

Presentation to Board of Governors

March 22, 2024



Agenda

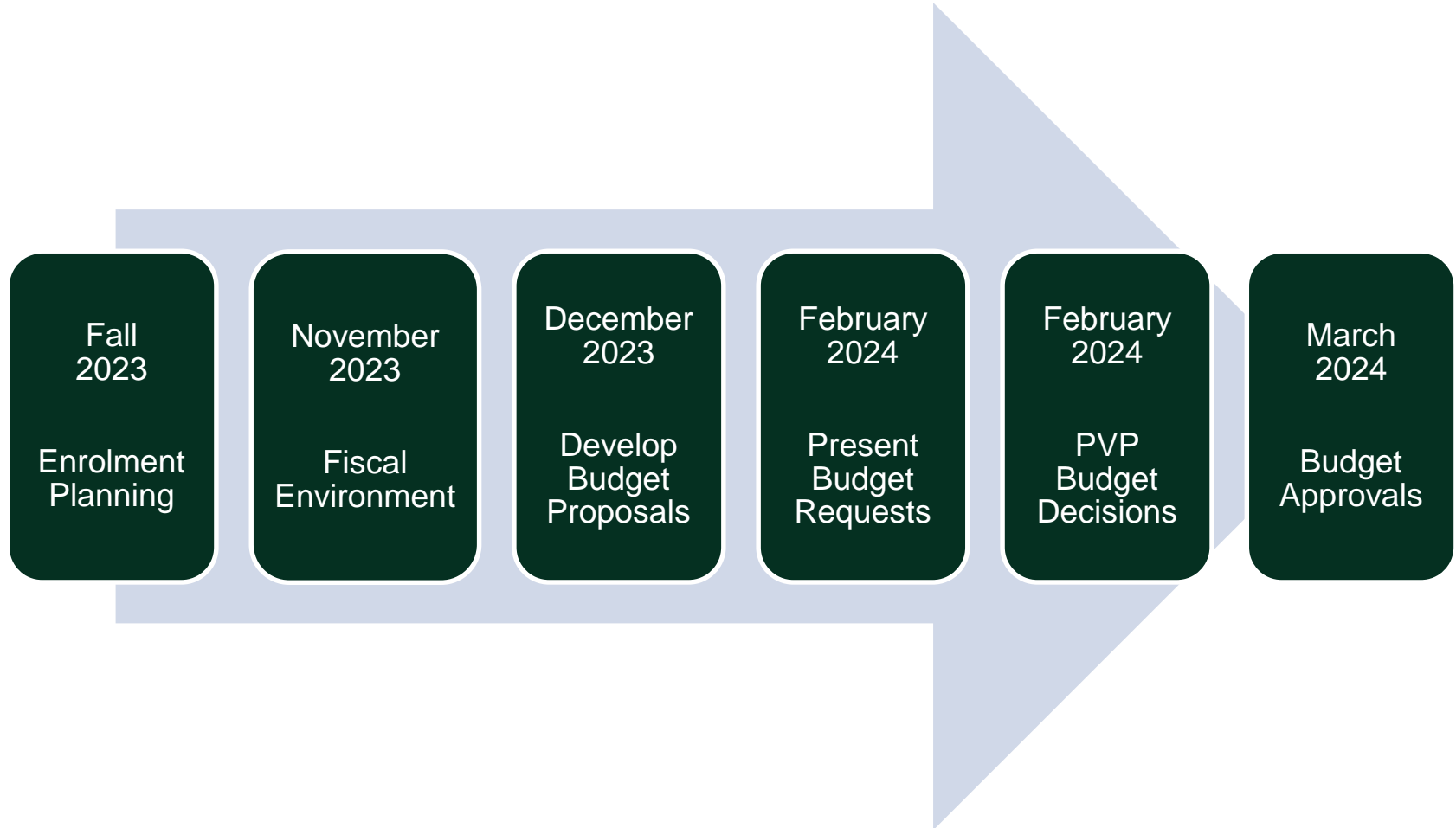


1. 2024/2025 Operating Budget
2. 2024/2025 Ancillary Budgets
3. Appendices
 - A. 2024/2025 Budget Development Process & Timeline
 - B. 2024/2025 Budget Planning Assumptions
 - C. 2024/2025 Tuition Fees for Board approval
 - D. 2024/2025 Ancillary Fees for Board approval

2024/2025 Operating Budget



2024/2025 Budget Development



See Appendix A for detailed budget development process and timeline

2024/2025 Budget Assumptions

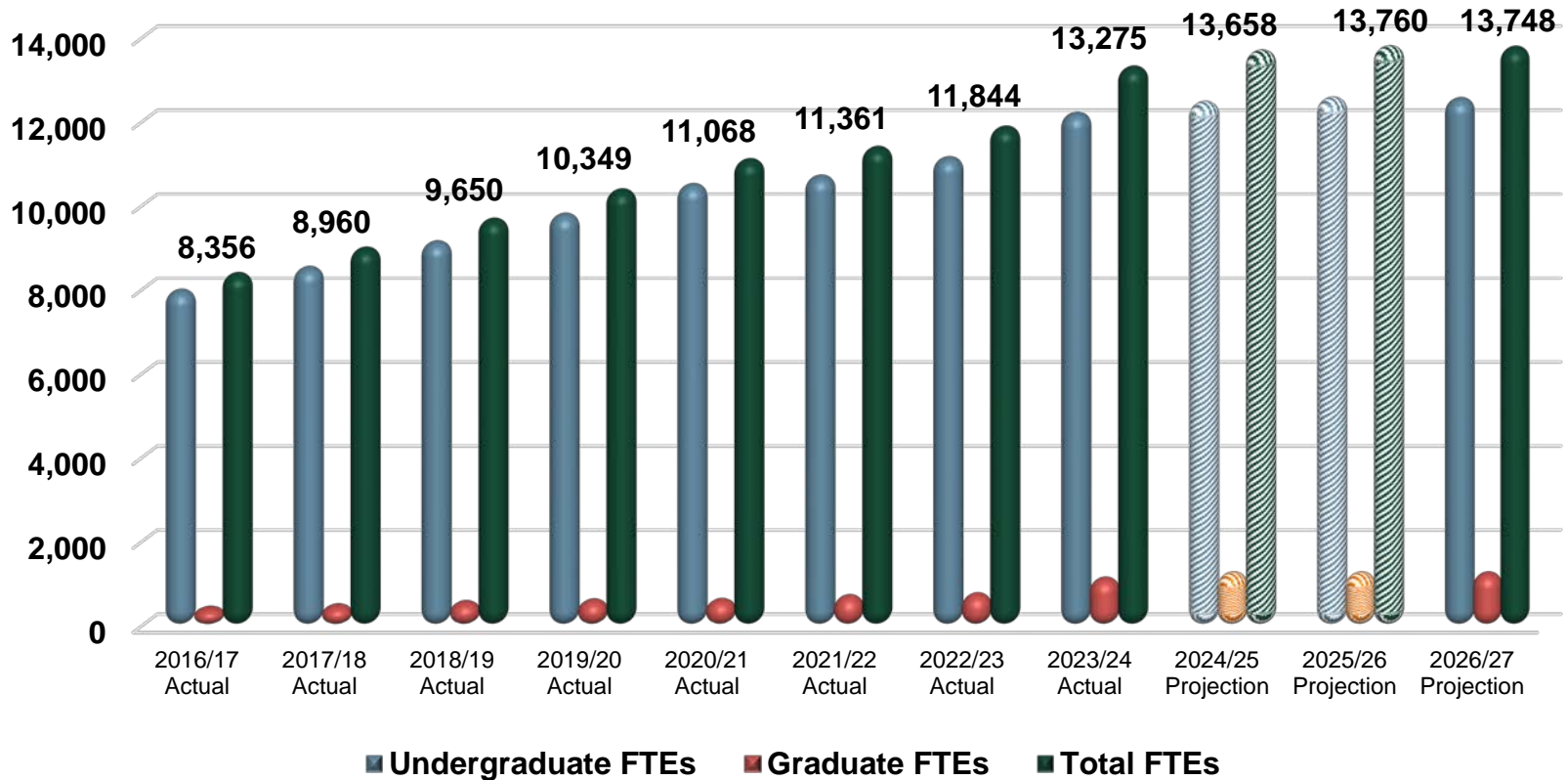
- Overall fiscal environment challenging and uncertain:
 - Operating grants and domestic tuition remain fixed
 - Ministry announcement February 2024 states domestic tuition freeze will continue but some additional funding will be available over the next three years; potential allocation to Trent unknown at this time
 - Federal government announced January 2024 they will limit the number of international student permits for undergraduate students
 - May reduce international intake but potential impact not known until system for allocating permits and attestation letters determined
 - Financial Accountability Framework introduced in 2023/2024
 - Investment decisions must consider potential impact on liquidity, sustainability, performance and credit rating metrics assessed by Ministry

2024/2025 Budget Assumptions



- Enrolment Assumptions

Full-time Equivalent Enrolment Projections to 2026/2027



2024/2025 Budget Assumptions

- Financial Assumptions

- Government grants fixed
 - No funding for growth; assumes will meet performance targets
 - Does not include potential funding from February 2024 announcement
- Domestic tuition rates remain frozen at 2019/2020 rates
- International tuition rate increases same as prior year
- Student aid & scholarships variable dependent on enrolment
- Salaries & wages in accordance with collective agreements
- Benefits and Pension costs per consultants
- Agency fees variable dependent on international enrolment
- Utilities and insurance increases per advice from providers
- General inflation assumption of 4% on relevant expenses

See Appendix B for further details on budget planning assumptions

See Appendix C for proposed tuition fees

2024/2025 Preliminary Budget

- Preliminary operating budget estimated \$19.1 million available for new strategic investments to address enrolment growth and other operating pressures
 - Relies heavily on growing tuition-only enrolment, and in particular international enrolment, to mitigate inflationary factors
- In January 2024, Federal government announced they will limit the number of international student permits it provides to undergraduate students → Trent has included a provision of \$10 million in potential lost international tuition revenue to mitigate the impact, if any
 - Unclear what potential impacts of reduction in approved permits will be until the system for the allocation of international students is determined
 - Amount of provision based on various preliminary scenarios modelling potential intake reductions from budget and from 2023/2024 actual intake
- Leaves approximately \$9.1 million for new strategic investments

2024/2025 Strategic Priorities

1. **Maintain Financial Sustainability**
 - Balance the Operating Budget
2. **Continue Enrolment Growth, with particular emphasis on international and expanding Durham campus**
 - Develop new and expand existing academic programs
 - Invest in international recruitment and continue tuition fee strategy
3. **Build Co-op and Experiential Learning**
 - Create new co-op opportunities and invest in placement co-ordination
4. **Maintain or Enhance Institutional Capacity**
 - Instructional staff planning, including faculty to student ratio
 - Invest in areas to support enrolment growth
 - Enhance library acquisitions
5. **Enhance Student Supports**
 - Invest in student financial aid (scholarship, bursaries, waivers, etc) and other resources to support students

2024/2025 Strategic Investments

Strategic Investment (in thousands)	Permanent	Non-Permanent	Total Investment
Sciences academics and supports Offset by savings due to retirements/resignations	\$1,325 (\$ 884)		\$ 441
Humanities & Social Sciences academics and supports Offset by savings due to retirements/resignations	\$ 590 (\$ 402)		\$ 188
Durham academics and supports	\$1,103	\$ 134	\$1,237
Nursing and Education programs Offset by savings due to retirements/resignations	\$ 627 (\$ 386)		\$ 241
Graduate studies (excluding student supports)	\$ 156		\$ 156
Supports to enhance on-line learning	\$ 210		\$ 210
Supports to grow co-op and experiential learning	\$ 107		\$ 107
Library acquisitions	\$ 200	\$ 25	\$ 225
Student supports, including grad teaching assistants, student financial aid, academic skills and other advisors, and communications	\$ 991	\$ 212	\$1,203

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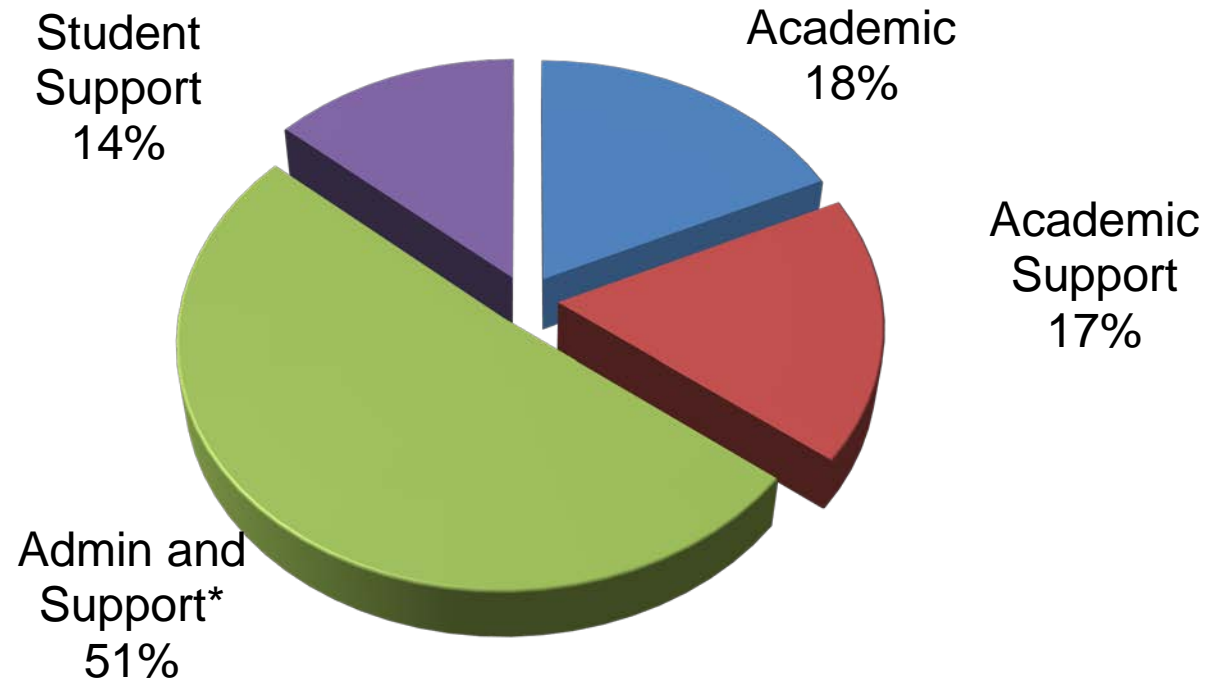
2024/2025 Strategic Investments

Strategic Investment (in thousands)	Permanent	Non-Permanent	Total Investment
Investment in information technology, including resources to address Business Process Review recommendations, computer replacement program and cybersecurity initiatives	\$1,128	\$ 110	\$1,238
Resources for Facilities Management, security and campus safety	\$ 885	\$ 18	\$ 903
Recruitment, admissions and external relations supports	\$ 938	\$ 105	\$1,043
Resources to enhance quality assurance, library and research supports	\$ 208		\$ 208
Resources to enhance academic supports, human resources, health and safety, finance, and EDI	\$1,270	\$ 224	\$1,494
Total Proposed New Strategic Investments	\$8,066	\$ 828	\$8,894

2024/2025 Strategic Investments



Strategic Investments (after offsetting savings from retirements/resignations)



*Admin and Support comprised of IT (25%), facilities, security, campus safety (20%), HR, health & safety, and finance (27%) and other (28%)

2024/2025 Strategic Investments

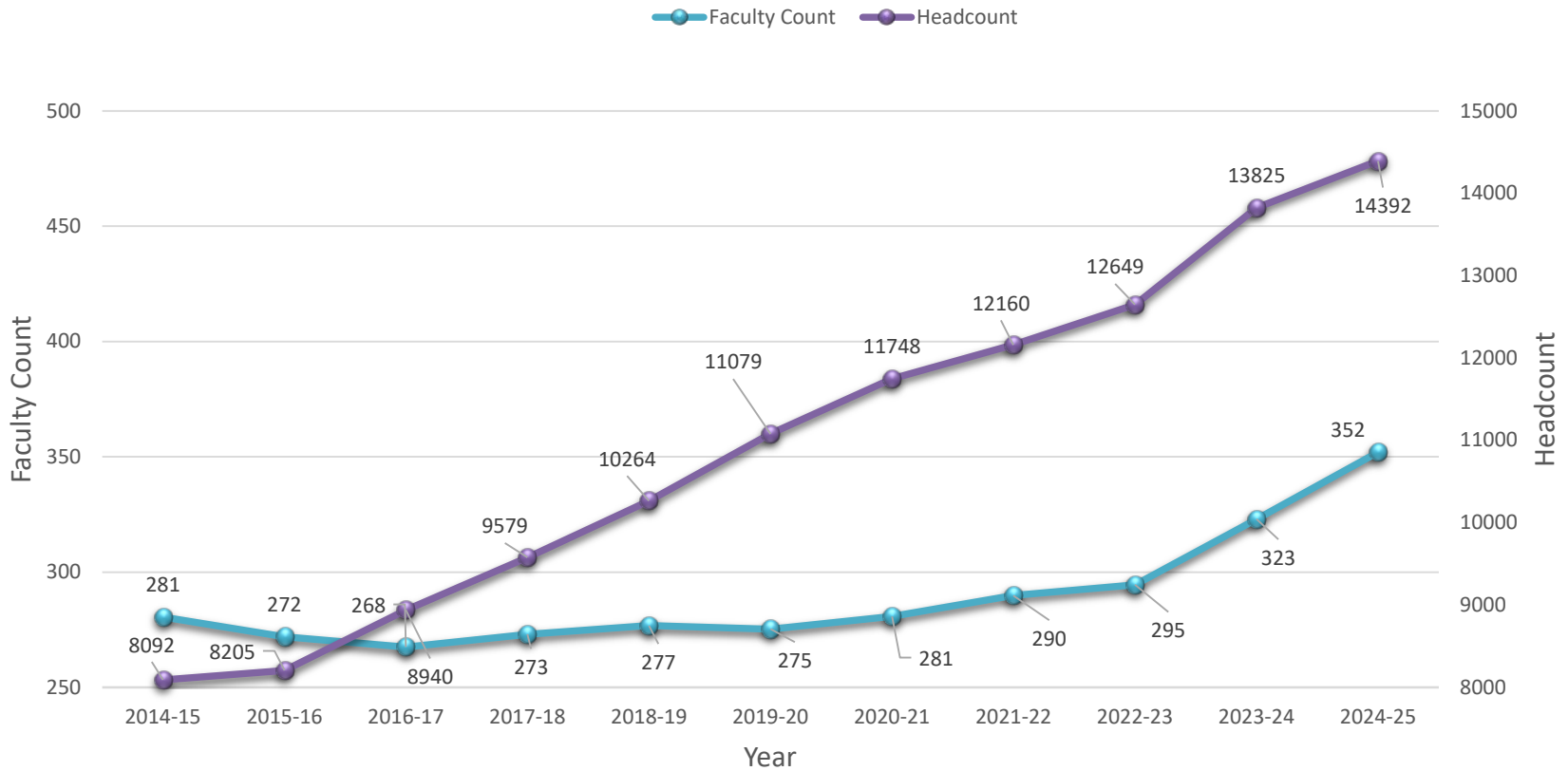
- Faculty investments included in 2024/2025 budget:

	Tenure Track Positions (TT)	Limited Term Appointments (LTA)	Total Faculty
Retirements/ Resignations	-6.0		-6.0
Replacements	+5.0		+5.0
Conversions from Limited Term Appointment to Tenure Track	+5.0	-4.0	+1.0
New Positions to address enrolment growth	+13.0	+3.5	+16.5
Net New Faculty Positions	+17	-0.5	+16.5

2024/2025 Strategic Investments



Graph 1 - Faculty Count vs. Student Headcount



2024/2025 Strategic Investments



Student to Faculty Ratio

Year	Faculty Count	Headcount	Ratio
2014-15	281	8092	29
2015-16	272	8205	30
2016-17	268	8940	33
2017-18	273	9579	35
2018-19	277	10264	37
2019-20	275	11079	40
2020-21	281	11748	42
2021-22	290	12160	42
2022-23	295	12649	43
2023-24	323	13825	43
2024-25	352	14392	41

2024/2025 Operating Budget



(in thousands)	2023/2024 Approved Budget*	2024/2025 Proposed Budget	Change	
Government grants	\$ 54,528	\$ 54,145	\$ (383)	-0.7%
Tuition fees	\$ 134,835	\$ 162,539	\$ 27,704	20.5%
Miscellaneous revenue	\$ 4,364	\$ 5,230	\$ 866	19.8%
TOTAL REVENUE	\$193,727	\$221,914	\$28,187	14.5%
Instructional staff	\$ 88,060	\$ 94,271	\$ 6,211	7.1%
Non-instructional staff	\$ 54,657	\$ 62,923	\$ 8,266	15.1%
Student financial aid	\$ 14,186	\$ 15,963	\$ 1,777	12.5%
Non-staff expense	\$ 41,786	\$ 61,102	\$ 19,316	46.2%
Sub-total	\$198,689	\$234,259	\$ 35,570	17.9%
Cost recoveries	\$(11,116)	\$(12,294)	\$ (1,178)	10.6%
TOTAL NET EXPENSE	\$187,573	\$221,965	\$ 34,392	18.3%
NET REVENUE	\$ 6,154	\$ (51)	\$ (6,205)	
Change in internally restricted	\$ (43)	\$ 250	\$ 293	
ANNUAL EXCESS EXPENSE OVER REVENUE (EXPENSE OVER REVENUE)	\$ 6,111	\$ 199	\$ (5,912)	

* Includes Advanced Learning Centre's inaugural budget

Three Year Operating Projections

- Major assumptions for years 2 and 3 remain consistent with year 1 (unless otherwise stated) except for:
 - Anticipate the staff pension plan will convert to University Pension Plan as of January 1, 2025; eliminates PBGF payments and fees associated with letter of credit currently used to address solvency special payments
- Note – continue to carry provision of \$10 million for potential impact of cap on international study permits
 - Mitigation strategies include introducing new and expanding existing graduate programs, and enhancing recruitment efforts for domestic and international students already in Canada
- Preliminary budget for years 2 and 3 adjusted for:
 - Salary escalation and inflation estimates
 - Annualization of 2024/2025 net new investments
 - Removal of one-time amounts no longer applicable
- Does not include any additional investments to address enrolment growth expected for years 2 and 3

Three Year Operating Projections



(in thousands)	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection
Government grants	\$ 54,145	\$ 54,174	\$ 54,269
Tuition fees	\$ 162,539	\$171,025	\$178,574
Miscellaneous revenue	\$ 5,230	\$ 4,528	\$ 3,878
TOTAL REVENUE	\$221,914	\$229,727	\$236,721
Instructional staff	\$ 94,271	\$ 99,288	\$103,816
Non-instructional staff	\$ 62,923	\$ 65,626	\$ 68,419
Student financial aid	\$ 15,963	\$ 16,402	\$ 16,788
Non-staff expense	\$ 61,102	\$ 60,612	\$ 59,997
Subtotal	\$234,259	\$241,928	\$249,020
Cost recoveries	\$(12,294)	\$(12,509)	\$(12,736)
TOTAL NET EXPENSE	\$221,965	\$229,419	\$236,284
NET REVENUE	\$ (51)	\$ 308	\$ 437
Change in internally restricted	\$ 250	\$ (117)	\$ (117)
ANNUAL EXCESS REVENUE OVER EXPENSE	\$ 199	\$ 191	\$ 320

2024/2025 Ancillary Budgets



2024/2025 Ancillary Budget

- Two categories of Ancillary Services
 1. Ancillary Operations Funded Primarily from Student Fees
 - Departmental surpluses, if any, are set aside at year-end to fund future projects or initiatives that provide direct benefit to students
 - Typically charged an administration overhead fee of 6.62%
 - Includes: Housing, Student Food Services, Athletics, Colleges, Student Health Services, Orientation, Campus Card, Durham Campus Fee and Durham Upass
 2. Ancillary Operations Contributing to the Operating Budget
 - Departmental surpluses are transferred to the Operating Fund each year; deficits, if any, are covered by the Operating Fund

See Appendix D for proposed ancillary fees

2024/2025 Ancillary Budgets



Funded by Students (in thousands)	Housing	Student Food Services	Athletics	Colleges	Parking	Other	Total
Revenue	\$19,058	\$12,373	\$ 5,302	\$ 3,107	\$ 1,432	\$ 3,745	\$45,017
Expenses							
Staff	(\$ 4,660)	(\$ 864)	(\$3,621)	(\$ 1,846)	(\$ 471)	(\$1,562)	(\$13,024)
Non-Staff	(\$11,318)	(\$10,867)	(\$2,430)	(\$ 1,034)	(\$ 616)	(\$1,988)	(\$28,253)
Surplus (Deficit) from Ancillary Operations	\$ 3,080	\$ 642	(\$ 749)	\$ 227	\$ 345	\$ 195	\$ 3,740
Administrative Overhead Contribution to Operating Fund	(\$1,259)	(\$ 515)	(\$ 217)	(\$ 205)	(\$ 95)	(\$ 172)	(\$ 2,463)
Transfer to Reserves	(\$1,821)	(\$ 127)		(\$ 22)	(\$ 250)	(\$ 23)	(\$ 2,243)
Surplus (Deficit) Transferred to Operating Fund	\$ 0	\$ 0	(\$ 966)	\$ 0	\$ 0	\$ 0	(\$ 966)

Athletics deficit due to lower community memberships

2024/2025 Ancillary Budgets

Contributing to Operating (in thousands)	ESL Program	Conferences Catering	Campus Print	Campus Store	Total
Revenue	\$ 1,250	\$ 694	\$ 785	\$ 290	\$ 3,019
Expenses					
Staff	(\$ 965)	(\$ 419)	(\$ 385)	(\$ 42)	(\$ 1,811)
Non-Staff	(\$ 285)	(\$ 300)	(\$ 324)	(\$ 19)	(\$ 928)
Surplus (Deficit) from Ancillary Operations	\$ 0	(\$ 25)	\$ 76	\$ 229	\$ 280
Administrative Overhead Contribution to Operating Fund		(\$ 46)	(\$ 52)		(\$ 98)
Transfer to Reserves			(\$ 24)		(\$ 24)
Surplus (Deficit) Transferred to Operating Fund	\$ 0	(\$ 71)	\$ 0	\$ 229	\$ 158

2024/2025 Ancillary Budgets

(in thousands)	Ancillary Services Funded Primarily by Students	Ancillary Services Contributing to the Operating Fund	Total
Revenue	\$45,017	\$ 3,019	\$48,036
Expenses	(\$41,277)	(\$ 2,739)	(\$44,016)
Surplus (Deficit) from Ancillary Operations	\$ 3,740	\$ 280	\$ 4,020
Administrative Overhead Contribution to the Operating Fund	(\$ 2,463)	(\$ 98)	(\$ 2,561)
Transfer to Reserves	(\$ 2,243)	(\$ 24)	(\$ 2,267)
Surplus (Deficit) Transferred to Operating Fund	(\$ 966)	\$ 158	(\$ 808)
Total Contributions to the Operating Fund re: Administrative Overhead + Surplus (Deficit)	\$ 1,497	\$ 256	\$ 1,753

Appendix A

2024/2025 Budget Development Process and Timeline



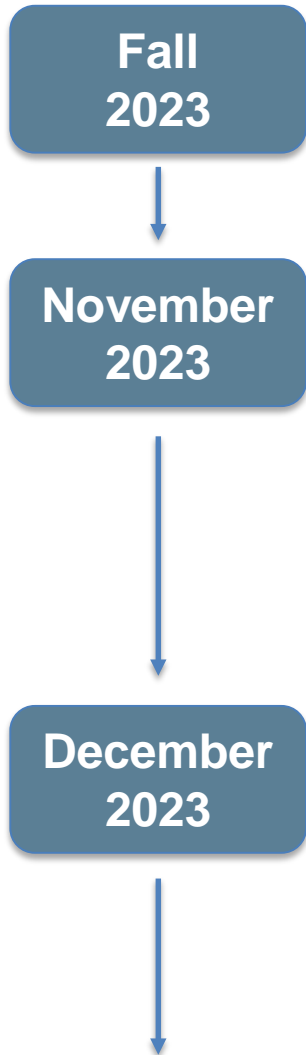
Appendix A

2024/2025 Budget Development

- Multi-year planning to promote longer-term planning, more efficient use of critical resources, and financial sustainability
 - Fiscal years included in this planning cycle are:
 - Year 1 - 2024/2025
 - Year 2 - 2025/2026 and
 - Year 3 - 2026/2027
 - Detailed projections for Year 1; High-level projections for years 2 and 3 based on information known at the time of planning useful for planning purposes
 - Each year, the key assumptions will be updated based on relevant changes in the fiscal environment

Appendix A

2024/2025 Budget Development



Budget planning process began in September 2023

- Modelled enrolment projections
- Determined financial assumptions
- Consultations regarding fiscal environment & timelines

Budget developers received their budget packages including:

- Budget guidelines and key planning assumptions, including multi-year enrolment projections
- Base departmental budgets (preliminary)
- Business case templates for budget adjustment strategies and strategic investments proposals

Budget developers submitted three-year budget proposals including:

- Current year forecast and proposed use of unspent funds
- Strategic investment proposals
- Budget reduction strategies to accommodate proposed new investments, where possible

Appendix A

2024/2025 Budget Development

February
2024



February
2024



March
2024

Budget developer meetings with the President / Vice President Committee

- Reviewed current year financial performance and forecast, including Durham ALC budget
- Presented proposed strategic investments and mitigating budget reduction strategies, including potential impacts

President / Vice President Committee meetings to carefully consider proposals to ensure:

- Strategic investments addressed student enrolment and aligned with University's strategic plans
- Budget reduction strategies minimized impact to students and did not compromise quality of programs and services

Proposed 2024/2025 Operating Plan

- Consultations with various groups
- Presentation for F&P Committee and Board approval

Appendix A

2024/2025 Budget Development

Preliminary Enrolment and Financial Planning Discussions	
Enrolment Modelling Working Group	September 12, 19 and 26, 2023
President / Vice President Committee	October 2 and November 13, 2023
Strategic Enrolment Management Committee	November 20, 2023
Fiscal Environment, Process and Timelines Consultations	
Provost's Planning Group	November 14, 2023
Special TUFA Joint Committee (FISC)	November 22, 2023
Finance and Property Committee	November 24, 2023
Administration Planning Group	November 30, 2023
Faculty Board	December 1, 2023
Board of Governors	December 8, 2023
Colleges and Student Services Committee	January 17, 2024

Appendix A

2024/2025 Budget Development

Budget Preparation	
Guidelines and budget packages provided to Budget Owners	November 13, 2023
Budget submissions due to Financial Services	December 21, 2023
Compilation of submissions distributed to Vice Presidents	January 26, 2024
Presentations to President / Vice President Committee	February 5, 6, 12, 13, 2024
President / Vice President Committee review of proposals	February 13, 2024
Draft Budget Update Discussions	
Provost's Planning Group	March 12, 2024
Operations Managers Group	March 20, 2024
Administrative Planning Group	April 4, 2024
Faculty Board	April 5, 2024
Special OPSEU Joint Committee	TBD
Special TUFA Joint Committee	TBD
Senate	TBD
Budget Approvals	
Finance and Property Committee	March 12, 2024
Board of Governors	March 22, 2024

Appendix B

2024/2025 Budget Planning

Assumptions



Appendix B

2024/2025 Budget Assumptions

- Enrolment Projections

- Projecting 13,658 full-time equivalents (FTEs) for 2024/25
 - An increase of 383 FTEs or 2.9% from 2023/24 actuals
 - Conservative projections for budget planning purposes, but projections determined before Federal government announcement regarding limit on international study permits issued
- Undergraduate degree-seeking assumptions:
 - Domestic Intake: flat at 2023 levels for 2024 at both campuses; 3.3% increase in Peterborough for 2025 re: new programs; all other years modest 1.0% increase at both campuses
 - International intake: growth in 2024, followed by 1.0% increase every year thereafter
 - Nursing, B. Ed, and Upper-year Social Work intake will be held constant at current 2023 levels or capped enrolment
 - Continuation rates based on the average of the last four full years

Appendix B

2024/2025 Budget Assumptions

- Enrolment Projections (continued)
 - Undergraduate post-graduate certificates assumptions:
 - Targeted growth in post-graduate certificates at both campuses with new certificates being offered in the near term
 - Demand primarily from international students
 - Growing to about 1,000 students by Fall 2024 and remaining relatively stable thereafter
 - Graduate assumptions:
 - For Masters in Management and AMOD, modelled intake at 2023/2024 levels with an additional year of growth due to flowthrough; then stabilized for subsequent years
 - All other graduate enrolment will be held at current 2023 levels
 - Growth in international graduate is NOT subject to the cap on international study permits recently announced

Appendix B 2024/2025 Budget Assumptions

- Enrolment Projections (continued)

	Undergrad FTEs	Graduate FTEs	Total FTEs	Increase FTEs	Increase %
2023/2024	12,175.3	1,099.9	13,275.2		
2024/2025	12,433.4	1,225.0	13,658.4	383.2	2.9%
2025/2026	12,535.4	1,225.0	13,760.4	102.0	0.7%
2026/2027	12,522.9	1,225.0	13,747.9	-12.5	n/a

Appendix B

2024/2025 Budget Assumptions

- Enrolment Projections (continued)

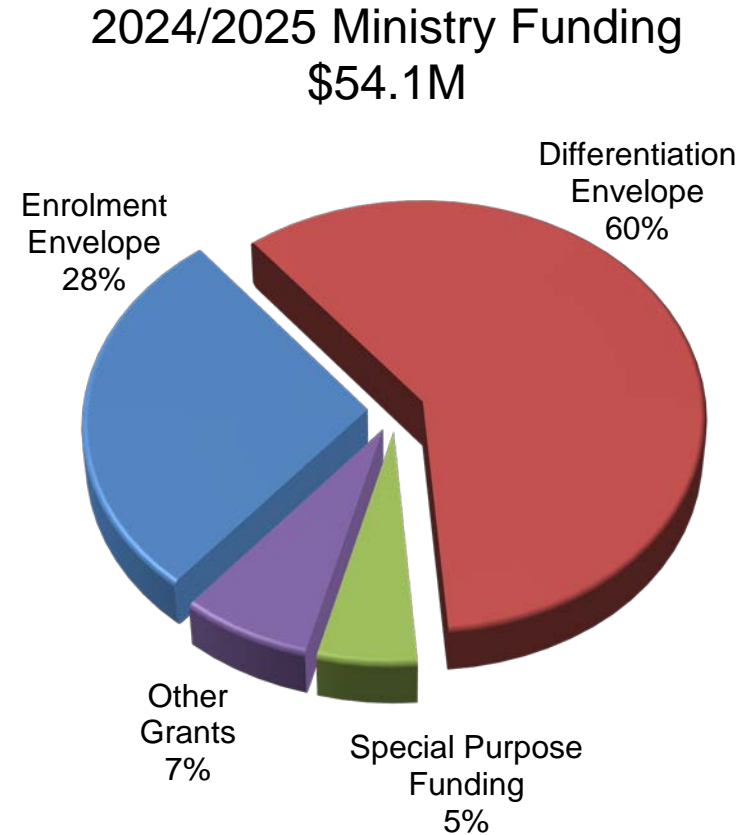
	Domestic FTEs	International FTEs	Total FTEs	International %
2023/2024	10,187.7	3,087.5	13,275.2	23.3%
2024/2025	10,121.0	3,537.4	13,658.4	25.9%
2025/2026	10,165.7	3,594.7	13,760.4	26.1%
2026/2027	10,143.9	3,604.0	13,747.9	26.2%

	Peterborough FTEs	Durham FTEs	Total FTEs
2023/2024	11,094.0	2,181.2	13,275.2
2024/2025	10,862.9	2,795.5	13,658.4
2025/2026	10,932.0	2,828.4	13,760.4
2026/2027	10,919.5	2,828.4	13,747.9

Appendix B 2024/2025 Budget Assumptions

• Government Grants

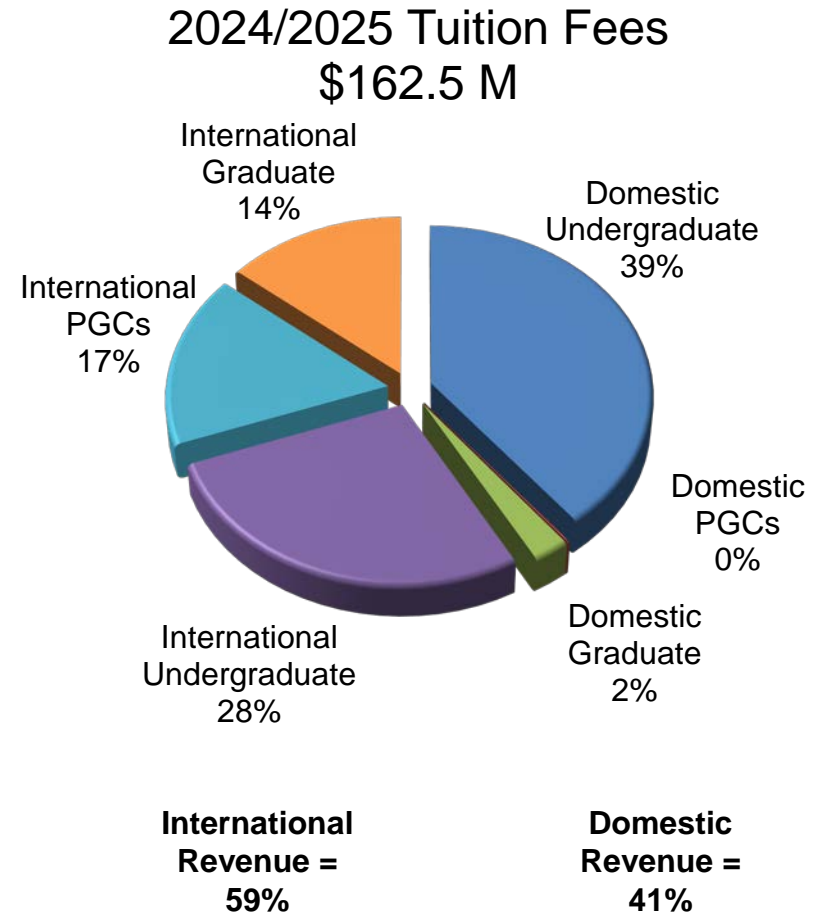
- Total Operating Grants ~ \$50.3 million comprised of:
 - Enrolment envelope + differentiation envelope + special purpose funding
 - Fixed for five years during SMA3
 - Enrolment growth will not be funded
 - Assumes no change in special purpose grants ~\$2.9 million
 - Funding will be re-linked to performance-based metrics starting 2023/2024
 - 10% of total at risk in 2023/2024
 - TBD% of total at risk in 2024/2025
- Other Grants ~ \$3.8 million includes:
 - Collaborative Nursing ~ \$2.3 million
 - Research Support ~ \$1.5 million



Appendix B 2024/2025 Budget Assumptions

• Tuition Revenue

- Domestic Rates
 - Frozen at 2019/2020 rates
 - Out-of-province rates allowed to increase by 5%
 - Tuition anomalies for 3 approved programs increase by 7.5%
- International Rates
 - UG: 8% increase for incoming students and 5%-8% increase for continuing students
 - Grad: 3% increase for research-based programs and 5% increase for professional programs
 - Certificate programs: 5% increase



Appendix B

2024/2025 Budget Assumptions

- Student Aid and Scholarships
 - Highly variable expense dependent primarily on student enrolment and entrance grades
 - Tuition set-aside for need-based student aid is estimated at 6% of domestic student tuition fee revenue
 - Plus 2.0% of international undergraduate tuition fees revenue for additional resources to support international students
 - Undergraduate scholarship expense estimated at \$550 per FTE
 - Plus 4.8% of undergraduate international tuition revenue to support international scholarships and fee waivers
 - Graduate scholarship expenses estimated at 31.8% of related tuition revenue for research and thesis-based programs
 - Plus 56.7% of international graduate tuition revenue to support international fee waivers and bursaries for international graduate students in research and thesis-based programs

2024/2025 Budget Assumptions

- Salaries and Benefits
 - Salary rate increases for all groups are based on collective agreements and progression through the salary grids
 - Average salary increases (FT) estimated between 5.5% and 6.0%
 - All collective agreements currently settled
 - TUFA and OPSEU settled to June 30, 2025
 - CUPE 1 settled to August 31, 2027 and CUPE 2 settled to August 31, 2024
 - Projections beyond expiry based on Human Resources predictions
 - Part-time casual salaries increase by 6.8% re: minimum wage
 - Benefit rates are expected to increase depending on the type of benefit based on estimates provided by the University's benefits consultant
 - Extended health care – 20% in 2024/25, 7.5% thereafter
 - Dental – 10% in 2024/2025, 7.5% thereafter
 - Long-term disability benefits – 15% in 2024/2025, 20% thereafter

Appendix B

2024/2025 Budget Assumptions

- Pension Costs
 - TUFA
 - University normal cost estimated at 10.5% of related payroll
 - Transitioned to UPP January 1, 2022
 - No solvency and PBGF payments required
 - Maintain provision for any losses on pre-conversion assets and liabilities for specified period of time per Transfer Agreement
 - OPSEU/Exempt
 - University normal cost estimated at 9.88% of related payroll
 - Adjusted going concern special payments per January 2022 valuation
 - Using letter of credit to offset special solvency payments as required
 - Supplementary Retirement Agreement
 - Benefit payments of \$1.8 million based on current experience due to increase in retirees

Appendix B

2024/2025 Budget Assumptions

- Other Non-salary Items

- Agency Fees

- Key to international recruitment; highly dependent on int'l enrolment
 - 4.4% of international undergraduate degree-seeking tuition revenue
 - 4.4% of international graduate tuition revenue
 - 15.0% to 20.0% of international post-graduate certificates tuition revenue depending on agency

- Utilities

- Electricity, natural gas and water expenses expected to increase by 15%, 5.4%, and 5.9%, respectively, per energy consultants
- Savings related to Energy Performance Contract (EPC) used to finance the EPC contract so no operating savings in the near term

- Insurance

- Insurance premiums expected to increase by 10.5% for property and 2% for liability based on discussions with insurance carriers

Appendix B

2024/2025 Budget Assumptions

- Other Non-salary Items (continued)
 - Bad Debts Provision
 - Estimated at 1.08% of all tuition revenue based on prior year experience
 - General Expenses
 - Assuming annual inflation rate of 4% on relevant non-salary expenses for 2024/2025, reducing to 2.5% for 2025/2026 and 2026/2027
 - Short-term Investment Returns
 - Assuming short-term investment returns on excess cash of 4% for 2024/2025, 3.5% for 2025/2026 and 3% for 2026/2027
 - Other Known Changes
 - Annualized new on-going investments approved in 2023/2024
 - Removed one-time non-recurring investments, as appropriate

Appendix C 2024/2025 Tuition Fees for Board Approval



Appendix C

2024/2025 Tuition Fees

Domestic Tuition Fees

- Regulated by the Ministry Tuition Fee Framework
- Continue to be frozen at 2019/2020 levels
 - Mandated 10% reduction from 2018/2019 rates

		2023/2024 Amount	2024/2025 Amount	2024/2025 Change (\$)	2024/2025 Change (%)
UNDERGRADUATE					
Full-time	First Year and continuing	\$6,118.48	\$6,118.48	\$0	0.0%
Part-time (per course)	First Year and continuing	\$1,223.69	\$1,223.69	\$0	0.0%
Bachelor of Science in Software Engineering NEW	Full-time	\$9,000.00	\$9,000.00	\$0	0.0%
	Part-time per credit	\$1,800.00	\$1,800.00	\$0	0.0%
GRADUATE					
Full-time	First Year and continuing	\$8,090.87	\$8,090.87	\$0	0.0%
Part-time	First Year and continuing	\$4,045.43	\$4,045.43	\$0	0.0%

Appendix C

2024/2025 Tuition Fees

Domestic Tuition Fees – Out of Province

- Ministry's Tuition Fee Framework released April 2022 allows institutions to raise tuition for out of province Canadian students up to 5%

		2023/2024 Amount	2024/2025 Amount	2024/2025 Change (\$)	2024/2025 Change (%)
UNDERGRADUATE					
Full-time	First Year and continuing	\$6,815.66	\$7,156.44	\$340.78	5.0%
Part-time (per course)	First Year and continuing	\$1,363.12	\$1,431.28	\$68.16	5.0%
Bachelor of Science in Software Engineering NEW	Full-time	\$9,000.00	\$9,450.00	\$450.00	5.0%
	Part-time per credit	\$1,800.00	\$1,890.00	\$90.00	5.0%
GRADUATE					
Full-time	First Year and continuing	\$9,012.79	\$9,463.43	\$450.64	5.0%
Part-time	First Year and continuing	\$4,506.37	\$4,731.69	\$225.32	5.0%

Appendix C

2024/2025 Tuition Fees

Domestic Tuition Fees – Tuition Anomalies

- In 2023, Ministry introduced domestic tuition fee increases over a multi-year timeframe for certain programs with lower-than-sector-average tuition rates for comparable programs
- Applicable to three Ministry-approved programs at Trent:
 - Undergraduate Computer Science
 - Bachelor of Business Administration
 - Bachelor of Science – Data Science

		2023/2024 Amount	2024/2025 Amount	2024/2025 Change (\$)	2024/2025 Change (%)
UNDERGRADUATE					
Full-time	First Year and continuing	\$6,577.37	\$7,070.67	\$493.30	7.5%
Part-time	First Year and continuing	\$1,315.47	\$1,414.13	\$98.66	7.5%

Appendix C

2024/2025 Tuition Fees

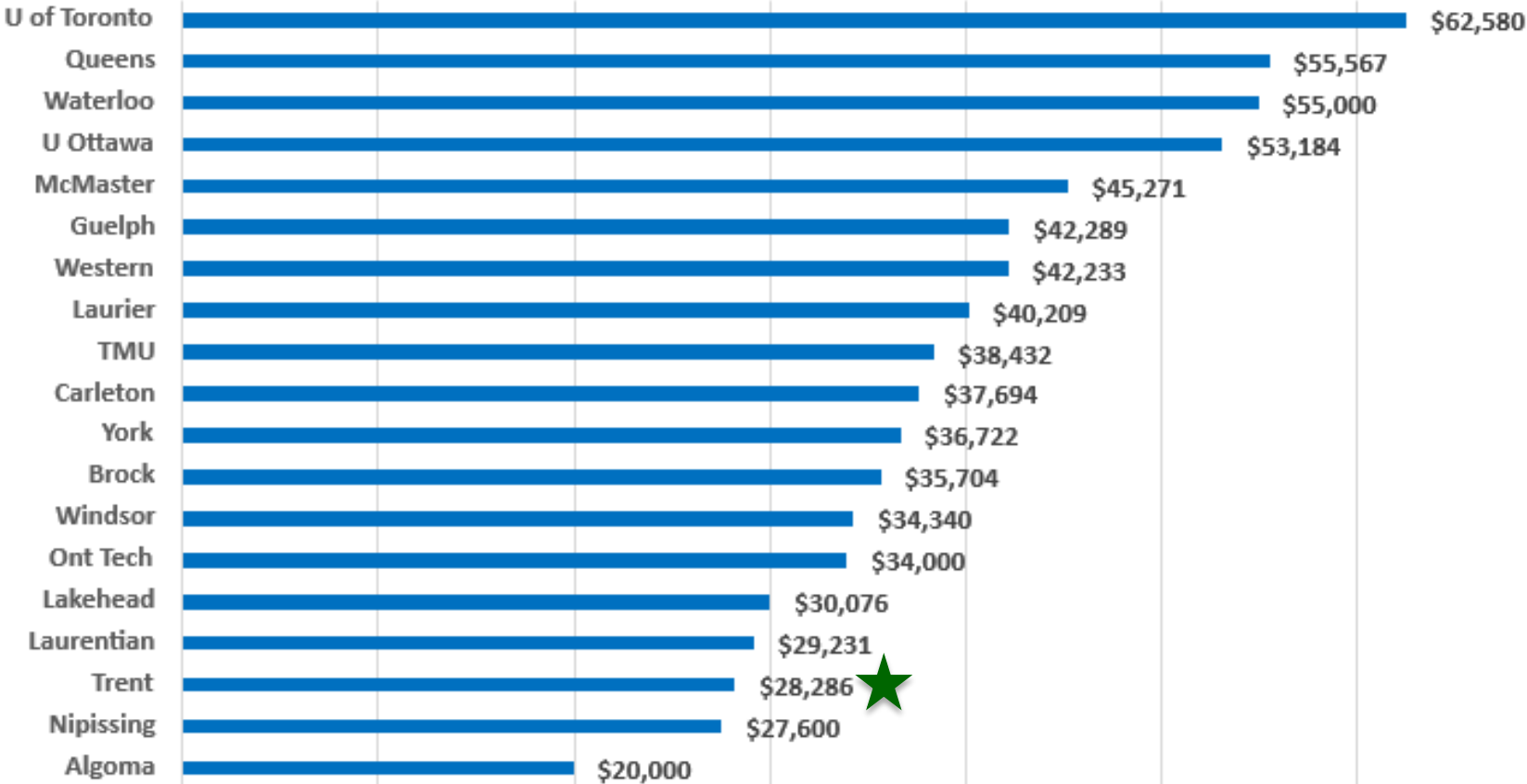
International Undergraduate Tuition Fees

- Not regulated by the Ministry's Tuition Fee Framework
- Degree Programs:
 - Current rates are third lowest in the province at \$28,286
 - Declined from fourth lowest last year despite 8% increase
 - Approximately 3% lower than Laurentian (fourth lowest), 6% lower than Lakehead (fifth lowest) and 17% lower than Ontario Tech (sixth lowest)
 - Proposing same increase as last year: 8% for 2024, 2023, 2022 and 2021 cohorts and 5% for continuing students pre-2021
- Certificate Program Fees:
 - Dual certificate programs proving attractive for international students after adjusting fees in 2021/2022
 - Proposing increase per last year: 5% each year in budget cycle

Appendix C

2024/2025 Tuition Fees

INTERNATIONAL TUITION ONTARIO UNIVERSITIES 2023 -2024 BUSINESS



Appendix C

2024/2025 Tuition Fees

International Graduate Tuition Fees

- Highly calibrated with market rates to attract international students and grow professional programs
- Research/Thesis-Based Program Fees:
 - Most thesis-based students receive an International Graduate Scholarship (IGS) which pays the differential between domestic and international tuition; increasing tuition means increasing the IGS with a net impact on the University's position of nearly \$0
 - Proposing same increase as last year: 3% each year in budget cycle
- Professional Program Fees:
 - All professional programs introduced recently; fees are currently aligned with market rates
 - Proposing same increase as last year: 5% each year in budget cycle

Appendix C

2024/2025 Tuition Fees

Proposed international tuition strategy rationale:

- Informally, most Ontario universities are contemplating a fee increase in international UG tuition rates for 2024/25; need to maintain, at a minimum, market rates and comparable fees
- Need to balance student affordability with perceived quality and reputation of academic programs to attract international students
- Attract more international students as part of strategic direction and financial sustainability

Appendix C

2024/2025 Tuition Fees

International Tuition Fees – Non-Professional

		2023/2024 Amount	2024/2025 Amount	2024/2025 Increase (\$)	2024/2025 Increase (%)
UNDERGRADUATE					
Full-time*	First Year (2024)	\$28,285.76	\$30,548.62	\$2,262.86	8.0%
	Continuing (2021, 2022 and 2023)	\$28,285.76	\$30,548.62	\$2,262.86	8.0%
	Continuing (2019 and 2020)	\$25,993.48	\$27,293.15	\$1,299.67	5.0%
	Continuing (2018)	\$25,012.68	\$26,263.31	\$1,250.63	5.0%
	Continuing (2017 and prior)	\$23,986.63	\$25,185.96	\$1,199.33	5.0%
Part-time* (per course)	First Year (2024)	\$5,657.16	\$6,109.73	\$452.57	8.0%
	Continuing (2021, 2022 and 2023)	\$5,657.16	\$6,109.73	\$452.57	8.0%
	Continuing (2019 and 2020)	\$5,198.70	\$5,458.63	\$259.93	5.0%
	Continuing (2018)	\$5,002.53	\$5,252.65	\$250.13	5.0%
	Continuing (2017 and prior)	\$4,797.32	\$5,037.19	\$239.87	5.0%
Certificates	First Year & continuing	\$20,065.50	\$21,068.78	\$1,003.28	5.0%
GRADUATE (RESEARCH-BASED PROGRAMS)					
Full-time	First Year & continuing	\$22,276.07	\$22,944.35	\$668.28	3.0%

* Including Bachelor of Science in Software Engineering (NEW)

Appendix C

2024/2025 Tuition Fees

International Tuition Fees - Professional Programs

		2023/2024 Amount	2024/2025 Amount	2024/2025 Increase (\$)	2024/2025 Increase (%)
Masters in Educational Studies	Full-time – Domestic	\$8,704.80	\$8,704.80	\$0	0.0%
	Full-time – Domestic OOP	\$9,696.67	\$10,181.50	\$484.83	5.0%
	Full-time – International	\$24,159.66	\$25,367.65	\$1,207.98	5.0%
Masters in Education (per term fees)	Part-time – (Terms 1 to 6)	\$2,901.20	\$2,901.20	\$0	0.0%
	Part-time – (Terms 7 to 9)	Waived	Waived	N/A	N/A
	Part-time – (Terms 10 to 15)	\$983.46	\$983.46	\$0	0.0%
Masters of Science in Forensic Science	Full-time – Domestic	\$13,050.00	\$13,050.00	\$0	0.0%
	Full-time – Domestic OOP	\$14,536.98	\$15,263.83	\$726.85	5.0%
	Full-time – International	\$30,089.05	\$31,593.50	\$1,504.45	5.0%
Masters in Instrumental Chemical Analysis	Full-time – Domestic	\$11,700.00	\$11,700.00	\$0	0.0%
	Full-time – Domestic OOP	\$13,033.16	\$13,684.81	\$651.66	5.0%
	Full-time – International	\$28,246.86	\$29,659.20	\$1,412.34	5.0%
Masters in Bioenvironmental Monitoring & Assessment	Full-time – Domestic	\$11,700.00	\$11,700.00	\$0	0.0%
	Full-time – Domestic OOP	\$13,033.16	\$13,684.81	\$651.66	5.0%
	Full-time – International	\$28,246.86	\$29,659.20	\$1,412.34	5.0%
Masters in Management	Full-time – Domestic	\$18,900.00	\$18,900.00	\$0	0.0%
	Full-time – Domestic OOP	\$21,053.56	\$22,106.24	\$1,052.68	5.0%
	Full-time – International	\$33,159.36	\$34,817.33	\$1,657.97	5.0%

Appendix C

2024/2025 Tuition Fees

International Tuition Fees - Professional Programs

		2023/2024 Amount	2024/2025 Amount	2024/2025 Increase (\$)	2024/2025 Increase (%)
Nursing Masters of Science	Part-time – Domestic	\$4,380.75	\$4,380.75	\$0	0.0%
	Part-time – Domestic OOP	\$4,879.91	\$5,123.91	\$244.00	5.0%
	Full-time – Domestic	\$8,761.50	\$8,761.50	\$0	0.0%
	Full-time – Domestic OOP	\$9,759.83	\$10,247.82	\$487.99	5.0%
	International	\$24,398.69	\$25,618.63	\$1,219.93	5.0%
AMOD – Big Data/ Financial Analytics	Domestic	\$8,090.87	\$8,090.87	\$0	0.0%
	Domestic OOP	\$9,012.78	\$9,463.42	\$450.64	5.0%
	International	\$28,940.63	\$30,387.66	\$1,447.03	5.0%
Graduate Diploma Instrumental Chemical Analysis	Domestic	\$7,794.00	\$7,794.00	\$0	0.0%
	Domestic OOP	\$8,682.09	\$9,116.19	\$434.10	5.0%
	International	\$18,822.23	\$19,763.35	\$941.11	5.0%
Graduate Diploma Mental Health & Addictions Nursing	Domestic	\$5,850.00	\$5,850.00	\$0	0.0%
	Domestic OOP	\$6,516.58	\$6,842.41	\$325.83	5.0%
	International	\$16,169.49	\$16,977.96	\$808.47	5.0%
Graduate Diploma Bioenvironmental Monitoring & Assessment	Domestic	\$7,650.00	\$7,650.00	\$0	0.0%
	Domestic OOP	\$8,521.68	\$8,947.76	\$426.08	5.0%
	International	\$19,239.80	\$20,201.79	\$961.99	5.0%
Graduate Diploma Educational & Community Leadership	Domestic	\$8,704.80	\$8,704.80	\$0	0.0%
	Domestic OOP	\$9,696.67	\$10,181.50	\$484.83	5.0%
	International	\$22,720.30	\$23,856.32	\$1,136.02	5.0%

Appendix C

2024/2025 Tuition Fees

Co-op Fees:

- In addition to regular tuition and incidental fees
- Cover the costs associated with the operation and administration of the co-op program
 - Providing job search skills, career advising, developing quality co-op job opportunities, maintaining employer relationships, co-op employment process, support of work terms, central costs
- Current fee structure:
 - \$3,750 over the program (\$750 x 5 times over the program)
- Proposed fee structure:
 - No change - \$3,750 over the program (\$750 x 5 times over the program)

Appendix D

2024/2025 Ancillary Fees for Board Approval



Appendix D

2024/2025 Ancillary Services Fees

- Inflationary increases in compulsory ancillary fees are based on Board-approved ancillary fees protocol
 - Increases the lesser of 3% or CPI allowed without student referendum or approval
 - September 2023 CPI was 3.8%
 - Increases between 3% and 20% require Colleges and Student Services Committee (CASSC) approval
 - Increases greater than 20% require student referendum

Appendix D

2024/2025 Housing Fees

- Fees reviewed and approved by Student-Based Housing Advisory Committee and College Residence Council, and presented for information to Colleges and Student Services Committee (CASSC)
- Proposing average fee increase of 5.0% in Peterborough Symons, 3% to 7% in Durham and 2% to 3% at Trill for 2024/2025
 - Adjusted to align with comparable institutions
 - Amenities based fees; includes laundry fee initiated in 2018/2019 to offset capital costs of purchasing equipment
 - Durham fees pursuant to third party agreement



Appendix D 2024/2025 Housing Fees

Peterborough Campus – Suite Style Rooms	2023/2024 Housing Fee	2024/2025 Housing Fee	2024/2025 \$ Increase	2024/2025 % Increase
Single in a Premium Suite	\$10,181	\$10,721	\$540	5%
Single in a Suite	\$9,962	\$10,490	\$528	5%
Economy Single in a Suite		\$9,962	NEW	
Double in a Premium Suite	\$9,333	\$9,828	\$495	5%
Double in a Suite	\$8,560	\$9,014	\$454	5%
Economy Double in a Suite		\$8,560	NEW	
Single in a Premium Suite (summer)	\$2,257	\$2,377	\$120	5%
Double in a Premium Suite (summer)		\$2,084	NEW	
Single in a Premium Suite (daily rate)	\$24	\$26	\$2	5%
Double in a Premium Suite (daily rate)		\$22	NEW	



Appendix D 2024/2025 Housing Fees

Peterborough Campus – Traditional Style Rooms	2023/2024 Housing Fee	2024/2025 Housing Fee	2024/2025 \$ Increase	2024/2025 % Increase
Premium Single	\$11,358	\$11,960	\$602	5%
Single	\$9,531	\$10,036	\$505	5%
Economy Single		\$9,531	NEW	
Double	\$8,359	\$8,802	\$443	5%
Economy Double		\$8,359	NEW	
Triple	\$5,568	\$5,863	\$295	5%
Quad	\$4,190	\$4,412	\$222	5%

Appendix D

2024/2025 Housing Fees

Durham Campus – Traditional Style Rooms	2023/2024 Housing Fee	2024/2025 Housing Fee	2024/2025 \$ Increase	2024/2025 % Increase
Single	\$10,829	\$11,165	\$336	3%
Double	\$9,531	\$9,827	\$296	3%
Single (summer)	\$2,421	\$2,588	\$167	7%
Double (summer)		\$2,277	NEW	
Single (summer daily rate)	\$26	\$28	\$2	7%
Double (summer daily rate)		\$24	NEW	

- Occupancy guarantee is 95% occupancy in 2024/2025 per third party agreement
- Budget includes \$225,000 provision for potential shortfall to be covered by Operating Fund



Appendix D

2024/2025 Housing Fees

Trail College – Graduate Residence	2023/2024 Housing Fee	2024/2025 Housing Fee	2024/2025 \$ Increase	2024/2025 % Increase
Single Suite (12-month)	\$9,600	\$9,840	\$240	3%
One Bedroom in 2 Bedroom Suite (12-month)	\$7,200	\$7,380	\$180	2%
Single Bedroom Suite (Fall/Winter)	\$7,690	\$7,882	\$192	2%
One Bedroom in 2 Bedroom Suite (Fall/Winter)	\$5,767	\$5,912	\$144	2%
Single Suite (summer)	\$3,845	\$3,941	\$96	2%
One Bedroom in 2 Bedroom Suite (summer)	\$2,884	\$2,956	\$72	2%

Trail College – Community Housing	2023/2024 Housing Fee	2024/2025 Housing Fee	2024/2025 \$ Increase	2024/2025 % Increase
Community Housing Single Room (12-month)		\$10,800	NEW	

Appendix D

2024/2025 Dining Fees

- Fees reviewed and approved by Food Services Advisory Committee and College Residence Council, and presented for information to Colleges and Student Services Committee (CASSC)
 - Fee comprised of spending value, overhead fee and orientation week meals
 - Unused spending value carries forward to next year
 - Even with fee increases, dining plans remain one of the lowest in the country

	2023/2024 Dining Fee	2024/2025 Dining Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Traditional Plan	\$5,300	\$5,650	\$350	6.6%
Suite Style Plan	\$3,500	\$3,800	\$300	8.6%

Appendix D

2024/2025 Other Ancillary Fees

- Athletics Ancillary Fees
 - Approved by CASSC in March 2024

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Capital Fee (flat fee UG only)	\$50.00	\$50.00	\$0	0.0%
Full-time (UG and Grad flat fee)	\$236.59	\$243.69	\$7.10	3.0%
Part-time (per credit)	\$66.35	\$68.34	\$1.99	3.0%
Summer students (per credit)	\$45.11	\$46.47	\$1.36	3.0%

Appendix D

2024/2025 Other Ancillary Fees

- Parking Ancillary Fees
 - Not mandatory; no CASSC approval required

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Calendar Permit	\$654.00	\$674.00	\$20.00	3.1%
Academic Permit	\$438.00	\$451.00	\$13.00	3.0%
Semester Permit	\$219.00	\$226.00	\$7.00	3.2%
Monthly Permit	\$64.00	\$66.00	\$2.00	3.1%
Day Permit – Lot I	\$10.00	\$12.50	\$2.50	25.0%
Day Permit – Other Lots	\$10.00	\$10.00	\$0.00	0.0%
Hourly Rate (7 hour max)	\$2 / \$1.75 for additional hours	\$2 flat rate for all hours		

Appendix D

2024/2025 Other Ancillary Fees

- College Ancillary Fees
 - Presented for information to CASSC in February 2024

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Full-time Undergraduate	\$290.48	\$299.19	\$8.71	3.0%
Part-time Undergraduate (per credit)	\$58.10	\$59.84	\$1.74	3.0%
Full-time Graduate	\$66.91	\$68.92	\$2.01	3.0%
Part-time Graduate	\$33.45	\$34.45	\$1.00	3.0%

Appendix D

2024/2025 Other Ancillary Fees

- Student Services Ancillary Fees
 - Peterborough fees approved by CASSC in February 2024
 - Durham fees pending approval by Durham CASSC

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Peterborough Orientation	\$102.18	\$107.29	\$5.11	5.0%
Peterborough Wellness:				
Undergraduate (FT)	\$92.26	\$95.02	\$2.76	3.0%
Undergraduate (per credit)	\$18.47	\$19.03	\$0.56	3.0%
Graduate	\$108.53	\$111.78	\$3.25	3.0%
Counselling (summer/credit)	\$19.31	\$19.89	\$0.58	3.0%
Durham:				
Student Affairs (per credit)	\$14.36	\$15.08	\$0.72	5.0%
Campus Fees (per credit)	\$48.45	\$50.87	\$2.42	5.0%
Athletics (flat fee all students)	\$141.24	\$144.06	\$2.82	2.0%
Transit UPASS (flat fee all FT)	\$300.00	\$305.70	\$5.70	1.9%
Orientation (flat fee new students)	\$98.93	\$103.88	\$4.95	5.0%
Counselling (flat fee)	\$16.82	\$17.32	\$0.50	3.0%
Durham Convocation (per credit)	\$6.71	\$7.05	\$0.34	5.0%

Appendix D

2024/2025 Other Ancillary Fees

- Convocation & Alumni Relations
 - Approved by CASSC in March 2024

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Full-time (UG and Grad flat fee)	\$17.43	\$18.65	\$1.22	7.0%
Part-time (UG and Grad per credit)	\$3.49	\$3.73	\$0.24	7.0%

Appendix D

2024/2025 Other Ancillary Fees

- Campus Card Ancillary Fees
 - Presented for information to CASSC in January 2024

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
TrentU Card Fee	\$10.00	\$10.30	\$0.30	3.0%
Replacement Card	\$30.00	\$30.00	\$0.00	0.0%
Nursing Badge	\$8.24	\$8.49	\$0.25	3.0%
School of Education Badge	\$8.24	\$8.49	\$0.25	3.0%
Replacement Badge	\$10.00	\$10.00	\$0.00	0.0%

Appendix D

2024/2025 Other Ancillary Fees

- Other Miscellaneous Ancillary Fees
 - Pending presentation for information to CASSC in March 2024

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Campus Safety Response Services (UG and Graduate)	\$10.33	\$10.64	\$0.31	3.0%
Trent Nature Areas (UG and Graduate)	\$2.48	\$2.55	\$0.07	3.0%
Pub Fee (Undergraduate)	\$6.35	\$6.54	\$0.19	3.0%
International Orientation and Transition (Undergraduate)	\$300.00	\$300.00	\$0.00	0.0%
International Scholarship Fund (UG and Graduate)	\$6.38	\$6.57	\$0.19	3.0%

Appendix D

2024/2025 Other Ancillary Fees

- ESL Ancillary Fees

	2023/2024 Fee	2024/2025 Proposed Fee	2024/2025 Increase (\$)	2024/2025 Increase (%)
Tuition				
Prep/ES1 – ES3 (per term)	\$4,152.96	\$4,277.55	\$124.59	3.0%
EAPP 1 (per term)	\$4,152.96	\$4,277.55	\$124.59	3.0%
EAPP 2 (per term)	\$3,114.72	\$3,208.16	\$93.44	3.0%
Program Fee				
Prep/ES1 – ES3 (per term)	\$1,114.71	\$1,148.15	\$33.44	3.0%
EAPP 1 (per term)	\$1,326.89	\$1,366.70	\$39.81	3.0%
EAPP 2 (per term)	\$1,202.76	\$1,238.84	\$36.08	3.0%
Writing Conferences				
Level 4	\$195.30	\$195.30	\$0.00	0.0%
Level 5	\$195.30	\$195.30	\$0.00	0.0%
ESL Publications				
	\$76.00	\$76.00	\$0.00	0.0%
ESL Orientation				
	\$150.00	\$150.00	\$0.00	0.0%
ESL Student taking UG course (per credit rate)				
	\$1,800.00	\$1,800.00	\$0.00	0.0%

CHALLENGE THE WAY YOU THINK



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julian Smith – Chair, Finance and Property Committee
Tariq Al-idrissi – Vice President, Finance and Administration

Subject: 2023-24 In-Year Appropriation

Motion for Consideration (if applicable):

That the Board of Governors approve in-year appropriations in the amount of \$1.7M as recommended by senior management.

Executive Summary:

As outlined in the 2023/2024 Financial Update to January 31, 2024 provided at the March 12, 2024 Finance and Property Committee meeting, the current forecast to the fiscal year end 2023/2024 indicates an excess revenue over expenses of approximately \$8.6 million (\$1.1M from regular operations + \$7.5M from the Advanced Learning Centre). This excess is in addition to the board approved appropriations of \$7M that were made in January, 2024.

Senior administration is recommending an additional \$1.7 million be appropriated in year towards an increase in scholarships. With the uncertainties surrounding international caps, this amount is needed to bolster conversion of domestic students for the fall of 2024.

Analysis/Alternatives Considered:

Trent is currently forecasting a positive financial position predicated on enrolment growth (primarily international) while operating in a fiscal environment of difficult government funding now linked to performance, continued frozen domestic tuition rates, and increasing uncertainties which may negatively impact recruitment and retention of international enrolment. Senior administration is recommending that \$1.7M of the current positive position be used for scholarships to bolster conversion of domestic students for the fall of 2024.

Financial Implications:

A one-time in year appropriation of \$1.7M.

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Enterprise Risk Assessment:

The financial health of the University is paramount to the University's overall success and ability to fulfill its academic mandate and meet student expectations. Monitoring in-year financial performance against the approved budget is critical to ensuring well-informed decision making regarding the allocation and use of limited resources. Appropriating unspent budgets to contribute towards scholarships that mitigate against emerging future enrolment uncertainties is an important way to improve future revenue.

Next Steps:

Once approved by the Board of Governors, these funds will be appropriated at March 22, 2024 for use by the university's scholarship program.

Alignment with Mission, Vision, Values, Strategic Plan:

To fulfill their responsibilities, Governors should be informed of the University's financial situation. Regular financial updates will maintain Governors' awareness of the University's current financial status, and allow for input and oversight where needed. Such updates also allow for in-year and year-end decisions for strategic investments if possible, or mitigation strategies as necessary in alignment with Trent's mission to "foster sustainability, in its environmental, social and economic dimensions, on our campuses and in all aspects of our work" and Trent's Strategic Plan to "ensure that it is financially healthy and sustainable".

Compliance with Policy/Legislation:

Complying with a Board of Governors directive, the full Board will receive regular financial updates, through the Finance and Property Committee.

Committee/Board Mandate:

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.

Supporting Reference Materials (attached):

None



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Cathy Bruce - Vice-President, Research and Innovation

Subject: Indirect Costs Policy

Motion for Consideration (if applicable):

That the Board of Governors approve the revisions to the Indirect Costs Policy as presented.

Executive Summary:

The Indirect Costs Policy, formally known as the Policy on Overhead Charges for Research, was last reviewed and approved in 2004.

This policy applies to all research grants/contracts and research service contracts/agreements entered into by Trent University. The purpose of this policy is to ensure that the professional, operational, and physical infrastructure that supports research at the university is appropriately funded for the institution's current and future needs.

The policy defines the terms around indirect costs of research at Trent University and establishes guidelines for the distribution of indirect costs associated with research grants/contracts and for research service contracts/agreements. The policy covers those expenses that are incurred during research activities but are not attributed directly to a particular research project. Additionally, the policy aims to define the terms and conditions associated with non-financial contributions to indirect costs of research.

Analysis/Alternatives Considered:

The policy aligns with similar policies on the indirect costs of research that are present in the post-secondary sector.

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Financial Implications:

There is no material financial difference in this revision of the Indirect Costs Policy. The allocations of funds in the policy are also in alignment with other Universities in Ontario. Maintaining and improving our research infrastructure requires continued investment on a significant scale. This policy helps to ensure that research funding covers the full cost of research.

Enterprise Risk Assessment:

The Indirect Costs Policy ensures that professional, operational, and physical infrastructure that supports research at the university is appropriately funded for the institution's current and future needs.

Next Steps:

Once approved, the policy will be promulgated with relevant University stakeholders.

Alignment with Mission, Vision, Values, Strategic Plan:

This policy aligns with Trent University's commitment to innovation and leadership in research.

Consultation:

Trent University Research Policy Committee
Trent University Senate Executive Committee
Trent University Faculty Board Committee
Senate Approval

Compliance with Policy/Legislation:

This policy acknowledges that indirect costs are part of the full and actual cost of research.

Committee/Board Mandate:

Trent Act – "...the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve the objects and purposes of the University..."

Supporting Reference Materials (attached):

Indirect Costs Policy



Indirect Costs Policy

Formally known as the Policy on Overhead Charges for Research

Category: Research Policy

Approval: Senate and Board of Governors

Responsibility: Office of Research and Innovation

Date of Last Approval: September 2004

Date of Review: ~~September 2004~~ March 2024

Preamble

~~This policy applies to all research grants and contracts entered into by members of faculty and associated staff at Trent University. The purpose of this policy is to ensure that the professional, operational, and physical infrastructure that supports research at the university is appropriately funded for the institution's current and future needs.~~

~~These indirect costs of research are those expenses that are incurred during research activities, but are not directly attributed with a particular research project. These costs include many expenses that are essential but all too easy to take for granted. For example, the cost of utilities in areas designated as research spaces, an appropriate share of staffing costs associated with finance, personnel and maintenance, as well as the costs associated with managing the legal, financial and operational aspects of securing and managing research income. If these costs are not covered as part of grant or contract funding, they need to be subsidized from other sources of income sources, including asking our students to subsidize the costs associated with research commissioned by commercial or governmental bodies.~~

Preamble:

~~These policies apply to all research grants and contracts entered into by faculty, students and staff of Trent University that involve the use of university facilities, services, equipment or personnel. These policies are consistent with the Policy on the Indirect Costs of Research adopted by the Council of Ontario Universities in September 2003~~

Definitions:

~~The following definitions are intended as a guide to some of the terms used in this document. Inevitably, there will be situations which do not neatly align with one distinction or another. Guidance in these cases is available from the Office of Research and Innovation (ORI).~~

Direct costs: ~~Costs of a research project which are directly related to conducting the research, including the salaries and benefits for research personnel, materials and supplies, travel, equipment and facilities purchased or rented during the lifecycle of the project, and the direct costs of dissemination and knowledge transfer such as printing, project web development, publication fees, room and equipment hire for events, etc.~~ ~~Costs of a research project which are directly related to conducting the research, including the salaries and benefits for research personnel, materials and supplies, travel, equipment and rental of space, equipment and facilities.~~

Indirect costs: ~~Costs that cannot be directly associated with an individual research product, function or activity, But which are required in order for the research to take place. Examples might include that maintenance university spaces, infrastructure and equipment; the salary costs of professional services staff in payroll, finance, HR, communications, and department and faculty research administration; ORI costs associated with securing and managing the grant and other applications whether successful or not, and an appropriate share of~~

subscription and library costs.

~~and are general costs to the university that enable or facilitate the research.~~

~~**Overhead charges:** Charges levied by the university to a research project to compensate the institution for the indirect costs of the research.~~

Research Grants/Contracts:

Research Grant: While there will be differences between individual situations, in general, grants will share some or all of the following characteristics:

- The work primarily advances the PI's own program of research, and the PI is the prime mover in the design and oversight of the knowledge-creation and dissemination process(es);
- The PI is largely free to discuss the work with colleagues, and to publish their findings and the interpretations of them – although sometimes in consultation with the funder;
- The funds cannot be retracted as a function of research performance;
- Equipment purchased belongs to the university upon completion of the research;
- There is no direct or indirect remuneration to the principal investigator or co-investigators;
- The PI and/or the university will usually own the intellectual property arising from the project, although they may choose to share this with the funder or other project collaborators;
- Payment to the university is made in advance of expenditures or in regular instalments;
- The university retains the right to use the research results in the theses and dissertations of students;
- —
- Research trainees may often be involved to a considerable degree.

~~Financial support for research carried out under the terms of a general agreement between the granting agency and the university, without any formal detailed stipulations as to the exact directions, procedures and deliverables of the research. The investigator is entirely free to discuss the work with colleagues, and to publish his/her findings and the interpretations of them. Expectations for receipt of a research grant are: i) the funds cannot be retracted as a function of research performance, ii) equipment purchased belongs to the university upon completion of the research, iii) there is no direct or indirect remuneration to the principal investigator or co-investigators, iv) investigator(s) and/or the university own the intellectual property arising from the project, v) payment to the university is made in advance of expenditures or in regular installments, vi) the university retains the right to use the research results in the theses and dissertations of students. Although some funding agencies or the private sector may provide support for all research using the terminology, "research contract", this financial support will be considered a research grant as long as the terms of the research support meet the criteria described above~~

Research Service Contracts/Agreements:

While there will be differences between individual situations, in general, contracts will share some or all of the following characteristics:

- The deliverables, scope and nature of the research is specifically defined in whole or in large part by the funder;
- The time period for the conduct of the research and/or the audience for findings and deliverables is wholly or in large part defined by the funder;
- The funder restricts or strictly defines the permissible publication of findings, ownership of the IP, or the use of findings and resulting analysis in teaching;
- Each stage of payments may be reviewable on the basis of ongoing funder approval, or the publication of findings may require the agreement of the funder after they have reviewed the results of the research;
- May involve direct financial remuneration to the researcher as a consultant or in other retained or advisory role;
- The use of research findings or outputs in teaching, theses and dissertations may be restricted.

~~Financial support for research carried out under the terms of a written agreement specific to each project that outlines specific stipulations as to the exact directions, procedures and deliverables of the research. The stipulations and conditions may include limitations on the communication of research results, ownership of intellectual property, patent and publication rights, licensing arrangements, time period for activity, student participation, confidentiality, and terms for termination of the agreement. The expectations described for receipt of a research grant (see above) do not apply to a research contract and are subject to negotiation. Investigators receiving financial remuneration for contract research will be subject to the terms of the TUFA collective agreement related to part-time professional activities and remuneration will be reported by the university as consulting income.~~

Submission of Requests for Research Support:

All research agreements – contracts, grant applications, memos of understanding, or similar arrangements – must be made through the Office of Research and Innovation. Legally, such agreements can only be signed by an ‘officer of the board’ (President, Vice-President or designate) and it is a requirement of that process that the ORI should be given sufficient time to meaningfully assess and, where necessary, renegotiate the terms of any such agreement.

~~All requests for research support must be submitted through the Office of Research and Innovation. Legally, the request must bear the signature of the Vice-President of Research and Innovation (or designate), and/or an officer of the Board (ie. President or Vice-President). The Office of Research and Innovation reserves the right to negotiate the terms of the grant/contract and the overhead charges. Investigators are expected to provide sufficient time for these negotiations in advance of submission deadlines.~~

Overhead Charges/Indirect Costs

Unless the university has a prior written agreement with a funding agency or a contractor, all research funding agreements must include an indirect costs component, except in cases where:

- Funding comes from a federal tri-council (i.e. NSERC, SSHRC, CIHR) grant program that generates financial support to the university from the federal Research Support Fund (RSF) program;
- Funding is used only to provide direct financial support for a research trainee (for example a stipend or research scholarship for a Highly Qualified Personnel, including but not limited to undergraduate or graduate students, and post-doctoral fellowships);
- Situations where the funder stipulates a maximum overhead charge, in which circumstance the maximum allowable should usually be sought;
- ~~By prior agreement with the Vice-President Research and Innovation.~~

In all other cases, indirect costs will usually be calculated at a rate of 25% of direct costs for research grants/contracts, and 40% of direct costs for research contracts/agreements.

Distribution of Funding for Indirect Costs/Overheads

Revenues from overhead charges for research grants and contracts will be distributed on the following basis:

- 50% to the Office of Research and Innovation (for institutional distribution)
- 40% to the Principal Investigator or recognized Research Centre (where applicable),
- 10% to an institutionally-recognized, student-facing research organization (see policy on research organizations) and/or an academic unit. This latter 10% will be apportioned at the discretion of the Principal Investigator.

The Office of Research and Innovation will provide an annual report to the Research Policy Committee and Senate on the use of overhead revenues/indirect costs. The Research Policy Committee will provide guidance on the institutional priorities for use of overhead revenues.

~~applications for all research support must include a request for overhead, except in cases where: i) funding comes from a federal tri-council (i.e. NSERC, SSHRC, CIHR) grant program that generates financial support to the university from the federal Research Support Fund (RSF) program, ii) funding comes from a registered foundation or charitable organization, iii) funding is used only to provide direct financial support for a graduate student (i.e. graduate research stipend).~~

~~In all other cases, overhead will be charged at a rate of a minimum of 25% for research grants and a minimum of 40% for research contracts.~~

Points of Negotiation: Non-Financial Contributions

The University may consider in-kind, non-financial contributions instead of cash in certain circumstances.

These could include, but would not be limited to, providing a valuable piece of equipment for use on the research project, which would normally be a permanent donation to the university after the duration of the project; providing services that would otherwise be paid for via indirect costs or access to equipment from within their own organization that relieves the university of a cost in relation to the project in question, or offers an additional and comparable benefit such as support in commercializing a resulting product or allowing student access to equipment for educational purposes; an agreement to return to the university a share of revenue generated from the commercialization of research.

~~Overhead charges may be modified in cases where a granting agency or contractor contributes to reducing the overhead costs to the university, pledges to provide a valuable piece of equipment for use on a research project and/or as a permanent donation to the university, agrees to contribute to the costs of commercialization of intellectual property, or agrees to return revenue from commercialization to the university.~~

- Allocation of Overhead:

~~Revenues from overhead charges for research grants and contracts will be distributed on the basis of 50% to the Office of Research and Innovation (for institutional distribution), 40% to the Principal Investigator, and 10% to an institutionally recognized research organization (see policy on research organizations) and/or an academic unit. The latter 10% will be distributed at the discretion of the Principal Investigator.~~

~~The Office of Research and Innovation will provide an annual report to the Research Policy Committee and Senate on the use of overhead revenues. The Research Policy Committee will provide guidance on the institutional priorities for use of overhead revenues.~~

Contact Officer:

- Senior Director, ~~Office of~~ Research and Innovation

Date for Next Review

- March 2029

Related Policies, Procedures & Guidelines

- External Research Activities Policy
- External Research Activities Procedure
- Contract Research Policy
- Commercialization of Research Policy
- Funded Research Agreements Policy
- Research Organizations at Trent - Policy
 - a) ~~External Research Activities Policy~~
 - b) ~~External Research Activities Procedure~~
 - c) a) Contract Research Policy

Indirect Costs Policy

Formally known as the Policy on Overhead Charges for Research

Category: Research Policy

Approval: Senate and Board of Governors

Responsibility: Office of Research and Innovation

Date of Last Approval: September 2004

Date of Current Review: March 2024

Preamble

This policy applies to all research grants and contracts entered into by Trent University. The purpose of this policy is to ensure that the professional, operational, and physical infrastructure that supports research at the university is appropriately funded for the institution's current and future needs.

Indirect costs of research are those expenses that are incurred during research activities but are not directly attributed with a particular research project. These costs include the cost of utilities in areas designated as research spaces, an appropriate share of staffing costs associated with finance, personnel and maintenance, as well as the costs associated with managing the legal, financial, and operational aspects of securing and managing research income.

Definitions

The following definitions are intended as a guide to the terms used in this document. Inevitably, there will be situations which do not align with one distinction or another. Guidance in these cases is available from the Office of Research and Innovation (ORI).

Direct costs: Costs of a research project which are directly related to conducting the research, including the salaries and benefits for research personnel, materials and supplies, travel, equipment and facilities purchased or rented during the lifecycle of the project, and the direct costs of dissemination and knowledge transfer such as printing, project web development, publication fees, room and equipment hire for events, etc.

Indirect costs: Costs that cannot be directly associated with an individual research product, function or activity, but which are required in order for the research to take place. Examples may include the maintenance of university spaces, infrastructure, and equipment; the salary costs of professional services staff in payroll, finance, HR, communications, and research administration; ORI costs associated with securing and managing the grant, and other applications whether successful or not, and an appropriate share of subscription and library costs.

Research Grants/Contracts: While there will be differences between individual situations, in general, research grants and contracts will share some or all of the following characteristics:

- The work primarily advances the PI's own program of research, and the PI is the prime mover in the design and oversight of the knowledge-creation and dissemination process(es);

- The PI is largely free to discuss the work with colleagues, and to publish their findings and the interpretations of them – although sometimes in consultation with the funder;
- The funds cannot be retracted as a function of research performance;
- Equipment purchased belongs to the university upon completion of the research;
- There is no direct or indirect remuneration to the principal investigator or co-investigators;
- The PI and/or the university will usually own the intellectual property arising from the project, although they may choose to share this with the funder or other project collaborators;
- Payment to the university is made in advance of expenditures or in regular instalments;
- The university retains the right to use the research results in the theses and dissertations of students;
- Research trainees may often be involved to a considerable degree.

Research Service Contracts/Agreements: While there will be differences between individual situations, in general, research service contracts and agreements will share some or all of the following characteristics:

- The deliverables, scope and nature of the research is specifically defined in whole or in large part by the funder;
- The time period for the conduct of the research and/or the audience for findings and deliverables is wholly or in large part defined by the funder;
- The funder restricts or strictly defines the permissible publication of findings, ownership of the IP, or the use of findings and resulting analysis in teaching;
- Each stage of payments may be reviewable on the basis of ongoing funder approval, or the publication of findings may require the agreement of the funder after they have reviewed the results of the research;
- May involve direct financial remuneration to the researcher as a consultant or in other retained or advisory role;
- The use of research findings or outputs in teaching, theses and dissertations may be restricted.

Submission of Requests for Research Support

All research agreements – contracts, grant applications, memos of understanding, or similar arrangements – must be made through the Office of Research and Innovation. Legally, such agreements can only be signed by an ‘officer of the board’ (President, Vice-President or designate) and it is a requirement of that process that the ORI should be given sufficient time to meaningfully assess and, where necessary, renegotiate the terms of any such agreement.

Indirect Costs

Unless the university has a prior written agreement with a funding agency or a contractor, all research funding agreements must include an indirect costs component, except in cases where:

- Funding comes from a federal tri-council (i.e. NSERC, SSHRC, CIHR) grant program that generates financial support to the university from the federal Research Support Fund (RSF) program;

- Funding is used only to provide direct financial support for a research trainee (for example a stipend or research scholarship for a Highly Qualified Personnel, including, but not limited to undergraduate or graduate students, and post-doctoral fellowships);
- Situations where the funder stipulates a maximum overhead charge, in which circumstance the maximum allowable should usually be sought.

In all other cases, indirect costs will usually be calculated at a rate of 25% of direct costs for research grants/contracts, and 40% of direct costs for research service contracts/agreements.

Distribution of Funding for Indirect Costs

Revenues from overhead charges for research grants and contracts will be distributed on the following basis:

- 50% to the Office of Research and Innovation (for institutional distribution)
- 40% to the Principal Investigator or recognized Research Centre (where applicable),
- 10% to an institutionally recognized, student-facing research organization (see Policy on Research Organizations) and/or an academic unit. This latter 10% will be apportioned at the discretion of the Principal Investigator.

The Office of Research and Innovation will provide an annual report to the Research Policy Committee and Senate on indirect costs. The Research Policy Committee will provide guidance on the institutional priorities for use of overhead revenues.

Non-Financial Contributions

The University may consider in-kind, non-financial contributions instead of cash in certain circumstances. These could include, but would not be limited to, providing a valuable piece of equipment for use on the research project, which would normally be a permanent donation to the university after the duration of the project; providing services that would otherwise be paid for via indirect costs or access to equipment from within their own organization that relieves the university of a cost in relation to the project in question, or offers an additional and comparable benefit such as support in commercializing a resulting product or allowing student access to equipment for educational purposes; an agreement to return to the university a share of revenue generated from the commercialization of research.

Contact Officer:

- Senior Director, Research and Innovation

Date for Next Review

- March 2029

Related Policies, Procedures & Guidelines

- External Research Activities Policy
- External Research Activities Procedure
- Contract Research Policy
- Commercialization of Research Policy
- Funded Research Agreements Policy
- Research Organizations at Trent- Policy



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Cathy Bruce - Vice-President, Research and Innovation

Subject: Research Centre Proposal – Molecules, Cells & Systems Group

Motion for Consideration (if applicable):

That the Board of Governors approve the proposal that the Molecules, Cells & Systems Group be designated as a Research Centre.

Executive Summary:

Research is central to Trent University's mission. The University has recognized the integral role that Research Organizations play in advancing this mission and in attracting and retaining leading researchers to Trent University.

The Policy on Research Organizations states that the creation of new Research Centres requires approval by both Senate (academic implications) and the Board of Governors (financial implications).

As noted in the attached proposal, the Trent Centre for Molecules, Cells & Systems Research Group has operated as a research group since January 2019. The group has membership from faculty across multiple departments and is now seeking to reclassify as a research centre.

Analysis/Alternatives Considered:

A preliminary proposal was submitted to the Research Policy Committee for a thorough evaluation.

Following the initial review a final proposal was prepared by the group to address any comments or areas of concern from the Research Policy Committee during the review process.

The final proposal was prepared and submitted on behalf of the Research Policy Committee to Senate for academic considerations and then to the Board of Governors for considerations of financial implications of the final proposal.

Financial Implications:

In the past the group has hosted an annual symposium to profile its members' research programs. These have been funded with small grants (\$500 and \$1500) from the Office of Research and Innovation and the School of Graduate Studies, but the expectation is that in future years the Centre will fund these events through donations and grant opportunities. The Centre will not require space or funding for its operations.

Enterprise Risk Assessment:

Research organizations aid in attracting and retaining leading researchers.

Next Steps:

Once approved, the centre will be promulgated with relevant University stakeholders.

Alignment with Mission, Vision, Values, Strategic Plan:

Research Organizations play an integral role in advancing Trent University's mission to encourage and celebrate excellence and innovation in research, while attracting and retaining leading researchers.

Consultation:

Trent University Research Policy Committee
Trent University Senate Executive Committee
Trent University Faculty Board Committee
Senate Approval

Compliance with Policy/Legislation:

Policy on Research Organizations

Committee/Board Mandate:

Trent Act – "...the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve the objects and purposes of the University..."

Supporting Reference Materials (attached):

Molecules, Cells & Systems Research Centre Proposal

Trent University Research Centre Proposal

Trent Centre for Molecules, Cells & Systems Research

1. The Molecules to Systems Approach

The life sciences are a broad grouping of disciplines that study organisms across the tree of life. All organisms, whether unicellular (e.g., bacteria) or multicellular (e.g., plants, animals; including humans), require fundamental molecular building blocks. These building blocks facilitate the formation of a cell, which associates with other cells to form systems within a multicellular organism. Through evolution, organisms have become more complex, facilitated by the formation of specialized interdependent molecular and cellular systems. The Molecules to Systems Approach seeks to understand the mechanisms underlying each stage of this biological hierarchy.

2. The Vision

Trent University has a wealth of expertise in various disciplines within the life sciences including cell biology, molecular biology, biochemistry, microbiology, developmental biology, physiology, psychology, and neuroscience. To exploit this competitive advantage, the Molecules, Cells & Systems (MCS) Research Group was formed in 2019 to bring together researchers from the Departments of Biology, Chemistry, Forensic Science, Kinesiology, and Psychology to collaborate and apply the Molecules to Systems Approach in their research.

More information about the MCS Research Group can be found on the Group's website: mcstrent.ca

3. Rationale for Forming a Trent Centre for Molecules, Cells & Systems Research

In April 2023, the MCS Research Group hosted their 1st Annual Research Symposium to celebrate faculty, graduate, and undergraduate research during the 2022-2023 academic year (<https://www.trentu.ca/news/story/36683>). The event featured two keynote speakers, Dr. Ina Anreiter from the University of Toronto Scarborough and Dr. Craig Brunetti from Trent University, as well as 21 talks given by graduate (15) and undergraduate (6) students from Trent University. Faculty from the following departments participated in the Symposium: Biology, Chemistry, Forensic Science, Psychology, and Kinesiology. Graduate student speakers were from the Environmental & Life Sciences graduate program and the Department of Psychology. Prizes for Best Talk were awarded to two graduate students and one undergraduate student. The Group intends on running an annual symposium in future years and would like to increase our presence on campus by elevating our status to a Research Centre at Trent University.

The benefits of forming a Trent Centre for MCS Research include:

- Increasing the visibility of molecules, cells, and systems research at Trent University
- Highlighting molecules, cells, and systems research at Trent University as an institutional strength to the Canadian and international science communities, as well as funding agencies
- Increasing the visibility of Trent University to donors and/or private corporations
- Supporting the recruitment of graduate students and new faculty
- Supporting the collaboration of faculty on large-scale grant applications (e.g., CFI)
- Facilitating internal and external research collaborations, strengthening grant applications
- Enhancing the experiences of graduate and undergraduate students
- Providing graduate students in the life sciences with a group they can identify with
- Facilitating the formation of graduate student committees
- Creating a central repository of sharable equipment and technical expertise
- Increasing cooperation and collaboration among departments

4. Current Membership of the Molecules, Cells & Systems Research Group

The MCS Research Group is currently comprised of 17 faculty members representing the Departments of Biology, Chemistry, Forensic Science, Kinesiology, and Psychology (Table 1). Membership is open to Trent University faculty, adjunct faculty, staff, postdoctoral fellows, graduate students, and community members who have a primary research interest in areas such as cell biology, molecular biology, biochemistry, microbiology, developmental biology, physiology, psychology, and neuroscience. Active participation is expected from all members of the Group and assessed on an annual basis through participation in at least one of the Group's activities.

Table 1. List of current faculty members in the Molecules, Cells & Systems Research Group

		Department	Research Area	Organism
Holly Bates	Assistant Professor	Biology	Obesity and diabetes	Rodent
Ingrid Brenner	Associate Professor	Kinesiology	Exercise physiology and cardiovascular health	Rodent, Human
Liana Brown	Associate Professor	Psychology	Sensory and motor function	Human
Craig Brunetti	Professor	Biology	Molecular virology, viral pathogenesis	Virus, Amphibian, Human cells
Neil Emery	Professor	Biology	Plant physiology	Plants, Fungi, Human cells
Neil Fournier	Associate Professor	Psychology	Brain plasticity, epilepsy, neurogenesis, mood disorders	Rodent, Human cells

Kirk Hillsley	Assistant Professor	Biology	Microbiota, gut-brain axis	Rodent
Robert Huber	Associate Professor	Biology	Cell and molecular biology, neurodegeneration, signal transduction	<i>Dictyostelium</i>
Carolyn Kapron	Professor Emeritus	Biology	Cell and developmental biology, toxicology, signal transduction	Rodent, Zebrafish
Leslie Kerr	Associate Professor	Biology	Behavioural neuroscience	Amphibians
Hugo Lehmann	Associate Professor	Psychology	Neurobiology of learning and memory, anxiety, neurogenesis	Rodent
Sanela Martic	Associate Professor	Forensic Science	Biomolecules, toxicology	<i>In vitro</i>
Steve Rafferty	Professor	Chemistry	Protein biochemistry	Giardia
Barry Saville	Associate Professor	Forensic Science	Fungal molecular biology, transcriptome analysis	<i>Ustilago, Euglena</i>
Stephanie Tobin	Assistant Professor	Biology	Muscle cell function and aging	Rodent, Human cells
Sarah West	Associate Professor	Kinesiology	Exercise physiology, bone health imaging, biochemical markers	Human
Janet Yee	Professor	Biology	Molecular biology and biochemistry	Giardia

5. Proposed Trent Centre for Molecules, Cells & Systems Research

5.1. Management and Governance

In 2019, members of the MCS Research Group elected Dr. Robert Huber and Dr. Carolyn Kapron to serve as Co-Directors of the Group. Due to Dr. Kapron's retirement in 2022, Dr. Huber is now serving as interim Director and is willing to remain Co-Director until 2028. The membership is currently in the process of electing a new Co-Director to serve alongside Dr. Huber. The Group is aware that Centre Directors usually have an academic appointment and are appointed by the Vice-President, Office of Research & Innovation on a recommendation from the Centre's membership. Should this proposal to form the Trent Centre for MCS Research be successful, then members of the Centre will meet to discuss the recommendation of the current Co-Directors to serve as Centre Co-Directors.

The MCS Research Group encourages collegial participation from all its members and this expectation would remain in the Trent Centre for MCS Research. Currently, the Director/Co-Directors chair Group meetings, which occur at least once per academic term. They also act as the primary contacts for the Group and are responsible for establishing contact with other

members via email. In addition, the Director/Co-Directors are responsible for generating meeting agendas, which often comprise specific objectives (e.g., brainstorming collaborations, equipment requests, etc.) and organizing our annual research symposium. These responsibilities for the Director/Co-Directors would remain in the Trent Centre for MCS Research. In addition, the Director/Co-Directors would welcome an arrangement with the University that reduces their teaching load to allow them to fulfill their obligations to the Centre, especially if releases are currently provided to Directors of existing Research Centres.

If approved, the Trent Centre for MCS Research will form a Management Committee comprised of the Director, at least one additional Centre member from Category 1 (see below; not required if the Centre is managed by two Co-Directors), one graduate student/postdoctoral fellow from Category 3 (see below), and a Communications Manager from Categories 1-3 (see below; graduate students are exempt from serving as Communications Manager), who will promote the Centre's initiatives and activities through online platforms such as Facebook and Twitter, as well as liaise with local media. The Management Committee will meet at minimum once per academic term, in advance of regular Centre meetings.

Motions may be brought forward and voted on at Centre meetings by any member from Categories 1 and 2 (see below) or by any member of the Centre's Management Committee. There is no provision for proxy votes. Voting may be carried out either in-person during one of the Centre's meetings, or online, at the discretion of the Director/Co-Directors. Motions are carried by 50% plus 1 of those in attendance at an in-person meeting or who participate in an online vote.

5.2. Membership, Voting, and Future Recruitment

There will be four categories of membership in the Trent Centre for MCS Research: 1) Current or Emeritus/Emerita Trent University faculty (tenured or tenure-track); 2) Faculty with limited-term appointments (LTAs); 3) Trent University staff, graduate students, and postdoctoral fellows; and 4) Adjunct faculty and community members.

All positions on the Management Committee will be filled through a nomination and voting process among members of Categories 1 and 2. An exception to this policy will be the graduate student/postdoctoral fellow on the Management Committee, who will be nominated and voted on by members in Category 3 (see above). All positions will be determined by majority vote. Efforts will be made to ensure the election of individuals adheres to principles of equity, diversity, and inclusion. All appointments will be for 5 years and will begin on July 1, except in the case of graduate students, postdoctoral fellows, and LTAs on the Management Committee since their positions at the University are typically time limited and they may not be able to serve a full 5-year term.

Individuals interested in joining the Centre will be nominated by a member from Categories 1 or 2 and will be asked to submit an application package that includes a letter of nomination, a 1-page statement of interest, and an updated CV. Applications will be considered and voted on

when needed during one of the Centre's term meetings (Fall, Winter, Spring). In all cases, applications will be evaluated based on the alignment of the applicant's research interests with the interests of the Trent Centre for MCS Research.

5.3. Mentorship

One important part of sustaining the activities of the Trent Centre for MCS Research will be establishing an internal program for mentorship of faculty, postdoctoral fellows, and graduate students. Although informal mentoring has occurred sporadically within the MCS Research Group, it has been shown that establishing a formal mentoring program for researchers at all career stages has been associated with improved job satisfaction, reduced faculty/personnel turnover, increased commitment, and greater productivity (Law et al., *Am J Pharm Educ*, 2014). In the Trent Centre for MCS Research, senior faculty members will provide mentorship to early and mid-career stage faculty as they progress through the ranks of Assistant and Associate Professor. Postdoctoral fellows will be partnered with faculty who can provide advice and guidance on a range of topics such as navigating the academic job search and generating their own independent research program. Finally, graduate students will be partnered with (1) postdoctoral fellows who can provide insight into their experiences post-graduate school, and (2) early career stage faculty, who can answer questions related to their experiences as a postdoctoral fellow and their transition into academia. The Centre also intends on holding an annual mentorship seminar to facilitate mentoring opportunities and discuss mentoring strategies. In addition to these intra-Centre opportunities, the Centre will assist graduate students in connecting with Trent Careerspace and Alumni services, so that they can explore careers outside of academia.

5.4. Knowledge Mobilization

The Trent Centre for MCS Research will encourage the creation of novel, collaborative research projects. It is anticipated that research collaborations among Centre members, as well as those internal and external to Trent University, will facilitate knowledge mobilization by disseminating research results among academic, industry, and non-academic audiences. As the Centre grows, the promotion of research programs within the Centre will aid in developing the objectives, policies, and practices of the Centre to help expand its reach, build on its vision, and sustain its activities. The main vehicle for knowledge mobilization will be the Centre's annual research symposium. However, the Centre will encourage its members to continue to publish their collaborative work in scientific journals (see the *Publications* page on the MCS Research Group website: mcstrent.ca) and present at scientific conferences. In addition, the Centre will continue to reach out to internal and external media outlets to promote new research initiatives and successes (e.g., <https://www.trentu.ca/news/story/36683>). Finally, the Centre will explore opportunities to host regional events such as the Annual Ontario Cell Biology Symposium (see www.ontariocellbiology.com for more information).

5.5. Financing and Support

Most current members of the MCS Research Group run their own externally funded research program comprised of research personnel (postdoctoral fellows, research scientists, technicians, and research assistants) and student researchers (graduate and undergraduate) in a designated lab space on campus. As a result, there is no current need to hire additional staff, purchase equipment/infrastructure, or acquire space to support the Trent Centre for MCS Research. Future needs for equipment/infrastructure will be addressed through collaborative team applications to the Canada Foundation for Innovation and the NSERC Research Tools and Instruments program. Overall, we envision that the Trent Centre for MCS Research will be self-supporting entity that will not require any financial investment from Trent University to maintain its operations.

The Trent Centre for MCS Research intends on hosting an annual research symposium each Spring to showcase recent findings from its members' research programs. In Spring 2023, the MCS Research Group ran a symposium using funds provided by the Office of Research and Innovation (Vice President Research Strategic Initiatives Fund, \$1500) and the School of Graduate Studies (\$500). In Spring 2024, the Group will host their second annual symposium using funds received from the Office of Research and Innovation (Knowledge Mobilization Grant, \$2000). In future years, the Centre intends on seeking donations from external vendors that have established strong relationships with faculty members of the MCS Research Group (e.g., Fisher Scientific Company, VWR International, New England Biolabs), as well as scientific societies (e.g., Canadian Society for Molecular Biosciences). Based on the current size of Group and its potential growth over the next 5 years, the Trent Centre for MCS Research anticipates requiring \$4,000 annually to host the annual research symposium (see detailed budget below). Any issues revolving around event financing will be addressed by the Centre's Management Committee who will explore other avenues for funding (e.g., private donations). Importantly, as noted above, since most members of the MCS Research Group hold external funding from the Tri-agency, we do not foresee the Centre requiring any future financial investment from Trent University to maintain its operations nor do we expect any financial issues to compromise the existence of the Centre.

Travel costs for two external keynote speakers	\$2,500
Catering for two coffee breaks and lunch	\$1,000
Awards for Best Student Talks (1 undergraduate and 2 graduate)	\$300
Program printing and rental of space in Trent University Student Centre	\$200
Total	\$4,000



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Valentine Lovekin, Vice-Chair - Nominating & Governance Committee

Brenda Blackburn, University Secretary

Subject: Special Resolution IV.1 – Meetings of the Board of Governors

Motion for Consideration (if applicable):

That the Board of Governors approve revisions to Special Resolution IV.1 – Meetings of the Board of Governors, as presented.

Executive Summary:

At the September 28, 2023 meeting of the Nominating and Governance Committee, the Committee requested that the Board's Special Resolutions be reviewed on a cyclical basis. Following this request, the Secretariat drafted a review schedule for the policies, which identified Special Resolution IV.1 – Meetings of the Board of Governors for review this year.

Changes included, updating the location of public materials, ensuring the policy was in line with the updated Board by-laws, the process for communicating with the Board, an update reflecting the move to hybrid/electronic meetings, and a housekeeping change.

Analysis/Alternatives Considered:

Location of Public Materials

During the COVID pandemic, Board packages stopped being posted in the library at both campuses. Once restrictions were lifted and people started returning to campus, we found that the original locations for posting the packages no longer existed. Library staff also informed us that they never saw them accessed. With the packages being posted online they are accessible to all members of the community at all times.

Notice re: By-Law Changes

With the introduction of the Ontario Not-for-Profit Corporations Act (ONCA) the Board is now required to be provided with the substance of any proposed by-law change or amendment at least 10 days before the meeting. As such, it is recommended that this

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requirement be added under “Meeting Materials” to be included with information on deadlines for packages.

Communicating with the Board

The wording was updated to reflect the current practice of any communication being provided to the Board Chair for consideration, which is consistent with other universities.

Guests at Board Meetings

This section was updated to reflect the introduction of virtual/hybrid meetings and the process for admitting observers whether in person or online.

Financial Implications:

None

Enterprise Risk Assessment:

Board policies and processes should be reviewed on a regular basis to ensure compliance and consistency.

Next Steps:

Following Board approval, the updated special resolution will be posted on the University’s policy library, and updated in the Board handbook.

Alignment with Mission, Vision, Values, Strategic Plan:

The Board is governed by the by-laws and special resolutions.

Consultation:

Canadian University Boards Association

Council of Ontario University Secretaries

Compliance with Policy/Legislation:

Special Resolution I.3 – Nominating & Governance Committee Terms of Reference

Committee/Board Mandate:

The Nominating & Governance Committee’s terms of reference states that the 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.”

Supporting Reference Materials (attached):

Draft revisions to Special Resolution IV.1 with tracked changes.



Board Special Resolution IV.1:

Meetings of the Board of Governors

Category: Board of Governors

Approval: Board of Governors

Responsibility: University Secretary

Date: June 15, 2018; Date of Last Revision: TBC

1.0 General Guidelines for Meetings:

- a) Meetings of the Board of Governors, and of the Executive Committee acting on behalf of the Board, shall be open to the public except during a closed session so designated for the consideration of confidential business concerning personnel, finance, acquisition or disposal of real property, contracts, legal matters, or other confidential business of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Any Board agenda which deviates from these stipulations will require the approval of the Board at the outset of the meeting in question. Refer also to Appendix A – Consent Agenda Protocol, and Appendix B – In Camera Meetings Protocol, attached.
- b) Members of the Board shall observe the strictly confidential nature of the business dealt with in closed session and it shall be their responsibility to ensure that such information is not divulged to unauthorized persons.
- c) Meetings of the operating committees of the Board of Governors will normally be held in camera. Unless stipulated otherwise in a committee's terms of reference, any member of the Board may attend any meeting of a Board committee as an observer.
- d) Notice of meetings of the Board of Governors, agendas and minutes of open sessions shall be posted ~~in a prominent location at each of the University's campuses, and on an~~ appropriate electronic sites accessible to the public.

2.0 Location of Meetings:

As a general practice, meetings of the Board of Governors are held in the A.J.M. Smith Room, Bata Library.

3.0 Agenda Setting:

The Board Chair (or Committee Chair where applicable), the President and the Secretary are jointly responsible for generating agendas for meetings of the Board of Governors and its committees.

4.0 Meeting Materials

- a) To the extent possible, meeting materials will be circulated in advance of any meetings of the Board of Governors and its committees, to ensure that members receive material in such form and time as to allow them an appropriate opportunity to read and reflect on issues they are asked to consider.
- ~~b)~~ Members of the Board shall be provided with notice of the substance of any proposed by-law change or amendment at least ten days before the meeting.
- ~~b)c)~~ _____ Members of the Board should normally be given a minimum of seven days to consider matters about which decisions are needed.
- ~~e)d)~~ _____ Agendas and materials that relate to matters about which a committee or the Board is expected to make a recommendation or decision normally should reach members seven days in advance of the date of the meeting. The Secretary will provide the administration with a schedule of dates by which material must be sent from the Secretariat to achieve this objective.
- ~~e)e)~~ _____ Proposals coming forward to the Board should be accompanied by an executive summary that provides context and explains why the matter is being brought forward and what outcome is expected.
- ~~e)f)~~ Consideration of material (and issues) not presented to the Board and committees in this way will be deferred to the next meeting unless the Chair of the Board or the chair of a committee agrees in advance with the President that an exception should be made.

5.0 Communication with, and Material for, the Board:

The Board welcomes input from the Trent community and the public. Those wishing to communicate with the Board are invited to do so in writing (mail or email) c/o the Board Secretary who forwards material to the Board Chair for consideration. ~~Material to be distributed at a meeting of the Board should be received by the Secretary no less than 48 hours before the meeting.~~

6.0 Guests at Board Meetings:

6.1 Observers:

- a) Observers are welcome to attend open session meetings of the Board. ~~Seating Attendance~~ for observers is limited by the fire code or electronic meeting room capacity with ~~and~~ observers ~~are~~ admitted on a first come, first served basis.
- b) Observers may not address or participate in the meeting (except as provided under 6.2 - Addressing the Board). Observers are expected to behave with decorum and not to disturb the conduct of the meeting.
- c) Cameras and other Recording Devices: Audio-recording, videotaping and filming open sessions of the Board of Governors is allowed provided those wishing to do so communicate in advance with the University's ~~Associate~~ Vice-President of Marketing and Recruitment Communications and Enrolment who will make appropriate arrangements consonant with the effective conduct of the meeting.

6.2 Addressing the Board (Deputations):

Matters come to the Board only through its committees, members and the administration of the University; however, members of the public and the University community may request an opportunity to address an item that is already on the agenda of an open Board meeting, as follows.

- a) Written notice (mail or email) to be provided to the University Secretary not later than 48 hours before the meeting.
- b) Requests from individuals or organizations who have previously addressed the Board on a topic shall not be approved unless they can demonstrate that they have substantially new information to present;
- c) The Chair of the Board will determine which speakers it will be possible to recognize at an open meeting and will determine the length of time allotted for presentations. Those wishing to address the Board will be notified of the Chair's decision before the meeting.
- d) If a request to address the Board is approved, all presentation materials must be submitted to the University Secretary not later than 24 hours before the meeting.
- e) All deputations will be received by the Board for information, with no debate.

As a general practice, a request to address the Board on a topic that is not already on the Board open meeting agenda will not be entertained. The Board Chair may refer such a request for deputation to the relevant Board committee for consideration, subject to the Committee Chair's approval. All other procedures as set out in (a) through (e) above shall apply.

6.3 Disruption of a Meeting:

Anyone who interrupts or disrupts a meeting of the Board of Governors will be asked to desist. If the disruptive activity continues, the meeting will be adjourned and the Executive Committee of the Board will reconvene as soon as possible in another location to carry out necessary business. Individuals who disrupt a meeting of the Board will not be admitted to the gallery at future open meetings.

7.0 Procedures for calling additional meetings:

Annually, the Board of Governors establishes a set schedule of meeting dates for the Board and its Committees for the orderly consideration of the business of Trent University. From time to time, circumstances may arise requiring the moving of a set meeting date or the establishment of additional meetings for the consideration of matters outside of the Annual Meeting Schedule. The following procedure shall be followed prior to the scheduling of meeting dates, beyond those established in the Annual Meeting Schedule, to ensure sufficient notice to permit member participation and timely review of supporting materials.

Prior to scheduling a meeting of a committee of the Board outside of the Annual Meeting Schedule:

- a) the President, or a Vice-President with the approval of the President, shall advise the Secretary of the Board that a matter requires the consideration of the Board or a committee on a date not established in the Annual Meeting Schedule;
- b) prior to attempting to schedule the meeting, the Secretary shall obtain the consent of the Board Chair (or Committee Chair where applicable);
- c) subject to the consent of the Chair, the Secretary will canvass members for availability and thereafter communicate the location, date and time for the meeting by electronic notice in accordance with general practice, as soon as possible;
- d) to the extent possible, the process for dissemination of meeting materials (s.4.0), shall be followed.

Contact Officer:

University Secretary

Date for Next Review:

~~March 1, 2024~~ TBC

Appendix A

BOARD OF GOVERNORS

CONSENT AGENDA PROTOCOL

Purpose of a Consent Agenda

A consent agenda is an organizational tool aimed at improving governance and decision-making. It allows the Board of Governors (and/or its committees) to maximize meeting time for deliberations on substantive issues, emerging opportunities and planning.

What is a Consent Agenda?

A consent agenda is a group of items that is voted on by the Board, without discussion, as a package. Use of a consent agenda allows the Board to differentiate between routine and non-controversial matters and more complex issues needing examination and discussion.

Who sets the Consent Agenda?

Pursuant to Special Resolution IV.1, the Board Chair, the President, and the University Secretary are jointly responsible for generating agendas for meetings of the Board of Governors.

What belongs on a Consent Agenda?

Items that are suitable for placement on the consent agenda are identified in consultation with Committee Chairs and senior administration.

Items for the consent agenda should be:

- self-explanatory or for information only;
- routine or non-controversial business;
- procedural matters;
- decision items that require formal Board approval, but where there is no need for or additional value to be gained by engaging the Board in discussion about the item;
- supported by documentation that enables Board members to make informed decisions.

Examples of items commonly found on the consent agenda include (but are not limited to):

- minutes of previous meetings;
- confirmation of a decision that has been discussed previously;
- committee reports for information, and recommendations for Board approval to the extent that they do not need discussion and are supported by written materials (e.g. committee appointments, Committee Chair approvals);
- Board endorsement/ratification of Executive Committee decisions that are straightforward, routine or that were expressly delegated;

- informational materials, reports and documents that do not require any action;
- minor changes in procedure;
- routine revisions of policy;
- confirmation of conventional actions that are required in the by-laws (e.g. signatory authority for a bank account);
- updated organizational documents.

What is inappropriate for the Consent Agenda?

The consent agenda is not to be used to frustrate discussion or disguise important issues. Examples of items that are inappropriate for the consent agenda include (but are not limited to):

- approval of budget and audited financial statements;
- reports that raise questions or need emphasis, explanation or discussion to ensure understanding and due diligence by the Board;
- items that have policy/financial implications that are not addressed in the supporting documentation;
- items where Board endorsement/ratification of Executive Committee decisions have broader implications, raise significant issues, or require further Board discussion and deliberation.

What is the protocol for Board Review and Approval of the Consent Agenda?

The use of a consent agenda imposes different expectations on all parties, and places more responsibility on Board members and senior administration to prepare prior to the meeting.

The protocol for successful use of the consent agenda is:

1. Distribute materials in advance. Pursuant to Special Resolution IV.4, the University Secretariat is responsible for ensuring that meeting agendas and supporting materials are available in such form and time (normally a minimum of seven days in advance of the meeting) to allow Board members an appropriate opportunity to read and reflect on issues they are asked to consider.
2. Read materials and seek clarification in advance. Board members are responsible for reading materials ahead of the Board meeting and satisfying themselves that they understand and, in the case of decision items, support any recommendations contained in consent agenda items. If simple clarification or additional straightforward, factual information is needed for items within the consent agenda, Board members are encouraged to direct these requests to the University Secretary prior to the meeting. The University Secretary will then share clarifications as needed with all Board members prior to the meeting.
3. Adopt the agenda at the meeting. Adoption of the overall agenda (consent agenda and regular agenda) is normally the first item of business at the Board meeting. At that time, Board members may ask to have any item(s) removed from the consent agenda and addressed separately on the regular agenda. This action should take place if a Board member wishes to discuss an item or believes further deliberation by the Board is warranted, or if a Board

member disagrees with the recommendation(s) contained in the item(s) on the consent agenda.

4. Approve the consent agenda. Once the overall agenda has been adopted as presented or amended, the Board Chair calls for a motion to approve the consent agenda in its entirety, and the Board votes on the consent agenda items as a package, without discussion. The vote will of necessity be unanimous, since any disagreement with item(s) will have been expressed during adoption of the agenda and the item(s) removed from the consent agenda. If a Board member wishes to abstain from voting on a particular item in the consent agenda, s/he may make this explicit before the vote.

How is approval of the Consent Agenda recorded in the Minutes?

The minutes of the meeting will state which, if any, items were removed from the consent agenda and addressed separately on the regular agenda, and will record that the consent agenda (as distributed or amended) was approved unanimously.

In order to track Board decisions and ensure completeness and transparency of the corporate record, specific resolutions or decisions approved within the consent agenda items will be itemized in the minutes.

Appendix B

PROTOCOL FOR IN CAMERA MEETINGS

Purpose of In Camera Meetings

In camera meetings or sessions, sometimes referred to as restricted or in-caucus sessions, are a best practice of governance aimed at strengthening the Board of Governor's oversight role and its accountability to the organization's many stakeholders, both internal and external.

The impetus for holding in camera meetings began in the for-profit sector, largely in response to corporate scandals and subsequent calls for greater governance oversight, transparency and Board independence from management. The practice has been increasingly adopted within the not-for-profit and university sectors as a proactive process used by Boards to demonstrate commitment to good governance.

In camera meetings respect the different but complementary roles played by an organization's Board of Governors (governance) and senior administration or management. Evidence within the not-for-profit sector reflects that, used appropriately, in camera meetings strengthen Board governance, build accountability, and foster positive and productive relationships between the Board and administration. Conversely, if used inappropriately, in camera meetings can reduce transparency, impair decision-making, erode trust and over time contribute to a dysfunctional or toxic governance culture.

For this reason, the Board of Governors establishes parameters and adheres to the following protocols with regard to the issues or items of business that may be considered within an in camera meeting.

What are In Camera Meetings?

In camera meetings are sessions, usually within a regularly-scheduled meeting of the Board of Governors, that allow the Board to hold candid discussions on sensitive issues without members of the administration, non-Board staff, or other observers present. In camera meetings may also be employed by committees where the Board has delegated its oversight in specific areas (e.g. Finance & Property Committee, Audit Committee, Executive Committee, etc.).

In camera meetings are an exception to the Board's normal meeting practice, where the President and Vice-Chancellor (pursuant to the Trent Act and Board by-laws), senior staff resource personnel and designated observers may participate. Therefore, in utilizing these sessions the Board acts prudently to balance the need for candour and privacy against the standards of transparency to which the University is committed.

What belongs in an In Camera Meeting?

There are two types of in camera meetings: the first where the President is present but other administrative staff, non-Board staff, and observers are not; and the second where the President

administrative staff, non-Board staff/students and observers are not present. The University Secretary, as chief of staff to the Board, remains at all times.

The following chart depicts the items of business that may be considered during in camera sessions. For clarity, the chart also differentiates the items dealt with in in camera sessions from those that may be dealt with routinely during the Board’s regular closed sessions.

Category	Closed Session	In Camera with President	In Camera without President
Agenda items limited to:	<p>LAND – matters related to property transactions and related financial matters where a high degree of financial confidentiality is required;</p> <p>LEGAL – matters related to lawsuits, litigation, sensitive legal undertakings, etc.;</p> <p>LABOUR – sensitive personnel issues relating to University faculty or staff (other than the President individually); for example, collective bargaining, grievances, review of staff salary and compensation policies, etc.</p>	<p>Discussion with President regarding his/her performance evaluation;</p> <p>Discussion with President regarding his/her direct reports, sensitive matters concerning relationships among senior administrative staff, etc.</p>	<p>President’s performance evaluation and compensation (if required by Executive Committee);</p> <p>Board’s relationship with the President;</p> <p>Conflict among Board members or conflict in the Board’s internal working relationships that would be detrimental to the Board’s relationship with the President in his/her role as executive head;</p> <p>Meetings with the auditor (if appropriate) regarding the auditor’s report.</p>
Present for Deliberations:	<p>Governors including the President;</p> <p>Senior administrative staff, where needed and appropriate;</p> <p>University Secretary</p>	<p>Governors;</p> <p>President (in his/her role as executive head of the University);</p> <p>University Secretary</p>	<p>Governors;</p> <p>University Secretary</p>
Session not open to:	<p>Members of the public and external observers;</p> <p>Media;</p> <p>Individuals who may have a conflict of interest or are direct beneficiaries of the business at hand.</p>	<p>Senior administrative staff, save the University Secretary;</p> <p>Members of the public and external observers;</p> <p>Media</p>	<p>President (in his role as executive head of the University);</p> <p>Senior administrative staff, save the University Secretary;</p> <p>Members of the public and external observers;</p> <p>Media</p>

What is inappropriate for an In Camera Meeting?

Use of in camera meetings for inappropriate matters works against good governance, and over time has the potential to erode working relationships and threaten confidence in the Board.

The following issues or items are inappropriate for in camera meetings:

- revisiting the regular meeting agenda;
- revisiting issues already dealt with on the open or closed session agendas;
- taking new business decisions;
- revising or reversing decisions previously made with administration present.

What is the protocol for calling an In Camera Meeting?

In camera meetings are normally scheduled routinely at the end of each Board meeting, to provide a regular and proactive mechanism for the Board to deal with sensitive issues as identified above.

These sessions may be waived by consent of the Directors if such a session is not required, or moved to another place on the agenda if this is required to address specific business under consideration.

The inclusion of these regular sessions at Board meetings does not preclude the Board from calling a special meeting without administration (i.e. between regularly-scheduled Board meetings, pursuant to the Trent Act and by-laws) where there is urgency to deal with an issue and where this is beyond the scope of the Executive Committee or other committees.

How are In Camera Meetings recorded in the Minutes?

In order to ensure completeness and transparency of the corporate record, the minutes of the meeting should reflect that the Board held an in camera meeting or session, report on the topic of the discussion, and record any decisions and/or action items. The Chair should also debrief the President immediately following the meeting.

Specific details from the in camera meeting without management that are confidential in nature (e.g. the amount of a lawsuit settlement, compensation decision, etc.) should be recorded in a set of confidential-to-the-Board minutes and maintained in a secure manner by the University Secretariat.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julie Davis, Vice President, External Relations & Development

Subject: Peterborough Community Relations Annual Report

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

Trent University was founded on the desire and goodwill of the community, and Trent is committed to making positive contributions to the region. Trent is a driver of economic, social, recreational and cultural growth and vitality. It is a challenge to fully capture and summarize the many ways staff, faculty and students contribute their time, talent and treasure to the Peterborough region, and the multiple ways the University is connected to the City and County through research, academic programs, volunteerism and experiential learning. This annual report to the Board of Governors highlights some of the initiatives undertaken this past year that advance Trent's goal of community engagement in and benefit to the Peterborough region.

Analysis/Alternatives Considered:

Liaison Meetings

County/University:

The University meets quarterly with the County of Peterborough to discuss opportunities for collaboration that support both the County and the University. Areas of recent discussion have included student placements with the county office, rural transportation, and research partnerships.

City/University:

University leadership meets quarterly with the Mayor, appointed councillors and senior staff to discuss shared projects, such as Cleantech Commons; Trent developments that will support the City such as the Seniors Village; and areas of mutual concern such as the housing and transportation.

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Downtown Relationship

Explore the Boro:

The Community Relations team, in partnership with Orientation/Student Affairs, Peterborough Kawartha Tourism, and the Downtown Business Improvement Area hosted “Explore the Boro” and app-based scavenger hunt open to all Trent students. The objective was to introduce incoming Trent students to the many businesses and services on campus and in the community. This program had more than 450 students participate over the duration of the game.

Chamber of Commerce:

The Peterborough Chamber is active both locally, and in the provincial Chamber network. University staff have joined the policy committee to ensure student and University priorities are considered within local/provincial policy. Trent also sponsors a number of Chamber events, specifically the Business Excellence Awards and the Power Hour – a lunch event featuring the MP, MPP, City Mayor and County Warden.

Visibility:

Trent University Momentous Change banners are hanging along George Street and Water Street to add a visual presence to the community.

Community Involvement & Communications

Public Events:

The Community Speaker Series brings prominent speakers and academics from across country and around the world to Peterborough. In addition to these donor-funded talks, the University hosts numerous public talks and events on and off campus through the Colleges and departments, adding to the cultural richness of the region and bringing free learning opportunities to the region.

Giving Back:

Trent Day is held the first week of April to celebrate the founding of the University with a focus on three program pillars: service, support and spirit. This year’s Trent Day will be celebrated on April 3 and will include a food drive for Kawartha Foodshare. The annual United Way campaign surpassed its \$100,000 fundraising goal, raising \$120,000 for those in need, thanks to the community-minded generosity of faculty, staff and retirees. This brings Trent’s 58-year total to almost \$2.8 million. Trent employees volunteer their time with countless organizations and charities in the regions, as coaches, board and committee members, event volunteers, etc. The University and departments also sponsor community events related to their programming priorities and personal connections.

Student Experiential Learning:

Experiential learning placements through CareerSpace, and programs such as Nursing, Education, and Chemistry, connect students with local employers, helping build the talent pipeline in Peterborough. The Community Concierge program has more than 70 regional businesses partnered to support new grads in finding jobs locally. Recently,

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Trent and Peterborough Regional Health Centre met to explore ways that Trent can support employment and volunteering at the hospital, as well as the potential to develop customized leadership development programs and research collaborations.

Research Collaborations:

Many faculty are deeply committed to developing research programs to support local needs and issues. Examples include Dr. Raby's fish migration research on Stoney Lake, the research underway on the Trent Farm, and Dr. Nicol's work to support vulnerable members of the community. The Community Based Research Centre students completed 54 research projects and 70 service-learning placements, offering important resources to smaller organizations and non-profits. The annual Community Based Research showcase is March 28th from 12-4 at Market Hall.

Trent Matters Newsletter:

The Trent Matters monthly newsletter is sent to community leaders across various sectors and highlights Trent news, events and community contributions. This is an opportunity to showcase local connections and impact, while emphasizing Trent's global reputation and weight, and spur ideas for collaboration.

Community Leadership Award:

This award is presented annually at Heart of Trent and recognizes the volunteerism and community involvement of Trent's employees. Last year's recipient was Linda Dsouza, Health & Safety and Training Advisor in Human Resources. Nominations are open for the 2024 Community Leadership Award.

Community Issues:

Housing:

The lack of housing continues to be one of the most pressing issues in our community. Trent is working to bring housing to the market as quickly as possible through the Seniors Village and Long-term care home, new college and through the RDC student housing being built on University land leased to the developer. Dr. Naomi Nichols' Research for Social Change Lab recently hosted a housing symposium, bringing together academia, municipal government, and professionals working with unhoused and vulnerable populations to help forge a path forward and find creative solutions to housing.

Inclusivity and belonging:

Community Relations and Trent's office of Equity Diversity and Inclusion have restarted Peterborough's EDI Community of Practice, bringing together sector professionals from various organizations and non-profits to share learnings, network, and collaborate on community-wide approaches to making this a welcoming community.

Head of the Trent:

Head of the Trent 2023 was a celebration of all things green and white on campus and in the community. Community Relations and Campus Safety worked closely and proactively with the Peterborough Police and City emergency services to create a

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robust plan to manage the off-campus crowds on London Street, with a goal to maintain safety to attendees and property. Thanks to their planning and collaboration, no major issues occurred. Planning is underway for HOTT 2024. Campus plans include relocating the licensed area and increasing the celebratory atmosphere, helping make the campus a destination for students and community members. The Peterborough Police will again take the lead on creating and executing the safety plan for downtown, in collaboration with Trent.

Financial Implications:

The University represents approximately 10% of the regional GDP, according to the economic impact report created in 2019. We have engaged a firm to update this report given the growth in enrolment since that time.

Alignment with Mission, Vision, Values, Strategic Plan:

Vision: We strive to make valued and socially responsible contributions to our local communities, to Canada, and to the world; We affirm our commitment to excellence, to innovation and to leadership in research, academic programs and community partnerships.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: March 22, 2024

Presented by: Julie Davis, Vice President, External Relations & Development

Subject: Indigenous Community Relations Annual Report

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

Trent is committed to developing stronger partnerships and collaborations with external communities. In working with Indigenous communities, we are guided by the principles of recognition, respect, reciprocity and responsibility. Engagement with Indigenous communities in the regions where we operate happens across multiple programs and departments, but overall leadership in this area is shared between the Community Relations office, the First Peoples House of Learning, and the Chanie Wenjack School for Indigenous Studies. This report provides an overview on key actions and initiatives.

Analysis/Alternatives Considered:

Learning Resources

Protocol Guidebook:

To support faculty and staff in their cultural learning and active engagement in reconciliation activities, the University continues to build its print and video resources freely available to the Trent and wider communities. The award-winning Protocol Guidebook was updated and reissued in 2023. While anchored in Michi Saagiig Anishnaabeg cultural traditions and protocols, this updated document includes introductory information about the Métis, Inuit and urban Indigenous communities, along with more information about the Treaty 20 and the Williams Treaty, and the evolution in appropriate terminology and ceremony participation, among other topics. The Elders and Knowledge Keepers Council, the Métis Nation of Ontario and the Inuuqatigiit Centre for Inuit Children, Youth, and Families provided information and reviewed the document for accuracy.

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Video resources:

The latest video resources created have been to support education about Inuit Day and Indigenous Veterans Day. Education video assets explaining the important cultural elements of Trent's convocation ceremonies (ie. Eagle staffs, water and regalia) are in production, to be available ahead of this spring's events.

New student orientation:

A postcard linking to the resources on the FPHL website, including the protocol book, was provided to all incoming first year students through the orientation packages.

Research protocols:

The Research Office is continuing engagement and consultation on the creation of a research protocol guide, aimed at supporting students and faculty with respectful engagement and best practices when initiating and conducting research with Indigenous communities.

Regular Meetings + Engagement

To continue positive, respectful and mutually beneficial relationship building with Treaty 20 and Williams Treaty Nations, the Métis Nation of Ontario and urban Indigenous communities, the University holds a variety of regular meetings.

Elders & Knowledge Keepers Council:

Comprised of Elders & Knowledge Holders from Curve Lake First Nation, Alderville First Nation and Hiawatha First Nation, this council meets regularly, providing cultural guidance on a number of issues. This Council has also offered name recommendations for the new college (Gidigaa Migizi College), the provincially significant wetland surrounding the Seniors Village, and the University Green Network strategic plan.

Land Resource Consultation Officers:

Community Relations and Facilities Management meet monthly with the Lands Officers from Hiawatha, Curve Lake and Alderville First Nations, to review plans and progress on campus developments such as the Seniors Village, Gidigaa Migizi College and the University Green Network. Meeting monthly ensures a collaborative approach to land use planning and enables the University to incorporate viewpoints and/or address concerns early in the planning and construction process, reducing and/or eliminating delays on permit applications and allowing for the timely incorporation of Indigenous knowledge and values. This table is also a forum for third-party developers and proponents who are delivering projects on lands leased from Trent or on projects that abut or affect Trent lands, to provide updates and collect feedback on their plans.

Métis Nation of Ontario:

University staff meet (usually) monthly with representatives from the local Peterborough and Durham Métis Council and staff from the Métis Nation of Ontario. Areas of collaboration have included ensuring a Métis presence and helping to support Métis students with cultural programming at the Elders Gathering, and promoting bursary and employment opportunities for Trent students from the Métis Nation of Ontario. This table

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informs policy and program decisions, ensuring a Métis perspective is included, enabling our work to be more reflective of the student body.

Indigenous Education Council:

The IEC is a standing committee made up of the educational officers from Mississaugas of Scugog Island, Alderville, Hiawatha, Curve Lake, Mohawks of the Bay of Quinte, Georgina Island and Rama First Nations, Nogojiwanong Friendship Centre, Peterborough Métis Council, and Nijkiwedidaa Anishnaabekwewag Services Circle with a goal to support Indigenous student success.

Cultural Training and Advice:

Trent University, through FPHL or the Enwaayang Institute, provides cultural training and advice to businesses, organizations, and municipalities on an as-requested basis, supporting others in their capacity building and understanding to engage meaningfully.

Williams Treaty Chiefs and Council:

The Vice President, External Relations sends regular e-communications to the Williams Treaty Chiefs to keep them informed of Trent news, projects and initiatives, with regular invitations to formally present to council and to explore other options for collaboration and partnership. When a development project on the campus begins, formal notice is sent to the Chiefs, inviting deeper engagement on the project (beyond the regular work done at the Consultation Officers table). The most recent engagement has been on the development of an Indigenous substantiation policy for faculty.

University Green Network Collaborative Planning:

As an outcome of the Trent Lands & Nature Areas Plan, the University is the final stages of drafting a systems-level management plan for the University Green Network (UGN) which covers 60% of the Symons Campus through nature areas, green spaces and corridors. This plan has been written collaboratively with the Michi Saagiig Land Resource Consultation Officers, with input and guidance from the Elders & Knowledge Keepers Council. The plan has been named Ggwepnandizamin by the Elders, meaning “together, putting our best effort forward toward something important” in Anishnaabemowin. Our goal has been to learn and demonstrate best practices in collaborative land stewardship.

Respect and integration of Michi Saagiig Knowledge Systems is the foundation upon which this work is built. Through Ggwepnandizamin we will create a healthy and connected UGN of natural features that supports biodiversity, invaluable land-based opportunities for teaching, research and discovery, and opportunities to build relationships and experiences with nature. Recognizing the complexities and connections of nature and the relationships that come with use, Trent University with guidance from the Michi Saagiig will care for the Nature Areas and green spaces across the UGN and emerge as a demonstrated leader in environmental education, indigenous community collaboration, and care of the land and water.

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Events and Days of Recognition:

June 21, 2023 – Indigenous Peoples Day was celebrated with a social media campaign and Trent news story highlighting the importance of celebrating Indigenous culture, knowledge and resurgence, and how we do this work at Trent.

September 30, 2023– National Day for Truth and Reconciliation was observed in Durham on Friday, September 29 and in Peterborough on Monday, October 2. Numerous departments supported learning, reflection and ceremony at both campus locations.

November 7, 2023 – International Inuit Day was celebrated at Trent with a news story and video profile of Inuit undergraduate student Natasha Karpik sharing how she celebrates her heritage so far from home.

November 8, 2023 – Indigenous Veterans Day was marked with a news story and video featuring Dr. Whitney Lackenbauer, Canada Research Chair in the Study of the Canadian North and an honorary lieutenant colonel of the 1st Canadian Ranger Patrol Group, who has been studying the role of Indigenous people in the Canadian Military; and undergraduate Inuit student Sam Huyer, retired combat engineer with the Canadian Armed Forces.

November 16, 2023 – Louis Riel Day is a celebration of Métis heritage. Trent University profiled Métis alumna Gayelyn Heffernan '78 who spoke about her journey of discovery learning about her heritage.

February 9 – 11, 2024 – The Elder & Traditional Peoples Gathering at Trent University was the largest gathering in recent memory, with programming in Durham on Friday and all weekend in Peterborough. Highlights include keynote addresses from Dr. Sylvia Maracle, Métis leader Tony Belcourt and Niigan Sinclair, son of Senator Murry Sinclair; on the land workshops, presentations and performances. The Saturday evening feast included the unveiling of the crest for the new Gidigaa Migizi college.

Financial Implications:

The University's work with Indigenous communities is supported through operating funds within Community Relations/FPHL/Chanie Wenjack School, provincial and federal grants, and philanthropic donations.

Enterprise Risk Assessment:

As an institution recognized for its leadership in education about and for Indigenous peoples, how we engage and collaborate with Indigenous communities and support wider learning and reconciliation is an important demonstration of our values.

Next Steps:

The University is developing a more robust website to support learning and education across the campus, centralizing tools, resources and information. In Peterborough, new trailhead signage in the Nature Areas will feature Indigenous Knowledge about the flora and fauna in the Nature Area. In Durham, the medicine garden and tipi project are moving forward.

Alignment with Mission, Vision, Values, Strategic Plan:

One of the Board's strategic priorities is a healthy and mutually beneficial relationship with local communities, which includes the Michi Saagiig communities of Curve Lake, Hiawatha, Alderville and Scugog Island First Nations, the Métis Nation of Ontario, and the urban Indigenous community in Peterborough and Durham.

Supporting Reference Materials (attached):

2023 Indigenous Protocol Guidebook