



BOARD OF GOVERNORS

Meeting
Thursday, June 27, 2024

OPEN SESSION: 1:00 p.m. – 2:30 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, May 10, 2024 (for approval) (pg. 3)
 - 2.2. **Financial Update** (for information) (pg. 7)
 - 2.3. **Capital Projects Update** (for information) (pg. 14)
 - 2.4. **Trent Lands and Nature Areas Plan Update** (for information) (pg. 20)
 - 2.5. **Annual Report on Sexual Violence** (for information) (pg. 24)
 - 2.6. **Annual Report from the Equity & Human Rights Office** (for information) (pg. 32)
 - 2.7. **Annual Report on Quality Assurance** (for information) (pg. 38)
 - 2.8. **Senate Report to Board of Governors** (for information) (pg. 40)
 - 2.9. **Investment Performance Summary (Pension) – Q1** (for information) (pg. 42)
 - 2.10. **Investment Performance Summary Endowment/SRI Fund – Q1**
(for information) (pg. 50)
 - 2.11. **Annual Report on distribution from Endowment Fund** (for information) (pg. 70)
3. **Chair’s Remarks** Chair
4. **President’s Report** L. Groarke

5. **2023/2024 Year-end Appropriations** J. Smith/VP Al-idrissi
Report (for approval) (pg. 74)

Draft motion:

That the Board of Governors approve the year-end appropriations in the amount of \$12.650 million as recommended by senior management.

6. **AMOD Master Program International Tuition Fee** J. Smith/VP Al-idrissi
Report (for approval) (pg. 78)

Draft motion:

That the Board of Governors approve the International Tuition in the amount of \$13,505.63/term for international students in the new compressed Applied Modelling and Quantitative Methods (AMOD) master's program, Data Science and Analytics stream.

7. **Special Resolution III.2 - Presidential Absence, Review and Search Policy** K. Scaldwell/D. Kirk
Report and Draft policy revisions (for approval) (pg. 80)

Draft Motion:

That the Board of Governors approve the revisions to Special Resolution III.2 – Presidential Absence, Review and Search Policy as presented (or amended).

8. **Trent Farm Research Centre** VP Khan
Report (for approval) (pg. 87)

Draft Motion:

That the Board of Governors approve the establishment of the Trent Farm Research Centre.

9. **Alumni Engagement & Services Update** VP Davis/ N. Handley
Report (for information) (pg 98)

10. **Annual Philanthropy Update** VP Davis/ AVP Booth
Report (for information) (pg. 123)

12. **Meeting Adjournment** Chair

Board of Governors

Minutes of the Meeting – Open Session

Durham, May 10, 2024

Present – In Person: D. Kirk (Acting Chair), Y. Craig, D. de Launay, T. Gervais, L. Groarke, E. Kaszecki, M. Keefer, M. Lavallée, S. Martic, J. McGarrity, 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, (Associate Vice-President, Finance) C. Turk, (University Secretary) B. Blackburn, (Governance & Access Privacy Officer) R. Hall, T. Edwards (Recording Secretary)

Present – Virtual: V. Lovekin

Regrets: D. Cooper Burger (Chair), 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 1:02 p.m. Hearing no amendments to the agenda, and no conflicts of interest declared, the agenda was adopted as presented.

2. Consent Agenda. It was moved/seconded (McGarrity/Keefer),

That the consent agenda be approved as presented. Carried

2.1 Approval of Minutes. The Open Session minutes of March 22, 2024, were approved as presented.

2.2 Financial Update. Received for information.

2.3 Capital Project Update. Received for information.

3. Chair's Remarks. The Chair thanked the Oshawa Mayor and City Councillors for joining Governors at lunch to celebrate the continued growth of Trent in the Oshawa community. The Chair relayed highlights from his recent attendance at the 2024 Canadian University Boards Association conference, hosted by Western University.

4. President's Report.

4.1 Sector News: The President spoke to the recent encampments/protests taking place across the sector in relation to the conflict in the Middle East. President Groarke noted Trent's commitment to freedom of expression and exchange of ideas as pillars of the University's academic mission. The University remains committed to providing a safe and positive campus experience for students, faculty, staff, alumni and visitors, in an environment that is free from violence, harassment, and intimidation.

4.2 Research Grants. VP Bruce reported on the recent increase in research grants from the Canadian Government. VP Bruce noted the long-term effects for the University are yet to be determined but regarded high enthusiasm for this initiative in conjunction with the research incentive program approved by the Board in 2023.

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

- April 3 - Trent Day, in which \$83,012 was raised to support students and programs, as well as 1,441 pounds of non-perishables for local food banks
- April 18 – New agreement with Broadview Press to expand publishing and educational opportunities
- April 23 – Celebration of Faculty Excellence in Teaching and Research
- April 30 – Visit from the Leader of the Official Opposition (Ontario), Marit Stiles
- May 8 – Heart of Trent Appreciation Event
- May 10 – Hosting the Honorable Edith Dumont, Lieutenant Governor of Ontario

4.4 Announcements: The President acknowledged Board Chair Debra Cooper Burger's recent honour of receiving the 2024 Norma Rudy Award from AdvantAge Ontario. Provost and Vice-President Academic Michael Khan was reappointed for a five-year term. With the recent approval of the new position Vice-President Trent Durham, current Dean and Head of Trent Durham Scott Henderson, has been appointed in this interim role for a one-year term, effective July 1, 2024.

5. Ancillary Fee Protocol. Finance & Property Committee Chair, Governor Smith, applauded VP Williams and her team for their efforts in executing the review of the Ancillary Fee Protocol. AVP Students Lawrence Lam outlined the major updates to the protocol, which included: amending the automatic increase limit without approval from Colleges and Student Services Committee (CASSC) to CPI (previously "CPI or 3%, whichever is lower"), removing outdated and repeating language in the Student Choice Initiative and CASSC Terms of Reference, clarifying the process for the introduction of the new compulsory and non-compulsory ancillary fees, and eliminating the Non-Compulsory Ancillary Fee Protocol, while transferring the document's Housing & Dining Fees principles to a memorandum of understanding

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

That the Board of Governors approve the proposed revisions to the Ancillary Fee Protocol and the Memorandum of Understanding for Housing & Dining Fees as presented. Carried

[1 Abstention]

- 6. Annual Review of Special Resolution II.6 - SIP&P Endowment Fund.** Audit & Investment Committee Chair, Governor McGarrity, outlined recommendations brought forward from the annual review conducted by TELUS Health. These recommendations included, changes to clarify gross versus net fee expectations, amending the real rate of return objective from 4% to 4.6% over a four-year trailing period, and various revisions that would provide clarity, alignment with best practices, and consistency with other Board resolutions. Governor McGarrity and VP Al-idrissi spoke to comments surrounding the environmental, social and governance (ESG) criteria outlined in section 1.05 of the policy, stating that ESG alignment is heavily considered throughout the investment process. An ESG tool is currently being explored in which draft versions will be brought forward for both Committee and Board review.

It was moved/seconded (Smith/Scaldwell),

That the Board of Governors approve the revisions to Special Resolution II.6 Statement of Investment Policies and Procedures - Trent University Endowment Fund, as presented. Carried

- 7. Annual Review of Special Resolution II.12 - Debenture Long-Term Sinking Fund Policy.** Governor McGarrity presented the revisions to Special Resolution II.12 – Debenture Long-Term Sinking Fund Policy. The changes recommended were to simplify the objective of the fund and to align with the changes made to Special Resolution II.6.

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

That the Board of Governors approve the revisions to Special Resolution II.12 Statement of Investment Policies and Procedures - Trent University Long-Term Sinking Fund, as presented. Carried

- 8. Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report.** Under the Act, which came into effect on January 1, 2024, qualifying organizations are required to complete a prescribed questionnaire, annual report, and public attestation of their activities annually, for submission to the Ministry of Public Safety. VP Al-idrissi presented the report and attestation for the period of January 1, 2023, to December 31, 2023, to be submitted by May 31, 2024. He stated that while the level of detail was consistent with other universities in the sector and was proportionate to Trent's size and risk profile, staff will work on improving the details provided on an ongoing basis.

It was moved/seconded (Lavallée/Scaldwell),

That the Board of Governors approve the annual report and attestation required under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* for activities undertaken from January 1, 2023 to December 31, 2023. Carried

- 9. Community Relations Report (Durham).** Dean and Head of Trent University Durham GTA, Dr. Scott Henderson, presented an overview of the partnerships, initiatives, and activities undertaken by the Trent Durham GTA campus over the past year. The report provided an annual snapshot on community relations and engagement, campus growth and development, student placements, and community-based research efforts. Dean Henderson noted the timely visit of City Officials to the day's proceedings highlighting the continued strategic alignment with the City and Region for continued development for both Trent and the surrounding community.

It was moved/seconded (Nelan/Keefer),

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

- 10. CareerSpace – Co-ops, Placements, Internships, Experiential Learning.** AVP International, Glennice Burns, and Director of CareerSpace, Kevin Whitmore, presented an overview of the development of the Co-op, Careers, and Experiential Learning program at Trent. Highlights included community-based research projects, co-op partnership growth, community business development, and the positive impact of work placements, workshops, and networking events on participating student success. Mr. Whitmore conveyed that CareerSpace was always looking for new community partnerships to expand co-op and research opportunities, and encouraged Board members to participate.

It was moved/seconded (Craig/Keefer),

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

- 11. Meeting Adjournment** The open session of the meeting was adjourned at 2:20 p.m.

Brenda Blackburn
University Secretary

Doug Kirk
Acting Chair



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

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

Subject: **Financial Update to April 30, 2024 (Pre-audit)**

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 increase of 8.6% 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 tuition revenue.

In addition to the incremental tuition revenue, Trent received a one-time ministry grant for STEM programming of nearly \$10 million in late March 2024 and was able to generate \$4.2 million more investment revenue than budgeted. In-year appropriations of \$8.7 million approved by the Board in February and March 2024 and PVP-approved departmental carry forward requests have been appropriated in the year.

Preliminary financial results indicate Trent has a positive financial position of \$11.1 million in the Operating Budget and \$9.0 million in the ALC budget before year-end university strategic appropriations. An overview of Trent's preliminary operating financial position as of April 30, 2024, is attached. These projections are subject to change once year-end adjustments are finalized and the external audit is completed.

Analysis/Alternatives Considered:

This Financial Update is intended to provide an overview of the preliminary financial results of operations for the fiscal year end to April 30, 2024. The initial financial performance indicates a favourable variance when compared to budget. These results are pre-audit, subject to final year-end adjustments, and are before accounting for any year-end one-time strategic appropriations.

Cash on Hand: Cash on hand at April 30, 2024, was \$88.9 million compared to \$63.0 million in cash on the same date in 2023. The cash balance at April 30, 2024 is comprised of approximately \$30.8 million (2023 - \$25.2 million) in restricted funds (externally funded trust, research and fundraising) and \$58.1 million (2023 - \$37.8 million) in unrestricted cash. This unrestricted balance represents approximately 3.4 times the normal total monthly cash requirements for the University.

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

Short Term Investments: In addition to the cash on hand noted above, the University has \$70.0 million (2023 - \$50.0 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 \$10.0 million earning between 5.30% to 6.40% with various maturity dates between June 2024 and April 2025 to ensure liquidity should some or all of this excess cash be required for operations.

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 April 30, 2024.

Operating Projection:

Government grants revenue is higher than expected primarily due to the one-time grant for STEM programming of nearly \$10 million received late March 2024.

Tuition revenue is higher than budget as enrolment was 3.2% more than planned, with enrolment increases primarily driven by growth in international and post-graduate certificate enrolment.

With current interest rates and the ability to invest excess unrestricted cash on hand in short-term investments, interest income exceeded the amount budgeted by \$4.2 million for the fiscal year. Miscellaneous revenue also includes OUAC fees, which were \$0.3 million more than budgeted due to higher applications, tuition forfeiture and late payment

fees, which were nearly \$0.2 million more than planned, and ancillary services losses, which were \$0.8 million worse than expected.

Unspent salaries and benefits budgets resulted primarily from in-year vacancies or delays in recruitment. As is customary, PVP-approved requests for carry forward of unspent departmental budgets have been accounted for as part of the Change in Internally Restricted Assets (see below).

Non-staff expenses are over budget primarily due to capital projects of nearly \$10 million funded through operations (for which many have an offsetting appropriation from prior year as noted below), utilities which exceeded budget by \$1.2 million, the Durham occupancy guarantee, which was \$0.5 million more than expected, and agency fees, which were approximately \$0.4 million more than planned due to the increase in international enrolment.

Cost recoveries include the administrative overhead contributions from ancillary services, which are expected to be comparable to budget, unbudgeted Additional Qualifications (AQ) revenue of \$4.7 million, which has been appropriated consistent with past practice (see below) and various other departmental cost recoveries.

The change in internally restricted assets includes approximately \$14 million of prior year appropriations taken into income this year towards costs incurred in 2023/2024 for capital projects and other initiatives, offset by new in-year appropriations of \$8.7 million approved in February and March 2024, and current year appropriations for items including AQ revenue, unspent tuition set aside, departmental carry forwards and unspent pension pre-conversion special payments provision.

Advanced Learning Centre Projection: This inaugural budget is for the period September 1, 2023 to April 30, 2024 for instructional activity at the Durham Simcoe location. While tuition revenues were comparable to that planned, preliminary results indicate lower than budgeted instructional salary and benefit costs and other non-staff expenses resulting in a significant initial surplus for ALC. An analysis of non-ALC dedicated resources that provided teaching and other support to the ALC is currently in progress and may result in a transfer of costs from the Operating budget to the ALC budget.

Financial Implications:

Preliminary financial results indicate that Trent has a positive financial position of \$11.1 million in the Operating Budget (refer to Appendix B) and \$9.0 million in the ALC budget (refer to Appendix D) before year-end university strategic appropriations.

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 2023/2024 financial statements of the University will be completed by the end of June 2024 and audited by our external auditors, KPMG LLP, in July 2024. The final audited

financial statements will be presented to the Audit and Investment committee in September 2024 for review and recommendation for Board approval.

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.

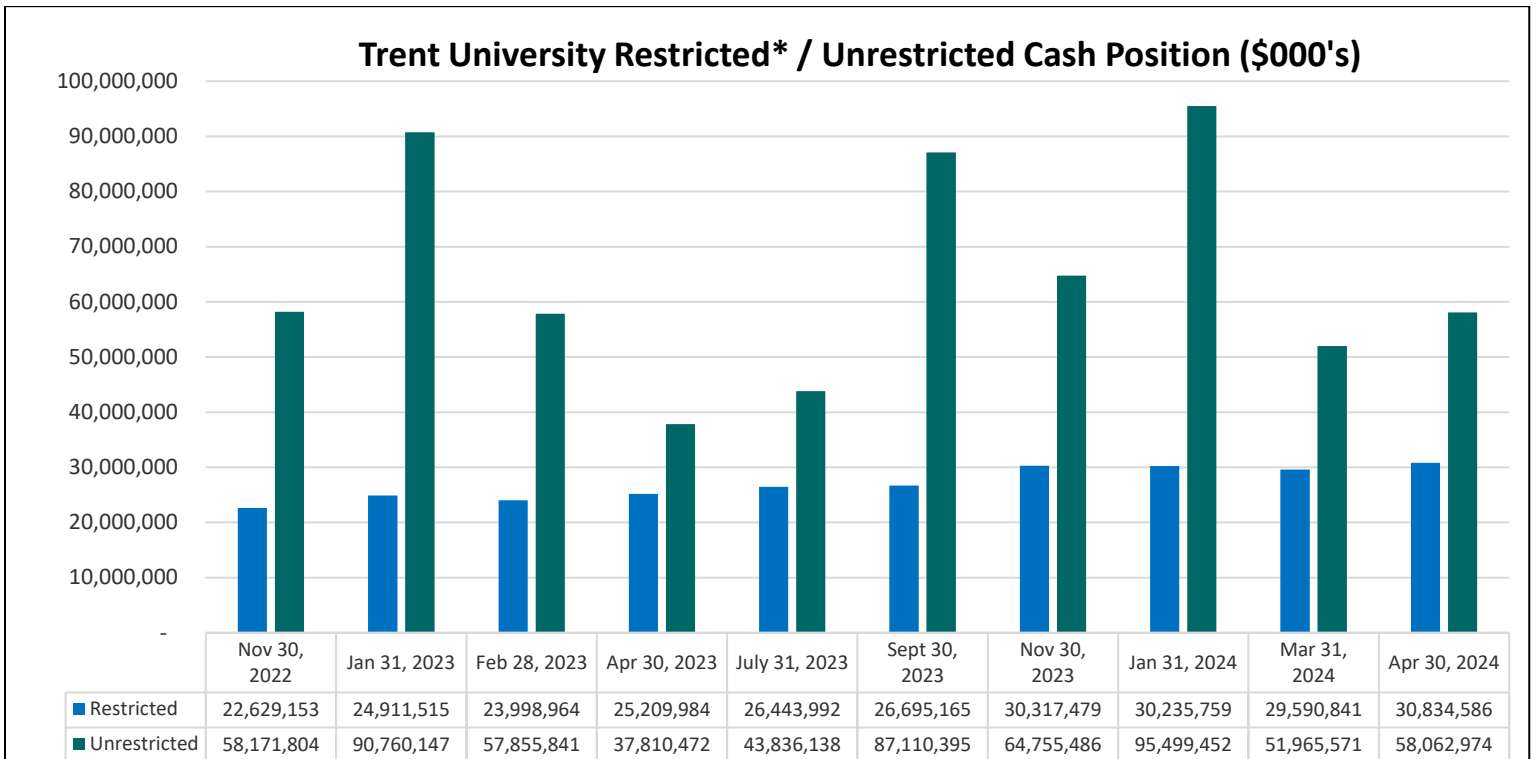
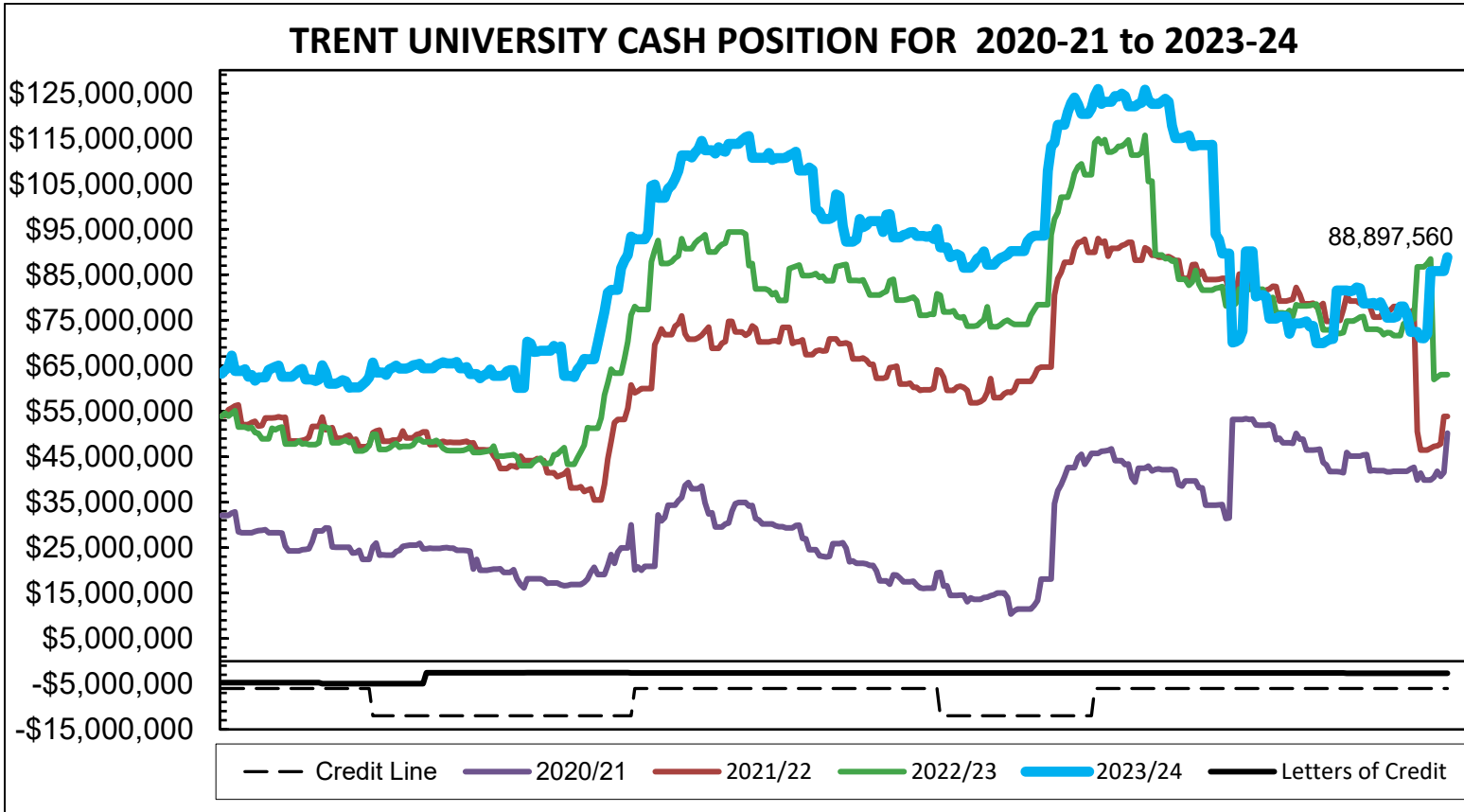
Supporting Reference Materials (attached):

Appendix A: Cash Position for the period ending April 30 2024 (Pre-Audit)

Appendix B: 2023/2024 Operating Budget Projection as at April 30 2024 (Pre-Audit)

Appendix C: 2023/2024 Alternative Learning Centre Projection as at April 30 2024
(Pre-Audit)

Appendix A – Cash Position for the Period Ending April 30, 2024 (Pre-Audit)



Appendix B:

TRENT UNIVERSITY
2023-24 OPERATING BUDGET PROJECTION
(\$000s)
As of April 30, 2024 (Pre-Audit)

	YTD ACTUAL	BOARD- APPROVED BUDGET	PROJECTION	ANTICIPATED VARIANCES
REVENUE				
Government grants	\$63,342	\$55,064	\$65,642	\$10,578
Tuition fees	126,291	119,969	126,291	6,322
Miscellaneous revenue	7,755	4,364	8,503	4,139
TOTAL REVENUE	\$197,388	\$179,397	\$200,436	\$21,039
EXPENSES				
Instructional staff	\$78,735	\$85,462	\$78,735	6,727
Non-instructional staff	54,329	53,545	55,329	(1,784)
Student Financial Aid	11,818	14,186	13,218	968
Non-staff expense	46,945	36,921	49,167	(12,246)
Total expense	\$191,827	\$190,114	\$196,449	\$(6,335)
Cost recoveries	(17,509)	(11,116)	(19,912)	8,796
TOTAL NET EXPENSE	\$174,318	\$178,998	\$176,537	\$2,461
EXCESS OF REVENUE OVER EXPENSE	\$23,070	\$399	\$23,899	\$23,500
Change in Internally Restricted Assets & Endowment Transfers	5,668	(43)	(12,779)	(12,736)
EXCESS (DEFICIT) from University Operations	\$28,738	\$356	\$11,120	\$10,764

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 April 30, 2024 (Pre-Audit)				
	YTD ACTUAL	BOARD- APPROVED BUDGET	PROJECTION	ANTICIPATED VARIANCES
REVENUE				
Government grants (International Student Recovery)	\$(551)	\$(536)	\$(551)	\$(15)
Tuition fees	14,749	14,866	14,749	(117)
Miscellaneous revenue	-	-	-	-
TOTAL REVENUE	\$14,198	\$14,330	\$14,198	\$(132)
EXPENSES				
Instructional staff	\$770	\$2,598	\$770	\$1,828
Non-instructional staff	1,061	1,112	1,061	51
Student Financial Aid	-	-	6	(6)
Non-staff expense	2,132	4,865	3,282	1,583
Total expense	\$3,963	\$8,575	\$5,119	\$3,456
Cost recoveries	-	-	-	-
TOTAL NET EXPENSE	\$3,963	\$8,575	\$5,119	\$3,456
EXCESS OF REVENUE OVER EXPENSE	\$10,235	\$5,755	\$9,079	\$3,324
Change in Internally Restricted Assets & Endowment Transfers	-	-	-	-
EXCESS (DEFICIT) from ALC	\$10,235	\$5,755	\$9,079	\$3,324



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 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 construction season upon us, exciting projects have surfaced and are beginning. The riverbank project will resume, rooftop renewals will begin after convocation, construction on an enlarged teaching space in Otonabee Academics will start this summer, and fall will see earthworks begin for a new parking lot in support of the new college.

The project management office has also completed many projects this year, including; demolition of houses at the Durham GTA campus, the housing office renovation, and the LEC air conditioning project.

We would like to bring to the attention of the board that the institution is receiving little to no bid submissions for projects. The project management office is trying to gain insight into this. We can only hope that this is an anomaly and not a trend in the coming months. Unsure if connected to this matter, the project management office is continuing to see escalated construction costs.

Discussion:

Facilities Renewal Program (FRP) – 2024/2025

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

Trent continues to wait until the province provides a formal announcement of FRP funding allocation to Trent. Until a formal announcement is made, Trent continues to assume that the allocation for 2024-2025 is unchanged from the previous year i.e. \$3M.

FRP funding is 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.

Table 1 – Draft Facilities Renewal Program Project List – 24/25

FRP 2024/25 PROJECTS	Estimate	Status
Roofing and Curtainwall Replacements & Repairs	\$1,190,000.00	Tendered
Mechanical & Electrical Improvements	\$710,000.00	Preliminary Design
AODA (Accessibility for Ontarians with Disabilities Act) Improvements and Keyway Improvements	\$609,500.00	Preliminary Design
Underground Service Repairs	\$45,000.00	Preliminary Design
Classroom and Educational Support Renovations and Repairs	\$502,000.00	Preliminary Design
Total Estimated Expenses	\$3,056,500.00	
FRP Grant	\$3,000,000.00	
Institution Contribution - FM Operating	\$56,500.00	

Riverbank Stabilization Project

Phase 2 of the project includes accessible walkways and landscaping along the top of the newly constructed riverbank wall. With the recent award of the next phase this past April, the contractor is waiting for convocation at the Symons campus to end before mobilizing.

Student Housing Renovation

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

Table 2 – Multiyear Capital Plan

Fiscal Year	Estimate	Summary
Year Ending 2024	\$1,000,000	Housing Office Reno Various HVAC, Plumbing, Lighting, & Doors Façade Replacement of Peter Gzowski College Condition Assessments of Various Assets Curtain Walls (detailed below, excluded from estimate)

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 Quad Curtain Walls and Windows

The Board has awarded the CCW Quad Curtain Walls and Windows project at a recent meeting. The total project cost is \$2.3M. Due to the complexity of the work and the limited time with vacant residences, this project will span over two construction seasons.

Once convocation ends, administration will coordinate the mobilization of the contractor. Administration has met with the Heritage Committee Chair who has provided the recommendation that the work can continue as planned.

New College Parking Lot

The project management office is currently working with various engineering and environmental consultants to prepare for site plan submission to the city. We anticipate that the parking lot construction will begin in the fall/winter of this year for completion before September 2025.

Fieldwork has identified environmental constraints, however, staff are working through these matters with the Indigenous communities to ensure delivery of a suitable final product.

Rehabilitation of the Faryon Bridge

Administration has tendered the design for immediate repairs and the design for the near-term replacement. The procurement office received one bid. A concerning response from a consultant suggested that the method proposed during the structural assessment may not be the best solution and did not subsequently send a bid. The project management

office is reviewing options with the procurement office for the project. Shoring in the river, keeping access to and from each bank, and the replication of the bridge will all need consideration.

The project management office will present the heritage aspect of the project to the Heritage Committee.

Classroom Renovation and Academic Space Rehabilitation

The project management office completed the tender and award for the reconstruction of a larger classroom from smaller adjacent classrooms. The larger classroom will have a potential capacity of ninety people.

Construction is imminent and administration has consulted with the Heritage Committee Chair who has provided the recommendation that the work can continue as planned.

Bata Catwalk Bridge Deck Replacement

The complexity of the Bata Catwalk replacement has proven to be difficult. The Bata Catwalk forms part of the original construction of the Symons Campus and acts as an extension from the Library to the Champlain podium. The interesting construction methods, heritage features, and need to support campus flows have garnered no interest from contractors during the tender stage.

Staff in the project management office are collaborating with staff in the procurement office to understand the available options.

Administration has met with the Heritage Committee to discuss the scope of work and has outlined the preferred methods to proceed.

Additional Ongoing Projects

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

- Trent Enterprise Centre – Cleantech (Design/Build contract being negotiated) \$15M
- Enwayaang Housing/Conferences Office Reno – (tendered) \$40K
- Trent Research Farm Master Plan – (ongoing) \$100K
- Trent Research Farm Out Building/Drive Shed (award report provided)- \$650K
- Demolition of unused buildings – (two demolitions completed) \$300K
- Durham Medicine Garden – (under construction) \$200K
- Bata Library Bathroom Design – (under construction) \$100K
- Potential Sciences Greenhouse Replacement – (being tendered, no interest from specialized greenhouse companies) \$300K
- Nursing Lab Renovation – (under construction) \$200K

- Lady Eaton College Faculty Office Air Conditioning - (under construction) \$300K
- Environmental Sciences Centre Curtain Wall Refurbishment – (completed) \$50K
- Durham Office reconstruction and Conversion of Residence Space to Office (ongoing) \$110K
- LEC College Office Reno (completing design & preparing for construction) \$100K
- OC K House – (conceptual review) \$100K
- OC Walkway – (tendered & awaiting FRP Announcement) \$250K
- Athletics Squash/First Aid – (completing design)

Future Capital Projects

Future projects include:

- New College and Otonabee College New Build (preliminary concepts being developed, agreements being negotiated)
- Grounds Operation Facility relocation (pending lands plan priorities)
- Potential servicing of Seniors Village via Long Term Care project (under consideration)
- Replacement of the Water Quality Centre UPS (uninterruptable water supply) battery backup
- Replacement of water treatment system in the Environmental Science Complex
- Symons Space Capital Renewal (tendered)
- 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 the 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
- 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.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Julie Davis, VP External Relations and Development

Subject: Trent Lands and Nature Areas Plan Update

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

This report provides an update on the implementation of the Trent Lands and Nature Areas Plan since it was approved by the Board of Governors in February 2021.

Background:

The Board of Governors approved the Trent Lands and Nature Areas Plan on February 5, 2021. The Plan is a high-level framework that provides general direction for the long-term evolution of the Symons Campus. The Plan demonstrates how and where Trent meets its commitment to maintain 60% of its lands as Nature Areas and green spaces, identifies suitable areas to locate new campus and community infrastructure, provides development guidelines, and facilitates proactive land management over the long term within an integrated ecosystem context. It also outlines a commitment and process to continue collaboration with the Michi Saagiig Anishnaabeg on whose treaty and traditional lands Trent is located.

The Trent Symons Campus Lands are a precious asset, rich in natural and cultural heritage, vital to the resilience of Trent and our communities. Our vision is to create an inspiring, sustainable, and complete community to learn, live, innovate, and be active. In our care for and use of the land, Trent will demonstrate leadership in environmental education and stewardship, respect for Indigenous Traditional Knowledge, and thoughtful integration of the natural and built environment. The plan is based on four guiding principles:

- Learning and discovery: Ensure the Trent lands are a place where learning and discovery will thrive.

- Environmental resilience and integrity: enhance biodiversity and ecosystem function and demonstrate leadership in environmental and Indigenous education
- Social resilience, community, and inclusivity: Enhance belonging and wellbeing, and provide inclusive social infrastructure
- Economic resilience, leadership, and innovation: Enhance the University's reputation and introduce sustainable funding sources.

University Green Network

The Lands Plan introduced the University Green Network (UGN), a large and connected 868-acre system that includes diverse habitats, wildlife corridors, productive landscapes and green spaces that support ecological function and biodiversity. It is how Trent will achieve its commitment to maintaining 60 per cent of the Symons Campus lands as Nature Areas and green spaces. An important part of that commitment is to be an active caretaker of these lands. The Plan outlined the next steps - to create a systems-level plan for the UGN, and management plans for each of the Nature Areas. In 2022 a significant grant was received from TD to create the systems level plan, and from Echo Foundation to create individual plans for the Nature Areas.

In 2023-24, Trent advanced the systems-level stewardship plan for the UGN in collaboration with the Michi Saagiig Elders and Consultation Liaisons to model best practice land stewardship. The Elders Council gave the plan the name Ggwepnandizamin that translates to *together, putting our best effort forward towards something important*. The plan is built on the notion of conservation for good use as understood by the Michi Saagiig: where we see balance between protection and interaction. It is an integrated plan that uses western and Michi Saagiig knowledge systems together to demonstrate leadership in environmental education and an investment in and with nature. Engagement with faculty and groups involved in land stewardship will take place in the coming months. Fundraising for implementation is underway.

University-Integrated Seniors Village/ Long-term Care home

Stage 1 site plan approval has been received for the two parcels of land for this project, and the sites are now shovel ready. The long-term care home is proceeding, with peopleCare as builder and operator planning to sign a development agreement with the Ministry of Long-Term Care by November 8th and breaking ground soon afterwards. The RFPQ has closed for the Seniors Village.

Developing a “gold standard relationship” with local First Nations

A key priority of the Lands Plan was to engage deeply with First Nations and include Indigenous Traditional Knowledge. Trent continues to have monthly meetings with

the Michi Saagiig Lands and Resources Consultation Liaisons and regular meetings with the Elders Council where their ideas, knowledge and advice is sought on projects associated with the Lands Plan. Early engagement has allowed Indigenous interests, knowledge and concerns to be brought forward and incorporated in final plans to support development approvals.

Trent Farm

Work continues to prepare the new farm for active research, teaching and learning. Soil studies and installation of tile drainage have been completed. Creation of a master plan for the farm is underway to lay out the locations for physical infrastructure (barn, well, teaching pavilion etc). The driveshed project now has sufficient funding to proceed.

Cleantech Commons

Plans continue for a stand-alone prefab building for the Trent Enterprise Centre (TEC), partly supported by a grant from FedDev Ontario, to be complete by December 2025. The City of Peterborough is developing its plans for an in-house economic development department to lead tenant attraction activities for the park.

New College/Residence

The Trent Lands Plan developer guidelines were shared with Knightstone and Trent is facilitating indigenous engagement to support success of the project.

Communication and Engagement

A new website was launched in the past year for the Trent Lands and Nature Areas Plan to help make the report more accessible and to provide easy to navigate information on related projects. The Trent Lands and Nature Areas Newsletter is published regularly to interested stakeholders to ensure proactive and regular communication.

Investment

The projects advanced by the Plan are a featured element of the new Campaign for Momentous Change. Funds have been successfully raised for a variety of the initiatives listed in this report. Efforts to attract provincial and federal support are also ongoing.

Alignment with Mission, Vision, Values, Strategic Plan:

The Lands Plan is core the achieving the mission and vision of the University, and helps achieve a number of the Board's strategic directions,

- Committed to academic achievement
- Commitment to social, environmental and governance responsibilities
- To develop and maintain vibrant campuses

- Ensure Trent is financially healthy and sustainable

Consultation:

The process of creating the Plan involved extensive engagement and consultation over a three year period. The Plan contains a summary of each phase of engagement, with key themes that emerged to shape the plan. Engagement continues for all projects at appropriate times, guided by the Implementation section of the Plan.

Compliance with Policy/Legislation:

Implementation of the Plan is subject to multiple regulations at a local, provincial or federal level that are outlined in the Plan and the accompanying Natural Heritage Report.

Committee/Board Mandate:

The Board, through the Finance & Property Committee, is responsible for the overall monitoring of campus capital building programs, stewardship of heritage assets, and approval or revisions to the Trent Lands and Nature Area Plan.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

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

Subject: Annual Report on Sexual Violence

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

This report includes year-over-year data on the number of student sexual violence incidents reported through formal institutional policy, the number of students supported by Consent at Trent, and sexual violence prevention education initiatives on campus. It also includes a summary of the activities of Trent’s Sexual Violence Prevention and Response Committee.

This report is required under subsection 17(7.1) of the Ministry of Training, Colleges and Universities Act (MTCU Act), requiring universities to provide an annual report to its board of governors.

Analysis/Alternatives Considered:

- 1. Access to supports, services and accommodations relating to sexual violence.**

Number of students accessing the Sexual Violence Prevention & Response Manager and Coordinator for support or accommodations:

Year	May 2019 – April 2020	May 2020 – April 2021	May 2021 – April 2022	May 2022 – April 2023	May 2023 – April 2024
New service users	54	18	68	75	80

Page 2 of 8

Returning service users	40	39	43	21	25
Total	94	57	111	96	105

Accommodations:

Thirty to fifty percent of students accessing sexual violence support seek some form of accommodation or academic consideration. Accommodations include changing residence rooms or buildings, changing classes or seminar sections, and academic consideration including but not limited to; coursework extensions, reweighing of coursework, alternative options for participation and attendance, incomplete standing, late withdrawal, and financial accommodation including tuition refunds for withdrawn courses. Accommodation is also sought through other services, including Housing, Academic Advising, Student Accessibility Services, or by students with their faculty.

Support Feedback:

- *The Consent at Trent team has been effective at advocating for students who have survived and experienced sexual and gender-based violence. They approach their work with students with evidence-based practices, survivor-centered principles, and great care. They protect students' privacy and their right to autonomy when navigating reporting options and pursuing accommodations. They collaborate with other departments when reviewing and crafting best practices, and they involve students in decision making when appropriate. Their educational initiatives are consistent, thorough, and creative. I work closely with Consent at Trent, and I appreciate their communication, their partnership, and the opportunities that they provide to our community to both prevent and repair harm.*
- *Consent at Trent is an easily accessible campus resource available to open the difficult conversation about sexual violence that you may have witnessed or been victim to. Kristen and her team are approachable, empathetic, caring and inclusive. They are efficient and effective at accessing on campus and community resources for students to reach the best possible trauma-informed outcome.*
- *Campus Safety is thankful to have a program like Consent at Trent available to support our students. Knowing that there is someone to support survivors of sexual violence makes our job easier and helps us focus on investigations and ensuring the community is safe. The program not only raises awareness but also significantly contributes to the sense of safety at Trent University. The program collaborates closely with our Campus Safety team and has provided training for the Campus Safety team to ensure we are handling sexual violence cases with a compassionate, trauma informed approach. Survivors of sexual violence need support and Consent at Trent ensures they receive it and help them navigate the post-secondary system. To summarize, our sexual violence prevention program isn't just about reacting to incidents, but rather taking a proactive approach that*

Page 3 of 8

contributes to the overall safety at Trent University where safety and well-being are everyone's priority. Thanks Consent at Trent for being excellent partners with Campus Safety.

- *The Residence Life and Education team is always incredibly thankful for the continued support and ongoing education that Consent at Trent and the Sexual Violence Prevention Managers provide to our students and student staff. Kristen and Sarah not only work to provide comprehensive and trauma-informed training for Residence Life student staff, specifically the Don team; but also assist in developing preventative programming with the Dons and Residence Life and Education Assistants throughout the year and provide support to student staff in responding to situations that arise in residence. Additionally, Kristen and Sarah have made the referral process for students needing support smooth and empowering. The support provided through Consent at Trent is unquestionably person-centered, confidential, and individualized. We thank Kristen and Sarah for their unwavering commitment to supporting students and student staff on campus regarding sexual or gender-based violence.*

2. Sexual violence prevention education, initiatives, and programs.

Type of programs and number of students served:

Programming	Number of Participants
Workshops	759
Orientation Consent Education	3914
Events	64
Resource Tables	570
Staff/Faculty Presentations	50
Guest Speakers	240
Total	5597

List of preventative education programs:

- Promotional and informational tables
- Resource fairs
- Training for Housing Staff (RLCs, Dons, etc), Orientation Facilitators and Leaders, Peer Supporters and other student leaders, College Staff, etc.
- Consent Education during Orientation Week for incoming students on both Peterborough and Durham campuses
- Consent Education for Varsity Athletes
- Bystander Intervention Workshop
- Policy and Me Workshop
- How to Support a Friend Workshop (receiving disclosures)
- Consent at Trent Week (Sexual Violence Prevention Week)
- Sex Education Workshop in collaboration with College student-staff

Page 4 of 8

- Staff and faculty workshops (receiving disclosures and addressing sexual violence on campus)
- Faculty presentations in collaboration with the Office of Student Affairs
- Collaboration with student associations, groups, clubs, and on and off campus partners
- Trauma-informed yoga for survivors
- Weekly newsletter (online) with 67 subscribers
- Print campaigns (posters, brochures, etc.)
- Resource inserts in Trent Central Student Associations welcome packages and additional promotional materials working collaboratively with other departments and student associations
- Digital presence through Sexual Violence website
- My Trent portal events and bulletins
- Social media: Instagram, YouTube videos and Facebook
- Consent Reading List in partnership with Trent Libraries
- Promotional support through College newsletters (online)

Workshops, events and programming were delivered in a variety of formats on both the Peterborough and Durham campuses, both in-person and virtual. Following from the 2022-2023 academic year, providing various methods of delivery, including hybrid options have continued to increase engagement and accessibility to prevention education initiatives.

Support Feedback:

- *I am so grateful that the "Sexual Violence on Campus: Prevention, Intervention and Survivor Support" workshop exists, and that it's a component of the Student Support Certificate. This is an incredibly important subject for university campuses, and Kristen and Sarah were able to take us through a lot of important information. They also created a safe and non-judgmental space where participants felt able to ask questions and discuss challenging issues.*
- *The Skills to Enhance Peer Support (STEPS) program is truly an essential program for the Trent campus. It provides students themselves with opportunities to step up and become leaders within the community, support friends, and cope with challenging experiences, such as intervening when witnessing an act of violence. By attending STEPS workshops, we are actively creating a safer, more respectful, and welcoming community on our Trent campuses. The topics at the center of STEPS workshops are heavy and difficult, and this fact is not lost on facilitators and fellow participants. The important conversations are approached with care and support is available during and after the workshops. This support creates a space where students can safely learn, ask questions, and develop skills. The STEPS program provides skills in a supportive environment which are not only key for our time on campus, but also for life in general.*
- *I am moved by the support and workshops conducted by the Consent at Trent Team because they have helped me in many aspects of my life, whether it be in school, work, or within my peer relationships. These skills and knowledge are continuously useful. Trent University's Consent at Trent has implemented*

Page 5 of 8

workshops such as "Sexual Violence on Campus: Prevention, Intervention, and Survivor Support," "Bystander Intervention," and Skills to Enhance Peer Support (STEPS) on both campuses (Peterborough and Durham). These workshops cover important topics and skills that post-secondary students should learn and implement into their lives, just as I have, because the benefits are numerous. Kristen and Sarah are great assets in creating a safe, judgment-free, and engaging space where participants feel comfortable asking questions and discussing complex present issues arising from the important information being taught.

3. The number of incidents/complaints of sexual violence reported by students.

Year		2019	2020	2021-22	2022-23	2023-24
Metric 1	Total number of formal complaints/reports of sexual violence	2	21	33	27	17
Metric 1 (a)	Total number of formal complaints/reports of sexual misconduct					3
Metric 1 (b)	Total number of formal complaints/reports of sexual assault		4	24	8	5
Metric 1 (c)	Total number of formal complaints/reports of sexual harassment		8	6	12	7
Metric 1 (d)	Total number of formal complaints/reports of stalking		8		4	
Metric 1 (e)	Total number of formal complaints/reports of indecent exposure		1	3	1	1
Metric 1 (f)	Total number of formal complaints/reports of voyeurism	1				
Metric 1 (g)	Total number of formal complaints/reports of sexual exploitation	1			2	1

Page 6 of 8

Note that these are cases formally reported through Trent's Sexual Violence Prevention and Response Policy, the Discrimination and Harassment Policy, or the Workplace Violence and Harassment Policy. This data does not reflect disclosures of sexual violence that may be received by varying support services. Reporting information reflects the academic year, as opposed to the calendar year.

4. Implementation and effectiveness of the policy.

Policy and Response

The Sexual Violence Prevention and Response Policy is effective in responding to and supporting survivors by providing options to survivors regarding safety, reporting (including formal and informal processes), support, and potential accommodations. The policy is also effective in highlighting the needs of survivors of sexual violence and provides context for administering various accommodations. The policy will be up for review in May 2025 and will include revisions advised by the needs assessment process, focusing on such things as accessibility, inclusivity, and intersectionality.

Staff changes

In July 2023, Kristen Haines was hired into the role of Sexual Violence Prevention & Response Manager, and Sarah Simpson, the Consent Project & Education Associate, moved into a revised role of Sexual Violence Prevention & Response Coordinator. Having two staff members dedicated to both survivor support and prevention education has allowed for expansion in student support, and an increase in capacity for ongoing collaboration and strategic planning.

In January 2024, a Trent Work Study Program student-staff was hired to expand sexual violence awareness initiatives, through an increased digital presence.

Policy and Education

Sexual Violence Prevention programs, including consent education and bystander intervention workshops, are an engaging part of our education strategy and are a central tenet of our policy. In the 2018 provincial Student Voices on Sexual Violence survey, Trent students (75.4% of respondents) reported being readily able to intervene when they witnessed incidents of sexual harassment.

Sexual Violence Prevention and Response Committee Implementation

The Sexual Violence Prevention and Response Committee monitors the efficacy of the policy and provides recommendations and assessment. Students can participate in this process at the committee level, as well as with an official open channel for sharing direction on policy with their student union and therefore with the policy sub-committee. Student representation includes the Trent Central Student Association, Trent Graduate Student Association, Trent Durham Student Association, and other interested students.

Page 7 of 8

The full committee met February 2nd, March 1st, April 5th, and May 3rd. The focus of the Committee was consultation to conduct a needs assessment and review process to assess the efficacy of sexual violence prevention and response on campus. The review process will inform the development of a Sexual Violence Prevention and Response Framework to offer guidance and space for collaboration between groups for Sexual Violence Prevention and Response on campus, in partnership with the Sexual Violence Prevention and Response Policy. The group provided an initial outline of important components to be included in the needs assessment and review process based on different areas of expertise as student leaders, staff, faculty, and community members.

Financial Implications:

Sexual violence is a prevalent issue in society, and individuals in the traditional student age group (18-24) are particularly vulnerable. Providing prevention education and support for students who have experienced sexual violence helps limit and mitigate the impacts of sexual violence on our student population. Experiencing sexual violence can be highly traumatic and can severely impact students' ability to persist in their degree, affecting student retention.

Enterprise Risk Assessment:

In the past number of years, there has been an increased focus on sexual violence in society, and in postsecondary, including significant attention to individual cases in various institutions. Efforts to prevent and respond to sexual violence incidents have a significant reputational impact.

Next Steps:

This report is for approval with the Board of Governors, followed by submission of updated protocol to MCU.

Alignment with Mission, Vision, Values, Strategic Plan:

An environment free of sexual violence is in keeping with Trent's objectives around providing an equitable learning environment for students.

Consultation:

The Sexual Violence Prevention and Response Committee continues to meet and includes representatives from student associations, staff, faculty, and community members.

Compliance with Policy/Legislation:

This report is submitted in compliance with the Ministry of Colleges and Universities requirement of an annual report to the Board of Governors.

- The proclamation of subsection 17(7.1) of the Ministry of Training, Colleges and Universities Act (MTCU Act), requiring each publicly-assisted college and university, covered by the Act, to provide an annual report to its board of governors. This is an ongoing requirement. Although there is no due date in legislation, in August 2019 the ministry indicated to each institution that the reports must be Board approved by June each year.

Page 8 of 8

- The requirement for each publicly assisted college and university to create a task force dedicated to addressing the issue of sexual violence on campus. This is a one-year requirement with each task force required to submit their report to their respective board of governors and to the ministry by June each year.

Committee/Board Mandate:

The Government of Ontario has mandated that each university present to their boards of governors an annual update on sexual violence, including the work of the institutional Sexual Violence Prevention and Response Committee.

Supporting Reference Materials (attached):

None.

Trent University Equity and Human Rights Office [EHRO] 2023-2024 Report to the Community



Goal: *We seek to actively promote, in partnership, an accessible, equitable, and inclusive campus society that reflects and embraces the diversity of its occupants guided by human rights principles and practice.*

Since January 2024, our Office has been staffed with one [1] Human Rights Advisor, one [1] EDI Outreach Coordinator and one [1] EDI Training and Support Coordinator, a position shared with Office of Student Affairs [OSA] and six [6] EDI Student Assistants.

Our work includes:

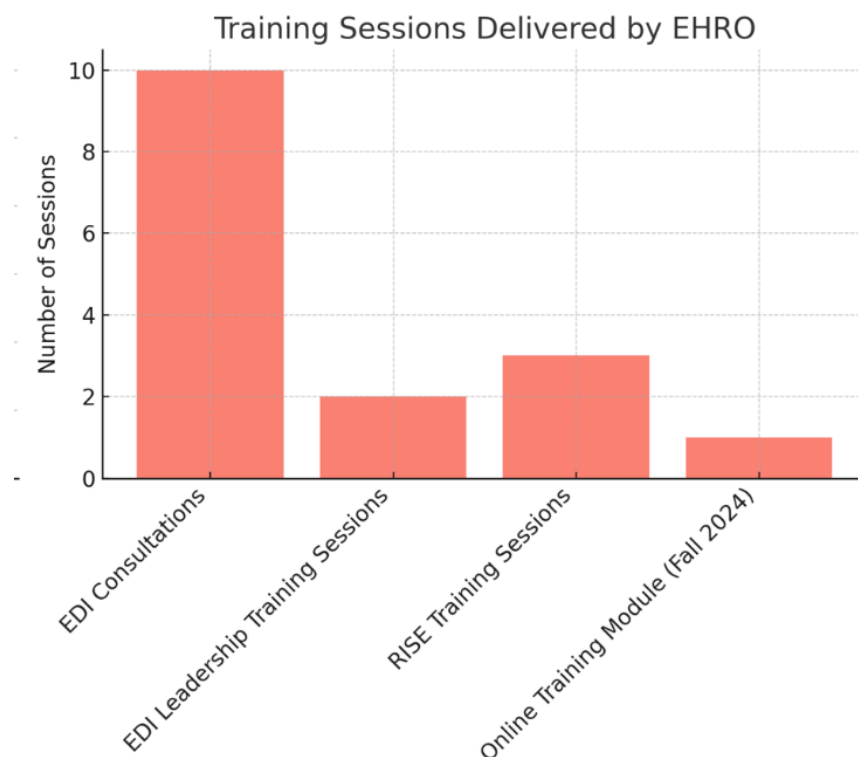
- **Creating a viable operational Equity, Diversity, and Inclusion (EDI) Human Rights Framework** for Trent University through the Provision of EDI, accessibility and human rights support in the form of advice, advocacy, training, resources, EDI tools and best practice for students, staff and faculty.
- **Monitoring EDI and Human Rights Progress** in a manner that is data-driven, for example through Equity Surveys to maintain a pulse on student and staff well-being at Trent University.
- **Ensuring Compliance and Advising** on Trent University's Accessibility Policy with the Accessibility for Ontarians with Disabilities Act (AODA).
- **Advising on Trent University's Discrimination and Harassment Policy** and responding to reports and complaints made under the Policy.
- **Providing Education and Outreach** to the Trent University Community on issues related to human rights, equity, and accessibility, including consulting on Research, Policies and Procedures to lend equity-informed lens.
- **Supporting and shaping the EDI Community of Practice** in Peterborough.

EDI & Human Rights Education and Outreach

In 2023-24 EHRO delivered equity and human rights training on topics ranging from gender equity, unconscious biases, recruitment and selection best EDI practices, antiracism and anti-Black racism, courageous conversations and rules of engagement to how best to navigate difficult situations and/or practice *respectful listening*, *humble inquiry* and *actionize allyship*. The Office has increased its community outreach, recognizing that the university is a microcosm of the larger community of Peterborough and the need for reciprocity in the relationship between these entities.

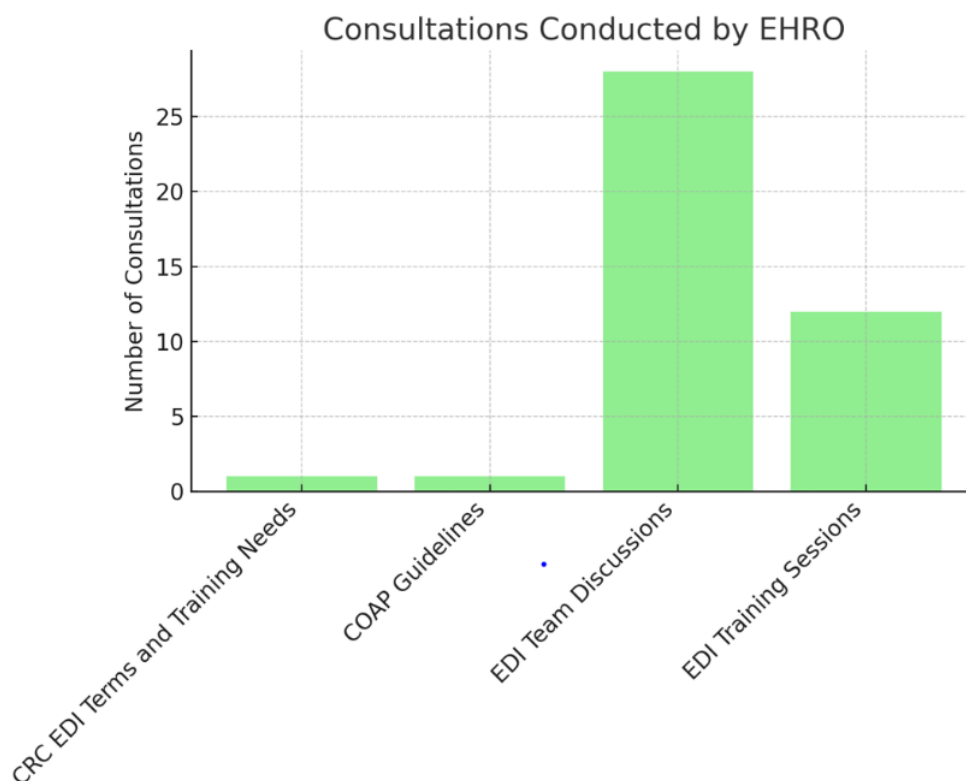
EDI Human Rights Training:

- Provided ten [10] EDI consultations with various departments and faculty and following up with EDI needs.
- Provided two [2] EDI Leadership Training Sessions for Trent University Managers, with two [2] more to follow before the end of year.
- Conducted three [3] *Respecting Individuals and Supporting Equity [RISE]* Training Sessions for Students as part of *Skills to Enhance Peer Support (STEPS)* Program run by the Office of Student Affairs (OSA).
- Launched *Online Discrimination and Harassment Training Module* to roll out Fall 2024.



EDI Consultations

- Consulted on EDI terms for Canadian Research Chair [CRC] and EDI training needs of CRC committee members.
- Collaborated with the Committee on Academic Personnel [COAP] on *Guidelines for Proposing Designated Positions for Underrepresented Groups*.
- Conducted twenty-eight [28] EDI team discussions within various departments and faculties and twelve [12] EDI training sessions for staff and faculty teams.



EDI Collaboration

- Launched 2nd Higher Education Data Sharing Consortium (HEDS) Equity Survey April 2024.
- Presented at eight [8] external EDI conferences and workshops, including University of Toronto, University of Calgary and at Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE) Conference June 2024.
- Collaborated on six [6] university policy committees, including the Classroom Safety Policy, Workplace Harassment, Sexual Violence, Service Animals, Breast/Chest Feeding, Discrimination and Harassment Policy.
- Introduced Six [6] Staff Affinity Groups: 2SLGBTQI+, Disabilities, Neurodiversity, Women, Racialized, and Black Staff/ Faculty Affinity Group upon request by staff.
- Met with thirty-five [35] community stakeholders

EDI Partnerships

- Partnered with Trent Central Student Association (TCSA) and Trent Association of Black Students (TABS) to fund and host the Trent Antiracism Conference and Trent Black Professionals Gala 2024 and Funded Six [6] Trent Black Students Awards. [\$22,000 awarded]
- Collaboration between the Equity and Human Rights Office, The Office of Student Affairs, Trent Fleming School of Nursing (TFSON), CareerSpace, and relevant community partners and awarded up to \$50,000 from the Ontario Ministry of Colleges and Universities to develop a micro-credential "Equity, Diversity and Inclusion Training for Healthcare Professionals".

- Funded the Field Research in Ecology and Evolution Diversified (FIELD) bursary [\$10,000] led by the Department of Environmental and Life Sciences Graduates Program for a student from an equity-deserving group.
- Hosted four [4] student internships [Three [3] Fleming College and [1] Peterborough high school.
- Re-established *DEI Community of Practice Peterborough* - Connecting with Peterborough community members to create a more inclusive and socially just environment within and beyond Trent University.
- Membership Knowledge Networks – Active Members of Egale, Pride at Work, Canadian Centre for Diversity and Inclusion (CCDI), CAPDHHE access to all resources, webinars and conferences for Trent community.
- Coordinating with KPRDSB to address EDI barriers to assist grade 12s transitioning to university life.
- Updated website and added EDI Resources section and EDI Student Blog.

Key Partnerships and Initiatives

Antiracism Conference
Black Professionals Gala
Trent Black Student Awards
Student Internships
DEI Community of Practice Peterborough
Knowledge Networks Membership
KPRDSB Coordination

Accessibility

Development, Implementation, and Enforcement of Accessibility Standards:

- Enforcing accessibility standards related to goods, services, accommodation, employment, and buildings.

Community Partnerships: Building community partnerships within the university, other universities, and non-profit organizations to advance accessibility events, workshops, and projects.

- Actively participating as a member of accessibility groups and committees, including the Ontario Network of Accessibility Professionals, Accessibility Space Committee, Accessibility Construction Projects, and University Reference Group on Accessibility.

Collaboration for Funding:

- Collaborating with university stakeholders to obtain funding from federal and provincial governments to support the design, promotion, and delivery of accessibility programs up to \$100,000.

Consultations on Accessibility:

- Provided nine [9] consultations related to Accessibility for Ontario with Disabilities to the Trent community from January to June 2024.

Procedure Review:

- Revising Discrimination and Harassment, Free Speech, and Anti-Racism procedures to be accessible.

Planning and Assessment of Accessibility Construction Projects:

- Collaborating with university stakeholders on the planning and assessment of accessibility construction projects.

Reviewing Regulatory Compliance and the Multi-Year Accessibility Plan:

- Ensured Trent annual regulatory AODA and Integrated Accessibility Standards Regulation (IASR) compliance, including the development and implementation of our Multi-Year Accessibility Plan.

Reports of Discrimination and Harassment

Human Rights Consultations and Recommendations: Provided fifteen [15] consultations and recommendations to the Trent Community on rights and responsibilities under the Human Rights Code during this period.

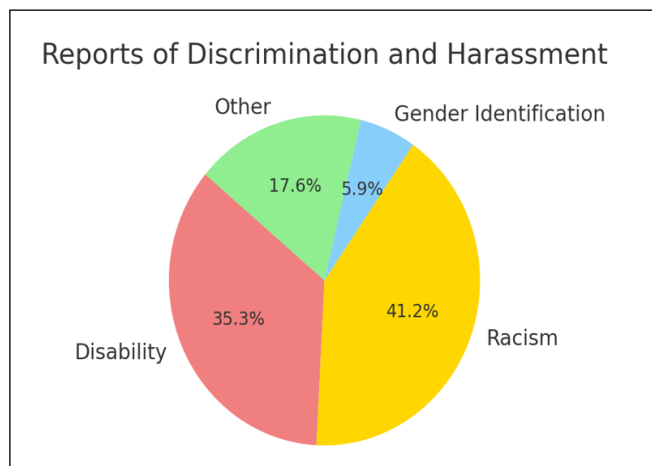
Harassment Consultations: Provided ten [10] consultations specifically related to harassment issues from January to June 2024.

Sexual Harassment Consultations: Offered five [5] consultations specifically related to sexual harassment concerns within the Trent community.

Informal Resolution Assistance: Assisted with seven [7] informal resolution concerns related to discrimination and harassment.

Reports of Discrimination and/or Harassment: Received seventeen [17] on the following Code-protected grounds:

- *Disability - 6 reports*
- *Racism – 7 reports*
- *Gender Identification - 1 report*
- *Other – 3 reports*



Formal Investigation: Conducted one [1] formal investigation that addressed workplace violence and sexual harassment.

Policy Collaboration: Collaborated with various policy committees, including the Sexual Violence Prevention and Response committee, and the Student Charter of Rights and Responsibilities committee.

Durham Campus Engagement: Since March 2024, regularly attended meetings and consultations at the Durham campus.

Recommendations for Procedural Fairness: Provided recommendations to introduce greater procedural fairness to the current policies and procedures.

Please engage with us @ humanrights@trentu.ca or visit our website [Equity and Human Rights Office - Trent University](#)





Annual Report on Quality Assurance

Board of Governors – June 2024

Quality Assurance is a shared responsibility between the Ontario Universities Council on Quality Assurance and Ontario's universities. Quality assurance processes promote a culture of continuous improvement and support a vision of student-centred education that result in an educational system that is open, accountable and transparent. Every publicly assisted Ontario University that grants degrees and diplomas is responsible for the quality of its programs and for developing a policy based on the Quality Assurance Framework.

Trent's Institutional Quality Assurance Policy and procedures meet the compliancy requirements of the Quality Assurance Framework that has been adopted by the Council of Ontario Universities.

Protocols governed by the Policy include:

- 1) Cyclical Program Review
- 2) Development of New Programs
- 3) Expedited Approvals
- 4) Major Modifications (Program Renewal and Significant Change)
- 5) Audit Protocol

Standing committees of Senate responsible for administering the Policy include Academic Planning & Policy, Cyclical Program Review Committee, Undergraduate Studies Committee and the Graduate Studies Committee.

New Program Approval

Following Senate approval, new programs require approval by Quality Assurance and the Ministry.

Two new programs were approved by Quality Assurance and the Ministry in 2023-24 and will commence September 2024:

- BSc Honours Software Engineering Co-Op
- BA Honours Human Rights and Global Justice

Cyclical Review of Existing Degree Programs

Periodic cyclical reviews are conducted for all existing undergraduate and graduate degree programs at a minimum of once every eight years. The Cyclical Program Review Process is a three to four year process, from the initial preparation of the academic unit's self-study to the final implementation report.

The Review looks closely at the key performance indicators including expectations of performance by

graduates at specified levels of learning; clearly identified program objectives, articulation of program-level learning outcomes and student achievement through evaluation and assessment. Specifically, the cyclical review process looks at the program's approach and plans for continuous improvement to ensure that educational experiences offered to students are engaging and rigorous. Outcomes of the review include recommendations to: provide information to help make decisions for improvements and enhancements; provide benchmarks for assessing program standards and quality; ensure that curriculum remains relevant, current and effective; and provide assurance of quality to students, partners and government.

The following degree programs were reviewed in 2023-2024:

- Communications BA
- Ecological Restoration BSc (with Fleming)
- Education BEd and Education Indigenous BEd
- Education MEd/Graduate Diploma – Educational and Community Leadership
- Environmental and Resource Studies/Science BA/BSc
- Environmental Science and Studies BESS
- Indigenous Studies BA
- Indigenous Studies PhD
- Indigenous Environmental Studies and Sciences BA/BSc
- Sustainable Agriculture and Food Systems BA/BSc
- Water Science BSc

In 2024-2025, the following degree programs will undergo an external review:

- Criminology BA
- Cultural Studies BA
- Forensic Biology BSc
- Forensic Chemistry BSc
- Forensic Science BSc
- Forensic Science MSc
- Gender and Social Justice BA
- International Political Economy Joint Major BA
- Materials Science MSc/PhD (with Ontario Tech)
- Media Studies BA
- Political Studies BA
- Psychology BA/BSc
- Psychology MA/MSc
- Sociology BA

Office of Provost & VP Academic

June 13, 2024



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Trent University Board of Governors

Date: June 27, 2024

Presented by: Tara Harrington, Associate University Secretary (Senate)

Subject: 2023-24 Senate Report to Board of Governors

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

In 2023-24 there were eight meetings of Senate.

Highlights of Senate Activities for 2023-24:

New programs approved for submission to the Ontario Universities Council on Quality Assurance:

BSc Software Engineering Co-op

BA Human Rights and Global Justice

New Academic Credentials/Options/Specializations:

Postgraduate Certificate in Conflict and Crisis Management

Postgraduate Certificate in Applied Artificial Intelligence

Undergraduate Certificate in American Sign Language

Undergraduate Certificate in Political Leadership

Specialization in Logistics and Supply Chain Management

New Research Organizations:

Trent Centre for Molecules, Cells & Systems Research

Trent Farm Research Centre

New Articulation Agreements:

Senate reviewed and approved 26 new articulation agreements. These agreements, signed with 10 different community colleges, will allow qualified graduates of approved college programs to enter one of Trent's degree programs with advanced standing.

Page 2 of 2

Other Initiatives:

In response to the burgeoning use of artificial intelligence (AI) on and off campus, the Centre for Teaching and Learning struck a working group to develop guidelines to assist faculty in dealing with the challenges, and opportunities, presented by AI.

During the 2023-24 academic year Senate approved revisions to 5 policies: Honorary Appointments Policy, Indirect Costs Policy, Research Involving Human Participants Policy, Graduate Special Student Policy and Posthumous Degree Policy.

Senate approved an amendment to its bylaws that reduced the number of ex-officio positions holding voting status on Senate.

Enterprise Risk Assessment:

Senate receives regular reports from the president, the provost and the academic colleague of the Council of Ontario Universities that highlight changes in the post-secondary environment. Senate assesses and responds to identified risks and opportunities as appropriate.

Compliance with Policy/Legislation:

In compliance with the Quality Assurance Framework, Trent is required to have an Institutional Program Quality Assurance Policy and Procedures (IQAP). The IQAP sets out the process for the cyclical review of existing programs. At Trent, the Cyclical Program Review Committee has responsibility for overseeing these reviews including reviewing Self-Study documents, Review Committee Reports and Responses by academic units and Deans; preparing for approval by the Provost and Vice-President Academic Final Assessment Reports (including Implementation Plans and Executive Summaries); receiving Monitoring Reports from academic units and preparing Reports for Senate. During the 2023-24 academic year, the CPRC submitted 5 reports to Senate.

Committee/Board Mandate:

Senate continues to fulfill its mandate of determining the education policy, courses of study and standards of admission to the University.

AON

Executive Summary

Trent University

First Quarter 2024

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



Major Capital Markets' Returns

As of 31 March 2024

	1 Quarter	YTD	1 Year	2 Years	3 Years	4 Years	5 Years	10 Years
Equity								
S&P/TSX Composite	6.6	6.6	14.0	4.0	9.1	17.0	10.0	7.7
S&P 500 Index (CAD)	13.5	13.5	29.9	13.9	14.3	19.8	15.3	15.3
S&P 500 (USD)	10.6	10.6	29.9	9.5	11.5	21.3	15.0	13.0
MSCI EAFE (CAD) (Net)	8.6	8.6	15.3	11.0	7.4	12.1	7.6	7.0
MSCI World Index (CAD) (Net)	11.7	11.7	25.1	12.3	11.3	17.0	12.4	11.6
MSCI ACWI (Net)	11.0	11.0	23.2	11.2	9.6	15.8	11.2	10.9
MSCI Emerging Markets (CAD) (Net)	5.1	5.1	8.1	2.3	-2.7	6.6	2.5	5.1
Real Estate								
MSCI/REALPAC Canada Quarterly Property Fund	0.9	0.9	-0.6	1.1	6.7	5.3	6.1	6.5
Global Real Estate Fund Index (GREFI) (USD)*	-1.1	-1.1	-6.9	-3.3	1.7	2.8	3.4	5.2
Fixed Income								
FTSE Canada Universe Bond	-1.2	-1.2	2.1	0.0	-1.5	-0.7	0.3	2.0
FTSE Canada Long Term Overall Bond	-3.6	-3.6	0.8	-3.3	-4.1	-3.1	-1.4	2.4
FTSE Canada 91 Day TBill	1.2	1.2	4.8	3.8	2.6	2.0	2.0	1.4
Consumer Price Index								
Canadian CPI, unadjusted	0.9	0.9	2.9	3.6	4.6	4.0	3.4	2.5

Canadian Equities

The S&P/TSX Composite Index returned +6.6% in the first quarter of 2024. Performance was positive across all sectors except Utilities (-1.1%) and Communication Services (-8.5%). Health Care (+18.4%), Energy (+13.1%), and Industrials (+11.1%) led through the quarter. Growth stocks outperformed value over the fourth quarter (+8.8% vs. +5.1%), growth also outperformed over the past 12 months (+17.4% vs. +14.6%). The S&P/TSX Composite Index returned +14.0% over the past 12 months. Communication Services (-14.8%) and Utilities (-7.2%) lagged, while Info Tech (+40.2%), Health Care (+38.9%), and Energy (+23.1%) led the Canadian market.

U.S. Equities

The S&P 500 Index returned +13.5% in Canadian dollar terms over the quarter, with all 11 sectors delivering positive returns. The best performing sectors were Communication Services (+18.9%), Energy (+16.7%), and Info Tech (+15.6%) while Real Estate (+2.1%) trailed. Over the past 12 months, the S&P 500 Index has returned +29.9% in Canadian dollar terms. In Q1, Large cap growth stocks continued to lead the U.S. market, although market breadth has widened from 2023.

Non-North American Equities

The MSCI EAFE Index returned +8.6% in Canadian dollar terms in the first quarter. Returns were positive across all sectors except Consumer Staples and Utilities. The top performing sectors included Info Tech (+17.3%), Cons. Disc. (+14.0%), and Financials (+11.4%), while Utilities (-2.5%) trailed. Over the past 12 months, the index returned +15.3% in Canadian dollar terms, with Info Tech (+31.1%) and Financials (+25.8%) leading, while Consumer Staples (-5.9%) and Real Estate (+2.7%) trailed.

Canadian Fixed Income

The Canadian investment grade bond market, as measured by the FTSE Canada Universe Bond Index, returned -1.2% over the quarter. Corporate bonds (+0.1%) outperformed Provincial (-2.2%) and Federal bonds (-1.2%). From a term perspective, short term bonds (+0.3%) outperformed both medium term bonds (-1.1%) and long-term bonds (-3.6%). Over the past 12 months, the index returned +2.1% with Corporate bonds (+5.5%) ahead of the index, while Provincial (+1.1%) and Federal bonds (+0.8%) trailed the index. From a term perspective, over 12 months, short term bonds (+3.5%) outperformed medium term bonds (+1.1%) and long-term bonds (+0.8%).

* Lagged one quarter.

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

Asset Allocation & Performance

As of 31 March 2024

	Allocation	Performance (%)							
	Market Value (\$000)	1 Quarter	Year To Date	1 Year	2 Years	3 Years	4 Years	5 Years	10 Years
OPSEU Pension Plan	193,588	4.6 (70)	4.6 (70)	11.6 (68)	4.8 (81)	5.4 (76)	9.7 (73)	6.7 (77)	6.4 (81)
<i>OPSEU Plan Benchmark</i>		<i>4.6 (70)</i>	<i>4.6 (70)</i>	<i>11.6 (68)</i>	<i>4.8 (81)</i>	<i>5.3 (76)</i>	<i>9.6 (75)</i>	<i>6.6 (79)</i>	<i>6.3 (84)</i>
Value Added		0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1
Special Investment Fund	2,445	3.4 (97)	3.4 (97)	9.5 (93)	3.6 (99)	4.1 (88)	7.9 (92)	5.6 (93)	5.5 (96)
<i>Benchmark</i>		<i>3.4 (97)</i>	<i>3.4 (97)</i>	<i>9.6 (93)</i>	<i>3.7 (99)</i>	<i>4.1 (88)</i>	<i>7.9 (92)</i>	<i>5.6 (93)</i>	<i>5.5 (96)</i>
Value Added		0.0	0.0	-0.1	-0.1	0.0	0.0	0.0	0.0

Parentheses contain percentile rankings



Calendar Year Performance

As of 31 March 2024

	2023	2022	2021	2020	2019	2018	2017	2016
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)
<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>
Value Added	-0.1	0.2	0.1	0.2	0.1	0.2	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)
<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>
Value Added	-0.1	0.0	0.1	0.1	-0.1	0.2	0.0	0.0



Parentheses contain percentile rankings

Comparative Performance

As of 31 March 2024

	1 Quarter	Year To Date	1 Year	2 Years	3 Years	4 Years Ending Mar-2024	4 Years Ending Mar-2023	4 Years Ending Mar-2022	4 Years Ending Mar-2021
Canadian Equities									
TDAM Emerald Canadian Equity Index	6.6 (54)	6.6 (54)	14.0 (52)	4.0 (75)	9.1 (81)	17.0 (73)	9.0 (70)	12.7 (34)	8.1 (29)
<i>S&P/TSX Composite</i>	6.6 (55)	6.6 (55)	14.0 (53)	4.0 (75)	9.1 (81)	17.0 (73)	9.0 (70)	12.6 (38)	8.0 (29)
Value Added	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1
U.S. Equities									
TDAM Emerald Pooled U.S. Index	13.4 (51)	13.4 (51)	29.6 (47)	13.9 (50)	14.3 (33)	19.8 (46)	12.0 (32)	15.6 (32)	14.4 (43)
<i>S&P 500 (CAD)</i>	13.5 (50)	13.5 (50)	29.9 (46)	13.9 (48)	14.3 (32)	19.8 (46)	12.0 (32)	15.6 (33)	14.4 (43)
Value Added	-0.1	-0.1	-0.3	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	10.5 (83)	10.5 (83)	28.5 (52)	8.2 (96)	10.5 (80)	20.1 (40)	10.3 (63)	15.1 (38)	14.5 (42)
<i>S&P 500 (Hedged)</i>	10.5 (84)	10.5 (84)	28.5 (52)	8.2 (96)	10.5 (81)	20.1 (40)	10.3 (63)	15.1 (38)	14.5 (42)
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	10.3 (85)	10.3 (85)	27.9 (54)	7.8 (96)	10.1 (84)	19.8 (46)	10.0 (69)	14.8 (41)	14.2 (45)
<i>S&P 500 (Hedged)</i>	10.5 (84)	10.5 (84)	28.5 (52)	8.2 (96)	10.5 (81)	20.1 (40)	10.3 (63)	15.1 (38)	14.5 (42)
Value Added	-0.2	-0.2	-0.6	-0.4	-0.4	-0.3	-0.3	-0.3	-0.3
International Equities									
TDAM Emerald International Equity Index	8.5 (49)	8.5 (49)	15.3 (54)	11.1 (53)	7.5 (47)	12.2 (64)	5.9 (65)	4.1 (56)	6.7 (63)
<i>MSCI EAFE (CAD) (Net)</i>	8.6 (47)	8.6 (47)	15.3 (52)	11.0 (54)	7.4 (48)	12.1 (65)	5.8 (68)	4.0 (59)	6.6 (65)
Value Added	-0.1	-0.1	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 March 2024

	1 Quarter	Year To Date	1 Year	2 Years	3 Years	4 Years Ending Mar-2024	4 Years Ending Mar-2023	4 Years Ending Mar-2022	4 Years Ending Mar-2021
Fixed Income									
TDAM Emerald Canadian Bond Index	-1.2 (98)	-1.2 (98)	2.1 (98)	0.0 (100)	-1.5 (99)	-0.7 (100)	-0.2 (98)	1.6 (93)	3.1 (91)
<i>FTSE Canada Universe Bond</i>	-1.2 (97)	-1.2 (97)	2.1 (98)	0.0 (100)	-1.5 (99)	-0.7 (100)	-0.2 (97)	1.6 (91)	3.2 (91)
Value Added	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Short-Term Investments									
TDAM Emerald Short-Term Index	1.3 (6)	1.3 (6)	5.3 (13)	4.2 (43)	2.8 (58)	2.3 (52)	1.5 (45)	1.2 (21)	1.5 (12)
<i>FTSE Canada 91 Day TBill</i>	1.2 (100)	1.2 (100)	4.8 (100)	3.8 (100)	2.6 (100)	2.0 (100)	1.3 (94)	1.0 (100)	1.1 (100)
Value Added	0.1	0.1	0.5	0.4	0.2	0.3	0.2	0.2	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 4.6% for the quarter ending 31 March 2024, ranking in the 70th 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 3.4% for the quarter ending 31 March 2024, ranking in the 97th 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.

© 2024 Aon Solutions Canada Inc. ("Aon")

This report does not constitute accounting, legal or tax advice and should not be relied upon for any such business decisions. This report contains information that is proprietary to Aon and may not be distributed, reproduced, copied, or amended without Aon's prior written consent.



Trent University

Investment monitoring report
Executive summary
For the quarter ending March 31, 2024

Julianna Spiropoulos, Claude Lamothe, Tim Zhu
May 2024



Executive summary of Funds

Topic	Summary	Action required
<p>Investment monitoring results – Quantitative</p>	<ul style="list-style-type: none"> • Fiera Canadian Equity and PH&N Canadian Core Plus funds outperformed their benchmarks over the most recent quarter. • Two Global Equity strategies, Mawer and Schroder, underperformed the benchmark in Q1 2024. • Real estate (Manulife) and infrastructure (IFM) funds' Q1 2024 quarterly return underperformed the absolute return target. • Though not experienced by Trent University, all managers have outperformed their respective benchmarks over the trailing four-year period except Mawer Global Equity. 	<ul style="list-style-type: none"> • Continue to monitor
<p>Investment monitoring results – Qualitative</p>	<ul style="list-style-type: none"> • Jarislowsky Fraser: Bernard Gauthier, Portfolio Manager of Canadian Equities, is retiring from the firm on May 31, 2024. Charles Nadim, Head of Research and Portfolio Manager of Canadian Equities, continues to be responsible for managing Canadian equity strategies. • Mawer: Effective July 1, 2024, Christian Deckart will replace Paul Moroz as Chief Investment Officer of Mawer Investment Management Ltd. Effective March 31, 2024, Paul Moroz stepped down as co-manager of Mawer's Global Equity strategy. Christian Deckart remains as lead manager of Mawer's Global Equity strategy and Manar Hassan-Agha remains as co-manager of Mawer's Global Equity strategy. 	<ul style="list-style-type: none"> • Continue to monitor Portfolio Manager transitions in Jarislowsky Fraser and Mawer.

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 March 31, 2024 	<ul style="list-style-type: none"> None
Developments impacting investments	<ul style="list-style-type: none"> The first quarter of 2024 was characterized by strong equity market results, which was counterbalanced by a mixed bond market performance. The momentum in equities was undeterred by the persistent and prolonged high interest rates. However, fixed income performance was impacted by expectation that central banks will now administer fewer cuts than previously expected and that they will be delayed. 	<ul style="list-style-type: none"> Continue to monitor

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

Gross trailing returns

For periods ending March 31, 2024

	Trailing period returns ¹						
	QTD	1 year	2 year	3 year	4 year	5 year	10 year
Sinking Fund	4.46%	10.03%	4.27%	4.58%	8.92%	6.30%	--
Total Fund Benchmark ²	5.06%	12.51%	5.07%	5.10%	9.33%	6.58%	--
Value added	-0.60%	-2.48%	-0.80%	-0.52%	-0.41%	-0.28%	--
Annualized 4% return + CPI					8.15%		
Value added					0.77%		

	Trailing period returns ¹						
	QTD	1 year	2 year	3 year	4 year	5 year	10 year
Endowment Fund	4.14%	10.52%	4.69%	4.87%	8.99%	6.40%	6.34%
Total Fund Benchmark ²	5.06%	12.51%	5.07%	5.10%	9.33%	6.58%	6.75%
Value added	-0.92%	-1.99%	-0.38%	-0.23%	-0.34%	-0.18%	-0.41%
Annualized 4% return + CPI					8.15%		
Value added					0.84%		

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.

Net trailing returns

For periods ending March 31, 2024

	Trailing period returns ¹	
	QTD	1 year
Sinking Fund	4.28%	9.29%
Plan Benchmark ²	5.06%	12.51%
Value added	-0.78%	-3.22%

	Trailing period returns ¹	
	QTD	1 year
Endowment Fund	3.99%	9.81%
Plan Benchmark ²	5.06%	12.51%
Value added	-1.07%	-2.70%

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, fee schedules, and invoices.

² See Appendix for benchmark details.

Gross calendar year returns

	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.

Endowment gross returns

For periods ending March 31, 2024

	Trailing period returns ^{1,2,3,4}						
	QTD	1 year	2 year	3 year	4 year	5 year	10 year
Fiera Canadian Equity	7.66%	16.76%	10.73%	12.42%	17.31%	12.57%	--
S&P/TSX Composite TR Index	6.62%	13.96%	3.95%	9.11%	16.99%	9.96%	--
Value added	1.04%	2.80%	6.78%	3.31%	0.32%	2.61%	--
Mawer Global Equity	7.24%	18.21%	11.25%	11.17%	14.84%	11.64%	12.57%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%	11.16%	9.62%	15.80%	11.20%	10.90%
Value added	-3.80%	-5.00%	0.09%	1.55%	-0.96%	0.44%	1.67%
Schroders Global Sustainable Growth	9.00%	21.86%	13.37%	11.01%	18.07%	15.40%	14.53%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%	11.16%	9.62%	15.80%	11.20%	10.90%
Value added	-2.04%	-1.35%	2.21%	1.39%	2.27%	4.20%	3.63%
PH&N Canadian Core Plus Bond	-1.01%	2.98%	0.63%	-0.85%	0.83%	1.63%	--
FTSE Canada Universe Bond Index	-1.22%	2.10%	0.02%	-1.52%	-0.74%	0.28%	--
Value added	0.21%	0.88%	0.61%	0.67%	1.57%	1.35%	--
Manulife Canadian Property Portfolio	0.94%	-7.47%	-1.10%	8.21%	8.02%	8.90%	8.37%
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Value added	-0.53%	-13.47%	-7.10%	2.21%	2.02%	2.90%	2.37%
IFM Global Infrastructure (Canada), LP	-0.50%	5.94%	9.70%	12.87%	12.14%	11.15%	--
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	--
Value added	-1.97%	-0.06%	3.70%	6.87%	6.14%	5.15%	--

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.

Endowment net returns

For periods ending March 31, 2024

	Trailing period returns ¹	
	QTD	1 year
Fiera Canadian Equity	7.53%	16.18%
S&P/TSX Composite TR Index	6.62%	13.96%
Value added	0.91%	2.22%
Mawer Global Equity	7.03%	17.25%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%
Value added	-4.01%	-5.96%
Schroders Global Sustainable Growth	8.85%	21.20%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%
Value added	-2.19%	-2.01%
PH&N Canadian Core Plus Bond	-1.11%	2.54%
FTSE Canada Universe Bond Index	-1.22%	2.10%
Value added	0.11%	0.44%
Manulife Canadian Property Portfolio	0.67%	-8.48%
6% Annual rate	1.47%	6.00%
Value added	-0.80%	-14.48%
IFM Global Infrastructure (Canada), LP	-0.57%	5.29%
6% Annual rate	1.47%	6.00%
Value added	-2.04%	-0.71%

¹ Source: Investment manager statements and invoices.

Sinking Fund gross returns

For periods ending March 31, 2024

	Trailing period returns ^{1,2,3}						
	QTD	1 year	2 year	3 year	4 year	5 year	10 year
Fiera Canadian Equity	7.66%	16.76%	10.73%	12.42%	17.31%	12.57%	--
S&P/TSX Composite TR Index	6.62%	13.96%	3.95%	9.11%	16.99%	9.96%	--
Value added	1.04%	2.80%	6.78%	3.31%	0.32%	2.61%	--
Mawer Global Equity	7.24%	18.21%	11.25%	11.17%	14.84%	11.64%	12.57%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%	11.16%	9.62%	15.80%	11.20%	10.90%
Value added	-3.80%	-5.00%	0.09%	1.55%	-0.96%	0.44%	1.67%
Schroders Global Sustainable Growth	9.00%	21.86%	13.37%	11.01%	18.07%	15.40%	14.53%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%	11.16%	9.62%	15.80%	11.20%	10.90%
Value added	-2.04%	-1.35%	2.21%	1.39%	2.27%	4.20%	3.63%
PH&N Canadian Core Plus Bond	-1.01%	2.98%	0.63%	-0.85%	0.83%	1.63%	--
FTSE Canada Universe Bond Index	-1.22%	2.10%	0.02%	-1.52%	-0.74%	0.28%	--
Value added	0.21%	0.88%	0.61%	0.67%	1.57%	1.35%	--
Manulife Canadian Property Portfolio	0.94%	-7.47%	-1.10%	8.21%	8.02%	8.90%	8.37%
6% Annual rate	1.47%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Value added	-0.53%	-13.47%	-7.10%	2.21%	2.02%	2.90%	2.37%

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.

Sinking Fund net returns

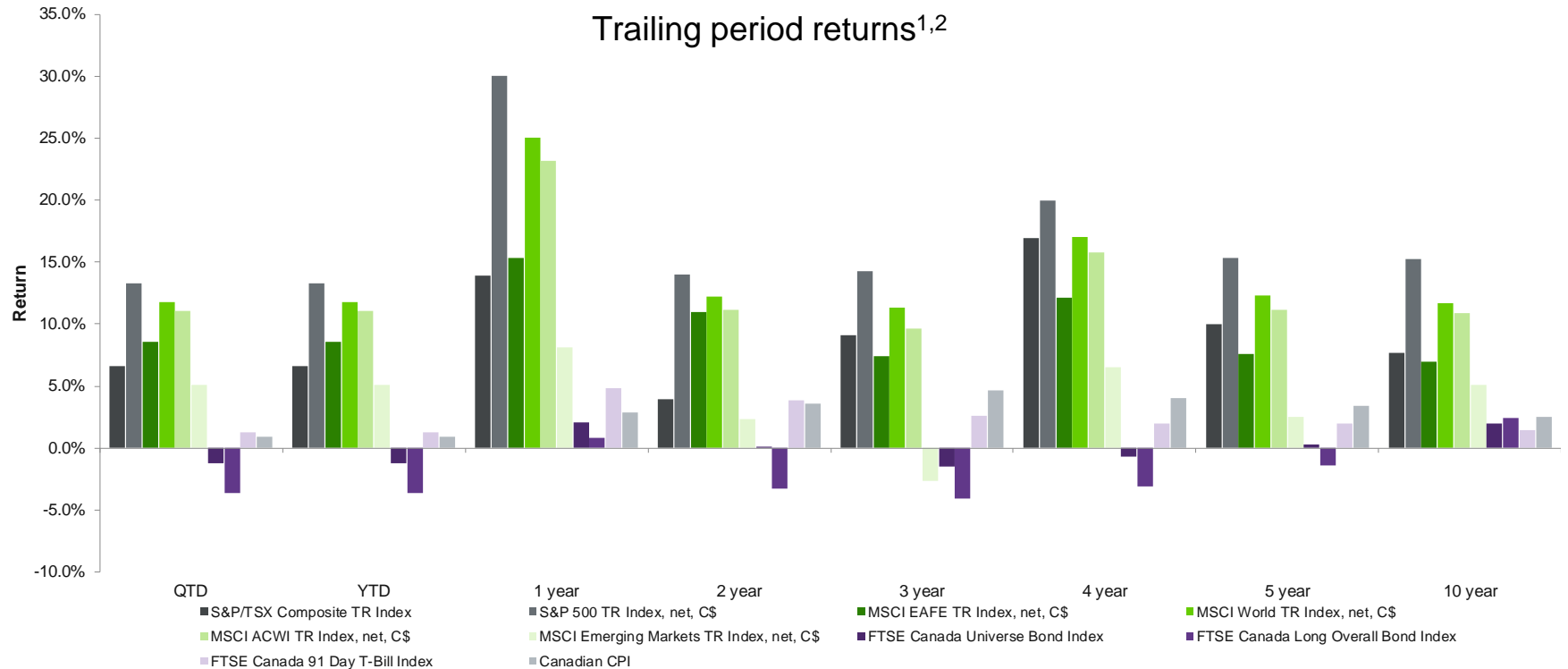
For periods ending March 31, 2024

	Trailing period returns ¹	
	QTD	1 year
Fiera Canadian Equity	7.50%	16.16%
S&P/TSX Composite TR Index	6.62%	13.96%
Value added	0.88%	2.20%
Mawer Global Equity	7.02%	17.24%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%
Value added	-4.02%	-5.97%
Schroders Global Sustainable Growth	8.84%	21.19%
MSCI ACWI TR Index, net, C\$	11.04%	23.21%
Value added	-2.20%	-2.02%
PH&N Canadian Core Plus Bond	-1.12%	2.53%
FTSE Canada Universe Bond Index	-1.22%	2.10%
Value added	0.10%	0.43%
Manulife Canadian Property Portfolio	0.67%	-8.48%
6% Annual rate	1.47%	6.00%
Value added	-0.80%	-14.48%

¹ Source: Investment manager statements and fee schedules.

Executive Summary: Capital markets

For periods ending March 31, 2024



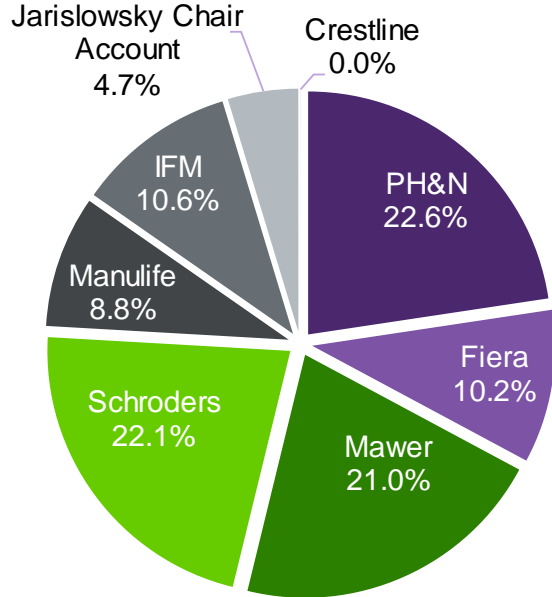
¹ Source: Bloomberg

² Returns greater than one year are annualized.

Endowment Fund review

As at March 31, 2024

Breakdown by Manager^{1,2}



By Manager	Market value	Weight
PH&N	\$22,937,171	22.6%
Fiera	\$10,351,168	10.2%
Mawer	\$21,272,325	21.0%
Schrodgers	\$22,392,069	22.1%
Manulife	\$8,898,431	8.8%
IFM	\$10,773,254	10.6%
Jarislowsky Chair Account	\$4,749,266	4.7%
Crestline	\$5,915	0.0%
Total	\$101,379,599	100.0%

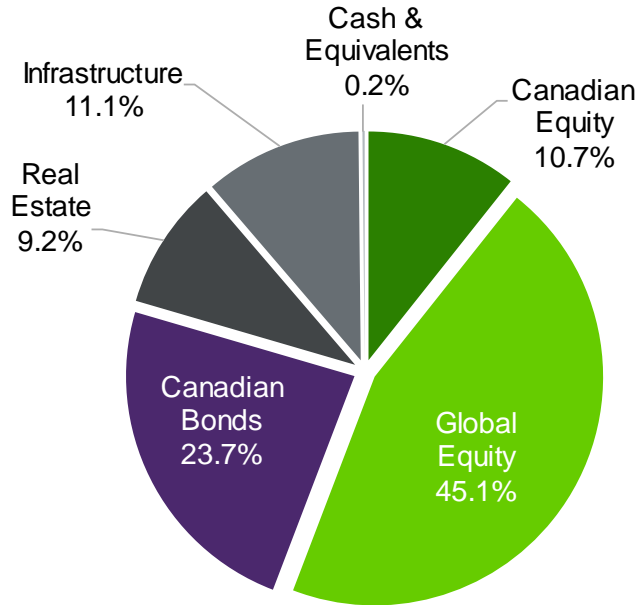
¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, Jarislowsky Fraser, IFM.

Endowment Fund review

As at March 31, 2024

Breakdown by Asset class^{1,2}



By Asset class	Market value	Weight
Canadian Equity	\$10,351,168	10.7%
Global Equity	\$43,664,394	45.1%
Canadian Bonds	\$22,937,171	23.7%
Real Estate	\$8,898,431	9.2%
Infrastructure	\$10,773,254	11.1%
Cash & Equivalents	\$152,847	0.2%
Endowment (Multi-manager) total	\$96,777,264	100.0%

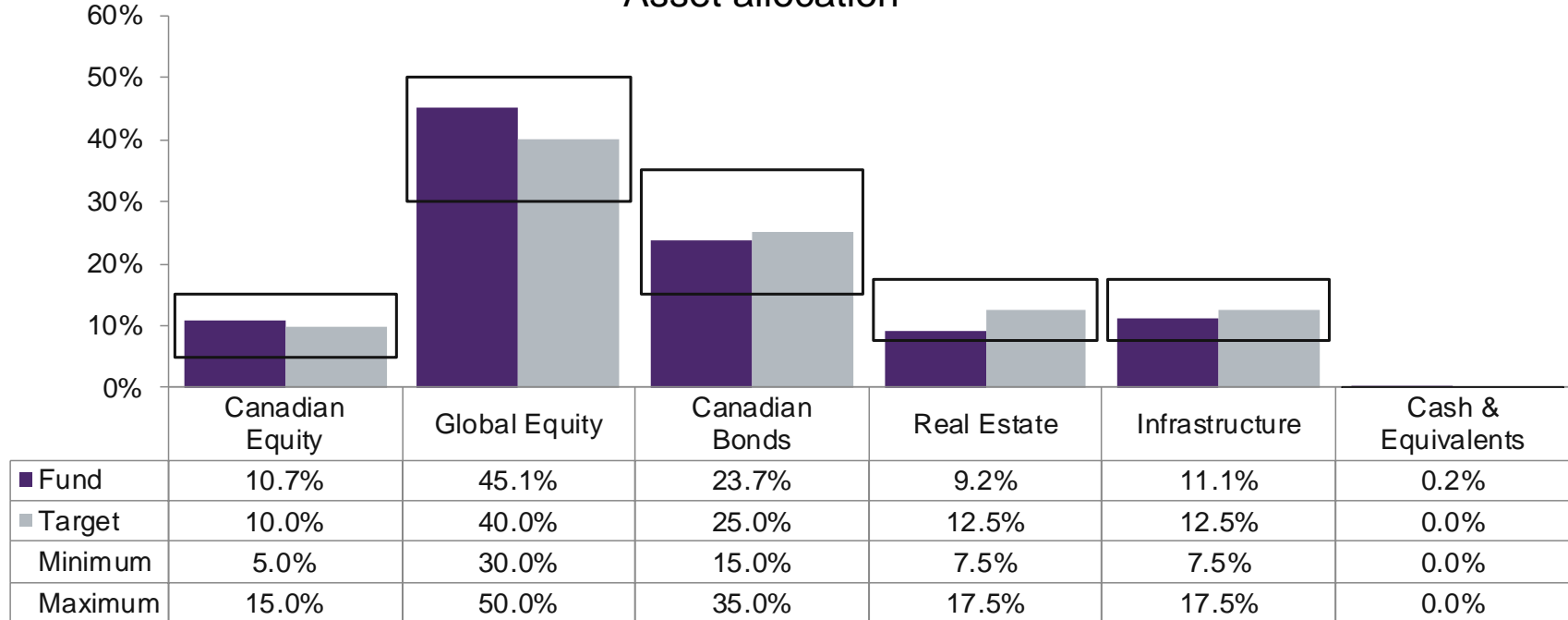
¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, Jarislowsky Fraser, IFM.

Endowment Fund

As at March 31, 2024

Asset allocation^{1,2}



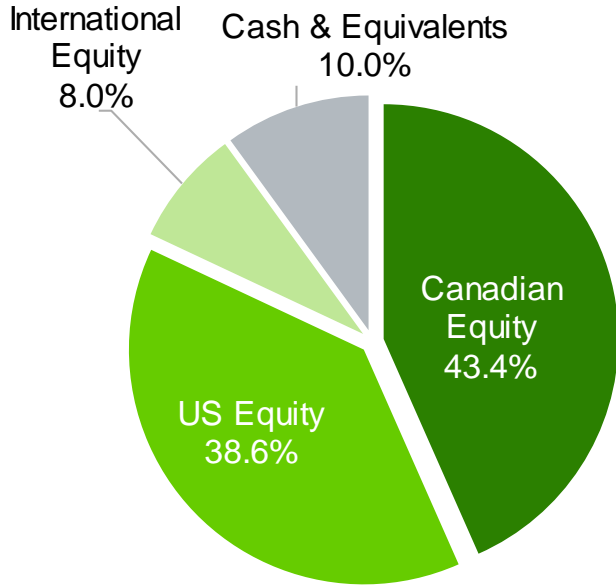
¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon, IFM.

Jarislowsky Chair Account

As at March 31, 2024

Breakdown by Asset class^{1,2}



By Asset class	Market value	Weight
Canadian Equity	\$2,060,359	43.4%
US Equity	\$1,833,478	38.6%
International Equity	\$380,307	8.0%
Cash & Equivalents	\$475,122	10.0%
Total	\$4,749,266	100.0%

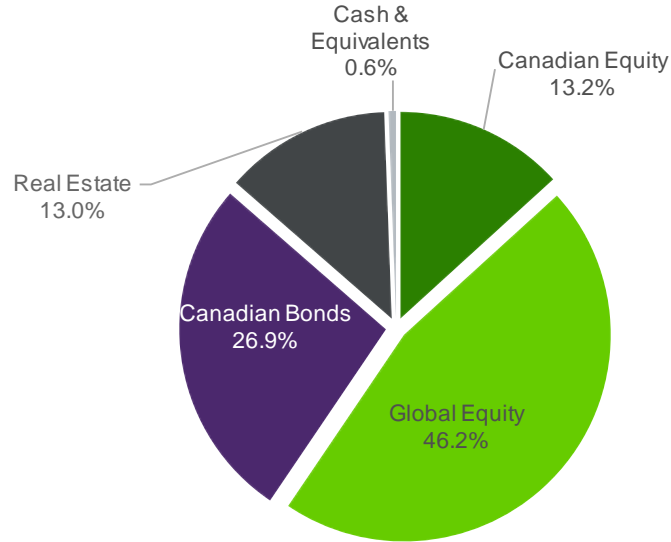
¹ Figures may not add to 100% due to rounding.

² Source: Jarislowsky Fraser

Sinking Fund review

As at March 31, 2024

Breakdown by Asset class^{1,2}



	Market value	Weight
Canadian Equity	\$534,587	13.2%
Global Equity	\$1,866,291	46.2%
Canadian Bonds	\$1,087,614	26.9%
Real Estate	\$525,008	13.0%
Infrastructure	\$0	0.0%
Cash & Equivalents	\$23,548	0.6%
Total	\$4,037,047	100.0%

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

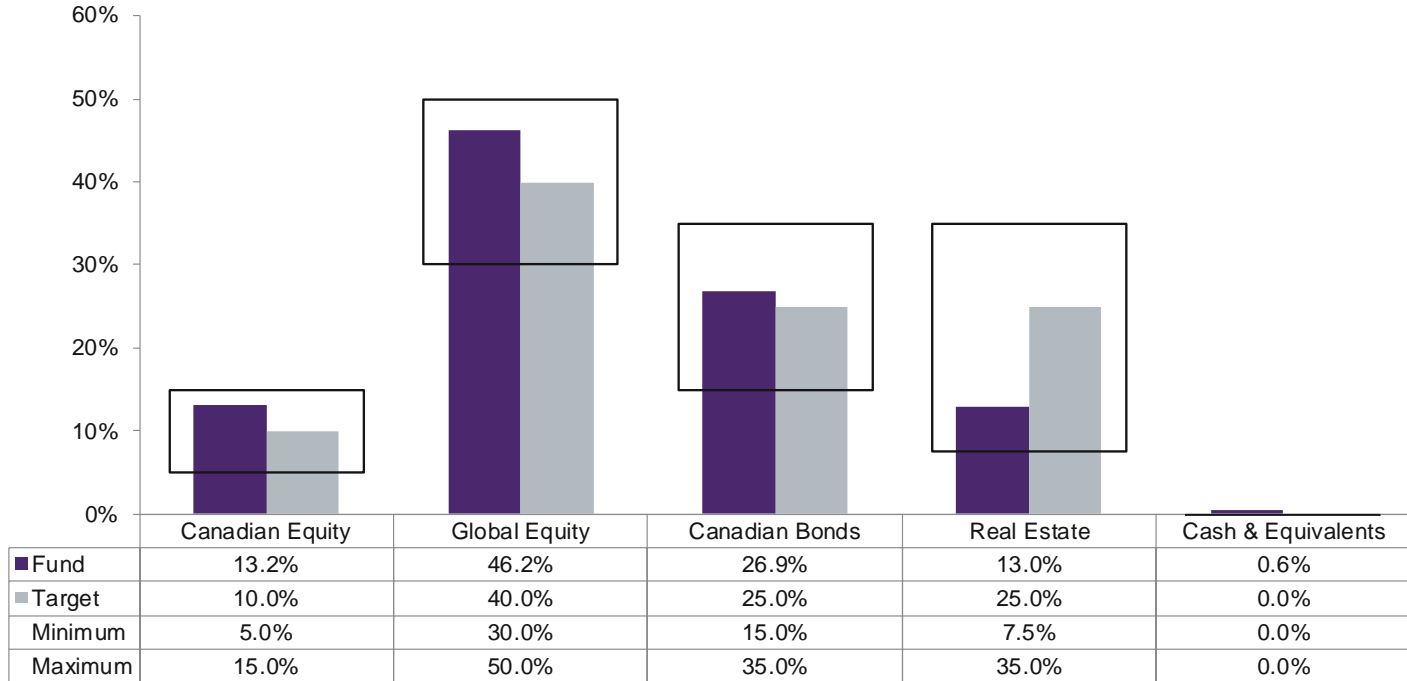
² Source: CIBC Mellon, IFM.

Item 2.10 - Investment Performance Summary
 Endowments/SRI Fund - C1

Sinking Fund

As at March 31, 2024

Asset allocation^{1,2}



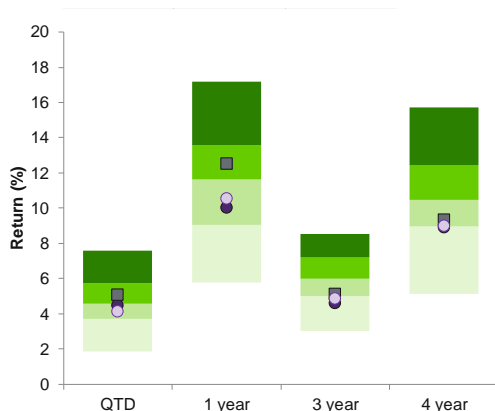
¹ Figures may not add to 100% due to rounding.

² Source: CIBC Mellon

Total Fund performance

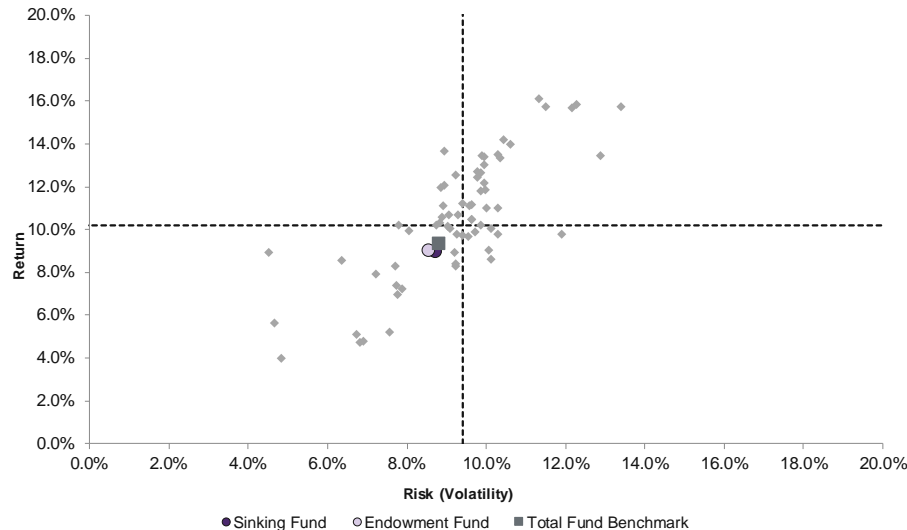
For period ending March 31, 2024

Performance vs. peer group^{1,2,3}



	Sinking Fund	Endowment Fund	Total Fund Benchmark ⁴
5th Percentile	7.6%	17.2%	8.5%
1st Quartile	5.7%	13.6%	7.2%
Median	4.6%	11.6%	6.0%
3rd Quartile	3.7%	9.0%	5.0%
95th Percentile	1.9%	5.8%	3.0%

4-year risk-return profile^{1,2,3}



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 Peer comparison is the eVestment Canadian Balanced Universe.

⁴ 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

Julianna Spiropoulos, CFA

Partner – Investment Consulting

julianna.spiropoulos@telushealth.com

Claude Lamothe, CFA

Investment Consultant – Investments Consulting

claude.lamothe@telushealth.com

Tim (Qizhang) Zhu, CFA

Investment Analyst – Investment Consulting

qizhang.zhu@telushealth.com



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Jennifer McGarrity, Chair, Audit & Investment Committee
Julie Davis, VP External Relations & Development

Subject: **Annual Report on Distribution from Endowment Fund**

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

The annual calendar-year endowment fund return as of December 2023 was **10.3%**. The 4-year rolling rate of return meets the expectations in the Statement of Investment Policies and Procedures, enabling the 3.5% annual distribution without impacting donated capital.

Analysis/Alternatives Considered:

	General Endowment	Jarislowsky Endowment
Book Value	\$88,489,600	\$4,053,016
Market Value	\$99,489,312	\$4,420,327
	<i>Figures are still preliminary based on April 30th data</i>	

The 4-year average rolling real rate of return (calendar year) is currently 4.52% which exceeds the target of 4% established at the beginning of the year. After covering fees, this leaves sufficient funds to meet the 3.5% distribution target. Thus, no change in distribution rate is recommended.

Figure 2: Trent University – Historical Returns based on Calendar Year

General Endowment Fund Returns by Calendar Year

Calendar Year	Annual Rate of Return	Annual Change in CPI	Annual Real Return	4 Year Rolling Average Return	4 Year Rolling Average of CPI	4 year Rolling Average Real Return
2013	14.19%	0.91%	13.28%	8.13%	1.79%	6.34%
2014	9.55%	1.94%	7.61%	8.32%	1.55%	6.77%
2015	5.62%	1.36%	4.26%	9.48%	1.26%	8.22%
2016	6.92%	1.18%	5.74%	9.07%	1.35%	7.72%
2017	8.89%	2.01%	6.88%	7.74%	1.62%	6.12%
2018	-2.84%	1.67%	-4.25%	4.64%	1.55%	3.09%
2019	14.18%	2.16%	12.02%	6.78%	1.75%	5.03%
2020	10.00%	1%	9.00%	7.54%	1.70%	5.84%
2021	10.50%	4.60%	5.9%	7.94%	2.35%	5.59%
2022	2.6%	6.6%	-4.0%	9.30%	3.59%	5.72%
2023	10.3%	3.1%	7.2%	8.34%	3.82%	4.52%

Financial Implications:

Trent University’s endowment funds are designated to a variety of areas across the University. Scholarships, bursaries, academic programs, professorships, athletics, library and colleges are a few examples of the breadth of areas the endowment fund supports.

Though the monies are pooled across the various fund managers, internally Trent manages the specific terms and spending of over 900 independent funds. The chart below demonstrates that even with the fluctuations in market performance, the endowment has provided a steadily increasing stream of funding.

This year our distribution topped an all-time high of over \$3.29 million. Over the past ten years we have been able to distribute over \$24.5 million, in support of student financial aid, teaching, research, and vibrant campus communities. It is also notable the Trent’s endowments now exceed \$100 million.

In May 2024, the Board of Governors amended the Special Resolution II.6 – Statement of Investment Policies and Procedures to increase the target real rate of return, moving forward, from 4% to 4.6% over a four-year trailing period.

Figure 4 - Ten Year Distribution from the endowments

Year	Endowment Distribution
2015	1,822,682
2016	1,956,659
2017	1,990,775
2018	2,288,432
2019	2,644,603
2020	2,525,131
2021	2,403,475
2022	2,611,906
2023	3,016,823
2024	3,292,421
Total	\$24,552,907

Note: Reduction in distribution rate from 4.0% to 3.5% occurred in 2019, thus impacting the amount in 2020.

Enterprise Risk Assessment:

The Board must consider the balance between maintaining and growing the capital of the Endowment Fund for long term value, against optimizing the annual distribution rate to maintain a constant payout to meet the goals for which the endowment was established.

Considerations in reviewing the distribution rate should consider:

- The Board’s obligation to ensure the long-term financial stability of the endowment funds, while making prudent decisions to maintain donor confidence and create an environment to attract more donations.
- Donor’s intention to accomplish an impact. Endowed funds are established with the primary goal of accomplishing specific outcomes such as supporting students through financial aid or funding library acquisitions.
- The negative impact of any market decline may include students receiving less support or departments that rely upon these funds to provide services or purchasing learning resources, having less available monies.
- Funds established for scholarships form part of the recruitment package Trent offers. This is particularly the case for graduate recruitment, which is highly competitive and where funds available to students may heavily influence their enrolment decision.

Next Steps:

The Advancement Office will be providing the annual stewardship reports to donors that reports on the fund performance, use of the funds, as well as the *2023-24 Momentous Change* Impact Report.

Alignment with Mission, Vision, Values, Strategic Plan:

Endowments support the long-term financial sustainability of the University.

Compliance with Policy/Legislation:

Special Resolution II.6, section 1.03 outlines the distribution policy for the endowment funds, and requires the Audit & Investment Committee to review the distribution policy and performance of the Endowment Fund at least annually to ensure the appreciation of the Fund is adequate to sustain the following items:

1. Purchasing power of the Endowment Fund by growing the fund at the rate of inflation
2. The annual distribution rate of the Endowment Fund to maintain a constant payout to meet the Endowment's longer-term commitments.

Committee/Board Mandate:

The Audit & Investment Committee in its investment role reviews and recommends for the approval of the Board of Governors: investment policies and procedures, and annual distribution policies.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

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

Subject: **2023/2024 Year-end Appropriations**

Motion for Consideration (if applicable):

That the Board of Governors approve the year-end appropriations in the amount of \$12.650 million as recommended by senior management.

Executive Summary:

In follow up to the Financial Update to April 30, 2024 provided at the June 17, 2024 Finance and Property Committee meeting, preliminary financial results for the fiscal year 2023/2024 indicate an excess revenue over expenses of approximately \$20.1 million (the combined estimated surplus of the Operating and ALC budgets) after the in-year appropriations made in January and March 2024. This preliminary estimate is subject to final year-end adjustments and the completion of the year-end audit.

At this time, senior administration is recommending a total of \$12.650 million be appropriated at April 30, 2024 towards the one-time strategic priorities described below.

Analysis/Alternatives Considered:

Trent's preliminary estimate at April 30, 2024 indicates a positive financial position resulting from enrolment growth (primarily international), unanticipated government funding (STEM funding received in late March 2024) and additional interest income on investment of excess funds. The University continues to operate in a fiscal environment of government operating funding now linked to performance, continued frozen domestic tuition rates, and increasing geo-political uncertainties which may negatively impact recruitment and retention of future international enrolment.

Senior administration is recommending the following year-end appropriations to improve longer-term financial sustainability and build reserves towards future capital needs and other strategic initiatives. Further appropriations of the remaining surplus will be brought

Page 2 of 4

forward for consideration in August 2024 after the year-end audit is substantially completed and the final financial position is known.

1. New Residence Project – The University has two options that it can choose to execute as related to the residence project:
 - a. The first option is the ability to prepay 25% of the costs of construction of the new academic/admin space. This option was estimated to have an upfront cost of just over \$7.5 million and to produce \$14.85 million NPV savings over the life of the lease. The option would be committed to at the time of the signing of the sublease that is anticipated to occur in late summer.
 - b. The second option was to purchase up to 20% of the project value. This option would have Trent pay 20% of the 20% equity at a total cash need of \$9.68 million. The remainder of the value of equity would be held as a loan within the newly formed partnership. All in all, it was estimated that this equity purchase would net the university a total of \$128.45 million NPV over the 89-year life of the lease.

While the university has not committed to either option, it is prudent for the university to appropriate some of the surplus dollars in anticipation of executing one or both options.

2. Durham Capital Expansion - The University has the opportunity to purchase a property adjacent to the Durham campus for a value of \$1.2 million dollars. With closing and other costs, it is estimated that the University should appropriate \$1.25 million to accommodate this purchase. This appropriation will be added to the existing Durham Capital Expansion appropriation.
3. Farm Drive Shed - The current estimate for the construction of the drive shed on the farm is \$900,000. The University had originally set aside \$450,000 for this project and raised an additional \$200,000. For this project to become a reality, the University must set aside an additional \$250,000. The drive shed is an important part of the farm and will be the anchor for programming and research as well as for community outreach as the very first building on the farm.
4. Graduate Studies Renovations – Approved by the Space Committee, Graduate Studies has a plan to convert a large, under-utilized space in the DNA/LHS building into a shared office and community space that would double the number of students currently utilizing the space. This appropriation would be added to the \$300,000 already set aside for the project to complete the detailed design process and begin construction in the Spring of 2025.
5. Trent Enterprise Centre – The first building in Cleantech Commons will attract start-ups who aspire to grow into their own building in the park. These funds will be added to the \$5 million private donation to build the centre.

Page 3 of 4

6. Mackenzie House Expansion – As the Advancement team grows to raise more funds and steward donors, additional office spaces are required.
7. Contribution to Endowments – Thanks to generous donors, each College has an endowment fund to support student programming. These funds will bring each College endowment to \$500,000.
8. Alumni Website – A recommendation within the Alumni Review, a redesigned website will provide greater functionality to engage more than 65,000 alumni looking for information on events and services.

Financial Implications:

The table below provides a summary of the strategic one-time year-end appropriations recommended by senior management.

Initiative	Amount (\$000)
1. New Residence Project	\$ 7,500
2. Durham Capital Expansion - Property Acquisition	\$ 1,250
3. Farm Drive Shed	\$ 250
4. Graduate Studies Renovations	\$ 400
5. Trent Enterprise Centre	\$ 2,000
6. Mackenzie House Expansion	\$ 300
7. Contribution to Endowments	\$ 900
8. Alumni Website	\$ 50
Total In-Year Appropriations	\$12,650

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 future one-time strategic investments is an important way to ensure sufficient funds are available for these high priority initiatives.

Next Steps:

Once approved by the Board of Governors, these funds will be appropriated at April 30, 2024 for the identified strategic initiatives to help offset the costs in future years. Actual results for the fiscal year 2023/2024 are subject to change pending the year-end audit, which will take place in July 2024. Further appropriations of any remaining surplus following the year-end audit will be considered in August 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

Page 4 of 4

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: June 27, 2024

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

Subject: **AMOD Master Program International Tuition Fee**

Motion for Consideration (if applicable):

That the Board of Governors approve the International Tuition in the amount of \$13,505.63/term for international students in the new compressed Applied Modelling and Quantitative Methods (AMOD) master's program, Data Science and Analytics stream.

Executive Summary:

The Applied Modelling and Quantitative Methods (AMOD) master's program created a new stream, Data Science and Analytics. The Data Science and Analytics stream is an accelerated program that condenses the curriculum from the Big Data Analytics or Financial Analytics streams from 16 months to 12 months. The curriculum remains relatively the same and the cost of delivery to run the program is the same as the 16-month stream. The board-approved tuition cost for AMOD in 2024/2025 is:

	2023/2024		2024/2025	
	Per Term	Academic Year	Per Term	Academic Year
Domestic: Ontario	\$ 2,696.96	\$ 8,090.87	\$ 2,696.96	\$ 8,090.87
Domestic: Out-of-Province	\$ 3,154.48	\$ 9,463.43	\$ 3,154.48	\$ 9,463.43
International	\$ 9,646.88	\$ 28,940.63	\$10,129.22	\$ 30,387.66

Therefore, the Big Data Analytics stream has a total tuition for international students (4 terms) of $4 \times \$10,129.22 = \$40,516.88$ (based on 2024-2025 tuition). Since Data Science and Analytics has a similar but compressed curriculum (3 terms), we propose to keep the total tuition the same \$40,516.88 but spread that over 3 terms instead of 4 terms. Therefore, the per term tuition for international students ($\$40,516.88 / 3 \text{ terms}$) = \$13,505.63/term.

Analysis/Alternatives Considered:

The 12-month degree will be more desirable for international students than the 16-month degree because of new immigration policies around master's students' eligibility for a post-graduate work permit.

Financial Implications:

Enhance recruitment to the AMOD master's program.

Enterprise Risk Assessment:

Potential loss of \$2 million in tuition revenue if the majority of the current AMOD students shift from the 4-term degree to the new 3-term degree. We will therefore lose 1-term of tuition going forward for all new and existing students if the 3-term degree becomes the most popular choice by international students, unless we adjust the tuition to reflect the condensed curriculum of the degree.

Next Steps:

Once approved, marketing of this program will commence.

Alignment with Mission, Vision, Values, Strategic Plan:

Consistent with Trent's academic plan to diversify our international student body

Consultation:

Extensive consultation with Dean of Graduate Studies and the AMOD program. Senate has already approved the new Data Science and Analytics stream.

Compliance with Policy/Legislation:

N/A

Committee/Board Mandate:

Enhances student enrolment.

Supporting Reference Materials (attached):

N/A



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Krista Scaldwell, Chair Nominating & Governance Committee
Doug Kirk, Chair Executive Committee
Brenda Blackburn, University Secretary

Subject: **Special Resolution III.2 – Presidential Absence, Review and Search Policy**

Motion for Consideration (if applicable):

That the Board of Governors approve the revisions to Special Resolution III.2 – Presidential Absence, Review and Search Policy as presented (or amended).

Executive Summary:

Special Resolution III.2 – Presidential Absence, Review and Search Policy was first approved in 2009, besides the addition of a paragraph on Presidential Absence added in December 2013 the policy has remained unchanged since 2009. Following the recent conclusion of the Presidential review and search the policy was reviewed to streamline the process and align with best practices.

Changes include defining the re-appointment process, updated membership, further clarification on Presidential Absence and the addition of a conflict-of-interest provision.

The draft revisions were presented to the Board Executive Committee on May 1 and the Executive Committee endorsed the proposed revisions. Further refinements were made by the Nominating & Governance Committee on May 30, including clarification on the Presidential Absence section of the policy.

Analysis/Alternatives Considered:

Streamline the Process: The revisions include a clause that if the current President is not seeking renewal that the search process begins without delay. Term of office was defined and allows for an extension for extenuating circumstances. The process for re-appointment is clearly outlined, with the emphasis that it be confidential, timely and efficient. The search and review process are guided by the Board's Strategic Directions.

Financial Implications:

None

Enterprise Risk Assessment:

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

Next Steps:

Once approved the policy will be updated on the Board website and Board handbook.

Alignment with Mission, Vision, Values, Strategic Plan:

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

Consultation:

Council of Ontario University Secretaries

Canadian Universities Search and Review Policies

Board Chair and Chair of Executive Committee

Board Executive Committee

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):

Appendix A: **Special Resolution III.2 – Presidential Absence, Review and Search Policy (track changes)**



Board Special Resolution III.2:

Presidential Absence, Review and Search Policy

Category: Board of Governors

Approval: Board of Governors

Responsibility: University Secretary

Date: Approved: June 25, 2009, Revised: December 6, 2013, TBD

Review of the Presidency

Initiating a review of the Presidency: The Executive Committee of the Board of Governors is responsible for initiating a review of the presidency prior to the end of the President's term of office. Approximately 18 months prior to the end of the incumbent President's term of office, the Chair of the Board will consult with the Executive Committee and the Board of Governors, to determine if the Board is willing to consider re-appointment of the incumbent. The Chair of the Board shall then ascertain whether the incumbent is willing to consider re-appointment. If the response to either of these questions is in the negative, the search process will begin without delay with the establishment of a Presidential Search Committee. If the response to both questions is positive, the Executive Committee shall establish an Advisory Committee to Review the Presidency.

~~Reviews of the presidency will generate for the Board a recommended mandate for the next presidential term, including advice concerning whether the incumbent should be invited to serve another term. This will follow consultation with the University community and examination of internal and external environmental considerations and having regard to the Board of Governors' approved Strategic Direction for the University.~~

~~**Advisory Committee to Review the Presidency:** The Executive Committee will establish an advisory committee to conduct the review of the presidency approximately 18 months prior to the end of the incumbent President's term of office.~~

~~**Term of Office:** The term of office of the President is typically five (5) years but may be extended for one-year periods, without a formal review process for extenuating circumstances as determined by the Board.~~

Advisory Committee Role: The advisory committee will be charged with providing advice to the Executive Committee about ~~a presidential mandate for the next term of a presidency~~ the President's performance, including whether the incumbent should be invited to accept an additional term. This will follow consultation with the University community and examination of internal and external environmental considerations and having regard to the Board of Governors' approved Strategic Direction for the University.

Advisory Committee Membership: The advisory committee shall comprise:

- 6 external members of the Board, one of whom will act as chair and at least one of whom shall be an alumnus/alumna
- 1 faculty or staff member of the Board
- ~~1 staff member of the Board~~
- 1 student member of the Board
- 2 faculty Senators named by Senate, each chosen from academic departments/programs not already represented by the faculty member of the Board
- 1 student Senator named by Senate
- The University Secretary (non-voting)

Senators will be selected by Senate; Board members will be selected by the Executive Committee of the Board.

~~Where the student member of the Board is an undergraduate student, the student Senator shall be a graduate student and vice versa such that there is always an undergraduate and a graduate student on the committee. The student member of the Board shall be selected first.~~

Confidentiality: During and following the review, members of the advisory committee will maintain absolute confidentiality with respect to the committee's deliberations and the names of contributors to the review process. Committee members will evidence this requirement by execution of a confidentiality agreement in a form acceptable to the University.

Conflict of Interest: Members of the Committee will be asked to declare all possible conflicts of interest. In the event of a perceived conflict of interest that could compromise or to be seen to compromise the member's judgement the member shall disclose the nature of the conflict and the Chair will make a ruling on whether the member should be asked to step down from the committee.

Process:

~~The advisory committee will consult the University community to help define the challenges that the University will face in the next presidential term. The committee will determine its own procedures and will tender its advice to the Board in writing. The re-appointment process should focus on: (i) reviewing the University's progress in moving towards the strategic institutional goals and other priorities in the President's annual statements of goals and objectives; (ii) identifying issues which are relevant to institutional progress and presidential success during a further term of office; and (iii) taking stock of President's demonstrated leadership capacities and whether they fit will with the university's strategic priorities over another presidential term.~~

The process should particularly seek out the opinions of those who are most likely to be well informed about the President's accomplishments and leadership qualities and should be open to knowledgeable input from the University and the external communities.

The Advisory Committee may request a self-assessment from the President which includes performance relative to objectives for the previous years, their leadership of the University and performance of the University. The President should comment upon potential goals to accomplish during a second term if invited to serve. The committee may also meet with the incumbent as part of

the review process. The purpose of the meeting is to provide the incumbent with the opportunity to speak to their capabilities.

Consultations and deliberations should be confidential and the process timely and efficient. Normally it is expected that the advisory committee will complete its work in not more than 3 months and not later than March of the penultimate year of the current presidential term. During this period, care should be taken to ensure that review activities, communications and consultations do not compromise the ability of the President to fulfil the roles of the position.

In the event that the advisory committee is unable to complete its work, for whatever reason, the Executive Committee may disband it and retains the authority to complete the review using such mechanism or process as it shall determine.

Communication: The Chair of the advisory committee will be its official and only spokesperson and will provide the Executive Committee with the final report of the advisory committee ~~respecting the recommended mandate for the next presidential term~~, including advice concerning whether the incumbent should be invited to serve another term. _

Once the Executive Committee reaches a decision on the Advisory Committee's recommendation, the Board Chair and the Vice-Chair(s) shall meet immediately with the President to review the general findings of the committee and the nature of its intended recommendation to the Board. If a recommendation for reappointment is to go forward, its presentation to the Board will be subject to agreement between the President and the Executive Committee on any changes to the President's contract for the new term of office. The Executive Committee will then make a recommendation to the Board of Governors regarding re-appointment.

If the review does not lead to a recommendation for reappointment, or if the President no longer wishes to stand for re-appointment, a Presidential search is initiated as outlined below.

Presidential Search

Initiating a Presidential Search: The Trent Act assigns to the Board of Governors the "power...to appoint and remove the President and Vice-Chancellor". A presidential search will be initiated by the Executive Committee of the Board of Governors acting on behalf of the Board.

Where it will be necessary to appoint a President at the end of the incumbent President's term of office, the Executive Committee will establish a search committee at least 12, but not more than 18, months prior to the end of the incumbent's term.

Search Committee Role: The search committee will be charged with recommending to the Board of Governors one individual to serve as the President and Vice-Chancellor of the University. The search, and the committee, will be guided by the ~~mandate for the next presidential term~~ Strategic Directions established by the Board of Governors and any additional directives the Board may provide concerning the search.

Search Committee Composition and Membership: The search committee shall be comprised of each member of the most recently constituted advisory committee to review the presidency, subject to individuals maintaining their then existing roles within the University. Where establishment of a search committee is required before an Advisory Committee to Review the Presidency has been

established, a Presidential Search Committee may be established with the membership provided for the advisory committee as set out above.

The search committee will be chaired by the former chair of the advisory committee, if available; otherwise the chair shall be selected by the Executive Committee from amongst the external Board members.

Where one or more members of the former advisory committee are unable to sit on the search committee, the Executive Committee ~~shall~~may appoint alternative members while respecting the balance of roles as provided for in this Policy.

If a vacancy occurs once the search committee has begun its work, another member may be appointed if in the judgment of the search committee's chair, a new appointment at that time would not be disruptive to the search process.

The search committee will be assisted by the Secretary of the Board of Governors and by external search consultants chosen by the committee.

Confidentiality: During and following the search, members of the search committee will maintain absolute confidentiality with respect to the committee's deliberations and the names of candidates.

Conflict of Interest: Members of the Committee will be asked to declare all possible conflicts of interest. In the event of a perceived conflict of interest that could compromise or to be seen to compromise the member's judgement the member shall disclose the nature of the conflict and the Chair will make a ruling on whether the member should be asked to step down from the committee.

Process: The search committee will consult the University community about the opportunities and challenges that will face the next President and the attributes and expertise to be sought in candidates. The committee will determine its own procedures and will tender its advice to the Board in writing.

Normally it is expected that the search committee will complete its work in nine months.

In the event that the search committee is unable to complete its work, for whatever reason, the Board may disband it and retains the authority to complete the search using such mechanism or process as it shall determine.

Communication: The Chair of the search committee will be its official, and only, spokesperson and will provide the Board of Governors and the University community with regular updates on the progress of the search.

Presidential Absence

In anticipation of a period of temporary absence that results in an inability of the President to perform the presidential duties and responsibilities that does not exceed six weeks in duration, the President is responsible for delegating presidential authority to a Vice-President. If the President is unable to delegate authority, the Provost and Vice-President Academic shall act on the President's behalf or if not available the Vice-President Research and Innovation shall act on the President's behalf or if not available the Vice-President Finance and Administration shall act on the President's behalf. In both cases the Executive Committee of the Board will be informed of the absence.

During a period of temporary absence that results in an inability of the President to perform the presidential duties and responsibilities for more than six weeks in duration the Executive Committee will discuss and recommend to the Board of Governors the appointment of an Acting or Interim President.

~~Where a vacancy arises or is forecasted to arise during the term of a sitting President, the Executive Committee shall immediately determine a time frame for establishing the next presidential search committee. Depending on the circumstances, the Executive Committee may recommend the appointment of an Acting President, an Interim President, or one followed by the other. The Board may select either an internal or external candidate to serve as Acting or Interim President. For any appointment longer than 12 months, the Executive Committee will normally initiate a full search committee process as set out in this policy.~~

Contact Officer:

University Secretary

Date for Next Review:

TBD

Policies Superseded by This Policy:

- a) Special Resolution III.2, December 2, 2005



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Michael Khan – Provost & Vice-President, Academic

Subject: Trent Farm Research Centre

Motion for Consideration (if applicable):

That the Board of Governors approve the establishment of the Trent Farm 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, if approved, the Trent Farm Research Centre (TFRC) will be overseen by an appointed Director (faculty) in consultation with the Trent Farm Coordinator (TSE staff) to allow continuity of research activities beyond research funding cycles. Student staff (field technicians, student research coordinator) will be supervised by the Director and Coordinator. The Coordinator and student positions will be responsible for establishment and maintenance of TFRC field trials under the Director's supervision. Two boards, namely the Governance Board and the Advisory Board will be established to govern and advise TFRC vision, activities, and planning.

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:

Appendices A and B in the attached proposal provide details on the projected financing for the Trent Farm Research Centre. Trent University's Board of Governors approved an allocation of \$350,000 as a strategic investment to support base operations in years 1-5 as the Research Centre and the Farm itself are established. The farm has also already garnered a number of donations including for the building of a drive shed which is imminent.

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):

Trent Farm Research Centre Proposal

Trent University Research Centre Proposal

Trent Farm Research Centre

April 2024

K. A. Thompson

The Problem: The farming landscape in Canada faces a crisis with an estimated 40% of Canadian farmers planning to retire within the next ten years, fewer farmers entering the profession, and significant losses of farmland (e.g., 319 acres of Ontario farmland lost per day). However, there are opportunities for re-growth and renewal in the sector: new farmers are increasingly first-time practitioners, and the number of new female farmers has also increased. At the same time, a changing climate and increasing demands for regionally produced food have put pressure on agricultural land, the area of which is likely to expand into regions not currently under intensive cultivation. In this context, warmer temperatures coupled with more variable precipitation shift optimal growing areas, with predicted expansion of agricultural lands into regions in Canada not previously under intensive cultivation practices, such as East Central Ontario. These emerging agricultural hotspots are situated within diverse landscapes which provide a unique role for these regions suited to small-scale agriculture. East Central Ontario has variable topography, thinner, rockier soils, and different climatic restraints than Southwestern Ontario, where most agronomic research has traditionally been conducted; therefore, there is an *urgent need to develop scientific-based understanding that can promote and accelerate the development of these new agricultural hotspots to secure sustainable food production*. Additionally, East Central Ontario has one of Canada's most rapidly aging rural-agricultural populations, further emphasizing the need for transformative systems-based actions to support rural communities in this region. Finally, better support of Indigenous food sovereignty is needed to revitalize and support First Nations foodways and food security.

Trent University Support: Trent University is well-positioned to become a regional and provincial leader in agri-food research. Sizeable investments (see 'Institutional Support') have been made in the Sustainable Agriculture and Food Systems (SAFS) program hosted by the Trent School of Environment in the last 6+ years, namely creation of the *Specialization in Small Scale Agriculture*, notable fundraising efforts to secure funds for infrastructure at the Trent Farm, and the hiring of 3 new full-time SAFS faculty. Trent University is uniquely poised to become a leader in agri-food research relevant to local and regional communities including Michi Saagiig First Nations, and economies due to our interdisciplinary, systems-thinking approach to environmental sciences and studies.

The Vision: We propose to establish the **Trent Farm Research Centre (TFRC)** at Trent University to create a living, learning, and research hub that will allow the Ontario agri-food sector to transition to a resilient food future, while providing the tools and training necessary for Trent graduates to be leaders in environmental, Indigenous environmental studies and sciences, and agricultural fields. The TFRC will support Trent University's priorities in the 2023-2025 Strategic Research Plan while providing a place where faculty and students across environmental, health, chemistry, biology, education, Indigenous studies, sustainability studies, and Indigenous environmental studies and science disciplines can work together to solve important problems related to food security, environmental stewardship, and support of rural community sustainability. We envision the TFRC being a collaborative research space supported by community interests in alignment with the goal of conducting interdisciplinary research while supporting small-scale, regenerative agriculture and rural community sustainability.

Purpose and Functions:

Specifically, the TFRC will:

- (a) Support fundamental and applied field research relevant to industry, non-profit, community, and Indigenous Peoples including Michi Saagiig First Nations across diverse disciplines at Trent University;
- (b) Embed teaching and experiential learning opportunities into farm activities across multiple departments at Trent University;
- (c) Mobilize knowledge by demonstrating ecologically-sound, socially just, Indigenous knowledge, and economically sustainable agricultural management approaches;
- (d) Become a focal point for agri-food research and learning in the East Central Ontario region.

Overall, we envision the TFRC bringing people together and bringing value to teaching and research at Trent University.

Added Value of the Trent Farm Research Centre:

While many researchers at Trent University conduct high-calibre, interdisciplinary research within agriculture and food systems, a lack of continuity, basic operational funds, and equipment access has made conducting research at the Trent Farm difficult in the past. The main challenges have been obtaining funding required for associated infrastructure (e.g., tractor) and for farm trial operations on a per-researcher/project basis, which diminishes the likelihood for long-term continuity of research activities and is compounded by the problem of accessing equipment and labour for research activities. Creation of the TFRC will enable researchers to ‘layer’ their research activities onto long-term trials at the farm and allow researchers to propose small plot trials that will be partially supported by research funds and partially supported by Trent staff and student labour, with basic operating costs of research trials funded via contributions from Trent’s Board of Governors. Having a basic operating budget for agronomic inputs in the long-term will allow researchers to plan activities around an established production area, providing continuity and capacity for researchers to realistically budget research funds from tri-council and other sources to support on-farm research activities.

Further, the formation of the Trent Farm Research Centre will improve Trent University’s reputation for applied agri-food research and will attract farmer, industry, and non-profit collaborations and investments. We envision the TFRC becoming a focal point for on-farm research relevant to regional producers; for e.g., part of the Trent-supported proposal (under review with NSERC) to the Sustainable Agriculture Research Initiative supports a community-facing “Agroecological Research Methods Learning Hub” to allow knowledge mobilization and place-based learning opportunities for the Trent and broader community.

In addition to supporting Trent’s 2023-2028 strategic research vision priorities, the establishment of the TFRC will provide opportunities for experiential learning and field activities associated with Trent undergraduate teaching. We plan to support applied research that encourages and enhances small-scale agriculture and rural community sustainability while providing Trent students the skills and training needed for them to become influential voices in, and innovative practitioners within the agri-food system.

Operational Plan:**Management and Governance Structure:**

If approved, the TFRC will be overseen by an appointed Director (faculty) in consultation with the Trent Farm Coordinator (TSE staff) to allow continuity of research activities beyond research funding cycles. Student staff (field technicians, student research coordinator) will be supervised by the Director and

Coordinator. The Coordinator and student positions will be responsible for establishment and maintenance of TFRC field trials under the Director's supervision. Two boards, namely the **Governance Board** and the **Advisory Board** will be established to govern and advise TFRC vision, activities, and planning.

Director:

Appointment: In the immediate term, K. Thompson has been appointed as the Inaugural Trent Farm Research Director (3-year term). Thereafter, the Governance Board will put a call out for nominations for the Director position 6 months before the current Director's term expires. The Governance Board will strike a Search Committee who will recommend a candidate for Director to the VP Research and Innovation. If accepted, the VP will invite the candidate to take on the Director role. Any negotiations about the terms of appointment will be conducted between the candidate, VP Research and Innovation, and the Dean of Arts and Science (Science). Upon agreement of terms, the candidate will submit written acceptance of the Directorship to the VP of Research and Innovation. Terms will range from 3-5 years depending on the advice from the Governance Board.

Duties and Responsibilities: The Director will chair **Governance Board** meetings on an *ad hoc* basis, in addition to bi-annual **Advisory Board** meetings and will oversee farm planning and operations. The Director will be responsible for all financial accounting and reporting and will work closely with the Office of Research and Innovation, reporting to the VP Research and Innovation. The Director will work with the Governance Board members to articulate the TFRC vision, and to make any changes to TFRC governance model and procedures for faculty use of lands and resources. In the case that a majority approval/unanimous support (70% or more in favour with minimum 60% quorum) cannot be reached by the Governance Board on a motion, action, or proposal, the Director will reserve the right to pass or quash the motion after hearing input from Governance Board members.

Governance Board:

Appointment: In the immediate term, the TFRC founding members will be appointed to the Governance Board for a 3-year term length. Nomination to the TFRC Governance Board will be open to Trent faculty and staff who fulfil eligibility requirements. Eligibility to be nominated to the Governance Board includes: approved status as an **active TFRC researcher**, defined as: (a) leading (PI), co-leading (co-PI/co-applicant) or acting as a collaborator on a research grant where a TFRC proposal has been reviewed and approved for active or passive research activities at the farm in a minimum of one of the last 3 years (taking into account leaves of absences), OR (b) leading (PI) or co-leading (co-PI/co-applicant) or acting as a collaborator on a research grant where a TFRC proposal is currently under review, **in addition to being in good standing** with TFRC requirements for fee payments and procedures for decommissioning a trial or exiting use of the long-term trial area. Eligibility will be assessed annually to ensure board members are actively involved in TFRC research activities.

Membership:

The **Governance Board** will be composed of:

- (a) The Trent Farm Research Centre Director (Chair, nominated faculty, voting)
- (b) The Trent Farm Coordinator (TSE staff, voting)
- (c) TSE Weather Station Coordinator (TSE staff, non-voting)
- (d) 8-10 Trent Faculty Members involved in some capacity (PI, co-PI, co-applicant, collaborator) with on-farm research projects at the TFRC, including the TFRC founding members. Founding members include K. Thompson (TSE), K. Borden (TSE), C. Eimers (TSE), B. Wall (IESS), N. Emery (Biology) and H. Dang (Chemistry) in years 1-3. Nominations/self-nominations of faculty

representatives from Sustainability Studies, Education, and any other interested departments will be sought to balance the department representation on the Governance Board.

Duties and Roles:

- (a) Review research proposals on an *ad hoc* basis for on-farm research;
- (b) Assess financial projections and sustainability on an on-going basis;
- (c) Contribute to development and implementation of EDI Structure for TFRC;
- (d) Use expertise and collaborative connections to drive TFRC research priorities, vision, and activities;
- (e) Formalize TFRC governance structure and terms of reference;
- (f) Support knowledge mobilization, demonstration, learning, and community events at TFRC.

Advisory Board:

Appointment: An Advisory Board is recommended to ensure TFRC research priorities and activities are supporting small-scale regional farmers' needs while minimizing the impact of agriculture on the environment, and to ensure community concerns and voices are considered in TFRC planning and activities. Advisory Board members will be nominated and reviewed for eligibility by the Director, with nominations open to people from community including Michi Saagiig First Nations, industry, NGO, Indigenous organizations, and farmer associations. For successful nomination to the Advisory Board, nominated members must be representatives of organizations, companies, associations, or governmental branches of the agri-food sector whose activities align with the primary vision of the TFRC to support small-scale, regenerative agriculture. Advisory Board members will be nominated for 2-year terms, with major eligibility requirements including holding either (a) an active research partnership/collaboration with an active TFRC researcher, or (b) an active community research project with Trent researchers related to agri-food, or (c) having one Trent faculty provide a letter of support for their nomination based on candidate's expertise or community connections. All advisory board members will be required to submit a cover letter and CV, in addition to receiving final approval by the Governance Board. The Advisory Board will meet bi-annually in a virtual/hybrid format to allow members' participation. Before each Advisory Board meeting, the Director will prepare items for review/feedback as put forward by the Governance Board.

Membership:

The **Advisory Board** will be composed of:

- (a) The Trent Farm Research Centre Director (Chair) and
- (b) 10-15 members from: Ontario producer (farmer) associations, provincial (OMAFRA) or federal (AAFC) agricultural research bodies, community food systems programs, local Michi Saagiig First Nations, organizations, conservation authorities, or alliances in the Peterborough/Kawarthas area, local Indigenous organizations, agri-industry representatives, and Trent University staff and faculty.

Duties and Roles:

The main *purpose and function* of the Advisory Board is to ensure community, industry, and Indigenous voices, perspectives, and priorities are equitably considered in TFRC visioning, planning, and activities. Specific duties will include:

- (a) Discuss community, industry, Indigenous, and NGO priorities for on-farm research;
- (b) Provide recommendations to the Governance Board for changes in vision, activities, and planning;
- (c) Support community-facing TFRC knowledge mobilization, demonstration, learning, and community events.

Frequency of Meetings: *The Governance Board* will meet on an *ad hoc* basis to review on-farm research proposals and board member applications, bring new motions forward, review financials, and share progress/activity updates. Meeting times/dates will be determined on an ongoing basis based on board member availability. *The Advisory Board* will meet bi-annually in Jan/Feb and June/July to review TFRC activities, assess community/producer funding and research priorities, create guidance reports to the Governance Board on on-farm research activities, community engagement/knowledge mobilization activities, and events.

Decision Making: Following Robert's Rules, a member of either Board can make a motion to propose an motion. A motion must be seconded to be considered. Once seconded, the board members vote on the motion. A minimum of 60% quorum is required to consider motions by either Board. The motion will pass if supported by 70% or greater of the Board. If majority/unanimous approval cannot be reached, the Director reserves the right to table, pass, or quash any motions/activities, considering input from the Governance Board members.

Knowledge Mobilization: The TFRC is committed to translating research results for applied outcomes. We plan to hold at minimum one knowledge mobilization event per growing season, where we will either (a) host demonstration/'open house' days at TFRC for community and industry members, or (b) work with farm associations to co-host farm tour/extension days in the Peterborough/Kawartha region. These events will allow community members to see the results and impact of our research, and bolster Trent's reputation and presence in the agri-food sector and will be funded via community in-kind contributions, research funding, and operating budget. All data collected at the TFRC will be managed and made available to the Trent community and Research Office after publication/project finalization via a "Dataverse" created in collaboration with MADGIC staff at Trent.

Financing and Support:

Experimental research farms do not operate in the same way as 'normal' operational farms. While a farmer may be able to scale up production of certain crops based on market prices and input costs to obtain financial sustainability, a research farm is much more constrained as large areas cannot be planted all to the same crop/rotation as farm/field research objectives require smaller areas ('plots') to be planted to different crops/with different management approaches to test a hypothesis. Further, the nature of on-farm research requires more labour and diverse equipment and inputs to plant, maintain, and harvest from experimental plots. Together this means that it not possible to operate a research farm based on the economies of scale available to non-research farms, resulting in a requirement for initial support in the form of an operating budget to ensure financial sustainability.

Appendix A and B provide detail on projected financing and support required to operate the TFRC. VP Research and Innovation has secured funds to be used for base operating needs in years 1-5 from the Board of Governors (\$350,000 over 5 years) which will be used to ramp up and support TFRC activities, including hiring of student technical field staff and a student research coordinator position, with remaining funding provided through fees charged to researchers (i.e., 'field work' costs budgeted in research grants) and via salary support of the Farm Coordinator position. Of the funds provided by the Board of Governors, \$200,000 of the \$350,000 will be used to fund student positions, \$50,000 over 5 years is allocated towards teaching release of the Director (0.5 credit per annum), with the remaining \$100,000 earmarked for operational costs to run farm trials.

Trent researchers (PIs) will be charged for access and use of TFRC field facilities, and additional equipment hours and consultation as needed. We have created a projected budget/income forecast based

on likely research funding inputs, with inputs from Gov Board Fund scaled to decrease in line with increases in proportional coverage of operational costs due to increased research usage and acreage available for use. By year 10 we project (conservatively) to rely on a maximum of 40% funding for operational activities from non-research funds. By year 15 we expect that the TFRC will be fully sustainable on research funding offsets and obtainment of funding from non-Trent resources, outside of the provided support via salary support via Farm Coordinator housed in TSE.

Institutional Support of TFRC:

Context: Trent University's (TU's) 2023-2028 strategic research vision includes renewed support for inter- and transdisciplinary research, with a focus on cultivating research through transformative spaces, including the Trent Research Farm and a new Trent's Senior Village. In this plan, healthy and sustainable environments and communities feature as core strengths. Sustainable Agriculture is noted as a strategic area for growth and the Trent Research Farm as the site for research and programming in this area. TU has increasingly prioritized sustainable agriculture as an area of growing research intensification, and has also supported training and learning in sustainable agriculture through the creation of the Sustainable Agriculture and Food Systems program (2015), which was created in response to student needs and employment demands centred around the experiential learning and systems-based thinking required to create transformation anchored in social justice and environmental stewardship needed for a climate resilient agri-food sector. Trent University's commitment to research focused on sustainable agriculture includes investment in personnel, and approval of a new Specialization in Small-Scale Agriculture, in addition to prioritizing investment in infrastructure and programming funding to support research and development at the TFRC.

Faculty Salaries: In the form of talent and personnel, Trent has hired three full time tenure-track faculty within the Sustainable Agriculture and Food Systems (SAFS) program in the Trent School of Environment in the last <6 years (Borden, Thompson, and SAFS BA TT hire 2024/2025). In addition to these hires, Trent has invested notable CFI allocations to SAFS faculty (over ca. \$600k) and transitioned the Trent Farm Coordinator from a part-time to a full-time position (July 2022). Trent is committed to further supporting students conducting their research on the farm through research assistant positions, and doctoral funding opportunities. A student research farm manager position is also in development. Further, Trent has invested in project research activities and outcomes by nominating Associate Professor and Coordinator of the SAFS program, Karen Thompson, as inaugural Director of Research at the Trent Research Farm. This position entails overseeing activities at the Trent Research Farm, coordinating governance structure and operations, and providing support and supervision to Trent Research Farm staff and student researchers and interns. It includes a 0.5 course release per annum valued at approximately \$10,000.

Land Base: In the form of lands, the Trent Research Farm has been relocated to a larger core land parcel (35 ha) with adjacent satellite fields for long-term research and student growing spaces. The transition to the new on-campus site was initiated in summer 2020; in consultation with Indigenous, student, and community stakeholders, and expanded the farm operations substantially. The farm has been located strategically with roadside access for community outreach and engagement and is adjacent to other natural lands in the overall acreage of the institution.

Fundraising: In the form of direct funding, \$1,250,000 dollars has been invested in a set-aside fund through the university central budget in order to support infrastructure needs, and importantly the commissioning of a full research farm master plan. There has been an allocation of \$50,000 towards a new driveway with gated entry to the Trent Research Farm location. A further \$40,000 was invested in systematic experimental tile drainage installation. In a joint initiative with the Ministry of the

Environment \$17,500 of donor funding contributed towards an on-farm weather station, co-established and maintained by the Ministry of Environment (estimated at \$12,000/year for perpetuity). As an additional funding strategy, the University is focused on securing donor support beyond the weather station. A donation of \$200,000 has been secured for a drive shed for equipment, sample storage, and inclement-weather meetings. A further \$40,000 has been secured from donations for greenhouse development. These efforts have just begun and show great promise. With support from the Executive Team including the Vice President, Research and Innovation, regular opportunities to secure further donor interest are steady.

APPENDIX A: Example model price costing for researchers (income)*:

*All fees are subject to a 2-5% annual increase reflective of inflation and accessibility of inputs and equipment; fees will be reviewed and updated annually on April 30th of each year.

Annual Fees:

Annual Administrative Fee (Per project/faculty user): \$200 normally*

Additional Consultation Fees (Per project/campaign): \$50-\$200 as required, may be pre/post proposal submission

Extra/additional labour: \$60/hr Farm Coordinator, \$25/hr Field Technician as capacity allows

Machine Hours: \$50-\$250/hr depending on needs and use

*administrative fees may be waived for passive sampling projects/non-destructive research use

TFRC Farm Research Payment Structure:**1. MAIN FIELDS: LONG-TERM TILE DRAINAGE EXPERIMENTAL AREA:**

All requests for access to/use of the long-term tile drainage experimental areas will be submitted via the TFRC proposal process and reviewed by the Governance Board. If required, proposals may be shared with Advisory Board members for further feedback. Submission of a research proposal does not guarantee that will be approved; all approved researchers must adhere to TFRC regulations and requirements for use of TFRC assets.

Costs (to researchers) for use of the Long-Term Tile Drainage Fields will include annual administrative fee (Tiers 1-2 only) and any additional costs as determined through consultation with the Farm Research Director and Farm Coordinator.

- (a) Tier 1: Active sampling and needs for operational management in Long-Term Tile Drainage Fields (2), distinct needs for sub-plot management/additional field maintenance, consult for requirement to remove crops/soil. Minimum = 10 acres, max = 20. Cost: \$0.10/m²
- (b) Tier 2: Active sampling and needs for operational management in Long-Term Tile Drainage Fields (2), distinct needs for management to be adjusted to equipment use/targeted sampling, minimum 10 acres, max 20 acres. Cost = \$0.05/m².
- (c) Tier 3: Active sampling in Long-Term Tile Drainage Fields (2), no changes to management needed, no destructive sampling of plants/soils, cost: \$ 0.00/m².

2. SMALL PLOT RESEARCH TRIALS:

All new small plot (<1500m² area per project) research trial proposals will be submitted via the TFRC proposal and reviewed by the Governance Board. If required, proposals may be shared with Advisory Board members for further feedback. Submission of a research proposal does not guarantee that will be approved; all approved researchers must adhere to TFRC regulations and requirements for use of TFRC assets. Due to space and labour limitations, not all small plot research trials may be approved. We will work with applicants to find potential alternative approaches as necessary. Basic costs for new small plot research trials will include annual administrative fee, consultation fees, and any other additional costs as determined through consultation with the Farm Research Director and Farm Coordinator. Estimates of costs to researchers for small plot trials are \$2-3/m².

APPENDIX B: Fee Sharing Projection*

*see excel file attached. Note scaled approach to both production acreage and partitioning of expenses to increase reliance on research funds and decrease need for funding from the Trent Gov Board fund between years 1-10.

We anticipate obtaining additional funding sources to further increase financial sustainability, including:

- (a) Increased research funding inputs as we scale up use of TFRC. For e.g., K. Thompson has submitted a \$8 million/4 year proposal to the Sustainable Agriculture Research Initiative that includes 8 other Trent Faculty and additional non-Trent collaborators. If approved, budget includes investments in community meeting and research infrastructure at TFRC. Other evidence of anticipated research fund income is also evident as founding members K. Thompson & K. Borden and K. Thompson & H. Dang hold current NSERC Alliance grants focused on agri-food systems (e.g., with contributions including \$20,000 budget for knowledge mobilization activities allocated in Borden-Thompson Alliance Mission grant), and founding members have additional previous collaborations. By starting research activities at the farm this year, we will also attract new researchers to join the TFRC for their on-farm research projects.
- (b) Agri-Food Industry partner collaborations for operating costs/student internship positions. We have had sizeable interest from agricultural tech/crop protection companies who are interested in partnering to provide resources and expertise. As we ramp up use of the land at TFRC we will be able to share our research with partners, and they'll be able to visit and see research and learning in action, thereby potentially increasing their motivation to invest and collaborate in research at the TFRC.
- (c) We plan to work with TrentU alumni and science fundraising staff to continue to secure funds for student internship positions and tools/equipment needed. We have had success to date securing funds from Coca-Cola, MITACS, and personal alumni donations.
- (d) Once our TFRC Long-Term trial is established, it will serve as a focal point for community engagement. Income generated through hosting community events at TFRC – e.g., 2 years ago we hosted a “Hay field day” where we had local farmers attend to share knowledge and demonstrate hay management techniques. A small per car cost could be charged in future events. Further, we are signing an MOU with the Peterborough Agricultural Society and we envision a productive collaborative relationship that will allow PAS and TrentU to access funding and support for experiential learning and skills development for TrentU students.



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Naomi Handley, Director, Alumni Engagement & Services

Subject: Alumni Engagement & Services Update

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary:

This report provides an annual update on Alumni Engagement & Services priorities.

Financial Implications:

Funding and support for Alumni Engagement & Services is provided through the approved External Relations & Development operating budget and supplemented through the Alumni Excellence & Engagement Endowment Fund and Affinity Revenue (funds earned through TD and Manulife affinity programs in support of the AES's objectives).

Enterprise Risk Assessment:

Alumni are the largest constituent group in the Trent University Community, with over 63,968 alumni located in 147 countries (not including 2024 graduates). Trent's reputation can be positively reflected through this group; therefore, maintaining open communication and opportunities for alumni to continue to engage with the University and connect with each other is a priority. Poor relations and lack of connection can lead to a lack of financial and volunteer support, fewer student referrals, and potential damage to Trent's reputation.

Next Steps:

This report is presented as information.

Alignment with Mission, Vision, Values, Strategic Plan:

Engaging alumni around the world to advance the mission of the university.

Page 2 of 6

Consultation:

Alumni Engagement & Services involves consultations with TUA Council, Colleges of Trent, many departments and internal groups at Trent Peterborough & Durham-GTA.

Compliance with Policy/Legislation:

N/A

Committee/Board Mandate:

Annually, the Board receives a report on Alumni engagement

Supporting Reference Materials (attached):

- i) Trent Alumni Engagement & Services Board Report 2023-24
- ii) Alumni Engagement & Services Strategic Plan 2024-27



TRENT UNIVERSITY ALUMNI ENGAGEMENT & SERVICES

ANNUAL REPORT TO THE BOARD 2023-24

Introduction

This report provides an overview of Trent University alumni engagement for 2023-24. Alumni engagement involves teamwork across the institution and Alumni Engagement & Services (AES) acknowledges that this year's successes are reflective of a collective effort involving the Trent University Alumni Association (TUAA), colleges, and various departments across both campuses. AES looks forward to building upon our successes with the implementation of the 2024-27 strategic plan as we continue to work collaboratively for the University's ongoing success.

Trent alumni population at a glance:

63,968 living in 147 countries

92% reside in Canada

14% reside in Peterborough

83% reside in Ontario

2023-24 Activity Highlights

Benefits

AES received an overwhelming response to the newly added benefits. Every day, AES receives emails from alumni who have never previously engaged with Trent, inquiring about discount codes and other information. Offering benefits to alumni encourages participation from inactive alumni and opens new opportunities for further engagement. In this fiscal year, AES introduced five new benefits:

1. VIA Rail
2. UPS
3. SoftMoc
4. Ripley's Aquarium of Canada
5. MyBoatCard

Page 4 of 6

Awards and Recognition

The TUAA is proud to celebrate and recognize the accomplishments of Trent alumni. There were seven alumni award recipients and two student award recipients in 2023-24.

Distinguished Alumni Award

Dr. Gesa Weyhenmeyer '90 (Peter Robinson College)

Dr. Keith Stewart '86 (Peter Robinson College)

Marjolaine Boutin-Sweet '74 (Traill College)

Young Leader Award

Jacob Dockstator '10 (Gzowski College)

Spirit of Trent Award

Henry GB Clarke '70 (Traill College)

Alice Olsen Williams '69 (Otonabee College)

Paul Delaney Award for Outstanding Young Philanthropist

Zhaawnong Webb '20 (Gzowski College)

Student Awards

David Glassco Prize - Elias Trivett '18 (Gzowski College)

Robert W.F. Stephenson Prize - Campbell Deck '19 (Champlain College)

Life After Trent: Career Conversations

Career advice and networking is one of the primary interests of young alumni, and mentoring is a way that more established alumni seek to give back. Life After Trent is a program coordinated by Careerspace and AES provides a variety of forums designed to create opportunities for students, alumni, community members, and Trent faculty, at various stages of their career. In the 2023-24 fiscal year there were nine Life After Trent Career Conversations events held throughout the academic year, with 24 alumni guest speakers. Topics included medical professional streams, BIPOC networking, conservation biology, and law.

Page 5 of 6

Trent Day 2024

Trent Day was held on Wednesday, April 3, 2024, celebrating the 1963 founding of Trent University and encouraging philanthropic support for student needs, reinforcing the University's founding value of service to the community and raising Trent spirit. This year there were seven off-campus service stations (Peterborough, Oshawa, Edmonton, Toronto and Lakefield), 66 alumni volunteers at a service site or independently (45 pre-arranged sites, 21 independently) and 53 students and staff who participated in an act of service on-campus.

Taylor Swift Contest

Keeping in touch with alumni once they leave the University is an ongoing challenge for all universities, as people change careers, last names, and contact information. Trent alumni were offered the exclusive benefit of entering a contest to win two tickets to see Taylor Swift in concert in Toronto, ON simply by updating their contact information with the University. The contest launched on February 5, 2024, with 1,090 likes on Instagram and 130 enthusiastic comments. To date, we have received 4,168 entries - a 55% increase from our previous Lost Alumni Campaign held in 2022. The contest closes on August 30, 2024.

Convocation

Convocation is a milestone event that marks the transition from student to alumna by fostering a sense of belonging, celebrating achievements, and building institutional pride. This year, seven alumni returned to Trent as Convocation volunteers to shake hands with more than 3,100 graduates on stage and welcome them to the Trent Alumni Family. In addition, 10 alumni volunteers greeted new graduates in the Student Centre to offer congratulations and gift them their alumni pin. An additional 23 alumni volunteers supported Convocation in various other capacities. This year, there was a tremendous amount of excitement amongst new grads who learned they were now eligible to enter the exclusive alumni contest to win two tickets to see Taylor Swift in concert.

Even more alumni were able to share in the excitement of Convocation by viewing photos and videos on our Alumni social channels and leaving congratulatory messages and words of wisdom. Twenty Convocation social posts captured the pride and excitement, with several posts attracting 20,000 views and thousands of likes. The posts included Chancellor Stohn preparing for Convocation, real-time reactions of graduates as they found out about the Taylor Swift contest, and congratulatory messages from proud parents and family members. These posts not only reinforce a sense of belonging to the Trent Alumni Family but also encourage alumni to reminisce about their own graduation experiences, reinforce positive memories of the University, and strengthen emotional attachment to their alma mater.

Page 6 of 6

Communications

Communication plays a pivotal role in keeping alumni engaged, connected, and supportive of Trent's mission. Social media offers a dynamic and versatile platform for alumni engagement, facilitating communication, networking, and community-building in ways that were not possible before the advent of digital technologies. The compelling, timely, and relevant content on Trent alumni social channels has been well received by our alumni community. From September 2023 to May 2024, we increased followers by 25% on Instagram and 38% on Facebook.

On Valentine's Day 2024, the Trent Love Stories post became the most successful stand-alone post in the Trent Alumni Instagram account's history with 19,200 Instagram accounts reached. Alumni were invited to share their stories of meeting their significant others at Trent, which attracted 2,093 likes and 92 comments on Instagram and 87 likes and 73 comments on Facebook. Communications staff capitalized on this opportunity to interact with many of the commenters to engage and update contact information.

AES Strategic Plan

The AES strategic plan 2024-27 was the shared work of key stakeholders across the Trent community and the product of research and discussions stretching over five months. The steering committee conducted comprehensive internal and external stakeholder outreach to determine priorities and were guided by the existing Board of Governors Strategic Directions (2022- 27), Trent's Academic Guiding Principles 2022-27, and Trent's Strategic Research Priorities' overarching theme of healthy and sustainable environments and communities, and the 2021-22 Alumni Engagement Survey.

The plan's priorities and goals reflect Trent's commitment to build enduring and mutually beneficial alumni relationships that inspire conversational, experiential, volunteer, and philanthropic engagement. These priorities guided the development of programs that provide value to alumni and the students who will become our future alumni, while advancing the priorities of Trent University.

This plan is intended to be a living document—an overarching roadmap that will evolve as the alumni community continues to grow and evolve. Over the next three years, new challenges may present new opportunities to chart change and embrace innovation.

As part of this process, success will be based on defined outcomes, especially measurements that illustrate added value and demonstrate the meaningful changes that AES is making in the lives of Trent alumni. In turn, alumni make momentous contributions through volunteerism, mentorship, and philanthropy to ensure Trent remains a vibrant place of learning. Trent will define success measurements through four key performance indicators (KPIs) based on engagement through experience, communication, volunteerism, and fundraising.

TRENT UNIVERSITY ALUMNI ENGAGEMENT & SERVICES

STRATEGIC PLAN

2024-2027





Land Acknowledgement

Trent University respectfully acknowledges it is located on the treaty and traditional territory of the Mississauga Anishnaabeg. We offer our gratitude to First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings.



INTRODUCTION

We are thrilled to share the Strategic Plan for Alumni Engagement, a new framework shaped by a five-month collaborative process. The strategic planning process was an opportunity to reflect on the recommendations of the Alumni Review¹ and our past work. It was imperative that the alumni voice was woven throughout all aspects of the plan, as was understanding the diversity of experiences and needs of our 62,000 alumni around the globe. Your narratives, experiences, and needs are at the core of this plan.

Collaboration was a key tenet of the process and is foundational to the strategic plan itself. Alumni engagement is an institutional responsibility and each one of us impacts and shapes the alumni experience with Trent, from the time they are recruited, to the day they graduate, and beyond. We will work together to create a community where all alumni belong. We want to empower each of you to have an impact on Trent and one another. We will remove barriers for alumni to participate in our programming. We will broaden the scope of our initiatives to include current students - our future alumni - from the moment they open their acceptance letter.

The strategic plan will be a living document — an overarching roadmap that will evolve with a growing population of alumni with increasingly diverse needs and interests.

We look forward to working together in the coming years to elevate our support for the Trent Alumni Family.

¹ An external review was commissioned by Dr. Leo Groarke, President and Vice-Chancellor of Trent University, and conducted by Shanna Hopkins, Director of Alumni Affairs at St. Francis Xavier University and Mary Jessie MacLellan, former Alumni Affairs Director at St. Francis Xavier University. The alumni review was delivered on April 2023.



Trent's Office of Alumni Engagement & Services brought together leadership from the Trent University Alumni Association (TUAA), Trent University Association of Retired Persons (TUARP), Trent Colleges, academic departments, and other key partners on both the Peterborough and Durham GTA campuses. This was an exercise of listening and reflection. We learned through the narratives of our alumni, current students, and key partners across the University. We found common threads throughout narratives that were shared at retreats, one-on-one meetings, and surveys. We reflected on the recommendations of the Alumni Review and the findings from the 2021-22 Alumni Engagement Survey. Throughout all our conversations, we were guided by the University's mission, the Board of Governors Strategic Directions 2022-27, Trent's Academic Guiding Principles 2022-27, and Trent's Strategic Research Priorities' overarching theme of healthy and sustainable environments and communities.

FOUNDATION

MISSION STATEMENT

The Trent University Alumni Association (TUAA) and Alumni Engagement & Services (AES) team strive to build, maintain, and strengthen lifelong links between the University, students, and alumni. We aim to celebrate alumni, identify and provide life-enriching services and programs that meet the needs of alumni, and encourage alumni to continue a path of lifelong learning while furthering Trent's mission. We endeavour to facilitate the ongoing development of an inclusive network of alumni, fostering sincere and authentic connections among the diverse alumni body.

TRENT UNIVERSITY GUIDING STATEMENT

With a transformative, collaborative, and personal student experience as the foundation, Trent University considers its graduates invested and important lifelong stakeholders and members of its inclusive intellectual and social community. Through its decision-making, outreach, programs, and initiatives aimed to sustain and nurture relations with its alumni, Trent endeavours to involve the network of alumni worldwide in achieving the University's mission.

CORE VALUES

Collaborative: Our work includes multiple parts of the University and alumni community whenever possible, encouraging open dialogue and innovative approaches.

Diverse: Our work recognizes the many faces and interests of alumni, aiming to maintain relationships in an increasingly global and fragmented world.

Relevant: Our work meets alumni where they are, reaching them in ways that are purposeful and topical.

Empowering: Our work allows alumni to take on leadership roles, providing the tools for them to create their own successful paths of engagement.



MEASURES OF SUCCESS

As we move forward with implementing this strategic plan, we will introduce metrics to clearly demonstrate progress and the overall impact of alumni engagement. Across the University, we will implement the industry metrics established by the Council for Advancement and Support of Education (CASE), which now include four categories of engagement:

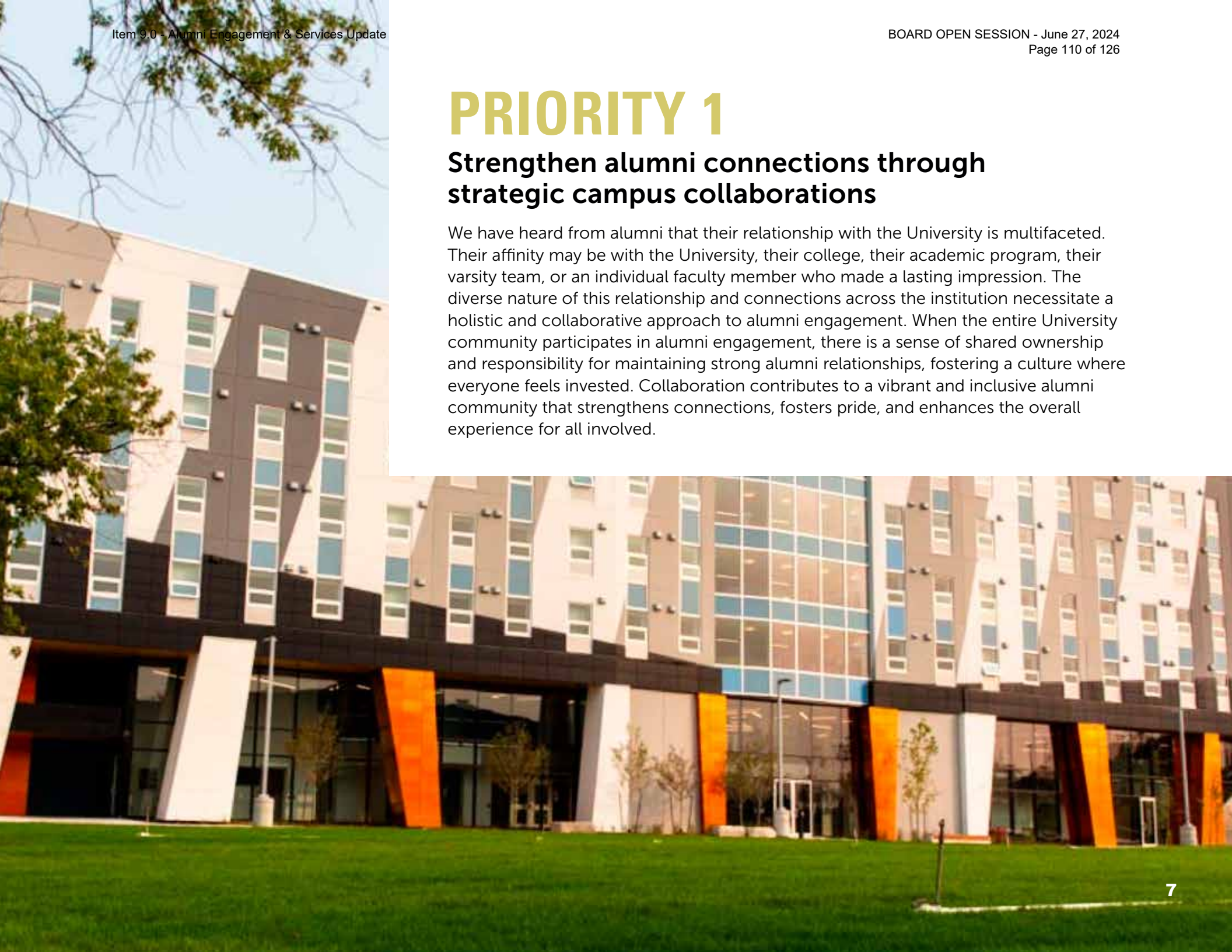
EXPERIENTIAL	VOLUNTEER
PHILANTHROPIC	COMMUNICATION

We will build a new reporting mechanism to track these four categories of engagement. We will define and implement standardized processes to collect engagement data. We will also analyze engagement in the same four categories by academic department, college, alumni year, and region. We will set future strategies, goals, and tactics for engagement based on alumni engagement metrics.

PRIORITY 1

Strengthen alumni connections through strategic campus collaborations

We have heard from alumni that their relationship with the University is multifaceted. Their affinity may be with the University, their college, their academic program, their varsity team, or an individual faculty member who made a lasting impression. The diverse nature of this relationship and connections across the institution necessitate a holistic and collaborative approach to alumni engagement. When the entire University community participates in alumni engagement, there is a sense of shared ownership and responsibility for maintaining strong alumni relationships, fostering a culture where everyone feels invested. Collaboration contributes to a vibrant and inclusive alumni community that strengthens connections, fosters pride, and enhances the overall experience for all involved.





Strategies

- Collaborate with colleges, the Durham GTA campus, academic departments, Trent International, First Peoples House of Learning (FPHL), and Trent Athletics to engage more deeply with alumni who have strong affiliations in those areas.
- Collaborate with TUAA, Trent University Alumni Advisory Committee, affinity groups and chapters to provide more platforms for alumni to connect with each other, share experiences, and support each other professionally and personally.
- Collaborate with campus partners to optimize existing opportunities and introduce new ones that respond to the needs of alumni, based on where they are in their life, their interests, and where they reside. Identify meaningful volunteer opportunities for alumni that support the goals of campus partners.
- Create enhanced opportunities for involvement and nurture continued feelings of engagement and pride amongst University retirees.



PRIORITY 2

Inspire students to become engaged alumni

We want current students to experience the value of the global alumni community from the moment they apply to Trent. To develop a culture of lifelong engagement, we will build relationships between students and alumni that foster meaningful growth, nurture a strong sense of belonging to a larger community, allow students to understand their role as future alumni, and imagine the possibilities of how they will engage and continue to contribute after graduation.



Strategies

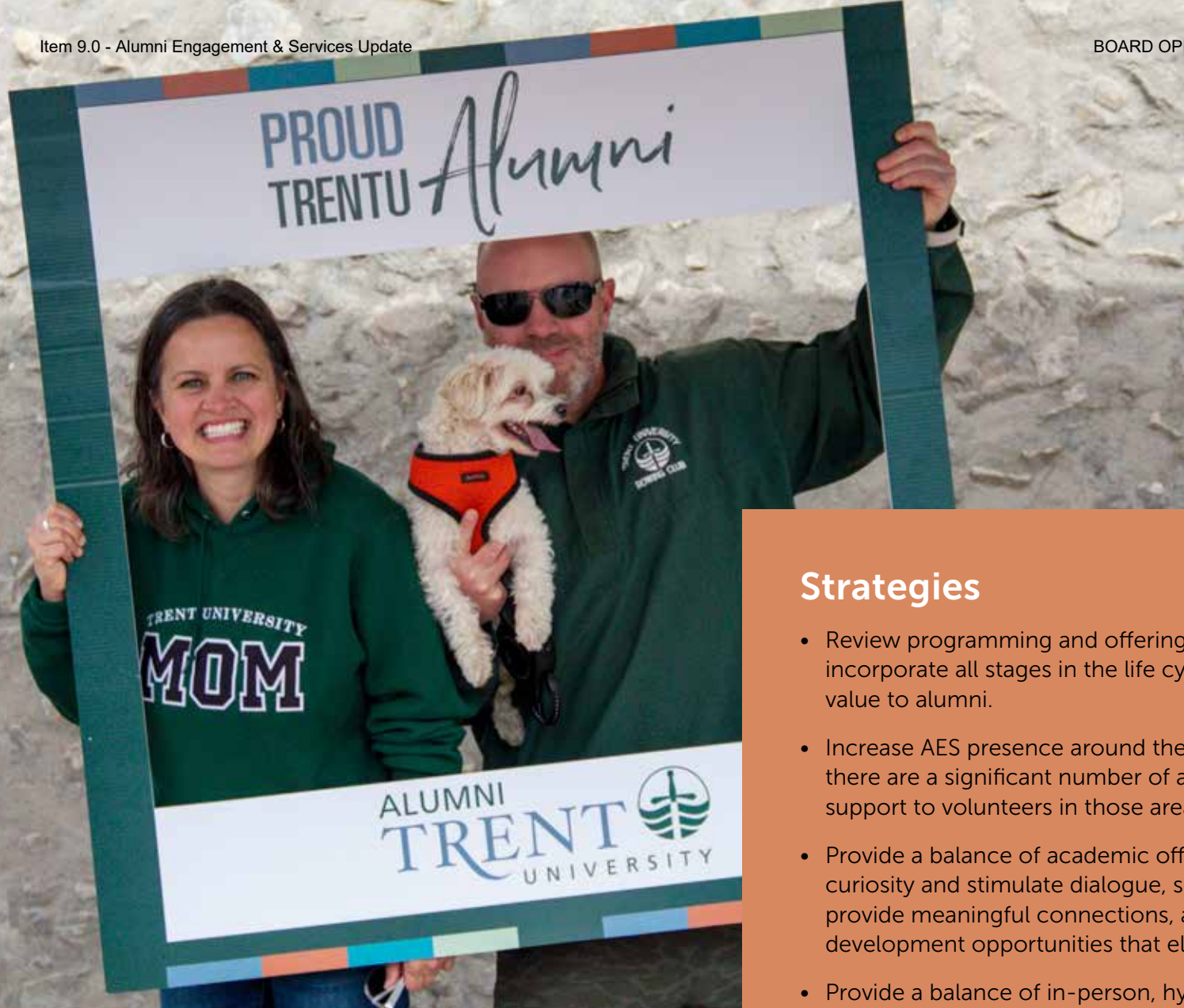
- Help students build identities as future alumni/lifelong members of the Trent family, early and often.
- Strengthen mentorship opportunities between alumni and students.
- Improve connections between alumni and students with similar interests i.e. alumni who were once involved in a student club or group (e.g. Trent Southeast Asian Organization) will be offered opportunities to engage with current students in that corresponding club or group.
- Provide a more personalized Trent alumni experience by engaging with alumni based on their interests that mirror their student experience.



PRIORITY 3

Provide alumni engagement opportunities that reflect evolving needs and interests

Increasingly, alumni are looking for more personalized experiences and we know that their interests change over time. We acknowledge that traditional alumni programs alone will not be enough to grow our diverse community. Through ongoing dialogue and assessment, we will discover the best ways to offer personal and professional value to alumni, wherever they are in their journey. We will build unique experiences that motivate more alumni to engage and give back.



Strategies

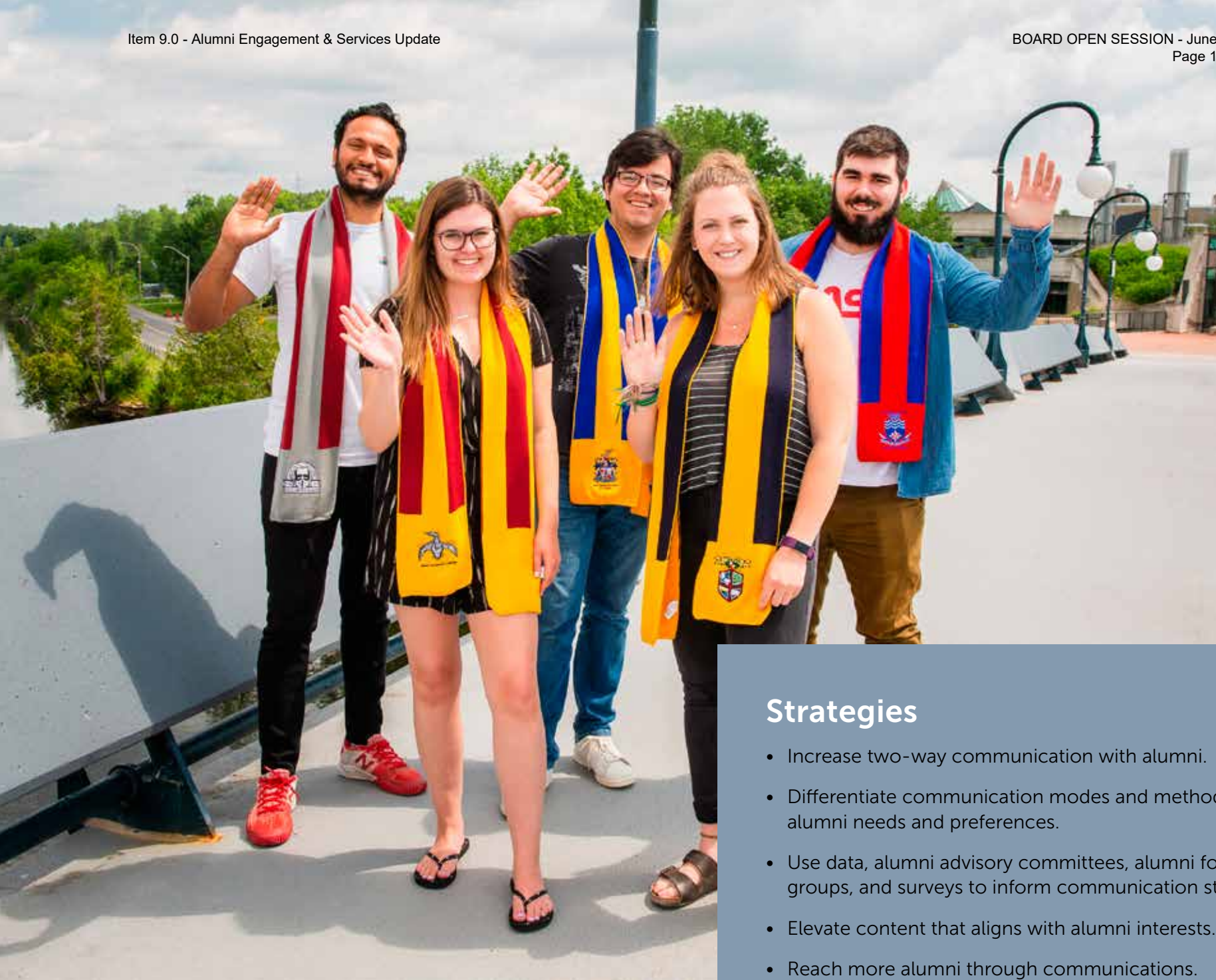
- Review programming and offerings to ensure they incorporate all stages in the life cycle of alumni and are of value to alumni.
- Increase AES presence around the world in regions where there are a significant number of alumni and elevate support to volunteers in those areas.
- Provide a balance of academic offerings, to spark curiosity and stimulate dialogue, social offerings that provide meaningful connections, and professional development opportunities that elevate alumni careers.
- Provide a balance of in-person, hybrid, and remote programming to address accessibility and expand reach.
- Implement ongoing dialogue and assessment to determine whether programming is offering value to our alumni. Programming must evolve to reflect evolving alumni needs and interests.



PRIORITY 4

Engage alumni through purposeful, impactful, and relevant communications

We have heard from alumni that they want to learn about our research, our community and global impact, and stories about students and alumni. While all alumni want to hear Trent's stories, the broad demographic means that we must customize the way we deliver our communications. Older alumni generally prefer TRENT Magazine and mailed correspondence, while those who are mid-age prefer visiting our website and reading emails. Our youngest alumni tend to engage strictly through social media, which offers a unique opportunity for two-way communication in real time. By continually listening to and understanding our alumni's interests, needs, and preferences, we will meet alumni where they are throughout their life. Whether we are writing lengthy profiles for the Magazine or creating a short video for Instagram, we will deliver compelling communications that are tailored to our alumni's preferred platforms.



Strategies

- Increase two-way communication with alumni.
- Differentiate communication modes and methods by alumni needs and preferences.
- Use data, alumni advisory committees, alumni focus groups, and surveys to inform communication strategies.
- Elevate content that aligns with alumni interests.
- Reach more alumni through communications.

PRIORITY 5

Embody the principles of equity, diversity, and belonging

Trent is a diverse community where all alumni are welcome and valued. Our programs, services, and communications need to be reflective of and accessible to all our alumni community. We can advocate for equity and diversity, both within our own communities and in society at large, contributing to positive change.





Strategies

- Remove barriers for alumni to participate in programming.
- Elevate voices from underrepresented groups in our communications.
- Expand programming for underrepresented groups.
- Encourage diverse representation in all alumni programming including volunteer opportunities.
- Offer ongoing learning opportunities that further strengthen the culture of equity, diversity, inclusion and belonging.

CONCLUSION

We look to the future of alumni engagement with excitement and optimism. Thanks to the hard work and thoughtful observations from our steering committee, we have a roadmap that will guide us in delivering enhanced and forward-thinking alumni services and programs over the next three years. We will move forward immediately using key metrics to ensure we are delivering on our plans to strengthen alumni connections through strategic collaborations, responding to the evolving needs and interests of our diverse alumni community, inspire more students to become engaged alumni, elevate communications, and embody the principles of equity, diversity, and belonging. We are confident this strategic plan will better support a growing and diverse alumni family while supporting institutional goals. We thank all stakeholders for their contributions to the planning process and for their commitment to the University's ongoing success.

Steering Committee Membership

Michael Eamon, Principal, Catharine Parr Traill College

Dr. Holger Hintelmann, Dean of Science

Maizie Schwets, Peterborough campus, current student

Taylor Uroda, Durham GTA campus, current student

Jenifer Richardson '83, Director, Student Affairs, Durham GTA

Alma Barranco '90, Chair, Trent University Alumni Association

Jan Herington '73, Member at Large, Trent University Alumni Association

Molly Blyth '01, Co-Chair, Trent University Association of Retired Persons

Kevin Whitmore, Director, Co-op, Careers, & Experiential Learning

Glennice Burns, Associate Vice President, Careers & Experiential Learning & International

Donna Doherty, Campaign Director, Philanthropy

Kathryn Verhulst-Rogers, Director, Communications

James Geuzebroek '90, Manager of Communications

Danielle Britton, Senior Manager of Integrated Engagement

Naomi Handley, Director, Alumni Engagement & Services



Board Report

Session: Closed Session; Open Session

Action Requested: Decision; Discussion/Direction; Information

To: Board of Governors

Date: June 27, 2024

Presented by: Julie Davis, Vice President, External Relations & Development
Sherry Booth, Associate Vice President, Philanthropy & Alumni
Engagement

Subject: Annual Philanthropy Update

Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

Executive Summary

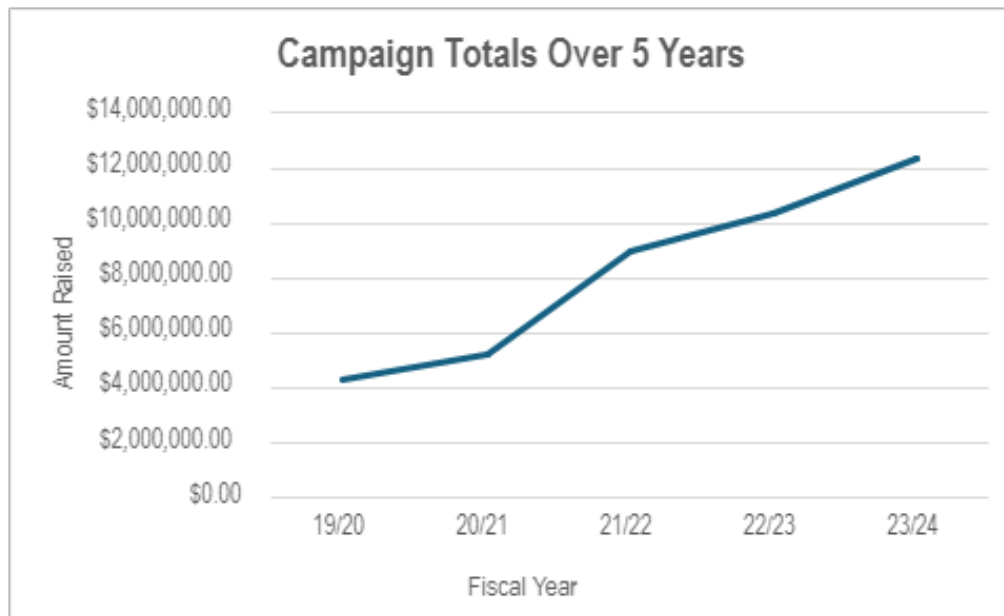
The *Campaign for Momentous Change* continues to gather momentum since it was publicly launched on March 24, 2023, with a goal of \$100 Million. This year the campaign surpassed the halfway milestone and finished the fiscal year with more than \$57 million raised.

During 23-24, our supporters invested in Trent University at the highest levels ever witnessed, with over \$12.3 Million raised, which is a 20% increase over the previous year.

The *Campaign for Momentous Change* is a comprehensive campaign that reaches broadly across the University. Supporters have contributed to both our campuses, all colleges, and to our academic and research endeavours.

Analysis/Alternatives Considered

Philanthropic support has grown throughout the silent phase of the campaign and since the launch. Below is a chart demonstrating the upward trajectory of results over the last five years.



Momentous Change is happening at Trent University.

Below are highlights of donor support. Further impact stories and results are shared in the *Trent University 2023/24 Momentous Change Impact Report*.

- BURSARIES to support students who come from Extended Society Care
- TRENT RESEARCH FARM – support for the new drive shed, apiary endowment, greenhouse and farm equipment
- SCIENCES significant investments in Chemistry endowments including scholarships and equipment, Aquatic Research Boat for Fish Monitoring
- COLLEGES significant endowment growth, Lady Eaton College Music Endowment, Otonabee College Wilder Place & Patio, Otonabee College Breastfeeding space, Traill College Amphitheatre Endowment, Champlain College Capital Improvements
- DIGITIZING ARCHIVES making our Canadian content globally accessible
- OUR HERITAGE ARCHITECTURE growing endowment plus funding projects
- INVESTING IN HUMANITIES – Because Canadian History Matters
- SUPPORTING NATURE – Invasive Species Study
- MEDICAL PROFESSIONAL STREAM SUPPORT
- TRENT FUND responded to 84 requests for urgent student housing needs and continues to address food insecurity.
- INDIGENOUS SUPPORT including new Tipi, ceremonial space and Medicine Wheel Garden (Trent Durham), Elders Gathering sponsorship
- MONTHLY DONORS 86 new monthly supporters - Total 308
- ATHLETICS new rowing scull, Green & White scholarships, support for varsity team endowments

Page 3 of 4

- ASSISTING REFUGEES through our WUSC program
- SCHOOL of EDUCATION Scholarships, Camp fYrefly
- SCHOOL OF GRADUATE STUDIES – Scholarships
- SCHOOL OF NURSING – Scholarships, Bursaries, Nursing Brigades (Nicaragua & Guatemala)
- TRENT DURHAM GTA – Experiential learning, Single Parent Bursary, Campus Landscaping, indigenous spaces
- CLEANTECH COMMONS – Trent Enterprise Centre
- TRENT COMMUNITY-BASED RESEARCH CENTRE
- PUBLIC SCULPTURE INITIATIVE and works of art

During 23-24, senior administration and volunteers visited many cities across Canada, in the United States, as well as several international locations to engage with alumni and promote the campaign. Engagement of alumni was strong and response for Campaign support generated close to \$460,000 from attendees.

Financial Implications:

Financial support from philanthropy helps relieve budget pressures, attracts and retains students, enriches our campus spaces while preserving our heritage architecture, invests in teaching and research, brightens the student experience and continues to grow our endowments.

This year, the Trent University endowments surpassed the \$100 million milestone, thanks to donor support and wise investment strategies.

Enterprise Risk Assessment

The success of the *Campaign for Momentous Change* strengthens Trent's profile and reputation. With the introduction of Trent's next leader, Dr. Cathy Bruce, we anticipate the momentum to continue, as confidence in the University remains strong.

Changes in the economy and tax laws can impact our supporters' abilities and willingness to financially assist the University. Inflation upturns and market downturns can negatively influence donations both in size and frequency. Recent reductions in interest rates and solid market performance means these concerns are not of issue currently.

Next Steps

Communications about the Campaign's success to date will be shared through our various channels:

- *Annual Trent University 2023/24 Momentous Change Impact Report*
- Annual Stewardship Reporting
- Bi-Monthly Philanthropy Matters – June Issue

The further implementation of the Campaign's Success Strategy will ensure continued campaign momentum. In doing so, we are considering the completion of the campaign in the not-too-distant future.

Page 4 of 4

Alignment with Mission, Vision, Values, Strategic Plan:

Philanthropy supports the Mission and Vision of Trent University. Often, philanthropy is key in moving a project or initiative forward.

The Board of Governors Strategic Directions document 2022 – 26/27 articulates its ambition to support student success, scholarship and achieve our vision for a strong and sustainable future thanks to our financial health. Philanthropy continues to support this goal. Similarly, philanthropy aims to be consequential to our academic and research strategic plans.

Consultation:

Our work requires constant collaboration with offices and departments across the University. They include:

- Financial Aid
- Finance
- Graduate Studies
- Trent International
- Trent Durham GTA
- All Deans
- Research & Innovation
- CareerSpace
- All Colleges
- Athletics
- Trent Community-based Research Centre
- Marketing & Communications
- Facilities Management
- Heritage Committee
- Bata Library and Archives
- Others as needed

Compliance with Policy/Legislation:

Canada Revenue Agency (CRA) Charitable Tax Law Regulations and Guidelines

Committee/Board Mandate:

The Trent University Board of Governors has a mandate to build the culture of philanthropy, and service and engage alumni throughout the world to advance the University's mission.

Supporting Reference Materials (attached):

- *Trent University 2023-24 Momentous Change Impact Report [Print Copy will be shared at the Board meeting]*
- The [Campaign for Momentous Change](#) website