

MEETING #2 (2023-24) CYCLE 2

BOARD OF TRUSTEES

THURSDAY, DECEMBER 7, 2023

3:00 PM

IN PERSON SANKEY CHAMBER and/or

REMOTE PARTICIPATION - MS TEAMS

[Click here to join the meeting](#)

Or call in (audio only)

[\(888\) 862-4985, 635009153#](tel:(888)862-4985) Canada (Toll-free)

Phone Conference ID: 635 009 153#

Approx. Time

3:00	1. Call to Order and Welcoming Remarks	
	<ul style="list-style-type: none"> • Dashboard • Meeting Roadmap 	Information
3:05	2. Declaration of Conflict of Interest	
	3. Approval of the Agenda (including consent items)	<u>Approval</u>
	4. Business Arising from the Minutes	
3:10	5. Report of the Chair of the Board	Information
3:15	6. Report of the President and Vice-Chancellor	Information
3:20	7. Report of the Provost and Vice-President, Academic	Information
3:25	8. Report of the Vice-President, Research	Information
	9. Reports of Standing Committees	
3:30	9.1. <i>Executive Committee</i>	
3:35	9.2. <i>Audit Committee</i>	
3:40	9.3. <i>Capital Infrastructure Committee</i>	
3:45	9.4. <i>Financial Planning and Investment Committee</i>	
	9.4.1 2024-25 Capital and Related Projects Plan	<u>DECISION</u>
	9.4.2 2024-25 Scholarships, Fellowships, Bursaries and Awards Budget	<u>DECISION</u>
	9.4.3 2024-25 Tuition Rates	<u>DECISION</u>
4:05	9.5. <i>Human Resources Committee</i>	
	9.5.1 Updated Sexual Assault and Harassment Policy	<u>DECISION</u>
4:15	9.6. <i>University and Community Experience Committee</i>	
4:20	9.7. <i>Governance/Nominating Committee</i>	
	9.7.1 Brock University Alumni Association Representative to the Board	<u>DECISION</u>
	9.7.2 Board Term Limits	Notice Of Motion
4:25	*****BOARD BREAK*****	
	9.8. <i>Direct Reports to the Board</i>	
4:35	9.8.1 Enrolment Update	Information

4:45	9.8.2	<u>The Anti-Racism Taskforce (A.R.T)* Initiative Presentation</u>	Information
	10.	IN CAMERA Session to consider Confidential Reports related to the following:	
5:00	10.1	CIC/FPI Clean Agriculture for Sustainable Production (CASP) Field Infrastructure Project (IN CAMERA).	<u>DECISION</u>
5:10	10.2	CIC Brock Land Use Planning (IN CAMERA)	Information
5:20	10.3	Blue Ribbon Panel Update (IN CAMERA)	Information
5:45	11.	Other Business	
5:50	12.	Adjournment	

CONSENT ITEMS

13.	Approval of the Minutes of the Previous Meetings and Confidential Record of the In Camera Session		
13.1	<u>Minutes of Meeting #1 (2023-24) held on September 28, 2023</u>		Approval
13.3	Confidential Record of Proceedings from the IN CAMERA session of the Meeting #1 held September 28, 2023		Approval
14.	Reports of the Actions of the University Senate		
14.1	<u>713th Meeting of Senate held October 4, 2023</u>		Information
14.2	<u>714th Meeting of Senate held November 15, 2023</u>		Information
15.	Reports of Standing Committee		
15.1	Audit Committee		
15.1.1	<u>Minutes of Previous Meeting #1 (2023-24) held on September 27, 2023</u>		Information
15.2	Capital Infrastructure Committee		
15.2.1	<u>2024-25 Capital and Related Projects Plan</u>		Information
15.2.2	<u>Minutes of Previous Meeting #1 (2023-24) held on September 27, 2023</u>		Information
15.3	Financial Planning and Investment Committee		
15.3.1	<u>2024-25 Endowment Spending Rate Decision</u>		Information
15.3.2	<u>Minutes of Previous Meeting #1 (2023-24) held on September 27, 2023</u>		Information
15.4	Human Resources Committee		
15.4.1	<u>People and Culture Equity, Diversity, and Inclusion Plan Update</u>		Information
15.4.2	<u>Minutes of Previous Meeting #1 (2023-24) held on September 28, 2023</u>		Information
15.5	University and Community Experience Committee		
15.5.1	<u>Minutes of Previous Meeting #1 (2023-24) held on September 27, 2023</u>		Information
15.6	Governance/Nominating Committee		
15.6.1	<u>Pension Committee Membership</u>		<u>DECISION</u>
15.6.2	<u>Policy Approval Report</u>		Information
15.6.3	<u>Minutes of Previous Meeting #1 (2023-24) held on September 28, 2023</u>		Information
15.6.4	<u>Minutes of (Special) Meeting #2 (2023-24) held on October 31, 2023</u>		Information

CYCLE 2 (2023-24): Brock University Board Dashboard

STUDENTS

Undergraduate (Domestic)



Headcount; degree-seeking students.
*Preliminary data as of November 20, 2023.

Fall term

As at November 20, 2023

Undergraduate (International)



Headcount; degree-seeking students.
*Preliminary data as of November 20, 2023.

Fall term

As at November 20, 2023

Graduate (Domestic)



Headcount; degree-seeking students.
*Preliminary data as of November 20, 2023.

Fall term

As at November 20, 2023

Graduate (International)



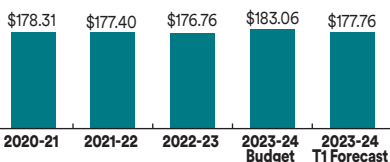
Headcount; degree-seeking students.
*Preliminary data as of November 20, 2023.

Fall term

As at November 20, 2023

FINANCES

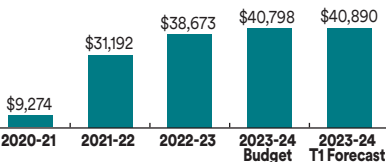
Tuition revenue (\$Millions)



Tuition revenue

2023-24 Target: \$183.1 million

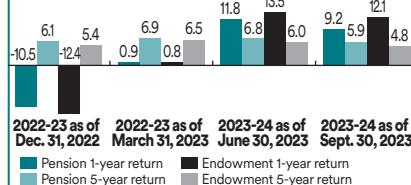
Ancillary revenue (\$000s)



Revenue received

2023-24 Target: \$40,798

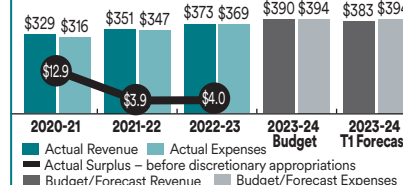
Investment returns (%)



Pension & Endowment funds

Targets: Pension 6%, Endowment 4.4% (spend plus inflation)

Actual funding results (\$Millions)

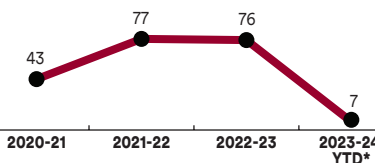


Funding results

Target: Balanced budget or better

OPERATIONS

Health and safety

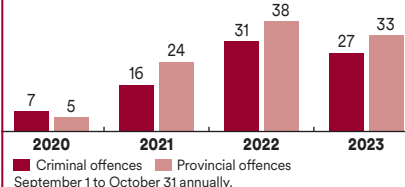


*HSW metrics from September 1 to November 1, 2023.

Incidents

As at November 1, 2023

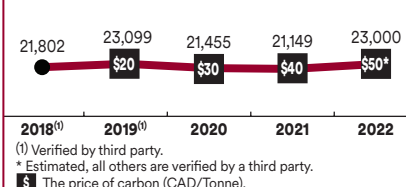
Campus safety



Criminal & Provincial offences

As at October 31, 2023

Sustainability (Tonnes of CO2e)

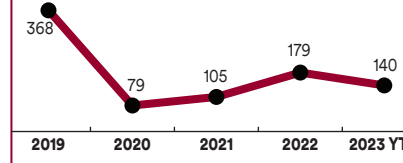


(i) Verified by third party.
* Estimated, all others are verified by a third party.
\$ The price of carbon (CAD/Tonne).

Carbon emissions

As at January 19, 2023

Data security

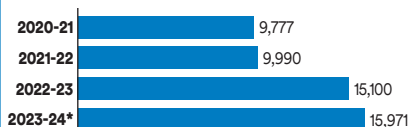


Compromised accounts

As at August 31, 2023

REPUTATION

Publicity



*As at Oct. 31, 2023, 94% of goal.
Total number of media hits, including broadcasting hits (2023), in Canada and internationally.

Earned media

Target: 17,000 | As at October 31, 2023

Alumni engagement

18% engaged alumni*
(% of Contactable Alumni)

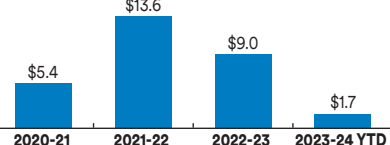


*First calculation based on CASE Alumni Engagement Framework.

Alumni engagement

As at November 1, 2023

Donations (\$Millions)



Cash + Pledges + Recurring gifts + Gifts in kind + Stock/Property + Sponsorship + Non receipted revenue + Other.

Paid gifts and pledges

As at October 31, 2023

Research funding (\$Millions)



Represents funding actually received (cash basis) from all funding agencies, industry, community organizations and other granting bodies in the Brock fiscal year.

Grants

As at October 31, 2023



Board of Trustees
Cycle 2 Board Meeting Roadmap - December 7, 2023

Executive Summary

Welcome to the second meeting of the Board of Trustees for the 2023-24 academic year.

As is customary during cycle 2, there are several timely decision items to be considered from the Financial Planning and Investment Committee with respect to funding for the 2024-25 capital and related projects plan, the 2024-25 budget for scholarships, fellowships, bursaries and awards, and the 2024-25 tuition rates. As well, amendments to the Sexual Assault and Harassment Policy will be presented for the Board's consideration from the Human Resources Committee, and the Governance/Nominating Committee will be providing information regarding changes to the term limits of community Trustees and will be seeking approval of a representative of the Brock University Alumni Association as a community member of the Board.

During the *in camera* session, the Board will consider confidential motions from the Financial Planning and Investment Committee and the Capital Projects Committee regarding the Clean Agriculture for Sustainable Production (CASP) Field Infrastructure Project and will review confidential information reports regarding the planning for the use of Brock land and an update on the Blue Ribbon Panel.

The Board will further receive presentations regarding an update on enrolment and an anti-racism taskforce initiative.

Decision items

All decision items are subject to recommendation from the Committee designated. Any changes arising from the Committee's deliberations will be reported orally at the Board meeting.

Agenda Item	Committee	Decision Being Sought	Details
<u>9.4.1</u>	Financial Planning & Investment	Approval of funding for 2024-25 Capital &	Subject to the Capital Infrastructure Committee approving the proposed Capital Plan for 2024-25, the Board will be asked to approve the funding for the plan.

Agenda Item	Committee	Decision Being Sought	Details
		Related Projects Plan	
<u>9.4.2</u>	Financial Planning & Investment	Approval of preliminary 2024-25 Scholarships, Fellowships, Bursaries and Awards Budget	Approval for the preliminary 2024-25 Scholarships, Fellowships, Bursaries and Awards budget is sought at this cycle for recruitment purposes. The complete 2024-25 Scholarships, Fellowship, Bursaries and Awards budget will be presented to the Board for approval as part of the full 2024-25 operating budget in Cycle 4.
<u>9.4.3</u>	Financial Planning & Investment	Approval of 2024-25 Tuition Rates	Approval will be sought for the proposed 2024-25 tuition rates which have been calculated taking into account regulatory requirements, recruitment needs, financial sustainability, and other considerations set out in the report.
<u>9.5.1</u>	Human Resources	Approval of amendments to the Sexual Assault and Harassment Policy	Amendments to the Sexual Assault and Harassment Policy are being presented to clarify processes and reflect evolving best practices in the sector.
<u>9.7.1</u>	Governance/ Nominating	BUAA Representative on the Board	Approval of the appointment of a representative of the Brock University Alumni Association as a community Trustee is being sought to fill a recent vacancy.
<u>10.1</u> IN CAMERA	Capital Infrastructure & Financial Planning & Investment	Approval of project and approval of funding	Approval of the Clean Agriculture for Sustainable Production (CASP) Field Infrastructure Project and funding for the project will be sought.

Key Information Items

Agenda Item	Committee	Item	Details
<u>9.7.2</u>	Governance/ Nominating	Board Term Limits	The Governance/Nominating Committee is being asked to consider extending the term limits for community Trustees. If passed by the Committee, the Board will be provided with notice of motion of the proposed amendment to the Board Bylaw #1, which would be presented to the Board in cycle 3.
<u>9.8.1</u>	Direct Report	Enrolment Update	Report provides an update on enrolment.
<u>9.8.2</u>	Direct Report	Anti-Racism Taskforce (A.R.T.) Initiative	A presentation will be provided regarding the A.R.T. Initiative for the information of the Board.
<u>10.2</u> IN CAMERA	Capital Infrastructure	Brock Land Use Planning	The confidential Report provides information regarding potential planning for use of Brock land.
<u>10.3</u> IN CAMERA	Direct Report	Blue Ribbon Panel Update	The confidential Reports provides an update on the Blue Ribbon Panel.



Report of the Chair of the Board of Trustees
December 7, 2023
Mark L. Arthur, Chair

Welcome Trustees, staff, and guests to the second meeting of the 2023-24 Board. I want to thank all members of the Brock community for your efforts in achieving the best possible experience for our students in these challenging times.

The University faces a daunting number of issues that it must deal with over the course of the next several years. As articulated well by the President and the Provost in their recent [update to the community in the Brock News](#), the Brock community is a significant contributor to society in so many ways that we all are proud of; however, operating grants have declined from 33.4% in 2013/14 to 25.5%, the four-year tuition freeze has taken its toll and will continue to do so, inflation and increasing compensation costs aggravated by Bill 124 have driven a sharp increase in cost structure, and every university faces major deferred maintenance issues. The government's response was to form the Blue-Ribbon Panel to provide advice and recommendations for keeping the postsecondary education sector financially stable and focused on providing the best student experience possible. The report of the [Blue Ribbon Panel on Post-Secondary Education Financial Sustainability](#) offers some solid paths forward out of this crisis. To date, the government's response has been disappointing with talk of the need to ensure universities are efficient and, as of yet, no commitments to provide solutions.

Brock University now faces an enormous financial challenge for the 2024/25 budget year. The Board is extremely focused on this challenge and recognizes that tough decisions will need to be made to establish a realistic path forward that ensures the academic and fiscal integrity of the University not only for 2024/25 but also for the years ahead.

On a more positive note, the University continues to fulfill its role in society. There are many notable achievements that we have recently celebrated since the September cycle of Board meetings including the official grand opening of the Brock-Niagara Validation, Prototyping and Manufacturing Institute (VPMI), the Ministry's approval of **Brock's inaugural** Engineering program, **the celebration of the University's 114th Convocation**, the discovery by a Brock-led international research team of a groundbreaking immunotherapy method that could potentially add years to healthy aging, dozens of Brock researchers being included on **Stanford University's global list of top scientists**, **Brock's success at being named one of Hamilton-Niagara's Top Employers for the sixth time**, and Brock grad Brittany Straitton being **named one of Canada's most powerful women**.

On other matters:

- **Trustees are reminded that the Board's Education Session is being held on Thursday, January 18, 2024** and a calendar invite has been sent. Planning is underway and I anticipate this will be a very informative session.
- Gratitude is extended to those Trustees who have contributed to the Brock Trustees Impact Fund, and I encourage further participation to the fund which supports the following key priorities for our students: student bursaries and scholarships, new

- academic programs and capital infrastructure, strategic research leadership, student health and wellness, Indigenous student support
- The Agenda for the December 7th Board meeting is quite full, and I refer you to the Board Meeting Roadmap included in the Board package which outlines the key decision and information items.

In closing, I wish you and your families much health, happiness, and peace during this holiday season and into 2024.

Sincerely

A handwritten signature in black ink, reading "Mark L. Arthur", enclosed within a thin black rectangular border.

Mark L. Arthur, Chair, Brock University Board of Trustees



Report to Board of Trustees of the President and Vice-Chancellor

December 7, 2023

Dear Trustees,

As we are upon the end of this term, there is lots to report on internally, externally, and internationally.

First, I will begin with some exciting news on the search within the Office of the Secretariat. As you likely noted in The Brock News and via email, Yvonne Roussel has been appointed as Brock's new University Secretary and Associate Vice-President, Governance and Policy. Roussel is currently Interim University Secretary at Lakehead University, and is a widely respected, collaborative, and strategic university governance executive. In her role, she will act as a senior governance advisor to the Board of Trustees, Senate, and senior leadership team. I would like to sincerely thank all those who were involved in the search process. We look forward to welcoming Yvonne to Brock on January 1, 2024! I would also like to extend my appreciation to Chabriel Colebatch for taking on the role in the interim and know that she will continue to provide excellent leadership in the Office of the Secretariat until Yvonne starts in January.

Next, I will highlight some key events internally that have taken place since the last meeting:

- **SAC Leadership Breakfast**
 - On Wednesday, October 11, we hosted former Auditor General of Ontario Bonnie Lysyk to speak with our SAC members. Bonnie highlighted the recent reports on Laurentian University, Financial Management in Ontario Universities, and spoke to leadership more generally.
- **Grand Opening of the Brock-Niagara Validation, Prototyping, and Manufacturing Institute**
 - On Wednesday, October 11, I attended the opening of this landmark facility that is connecting industry with researcher expertise and state-of-the-art equipment. I know that our Vice-President, Research highlights this in his report, but I wanted to also mention this great achievement by the Office of Research Services, and to thank our colleagues in Facilities Management for their hard work in bringing this facility and vision to life.
- **Fall Convocation**
 - On Friday, October 13, about 1,000 Brock Badgers crossed the stage to receive their degrees during the University's 114th Convocation. There were two ceremonies, as well as post-Convocation celebrations for graduates and their loved ones to enjoy the day and their new status as Alumni of Brock University!
- **Goodman Distinguished Leader Visit**
 - On Wednesday, October 18, I attended a lunch as the Goodman School of Business honoured McDonald's Canada's first woman President and CEO,

Michèle Boudria, who was selected as the 2023 Goodman School of Business Distinguished Leader.

- Souper Star Luncheon
 - On Thursday, October 19, the annual Souper Star event in support of Brock's United Way employee fundraising campaign was held in Market Hall. Once again, it was a "souper" turnout!
- Opening of the Black Student Success Centre
 - On Thursday, October 26, the University's newly launched Black Student Success Centre opened. Although I was away for work-related travel on the opening day, I was able to share my excitement for the opening of this welcoming and safe space for Black undergraduate and graduate students via video, and have also had an opportunity to visit the space and meet some of the dedicated team of professional and student staff.
- World Kindness Day
 - On Monday, November 13, we celebrated World Kindness Day. It was an opportunity to give out sweet treats and snacks to faculty, staff and students, and to share a smile and hello in the spirit of being kind to one another!
- PACHRED "Student Speak-Out"
 - On Tuesday, November 14, I attended a student speak-out event for Black and 2S&LGBTQIA+ students. I appreciated the honesty and vulnerability of the students who provided valuable feedback. I listened, I heard them, and I am committed to reflecting and taking action with our AVP, EDI and AVP, Students.

In addition to the events above, I am delighted to say that I have met with almost every Board member individually. It has been an excellent opportunity to get to know each of you on a more personal level and to make that connection. I look forward to continuing to build our working relationships. In a similar vein, the President and Provost are also undertaking meeting with each academic department to talk about our priorities, the budget, and upcoming initiatives. Finally, I also continue to meet regularly with the Board Chair and Vice-Chair, and the Senate Chair and Vice-Chair.

Turning to external events, it is always a pleasure to attend community events and meetings locally, provincially, nationally, and internationally. External engagement, as I have mentioned previously, is a key priority to not only speak to Brock's accomplishments, but also as an opportunity to highlight programs, research, and achievements that we have yet to showcase.

- Locally, I had meetings with the CEO and Board Chair of the FirstOntario Performing Arts Centre, attended the second annual East Coast Kitchen Party fundraiser, held meetings with alumni and potential donors, hosted a delegation from Japan with Niagara Region, spoke at and attended the Niagara Economic Summit, and attended the 7th Annual Spotlight Gala benefiting the Kristen French Child Advocacy Centre.
- Provincially, I have been to Ottawa twice in the last month. During my first trip, I met with several federal government officials, international delegates, and members of our alumni community. The second trip was for a Universities Canada Membership meeting, which provided me with an opportunity to attend a variety of university-related sessions, as well as to interact and network with fellow university colleagues.
- Internationally, I had planned a trip to the Philippines on a mission coordinated by Universities Canada, in collaboration with the Trade Commissioner Service in Manila. In



Office of the President

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Niagara Region
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addition to the scheduled programming and events that I was scheduled to attend, I was also asked to be a panelist at two sessions. Unfortunately, after making it to San Francisco, there were three flight cancellations, and I was unable to make it. However, I am deeply interested in the opportunities in the Philippines and will aim to reschedule the trip for 2024.

I also continue to be committed to sitting on and attending various Boards and other related meetings to advance Brock as an institution, a destination, and a contributor of academics and research in the community and beyond. The following are meetings attended recently:

- FirstOntario Performing Arts Centre Board Meetings
- Trout Unlimited Canada Workshop
- Trout Unlimited Canada Board Meeting
- Council of Ontario Universities reception at Queen's Park
- Council of Ontario Universities Meeting of Executive Heads and Roundtable
- Universities Canada Research Committee

One key project that I want to highlight as I know it is of interest to the Board is the revitalization of the institutional strategic plan. I provided an update to UCEC, but wanted to also inform the Board that the process is well underway. In November, with MacPhie as our consultant facilitating the process, we hosted our Strategic Plan Steering Committee Kick-Off meeting. As we continue on our journey through the planning phase, we are excited to launch into stakeholder consultations, and are committed to providing another update to the Board in Cycle 3. A draft of the plan is scheduled to be brought to UCEC and the Board in Cycle 5.

Finally, I want to address what Brock has done as a university related to the escalating conflict in the Middle East. On October 10, a statement was released in The Brock News that acknowledged the ongoing violence taking place in Israel and Gaza, letting the community know that Brock's International team had been in touch directly with students and visiting scholars from the region and to share or concern and provide resources and supports. There were also several other student supports listed for those who wished to reach out to one of Brock's many resources. Following this statement, and in preparation for the return of students after Reading Week, I put out a joint letter with the Provost on October 13 to further communicate our commitment to providing a safe and supportive learning and work environment for all. We emphasized that while freedom of expression is one of Brock's foundational values and guiding principles, that with this also comes responsibility to foster civility in critical dialogue. A third statement was released on October 16, given events that had taken place at other institutions in Canada and elsewhere, to reiterate our commitment to safety and to outline the actions that the University has taken to ensure that all members of our community continue to feel safe on campus.

We understand that this violence weighs on the minds of students, faculty, and staff. With this, we have been steadfast in our support, through individual and group meetings as requested, providing reminders of the various supports available as resources for all students, faculty, and staff who require them, and working closely with our Associate Vice-President, EDI to provide a

consistent resource to communicate with, provide specialized additional resources and confidential support groups, and to continue to monitor the needs of the campus community.

While this is an ongoing matter, the internal response has been timely, vast, and is focused on what is important to Brock – a safe and welcoming community that supports a learning and working environment that is built on respect and fundamental values that make us who we are – Brock Badgers. We will continue to monitor the situation, and hope that those who require support will access the resources available, encourage students to do so, and to reach out to the Office of Human Rights and Equity directly for more information.

I appreciate the support of our faculty and staff during difficult times like these, and know that we are all dedicated to our students, our community, and to Brock as an institution.

Sincerely,

A handwritten signature in black ink, appearing to read "Lesley Rigg". The signature is written in a cursive, flowing style.

Lesley Rigg, PhD

President and Vice-Chancellor

Brock University

Niagara Region | 1812 Sir Isaac Brock Way | St. Catharines, Ontario L2S 3A1

brocku.ca | T 905 688 5550 x3333

Report to the Board of Trustees of the Provost & Vice-President, Academic
December 7, 2023

Dear Trustees,

Following up on the President's report, I would like to reiterate the University's sympathies to those affected by the continuing violence in Israel and Palestine, as well as emphasize steps we have taken to support Brock students, staff, faculty members and librarians. My door remains open to anyone in the Brock community who wishes to share how these events have affected them.

This cycle, I would like to share updates from the Office of the Vice-Provost & Associate Vice-President, Academic, Professor Brian Power. Professor Power's office is responsible for the University's quality assurance and program approval process, as well as for academic integrity. Brian also acts as my delegate to chair a number of committees that are key to the work of the Provost's Office.

Quality assurance and program approvals

Last Spring, Senate approved changes to Brock's Institutional Quality Assurance Processes (IQAP), which were revised to align with new expectations set by the Ontario Universities Council on Quality Assurance. The University has been notified that Brock's IQAP has been re-certified by the Quality Council. New templates for all IQAP operations are almost complete and will be in place soon.

Last February, Brock completed its audit with the Quality Council. The Quality Council conducts an audit of each Ontario University once every eight years to determine compliance with its IQAP and to evaluate institutional commitment to quality assurance. The auditors' report was received in August [and is available to the public](#). Brock now has until August 2024 to submit an interim report on progress made in responding to the recommendations.

Finally, a number of new programs have been approved. Programs are first approved by the Quality Council before final approval (and funding allocation where applicable) is sought from the Ministry of Colleges and Universities.

- Approved by MCU in 2022-23
 - BA in Educational Studies
 - BSc in Medical Sciences
 - PhD in Applied Behaviour Analysis
- Approved by the Quality Council and submitted to MCU so far in 2023
 - BEng in Integrated Engineering
 - Professional doctorate in Applied Behaviour Analysis (AbaD)

Academic integrity

The *Academic Integrity Policy* is currently under review. Campus-wide engagement with multiple stakeholders has taken place in an interactive and multi-pronged consultation process. Updates on the revisions are being brought to relevant Senate committees. Once complete, the revised policy will come to Senate for approval.

Micro-credentials and non-credit programming

With recent additions to the Faculty Handbook, a process is now in place for the review, quality assurance, and approval of non-credit offerings. The Advisory Committee on Non-Credit Studies began meeting early last summer, and a monthly meeting schedule has been established to ensure timely review of submissions. Committee membership includes the Deans, the Vice-President, Research (or their designate), and a representative from the relevant Senate committee, among others.

Finally, the Ministry of Colleges and Universities has also established a process for ongoing approval of micro-credentials for OSAP eligibility. All of Brock's micro-credentials submitted for eligibility as of September 2023 have been reviewed and approved.

I look forward to providing updates from each of the Vice-Provostial and academic AVP portfolios as the governance year progresses.

Sincerely,

Lynn Wells
Provost and Vice-President, Academic



November 23, 2023

Report to Board of Trustees
Cycle 2, December 7, 2023

Acting VPR, AVPR 2024

At the November meeting of Senate, President Rigg announced the appointment of Dr. Michelle McGinn as Acting Vice-President Research for the 2024 calendar year, while I was delighted to announce that Dr. Debbie O'Leary will serve as Acting Associate Vice-President Research for the same period. These appointments are in support of my own recently announced administrative leave, scheduled to begin on January 1 2024.

An influential and highly-cited scholar of research practices, mentorship, academic ethics and scholarly writing, Dr. McGinn is an experienced research leader at Brock with a track record of excellence. She has served as Chair of the Research Ethics Board, as Associate Dean for Research and Graduate Studies in the Faculty of Education, and on a range of key provincial and federal research bodies, including as Ontario's research representative to the COU's Space Transformation Task Force.

Dr. O'Leary is an outstanding researcher, mentor, and research leader at Brock. She is Director and founding member of the Brock Functional Inclusive Training Centre, Associate Dean for Research and Graduate Studies in the Faculty of Applied Health Sciences, and a prolific researcher on cardiovascular risk factors, the impacts of exercise, and cardiovascular health over the lifespan.

I am grateful to these two amazing colleagues for their leadership and commitment to the research enterprise at Brock. The University's strategic commitment to supporting research will be strongly stewarded under their guidance, and the research community will be very well supported.

IPON Annual Commercialization Plan updates

As Vice-Chair of the Ontario Council for University Research, I was happy to chair special OCUR meetings on over the summer and early fall, including, on September 19, a discussion initiated by Intellectual Property Ontario regarding the draft IPON report on Annual Commercialization Plans.

That report has now been published [online](#), outlining IPON's recommendations for how best to support the development, protection, and commercialization of research IP and

innovation in Ontario. These recommendations to the Ministry of Colleges and Universities are a positive step in the development of Ontario's ongoing IP strategy. Brock published its first [Annual Commercialization Plan](#) in February 2023.

Niagara Health Knowledge Institute

September 26 saw the inaugural meeting of the Advisory Board for the Niagara Health Knowledge Institute, of which I am a member. The NHKI is a new initiative working to integrate and expand the research work and aspirations of Niagara Health.

The Advisory Board functions to provide guidance on strategic directions and to facilitate the growth and impact of the research mandate within Niagara Health. Brock University researchers are already a significant part of that work, and should find increasing opportunities in the coming months and years as the NHKI continues its work.

Crawford Lake Interpretive Tour and Anthropocene Era coverage

On August 18, I joined President Rigg in welcoming Pam Damoff, MP for Oakville North - Burlington and Adam Van Koevedern, MP for Milton, to Crawford Lake Conservation Area to hear from Professors Francine McCarthy and Martin Head (GEOG) about Dr. McCarthy's research on this highly significant geological site, and its relationship to the potential designation of an Anthropocene Era.

Professor McCarthy's work, and its significance for the Anthropocene Era designation, has now received coverage in a huge range of major news venues worldwide. It is plausibly the single most widely reported piece of Brock-led research in the institution's history. It has been covered in over 400 news articles or special features, many of which explicitly mention Brock University. This includes such venues as the New York Times, BBC, Der Spiegel, CBC, Globe and Mail, The Star, and the [Washington Post](#), whose reporting earned them a silver medal in the AAAS Kavli Science Journalism Awards in Science Reporting.

MCU Deputy Minister Visit

It was a pleasure to join President Rigg and Provost Wells in meeting with Deputy Minister David Wai of the Ontario Ministry of Colleges and Universities on September 25. This was an opportunity to discuss the many respects, including through research, that Brock University helps build the future of Niagara, of Ontario, and of Canada.

Validation Prototyping and Manufacturing Institute (VPMI) Grand Opening

October 11 marked the [Grand Opening of VPMI](#). I joined President Rigg and other senior leadership at Brock in welcoming community partners, Brock community members, and local political representatives, including Vance Badawey, Member of Parliament for Niagara Centre, and Chris Bittle, Member of Parliament for St. Catharines, both of whom were strong supporters of the VPMI proposal from its earliest days. Enabled through funding from the Federal Economic Development Agency of Southern Ontario (FedDev), first announced in 2019, the VPMI connects industry partners with insights and competitive advantage

provided by collaboration with Brock researchers and access to some of the most sophisticated biochemical analysis instruments available today.

Dr. Joshua Clarke, Lead Chemist at Destiny Copper and a Brock PhD alumnus, gave an excellent presentation on his work and on the role that VPPI plays in supporting industry partners. Dr. Clarke leads an R&D team at Destiny Copper that entirely comprises current and former Brock students.

New Initiatives at the Brock LINC

The Brock LINC is introducing a new event to support awareness of research commercialization supports on campus. The [Idea to Impact Conference: Skills for Researchers on the Path to Commercialization](#) was held on Thursday November 23rd. The event features academic-turned-entrepreneur Dr. Beau Standish as the keynote speaker, workshops on the different pathways to research commercialization, and the opportunity to mix and mingle with research colleagues. Faculty, students and staff are encouraged to attend.

Also in the LINC, the [Brock Student Freelance Directory](#) has officially launched. This directory aims to connect university and community partners with student freelancers for projects that are too small for a part-time job or co-op position. This provides students with an opportunity to explore entrepreneurship through freelancing. The Brock LINC has provided students with a training workshop and resources on how to be a freelancer.

SSHRC Canada Research Chair Tier 1 - Racial Justice and Health

I am happy to announce this [Canada Research Chair \(Tier 1\) posting](#), as part of Brock's Black Cluster Hire initiative. The posting will remain open until December 9. This SSHRC CRC Tier 1 position is intended for a researcher whose work addresses the health and well-being of racialized populations, and in particular the social factors influencing health in Black populations, with an underlying emphasis on racial justice. Given the Chair's expertise, their research focus will prioritize social factors that underlie systemic racism and prejudice and how they intersect with health-related experiences and outcomes. Illustratively, the CRC's research could include focus on social and/or structural determinants of health that lead to inequities; or on implicit bias, stigma, and aggressions that compromise health and well-being. Transdisciplinary research that utilizes a critical and/or social justice framework to evaluate how race intersects with other socio-demographic factors to influence the health and well-being of racialized populations is a possible research area for this position.

T. Kenyon
Vice-President Research

Report to the Financial Planning and Investment Committee

RECOMMENDATION ITEM

TOPIC: 2024-2025 Capital and Related Projects Plan

December 6, 2023

Lynn Wells, Provost and Vice-President, Academic

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

Scott Johnstone, Associate Vice-President, Infrastructure & Operations

Gemma Ahn, Associate Vice-President & Head of Information Technology Services

Ed Wall, Associate Vice-President, Ancillary Services

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of Trustees that:

1. The initial \$12.97M funding for the 2024-25 Capital and Related Projects Plan be approved; and
2. That this funding for the 2024-25 Capital and Related Projects Plan be released immediately to facilitate timely planning and execution of the identified projects.

EXECUTIVE SUMMARY

1. Rationale

- This report proposes a Capital Plan for 2024-25 that requires \$12.97M funding approval now to enable Administration to commence the planning, design and bid process for the referenced projects.

2. Key Background

- Implementation of the proposed projects is the responsibility of Facilities Management (FM) and Information Technology Information (ITS), with input from the Senior Administrative Council and the University community. The report and related appendix outlining the proposed projects to the Capital Infrastructure Committee (CIC) are attached as Appendix 1.
- In addition to the funding identified for the 2024-25 capital and related project budget, FM and ITS maintain repair and maintenance budgets which are assessed annually as part of the preparation of the full operating budget. Similarly, this report does not include other minor capital such as computers, furniture, and in some cases lab upgrades that may be funded through other unit budgets or external funding (i.e., research grants).

3. Implications

- Committing funds to the proposed projects early facilitates lower competitive bid pricing given that the upcoming year's construction season is still months away.

- Waiting until cycle 4 to approve the Capital Plan for 2024-25 could result in project delays and higher pricing given that contractors will have committed projects in their schedules.

The funding sources for this capital budget are as follows:

(\$000s)	2024-25 Proposed	2023-24 Approved	Change
Funding from Ancillary Revenues	4,063	4,043	20
Funding from Provincial Facilities Renewal Program (FRP)	3,579	3,854	(275)
Funding from Non-Ancillary Revenues	5,125	4,577	548
Funding from Niagara Region Grant	200	500	(300)
Total Funding for Plan	12,967	12,974	(8)
Funding reduction from Fiscal Framework guidance	1,888	1,860	28
Total Funding outlined in Fiscal Framework	14,854	14,834	20

- The Fiscal Framework capital funding plan provides for \$14.9M in funding. Due to Brock's limited capacity to increase revenue, with 50 per cent of revenue subject to 0 per cent inflation coupled with projected enrolment declines and significant increases to compensation costs in collective agreements, the proposed capital plan maintains the same level of funding included in the 2023-24 plan, which was reduced by \$1.9 million.
- Salient to the funding strategy above is that allocations from general University sources (Ancillary and Non-Ancillary) have increased to offset reductions in partner funding sources (FRP/Region). The implications of this increased allocation from University sources is that non-capital programs will need to provide offsetting savings as part of the full funding budget currently under development in order to maintain this level of capital funding.
- The capital plan meets the minimum Fiscal Framework guidance to fund at least \$6M in deferred maintenance projects.
- The CIC report in appendix 1 highlights how this capital project plan invests in the following categories:
 - The District Energy System Electrification project, \$2.6M (previously approved by the Board of Trustees)
 - A Student Information System project, \$2M
 - The Village Residence Renewal project, \$1.7M
 - An Identity Access Management & Security Operation Center, \$1M
 - A Learning Management System to provide a teaching and learning solution for all students, staff, and faculty, \$565k
 - Legislated projects for the Accessibility for Ontarians with Disabilities Act, \$100k
 - Other deferred maintenance and core capital projects, \$5.0M
- In recognition of capital and related projects often being of a multi-year nature and subject to variables that may impact timing, unspent funding at a fiscal year end will be reserved and available for spending in the following year so the capital and related project may be completed.
- Considering significant fiscal constraints on Brock's budget planning, the 2024-2025 Capital and Related Projects Plan does not include an allocation to a deferred maintenance reserve for residences. The business plan for building Residence 8 and renovating Decew included an annual reserve contribution for residence renewal; however, that allocation for 2024-25 has been omitted to prioritize immediate deferred maintenance needs and increase investment in student information technology systems needed to begin replacing end of life legacy systems.

4. Next Steps

- Upon approval, Administration will begin the planning and tendering process to implement the projects identified in Appendix 1.

5. Background Materials

Appendix 1 – Report to the Capital Infrastructure Committee dated December 6, 2023
– 2024-25 Capital and Related Projects Plan.

Report to the Capital Infrastructure Committee

DECISION ITEM

TOPIC: 2024-2025 Capital and Related Projects Plan

December 6, 2023

Scott Johnstone, Associate Vice-President, Operations and Infrastructure

Edward Wall, Associate Vice-President, Ancillary Services

Gemma Ahn, Associate Vice-President & Head of Information Technology Services

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

MOTION

THAT the Capital Infrastructure Committee approve the Fiscal Year 2024-2025 Capital and Related Projects Plan presented in Appendix 1 of the Report to the Committee dated December 6, 2023, subject to funding approval from the Board of Trustees.

EXECUTIVE SUMMARY

1. Rationale

- To seek approval of the Fiscal Year (FY) 2024-2025 Capital and Related Projects Plan (Appendix 1), in terms of content and funding; enabling Management to implement the referenced projects including design, tendering, selection, scheduling and project implementation.

2. Key Background

- The FY 2024-2025 Capital and Related Projects Plan (*See Appendix 1*) has been developed in consultation with the Brock community.
- The Fiscal Framework capital funding plan aims for \$14.9M in funding. Due to the significant ongoing budgetary challenges, the proposed capital project plan is being held flat to the 2023-24 funding amount of \$13.0M. The approved capital and related project plan for the 2023-24 fiscal year was reduced by \$1.9M and this reduction is being carried forward for another year in this recommendation for the 2024-25 plan. There is no incremental funding cut to the plan's envelop for 2024-25 over what was provided in the current year envelop.
- The proposed plan addresses \$6M in deferred maintenance projects, meeting the minimum fiscal framework guidance to fund at least \$6M annually.
- The proposed plan also includes \$2.6M in funding for the District Energy System (DES) Electrification project, previously approved by the board. The DES project is budgeted at \$6.5M which includes a \$2.9M grant from the Ministry of Environment.

3. Implications

- The FY 2024-225 Capital and Related Projects Plan will support the following projects:
 - The District Energy System Electrification project, \$2.6M.
 - A Student Information System project, \$2M.
 - The Village Residence Renewal project, \$1.7M.
 - An Identity Access Management & Security Operation Center, \$1M.
 - A Learning Management System to provide a teaching and learning solution for all students, staff, and faculty, \$565k.
 - Legislated projects for the Accessibility for Ontarians with Disabilities Act, \$100k.
 - Other deferred maintenance and core capital projects, \$5.0M.
- Considering significant fiscal constraints on Brock's budget planning, the 2024-25 Capital and Related Projects Plan does not include an allocation to a deferred maintenance reserve for residences. The business plan for building Residence 8 and renovating Decew included an annual reserve contribution for residence renewal; however, that allocation for 2024-25 has been omitted to prioritize immediate deferred maintenance needs and increase investment in student information technology systems needed to begin replacing end of life legacy systems.

4. Next Steps

- Upon approval, Administration will begin the planning and tendering process to implement the projects identified in Appendix 1.

5. Background Materials

- Appendix 1 - 2024-25 Capital and Related Projects Plan

APPENDIX 1: Capital and Related Projects Plan

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
Major Capital Projects											
District Energy Modernization	2,571,535		-	2,571,535	√				√	2,571,535	-
Total Major Capital Projects	2,571,535	-	-	2,571,535						2,571,535	-
University Deferred Maintenance											
Sanitary/Storm Line Replacement and Repairs	100,000		-	100,000	√					100,000	-
Flooring Renewal	50,000		-	50,000	√					50,000	-
Interior & Exterior Door Replacements	50,000		-	50,000	√				√	50,000	-
Painting of Public Spaces	50,000		-	50,000	√					50,000	-
Energy Efficiency Upgrades	250,000		-	250,000	√		√		√	250,000	-
Annual High Voltage Maintenance	120,000		-	120,000	√				√	120,000	-
Annual BAS Controls Modernization	100,000		-	100,000	√		√		√	100,000	-
Motor Control Centre Upgrade	110,000		-	110,000	√				√	110,000	-
Road Repairs	500,000		-	500,000	√				√	500,000	-
Replace South Stairs to Scotia Bank Hall	225,000		-	225,000	√					225,000	
Total University Deferred Maintenance	1,555,000	-	-	1,555,000						1,555,000	-
AODA ⁽¹⁾ Accessible Built Environment (ABE)											
Annual AODA Upgrades; washrooms, paths of travel, etc	100,000		-	100,000	√	√		√	√	100,000	-
Total AODA ⁽¹⁾ Accessible Built Environment	100,000	-	-	100,000						100,000	-
Audits and Studies											
Annual Facility Condition Audits (VFA Inc.)			80,000	80,000				√		-	80,000
Total Audits and Studies	-	-	80,000	80,000						-	80,000
Ancillary Services - Parking											
Parking Lot Repair and Maintenance		50,000	-	50,000	√					50,000	-
Total Ancillary Services - Parking	-	50,000	-	50,000						50,000	-
Ancillary Services - Residence and Dining											
Village Residence Renewal		1,700,000	-	1,700,000	√				√	1,700,000	-
Residence Furniture Replacement		50,000	-	50,000	√				√	-	50,000
Total Ancillary Services - Residence and Dining	-	1,750,000	-	1,750,000						1,700,000	50,000
ITS - New or Flexible											
PCI Compliance			270,000	270,000	√						270,000
Incident Response Platform			53,000	53,000	√						53,000

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
Campus Network & Wireless Capacity Upgrades			82,000	82,000	√						82,000
Residence Network Capacity Upgrades			101,000	101,000	√						101,000
Network Switches - Admin			12,000	12,000	√						12,000
Network Switches - Residences			50,000	50,000	√				√		50,000
A.V.			92,000	92,000	√	√	√		√		92,000
Campus Critical Power Replacement			40,000	40,000	√	√	√		√		40,000
Residence Critical Power Replacement			30,000	30,000	√	√	√		√		30,000
CCTV - Admin			40,000	40,000	√	√	√		√		40,000
CCTV - Residence			10,000	10,000	√				√		10,000
Physical Security & Safety Upgrade & Improvement			35,000	35,000	√				√		35,000
Data Back Up			60,000	60,000	√				√		60,000
Cabling Infrastructure			50,000	50,000	√		√		√		50,000
Computer Purchase & redeployment			250,000	250,000	√				√		250,000
Total ITS - New or Flexible	-	-	1,175,000	1,175,000						-	657,000
ITS - Core Activities											
Core Subscription Fees			1,880,000	1,880,000	√	√			√	-	1,880,000
Core Strategic Student Solutions			240,000	240,000	√				√	-	240,000
Learning Management System			565,000	565,000	√	√			√	-	565,000
Student Information System			2,000,000	2,000,000	√	√			√	-	2,000,000
Identity Access Management and Security Operation Center			1,000,000	1,000,000	√				√	-	1,000,000
Total ITS - Core Activities	-	-	5,685,000	5,685,000						-	5,685,000
Total Projects - FM	4,226,535	-	80,000	4,306,535						4,226,535	80,000
Total Projects - Ancillary Services	-	1,800,000	-	1,800,000						1,750,000	50,000
Total Projects - ITS	-	-	6,860,000	6,860,000						-	6,342,000
TOTAL PROJECTS for APPROVAL	4,226,535	1,800,000	6,940,000	12,966,535						5,976,535	6,990,000

Revenue - Fiscal Framework Guidance

New or "flexible" capital	\$4,792,000
Core Capital (deferred maintenance)	\$6,000,000
Base Ancillary Contribution	\$3,246,000
Additional Ancillary Contribution	\$816,283
Subtotal - Fiscal Framework	\$14,854,283

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
Budget Mitigation (consistant with previous year)				-	\$1,887,748						

(1) AODA - Accessibility for Ontarians with Disabilities



Board of Trustees

Report to the Financial Planning and Investment Committee DECISION ITEM

TOPIC: 2024-25 Scholarships, Fellowships, Bursaries and Awards Budget

December 6, 2023

Lynn Wells, Provost and Vice-President, Academic

Suzanne Curtin, Vice-Provost, Graduate Studies and Dean, Faculty of Graduate Studies

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of trustees that the preliminary 2024-25 Scholarships, Fellowships, Bursaries and Awards budget outlined in this report be approved.

EXECUTIVE SUMMARY

1. Rationale

- Approval for the preliminary 2024-25 Scholarships, Fellowships, Bursaries and Awards budget is required ahead of the full operating budget to support the development of communication and recruitment materials for the upcoming academic year.
- The complete 2024-25 Scholarships, Fellowship, Bursaries and Awards budget will be presented to the Board for approval as part of the full 2024-25 operating budget in Cycle 4.

2. Key Background

- This preliminary budget is recommended following consultation with Senate committees, Faculty Deans, Senior Administration, and the Office of the Registrar & Enrolment Services.
- The 2022-23 Fiscal Framework Update affirms the targeted guidance for the Scholarships, Fellowships, Bursaries and Awards budget. One segment of the targeted guidance is to provide funding for scholarships, fellowships, bursaries, and awards consistent with the top 50 per cent of comprehensive universities as identified in the annual Maclean's ranking. When compared to other Canadian comprehensive universities, Brock ranked 6th out of 15 for budgets allocated to **scholarships as reported in the 2024 Maclean's university** rankings, which is an improvement from 7th place in the 2022 rankings and 11th place in 2014.
- The Fiscal Framework further establishes guidance on the growth of the scholarships, fellowships, bursaries, and awards budget, which is adjusted by the rate of inflation and the change in enrolment.
- The 2022-23 Fiscal Framework Update also addressed the unsustainable cost growth in the undergraduate entrance award program brought on by grade inflation, which

resulted in a significant increase to the average award size as well as an increase to the proportion of students eligible for entrance awards. The scholarships, fellowships, bursaries, and awards budget supports strategic recruitment efforts, merit-based awards, and financial aid. To maintain sufficient flexibility to fund all these priorities, the Board of Trustees approved changes to the undergraduate entrance award program on June 23, 2022, which took effect in 2023-24.

- Brock is a comprehensive institution with a strong commitment to research and the attraction of diverse top research faculty and graduate students. As such, it is essential that we provide competitive graduate funding support in order to attract and retain high-caliber, diverse research-focused graduate students. Research-based graduate students significantly contribute to and support the creation of works, projects, and products generated by the institution. Graduate students are integral to faculty obtaining external grants as High-Quality Personnel are a key component. **Thus, they support the University's ability to receive external research grant funding, attract Canada Research Chairs and research-intensive faculty, and are foundational to the overall research mission of the institution.**
- **Brock's fiscal outlook currently requires significant measures to reduce costs and adjust programs to offset increasing inflationary pressure on Brock's expenses.** Coupled with limited capacity to increase revenues due to government restrictions, it is necessary to reduce the costs associated with the Scholarships, Fellowships, Bursaries and Awards budget.

3. Implications

- The undergraduate funding proposed for 2024-25 is \$12.1 million, which represents a \$1.3 million decrease over 2023-24. Graduate awards funding proposed for 2024-25 is \$7.7 million, which represents a \$1.8 million decrease over 2023-24. There is no change to the anticipated cost of the employee tuition waivers program. The table below outlines the financial impact of the requested changes to the budget.

(\$000s)	Undergraduate	Graduate	Employee tuition waivers	Total*
2023-24 Budget	13,325	9,550	1,477	24,352
Fiscal Framework				
Adjustment for Enrolment Changes	(996)			(996)
Adjustment for inflation (Eliminated for Mitigation)				
Program Changes				
Int'l PhD fellowship reduction (offsetting a reduction in tuition)		(225)		(225)
Changes to Masters fellowships - Domestic & Int'l		(1,448)		(1,448)
Adjustment to Brock Scholars program	(150)			(150)
Remove Brock Scholar and fellowship funding for students receiving tuition waivers or are final stage status	(120)	(150)		(270)
2024-25 Proposed Budget	12,059	7,727	1,477	21,263
\$ Change	(1,266)	(1,823)	-	(3,089)
% Change	-10%	-19%	0%	-13%
Motion	Approval	Approval	Approval	

*Excludes scholarships and other student awards budgeted in other operating units, which will be presented at cycle 4 for approval with the full budget

- At the time of writing, the impact of the estimated enrolment change from the 2023-24 budget to the 2024-25 forecast on the undergraduate program generates a reduction of just under \$1.0 million. No change to graduate fellowships because of

enrolment has been considered at this time, but there remains potential for a budget revision as part of the full budget to be presented at cycle 4.

- The proposed budget omits an increase for inflation as outlined in the Fiscal Framework guidance due to significant budget pressures on other expense lines **coupled with Brock's limited capacity to adjust revenue as an offset to these cost pressures.**
- The proposed budget includes a change to the undergraduate Brock Scholars program and graduate fellowships where a student is eligible for tuition waivers. Students who are employees or their dependents receive a tuition waiver for studying at Brock. Undergraduate students are also eligible for the Brock Scholars program **providing (a) academic recognition on the student's transcript and (b) a monetary award to offset a portion of the tuition cost.** Given that employees and their dependents do not have tuition fees through the tuition waiver program, the proposed budget eliminates the monetary portion of the Brock Scholars program but will continue to award the Brock Scholars recognition on **the student's transcript.** Similarly, graduate students who receive a tuition waiver or are in final stage status (i.e., pay a nominal fee for tuition) will have their fellowship adjusted so that the sum of the fellowship and tuition waiver does not exceed their total cost of tuition.
- The proposed budget includes a further change to the undergraduate Brock Scholars program. Brock students who do not qualify for an entrance Brock Scholars award (entrance average is less than 80%) are eligible for a Brock Scholars returning award in years 2 through 4 if they maintain an 80% average at Brock. This program costs \$300,000 per year. Elimination of this program is included in this proposed budget as it is not anticipated to have an impact on retention given the nominal amount of funding received by an individual student. The table below summarizes the cost of this program in 2022-23:

	94%+	90%-93.9%	85%-89.9%	80%-84.9%	Total
Dollar Amount per student	\$ 1,500	\$ 1,000	\$ 550	\$ 350	\$ 479
Number of Student	9	48	196	373	626
Total Cost	\$ 13,500	\$ 48,000	\$ 107,800	\$ 130,550	\$ 299,850

- Currently all Masters students, both thesis-based and major research project (MRP), receive an equivalent fellowship **funding. Given Brock's commitment to attracting** research-focused graduate students and building a more research-intensive University, the proposed budget removes fellowships for MRP-based Masters students, with the objective of increasing the more research-intensive thesis-based Masters student population. To help offset the cost of attracting these potentially new thesis-based Masters students who would normally have chosen the MRP-based stream, the proposed budget also includes a \$500 reduction in the fellowship amount for new incoming thesis-based Masters students, both domestic and international. These changes result in forecasted savings of \$1.4 million.
- Lastly, the 2024-25 Tuition Rates report recommends reducing tuition rates for both International Master and PhD programs by 14.16 per cent. Offsetting this proposal is a decrease in the international PhD fellowship to align with the updated tuition rates which results in fellowships savings of \$0.2 million partially offsetting the cost of the lower tuition.



Board of Trustees

4. Next Steps

Student recruitment materials including information on the 2024-25 Scholarships, Fellowships, Bursaries and Awards Budget to be released for marketing and recruitment purposes.

5. Background Materials

None



Board of Trustees

Report to the Financial Planning and Investment Committee DECISION ITEM

TOPIC: 2024-25 Tuition Rates

December 6, 2023

Lynn Wells, Provost and Vice-President, Academic

Suzanne Curtin, Vice-Provost, Graduate Studies and Dean, Faculty of Graduate Studies

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of Trustees that the unregulated tuition fees for 2024-25 as set out in this report be approved.

EXECUTIVE SUMMARY

1. Rationale

- The proposals with respect to tuition fees identified in Appendix 1 have been made after consideration of:
 - Regulatory requirements
 - University comparators
 - Demand of Brock programs
 - Ability to attract top students to Brock
 - Financial sustainability
 - Consultation with the Senior Academic Leadership Team, Senior Administrative Council and Senate Planning Priorities and Budget/Management Advisory Committee

2. Key Background

- The Fiscal Framework endeavors to set tuition rates at the average of Ontario universities.
- Tuition rates for domestic students are regulated by the Province. On March 2, 2023 the Government of Ontario provided updates to the Framework for 2023-24. It allowed for an increase to domestic out-of-province students of up to 5 per cent and set out a process to request a tuition rate increase for programs identified as having tuition rates significantly below the sector average (i.e., 'tuition anomalies'). These tuition changes were applied in 2023-24.
- At the time of writing this report the Government of Ontario has not released the 2024-25 tuition framework.

- Administration is seeking approval for changes to unregulated program tuition fees to facilitate recruitment and budget planning. When the government releases the 2024-25 tuition guidelines for regulated programs, a subsequent recommendation will be brought forward for approval.
- International students and other programs that do not receive government grant funding are not regulated by the Province.
- A cohort pricing model for international undergraduate programs was approved by the Board of Trustees on Dec. 9, 2021. The model established tuition rates for new incoming students to increase by 8 per cent, with the rate then held flat for 4 additional years, providing students with a total of 5 years of fixed tuition rates. After the fifth year the tuition rate would revert back to the incoming year 1 tuition rate. This proposal represented a direct response to the insights of Brock students, who experience significant benefit from having a direct line of sight for tuition rates for all years of study for their program.
- Tuition for International research-based Masters and PhD programs has been frozen since 2018-19, supporting Brock's commitment to enhancing research. However, based on an informal review of other Ontario universities' graduate research-based tuition rates, Brock's tuition is at the high-end (Master - 5th highest and PhD - 3rd highest of 14). In addition, over 51 per cent of graduate bursary requests were for international research-based students.

3. Implications

- International Undergraduate - The recommendation is to maintain the cohort pricing model for international undergraduate programs in 2024-25, with an 8 per cent increase for new incoming students. Continuing students' who entered their program between 2020-21 and 2023-24 will have their tuition rates held flat. Students who began studies in 2019-20 or before (past the 5-year guarantee) will have tuition rates equal the year 1 new cohort rate.
- International Graduate professional programs - The proposed international rate increases for graduate professional programs is 5 per cent recognizing most of these programs are one year duration or less. The 5 per cent increase is consistent with the Fiscal Framework guidance for graduate programs.
- International Graduate research programs - The recommendation is to reduce the tuition for both International Master and PhD programs by 14.16%. This decrease will bring the tuition closer to the average tuition of the Ontario universities reviewed. This decrease in tuition rates is combined with a recommendation to also reduce the PhD fellowship amount to partially offset the reduced tuition revenue. This change in fellowship is described further in the 2024-25 Scholarships, Fellowships, Bursaries and Awards Budget report.
- NEW Graduate Micro-programs - Comprised of a series of 2-4 graduate credit courses, Graduate Micro-Programs (GMPs) may be pursued as a stand-alone,

transcriptable non-degree credential, or (under certain criteria) may be used as a pathway into a graduate degree program. Proposed is a 'Graduate Micro-Program Non-Degree Fee' of \$900 per half-credit course for students accepted into a GMP program. The proposed \$900 fee generally aligns with the lowest per half-credit fee for Brock graduate courses. The only other Ontario institution offering Graduate Micro-Programs is the University of Ottawa. Brock's proposed \$900 fee generally aligns with Ottawa's tuition, where GMP course fees start at \$270/unit (courses are 3 units each, so \$810 per course). This is a new revenue source targeted at increasing enrolment potential which will be included in the full budget at cycle 4.

- Financial estimates of the proposed unregulated program rate increases are included in Appendix 1.
- Appendix 2 provides benchmarks of Brock's international undergraduate tuition rates and prior year rate increases compared to Ontario Universities. Brock's international undergraduate tuition rates remain below the provincial average.
- Under the current government's regulations, 55 per cent of the University's revenue is subject to zero per cent inflation. Regulated tuition and grants represent 28 per cent and 27 per cent respectively of the university's revenue, both fixed at zero per cent inflation. The remaining 45 per cent of revenue is sourced from ancillary revenues and unregulated programs tuition. Without the impact of changing enrolment, total revenue is projected to increase at 1.5 per cent. With expenses growing at 4.0 per cent annually and with 65 per cent of expenses associated with personnel costs, most of which is tied to collective agreements, the University is faced with a budget model that must rely on increasing enrolment tuition revenue to fund base operating expenses. Tuition rate inflation alone as outlined in this report is insufficient to offset expenditure inflation.

4. Next Steps

- Publish the new unregulated tuition and GMP rates for recruitment purposes.
- Continue to monitor developments on government policy related to tuition frameworks.
- Should flexibility on regulated program tuition rates be approved by the government in a tuition framework for 2024-25, administration will bring forward a recommendation at a future meeting.

5. Background Materials

Appendix 1 - International Tuition Rates 2024-25 Academic Year (2 pages)

Appendix 2 - Benchmarking Tuition Fees (2 pages)

Undergraduate International (VISA) Rate increases effective 2024-25

	Proposed tuition rate increase for 2024-25
Entry year 2024-25	8.00%
Entry years 2020-21 through 2023-24	0.00%
Entry years 2019-20 and prior	Equal to 2024-25 year 1 entry rate

Graduate International (VISA) Rate increases effective 2024-25

	Proposed tuition rate change for 2024-25
Research Programs	-14.16%
Professional Programs*	+5.00%

* Graduate Professional Programs include: Master of Business Administration, Master of Accountancy, Master of Education (Non-Research Stream), Master of Applied Disability Studies, Master of in Professional Kinesiology, Master of Public Health, Master of Applied Gerontology and Concurrent Bachelor Nursing/Master of Nursing.

The forecasted 2024-25 financial implications for the changes to the proposed tuition rate increases above are as follows:

Program	Revenue impact
Undergraduate International students - cohort model (0.0%/8.0%)	\$756,000
Graduate Professional Programs (5.0%)	\$201,000
Graduate Research Programs (-14.16%)*	(\$623,000)
Total	\$334,000

* Partially offsetting the impact of the reduction in graduate research programs tuition rates is a reduction in PhD fellowships with an estimated savings offset of \$225,000.

2024-25 ISP Program Tuition Fees

Proposed rate increase of 5% aligns with other professional graduate programs and Fiscal Framework guidance.

Academic Program	Proposed tuition rate increase (%)	Proposed tuition rate (\$)	Budget impact of rate increase
International Master of Science in Material Physics (MSc)	5.00%	\$39,398	\$6,000
International Master of Professional Accountancy (IMPAcc)	5.00%	\$51,051	\$49,000
International Master of Business Administration (IMBA)	5.00%	\$75,361	\$411,000
Leadership in Community-based Education (LCBE)	5.00%	\$19,631	\$15,000
Professional Masters Preparation Certificate (Business) (PMPC)	5.00%	\$22,791	\$15,000
TOTAL			\$496,000

Other Programs

The English as a Second Language (ESL) department is recommending the increase outlined below to the IELP and AELP program fees for 2024-25.

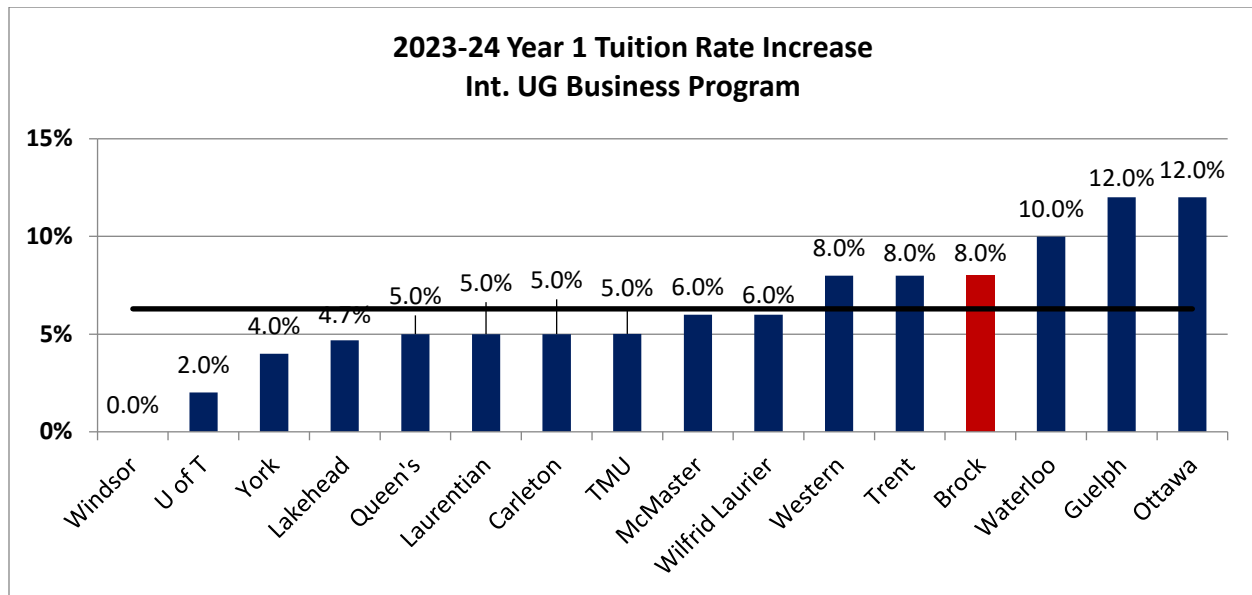
In addition, the Faculty of Education is recommending the increase outlined below for Additional Qualification courses for 2024-25.

Program	Proposed Rate Increase (%)	2024-25 proposed Rate
Online - Intensive English Language Program (IELP) and Accelerated English Language Program (AELP)	5.0%	\$4,200
In Person - Intensive English Language Program IELP and Accelerated English Language Program (AELP)	6.1%	\$5,200
Continuing Teacher Education - Additional Qualification courses (AQ)	2.9%	\$720
Continuing Teacher Education - Additional Basic Qualification and Honour Specialist courses (ABQ/HS)	3.6%	\$725

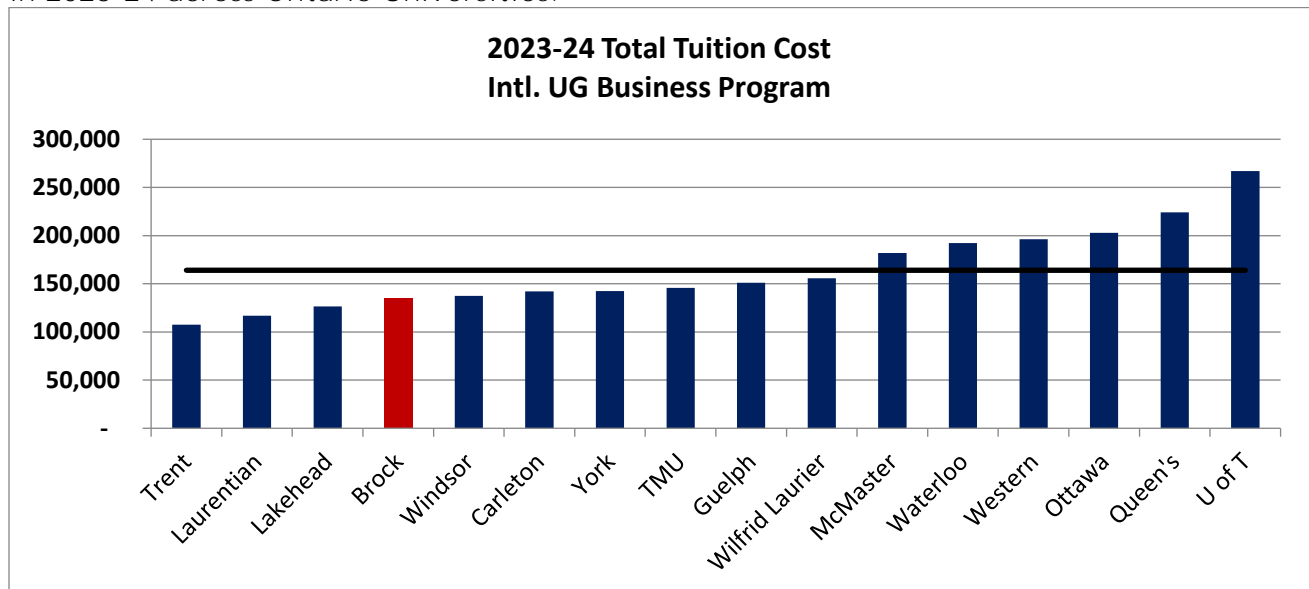
Benchmarking Tuition Fees

Undergraduate International - Business

The graph below outlines the rate increases applied to first year undergraduate international tuition fees 2024-25 across Ontario Universities.



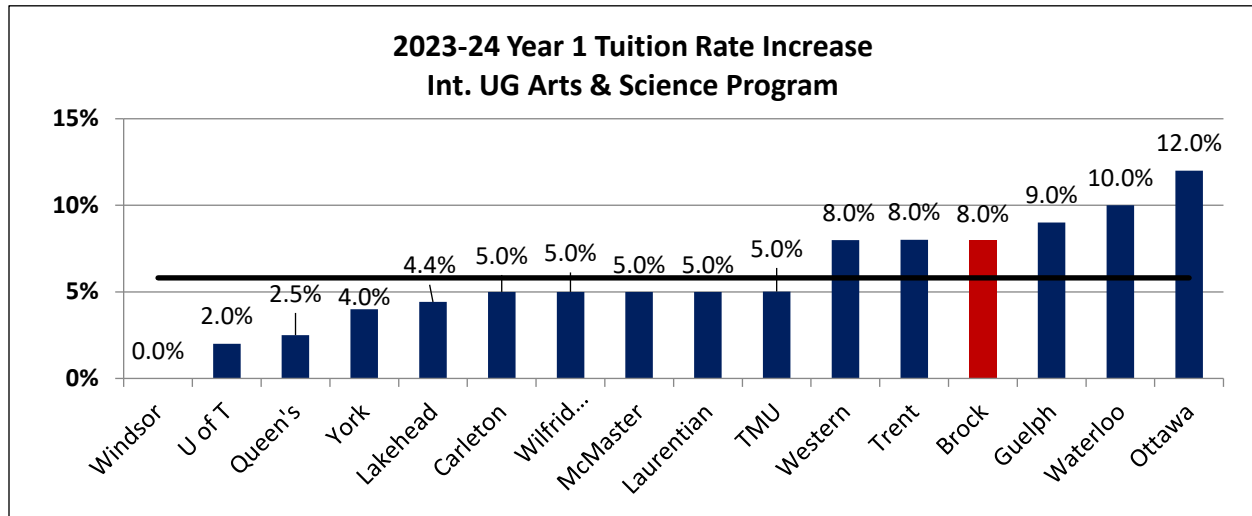
The graph below outlines the total cost of tuition for a 4-year undergraduate program in 2023-24 across Ontario Universities.



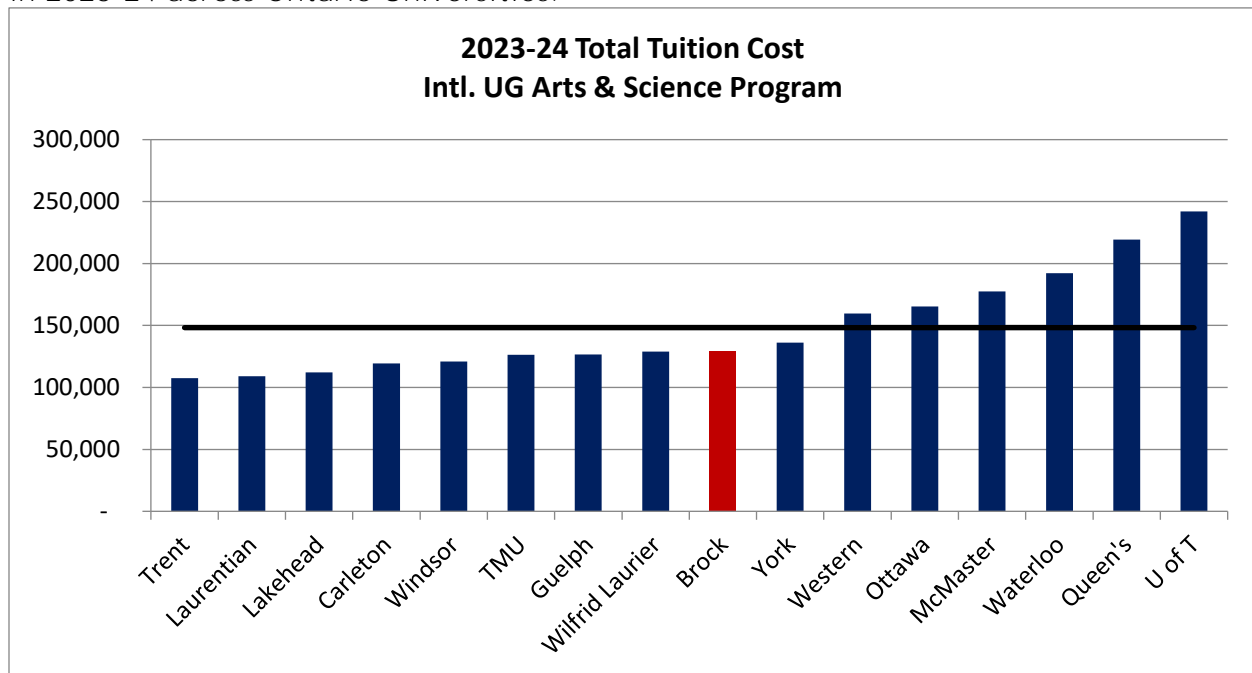
Note: Brock University's 2024-25 proposed year 1 rate for International UG Business program is \$38,560.75 (Flat Fee tuition for 4.0 + credits or attempted credits).

Undergraduate International – Arts/Science

The graph below outlines the rate increases applied to first year undergraduate international tuition fees in 2023-24 across Ontario Universities.



The graph below outlines the total cost of tuition for a 4-year undergraduate program in 2023-24 across Ontario Universities.



Note: Brock University's 2024-25 proposed year 1 rate for International UG Arts & Science program is \$36,884.21 (Flat Fee tuition for 4.0 + credits or attempted credits).



Board of Trustees

Report to the Human Resources Committee

RECOMMENDATION ITEM

TOPIC: Updated Sexual Assault and Harassment Policy (SAHP)

December 7, 2023

Lynn Wells, Provost & Vice-President, Academic

Amanda Villella, Acting Associate Vice-President, People and Culture

MOTION

THAT the Human Resources Committee recommend to the Board of Trustees that the Board approve the amendments to the Sexual Assault and Harassment Policy, renamed the Sexual Violence Policy, as outlined in Appendix 1.

EXECUTIVE SUMMARY

1. Rationale

- On March 20, 2022, the University launched a scheduled review of its Sexual Assault and Harassment Policy (SAHP). The SAHP was created in 2016 in response to new requirements legislated by the provincial government in Bill 132. The SAHP was previously reviewed in 2018.
- The Board approved a revised version of the SAHP in June 2023. This revised version included limited amendments required to comply with Bill 26, which took effect on July 1, 2023. At the time, HRC was informed that a broader review of the SAHP was underway and that more extensive revisions to the Policy would come forward for approval in Fall 2023. This document reflects those announced revisions.
- The changes made to the SAHP will clarify processes and provide for additional rights and protections for those who engage with the Policy.
- The changes reflect evolving best practice with respect to institutional management of sexual violence in the post-secondary sector.
- The changes have been reviewed by various stakeholders, including **the Provost's** Office, Student Affairs, People & Culture, Legal Counsel, HRE and BUFA. There is general support for these changes from these stakeholders.

2. Key Background

- **Brock's SAHP outlines the University's commitment to respond to allegations of** sexual violence affecting members of its community, including students, staff, faculty members and librarians, as well as the procedures the University will use to do so.

- The review of the SAHP was led by a steering committee chaired by the Provost and included representatives from various offices that interact with the SAHP, including:
 - Human Rights & Equity
 - Legal Counsel and the Office of Investigations
 - People & Culture
 - Student Affairs

The steering committee also included a faculty representative from the President's Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED).

- The revisions are informed by extensive consultation, including the following:
 - Submissions from students, staff, faculty members, and librarians to an online consultation portal
 - Consultation with **the Brock University Students' Union (BUSU) and the Graduate Students' Association (GSA)**
 - Consultation with employee unions on campus, including the Brock University Faculty Association (BUFA), as well as with the Joint Health and Safety Committee
 - Open, town-hall style consultation sessions with each of students, staff, faculty members and professional librarians
 - Consultation sessions targeted at staff in administrative units that interact with or operationalize the SAHP
 - Consultation sessions targeted to those groups shown by research to be more likely to experience sexual violence, such as Black students, international students, and Indigenous students
 - Consultation with the Sexual Violence Prevention Committee of PACHRED
 - Consultation with relevant Senate committees, and with HRC and UCEC
- As required by relevant collective agreements, the proposed changes to the SAHP have been negotiated with BUFA, while other unions on campus have been consulted on the final product.
- The changes to the SAHP are extensive and include:
 - Changes to processes
 - Simplification of language
 - Re-ordering to improve the flow of the document

A summary of major changes to the SAHP is available in Appendix 1.

- Additional changes to the language approved in June 2023 to comply with Bill 26 requirements regarding sexual misconduct have been made following further discussion with external legal counsel.

3. Implications

- The proposed changes to the SAHP strengthen the protections Brock offers its community against experiences of sexual violence, in addition to simplifying language and streamlining processes.
- If the revised version is not approved, the University would continue with the current version of the SAHP but the valuable input garnered from the extensive engagement and consultations would be lost, causing reputational harm within the Brock community.



4. Next Steps

- The revised SAHP will be implemented once approved. The next review of the SAHP is scheduled for 2026.

5. Background Materials:

Appendix 1 - SAHP summary of changes (2 pages)

Appendix 2 - Sexual Assault and Harassment Policy (36 pages)

Summary of Significant Changes to the Sexual Assault and Harassment Policy (SAHP)

December 2023

OVERALL

- The Policy has been renamed to align better with the language used in Bill 132.
- Some sections from the Procedures have been moved to the Policy, and vice versa, to better reflect Brock conventions for content with respect to those two document types.
- The language in the Policy and Procedures has been modified to increase clarity and to better reflect the language in the Respectful Work and Learning Environment Policy (RWLEP) where appropriate.

POLICY

- Sect. 1.4 has been added to articulate Brock's commitment to EDI as it relates to sexual violence (SV), and in recognition of the disproportionate effects of SV in society.
- Sect. 2.2 has been clarified to articulate how cases that overlap both the SAHP and the RWLEP have been handled.
- Sect. 5.4 has been added to articulate better Brock's commitment to providing SV prevention training and training related to the processes in the Procedures.
- Sect. 6.2 and 6.3 have been expanded to describe how cases of retaliation will be handled.
- Sect. 7.1 now aligns the definition of a bad faith allegation with that in the RWLEP.
- Sect. 8 re: confidentiality has been updated and expanded.

PROCEDURES

- Sect. 1.1 has been updated to remove Hamilton-area resources and add those appropriate for the new Burlington location.
- The language of a 'formal report' has been replaced with a 'complaint' throughout, to align with the language of 'complainant' and 'respondent'.
- Similarly, while the language of 'survivor' is used generally to describe someone who has experienced sexual violence, a 'complainant' is one who is engaged in a formal process under the Procedures.
- The investigation procedures have been updated to:
 - include the possibility of using an internal investigator, now that Brock has hired someone into that role;
 - lists the information provided to the respondent, in addition to the complainant, at each step in the process;
 - make explicit the complainant's ability to respond to any challenges to their credibility;
 - clarify timelines to investigation;
 - make explicit the fact that the investigator's report will be shared with the complainant and the respondent;

- replace the Provost with the relevant Dean as the decision-maker for cases involving faculty respondents;
- include additional considerations for decision-making involving Indigenous respondents;
- outline the level of information provided to complainants following the decision-making process;
- clarify that complainants and respondents will not need to be in the same room as part of the hearing process;
- clarify that accommodations will be available to both complainant and respondent.

DEFINITIONS

- Terms not used in the Policy have been removed from the definitions.
- Definition of 'survivor' has been updated to outline its use in the Policy.
- Definition of 'visitor' has been updated to make explicit that contractors will be treated as visitors under the Policy.

SEXUAL VIOLENCE POLICY

PURPOSE

- 1.1. Sexual Violence is a spectrum of nonconsensual sexual contact and behaviour which includes ***Sexual Assault, Sexual Harassment, Stalking, sexual exploitation, indecent exposure, and voyeurism***, among others.
- 1.2. Brock University (the "University") recognizes that Sexual Violence is a serious and complex issue that adversely affects Brock Community Members. The University unequivocally prohibits and will not condone, tolerate, or ignore any form of Sexual Violence that falls within the University's Jurisdiction.
- 1.3. The University also recognizes that Sexual Violence can have serious and lasting effects on the physical, mental, and emotional welfare of Survivors. The University will provide access to supports, services, and reasonable academic and employment Accommodation for Brock Community Members who are affected by Sexual Violence.
- 1.4. Brock is committed to fostering a culture of inclusivity, accessibility, reconciliation, and decolonization. Brock recognizes that Sexual Violence can occur between individuals regardless of sex, sexual orientation, gender, gender identity or expression, or relationship status. Brock recognizes that individuals from historically marginalized communities may be disproportionately affected by Sexual Violence. Brock recognizes that Sexual Violence is overwhelmingly committed against women, and in particular women who experience the intersection of multiple identities, such as but not limited to Indigenous women, women with disabilities, and racialized women. Brock also recognizes that those whose gender identity or expression does not conform to historical gender norms are also at increased risk of Sexual Violence.
- 1.5. The purpose of this Policy is to:
 - (i) promote a safe and inclusive environment that is free of Sexual Violence;
 - (ii) provide Survivors with a procedure to report incidents of Sexual Violence to the University;
 - (iii) create a decision-making process that meets the requirements of procedural fairness and holds those who have committed Sexual Violence accountable; and
 - (iv) meet legal requirements under the Ministry of Training, Colleges and Universities Act, the Ontario Human Rights Code, the Occupational Health and Safety Act, relevant collective agreements, and other applicable laws and legislation.

SCOPE

- 2.1. This Policy applies:
 - (i) to all Brock Community Members and Visitors;
 - (ii) to the University's Jurisdiction;
 - (iii) to all forms of Sexual Violence that have a sufficient nexus with University operations; and
 - (iv) at all times.
- 2.2. All Disclosures of Sexual Violence shall be dealt with in accordance with this Policy. All Complaints of Sexual Violence shall be handled in accordance with this Policy, unless the Complaint involves allegations of harassment or discrimination more appropriate to the Respectful Work and Learning Environment Policy ("RWLEP"), in which case the University will determine which policy is more appropriate for the Complaint or which aspects of the Complaint will proceed under which policy, taking into account the nature and interrelation of the allegations. In the event that any provision of this Policy is found to conflict with any other University policy, procedure, guideline, or practice, this Policy shall govern, save for the exception noted in section 2.3.
- 2.3. In the event that any provision of this Policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail.

POLICY STATEMENT

- 3.1. The University is committed to:
 - (i) protecting the safety of Brock Community Members and Visitors;
 - (ii) building an environment where Survivors feel safe to Disclose incidents of Sexual Violence and seek support;
 - (iii) protecting Survivors' right to dignity and respect;
 - (iv) responding appropriately to Disclosures of Sexual Violence;
 - (v) ensuring Procedures under this Policy meet the requirements of procedural fairness for all parties;
 - (vi) providing supports, services, and appropriate Accommodation for Brock Community Members who are affected by Sexual Violence; and
 - (vii) providing Training and education on Sexual Violence awareness, prevention, and response.

DEFINITIONS

- 4.1. See Appendix 2

RIGHTS, RESPONSIBILITIES, & OBLIGATIONS

- 5.1. Brock Community Members and Visitors have the right to:
- (i) a campus environment that does not condone, tolerate, or ignore Sexual Violence;
 - (ii) access supports, services, and appropriate Accommodation if they are affected by Sexual Violence; and
 - (iii) have an incident of Sexual Violence addressed in a manner that is appropriate in the circumstances.
- 5.2. Brock Community Members and Visitors have the responsibility to:
- (i) not commit Sexual Violence;
 - (ii) take action to address Sexual Violence on campus;
 - (iii) upon becoming aware of Sexual Violence, refer Survivors to support services and the Brock University Human Rights & Equity Office when appropriate; and
 - (iv) cooperate fully with the Procedures under this Policy, in accordance with contractual obligations and the relevant collective agreements, except where otherwise indicated in the Procedures.
- 5.3. The University has an obligation to:
- (i) foster an environment that is free of Sexual Violence;
 - (ii) engage with Brock Community Members to establish mechanisms to prevent and respond to Sexual Violence;
 - (iii) respond appropriately to Disclosures of Sexual Violence;
 - (iv) provide access to supports, services, and reasonable Accommodations to Brock Community Members who are affected by Sexual Violence;
 - (v) take reasonable steps to maintain confidentiality of personal information received in relation to the Procedures under this Policy;
 - (vi) take reasonable steps to protect Brock Community Members and Visitors where there is a serious risk to their safety; and
 - (vii) make Training available for Brock Community Members on Sexual Violence prevention and appropriate responses.
- 5.4. The University is committed to making Training available to Brock Community Members on Sexual Violence prevention and response.

- (i) Training will be evidence-based, accessible, frequent, and cover a range of topics specific to various roles and types of interactions under the Policy.
- (ii) Training will be Trauma-Informed and Survivor-centered.
- (iii) Training will include general prevention training for the broader University community, as well as training on receiving Disclosures and/or conducting investigations for those in roles that occupy these functions.
- (iv) Training will be reviewed and updated on a regular basis.

RETALIATION

- 6.1. It is a breach of this Policy to retaliate or threaten to retaliate against individuals for pursuing rights or participating in the Procedures under this Policy.
- 6.2. The University will implement reasonable measures to protect Brock Community Members from Retaliation when necessary, including advising individuals in writing of their duty to refrain from committing an act of Retaliation, and sanctioning individuals for a breach of that duty. The University may also address the potential for Retaliation by providing Interim Measures appropriate to the circumstances.
- 6.3. Threats or acts of Retaliation will be sanctionable under this Policy.

BAD FAITH ALLEGATIONS

- 7.1. It is a breach of this Policy to make a Bad Faith Allegation of Sexual Violence under this Policy. For the purposes of this Policy, bad faith allegations are allegations that a Complainant brings forward which they know to be untrue and which are brought forward for an ulterior or malicious motive. Bad faith allegations do not include unsubstantiated allegations which a Complainant genuinely believed but which an investigator found insufficient evidence to support a finding.

CONFIDENTIALITY

- 8.1 All Brock Community Members who receive a Disclosure of Sexual Violence or who are involved in addressing or investigating it, will keep the information confidential, except as outlined below, and will limit sharing of personal information to those within the University, or to external counsel or advisors, who need to know the information for the purposes of administering this Policy or its Procedures, including for the purposes of

providing Accommodations, adopting Interim Measures, leading investigation and decision-making processes, and taking corrective action resulting from those processes.

- 8.2 The University may disclose confidential information about a Sexual Violence matter where necessary in order to address a risk to the health and safety of Brock Community Members or where the University is obliged by law to disclose the information. For example, where:
 - (i) an individual is at risk of imminent and serious harm to themselves or others;
 - (ii) Brock Community Members may be at risk of harm; and/or
 - (iii) reporting or investigation is required by law (for example, but not limited to, an incident involving a minor, or obligations related to occupational health and safety or to human rights legislation).
- 8.3 Confidentiality does not mean anonymity. The identity of Survivors, Complainants, Respondents, and witnesses will be treated confidentially but may be disclosed where necessary to investigate, take corrective action, challenge the outcome under a grievance procedure, or where otherwise required by law.
- 8.4 Participants in Procedures under this Policy shall maintain confidentiality and may not disclose any information obtained through these Procedures or relating to the allegations, except to their Support Person or Advisor, during an ongoing Procedure under this Policy. This does not restrict a participant from exercising their collective agreement right to academic freedom, provided that no personal information or information which identifies an individual in their personal capacity is disclosed by the participant.
- 8.5 Participants in Procedures under this Policy may consult with a mental health counsellor or other trusted person (e.g., a spouse or family member), on a confidential basis, regarding the allegations without breaching their confidentiality requirements.
- 8.6 The University shall not include any personal information in any reports which the University is required to provide to any governmental agency.

ADVISORS & SUPPORT PERSONS

- 9.1 Complainants and Respondents may have a Support Person or Advisor present at all meetings and investigations related to Procedures under this Policy.
- 9.2 Advisors may advise the Complainant or Respondent during all Procedures under this Policy.
- 9.3 Support Persons may provide support to the person they are assisting, but

shall not directly participate in the Procedures under this Policy unless an Accommodation has been requested and approved by HRE.

- 9.4 Advisors and Support Persons are held to the same confidentiality expectations as the party who invited them to attend, except for Union representatives acting as Advisors, who are held to different confidentiality expectations.

BURDEN OF PROOF

- 10.1 Disclosures made pursuant to this policy will be considered to be true for the purpose of accessing supports and services, unless the Human Rights & Equity Office ("HRE") has clear and compelling evidence that the Disclosure is not true.
- 10.2 In an investigation, decision-making process, and appeal pursuant to this policy, the decision-maker and appeal decision-maker shall base their finding on whether it is more likely than not (i.e., balance of probabilities) that the Respondent has breached this Policy.

IMMUNITY

- 11 Students who, in good faith, report an incident of, or make a Complaint about, Sexual Violence will not be subject to discipline or sanctions for violations of the University's policies related to drug or alcohol use at the time the alleged sexual violence occurred.

OTHER PROCEEDINGS

- 12.1 Where a criminal, civil, or any other type of proceeding is initiated regarding an incident of Sexual Violence involving Brock Community Members, the University may decide to postpone or continue with a Procedure under this Policy as appropriate in the circumstances.
- 12.2 The University will cooperate with the police when there is an ongoing criminal investigation regarding Sexual Violence involving Brock Community Members.

VISITORS

- 13.1 Visitors may be subject to investigation by Campus Safety Services if they engage in conduct that violates this Policy.
- 13.2 The University will take appropriate actions and apply appropriate remedies

to address complaints of Sexual Violence against a Visitor.

INPUT & SURVEY

- 14.1 In consultation with key stakeholders, including the Brock University Students' Union and the Graduate Students' Association, the University will establish a process for the provision and consideration of input regarding this Policy and will follow this process every time the Policy is reviewed or amended. The review process should include feedback from a diverse selection of students, staff and faculty, including those from marginalized and equity-seeking groups. Brock's Health, Safety & Wellness team will also be included in the consultation process.
- 14.2 The University shall conduct or participate in a survey of students relating to the effectiveness of this Policy, the incidence of Sexual Violence at the University, and any other matter mentioned in the ***Ministry of Training, Colleges and Universities Act*** for which a survey is required.

INTERPRETATION AND APPLICATION

- 15.1 If someone witnesses or learns of an incident of Sexual Violence, it should be reported to HRE.
- 15.2 The interpretation and application of this Policy is the joint responsibility of HRE, Student Affairs, and the Office of People & Culture, with the advice of University legal counsel.
- 15.3 An annual report will be prepared by HRE and made available to Brock Community Members and the Board of Trustees that will include:
 - (i) the number of times that information about supports, services, and Accommodation relating to Sexual Violence are requested and obtained by Brock Community Members;
 - (ii) initiatives and programs established by the University to promote awareness of the supports and services available to Brock Community Members;
 - (iii) the number of, and information about, incidents and complaints of Sexual Violence reported by Brock Community Members, in accordance with the confidentiality requirements in Section 8.6; and
 - (iv) the implementation and effectiveness of this Policy.
- 15.4 The University shall publish this Policy on its website and make a copy available to anyone who requests it.
- 15.5 The University will review this Policy at least every three years.

- 15.6 Appendix 3 of the Policy ('Resources') may be updated from time to time as required by HRE.

POLICY DETAILS

Policy Owner

President & Vice-Chancellor

Administrative Responsibility

Office of the Provost & Vice-President, Academic; People & Culture; Legal Counsel; Human Rights & Equity

Policy Classification

Compliance and Governance

Approval

Approved by the Board on the recommendation of the Human Resources Committee

Effective Date

January 2024

Next Review

January 2027

Revision History

December 2016; March 2018; July 2023

Related Documents

Legislation

Ministry of Training, Colleges and University Act
Occupational Health and Safety Act
Ontario Human Rights Code

University Policies and Documents

Employment Accommodation Policy

Occupational Health and Safety Policy

Residence Community Standards

Respectful Work and Learning Environment Policy

Safe Disclosure Policy

Student Code of Conduct

Workplace Violence Prevention Policy

APPENDIX 1: PROCEDURES

1. DISCLOSURE

1.1. Disclosure Options

A Survivor may disclose Sexual Violence through a range of disclosure options including:

i. Brock Resources

- a. Emergency: [Campus Safety Services](#) or, for Residence students, to [Housing Services](#)
- b. Non-Emergency:
 - [Human Rights & Equity Office](#)
 - [Housing Services \(for Residence students\)](#)
 - [Anonymously through the University's Safe Disclosure program \(see section 1.2 below\)](#)

ii. Community Resources

- c. Police: [Niagara Regional Police](#) and [Halton Regional Police Service](#)
- d. Medical: [St. Catharines General Hospital](#) and [Joseph Brant Hospital](#)
- e. Support: [Niagara Region Sexual Assault Centre](#) and [Sexual Assault and Violence Intervention Services of Halton](#)

1.2. Anonymous disclosures

- i. Individuals may anonymously disclose Sexual Violence to HRE in accordance with the University's [Safe Disclosure Policy](#). Individuals may choose not to provide their name or other personal information in the anonymous Disclosure.
- ii. HRE will make information on supports, services, Accommodations, Interim Measures, additional Disclosure options, and the Procedures under this Policy available to individuals who make anonymous Disclosures.
- iii. HRE will collect and maintain information provided in anonymous Disclosures.

1.3. Third-party disclosures

Individuals who receive Disclosures of Sexual Violence from a Brock

Community Member may make a third-party Disclosure and consult with HRE staff on how to provide support and advice to the Survivor. HRE will give the third-party Discloser information on supports, services, Accommodations, Interim Measures, additional Disclosure options, and the Procedures under this Policy.

1.4. Safety measures in response to Disclosures

Where a Disclosure provides reasonable grounds to believe that there is a significant risk to the safety of the campus and/or the Survivor, HRE may recommend to the applicable Decision-Maker safety measures which it considers reasonable and necessary to address the safety risk. For disclosures of Sexual Violence within University Residences, Housing Services may institute safety measures immediately in accordance with the processes set out in the Residence Community Standards. Such safety measures are in no way to be construed as indicative of responsibility and shall only remain in place until an investigation is initiated and Interim Measures implemented or until evidence emerges that indicates the safety risks have been alleviated.

2. SUPPORTS AND ACCOMMODATIONS

2.1. Right to access supports and Accommodations

Individuals who have been affected by Sexual Violence will have access to supports, including Accommodations, following a Disclosure regardless of whether they choose to file a Complaint and/or participate in an investigation and regardless of when, where, and by whom the Sexual Violence occurred.

2.2. Providing supports and Accommodations

After a Disclosure is received by HRE, HRE will assist Survivors with accessing supports, services, and Accommodations that are reasonable and necessary to allow them to participate fully in the services available at the University. HRE will recommend Accommodations that are reasonable and necessary and will coordinate with the appropriate administrators for implementation.

3. INFORMAL RESOLUTION

3.1. Availability of informal resolution

Where appropriate based on the nature and severity of the complaint, Alternative Resolution and/or transformative justice strategies will be made available when both the Complainant and the Respondent agree to participate.

3.2. Participation in informal resolution

In an informal resolution process, the parties may be accompanied by a Support Person or Advisor who may participate in the process as observer and/or representative. However, the parties to the process must also be present and participate. When a Support Person or Advisor is expected to attend and/or represent a party, that party must advise the Human Rights and Equity Office.

3.3. Implications of participating in informal resolution

Survivors maintain the right to make a Complaint if they have participated in an Alternative Resolution or transformative justice practice. Any information collected as part of an Alternative Resolution or transformative justice practice is considered without prejudice and shall not be introduced as evidence in a Procedure under this Policy unless both parties agree otherwise.

4. COMPLAINT

4.1. Submitting a Complaint

Brock Community Members may make a Complaint of Sexual Violence in writing to the Investigations Office at any time, using a Complaint Form made available by the Investigations Office. Using the Complaint Form, the Complainant shall set out the specific nature of the allegation(s), including the date(s) and details of any incident(s) complained of, the name(s) of the witnesses, and the alleged breach(es) of the Policy. Once an individual submits a Complaint, they are referred to as a Complainant for the purposes of these Procedures.

4.2. Interim Measures and Supports

After a Complaint is received, the Investigations Office will notify HRE. HRE will consult with Student Affairs, the Office of People & Culture, and the Provost's Office as appropriate and may recommend to the appropriate decision-makers Interim Measures that are reasonable and necessary to allow the Complainant and/or Respondent to participate fully in the services available at the University, prevent retaliation, protect parties and witnesses, other Brock Community Members, or protect the integrity of the investigation and decision-making process. The Decision-Maker will decide what, if any, Interim Measures are reasonable and necessary and will be responsible for implementation of these Measures.

Interim Measures may be implemented and/or modified at any time and may remain in effect until all Procedures under this Policy have been completed.

Interim Measures implemented during an investigation process are temporary and not intended to be discipline within the meaning of any

relevant collective agreement or University policy.

HRE will also provide both the Complainant and the Respondent with access to supports, services, and Accommodations as appropriate during the investigation process.

4.3. Consultation with Housing Services for students in Residence

If the Complainant and Respondent are living in Residence, HRE and the Decision-Maker will consult with Housing Services during implementation of Accommodations, Interim Measures, and the decision-making process.

4.4. Complaint assessment

After receiving a Complaint, the Investigations Office will conduct an assessment of the Complaint to determine whether to proceed with an investigation. In making this determination, the Investigations Office will consider if:

- a. The University has Jurisdiction;
- b. The allegations fall within the scope of the Policy;
- c. The allegations, if true, would constitute Sexual Violence, in the absence of a reply from the Respondent; and
- d. When the Sexual Violence is alleged to have occurred.

The University recognizes that an individual who has experienced Sexual Violence may require time and reflection before making the decision as to whether or not they wish to file a Complaint. Notwithstanding those considerations, individuals who have experienced Sexual Violence are encouraged to make a Disclosure and/or Complaint as soon as they are able to do so, recognizing that the passage of time may affect the University's ability to address the issues raised by a Disclosure or a Complaint.

4.5. Consultation

Prior to making a decision regarding a Complaint, the Investigations Office will consult with Human Rights and Equity and may consult with other relevant units, such as Student Affairs, People & Culture, Provost's Office, and Campus Safety Services.

4.6. Decision not to proceed with investigation

If the Investigations Office decides not to proceed with an investigation, the Complainant shall be informed in writing within ten (10) working days of submitting the Complaint and providing any information or additional clarifications requested by the Investigations Office.

4.7. Decision to proceed with investigation

If the Investigations Office decides to proceed with an investigation, both the Complainant and the Respondent shall be notified within ten (10) working days of the submission of the Complaint and receipt of any information or additional clarification requested by the Investigations Office, and the Investigations Office will commence the investigation procedures set out in section 6 below.

4.8. Determination of Respondent status

If the Respondent is concurrently both a student and an employee, the Investigations Office will decide in consultation with HRE, People and Culture, and the Provost's Office whether to commence an investigation with the Respondent as a student, employee, or both.

5. UNIVERSITY-INITIATED INVESTIGATION

5.1. Criteria for University-initiated Investigation

The University will respect a Survivor's decision on how to proceed and will attempt to follow their wishes whenever possible. However, in consultation with University Legal Counsel and Campus Safety Services, the Investigations Office may commence or continue a University-initiated investigation into allegations of Sexual Violence without the participation of the Survivor or when no Complaint has been made, if the University reasonably believes that:

- (i) there is a serious risk to the safety of Brock Community Members, which is determined by considering:
 - a. the alleged offender's position or responsibilities at the University;
 - b. Whether the University has reasonable grounds to believe the alleged offender may have committed multiple acts of Sexual Violence;
 - c. Whether there is a pattern of similar behaviour; or
 - d. Any other considerations that the University deems relevant.
- (ii) there is a legal obligation to investigate.

5.2. Considerations in commencing a University-initiated Investigation

The University may initiate an investigation on the basis of an anonymous Disclosure, third-party Disclosure, informal Disclosure or Complaint. In such cases, the University will consider the wishes of the Survivor as well as its legal obligations to Brock Community Members. The University may proceed with an investigation even if the Complainant or Respondent refuses to participate.

5.3. Authority to commence University-initiated Investigation

The decision to commence a University-initiated investigation will be made jointly by the Investigations Office and the AVP, People & Culture for situations involving staff; the Investigations Office and the Provost for situations involving faculty members; or the Investigations Office and the AVP, Students for situations involving students. In each case, Campus Safety Services and legal counsel will be consulted.

6. INVESTIGATION PROCEDURES

6.1. Notice of Investigation

The Investigations Office shall notify the Complainant and Respondent of the investigation and provide them with information on the process, confidentiality, and supports available to them. In that notice, Respondents will be provided with particulars about the allegations(s) being investigated, including allegations in the Complaint Form, the identity of the Complainant (when known), and the provisions of the Policy alleged to have been breached. After interviewing the Complainant, the Investigator will provide the Respondent with any further particulars about the allegations necessary to enable them to respond fully.

6.2. Appointment of investigator

The Investigations Office will appoint an impartial investigator with knowledge, training and experience to investigate formal complaints under the Policy, such as with feminist, anti-racist and anti-oppressive approaches to human rights investigations. The investigator may be an internal investigator or an external investigator.

6.3. Selection of investigator

In determining whether to appoint an external investigator, the Investigations Office will consider the nature and severity of the allegations, the number of parties involved, the availability of an external investigator and length of time required to engage them in an investigation, and the appropriateness of engaging an internal investigator. At the time of appointment of the investigator, the Office of Investigations will confirm to the extent reasonably possible the investigator's ability to meet the timelines and other relevant aspects of the Policy.

6.4. Notification to Complainant and Respondent

The Complainant and Respondent will be notified in writing of the identity of the investigator appointed.

6.5. Challenge to appointment of investigator

A Complainant or Respondent may challenge the appointment of an

investigator on the grounds that the proposed investigator has a potential conflict of interest or that there is a reasonable apprehension of bias on their part. A Complainant or Respondent raising a challenge will submit it in writing to the Investigations Office no later than five (5) working days after notice of the appointment of an investigator has been given to the Complainant and Respondent. The Investigations Office will make a decision with regards to the alleged conflict of interest or bias within five (5) working days of having received the challenge. That decision will be final under the Policy.

6.6. Allegations of investigator bias arising during the investigation

An allegation of bias that arises during the course of an investigation into a Complaint shall be made in writing as soon as possible following the event(s) giving rise to the allegation and shall be presented to the Investigations Office. The Investigations Office may determine that an investigation may continue notwithstanding that an allegation of bias has been made.

6.7. Investigation interviews

The investigator will gather testimonial evidence through interviews with the parties and any witnesses relevant to the investigation, as well as any relevant documentary evidence. The Complainant and the Respondent will be afforded the opportunity to respond to any adverse information and any challenges to their credibility by the other party or by witnesses. Complainants who disclose their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports and services for sexual violence, will not be asked irrelevant questions during the investigation process, including irrelevant questions relating to the student's sexual expression or past sexual history.

6.8. Support Persons and Advisors

Any Complainant or Respondent may be accompanied by a Support Person or Advisor who may participate in the process as observer and/or representative. When a Complainant or Respondent wishes to have a Support Person or Advisor attend an interview, that party must advise the Investigator.

6.9. Witnesses

The Complainant and Respondent shall have an opportunity to propose witnesses. The investigator will determine which witnesses will be interviewed. Disclosure of personal information to witnesses shall be limited to what is reasonably necessary to conduct a fair investigation.

6.10. Investigation timeline

The investigation, including the preparation and delivery of the investigator's report, shall normally be completed within eight (8) months from the date the Respondent is notified. If an investigation is expected to take longer than eight (8) months, then the Office of Investigations shall develop an investigation plan with the investigator to create a reasonable timeline for completion, which shall be provided to the parties.

6.11. Postponement, suspension, or cancellation of investigations

The Investigations Office may decide to postpone, suspend or cancel any investigation if its continuance would duplicate or prejudice another proceeding or bring the administration of the Policy and these procedures into disrepute. In coming to a decision, the Investigations Office will consider such factors as:

- (i) The University's responsibility to provide an environment free from Sexual Violence;
- (ii) The recognition that grievances may be filed simultaneously with complaints in order to comply with negotiated timelines;
- (iii) Other legal procedures that may be initiated to protect statutory rights; and
- (iv) The wishes of the parties.

Time that elapses during the suspension of an investigation will not be included when calculating this time limitation.

6.12. Investigation report

At the completion of the investigation, the investigator will prepare an investigation report, and deliver it to the Investigations Office in the event of an external investigator, that sets out the allegations giving rise to the formal complaint; grounds in the Policy that have allegedly been violated; any statements, responses, and documentation from the Complainant, Respondent and witnesses; findings of fact; any other information, documentation or evidence that the investigator deems relevant, and a determination as to whether the Policy has been breached.

6.13. Review of external investigator reports

The Investigations Office will review investigation reports provided by external investigators to ensure the report complies with all relevant laws, University policies, and applicable collective agreement provisions. After this review, the investigation report shall be shared with the Complainant and the Respondent, with the names of any third parties redacted.

7. DECISION-MAKING PROCEDURES

7.1. Submission of investigation report to Decision-Maker

The Investigations Office shall provide the investigation report to the appropriate decision-maker:

If the Respondent is:	The decision-maker will be:
A student	The Associate Director, Student Affairs
An employee	The employee's supervisor, in consultation with People & Culture
A faculty member or professional librarian	The Dean or University Librarian, in consultation with the Provost and People & Culture
A student who is concurrently an employee (staff member, faculty member, or professional librarian)	Associate Director, Student Affairs, the employee's manager, or both, in consultation with People & Culture
President	Chair of the Board of Trustees
Member of the Board of Trustees	Chair or Vice-Chair of the Board of Trustees

In any situation where a decision-maker has or perceives a conflict of interest with respect to the investigation, they may name a designate to serve as decision-maker.

7.2. Review of investigation report and parties' submissions

The decision-maker will review the investigation report and will provide the Complainant and Respondent with an opportunity to submit written

comments on the investigation report, the impact of the harm to them, and any measures requested by the Complainant that would address their needs. Prior to making their decision, the decision-maker will consult with Human Rights and Equity.

Where the investigation report makes a finding that the Policy has been breached, the Decision-Maker will also provide the Respondent an opportunity to meet with the decision-maker to respond to the contents of the report. Respondents may be accompanied by Support Persons or Advisors at any such meeting. The decision-making process will comply with any other necessary elements of procedural fairness.

7.3. Decision

After having considered all of the above information, the decision-maker will decide whether:

- a. The Policy has been breached and disciplinary sanctions will be imposed against the Respondent, and if so, what those sanctions will be;
- b. The Policy has not been breached and the matter will be closed; or
- c. The Policy has not been breached, but non-disciplinary measures will be implemented to address concerns raised by the investigation report. Non-disciplinary measures include Sexual Violence awareness education and an offer to engage in voluntary mediation with the Survivor's consent.

7.4. Training for Decision-Makers

Training will be made available to decision-makers. This training will include feminist training in Trauma-Informed and violence-informed frameworks, as well as training in unconscious bias, cultural competency, anti-racism, and anti-oppression.

8. DISCIPLINE AND OTHER MEASURES

8.1. Determination and implementation of discipline

Where the decision-maker finds a breach of this Policy, they will determine the level of discipline that is appropriate in the circumstances, in accordance with all applicable University policies and collective agreements. The decision-maker will be responsible for ensuring the discipline and other measures are implemented.

Employees who are found to have violated this policy will be subject to disciplinary action that may include a verbal warning, written warning, written reprimand, suspension from work (with or without pay), or

dismissal. The University may also impose other corrective actions or restrictions that are appropriate in the circumstances. Disciplinary sanctions for students may range from community service, up to and including expulsion.

8.2. Indigenous Respondents

If the Respondent is an Indigenous person, the decision-maker may consider the unique circumstances and experiences of Indigenous peoples when issuing discipline and other measures, including the systemic or background factors relating to the Respondent and their Indigenous community that may be relevant to the policy violation, their community's perspective on the situation, and community-based options for healing and ways to repair and address the harm done. In such cases, they make seek appropriate counsel from the Indigenous community without breaching confidentiality requirements.

8.3. Non-disciplinary measures

Where the decision-maker finds no breach of this Policy but decides to implement non-disciplinary measures, the decision-maker will determine what measures are appropriate in the circumstances. The decision-maker will be responsible for ensuring the measures are implemented.

8.4. Notification to responsible units

After the decision-maker has notified the Respondent of the disciplinary sanctions or non-disciplinary measures they have elected to impose, the decision-maker will report to HRE, as well as to People & Culture, the Provost's Office and/or Student Affairs where appropriate, with information on any measures that have or will be imposed as a result of the decision-making process.

8.5. Notification to Complainants

The Complainant will be informed of the results of the investigation and any corrective action that has been taken or that will be taken as a result of the investigation, as required by law or as necessary to support the Complainant's safety or reasonable participation in University programs or activities.

9. REVIEWS, CHALLENGES, & APPEALS

9.1. Review of Investigations Office decision not to proceed with investigation

a. Grounds for review

Complainants may submit a request to review the decision by the Investigations Office not to proceed with an investigation on the following grounds:

- (i) relevant evidence emerged that was not available when the Complaint was submitted;
 - (ii) there was a reasonable apprehension of bias on the part of the Office of Investigations;
 - (iii) there was a fundamental procedural error;
- and the outcome of the decision was substantially affected thereby.

b. Request for review

The request for review must be submitted to the Provost, the AVP, People & Culture, or the Associate Director, Students Affairs (depending on the identity of the Complainant) within ten (10) business days after the investigation screening decision is communicated. The request for review must be in writing and include the reasons for the request, the reasons why the review should be granted, and the outcome sought.

c. Review decision

The reviewer as identified in 9.1 b. above shall review the request and decide whether the Complainant has demonstrated one of the required grounds for appeal. If the reviewer is satisfied that one of the grounds exists, the reviewer will instruct the Office of Investigations to initiate an investigation. The reviewer shall notify the Complainant of their decision within fifteen (15) business days of receipt of the request for a review or as soon as reasonably practicable.

9.2. Challenge to decision-maker

a. Grounds for recusal

The Complainant or Respondent may request that the decision-maker be recused on the grounds that they have a bias or conflict of interest.

b. Request for recusal of decision-maker

The request for recusal must be submitted in writing to the decision-maker responsible for the decision within five (5) business days of receipt of the report.

If the decision-maker agrees to recuse themselves, they shall appoint a designate to serve as decision-maker.

If the decision-maker does not agree to recuse themselves, the request for recusal will be provided to the decision-maker's supervisor who may deny the request or substitute a designate for the decision-maker within ten (10) business days of receiving the request, if they determine that the decision-maker has a bias or conflict of interest.

9.3. Appeal – Student Complainants/Respondents

a. Grounds for appeal

If the Complainant or the Respondent is a student, they may appeal the decision-maker's decision on the following grounds:

- (i) relevant evidence emerged that was not available before the decision-making process was completed; or
 - (ii) there was a reasonable apprehension of bias on the part of the decision-maker; or
 - (iii) there was a fundamental procedural error;
- and
- the outcome of the decision was substantially affected thereby.

b. Submitting a request for appeal

A request for an appeal shall be made to the Associate Vice-President, Students within ten (10) business days of receipt of the decision. The appeal must be in writing and must include the grounds for the appeal, the reasons why the appeal should be granted, and the outcome sought.

The Associate Vice-President, Students shall notify the Complainant and Respondent of their decision within fifteen (15) business days of receipt of the request for an appeal or as soon as reasonably practicable.

c. Appeal hearing – Student Complainants/Respondents

If the request for an appeal is granted, a hearing will occur before the Associate Vice-President, Students or an external adjudicator. The hearing will comply with any procedural fairness obligations applicable in the circumstances. The Complainant will not be required to appear in any such hearing in the presence of the Respondent. No disciplinary sanctions will be implemented against a Respondent who is a student until the period for appeal has been exhausted, a request for appeal has been denied, or an appeal has been heard and a decision has been rendered.

9.4. Appeals – Unionized employees

Unionized staff and faculty who wish to appeal a decision or procedure under this Policy must do so through the grievance procedures in the relevant collective agreement.

9.5. Appeals – Non-unionized employees

a. Grounds for appeal

Non-unionized staff may appeal the decision-maker's decision on the same grounds listed in 11.6 above.

b. Appeal requests

After receiving the investigation report and the decision of the decision-maker with respect to the Complaint, a non-union employee Complainant or Respondent may, within 30 days of receiving the decision-maker's decision, raise their concern with the Associate Vice-President, People and Culture (AVP, P&C), or their designate, who will review the employee's concerns and provide a response. The response will be timely and will include an outline of the concerns, any steps taken to investigate the concerns, if applicable, and the University's decision regarding the concerns.

c. Appeal outcomes

If the AVP, P&C or their designate finds that the concerns are substantiated, they may refer the matter back to the decision-maker with guidance, rescind, modify or substitute any penalty, sanction, or outcome that could have been given by the decision maker, or direct that a new investigation be initiated.

APPENDIX 2: DEFINITIONS

Accommodations: measures that are appropriate, reasonable, and necessary to allow the Survivor or Complainant and/or Respondent to participate fully and equally in the services available at the University. Examples of appropriate accommodations include academic and workplace accommodations; academic and workplace support; counselling; training; financial support; adjusting class schedules, living, transportation, or working situation of the Survivor or Complainant; and any other accommodation that HRE deems appropriate. There is a broad range of accommodations available. Survivors and Complainants are encouraged to meet with HRE staff to discuss specific accommodations they may require.

Advisor: any individual who provides a Survivor, Complainant, or Respondent with guidance and advice. If a party is a unionized employee, they may have a union representative act in this capacity. A potential witness may not be an Advisor.

Alternative Resolution Practice: premised on (1) holding the offender accountable in a meaningful way; (2) repairing the harm caused by the offence; (3) achieving a sense of healing for the survivor and the community; and (4) reintegrating the offender back into the community. Alternative Resolution Practices will be facilitated by qualified persons and may include mediation, Indigenous dispute resolution practices, sentencing circle, community group conference, a settlement agreement, separating the parties, referring parties to counseling, or conducting targeted educational, training programs, and any other measure HRE deems reasonable.

Brock Community Members: all persons who have a direct relationship with or to the University at the time a Disclosure or Complaint is made under this Policy. Brock Community Members are faculty members, employees, students, volunteers, and members of the Board of Trustees.

Complaint: a written statement submitted to HRE by a Complainant who is a Brock Community Member that alleges they have experienced an incident of Sexual Violence within the University's Jurisdiction or that has a sufficient nexus with University operations.

Complainant: an individual who has filed a formal Complaint under this Policy.

Consent: an active, affirmative, conscious, direct, unimpaired, and voluntary agreement to engage and continue to engage in sexual activity.

It is the responsibility of each person to ensure they have the affirmative Consent of the other to engage in sexual activity. Lack of protest or resistance does not alone constitute Consent.

All of the elements of Consent must be present, even if alcohol or drugs have been

consumed. It is not acceptable for a person who is said to have engaged in sexual violence to use their own consumption of alcohol or drugs as an excuse for their mistaken belief that there was consent.

Consenting to one kind of sexual activity does not mean that Consent is given for another kind of sexual activity.

A person may withdraw Consent at any time during the sexual activity and Consent only applies to a specific instance of sexual activity.

The existence of a relationship or past sexual activity does not alone constitute Consent. Subsequent consensual sexual activity, communication, or other conduct of a sexual nature does not suffice as evidence of Consent to prior sexual activity.

There is No Consent when:

- (a) the Survivor expresses, by words, conduct, or any other means a lack of agreement to engage in the activity or to continue to engage in the activity;
- (b) the agreement to sexual activity is obtained through pressure, coercion, fraud, the exercise of authority, force, or threats of force (for the purposes of this subsection, coercion means the act of using subtle pressure, drugs, alcohol, or force to have sexual contact with someone against their will, and may include ongoing attempts to have sexual contact of some kind with another person who has already expressed that they do not want to have sexual contact);
- (c) the Respondent implicitly or explicitly induces the Survivor to engage in the activity by using a position of trust or authority;
- (d) the Survivor is incapable of consenting to the activity because they are asleep, unconscious, or unable to understand the fact, nature, or extent of the sexual activity due to disability, mental or physical incapacity, the influence of drugs or alcohol, or any other form of impairment; or
- (e) the agreement to sexual activity is expressed, by words, conduct, or any other means, by a person other than the Survivor.

Disclosure: when a person reveals information to a designated staff member that they or another party has experienced an incident of Sexual Violence.

Including: means including, but not limited to.

Interim Measures: measures carried out by the University pending results of an investigation that are not intended to be disciplinary and are reasonable and necessary

to: support the safety of any party to procedures under this policy; prevent retaliation; or protect the parties, other Brock Community Members, or the integrity of the Procedures. Examples of interim measures include limiting access to campus and University-sanctioned events; paid leave of absence; prohibiting contact between the Complainant and Respondent; and adjusting class schedules, living, transportation, or working situations of the Complainant or Respondent. Interim measures may be implemented and/or modified at any time during and after the process.

Jurisdiction: University jurisdiction for administering this Policy includes:

- (a) on Brock University Premises; or
- (b) off campus, where the conduct:
 - (i) Occurs as part of a University event, program, or activity;
 - (ii) Occurs when a Brock student, course participant, staff, faculty or volunteer is acting as a representative of Brock University at a non-University event, program, or activity; or
 - (iii) Where the conduct has a sufficient nexus with University operations which may include online conduct.

Collectively, the above refers to the University's jurisdiction for the purpose of administering this Policy and related Procedures.

Procedure: a Disclosure, informal resolution and restorative or transformative justice process, Complaint, investigation, decision making process, review, or appeal process provided for under this Policy.

Respondent: a Brock Community Member named as an alleged offender in a Sexual Violence Complaint.

Retaliation: any materially adverse action, inaction, or threat of same against a Brock Community Member for making a Complaint of a breach of this Policy or for participating in an investigation under this Policy.

Sexual Misconduct: means in relation to a Brock University student:

- (a) physical sexual relations with the student, touching of a sexual nature of the student, or behaviour or remarks of a sexual nature toward the student by an employee of the institution where:
 - (i) the act constitutes an offence under the ***Criminal Code*** (Canada); or
 - (ii) the act constitutes a sexual solicitation or advance made by a person in a position to confer, grant or deny a benefit or advancement to the person where the person making the solicitation or advance knows or ought reasonably to know that it is unwelcome, or
 - (iii) there was No Consent to the physical sexual relations between the employee and the student as defined in Appendix 2 of this Policy.
- (b) an act of reprisal or threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to

confer, grant or deny a benefit or advancement to the person.

Sexual Violence: any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's Consent, and includes Sexual Assault, Sexual Harassment, stalking, indecent exposure, voyeurism, and sexual exploitation. The definitions of Sexual Assault and Sexual Harassment are as follows:

- Sexual Assault: direct or indirect application of force of a sexual nature, without the subjective consent of the Survivor, and in circumstances where the respondent knowingly engaged in the non-consensual contact, or did so recklessly or being willfully ignorant to the Survivor's wishes. Sexual Assault can range from unwanted sexual touching to forced sexual intercourse; and Sexual Assault can involve situations where sexual activity is obtained by someone abusing a position of trust or authority.
- Sexual Harassment:
 - (a) engaging in a course of vexatious comment or conduct against another because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome;
 - (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position of power and the person knows or ought reasonably to know that the solicitation or advance is unwelcome; or
 - (c) engaging in comment or conduct that creates a hostile or poisoned environment to persons of a specific sex, sexual orientation, gender identity, or gender expression.

Support Person: any person who provides someone participating in the Procedures under this Policy with emotional support. A potential witness may not be a Support Person.

Survivor: a Brock Community Member who claims to have experienced Sexual Violence and has been coping with the aftermath of Sexual Violence. All individuals who identify as Survivors may access supports. However, not all Survivors will choose to file a Complaint. A Survivor who chooses to file a Complaint is referred to as a Complainant for the purposes of this Policy. Survivors may self-identify as victims, Survivors, or use other terms to relate to their experience. Individuals who have experienced Sexual Violence have the right to choose how they want to be referred to, and HRE will respect this choice. People who have experienced Sexual Violence are in a constant state of surviving the experience. The idea of survival carries within its definition the ongoing fight to live or survive a traumatizing experience, a process that includes dealing with a multitude of feelings and health consequences. The use of the term 'Survivor' in this Policy does

not suggest that the outcome of any investigation or decision-making process has already been determined and will not prejudice the outcome of an investigation. For this reason, throughout the investigation and adjudication processes under this Policy, the Survivor will be referred to as the Complainant and the individual alleged to have engaged in Sexual Violence will be referred to as the Respondent.

Training: educational training on the University's process for responding to and addressing incidents and complaints of sexual violence, including the procedure to be followed by persons who wish to report an incident of Sexual Violence and all other elements of this Policy.

Trauma-Informed: a process that is informed by the understanding of how trauma affects Survivors' response to services, resolution process, and investigations. Trauma-Informed processes should be carried out with the goal of avoiding Survivor re-traumatization, increasing the safety of all, and increasing the effectiveness of interactions with Survivors.

Visitor: any person that is not a Brock Community Member that (1) is on University premises; (2) provides content on a University-controlled website; or, (3) attends a University-sanctioned event. For greater certainty, contractors who provide services to the University on University premises or online shall be considered Visitors.

Note: Where the title of a specific University personnel title is used, that personnel may appoint a designate, who may be a member of the Brock community or an external person, as required.

APPENDIX 3: RESOURCES

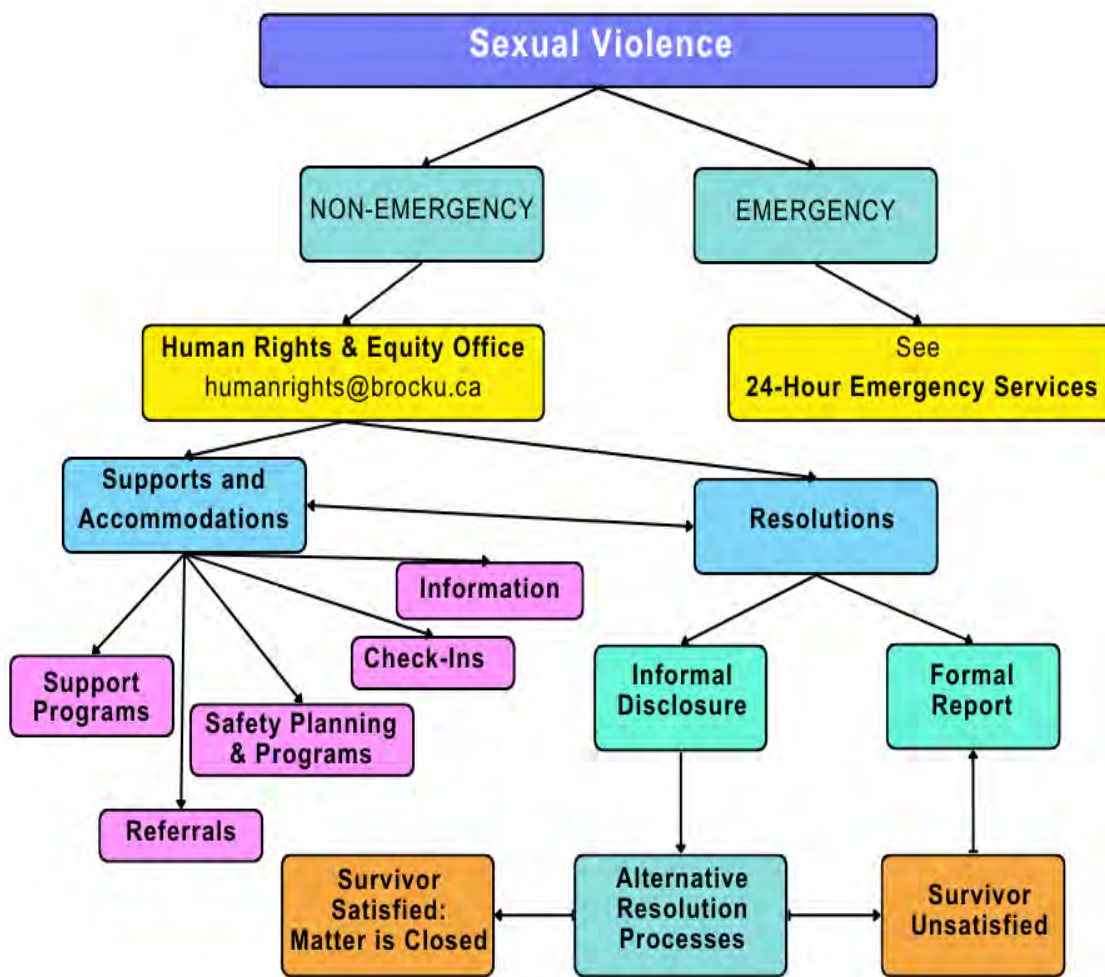
<p>ON-CAMPUS RESOURCES</p> <p>905-688-5550</p>	
<p><u>Human Rights & Equity Office</u></p> <p>Assists with reporting of incidents of sexual violence, helps survivors access accommodations & supports, training & education, & facilitates investigations into breaches of the Sexual Violence Policy.</p> <p>X 4859</p> <p>humanrights@brocku.ca</p> <p>brocku.ca/human-rights</p>	
<p><u>Campus Safety Services</u></p> <p>Reporting of incidents of sexual violence, safety planning, crisis intervention</p> <p>24-Hr Emergency: X 3200 Main campus: X 4300 Marilyn Walker School: X 6300 Hamilton Campus: X 3623</p> <p>security@brocku.ca</p> <p>brocku.ca/campus-safety</p>	<p><u>Housing Services</u></p> <p>Non-judgmental peer & professional support for residence students</p> <p>X 3370</p> <p>reslife@brocku.ca</p> <p>Crisis: X 3706 (North Service Desk) Crisis: X 4311 (South Service Desk) Crisis: X 3220 (East Service Desk)</p> <p>brocku.ca/housing</p>
<p><u>Student Wellness & Accessibility Centre & Personal Counselling Services</u></p> <p>Free personal counselling on-campus</p> <p>Crisis: X 3240 Appointments: X 4750 or visit ST 400</p> <p>brocku.ca/personal-counselling brockmentalhealth.ca/</p>	<p><u>Student at Risk: Campus Assessment, Response & Education (CARE)</u></p> <p>Threat assessments for students who may be a threat to themselves or others</p> <p>X 4041</p> <p>https://brocku.ca/student-life-success/student-affairs/care/</p>
<p><u>Student Health Services</u></p> <p>Physical, mental, & sexual health services</p> <p>X 3243</p> <p>brocku.ca/health-services</p>	<p><u>Brock University Students' Union</u></p> <p>Wellness resources, food program, legal clinic, financial support, ride home program</p> <p>X 3568</p> <p>https://www.brockbusu.ca/services/</p>

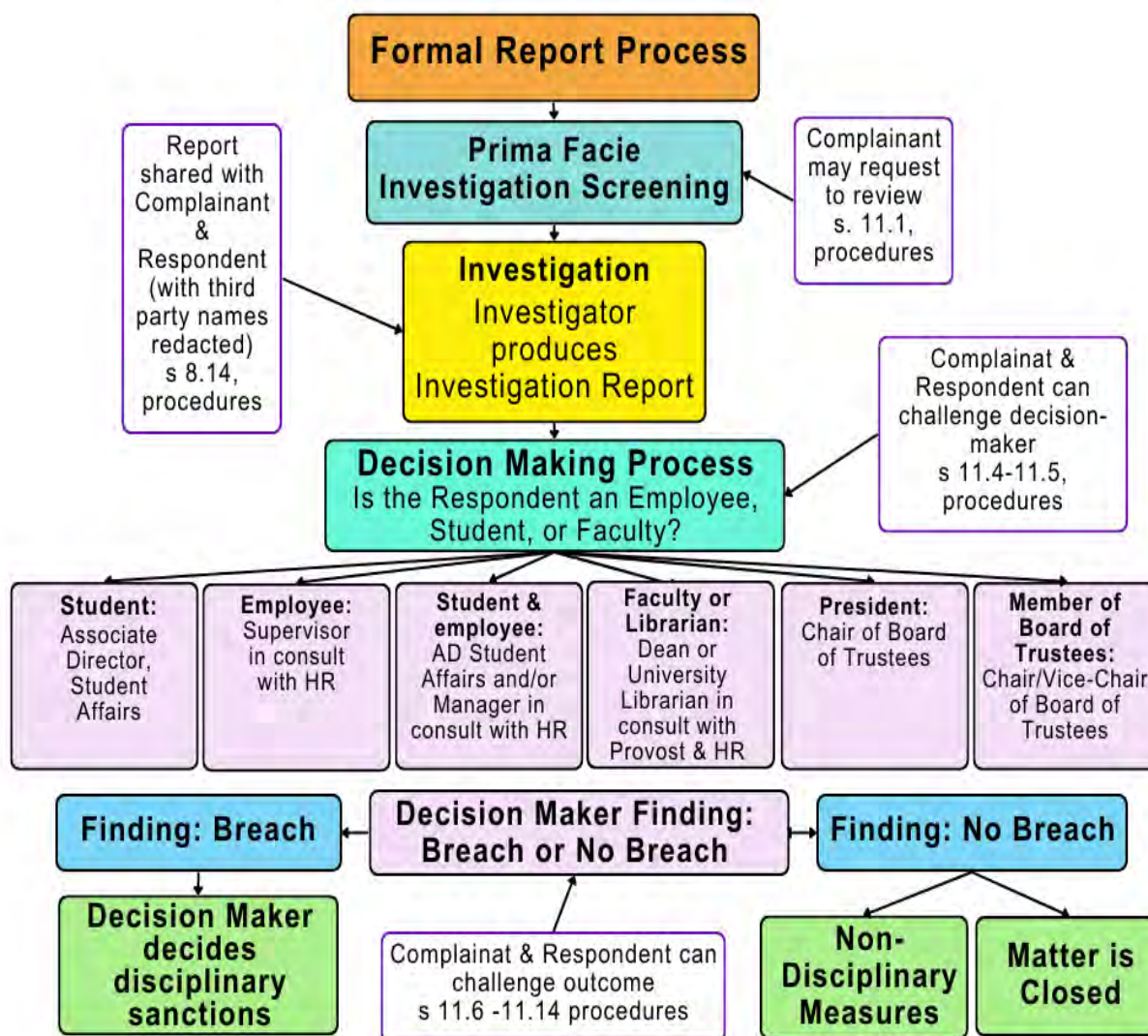
<p><u>Gender & Sexual Violence Peer Support Drop-in</u></p> <p>HRE's Peer 2 Peer support team is available to provide information, support, resources & referrals</p> <p>P2P Drop-In space is in Thistle (TH) 128A</p> <p>Services are in-person & online</p> <p>https://brocku.ca/human-rights/p2p-drop-in/</p>	<p><u>Student Justice Centre</u></p> <p>Safe space on-campus, non-judgmental peer-to-peer support for victims of injustice, advocacy services</p> <p>X 6325</p> <p>sjc@brocku.ca</p> <p>https://brocku.ca/human-rights/student-justice-centre/</p>
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OFF-CAMPUS RESOURCES	
<p>Sexual Assault & Domestic Violence Treatment Program (Niagara)</p> <p>Sexual assault & domestic violence services, sexual assault evidence kit, medical attention, STI & pregnancy testing & prevention, free counselling</p> <p>St. Catharines General Hospital</p> <p>905-378-4647 X 45300</p> <p>http://www.niagarahealth.on.ca/SA-DV-treatment-program</p>	<p>Nina's Place: The Regional Sexual Assault & Domestic Violence Treatment Centre for Halton</p> <p>Comprehensive, trauma-specific care & treatment. Acute, non-acute, & follow-up care available</p> <p>Burlington</p> <p>Phone 905-632-3737 X 5708</p> <p>http://www.josephbranthospital.ca/NinasPlace-SA-DV-care</p>
<p>Niagara Region Sexual Assault Centre</p> <p>Free counselling by therapists specializing in trauma, accompaniment & advocacy, legal advice, & resources</p> <p>24-hr Crisis & Support Line: 905-682-4584</p> <p>www.sexualassaultniagara.com</p>	<p>Sexual Assault and Violence Intervention Services (SAVIS of Halton)</p> <p>Crisis support, companion services (police, court, hospital), advocacy, and individual counselling</p> <p>24-Hr Crisis Support Line: 905-875-1555</p> <p>savis@savisofhalton.org</p> <p>https://www.savisofhalton.org/</p>
<p>Ontario Network of Sexual Assault/Domestic Violence Treatment Centres</p> <p>Directory of 37 treatment centres in Ontario who provide trauma-specific care & treatment to survivors of sexual & domestic violence</p> <p>24/7 Navigation Line: 1-855-628-7238</p> <p>www.sadvttreatmentcentres.ca/find-a-centre/</p>	<p>Ontario Coalition of Rape Crisis Centres</p> <p>Directory of 30+ sexual assault centres in Ontario. Centres offer counselling, information & support services to survivors of sexual violence</p> <p>https://sexualassaultsupport.ca/get-help/</p>
<p>Niagara Regional Police</p> <p>Reporting of sexual violence, VICLAS report (anonymous report for crime tracking), Sexual Assault Unit.</p> <p>24-hr Emergency: 911</p> <p>Non-emergencies: 905-688-4111</p> <p>In-person: 68 Church Street, St. Catharines</p> <p>niagarapolice.ca/en/index.asp</p>	<p>Niagara Regional Native Centre</p> <p>Offers support for Indigenous people experiencing violence.</p> <p>382 Airport Road</p> <p>Niagara-on-the-Lake, ON L0S 1J0</p> <p>Phone: 905-688-6484</p> <p>https://nrnc.ca/</p>

<p>Halton Women's Place</p> <p>Provides safe shelter & community outreach services to women and children experiencing domestic violence and abuse</p> <p>Phone: 905-332-1593</p> <p>24-Hour Crisis/Infor/Support Line: 905-332-7892</p> <p>https://haltonwomensplace.com/</p>	<p>Gillian's Place</p> <p>Shelter for self-identified women experiencing abuse; outreach counselling, legal advice & transitional housing for women, children & LGBTQIA2S+ individuals</p> <p>Phone: 905-684-4000</p> <p>24/7 Support Line: 905.684.8331</p> <p>https://gilliansplace.com/</p>
<p>Niagara Region Sexual Health Centres</p> <p>Birth control, pregnancy services, STI testing & treatment, outreach nursing. Various locations in Niagara area</p> <p>niagararegion.ca/sexualhealth</p>	<p>Halton Sexual Health Clinics</p> <p>Birth control, pregnancy services, STI testing & treatment. Various locations in Halton area</p> <p>www.halton.ca/Sexual-Health-Clinics</p>
<p>Distress Centre Niagara</p> <p>24-hr crisis lines for Niagara</p> <p>St. Catharines/Niagara Falls/Area: 905-688-3711 Port Colborne/Wainfleet/Area: 905-734-1212 Fort Erie/Area: 905-382-0689 Grimsby/West Lincoln/Area: 905-563-6674</p> <p>distresscentreniagara.com/</p>	<p>Crisis Outreach & Support Team</p> <p>Mental health support & mobile response team</p> <p>Niagara 24-hr: 1-866-550-5205 (Press 1)</p> <p>coastniagara.ca/</p> <p>Halton 24-hr: 1-877-825-9011</p>
<p>LGBT Youthline</p> <p>Confidential, non-judgmental, & informed peer support for Ontario LGBTTQQ2SI youth</p> <p>Available: Sunday to Friday @ 4:00PM-9:30PM</p> <p>Hotline: 1-800-268-9688</p> <p>Text: 647-694-4275</p> <p>Email: AskUs@YouthLine.ca</p> <p>youthline.ca/</p>	<p>Good 2 Talk</p> <p>Free, confidential helpline providing professional counselling, information, & referrals for mental health, addictions, & well-being to post-secondary students in Ontario</p> <p>24-Hr Phone: 1-866-925-5454</p> <p>good2talk.ca/</p>

<p>Hope for Wellness Helpline</p> <p>Offers phone & chat support by experienced & culturally competent counsellors to all Indigenous peoples. Available in some Indigenous languages</p> <p>24-hr Phone: 1-855-242-3310 https://www.hopeforwellness.ca/</p>	<p>Talk4Healing</p> <p>Confidential phone, text, & chat support for Indigenous women by Indigenous women. Available in 14 Indigenous languages</p> <p>24-hr Phone: 1-855-554-HEAL www.beendigen.com/programs/talk4healing/</p>
<p>Canadian Mental Health Association Niagara Branch</p> <p>Short-term/walk-in counselling, urgent support services, Safe Beds, residential services</p> <p>General Inquiries: 905-641-5222 info@cmhNiagara.ca cmhaniagara.ca/</p>	<p>Canadian Mental Health Association Halton Branch</p> <p>Free call-in counselling, skills training, referrals, advocacy</p> <p>General Inquiries: 905-693-4270 info@cmhahrb.ca https://halton.cmha.ca/</p>
<p>Victim Services Niagara</p> <p>24-hr crisis intervention for victims of crime & trauma, emotional support, referrals for additional community resources.</p> <p>24-hr Crisis Line: 905-682-2626 victimservicesniagara.on.ca</p>	<p>Ganohkwásra Family Assault Support Services</p> <p>Emergency housing, counselling, court support, and community education for members of the Six Nations of the Grand River</p> <p>1781 Chiefswood Rd Ohsweken, ON, N0A 1M0 24-hr support: 519-445-4324 https://ganohkwasra.com/contact/</p>
<p>Design for a New Tomorrow</p> <p>Supporting individuals who have experienced abuse in intimate adult relationships. Individual & group counselling. Available in: St. Catharines, West Lincoln, Niagara Falls, Well&, Fort Erie, & Port Colborne</p> <p>905-684-1223 dfnt@BellNet.ca dfnt.ca/</p>	<p>Fort Erie Native Friendship Centre</p> <p>Cultural resource coordinator, mental health and wellness services.</p> <p>796 Buffalo Road, Fort Erie, Ontario Call: 905-871-8931 Connecting@fenfc.org https://www.fenfc.org/</p>





24-Hour Emergency Services

Off-Campus Niagara	Off-Campus Burlington	On Campus
Niagara Regional Police 911 905.688.4111	Halton Regional Police 911	Campus Safety 905.688.5550 x3200
St. Catharines General Hospital 905.378.4647 X45300	Joseph Brant Hospital Burlington 905-632-3737	Residence 905.688.555 0x3706
Niagara Region Sexual Assault Centre 905.682.4584	Sexual Assault Intervention Services Halton 905 825 3622	

Report to the Governance/Nominating Committee

RECOMMENDATION ITEM

TOPIC: Brock University Alumni Association (BUAA) Representative to the
Board of Trustees

December 7, 2023

Meaghan Rusnell, Interim Vice-President, External
Kim Post, Interim Director, Alumni Relations

MOTION

That the Governance/Nominating Committee recommend to the Board of Trustees that Allie Hughes, Past-President of the Brock University Alumni Association, be appointed as the Brock University Alumni Association representative and community member of the Board of Trustees effective December 8, 2023 to coincide with the constituency's prescribed position term.

EXECUTIVE SUMMARY

1. Rationale

The Brock University Alumni Association is recommending that Ms. Allie Hughes represent the BUAA on the Board of Trustees. Ms. Hughes assumed the role of Past-President of the BUAA in June 2023 and is a core part of the BUAA's Executive Committee. The President of the BUAA, Chris Ventura, has recommended that Ms. Hughes become the BUAA's representative based on recent organizational precedence, and her desire to serve as a trustee.

Since 2018, the Alumni Association has utilized its Past-President role as the representative to the Brock University Board of Trustees. This has included Chris Phillips, Erin Mathany, Greg Plata, and now Allie Hughes. This organizational practice has reduced the administrative and meeting burden on the BUAA Board President and allowed for the past-president to provide their valued insights and time spent with the Alumni Association.

Additionally, the current BUAA President, Mr. Chris Ventura, is currently a staff member at Brock University. While this is not exclusionary from participation in the Board of Trustees, Mr. Ventura makes this recommendation to ensure maximization of the voice of alumni.

2. Key Background

The Brock University Board of Trustees Board Bylaw 3.6.1 states the following regarding the BUAA member of the Board:

1. The BUAA member of the Board shall normally be the President of the BUAA;
2. Where the BUAA President is unable to serve on the Board for any reason, the BUAA may propose an alternative representative who shall be a member of the BUAA Executive committee;
3. The Governance/Nominating Committee shall receive from the BUAA no later than May in each year in which a nomination is required, the name and curriculum vitae of the representative proposed by the BUAA; and
4. The Governance/Nominating Committee shall review the proposed BUAA representative and shall include its recommendation for the nomination in the slate nominations for Community Trustees.

3. Implications

The appointment will fulfill the required composition of the Board as per the Board Bylaw 3.1 that the President of the Brock University Alumni Association or member of the BUAA Executive Committee be elected as a community member of the Board. If the appointment is not approved, the composition of the Board will not be complete.

4. Next Steps

If passed by the Board of Trustees, the appointment will be effective immediately and Ms. Hughes will attend meetings moving forward.

Background Materials

Appendix 1 – Allie Hughes Resume (2 pages)

Allie Hughes

28 Front St S, Thorold, ON L2V 1W9
www.hughesandco.ca

Allie Hughes is a Niagara based entrepreneur with a global reach. Her digital agency, Hughes&Co, was founded in 2012 and works across the globe with its diverse client roster. Focused on strategy first digital marketing, Hughes&Co is built on four pillars of service: Strategy and Consulting; Design and Development; Marketing and Sales; Tech Stack and Automation.

Through these channels, the Hughes&Co team identifies opportunities, builds strong strategic communications plans, designs compelling campaigns and assets, and refines delivery through best in class and expertly optimized tools.

Outside of agency life, Allie maintains an active professional speaking schedule. Her talks are focused on active marketing solutions, women entrepreneurship, confidence in business and tactile deployment specific topics. She has spoken for INBOUND, Haste & Hustle, The Atelier Collective, John Deere and more.

Allie also spends her time volunteering in a very active capacity for organizations she loves. Allie is the current Chair of the Board of the YMCA of Niagara. She is also currently serving as Past-President of the Brock University Alumni Association.

Professional Experience

President + CEO, Hughes&Co

Aug 2012 - Present

Clients of note: John Deere North America, AAA, CAA, Centennial College, Niagara Region, City of St. Catharines, Lais Hotel Properties Ltd., Mentholatum Canada Inc., Workforce Collective, Gillian's Place, Niagara Community Foundation, Pathstone Mental Health, Mississauga Foundation

Instructor, Sales + Marketing, Niagara College

Apr 2013 - May 2016

Social Media Instructor, Brock University

May 2013 - Nov 2015

Marketing, CFWI, Niagara College

Sep 2013 - Jul 2014

Volunteer Experience

Chairperson of the Board, YMCA of Niagara

Nov 2022 - Present

In this role, Allie has actioned an executive search process culminating in the hiring of a permanent CEO, facilitated a fulsome governance review and actioned board process amendments and modification of bylaws, worked with the CEO to move the organization out of a crisis position and is actively moving the organization back to a governance board structure following a necessary period of board engagement and facilitation through a leadership change mid-pandemic.

Past-President, Brock University Alumni Association

Jun 2023 - Present

Board of Directors, YMCA of Niagara

Nov 2017 - Present

Board of Directors, Brock University Alumni Association

Jun 2017 - Present

Board of Directors, WingFest

Dec 2014 - Aug 2018

Chair, Marketing Committee, Niagara Food Festival

Aug 2013 - Aug 2014

Recognition

Excellence in Business, Niagara Business Achievement Awards

Jun 2019

Emerging Entrepreneur, Niagara Entrepreneur of the Year

Feb 2018

Outstanding Young Alumni, Brock University Alumni Association

Feb 2017

Emerging Entrepreneur, Greater Niagara Chamber of Commerce

Oct 2016

Niagara Top 40 Under 40

Apr 2014

Education

Bachelor of Arts, Communications, Popular Culture and Film

2009

Brock University

Diploma, Broadcasting

2005

Humber College



Board of Trustees

Report to the Governance/Nominating Committee

RECOMMENDATION ITEM

TOPIC: Board member term limits

December 7, 2023

Chabriol Colebatch, Interim University Secretary & Associate Vice-President
Governance and Policy
Margaret Thompson, Associate University Secretary

MOTION

THAT the Governance/Nominating Committee recommend to the Board of Trustees that Articles 3.4.1 and 3.4.2 of the Board By-law #1 be amended as follows [strike-out indicates deletion, highlight indicates insertion]:

3.4.1 Eligibility for renewal terms

Trustees shall be eligible for re-election for ~~a second~~ **up to two** consecutive terms.

3.4.2 Exceptions to renewal terms limit

No Trustee may be elected for more than ~~two~~ **three** consecutive terms with the exception of:

(a) The Immediate Past Chair, Chair, Chair-Elect, or the Vice-Chair of the Board, who may be elected for an additional portion of a term or terms as necessary to enable such Trustee to fulfil his or her responsibilities as determined by resolution of the Board.

(b) A Trustee who has been elected to the Board to fill a vacancy created by the retirement, death or expulsion of a Trustee for the balance of that Trustee's term, who may be elected for a third term.

EXECUTIVE SUMMARY

1. Rationale

- The proposed change to board term limits will allow for greater continuity and

experience on the Board, while providing for regular board turnover and renewal if needed.

- The proposed change is consistent with board term limits at other Ontario universities and is in keeping with the recommendations of governance consultants engaged by Laurentian University as part of its governance review.

2. Key Background

- Due to sector developments and feedback from board members, the Governance/Nominating Committee was asked to review the current board term limits and make a recommendation as to whether changes are appropriate.

Brock Board of Trustees term limits

- The ***Brock University Act*** provides that the board shall consist of the Chancellor and President, ex officio, and “such number of members, not exceeding thirty nor less than twenty as may be prescribed by by-law of the Board, elected or appointed for a term of up to four years in the manner prescribed by by-law of the Board ...”. The Act does not include any limit on the number of terms a trustee may serve.
- The Board By-Law #1 provides for an initial 3-year term with the possibility of a second consecutive term. More specifically:
 - Article 3.3 (a) of Board Bylaw #1 provides that community trustees shall hold office for three-year terms (with two exceptions – the Immediate Past Chair holds office for a one-year term and the BUAA President or Executive Committee Member, holds office for a term to coincide with their term as BUAA President or Executive Committee member).
 - Article 3.4 provides:
 - trustees are eligible for re-election for a second consecutive term;
 - no trustee may be elected for more than two consecutive terms except (a) the Immediate past Chair, Chair, Chair-Elect, or Vice-Chair, who may be elected for an addition portion of a term or terms as necessary to fulfill their responsibilities on the Board, as determined by resolution of the Board; and (b) a trustee who was elected to fill a vacancy for a balance of a term, who may be re-elected for a third term.
 - Article 3.4.3 provides that a former trustee may qualify for re-nomination to the Board after at least one year has passed following retirement from the Board.

Sector and industry practices

- Sector practices for board member term limits range from 6 to 12 years, with 6 and 9 year limits being the most common. A detailed overview of Ontario university board term limits is set out in Appendix 1.
- The Auditor-General’s report on Laurentian University did not make a recommendation regarding the length of board term or the number of renewal terms, but recommended that Laurentian “renew the terms of Board members within established term limits based on performance.” At the time, Laurentian’s board bylaws permitted members to serve a maximum of four consecutive terms (12 years), unless appointed as Board Chair or Vice-Chair. Laurentian University subsequently engaged the Nous Group to conduct a governance review, which recommended that the Board “establish a maximum Board appointment of three terms of 9 years” and the University has implemented this recommendation.

- The Council of Ontario Universities “Leading Practices in University Board Governance” report did not express a position on board term limits and instead recommended that “There is a clear approach to succession planning, including a focus on closing skills gaps, ensure a breadth of diverse experiences, and balancing new and current board and committee members.”
- Board term limits in the corporate sector tend to be longer than in the non-profit sector. For non-profit organizations, BoardSource reports that the most common structure is two consecutive three-year terms. For for-profit corporate boards, the National Association of Corporate Directors (NACD) recommends board term limits of 10 to 15 years.
- Based on the review of sector practices and feedback received from board members through board surveys and the board governance review process, it is proposed that the board term limits be extended as set out in the motion.

3. Implications

- If approved by the Board, the amendments will result in the opportunity for longer service on Board, which will allow for greater continuity and experience on the Board.
- The amendments may result in a reduction in board turnover. To mitigate any concerns regarding this, board renewal would still be a consideration in any nominating recommendations of the Governance/Nominating Committee and, consistent with the Auditor General’s recommendations, terms should only be renewed based on performance.
- There are no direct budget implications for the changes, though if the changes result in longer service on board, this would reduce the recruitment needs (and resulting costs) of the Board.
- Alternatives considered by rejected were changing to 4 year terms, with eligibility for re-election for a second consecutive term (i.e. 4 x 2 for a maximum of 8 years, subject to the exceptions set out in the Board By-law #1). This alternative is not being proposed as there is a concern that a 4 year term may be unappealing for recruitment purposes and may not allow for timely turnover.

4. Next Steps

- Pursuant to Article 11.2 of the Board By-law #1, notice to amend any by-law must be provided at least 30 days prior to the Board meeting at which the motion is to be presented. If passed by the Governance/Nominating Committee, the motion to amend the bylaw would be presented at cycle 3. A motion to amend a by-law must receive the approval of a majority of trustees present and voting to carry.
- If passed, the amendment to the By-law would be in effect immediately and would apply to all current trustees, such that trustees whose second term is due to expire this year would be eligible for re-election for a third term.

5. Background Materials

- Appendix 1 – Board member term limit research (3 pages)

TERM LIMITS OF EXTERNAL BOARD MEMBERS
ONTARIO UNIVERSITIES
October 2023

University	Term	As per	Additional Notes
Brock	3-year term * eligible for re-election for a second consecutive term **. “elected or appointed for a term of up to four years in the manner prescribed by by-law of the Board” (article 7C)	By-Law ACT	* with the exception of the Immediate Past Chair who shall hold office for a one-year term, and the BUAA President or Executive Committee Member, who shall hold office for a term to coincide with their term as president or member of the executive committee; ** No Trustee may be elected for more than two consecutive terms with the exception of: (a) The Immediate Past Chair, Chair, Chair-Elect, or the Vice-Chair of the Board, who may be elected for an additional portion of a term or terms as necessary to enable such Trustee to fulfil his or her responsibilities as determined by resolution of the Board.
Carleton	Maximum continuous period of nine (9) years, not including years served as Board Chair or Past Chair	By-Law	
Guelph	Normally serve a term of three years (3 years) and shall be eligible for reappointment for one additional consecutive three-year (3 year) term; in exceptional circumstances when it is deemed to be in the best interests of the Board, be reappointed for further additional consecutive terms of up to three years in length provided that they do not exceed a total of nine (9) consecutive years of service.	By-Law	
Lakehead	A governor may not serve more than 9 years, plus any partial year at the commencement of their membership. Despite the foregoing, any such Governor shall be eligible for re-election for no more than three additional years, as long as such governor has not been a governor for at least a cumulative two-year period since initially becoming a governor. In addition, despite this paragraph, the term of a governor who is serving as President, Secretary, Board Chair, Vice-Chair or Past-Chair may continue so long as the governor continues to serve in any of these offices.	By-Law	

Laurentian	Each term is up to 3 years with a maximum of 3 consecutive terms (max of 9 years).	By-Law	Governors are eligible for re-appointment two years after the expiry of the third consecutive term.
McMaster	4-year term that can be renewed twice (max of 12 years).	By-Law	Eligible for re-election after 1 year absence from Board.
Nippising	3-year term and may not serve for more than six consecutive years.	By-Law	Eligible for re-election after 1 year absence from Board.
NOSM	3-year term renewable & no more than 6 year serving unless there are considerations for Chair or Vice Chair and need the term extended.	By-Law	
OCAD	No more than 6 consecutive years. LG appointments – 3 years	ACT	
Ontario Tech	Limit of 6 consecutive years.	ACT	They recognize that AG recommends 9 year best practice and agree but this would require legislative amendment which they do not foresee on the horizon.
Ottawa	9-year term limit	By-Law	
Queen's	a term up to 3 years with no more than 9 consecutive years unless that person will be or is Chair or Vice-Chair of the Board in which case they may serve for a further time not exceeding the length of their term of appointment as chair or vice chair.	By-Law	
Toronto Metropolitan	3-year term with no more than 3 consecutive terms served (9 years total)	By-law/ ACT	
Trent	3-year term for a maximum of 6 years. Exception for members who are in board leadership roles or involved in special project and they can potentially serve for more than 6 years.	By-law	
Univ de Hearst	For those appointed by Lieutenant Governor – 3 years; others no more than 3 years; student member 1 year	ACT	
Univ de l'Ontario Francais	Total of 6 years, except for the Chancellor, President and the President's appointment from among the VPs.	ACT	
Waterloo	3-year term; eligible for re-election or reappointment for a second consecutive term; and eligible again one year following the completion of two consecutive terms.	By-law/ ACT	
Western	4-year term with maximum of 8 years (2 terms)	ACT	
Wilfrid Laurier	3-year term renewable for a second consecutive term; members can serve a third term if holding one of the officer positions on the Board – but there is an absolute limit of 9 consecutive years	ACT/ By-Law	

Windsor	3 consecutive 3-year terms (total of 9 years) with no additional years for Chairs/Vice-Chairs.	By-Law	
York	4-year term with practice of reappointing for an additional 4-year term.	By-Law	

Report to the Board of Trustees

INFORMATION ITEM

TOPIC: Enrolment update

December 7, 2023

Lynn Wells, Provost and Vice-President, Academic

Suzanne Curtin, Vice-Provost and Dean, Faculty of Graduate Studies & Postdoctoral Affairs

Geraldine Jones, University Registrar and Associate Vice-President, Enrolment Management

EXECUTIVE SUMMARY

1. Purpose of the Report

- To provide an update on Brock University's enrolment status as of November 2023 based on data from the November 1 Ministry count date.

2. Key Background

- Enrolment is built from both:
 - Recruitment and admissions: new incoming students (intake targets); and
 - Retention and progression: our current continuing students (flowthrough)
- Institutional Analysis is finalizing work on the official enrolment count based on the November 1 information freeze for government reporting. Draft degree-seeking headcount is 18,672 (16,871 undergraduate and 1,801 graduate).
- The current 'all in' forecasted fall enrolment headcount is 19,160.
- Given the freeze on domestic tuition levels in 2019 and increasing inflation and operating costs, **Brock's continued financial health** is dependent on a combination of future enrolment growth and improved retention.

3. Current Status of 23-24:

- Overall all-in enrolment headcount is 99.7% to budget projection.
- The slight shortfall is in undergraduate international enrolment, which was largely due to a lower than anticipated number of returning international students.

2023-24	Degree Seeking Budget	Degree Seeking (Nov 1)	All-In Budget	All-In (Nov 1)	All-in Proportion to Budget
Undergraduate Studies Domestic Enrolment	15,183	15,214	15,590	15,589	100.0%
Undergraduate Studies International Enrolment	1,726	1,597	1,830	1,699	92.8%
New Tech Ed Enrolment	60	60	60	60	100.0%
Graduate Studies Domestic Enrolment	1,064	1,133	1,064	1,138	107.0%
Graduate Studies International Enrolment	612	615	612	621	101.5%
New Masters of Accountancy Enrolment	67	53	67	53	79.1%
Total	18,712	18,672	19,223	19,160	99.7%

¹Preliminary data as of November 20, 2023

Note: Tech Ed and Macc are the two programs projected as Winter start and why they are shown separately.

4. Next Steps

- Admissions activity for the winter term continues until registration closes in January. Registration will continue to fluctuate until mid/late January.
- Focus is on recruitment and conversion activities in support of the 2024-25 academic cycle (May 2024 through April 2025).
- Creating better tracking and reporting of continuing students to address retention and flow-through.

5. Background Materials - N/A

*ANTI-RACISM TASKFORCE (A.R.T.) INITIATIVE

THE A.R.T.* INITIATIVE

**What we've done, what we've learned, and where we're going
to foster inclusivity and belonging in the Faculty Applied Health Sciences (FAHS)**

FOR: BROCK BOARD OF TRUSTEES

DECEMBER 7, 2023

Dr. Kirsty Spence, ART Chair & Associate Dean, Undergraduate Teaching & Learning, FAHS

Dr. Shannon Kerwin, ART Member & Associate Professor, Sport Management, FAHS





Today's Session

- how did we get here?
 - converging / contextual factors that helped birth ART
- what have we done?
 - some of ART's action-oriented initiatives
- what have we learned?
 - benefits & challenges working with the ART Init the A
- where are we going?
 - lessons learned prompted by ART experiences



How did we get here?

**Converging & Contextual Factors
Precipitating ART's Genesis**

Prior to Summer 2020

Establishing ART: External Stimuli

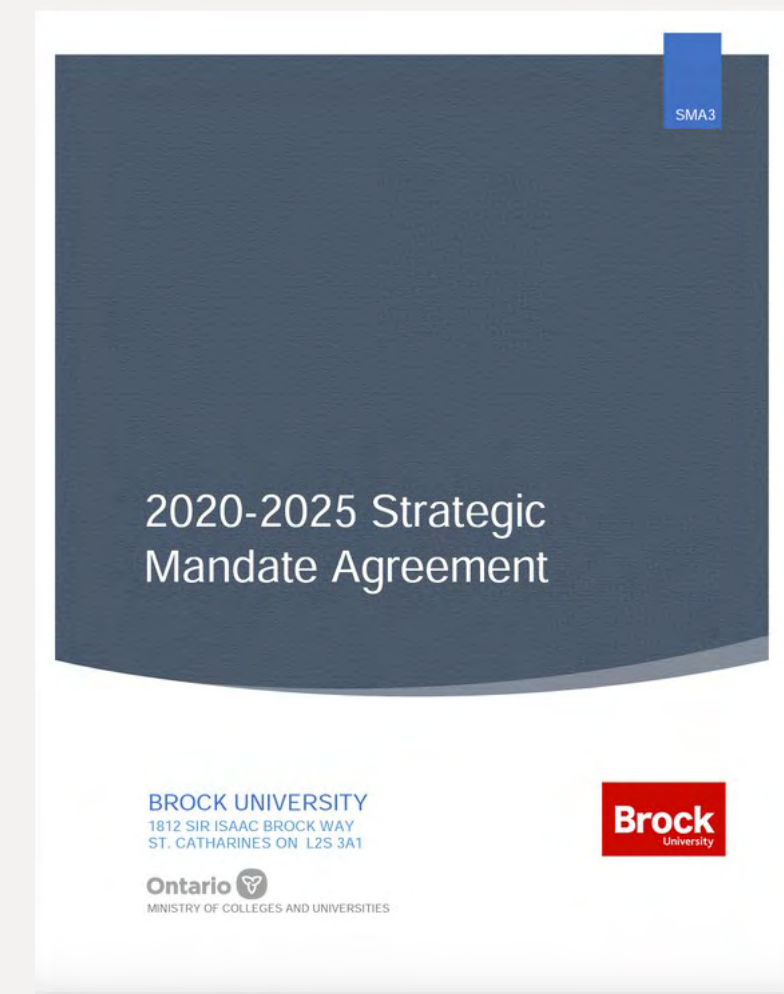
Institutional Call for Action (4 key strategic priorities)

- Offer a transformational and accessible academic and university experience
- Build research capacity across the University
- Enhance the life and vitality of our local region and beyond
- Foster a culture of inclusivity, accessibility, reconciliation and decolonization



Dr. Gervan Fearon, Ph.D.

President, Brock University, 2017-21



Prior to Summer 2020
Establishing ART: External Stimuli

Yosif Al-Hasnawi

5th Annual Memorial Lecture

6th Annual: March 20, 2023
Zanab Jafry Shah, BSc '19, Manager of
Inclusion, Diversity, Equity, Accessibility, and
Antiracism, University Health Network

<https://brocku.ca/applied-health-sciences/yosif-lecture/>



Prior to Summer 2020:
What on-campus anti-racism initiatives was FAHS a part?



Spring / Summer 2020 pre-ART: timeline of events

Global (COVID19) Pandemic

- **May 25, 2020:** murder of George Floyd
- **Summer 2020:** riots; ensuing racial unrest (2020-2023)
- **2021:** Discovery of burial gravesites of aboriginal children ~ former residential schools

Spring / Summer 2020 pre-ART: timeline of events

**North American Universities
responded to calls for awareness
and initiative building around
equity, diversity, and inclusion
(EDI)**

(Lee et al., 2022; Valdez Tejeira et al., 2022)



'One of the most important and valuable teachers we have
on the subject of white supremacy and racial injustice'
Elizabeth Gilbert, *New York Times* bestselling author

Me and White Supremacy

How to Recognise Your
Privilege, Combat Racism
and Change the World

LAYLA F SAAD

Summer/Fall 2020 pre-ART: "the inside work"

- Personal and Community/Service work
 - the "inside" work
- Anti-Racism Discussion Circle, in- & out- of FAHS
 - more "inside" work; by word-of-mouth
 - on/around common discussion grounds
 - Layla Saad's "Me & White Supremacy"
- **Bridge to ART:** Two Discussion Circles

**RADICAL
DHARMA**



TALKING RACE, LOVE,
AND LIBERATION

Rev. angel Kyodo williams
Lama Rod Owens
with Jasmine Syedullah, PhD

MINDFUL
OF
RACE

Transforming
Racism
from the
Inside
Out

RUTH KING

**21
THINGS**

YOU MAY NOT KNOW
ABOUT
THE INDIAN ACT

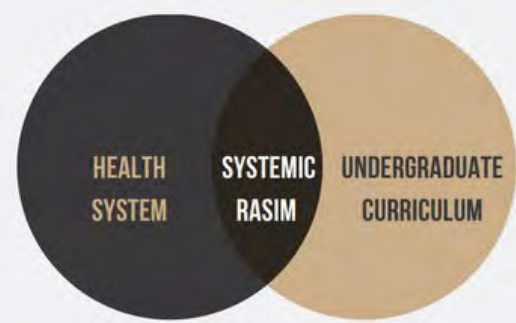
Angus Chan, Miki Proulx, and
William K. Thomas

www.unbound.ca

THE
**SKIN
WE'RE IN**

A YEAR OF BLACK RESISTANCE AND POWER

DESMOND COLE



BIPOC Town Hall

Primary purpose: welcome BIPOC identifying FAHS students to discuss and share lived student experiences, needs and desires, regardless of year or degree program

“We all have unique experiences with types of racism and discrimination we’ve had to deal with and don’t always know how to respond ...**it is when talks are unscripted, and students feel safe to speak up about their campus experiences that voices really start to get heard** . We have partnered with FAHS to encourage a safe space and lay the groundwork to provide continuous support. ” Christabel Oghinan

Mission Generation

...to create **action-oriented initiatives** meant to foster inclusivity and a sense of belonging for any FAHS students, staff and faculty who identify as Black, Indigenous or as a Person of Colour (BIPOC)

Call for Committee and Mission, FAHS Dean's Office

Actioned by Dean Peter Tiidus,
Faculty of Applied Health Sciences



2nd largest of Brock's 7 Faculties; ~4,400 UnderGrad & Grad Students

Five Departments: HLSC (1000+); KINE (1000+); NUSC (explosive growth!); RECL; SPMA (1000+)

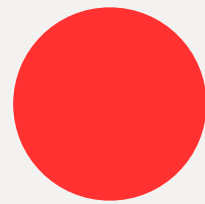
The ART Initiative is born!

Creation & Evolution



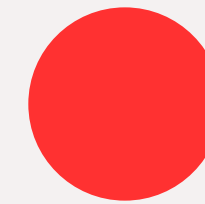
Administration, Dean's Office

- Dean Tiidus
- Associate Dean Spence
- **Both:** Personal, Faculty & Institutional Mandate



Inclusive: FAHS Students

- **Fundamental Philosophy:** student engagement
- ART encourages FAHS students' strong voices "at the table"
- Funding: Student (RA) Contracts to support ART's Initiatives



Inclusive: FAHS Faculty & Staff

- **Faculty:** All Departments Represented
- **Staff:** above & beyond job description?
- Rotating call for members



What have we done?

...speaking to ART's Initiatives...

BIPOC Diversity & Inclusion Award

Major Philosophy: one award per Department per year. Five (5) gifts annually totalling **\$5000 (annually, multi-year award)**

Endowment: Donor Fund (Dean, Associate Dean), campaign from individual contributors

Qualifying: any Faculty of Applied Health Sciences (FAHS) student, must identify as Black, Indigenous and/or Person of Colour (BIPOC), one student per (five) Departments

Terms of Reference:

- Application & Adjudication Terms





Decolonizing our Campus Panel

October 28, 2022

Discussed:

- decolonizing Brock's policies
- teaching and research within truth and reconciliation frameworks
- individual & community perspectives
- student research presenters

"It's important to recognize that for almost 100 years, if an Indigenous person wanted to go to university, they had to give up their status and treaty rights by involuntarily becoming enfranchised under the Indian Act"
(Indigenous Panellist)

Event aims to address anti-Black racism on post-secondary campuses

TUESDAY, JANUARY 17, 2023 | by Colleen Patterson



Clockwise from top left: Anteneh Ayanso, Nwakerendu Waboso, Beatrice Ombuki-Berman, Dolana Mogadime, John Singer and Kwame Agyemang will be part of the discussion panel at the Addressing Anti-Black Racism on Campuses event being held Friday, Jan. 20 at Pond Inlet.



Addressing Anti -Black Racism on Campuses: January 20, 2023

Common Panel Themes

- panellists' experience of direct, interpersonal and systemic anti -Black racism
- lack of Black cohorts in the academic environment,
- parallel impacts of colonization on both Black and Indigenous communities
- role for allyship

"It takes courage, self awareness and respect for our common humanity for non-Black people to stand up and do the right thing when Black people are not in the room"

Moderator Trecia McLennon, (former) Director of Equity, Diversity & Inclusion, Brock University

FAHS Departmental Self-Studies

- Surveyed students' experience initially within the Sport Management program.
 - Purpose: find ways to build inclusive spaces and equity in the SPMA program.
- Demographics: gender, sexual orientation, racial / ethnic background.
- Questions regarding: representation on recruitment materials, experiences in/out of classroom; interactions with faculty, staff, other students, available resources





Benefits & Challenges of Anti-Racist Work

We Asked Ourselves:

What is one benefit and one challenge you've experienced as a member of the ART Initiative?

Benefits:

- the chance to **collaborate** and learn from others, and to hear student voices around possible ways to tackle anti-black racism in our faculty
- seeing the **commitment** and getting important **feedback**
- **learning** and **engaging** with others - I thoroughly enjoy having the opportunity to **meet new people**, and learn ways to better supports students at Brock
- racial justice work can be confusing, intimidating, and exhausting. Having **a group of people**, I can travel with, and talk out ideas with, makes me braver and helps me grow
- the **relationships** in working with excellent people
- seeing how **valued anti-racism** is by my colleagues
- getting to know **people** from all over campus
- **united front** on a crucial issue
- experiencing **solidarity of purpose** as a **collective** group
- being **inspired by others** to try new things
- the **opportunity** to provide **impactful conversations and initiatives** around BIPOC issues for students, staff and faculty within FAHS
- **connecting** with **like-minded individuals** and seeing all the great work being done on campus/community|

CONNECTION / COLLABORATION

Challenges:

- the **lack of execution** on items; sometimes it feels a bit token with a **lack of fiscal resources** to execute real initiatives and projects
- creating change or movement in a system/structure that does **not adequately resource** that change
- **service off the side of a desk**
- **busyness** - feeling like I **don't always have the time** I'd like to commit to events presented through the ART Initiative
- **time**. Always time!
- the challenge of working on a **never-ending issue**
- **amount of service work** for any one person/committee members
- engaging **consistently** on advancing ART's mission.
- **not enough time** to commit to various initiatives generated through ART
- wanting to do "good" work and **not always sure how and when**
- **limited time and resources** to provide continuous and meaningful change
- **knowing where and how to contribute** given my own positionality as a **cisgender white male**

LACK of TIME & RESOURCES



Lessons Learned

- Giving space to deeply listen to students' voices
- The crucial need for consultation
- The crucial need for our our "inside work"
- Conflict and tension is inevitable
- Authentic administrative buy-in

Thank you!

Questions?
Comments?





Board of Trustees

(Circulated prior to approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 (2023-24) - CYCLE 1

BOARD OF TRUSTEES

THURSDAY, SEPTEMBER 28, 2023, 3:00 PM

IN-PERSON (SANKEY CHAMBER) AND BY REMOTE PARTICIPATION (MICROSOFT TEAMS)

MEMBERS

PRESENT:

Chair

Vice-Chair

President and Vice-Chancellor

Chancellor

Trustees

Mark Arthur

Anne McCourt

Lesley Rigg

Hilary Pearson

Réjeanne Aimey

Anteneh Ayanso

Greg Berti

Don Cyr

Arti Freeman

Nyarayi Kapisavanhu

Kristian Knibutat

Laura Lane

Brian Lang

Kevin Magee

Dan Malleck

James Maxwell-Barillas

Marleen McMaster

Matthew Melnyk

JoAnna Roberto

Christine Sawchuk

Stephanie Thompson

Rob Welch

Rakha Zabin

KEY

RESOURCE:

Vice-President, Administration

Vice-President, Research

Provost & Vice-President, Academic

University Secretary/Associate Vice-

President, Governance & Policy

Associate Secretary to the University

Jennifer Guarasci

Tim Kenyon

Lynn Wells

Chabriel Colebatch

Margaret Thompson

REGRETS:

Jonathan Davey, Greg Plata, Debbie Zimmerman

ALSO

PRESENT:

Other members of the Brock University community

1. CALL TO ORDER

The Board Chair welcomed new and returning Trustees, staff and guests, called the meeting to order, and provided opening remarks and a land acknowledgement. The Chair noted that several events will be held on campus tomorrow to commemorate the National Day for Truth and Reconciliation and encouraged members to reflect on how we can advance reconciliation.

Brock University Board Dashboard

The Chair provided highlights of the Board Dashboard for the information of Trustees.

Meeting Roadmap

The Meeting Roadmap, which provides an overview of the most salient items coming forward at each Board meeting, had been posted with the meeting materials for information.

2. DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest declared to any matter on the Agenda.

3. APPROVAL OF THE AGENDA

The Chair referred members to the Agenda, including consent items. There were no items lifted.

On a motion by Trustee Lang, seconded by Trustee Welch and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. BUSINESS ARISING FROM THE MINUTES - None

5. REPORT OF THE CHAIR OF THE BOARD

[The Report of the Chair of the Board dated September 28, 2023 had been posted with the meeting materials.]

The Board Chair began by encouraging members to actively participate during the Enrolment Update presentation which will be provided later in the meeting as enrolment issues are critical. For the information of the Board, and as a result of some of the feedback provided **from the Board's 2023 Annual Survey**, the Chair expanded on the detailed processes in place to review the performance of the President.

The Chair then referred members to his written Report which included the following key objectives for the 2023-24 Board as set by the Chair:

1. Maintain the financial stability of Brock University by making those decisions required to deal with the evolving environment through prudent management and investment.
2. Complete the Board governance review to ensure governance processes support the needs of the University and align with best practices.
3. Ensure the health, safety and well-being of all students, faculty, and staff at Brock University during the upcoming year.

4. Support the President and University community in the evolution of the Brock University Institutional Strategic Plan and actively participate in the planning process for the renewal of the Plan and the establishment of a timeline.
5. Focus management on the execution of our core competencies to have a first-class experience for all stakeholders.

6. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

[The Report of the President and Vice-Chancellor dated September 28, 2023 had been posted with the meeting materials together with Appendix 1 - **President's Objectives.**]

The President referred members to the Report which included the **President's** detailed objectives for 2023-24. The President highlighted several items in her Report including, not **limited to, the appointment of Chelsea Takalo as Brock University's first Associate Vice-President, Equity, Diversity , and Inclusion, the plans underway to celebrate Brock's 60th** Anniversary, and recent internal and external engagements.

7. REPORT OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC

[The Report of the Provost and Vice-President, Academic dated September 28, 2023 had been posted with the meeting materials.]

The Provost and Vice-President provided an overview of the Report that included information on the activities that have taken place to support both new and returning students.

8. REPORT OF THE VICE-PRESIDENT, RESEARCH

[The Report of the Vice-President, Research dated September 28, 2023 had been posted with the meeting materials.]

The Vice-President Research presented the Report that contained information on numerous research related activities. Of note, the Vice-President, Research expanded on recent successes in SSHRC funding, including \$2.5 million for a SSHRC Partnership Grant to fund the **project "Staging Better Futures" led by Professor Jennifer Roberts-Smith.**

In addition, it was noted that the official grand opening of the Brock-Niagara Validation, Prototyping and Manufacturing Institute (VPMI) will be held on October 11. It was suggested that, if possible, a tour of the facility be offered to Trustees during the next Board cycle of meetings.

9. REPORTS OF STANDING COMMITTEES

9.1 Executive Committee

The Chair reported that the Executive Committee had met over the summer to consider matters related to labour relations. In addition, a meeting of the Executive Committee was held earlier in the day. During the meeting, the Executive Committee received a detailed presentation on **the key terms and guiding principles contained in the Board's draft** decolonization, equity, diversity, inclusion and accessibility (DEDIA) framework.

9.2 Audit Committee

Trustee Knibutat, Chair of the Audit Committee, presented the Report from the **Committee's** meeting held on September 27, 2023.

9.1.1 2022-23 Brock University Pension Plan Audited Financial Statements

[A Joint Report to the Audit Committee and the Financial Planning and Investment Committee *TOPIC: 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements* dated September 27, 2023 had been posted with the meeting materials together with Appendices 1 - Brock University Pension Plan Financial Statements - June 30, 2023; 2 - Analytical Comments; 3 - Brock University Pension Plan Audit Planning Report for the year ending June 30, 2023; and 4 - Management Representation Letter.]

Trustee Knibutat referred members to the Report. He reported that the Audit Committee had undertaken a comprehensive review of the audited financial statements of the Brock University Pension Plan and is recommending to the Board that the statements be approved. The Chief Financial Officer and Associate Vice-President, Financial Services provided highlights of the audited financial statements, and there were no issues raised by the Board.

On a motion by Trustee Knibutat, seconded by Trustee McCourt and carried, it was

RESOLVED that the audited financial statements of the Brock University Pension Plan for the year ended June 30, 2023 be approved as outlined in Appendix 1 of the Report.

9.2.2 Reports Reviewed by the Audit Committee

Trustee Knibutat highlighted several of the Reports that had been reviewed by the Audit Committee and are available to Trustees in the **Committee's** SharePoint folder and/or were posted within the consent portion of the Board Agenda.

In response to a question **regarding an item on the Audit Committee Workplan titled "Impact of Artificial Intelligence"**, it was noted that the Committee considers this item from a risk **perspective for matters within the Board's jurisdiction.**

9.3 Capital Infrastructure Committee

Trustee Welch, Chair of the Capital Infrastructure Committee, presented the Report from the **Committee's meeting held** on September 27, 2023.

9.3.1 Reports Reviewed by the Capital Infrastructure Committee

For the information of the Board, Trustee Welch highlighted several of the Reports that had been reviewed by the Capital Infrastructure Committee and are available to Trustees in the **Committee's** SharePoint folder and/or were posted within the consent portion of the Board Agenda.

9.4 Financial Planning and Investment Committee

Trustee Lang, Chair of the Financial Planning and Investment Committee, presented the Report **from the Committee's meeting** held on September 27, 2023.

9.4.1 Trimester One 2023-24 Year-End Forecast

[An Information Item *TOPIC: Trimester One 2023-24 Year-End Forecast* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023/24 Trimester One Report.]

Trustee Lang referred members to the Report. **During the Board's review**, the Provost and

Vice-President, Academic and the Chief Financial Officer and Associate Vice-President, Financial Services expanded on certain areas of the Report that provides an update on the activity of 2023-24 Trimester One and revenue estimates in order to provide ample time to mitigate revenue shortfalls or consider investment opportunities for revenue surplus over the remaining two trimesters of the fiscal year. As detailed in the Report, the results of the 2023-24 Trimester One Report estimate an overall revenue shortfall; however, management believes a balanced funding result for fiscal 2023-24 remains achievable.

9.4.2 Reports Reviewed by the Financial Planning and Investment Committee

Trustee Lang highlighted several Reports that were reviewed by the Committee and are available to Trustees in SharePoint and/or were included in the consent portion of the Board Agenda.

9.5 Human Resources Committee

On behalf of the Chair of the Human Resources Committee, the Board Chair presented the Report **from the Committee's meeting** held earlier in the day.

9.5.1 Reports Reviewed by the Human Resources Committee

The Board Chair highlighted several Reports that had been reviewed by the Human Resources Committee and are available to all Trustees in **the Committee's** SharePoint folder and/or were posted in the consent portion of the Board agenda.

9.6 University and Community Experience Committee

Trustee Freeman, Chair of the University and Community Experience Committee, presented the Report **from the Committee's meeting held on** September 27, 2023.

9.6.1 Next Steps on the Institutional Strategic Plan

[An Information Item *TOPIC: Next Steps on the Institutional Plan* dated September 27, 2023 had been posted with the meeting materials.]

Trustee Freeman referred members to the Report. The President and Vice-Chancellor expanded on the update on next steps for the development of a new institutional strategic plan as the current plan ends in 2025.

9.6.2 Reports Reviewed by the University and Community Experience Committee

Trustee Freeman expanded on several Reports that had been reviewed by the Committee and **are available to Trustees in the Committee's SharePoint folder** and/or were posted in the consent portion of the Board agenda.

9.7 Governance/Nominating Committee

Trustee Roberto, Chair of the Governance/Nominating Committee, presented the Report **from the Committee's meeting held** earlier in the day.

9.7.1 Designation of Trustee Emerita

[A Recommendation Item *TOPIC: Designation of Trustee Emerita* dated September 28, 2023 had been posted with the meeting materials.]

Trustee Roberto referred members to the Report and provided an overview of the rationale for the proposed recommendation to grant the designation of Trustee Emerita to a former member of the Board.

On a motion by Trustee Roberto, seconded by Trustee Arthur and carried, it was

RESOLVED that Mary De Sousa be granted the designation of Trustee Emerita upon acceptance.

9.7.2 Reports Reviewed by the Governance/Nominating Committee

Trustee Roberto highlighted several Reports that had been reviewed by the Governance/Nominating Committee and are available to all Trustees in **the Committee's** SharePoint folder and/or were posted in the consent portion of the Board agenda.

9.8 Direct Reports to the Board

9.8.1 Enrolment Update

[An Information Item *TOPIC: Enrolment Update* dated September 27/28, 2023 had been posted with the meeting materials together with a PowerPoint presentation.]

The Provost and Vice-President, Academic referred members to the Report and expanded on **rationale for the enrolment numbers which are comparable to last year's numbers, but down** slightly from the budget forecast due to the shift towards domestic enrolment over international.

By way of a presentation, the University Registrar and Associate Vice-President, Enrolment Services and the Executive Director, Institutional Planning, Analysis and Performance provided detailed information and analysis regarding the enrolment landscape, intake of new incoming students and retention of current continuing students. During the presentation, members of the senior administration responded to questions raised and received comments from Trustees regarding the information presented and additional information that may be beneficial to include in future presentations, including comparative data.

10. *IN CAMERA* SESSION TO CONSIDER CONFIDENTIAL REPORTS

The Chair noted that a motion was required to move *in camera* to consider the following confidential agenda items:

10.1 Update on Engineering Business Case

10.2 Personnel Matter

On a motion by Trustee Knibutat, seconded by Trustee Malleck and carried, the Board moved *in camera* at 4:42 p.m. Only Trustees and invited staff remained for the closed session.

[During the *in camera* session, the Board reviewed confidential Reports and approved a confidential motion related to a personnel matter.]

The Board resumed open session at 5:12 p.m.

11. OTHER BUSINESS - None

12. ADJOURNMENT

The meeting adjourned at 5:12 p.m.

CONSENT ITEMS

13. APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS AND CONFIDENTIAL RECORDS OF IN CAMERA SESSIONS

13.1 Minutes of Previous Meeting

[The Minutes of Meeting #6 (2022-23) held on June 29, 2023 had been posted with the meeting materials]

The Minutes of the meeting held on June 29, 2023 were approved by the Board of Trustees by consent.

13.2 Confidential Record of Proceedings of the *In camera* Session of the Previous Meeting

[The confidential Record of Proceedings of the *In camera* session of the meeting held on June 29, 2023 had been posted with the meeting materials.]

The confidential Record of Proceedings of the *In camera* session of the meeting held on June 29, 2023 was approved by the Board of Trustees by consent.

14. REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

[The Report of the Actions of the University Senate from the 712th meeting held on September 13, 2023 had been posted with the meeting materials for information.]

15. REPORTS OF STANDING COMMITTEES

15.1 *Audit Committee*

15.1.1 2023-24 Audit Committee Work Plan

[A Decision Item *TOPIC: 2023-24 Audit Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials for information.]

15.1.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Audit Committee held on June 28, 2023 had been posted with the meeting materials for information.]

15.2 *Capital Infrastructure Committee*

15.2.1 2023-24 Capital Infrastructure Committee Work Plan

[A Decision Item *TOPIC: 2023-24 Capital Infrastructure Committee Work Plan* dated September 25, 2023 had been posted with the meeting materials.]

15.2.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Capital Infrastructure Committee held on June 28, 2023 had been posted with the meeting materials for information.]

15.3 *Financial Planning and Investment Committee*

15.3.1 2023-24 Financial Planning and Investment Committee Work Plan

[A Decision Item *TOPIC: 2023-24 Financial Planning and Investment Committee Work Plan* dated September 28, 2023 had been posted with the meeting materials for information.]

15.3.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Financial Planning and Investment Committee held on June 29, 2023 had been posted with the meeting materials for information.]

15.4 *Human Resources Committee*

15.4.1 2023-24 Human Resources Committee Work Plan

[A Decision Item *TOPIC: 2023-24 Human Resources Committee Work Plan* dated September 28, 2023 had been posted with the meeting materials for information.]

15.4.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Human Resources Committee held on June 29, 2023 had been posted with the meeting materials for information.]

15.5 *University and Community Experience Committee*

15.5.1 2023-24 University and Community Experience Committee Work Plan

[A Decision Item *TOPIC: 2023-24 University and Community Experience Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials for information.]

15.5.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the University and Community Experience Committee held on June 28, 2023 had been posted with the meeting materials for information.]

15.6 *Governance/Nominating Committee*

15.6.1 2023-24 Board Development Plan

[An Information Item *TOPIC: 2023-24 Board Development Plan* dated September 28, 2022 had been posted with the meeting materials for information.]

15.6.2 Action Plan Arising from the 2022/23 Board Survey - IN CAMERA

[A confidential Information Item *TOPIC: Action Plan Arising from the 2022/23 Board Survey* had been posted with the meeting materials for information.]

15.6.3 2023-24 Governance/Nominating Committee Work Plan

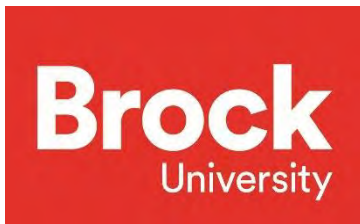
[A Decision Item *TOPIC: 2023-24 Governance/Nominating Committee Work Plan* dated September 28, 2023 had been posted with the meeting materials for information.]

15.6.4 Policy Approvals Update

[An Information Item *TOPIC: Policy Approvals Update* dated September 28, 2023 had been posted with the meeting materials for information.]

15.6.5 Minutes of Previous Meeting

[The Minutes of the previous meetings of the Governance/Nominating Committee held on June 28, 2023 had been posted with the meeting materials for information.]



Senate

REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

The [713th meeting of Senate](#) was held on October 4, 2023. The [Faculty Handbook](#) has been updated to reflect any approved policy changes. During the meeting, Senate undertook the following actions:

- received memo from the Registrar and Associate Vice-President Enrolment Services, and
 - approved the Fall 2023 Convocation Degrees and Certificates as submitted
- received the Report of the Senate Chair
- received the Report of the President and Vice-Chancellor
- received the Report of the Provost and Vice-President, Academic
- received the Report of the Vice-President, Research
- received an oral update from the Two Row Council
- met *in camera* to consider a Report from the Governance Committee regarding honorary degrees and approved a confidential motion

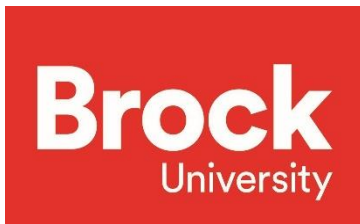
SENATE ACTIONS TAKEN VIA CONSENT AGENDA:

- approved the Minutes of the 712th meeting of Senate held on September 14, 2023
- received the Report of the Actions of the Board of Trustees
- received a Report from the Academic Review Committee, and
 - approved the Request for Major Modification to remove extra evaluation requirements for admission into the Bachelor of Music program
 - approved the Request for Major Modification to allow for advanced standing (up to a maximum of four half credit courses) into the Master of Education program
 - approved the Request for Major Modification to modify admission requirements for the Bachelor of Education Consecutive Teacher Education program
- received a Report from the Undergraduate Program Committee, and
 - approved changes to the Undergraduate Calendar as outlined in the Report
- received a Report from the Governance Committee, and
 - approved that the following two Senators who are not standing for election in the 2024-2025 term be appointed to serve as scrutineers for elections held during the 2023-2024 term: Kirsty Spence and Liz Clarke
- received Reports from the Planning, Priorities and Budget Advisory Committee, the Information Technology & Infrastructure Committee, the Teaching & Learning Policy Committee, the Graduate Studies Committee, and the Research & Scholarship Policy Committee

THIS REPORT CONSTITUTES A SUMMARY OF ACTIONS TAKEN DURING THE OPEN SESSION OF THE MEETING. ADDITIONAL INFORMATION REGARDING SENATE AND SENATE COMMITTEES IS AVAILABLE AT <https://brocku.ca/university-secretariat/senate/meetings/>.

Margaret A. Thompson, Associate Secretary to the University

October 5, 2023



Senate

REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

The [714th meeting of Senate](#) was held on November 15, 2023. The [Faculty Handbook](#) has been updated to reflect any approved policy changes. During the meeting, Senate undertook the following actions:

- received a Report from the Research and Scholarship Committee, and
 - approved the appointments to the Social Sciences Research Ethics Board (SREB) and the Health Science Research Ethics Board (HREB) as outlined in the report
- received a Report from the Teaching and Learning Policy Committee during which a proposed motion regarding the use of Artificial Intelligence Detection tools was referred back to the Committee for further consideration
- received a Report from the Governance Committee, and
 - approved amendments to Faculty Handbook II, Section 9 regarding committee compositions
- received a Report from the Graduate Studies Committee, and
 - approved the language updates to the FHB III.B.6.4 to clarify minimum grade requirements for graduate transfer credits.
 - Approved the updated language in FHB III.B.6.5 on the advanced standing requirement for the Master of Education program.
- received the Report of the Senate Chair
- received the Report of the President and Vice-Chancellor
- received the Report of the Provost and Vice-President, Academic
- received the Report of the Vice-President, Research
- received an oral update from the Two Row Council
- engaged in a generative discussion regarding student retention

SENATE ACTIONS TAKEN VIA CONSENT AGENDA:

- approved the Minutes of the 713th meeting of Senate held on October 4, 2023
- received a Report of the Academic Colleague
- received a Report from the Academic Review Committee, and
 - approved the Final Assessment report for the cyclical review of the undergraduate and graduate programs in Psychology
 - approved the Request for Major Modification to recognize that B.Ed. (Aboriginal) Primary/Junior students will henceforth be granted two degrees- the Bachelor of Aboriginal Education and the Bachelor of Education (Aboriginal) Primary/Junior [Ontario College of Teachers, Teacher Education], to align with other concurrent degree [programs in the Faculty
- received a Report from the Undergraduate Program Committee, and
 - approved changes to the Undergraduate Calendar as outlined in the Report
- received Reports from the Information Technology & Infrastructure Committee and Student Appeals Board.

THIS REPORT CONSTITUTES A SUMMARY OF ACTIONS TAKEN DURING THE OPEN SESSION OF THE

MEETING. ADDITIONAL INFORMATION REGARDING SENATE AND SENATE COMMITTEES IS AVAILABLE AT <https://brocku.ca/university-secretariat/senate/meetings/>.

Chantelle Kurzawa, Assistant Secretary to the University

November 16, 2023



Board of Trustees

(Circulated Prior to Approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 (2023-24) - CYCLE 1

AUDIT COMMITTEE

WEDNESDAY, SEPTEMBER 27, 2023, 1:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Kristian Knibutat (Chair), Christine Sawchuk (Vice-Chair), Anne McCourt, Marleen McMaster

REGRETS: Kevin Magee

BY

INVITATION: Mark Arthur, Lesley Rigg

KEY RESOURCE: Rob Cagnelli, Chabriel Colebatch, Jennifer Guarasci, Tim Kenyon, Lizette Norio, Margaret Thompson, Bobbi-Jean White (KPMG), Lynn Wells

ALSO: During Agenda Items 7 & 9: Audit Partner, KPMG Paul Ciapanna
Invited staff members during specific agenda items

1. Call to Order and Land Acknowledgement

The Committee Chair welcomed members, called the meeting to order, and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of Agenda

The Chair confirmed with members that there were no items to be lifted from the consent portion of the meeting Agenda.

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

The Chair noted that as Trustee Magee was unable to attend today's meeting, he had sent in written comments on several agenda items and the comments had been

circulated to members prior to the meeting.

4. Business Arising from the Minutes - None
5. 2023-24 Audit Committee Work Plan
[A Decision Item *TOPIC: 2023-24 Audit Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Audit Committee Work Plan and Appendix 2 - Audit Committee Charter.]

The Committee reviewed its work plan that reflects the responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year.

In response to a question raised, it was recognized that due to an oversight, the review of the status of the Work Plan which occurs during Board Cycle 5 will be inserted following the meeting.

As outlined in the Report, the following key objectives for the 2023-24 Committee were set by the Committee Chair:

1. Enhance the risk oversight of the University through continued evolution of the URM framework including:
 - a. At least semi-annual updates on enterprise risk assessment engagements.
 - b. Identification and discussion of new and/or possible emerging risks, including (but not limited to) changing competitive environment, implications of the focus on immigration policy and impact on international student enrolment and potential new Ministry of Colleges and Universities rating system.
2. Ensure sufficiency and adequacy of operational contingency plans to deal with future waves of a pandemic/climate risks/cyber risks (e.g., Ransomware), along with related internal controls.
3. Ensure a sufficient and appropriate information security function with a specific focus on additional cyber security threats including careful consideration of systems not managed by the University directly.
4. Embed the principles in the Cyber Risk Oversight Handbook into the annual workplan and assess alignment with them.
5. Consistent with recommendations of the Auditor General's report consider areas where financial literacy training would benefit the Audit Committee and implement relevant training session (assumed to be outside the Board development day).

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, it was

RESOLVED that the Audit Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report with the addition of the annual review of the Work Plan in Cycle 5.

6. Audit Committee Education Discussion

[An Information Item *TOPIC: Audit Committee Education Discussion* dated September 27, 2023 had been posted with the meeting materials.]

The Committee considered the Report provided to facilitate discussion among members (following the release of the Auditor General's Report that was critical of Laurentian University's Board and Audit Committee) around whether additional education, training and awareness is required or would be considered beneficial for the Committee to satisfy its obligations and responsibilities.

Members recognized that as per the Audit Committee Charter, all appointed members to the Committee (on the recommendation of the Governance/Nominating Committee) are to have the ability to read and understand financial statements that present a breadth and level of complexity comparable to those of the University sector. Members stated their satisfaction with current training and the breadth of financial information provided through the University's existing governance framework (Budget Book, Fiscal Framework, Financial Statements, Credit Rating, etc.) to support their oversight of the University's financial health.

The Committee concluded that should a matter be identified in future that requires further understanding, additional training/education will be scheduled as needed.

7. 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements
[A Joint Recommendation / Information Item to the Audit Committee and the Financial Planning and Investment Committee *TOPIC: 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - Brock University Pension Plan - June 30, 2023, Appendix 2 - Analytical Comments, Appendix 3 - Brock University Pension Plan Audit Planning Report for the year ending June 30, 2023 and Appendix 4 - Management Representation Letter.]

The Chief Financial Officer and Associate Vice-President, Financial Services and the Auditors from KPMG provided an overview of the Brock University Pension Plan Audited Financial Statements.

During the Committee's review of the financial statements, the CFO and AVP, Financial Services responded to questions related, but not limited to, the special contributions and the Pension Plan's governance structure.

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, it was

RESOLVED that the Audit Committee recommend to the Board of Trustees that the audited financial statements of the Brock University Pension Plan for the year ended June 30, 2023 be approved as outlined in Appendix 1 of the Report.

The Committee Chair noted that a motion was required to move *in camera* to consider the following items:

8. Enterprise Risk Management Update - *In camera*
9. External Auditor's Audit Work Plan - *In camera*
10. 2023-24 Internal Audit Work Plan - *In camera*
11. Internal Audit Work Plan Reports Summary - *In camera*
12. Information Security Update - *In camera*
13. Data Governance Update - *In camera*

On a motion by Trustee McCourt, seconded by Trustee Sawchuk and carried, the Committee moved *in camera* at 1:22 p.m. Only members of the Committee and those invited remained for the closed session.

The Committee concluded its review of the confidential reports at 2:19 p.m.

14. *In Camera* Record of Proceedings from the Previous Meeting

The confidential Record of Proceedings from the meeting held on June 28, 2023 had been approved by consent.

15. Internal Audit Status Update - *In camera*

The confidential Report had been received by consent.

16. Minutes of Previous Meeting
[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of the previous meeting held on June 28, 2023 had been approved by consent.

17. Brock University Management Representation Letter - 2022-23
[An Information Item *TOPIC: Brock University Management Representation Letter - 2022-23* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - Management Representation Letter.]

The Committee received the Report for information by consent.

18. Sector Financials Update
[An Information Item *TOPIC: Sector Financials Update* dated September 27, 2023 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

19. Internal Audit Charter Review
[An Information Item *TOPIC: Internal Audit Charter Review* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - Internal Audit Charter.]

The Committee received the Report for information by consent.

20. Other Business - None

21. *In camera* Consultations

Separate *in camera* consultations were held with the External Auditor, the Internal Auditor, with Management, and with Committee Members only and including the Board Chair.

22. Adjournment

The meeting adjourned following the *in camera* consultations.

Report to the Capital Infrastructure Committee

DECISION ITEM

TOPIC: 2024-2025 Capital and Related Projects Plan

December 6, 2023

Scott Johnstone, Associate Vice-President, Operations and Infrastructure

Edward Wall, Associate Vice-President, Ancillary Services

Gemma Ahn, Associate Vice-President & Head of Information Technology Services

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

MOTION

THAT the Capital Infrastructure Committee approve the Fiscal Year 2024-2025 Capital and Related Projects Plan presented in Appendix 1 of the Report to the Committee dated December 6, 2023, subject to funding approval from the Board of Trustees.

EXECUTIVE SUMMARY

1. Rationale

- To seek approval of the Fiscal Year (FY) 2024-2025 Capital and Related Projects Plan (Appendix 1), in terms of content and funding; enabling Management to implement the referenced projects including design, tendering, selection, scheduling and project implementation.

2. Key Background

- The FY 2024-2025 Capital and Related Projects Plan (*See Appendix 1*) has been developed in consultation with the Brock community.
- The Fiscal Framework capital funding plan aims for \$14.9M in funding. Due to the significant ongoing budgetary challenges, the proposed capital project plan is being held flat to the 2023-24 funding amount of \$13.0M. The approved capital and related project plan for the 2023-24 fiscal year was reduced by \$1.9M and this reduction is being carried forward for another year in this recommendation for the 2024-25 plan. There is no incremental funding cut to the plan's envelop for 2024-25 over what was provided in the current year envelop.
- The proposed plan also includes \$2.6M in funding for the District Energy System (DES) Electrification project, previously approved by the board. The DES project is budgeted at \$6.5M which includes a \$2.9M grant from the Ministry of Environment.

3. Implications

- The FY 2024-225 Capital and Related Projects Plan will support the following projects:
 - The District Energy System Electrification project, \$2.6M.
 - A Student Information System project, \$2.0M.
 - The Village Residence Renewal project, \$1.7M.
 - An Identity Access Management & Security Operation Center, \$1M.
 - A Learning Management System to provide a teaching and learning solution for all students, staff, and faculty, \$565k.
 - Legislated projects for the Accessibility for Ontarians with Disabilities Act, \$100k.
 - Other deferred maintenance and core capital projects, \$5.0M.
- Considering significant fiscal constraints on Brock's budget planning, the 2024-25 Capital and Related Projects Plan does not include an allocation to a deferred maintenance reserve for residences. The business plan for building Residence 8 and renovating Decew included an annual reserve contribution for residence renewal; however, that allocation for 2024-25 has been omitted to prioritize immediate deferred maintenance needs and increase investment in student information technology systems needed to begin replacing end of life legacy systems.

4. Next Steps

- Upon approval, Administration will begin the planning and tendering process to implement the projects identified in Appendix 1.

5. Background Materials

- Appendix 1 - 2024-25 Capital and Related Projects Plan

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
Major Capital Projects											
District Energy Modernization	2,571,535		-	2,571,535	√				√	2,571,535	-
Total Major Capital Projects	2,571,535	-	-	2,571,535						2,571,535	-
University Deferred Maintenance											
Sanitary/Storm Line Replacement and Repairs	100,000		-	100,000	√					100,000	-
Flooring Renewal	50,000		-	50,000	√					50,000	-
Interior & Exterior Door Replacements	50,000		-	50,000	√				√	50,000	-
Painting of Public Spaces	50,000		-	50,000	√					50,000	-
Energy Efficiency Upgrades	250,000		-	250,000	√		√		√	250,000	-
Annual High Voltage Maintenance	120,000		-	120,000	√				√	120,000	-
Annual BAS Controls Modernization	100,000		-	100,000	√		√		√	100,000	-
Motor Control Centre Upgrade	110,000		-	110,000	√				√	110,000	-
Road Repairs	500,000		-	500,000	√				√	500,000	-
Replace South Stairs to Scotia Bank Hall	225,000		-	225,000	√					225,000	
Total University Deferred Maintenance	1,555,000	-	-	1,555,000						1,555,000	-
AODA ⁽¹⁾ Accessible Built Environment (ABE)											
Annual AODA Upgrades; washrooms, paths of travel, etc	100,000		-	100,000	√	√		√	√	100,000	-
Total AODA ⁽¹⁾ Accessible Built Environment	100,000	-	-	100,000						100,000	-
Audits and Studies											
Annual Facility Condition Audits (VFA Inc.)			80,000	80,000				√		-	80,000
Total Audits and Studies	-	-	80,000	80,000						-	80,000
Ancillary Services - Parking											
Parking Lot Repair and Maintenance		50,000	-	50,000	√					50,000	-
Total Ancillary Services - Parking	-	50,000	-	50,000						50,000	-
Ancillary Services - Residence and Dining											
Village Residence Renewal		1,700,000	-	1,700,000	√				√	1,700,000	-
Residence Furniture Replacement		50,000	-	50,000	√				√	-	50,000
Total Ancillary Services - Residence and Dining	-	1,750,000	-	1,750,000						1,700,000	50,000

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
ITS - New or Flexible											
PCI Compliance			270,000	270,000	√						270,000
Incident Response Platform			53,000	53,000	√						53,000
Campus Network & Wireless Capacity Upgrades			82,000	82,000	√						82,000
Residence Network Capacity Upgrades			101,000	101,000	√						101,000
Network Switches - Admin			12,000	12,000	√						12,000
Network Switches - Residences			50,000	50,000	√				√		50,000
A.V.			92,000	92,000	√	√	√		√		92,000
Campus Critical Power Replacement			40,000	40,000	√	√	√		√		40,000
Residence Critical Power Replacement			30,000	30,000	√	√	√		√		30,000
CCTV - Admin			40,000	40,000	√	√	√		√		40,000
CCTV - Residence			10,000	10,000	√				√		10,000
Physical Security & Safety Upgrade & Improvement			35,000	35,000	√				√		35,000
Data Back Up			60,000	60,000	√				√		60,000
Cabling Infrastructure			50,000	50,000	√		√		√		50,000
Computer Purchase & redeployment			250,000	250,000	√				√		250,000
Total ITS - New or Flexible	-	-	1,175,000	1,175,000						-	657,000
ITS - Core Activities											
Core Subscription Fees			1,880,000	1,880,000	√	√			√	-	1,880,000
Core Strategic Student Solutions			240,000	240,000	√				√	-	240,000
Learning Management System			565,000	565,000	√	√			√	-	565,000
Student Information System			2,000,000	2,000,000	√	√			√	-	2,000,000
Identity Access Management and Security Operation Center			1,000,000	1,000,000	√				√	-	1,000,000
Total ITS - Core Activities	-	-	5,685,000	5,685,000						-	5,685,000
Total Projects - FM	4,226,535	-	80,000	4,306,535						4,226,535	80,000
Total Projects - Ancillary Services	-	1,800,000	-	1,800,000						1,750,000	50,000
Total Projects - ITS	-	-	6,860,000	6,860,000						-	6,342,000
TOTAL PROJECTS for APPROVAL	4,226,535	1,800,000	6,940,000	12,966,535						5,976,535	6,990,000

Revenue - Fiscal Framework Guidance

New or "flexible" capital	\$4,792,000
Core Capital (deferred maintenance)	\$6,000,000

Project	Project Spending - 2024-25			Total Project Costs	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Funds/Eligible	Ancillary	Other Operating		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	DM - Deferred Maintenance	Non-Deferred Maintenance
Base Ancillary Contribution				\$3,246,000							
Additional Ancillary Contribution				\$816,283							
Subtotal - Fiscal Framework				\$14,854,283							
Budget Mitigation (consistant with previous year)				-\$1,887,748							

(1) AODA - Accessibility for Ontarians with Disabilities



Board of Trustees

(Circulated prior to approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 - CYCLE 1 (2023-2024)

CAPITAL INFRASTRUCTURE COMMITTEE

WEDNESDAY, SEPTEMBER 27, 2023, 10:30 AM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Rob Welch (Committee Chair), Mark Arthur, Anteneh Ayanso, Nyarayi Kapisavanhu, Kristian Knibutat, Brian Lang, Anne McCourt, James Maxwell-Barillas, Matthew Melnyk, Lesley Rigg, Stephanie Thompson

REGRETS: Kevin Magee, Debbie Zimmerman

KEY

RESOURCE: Chabriol Colebatch, Stacey Duncan, Jennifer Guarasci, Scott Johnstone, Tim Kenyon, Margaret Thompson, Lynn Wells

ALSO

PRESENT: Invited staff members during specific agenda items and other members of the Brock community

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion. He noted that appendix 2 of Agenda Item 8 regarding a cyber security summary is a confidential document and will be considered during the *in camera* session.

On a motion by Trustee Melnyk, seconded by Trustee Lang and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. 2023-24 Capital Infrastructure Committee Work Plan
[A Decision Item *TOPIC: 2023-24 Capital Infrastructure Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Capital Infrastructure Committee Work Plan and Appendix 2 - Capital Infrastructure Committee Charter.]

The Committee reviewed its 2023-24 **Work Plan that reflects the Committee's** responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year. In addition, the following key objectives for 2023-24 as set by the Committee Chair had been included in the Report:

1. Ensure that the Vision, Mission, Guiding Values and Strategic Priorities as stated in the Brock University Institutional Plan 2018-25 are reflected in our capital and maintenance spending, and decision-making.
2. Provide oversight to the completion, on-time and on-budget, of major capital projects presently in progress, while reviewing how capital is spent to ensure consistency with the Campus Master Plan.
3. Provide necessary allocation of resources for IT services for leading edge technology and IT security and cyber-security to the Brock community.
4. **Monitor the status of the interim location of Brock's Burlington campus, and the progress towards the ultimate relocation of the Burlington campus to the former Robert Bateman school site.**
5. **Review Management's progress towards addressing facility needs for the Yousef Haj-Ahmad Department of Engineering.**
6. **Review and monitor management's progress on the University's Land Use Master Plan plus Phase 2 of its Space Plan.**
7. Monitor the status of deferred maintenance and unfunded liabilities surrounding **Brock's capital and infrastructure assets, and management's efforts towards addressing these issues.**
8. **Monitor Brock's sustainability efforts and initiatives in the construction, maintenance and stewardship of Brock's capital and infrastructure assets.**

During discussion, the Associate Vice-President, Infrastructure and Operations responded to questions and received comments from members regarding the oversight of climate resilience within the monitoring of sustainability and funding and risk matters related to deferred maintenance.

The Board Chair requested that the Governance/Nominating Committee consider the feasibility of including oversight of climate resilience within the Capital Infrastructure Committee Charter during its upcoming review of Board Committee Charters. The Audit Committee Chair asked Management to include additional information in future reports regarding potential risks should government funding for facilities renewal not come through.

In addition, the following article was shared with the Committee members for information: [Investing in university infrastructure is an investment in the future \(thestar.com\)](https://www.thestar.com/article/2023/09/27/investing-in-university-infrastructure-is-an-investment-in-the-future).

On a motion by Trustee Lang, seconded by Trustee Knibutat and carried, it was

RESOLVED that the Capital Infrastructure Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report.

6. T1 Financial Update on Capital and Related Project Plan
[An Information Item *TOPIC: T1 Financial Update on Capital Related Project Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - T1 Financial Update on Capital and Related Project Plan.]

The Committee reviewed the Report that provided a trimester one update of the capital and related projects, consistent with the Committee Charter and reporting requirements. During the review, the Associate Vice-President, Infrastructure and Operations provided highlights for the information of members.

7. Major Capital Projects Update - Facilities Management
[An Information Item *TOPIC: Major Capital Projects Update - Facilities Management* dated September 27, 2023 had been posted with the meeting materials together with the following appendices: 1 - Goodman School of Business, MCA Renovation; 2 - Village Residence Interior and Exterior Renewal; 3 - Village Residence Renewal Court 7 and 8; and 4 - District Energy System Electrification.]

The Committee reviewed the Report that provided an overview of key Facilities **Management and Ancillary Services projects aligned with the University's strategic** priority of offering a transformational and accessible academic and university experience.

8. ITS Major Projects and Information Security Update
[An Information Item *TOPIC: ITS Major Projects & Information Security Update* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - ITS Project Dashboard Update and confidential Appendix 2 - Confidential ITS Information Security Update.]

The Associate Vice-President, Information Technology Services presented the Report that provided an overview of key IT major projects that support both the **University's** strategic priorities as well as manage and address IT risk, information, and cyber security. Key topic areas included Major Projects, Cyber Security Summary and National Institute of Standards and Technology (NIST) Action Plan Update, and the National Association of Corporate Directors (NACD) Cyber Security as a Strategic Risk.

During **the Committee's review of the Report, the Committee Chair** shared comments he had received and forwarded to the AVP, ITS from Committee member Trustee **Magee who was unable to attend today's meeting. It was requested that the written** comments be shared with all members following the meeting. The AVP, ITS responded to questions raised regarding opportunities being examined and received feedback regarding the potential to include additional information on costs associated with the major projects.

The Committee then agreed to move *in camera* to consider the confidential appendix regarding a cyber security summary and the following item:

9. Litigation Update - *In camera*

On a motion by Trustee Lang, seconded by Trustee McCourt and carried, the Committee moved *in camera* at 11:13 a.m. Only members of the Committee and those invited staff remained for the closed session.

[During closed session, the Committee reviewed a confidential appendix and a confidential Report.]

The Committee resumed open session at 11:31 a.m.

10. In Camera Record of Proceedings - Meeting #5 (2022-23) held on June 28, 2023 - *In camera*

[The *in camera* Record of Proceedings of the previous meeting had been posted with the meeting materials.]

The confidential Record of Proceedings from the previous meeting held on June 28, 2023 had been approved by consent.

11. Minutes of Previous Meeting - Meeting #5 (2022-23) held on June 28, 2023
[The minutes of Meeting #5 (2022-23) held on June 28, 2023 had been posted with the meeting materials.]

The minutes of the previous meeting held on June 28, 2023 were approved by consent.

12. Metrics - Facilities Management, ITS
[An Information Item *TOPIC: Metrics - Facilities Management, Information Technology Services* dated September 27, 2023 had been posted with the meeting materials.]

The Report was received by consent.

13. Other Business - None

14. Adjournment

The meeting adjourned at 11:32 a.m.



Board of Trustees

Report to the Financial Planning and Investment Committee

DECISION ITEM

TOPIC: 2024-25 Endowment Spending Rate Decision

December 6, 2023

Meaghan Rusnell, Interim Vice-President, External
Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services
Lisa Price, Director, Financial Accounting & Controller

MOTION

That the Financial Planning and Investment Committee approve an endowment spending rate of 4.0% for fiscal 2024/25.

That the Financial Planning and Investment Committee approve the use of the Endowment Reserve to top up accounts established before May 1, 2022, as outlined in appendix 1.

EXECUTIVE SUMMARY

1. Rationale

- Each year the Financial Planning and Investment Committee will approve a spending rate for the following fiscal year in time to meet recruitment offers. The spending decision will take into consideration all objectives of the endowment management policy, along with investment fund performance, economic conditions, and other relevant factors.

2. Key Background

- The annual endowment spending amount for fiscal 2024/25 is based on the lesser of the following two calculations:
 - A. Multiplying 2023/24 beginning book value (BV) by the approved spending rate.
 - B. The fund's market value (MV) at the beginning of fiscal 2023/24 less the funds inflation adjusted principal value at the beginning of fiscal 2023/24 (represented by the capital value including inflation that has occurred since the establishment of the fund).
- Administration recommends a spending rate of 4.0% for 2024/25, representing spending of approximately \$3.6 million. This compares to an approved spending rate of 4.0% in 2023/24 representing spending of approximately \$3.7 million. The endowment book value as at May 1, 2023 was \$90.7 million, which compares to \$92.7 million as at May 1, 2022.

3. Implications

- Increasing the spending rate beyond 4.0% is not recommended.
- Maintaining the distribution of funds available for spending at 4.0% will support capital growth to provide a cushion to absorb future volatility in markets, preserve purchasing power, and protect long-term spending stability.
- The portfolio's 10-year historical rate of return outpaced the total cost of the endowment fund for the last three years, as illustrated below.

	2020-21	2021-22	2022-23
Effective spending as % of MV	4.4%	5.4%	8.0%
10-year historical rate of return	10.5%	8.8%	8.7%

10-year return is as of June 30

- The spending rate accounts for 39% of the effective costs associated with endowment management, which is down significantly from prior years due to the high rate of inflation.
- Brock's endowment management policy includes a mechanism for inflation protection. The inflation protection mechanism allocates income equal to the rate of inflation to the original donated principal value. This ensures the purchasing power of the donor funds remains consistent into the future. The increase in the effective spending as a % of MV from 5.4% in 2021-22 to 8.0% in 2022-23 is a result of the higher rate of inflation (3.36% in 2021-22 vs 6.73% in 2022-23).
- Costs/allocations incurred in fiscal 2022/23 were as follows:

	Amount (in millions)	% of BV at May 1, 2022	% of MV at May 1, 2022
Spending Allocation 2022-23*	3.73	4.0%	3.1%
Capital Preservation Reserve (CPI 6.78%)	4.91	5.3%	4.1%
Investment Manager/Consulting Costs	0.51	0.5%	0.4%
Direct Cost Recovery	0.42	0.4%	0.3%
Total Endowment Fund Costs	9.57	10.3%	8.0%
Endowment Fund BV at May 1, 2022	92.74		
Endowment Fund MV at May 1, 2022	119.02		

* The approved spending rate for fiscal 2022-23 was 4% representing spending of approximately \$3.7 million which is calculated on the fund book values at May 1, 2021 (\$91.1mil) per the endowment management policy. In the analysis above, the spending allocation percentage may be different due to the change in the fund book value during 2021-22. The analysis above represents the costs as a percentage of the in-year fund values, whereas spending is calculated on the prior year fund values given that current year values are not known at the time of approval.

4. Next Steps

- Similar to 2023/24, the 2024/25 budget will include the endowment spending allocation. This will inform future decision-making on operating contributions towards the Scholarship, Fellowship, Bursary and Award budget. Growth in the endowment should supplement the operating contribution and through including the endowment spending in the operating budget, Administration will be able to report on this funding benefit in a more transparent manner. In absolute dollars, Brock's endowment size

ranks 36th out of 69 Canadian universities that responded to the most recent Canadian Association of Business Officers Investment survey (third quartile).

- Please refer to Appendix 1 for additional analysis on the funded position of the endowment, and forward-looking sensitivity analysis of investment returns impact on future spending allocations.

5. Background Materials

Appendix 1 – Additional Analysis (2 pages)

Endowment Funding Levels

The table below identifies the funded level of Brock's endowment funds:

	Funded Level				Endowment Reserve and Matching Funds	Total
	<100%	100-104%	104-110%	>110%		
Number of Accounts	5	10	20	599	2	636
Inflation Adjusted Principal Value	123,001	900,569	6,164,489	69,052,484	1,835,970	78,076,514
Book Value (BV)	118,004	906,285	6,089,850	83,684,884	(139,729)	90,659,294
Market Value (MV)	117,165	918,353	6,557,569	113,568,262	1,139,305	122,300,655
Funded Level	95%	102%	106%	164%	62%	157%
<i>Spending Calculation (Lesser of)</i>						
Spending Rate 4.0%	4,715	36,225	243,535	3,345,885	NA	3,630,360
MV-PV	(5,845)	17,765	393,025	44,514,285	NA	44,919,230
Policy Spending*	-	17,765	243,535	3,345,885	-	3,607,185
Top-up Spending from Reserve	4,715	13,370	-	-	-	18,085
Recommended Total Spending	4,715	31,135	243,535	3,345,885	-	3,625,270

* Excludes two endowment accounts that, based on the terms with the donor, are not eligible for spending until the accounts are fully funded.

Notable facts described in the numbers above are:

- Most of the endowment accounts are funded above the original donated values except for 5 accounts.
- 599 accounts or 94% of the endowment accounts have a surplus value in excess of 10% of their inflation adjusted original donated value.
- The average funded level of the endowment is 157%. Funded level is calculated as the market value (MV) divided by the inflation adjusted original principal (donation) value (PV).

Endowment Reserve Use Recommendation

- There are nine endowment gifts that require reserve funding. Seven of the nine gifts were established in 2020-21 or 2021-22 and four of the gifts have a market value below the original donated value. The remaining two gifts were established prior to 2017 but significant new donations were received in November 2022 and December 2020 respectively.
- Due to poor returns in 2020-21 and 2021-22, these nine gifts cannot support a 4% spending rate. In total, \$18,085 of the Endowment Reserve is recommended to support a 4.0% spending rate in these nine accounts.
- Nine endowment gifts were newly established 2022-23. These nine accounts have a spending allocation that is less than 4% of the fund's market value due to the limited time the funds have been invested. Administration does not recommend that the Endowment Reserve be used for the newly established gifts, instead allowing the accounts a year to build up investment income.

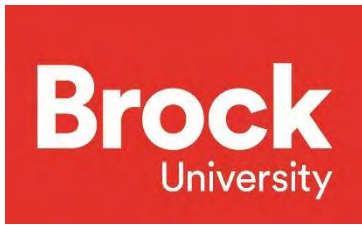
Forward Looking Spending Sensitivity Analysis

- Four different scenarios (investment returns in 2023-24) have been considered to measure hypothetical future 2025-26 spending impacts.
- Relevant assumptions:
 - Investment return rates are net of endowment fund costs (i.e. investment manager, consulting, and direct cost recoveries).

- There are no new donations or asset sales in 2023-24.
- Inflation rate used to adjust the inflation adjusted capital value (original donation) is 4%.
- Investment income is unrealized.
- Spending rate is 4.0%.

	2023-24 Investment Return			
	Return that does not require reserve spending	Return that requires some reserve spending		Losses that utilize the entire reserve
	17%	0%	6%	-19%
Accounts in need of top-up	0	41	16	173
Reserve top-up to maintain 4% payout	0	236,695	59,105	817,515
Policy spending	3,478,720	3,242,025	3,419,615	2,661,205
Recommended spending	3,478,720	3,478,720	3,478,720	3,478,720

- The table above illustrates the impact of different investment returns in 2023-24 on the future 2025-26 spending allocation, assuming all investment income is unrealized. The endowment fund requires a minimum 17% rate of return in order to avoid any top-up spending requirements from the Endowment Reserve. On the contrary, a (19%) loss will result in 100% utilization of the reserve.
- 2025-26 spending allocation is estimated at \$3.48 million at any rate of return as the book values of endowment accounts are not impacted by 2023-24 unrealized investment gains/losses. One of the key rationales for using the funds' book value in the spending policy is that the book value is less volatile than the market value, thus, allowing for a more predictable and steadier (dividend like) payout each year.



MINUTES OF MEETING #1 - CYCLE 1 (2023-2024)

FINANCIAL PLANNING AND INVESTMENT COMMITTEE

WEDNESDAY, SEPTEMBER 27, 2023, 8:00 AM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Brian Lang (Committee Chair), Jonathan Davey (Vice-Chair),
Réjeanne Aimey, Mark Arthur, Greg Berti, Don Cyr, Anne McCourt,
Lesley Rigg

REGRETS: Greg Plata

KEY RESOURCE

PERSONNEL: Chabriol Colebatch, Stacey Duncan, Jennifer Guarasci, Tim Kenyon,
Margaret Thompson, Josh Tonnos, Lynn Wells

ALSO

PRESENT: Invited staff members during specific agenda items

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, and provide a land acknowledgement.

2. Declaration of Conflict of Interest

There were no declarations of a conflict of interest.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion.

On a motion by Trustee Davey, seconded by Trustee Arthur and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. 2023-24 Financial Planning and Investment Committee Work Plan
[A Decision Item *TOPIC: 2023-24 Financial Planning and Investment Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Financial Planning and Investment Committee Work Plan and Appendix 2 - Financial Planning and Investment Committee Charter.]

The Committee reviewed its annual Work Plan that reflects the Committee's responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year.

Also included in the Report were the following key objectives for the 2023-24 Committee as set by the Committee Chair:

1. Provide oversight for the 2023-24 financial plan to ensure a balanced budget and that any risks are mitigated. Ensure business case reviews of agreed key investment initiatives (currently Department of Engineering, Professional and Continuous Studies and ESL).
2. Build a sustainable balanced budget plan for 2024-25+ balancing institutional priorities and aligning to the Institutional Strategic Plan to:
 - Review and approve the capital budget, scholarship budget and tuition rates.
 - Review the short/mid/long term fiscal risks of the University and recommend strategies to mitigate these risks (i.e., debt, pension plan liability, deferred maintenance, core revenue streams).
3. **Maintain or improve the University's credit rating as outlined in the Fiscal Framework.**

On a motion by Trustee Arthur, seconded by Trustee Cyr and carried, it was

RESOLVED that the Financial Planning and Investment Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report.

6. Trimester One 2023-24 Year-End Forecast
[An Information Item *TOPIC: Trimester One 2023-24 Year-End Forecast* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Trimester One Report.]

The Provost and Vice-President, Academic introduced the Report, and the Chief Financial Officer and Associate Vice-President, Financial Services reviewed key points of the T1 2023-24 year-end forecast.

During the Committee's review, discussion ensued regarding the processes underway to mitigate the revenue shortfall as detailed in the Report. The CFO and AVP Financial Services responded to all questions raised by members regarding previous years' mitigation targets, current mitigation plans and future long term mitigation strategies, and budget reporting methodology.

It was noted that further detailed information will be presented to the Committee during the next Board cycle of meetings in December.

7. 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements
[A Joint Information / Recommendation Item to the Audit Committee and Financial Planning and Investment Committee *TOPIC: 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements* dated September 27, 2023 had been posted with the meeting materials together with the following appendices: 1 - Brock University Pension Plan - June 30, 2023; 2 - Analytical Comments; 3 - Brock University Pension Plan Audit Planning Report for the year ending June 30, 2023; and 4 - Management Representation Letter.]

The Committee reviewed the audited financial statements of the Brock University Pension Plan as detailed in the Report during which the Chief Financial Officer and Associate Vice-President, Financial Services provided highlights.

The Committee Chair noted that a motion was required to move *in camera* for consideration of the following confidential items:

8. Update on Engineering Business Case

On a motion by Trustee McCourt, seconded by Trustee Davey and carried, the Committee moved *in camera* at 8:26 a.m. Only members of the Committee and those invited staff remained for the closed session.

[During closed session, the Committee reviewed a confidential Report.]

The Committee resumed open session at 8:39 a.m.

9. *In Camera* Record of Proceedings - *In camera*
[The confidential Record of the *In camera* Session of the previous meeting had been posted with the meeting materials.]

The confidential Record of the *In camera* Session of the previous meeting held on June 29, 2023 had been approved by consent.

10. Pension Committee Update - *In camera*
[A confidential Information Item *TOPIC: Pension Committee Update* dated September 27, 2023 had been posted with the meeting materials.]

The confidential Report had been received by consent.

11. Minutes of the Previous Meeting
[The Minutes of the previous meeting of the Financial Planning and Investment Committee were posted with the meeting materials.]

The Minutes of Meeting #5 of the Financial Planning and Investment Committee held on June 29, 2023 had been approved by consent.

12. Telus Health Semi-Annual Detailed Investment Performance Report
[An Information Item *TOPIC: Telus Health Semi-Annual Detailed Investment Performance Report* dated September 27, 2023 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

13. Metrics
[An Information Item *Financial Services Scorecard - Key performance indicators* had been posted with the meeting materials.]

The metrics had been received by consent.

14. Other Business - None

15. Adjournment

The meeting adjourned at 8:39 a.m.



Board of Trustees

Report to the Human Resources Committee

INFORMATION ITEM

TOPIC: People and Culture Equity, Diversity, and Inclusion Plan Update

December 7, 2023

Amanda Villella, Acting Associate Vice-President, People and Culture

Jennifer Guarasci, Vice-President, Administration (Interim)

EXECUTIVE SUMMARY

1. Purpose of the Report

To provide the Human Resources Committee with an update on the progress that has been made in Equity, Diversity & Inclusion (EDI) in alignment with Brock's strategic goals, particularly in fostering a culture of inclusivity, accessibility, decolonization, and reconciliation, with a focus on faculty and staff since the last report in Cycle 1 (Sept 2023).

Key background and status updates are provided below as at the writing of this report.

2. Key Background

Progress on Equity Census and EDI Strategy

- The selected professional services firm, MNP, and the Acting AVP, People and Culture have been managing this project.
- The Equity Census was launched on Sept 25 and remained open until Oct 20. A broad and targeted communication strategy was implemented to raise awareness and drive participation in the census.
- At the time the census closed, the following response rates were recorded:
 - 57% of ongoing staff members (29% of all employees, including contract and student employees)
 - 56% of faculty members
 - 14% of students
- The information gathered in the Equity Census is currently under review and analysis by MNP and will be used to inform the Employee EDI Strategy. Results will also be published for the full Brock community to review, following consultations with the Executive team and project Steering Committee.
- An Employee EDI Strategy working group has been formed and will join the project Steering Committee in a workshop with MNP leads on November 30 to review feedback received during the consultations, articulate overall strategy goals, engage in a discussion on external and internal EDI realities, and define critical success factors for Brock's employee EDI strategy.

- The project Steering Committee has continued to receive updates on project status and provide guidance on issues such as the scope of consultations, the policy review, and the wording and format of consultation materials (e.g., focus group guides).

3. Next Steps

- The Acting AVP, People and Culture continues to conduct bi-weekly status report meetings with the MNP project manager to ensure project deliverables are being met.
- Monthly status meetings with the full MNP project team and Brock Steering Committee will continue.
- The employee EDI strategy will be informed by the stakeholder consultations, in-depth policy review, information garnered from the census, and current best practices. MNP will present the recommended strategy and change management plan before year end.

A verbal update to this report will be provided during the Cycle 2 (December 2023) meeting of the Human Resources Committee.



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Board of Trustees

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 (2023-24) - CYCLE 1

HUMAN RESOURCES COMMITTEE

THURSDAY, SEPTEMBER 28, 2023, 11:00 AM

IN-PERSON (SANKEY CHAMBER) & REMOTE PARTICIPATION (MICROSOFT TEAMS)

MEMBERS

PRESENT: Anne McCourt (Committee Chair), Mark Arthur, Lesley Rigg, JoAnna Roberto

REGRETS: Nyarayi Kapisavanhu, Greg Plata, Debbie Zimmerman

KEY

RESOURCE: Chabriol Colebatch, Jennifer Guarasci, Tim Kenyon, Amanda Villella,
Lynn Wells, Margaret Thompson

ALSO: Invited staff members during specific agenda items

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion of the Agenda.

On a motion by Trustee Arthur, seconded by Trustee Rigg and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. 2023-24 Human Resources Committee Work Plan

[A Decision Item *TOPIC: 2023-24 Human Resources Committee Work Plan* dated September 28, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Human Resources Committee Work Plan and Appendix 2 - Human Resources Committee Charter.]

The Committee reviewed its 2023-24 **Work Plan that reflects the Committee's** responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year. It was noted that a report on succession planning will be added to the Work Plan.

In addition, the following key objectives for 2023-24 as set by the Committee Chair were included in the Report:

1. Monitor the evolution of the Human Resource Strategy. Ensure that the strategy promotes effective human resource practices and philosophies that improve inclusivity, accessibility, reconciliation, and decolonization, facilitates talent and professional development, ensures timely and effective student support services, builds a respectful learning environment for employees and students, and ultimately builds the culture required to achieve the strategic objectives. Ensure the plan includes measurable outcomes and accomplishments.
2. Monitor the development and implementation of the Equity census as well as the action plans which will result from that initiative as well as the broader Equity, Diversity and Inclusion plan.
3. Ensure that appropriate plans and initiatives are in place to mitigate risks associated with the University pension plan from an HR perspective.
4. Conduct a fulsome discussion with the President concerning her performance as well as receiving a report from the President concerning the performance review and succession/professional development plans of the Vice Presidents.

On a motion by Trustee Arthur, seconded by Trustee Roberto and carried, it was

RESOLVED that the Human Resources Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report.

6. People and Culture Equity, Diversity, and Inclusion Plan Update
[An Information Item *TOPIC: People and Culture Equity, Diversity, and Inclusion Plan Update* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report that provided an update on the progress made in **Equity, Diversity & Inclusion (EDI) in alignment with Brock's strategic goals**, particularly in fostering a culture of inclusivity, accessibility, decolonization, and reconciliation, with a focus on faculty and staff since the last report to the Committee in June 2023. During the review, the Associate Vice-President, People and Culture provided expanded on the status of the Equity Census and EDI Strategy.

7. **President's Objectives**
[An Information Item *TOPIC: President's Objectives* dated September 28, 2023 had been posted with the meeting materials together with Appendix 1 - **President's Objectives**.]

The Board Chair provided an overview of the **President's annual objectives** that had been distributed to the Committee for information and will be reported to the Board.

The Committee Chair noted a motion was required to move *in camera* to consider the following confidential Agenda items:

8. Personnel Matter - Employment Agreement - *In camera*
9. People Strategy - *In camera*
10. Collective Bargaining Update - *In camera*

On a motion by Trustee Arthur, seconded by Trustee Rigg and carried, the Committee moved *in camera* at 11:10 a.m.

[During closed session, the Committee reviewed confidential Reports and approved a confidential motion.]

The Committee resumed open session at 11:22 a.m.

11. *In camera* Record of Proceedings of Previous Meeting

The confidential Record of the *in camera* proceedings of the previous meeting held on June 29, 2023 had been approved by consent.

12. Minutes of Previous Meeting
[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of the previous meeting held on June 29, 2023 had been approved by consent.

13. Senior Administration Recruitment Update
[An Information Item *TOPIC: Senior Administration Recruitment Update* dated September 28, 2023 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

14. Health, Safety & Wellness Report
[An Information Item *TOPIC: Health, Safety and Wellness Report* dated September 28, 2023 had been posted with the meeting materials together with Appendix 1 - Health, Safety & Wellness Summary Report May - July 2023.]

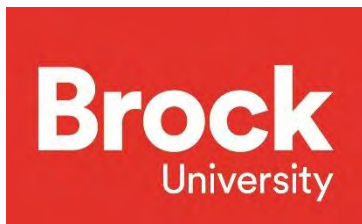
15. Metrics
[The Human Resources Metrics as of September 28, 2023 had been posted with the meeting materials.]

The Metrics had been received by consent.

16. Other Business - None

17. Adjournment

The meeting adjourned at 11:22 a.m.



Board of Trustees

(Circulated prior to approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 - CYCLE 1 (2023-2024)

UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE

WEDNESDAY, SEPTEMBER 27, 2023, 4:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Arti Freeman (Committee Chair), Réjeanne Aimey (Committee Vice-Chair), Mark Arthur, Jonathan Davey, Laura Lane, Anne McCourt, Marleen McMaster, Dan Malleck, Lesley Rigg, Stephanie Thompson, Rakha Zabin

INVITED

TRUSTEE: Hilary Pearson

KEY

RESOURCE: Chabriol Colebatch, Stacey Duncan, Jennifer Guarasci, Tim Kenyon, Meaghan Rusnell, Margaret Thompson, Lynn Wells

ALSO

PRESENT: Invited staff members during specific agenda items and other members of the Brock community

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the agenda.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion.

On a motion by Trustee Thompson, seconded by Trustee Davey and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. 2023-24 University and Community Experience Committee Work Plan
[A Decision Item *TOPIC: 2023-24 University and Community Experience Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 University and Community Experience Work Plan and Appendix 2 - University and Community Experience Committee Charter.]

The Committee reviewed the 2023-24 Work Plan that **reflects the Committee's** responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year.

During discussion, it was suggested that reports on the development of a revised Strategic Plan and on fundraising/philanthropy be added to the Work Plan and be presented at each cycle of Board meetings. It was further suggested that **consideration be given to the Committee's role** this year in matters regarding **Brock's** 60th anniversary and on alumni engagement.

The following key objectives for the 2023-24 Committee, as developed by the Committee Chair, were also included in the Report:

1. Work with the Board Chair and Leadership to ascertain the mandate of UCEC at this moment in time and review the charter, as relevant.
2. Successfully implement the DEI report recommendations, as it pertains to UCEC.
3. **Support the strengthening of Brock's relationships** - community/government relations and Indigenous engagement initiatives.
4. Focus on the efforts of the University to ensure safety and wellbeing of the University community.
5. Support the utilization of impact reporting and an integrated lens to **advancement, marketing and communications as it pertains to the University's** mandate.

On a motion by Trustee Arthur, seconded by Trustee McCourt and carried, it was

RESOLVED that the University and Community Experience Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report and amended during the meeting.

The amended Work Plan will be brought back to the Committee for information at the next meeting.

6. Campus Safety Services Annual Report
[An Information Item *TOPIC: Brock University Campus Safety Services Annual Report* dated September 27, 2023 had been posted with the meeting materials together with a link to Appendix 1 - UCEC Brock University Campus Security Services Annual Report.]

The Director, Campus Safety Services provided an overview of the Brock University Campus Safety Services Annual report that included information regarding the department, services, initiatives, and involvement with both the Brock community and the broader communities of Niagara.

During discussion, the Director clarified a matter raised regarding the roles and responsibilities of department staff and received feedback regarding the reporting of statistical data during the time when the campus was closed due to the pandemic.

7. Performance and Overview Indicators Report

[An Information Item *TOPIC: Performance and Overview Indicators Report* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - Performance and Overview Indicators (September 2023).]

The Committee reviewed the Performance and Overview Indicators Report which reports on the progress made in achieving the objectives set forth in the Institutional Strategic Plan and provides a framework for shaping and reporting on the activities in the year ahead.

During discussion, the Provost and Vice-President, Academic responded to questions raised regarding the use of enrolment as an indicator, initiatives to attract more Indigenous students, and received a request to avoid the use of acronyms.

8. Next Steps on the Institutional Strategic Plan

[An Information Item *TOPIC: Next Steps on the Institutional Strategic Plan* dated September 27, 2023 had been posted with the meeting materials.]

The President and Vice-Chancellor referred members to the Report and provided an overview of the update on next steps for the development of a new institutional strategic plan as we near the end of the current plan in 2025.

During discussion, feedback was provided to the President regarding the plan and process for implementation, modernization of language and the use of indicators.

9. In Camera Record of Proceedings - Meeting #5 (2023-24) held on June 28, 2023 - *In camera*

[The *in camera* Record of Proceedings of the previous meeting had been posted with the meeting materials.]

The confidential Record of Proceedings from the previous meeting held on June 28, 2023 had been approved by consent.

10. Minutes of Previous Meeting

[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of Meeting #5 (2023-24) of the University and Community Experience Committee held on June 28, 2023 had been approved by consent.

11. Enrolment Update

[An Information Item *TOPIC: Enrolment Update* dated September 27, 2023 had been posted with the meeting materials.]

The Committee received the Report by consent.

12. Marketing and Communications Report
[An Information Item *TOPIC: Marketing and Communications Report* dated September 27, 2023 had been posted with the meeting materials together with Appendices 1 - Marketing and Communications Metrics Report; 2 - Convocation Report; and 3 - Crawford Lake Report.]

The Committee received the Report by consent.

13. Metrics - Campus Security
[Metrics related to Campus Security Services had been posted with the meeting materials.]

The Metrics had been received by consent.

14. Other Business - None

15. Adjournment

The meeting adjourned at 4:54 p.m.

Report to the Governance/Nominating Committee

RECOMMENDATION ITEM

TOPIC: Pension Committee Membership

December 7, 2023

Amanda Villella, Acting Associate Vice-President, People and Culture

MOTION

THAT the Governance/Nominating Committee recommend to the Board of Trustees the appointment of the following members to the Pension Committee:

1. James Whitehead, nominated by CUPE 1295 to the Pension Committee for a four-year term effective December 7, 2023 (replacing Tara Barrett)
2. Nicholas de Luca, nominated by the Administrative/Professional and Exempt (A/P&E) group to the Pension Committee for a four-year term effective December 7, 2023 (replacing Zhanyldyk Dustanova)
3. Kimberley Gunning, nominated by the A/P&E group as an alternate Pension Committee member in the event the A/P&E representative will be absent and unable to perform their committee duties for a prolonged period.
4. Glenn Tattersall, nominated by BUFA as an alternate Pension Committee member in the event a BUFA Pension Committee member will be absent and unable to perform their committee duties for a prolonged period.

1. Purpose of Report

- The Pension Committee Charter states that the Pension Committee shall have one member nominated by CUPE 1295 and seven members nominated by BUFA.
- In accordance with the Pension Governance Manual and Governance/Nominating Committee Charter, the Governance/Nominating Committee provides recommendations to the Board for Pension Committee membership.
- In addition, this report will be shared with the Financial Planning and Investment Committee (FPIC) in this Cycle on December 6 as an information item in accordance with the FPIC Charter and Pension Governance Manual.

2. Key Background

- Tara Barrett was nominated by CUPE 1295 and approved by the Board during Cycle 5 (June 2023); however, Ms. Barrett is unable to fulfil the role. CUPE 1295 has nominated James Whitehead to replace Ms. Barrett.
- The A/P&E representative (Zhanyldyk Dustanova) resigned their role effective June 30, 2023. An election took place for the A/P&E group, and Nicholas de Luca was the successful candidate.
- The Pension Governance manual allows for the appointment of alternate members who can participate in Pension Committee meetings if a member from their employee group will be absent from the Pension Committee for a prolonged period. Kimberley

Gunning was voted as the second candidate in the A/P&E election and will be an alternate member, replacing Nicholas de Luca if required.

- Lianxi Zhu (BUFA) resigned from the Pension Committee. Charles Despres, approved as an alternate member in Cycle 5 2023, will assume the role until further notification is received from BUFA.
- BUFA has elected Glenn Tattersall as an alternate Pension Committee member, replacing Charles Despres who is now an active Committee member.

3. Implications

- Without approval of this recommendation, Pension Committee membership will not align with the CUPE 1295 and the BUFA collective agreements, the Pension Committee Charter and Pension Governance Manual.

4. Next Steps

- The recommendation from the Governance/Nominating Committee will be provided to the Board of Trustees for approval on December 7, 2023.

5. Background Materials

Appendix 1 – Pension Committee Membership Roster (1 page)

Pension Committee Membership Effective December 7, 2023

Name	Employee Group	Term
Atkinson, Jeffrey (Chair)	BUFA	4 year term to June 30, 2027 (2nd term)
De Luca, Nicolas Replacement for Zhanyldyk Dustanova	A/P&E	4 year term to June 30, 2025 (2 nd term)
Despres, Charles* Replacement for Lianxi Zhou	BUFA	4 year term to June 30, 2025 (1 st term)
Frijters, Jan	BUFA	4 year term to June 30, 2027 (1st term)
Lau, Michelle	BUFA	4 year term to June 30, 2027 (1st term)
McMaster, Marleen	Board of Trustees	2 year term to June 30, 2025
Medovikov, Ivan	BUFA	4 year term to June 30, 2024 (2nd term)
Skrubbeltrang, Glenn	BUFA	4 year term to June 30, 2026 (2nd term)
Sokolyk, Tatyana (Vice-Chair)	BUFA	4 year term to June 30, 2025 (1st term)
Varcoe, Terry	BURA	4 year term to June 30, 2025 (2nd term)
Whitehead, James Replacement for Tara Barrett	CUPE 1295	4 year term to June 30, 2027 (1st term)
Wignall, Kayne	OSSTF	4 year term to June 30, 2024 (2nd term)
Villella, Amanda	Ex-officio	
Tonnos, Josh	Ex-officio	
Glenn Tattersall	BUFA	Alternate member
Kimberley Gunning	A/P&E	Alternate member

*approved as an alternate member; will assume role until further notification from BUFA



Board of Trustees

Report to the Governance/Nominating Committee

INFORMATION ITEM

TOPIC: Policy approvals update

December 7, 2023

Chabriol Colebatch, Interim University Secretary

General Counsel and Associate Vice-President, Legal, Compliance, & Privacy

EXECUTIVE SUMMARY

1. Purpose of the Report

- To notify the Governance/Nominating Committee and Board of Trustees on policy approvals granted by the Executive Team (President and Vice-Presidents) to support continued Board oversight of the University's policy framework.

2. Key Background

- The Policy on Policy Management ("Policy") provides that the Executive Team may approve:
 - operational policies; and
 - minor amendments to Board approved policies.
- To ensure transparency and accountability, all approvals by the Executive Team are reported to the Board, which retains the authority to modify the approval authority of any policy as the Board deems appropriate.
- The policies listed in the table below were reviewed and approved by the Executive Team since the last Board meeting in September. All policies are available through the online policy library at <https://brocku.ca/policies/>.

Policy Name	Classification	Additional Information
Social Media Policy	Operational	New policy to govern use of social media to ensure Brock University social media accounts contribute to a responsible social media presence for the University and are consistent with University brand standards and other University policies.
Website and Web Content Governance Policy	Operational	New policy to ensure that all Brock University public websites and web content are accurate, functional, and accessible, and support and reflect the reputation and integrity of the University.



Policy Name	Classification	Additional Information
Workplace Violence Prevention Policy	Governance/ Compliance	Renewed with only change to reflect the new name of the office of People & Culture.
Occupational Health and Safety Policy	Governance/ Compliance	Renewed with only change to reflect the new name of the office of People & Culture.
Driver and Vehicle Management Policy	Operational	New policy to set out University requirements for all drivers of University-owned and University non-owned vehicles for University purposes.

3. Next Steps

- Any further policy approvals granted by the Executive Team will be reported to Committee and the Board at the next cycle.

4. Background Materials

N/A



Board of Trustees

(Circulated Prior to Approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #1 - CYCLE 1 (2023-24)

GOVERNANCE/NOMINATING COMMITTEE

THURSDAY, SEPTEMBER 28, 2023, 8:30 AM

IN PERSON (SANKEY CHAMBER) AND REMOTE PARTICIPATION (MICROSOFT TEAMS)

PRESENT: JoAnna Roberto (Committee Chair), Greg Berti (Vice-Chair), Mark Arthur, Anne McCourt, Lesley Rigg, Christine Sawchuk, Rob Welch

REGRETS: Arti Freeman

KEY

RESOURCE: Chabriol Colebatch, Jennifer Guarasci, Tim Kenyon, Lynn Wells
Margaret Thompson

ALSO: Invited staff during specific agenda items

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion.

On a motion by Trustee McCourt, seconded by Trustee Arthur and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. 2023-24 Governance/Nominating Committee Work Plan
[A Decision Item *TOPIC: 2023-24 Governance/Nominating Committee Work Plan* dated September 28, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 Governance/Nominating Committee Work Plan and Appendix 2 - Governance/Nominating Committee Charter.]

The Committee reviewed its 2023-24 Work Plan that reflects the Committee's responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year.

The following key objectives for 2023-24 developed by the Committee Chair were included in the Report:

1. Governance Committee preparation - working with the Corporate secretary to **further deepen committee members' understanding of** governance as it relates to other committees and the overall impact on the University and to complete the Governance review started the prior year including revising policies or bylaws.
2. Review the Auditor General's report on term limits and make a recommendation to the Board on term limits.
3. Review the naming and mandate of the University and Community Experience Committee to enhance its value added.
4. Review the nomination process and proceed to strengthen the pipeline of future community trustees.
5. Drive the Board education process.
6. Continue the work from the prior year to establish an EDI framework for the Board.

On a motion by Trustee Welch, seconded by Trustee McCourt and carried, it was

RESOLVED that the Governance/Nominating Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report.

6. 2023-24 Board Development Plan
[A Decision Item *TOPIC: 2023-24 Board Development Plan* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the proposed Board Development Plan for 2023-24 as outlined in the Report. During discussion, members provided feedback on the proposed plan to the University Secretary. In addition to the proposed topic of cyber security and preparedness for the January education session, other suggested topics included the role/function of a university Board, fundraising, and financial sustainability. Based on the discussion held, members agreed that the topics for the Board's January education session will be finalized by the University Secretary, Board Chair and Committee Chair.

On a motion by Trustee McCourt, seconded by Trustee Arthur and carried, it was

RESOLVED that the Governance/Nominating Committee approve the 2023-24 Board Development Plan as outlined in the Report.

7. Designation of Trustee Emerita

[A Recommendation Item *TOPIC: Designation of Trustee Emerita* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the rationale for the proposed recommendation to grant the designation of Trustee Emeritus to a former member of the Board as detailed in the Report.

On a motion by Trustee McCourt, seconded by Trustee Arthur and carried, it was

RESOLVED that the Governance/Nominating Committee recommend to the Board of Trustees that Mary De Sousa be granted the designation of Trustee Emerita upon acceptance.

8. Process to Nominate a Chair-Elect

[An Information Item *TOPIC: Process to Nominate a Chair-Elect* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report that provided information on the process used previously to nominate a Chair-Elect. The Committee confirmed that the process described in the Report be implemented this year. With respect to the proposed timelines, the Board Chair emphasized that the process to elect a Chair-Elect be finalized during Board Cycle 3 (March 6/7, 2024).

9. Policy on the Appointment and Reappointment of the President and Vice-Presidents - Review Process

[An Information Item *TOPIC: Policy on the Appointment and Reappointment of the President and Vice-Presidents - Review Process* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report that provided information on the review process for the Policy on the Appointment and Reappointment of the President and Vice-Presidents.

On a motion by Trustee Arthur, seconded by Trustee McCourt and carried, the Committee moved *in camera* at 8:58 a.m. for a confidential discussion.

The Committee resumed open session at 9:08 a.m.

10. Governance Review Update

[An Information Item *TOPIC: Governance Review Update* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report that provided an update on the status of the Governance Review in order that the Committee can fulfil its responsibility of ensuring a comprehensive governance review is conducted at least every seven years. There were no concerns raised by the Committee regarding the scope of the plan as detailed in the Report. In response to a question raised regarding timelines, it was noted that the aim is to present a final report to the Committee and full Board during Board Cycle 2 (December 6/7, 2023).

11. Equity, Diversity and Inclusion Framework
[An Information Item *TOPIC: Equity, Diversity and Inclusion Framework* dated September 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the report that provided updated information related to the framework that will guide the Board in its work to support Brock's strategic priorities around equity, diversity and inclusion (EDI).

The Chair noted that a motion was required to move *in camera* to consider the following confidential items:

12. Community Trustee Recruitment and Nominations - *In camera*
13. Action Plan Arising from the 2022/23 Board Survey - *In camera*

On a motion by Trustee McCourt, seconded by Trustee Arthur and carried, the Committee moved *in camera* at 9:18 a.m.

[During closed session, the Committee reviewed the confidential Reports.]

The Committee resumed open session at 9:35 a.m.

14. *In camera* Record of Proceedings of the Previous Meeting
[The *In camera* Record of Proceedings of the previous meeting had been posted with the meeting materials.]

The *In camera* Record of Proceedings of the meeting held on June 28, 2023 had been approved by consent.

15. Minutes of Previous Meeting
[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of the previous meeting held on June 28, 2023 had been approved by consent.

16. Policy Approval Update
[An Information Item *TOPIC: Policy Approval Update* dated September 28, 2023 had been posted with the meeting materials.]

The Committee received the Report by consent.

17. Metrics
[The Governance/Nominating Committee Metrics as at Cycle 1, September 28, 2023 had been posted with the meeting materials.]

The Metrics had been received by consent.

18. Other Business - None

19. Adjournment

The meeting adjourned at 9:36 a.m.



Board of Trustees

(Circulated Prior to Approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
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MINUTES OF MEETING #2 (SPECIAL) - 2023-24

GOVERNANCE/NOMINATING COMMITTEE

TUESDAY, OCTOBER 31, 2023, 4:30 PM

REMOTE PARTICIPATION (MICROSOFT TEAMS)

PRESENT: JoAnna Roberto (Committee Chair), Greg Berti (Vice-Chair), Mark Arthur, Arti Freeman, Lesley Rigg, Christine Sawchuk

REGRETS: Anne McCourt, Rob Welch

KEY

RESOURCE: Chabriel Colebatch, Jennifer Guarasci, Tim Kenyon, Margaret Thompson

ALSO: Invited staff

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, and provided a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of Agenda

On a motion by Trustee Sawchuk, seconded by Trustee Berti and carried, it was

RESOLVED that the Agenda be approved.

4. Appointment of Community Trustees to the President's Strategic Plan Steering Committee

[A Recommendation Item *TOPIC: Appointment of Community Trustees to the President's Strategic Plan Steering Committee* dated October 31, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report and considered the names of those community Trustees who had expressed an interest in serving on the President's Strategic Plan Steering Committee. The Committee discussed the needs of the Steering Committee and several other considerations. It was recognized that all Trustees will have opportunities in the future to provide input into the strategic planning process and

strategic plan.

On a motion by Trustee Berti, seconded by Trustee Sawchuk and carried, it was

RESOLVED that the Governance/Nominating Committee recommend to the Executive Committee that Kevin Magee and Anne McCourt be appointed as the two community Trustees to serve on the President's Strategic Plan Steering Committee.

A communication will be sent to the recommended nominees and to those who had put their names forward for consideration prior to forwarding the motion to the Executive Committee for its consideration.

5. Other Business - None

6. Adjournment

The meeting adjourned at 5:03 p.m.