

The purpose of this report is to provide supplementary information to the CUPE 3908 Unit 1 bargaining team during the current 2004 Collective Agreement negotiations. The report is organized to correspond with the April 9th, union bargaining proposals. Some of the main sources used to gather information include: CUPE Benefits Language Document for University Workers; Canadian Association of University Teachers; Trent University Faculty Association website and administration support; OPSEU 365 Collective Agreement; CUPE 3908 Unit 1 Survey responses; the Education Quarterly Review Statistics Canada; A Strategy for Trent University 2003-2010; in addition several members were telephoned to gather information regarding specific bargaining issues. The report also contains several resources as appendixes in order for the team to access full details of information cited. As requested I have begun the report by providing information regarding who CUPE 3908 represents and then provide information regarding Trent University's internal environment including the 2003-2010 long term plan. I then provide highlights from TUFA and OPSEU collective agreements which can be used to support the argument for increases in job security and wage improvements for CUPE 3908-1 members. Unfortunately I was not successful in gathering TUFA's recent salary wage improvements but I do provide the 2000-2001 salary ranges. The last section of the report is organized in accordance with the union proposals. I have added information from members, other university locals and CAUT conversion language. If at any time during the bargaining sessions the team requires further please do not hesitate to phone me at 277-1219 or email requests at bjleslie@netscape.ca

I am also willing to develop sections of the report further if this is of benefit to negotiations.

May you retain what you have and make gains for the membership.....

Good Luck!

Preamble

Part-time faculty have direct contact with the student community at Trent University and are integral part of the quality of the students education. CUPE 3908-1 now has over 200 members teaching, marking and completing course assistant duties. Part-time faculty across Canada are hired at faster rates than full time faculty (Statistics Canada, Education Quarterly Review, 2003). Stats Canada also reported that 42% of part time faculty had a PhD and another 38% held a master's degree. These numbers demonstrate the high levels of education that part-time faculty offer their employers. Part time faculty throughout Canada are supplying universities with a highly educated labour force, but are paid at below poverty level wages, have limited job security, and few benefits. While many of the part-time faculty have between six and nine years of university education they are paid less than \$15,000 dollars a year and may not even qualify for unemployment insurance when the academic year ends.

The Degrees of Shame documentary by Barbara Wolf notes that hiring part-time faculty is finically beneficial to the university's budget, as only 7% of tuition funding actually is required for an adjunct professor. A part-time professor reported that is the dedication of the part-time work force which makes them exploitable. Most part-time faculty enjoy teaching and are dedicated to helping students but end up with limited advantages. The part-time faculty often need to string together several part-time teaching positions at different universities to make financial ends meet. These professors referred to themselves as "freeway faculty" or "road scholars". Travelling from university to university is time consuming, stressful, inefficient and costly. CUPE 3908-1 is confident that Trent University will strive to understand the memberships' working conditions and address wage disparity, increase health benefits, office and library access to ensure that Trent remains a competitive employer for part time faculty.

Section A.

CUPE Local 3908 Unit 1 Represents:

“In accordance with OLRB Certificate Number 2967-84-R; “All part-time employees of Trent University engaged in teaching, demonstrating, tutoring, marking, save and except employees in bargaining units for which any trade union held bargaining rights as of Feb. 5th, 1985, and person who are registers as students of the University.”

Categories included: Course Instructor, Course Co-ordinator, Tutorial Leader, Workshop Leader, Lab Demonstrator, Marker/Grader, Language Assistant, Academic Skills Centre Instructor, Course Assistant, Tutor, Honours Thesis Supervisor, Reading Course Instructor.
(Trent University Administration Website Feb. 14th, 2004)

CUPE 3908 Unit 1 Executive 2003

Jill Smith - President (Term 2002-present)
David Berger - Vice-President
Brian Blakeley - CUPE National Rep
Peter Northrop - Treasurer (currently on sick leave)
John Bodner - Grievance Officer
Sarah Lamble - Secretary
Sarah Kardash - Office Administrator
Email: cupe@trentu.ca
Phone 748-1011, ext. 1759

Section B.

Internal Environment at Trent University

A Strategy For Trent University 2003 - 2010

(Trent University’s Current Long-Term plan – Appendix C)

Trent’s Mission

“Trent University aspires to be Canada’s outstanding small university known for its commitment to liberal undergraduate education in the humanities, social sciences and natural sciences and to the centrality of the individual student. Within a collegial setting the university offers undergraduate and graduate programs, both traditional and interdisciplinary, which seek to advance learning through the creative interaction of teaching and research of the highest quality.”

(Page 2-3)

CUPE 3908 -1 Wants to be part of these directives:

3. “A Vision for Trent”
 - Trent staff will be recognized as an integral part of the teaching and research commitments of the university and be able to pursue profession and career advancement while in the employ of the university. (page 3)

Attachment 2

Goals

“To offer a distinctive, excellent and continually evolving teaching program that responds to the needs of an increasingly diverse full and part-time student body.” (Page 11)

Institutional Objectives

“Employ and retain excellent faculty who contribute actively to the advancement of learning through teaching, research, service and professional development.” (Page 11)

“Employ and retain excellent academic and administrative support staff and ensure adequate opportunities for their professional development.” (Page 11)

(A Strategy for Trent University 2003-2010 – see, appendix C for full report)

Section C.

Unions Representing Employees at Trent University include:

Trent University Faculty Association (TUFA)

Represents:

All Academic staff and Professional Librarian appointments save and excerpts: Sessional faculty, professional librarian appointments teaching one and one-half courses or less, The President, Vice-presidents, Deans, and Associate Deans.

President: Peter Dawson Physics 748-1011 ex. 1628
 Vice-President and Grievances: John Topic, Anthropology, 748-1011 ex. 1393
 Salaries and Benefits: Richard Hurley, Computer Studies 748-1011 ex. 1542
 Secretary: Morgan Tamplin, anthropology, 748-1011 ex. 1321
 Treasure: Ken Field, Library, 748-1011 ex. 1445
 Trent Times Editor: Magda Havas, Environment & Resource Studies, 748-1011 ex. 1232
 Members at Large: David Newhouse, Native Studies, 748-1011 ex. 1497
 Sean Kane, Cultural Studies, 748-1011 ex. 1755
 Administrative Assistant: Aurora Wait, 748-1011 ex. 1415 tufa@trentu.ca

Currently TUFA represents a total of 279 members, 4 part time members, 3 of which are on voluntary partial early retirement (VPER)

2003-2004	279 (4 part time members)
2002-2003	224
2001-2002	210
2000-2001	212
1999-2000	207

Ratification vote for the 2003 TUFA tentative settlement held January 23rd, and agreement was ratified.

Professional Development Fund \$900 per member

Funds from University to operate the union: None, Since its formation, TUFA has negotiated the use of an office (now two), telephones and meeting rooms for general meetings. TUFA pays for long distance calls and purchases their own computer and other office equipment and furnishings.

Please see Appendix A – A summary of the tentative settlement 2003.01.17

Table 1

Trent/System Disparity on the Basis of 2000-2001 Data

(See Appendix B for complete information)

Rank	Salary Scale
Lecturer	45,763
Assistant Professor	46,872 - 71,318

Associate Professor	69,344 - 94,439
Full Professor	80,568 - 104,729
Full Professor	72,647 - 106,244

Mean system average adjustment of 1.92 % is required to meet comparison group (Ontario Universities) as listed in Appendix B page 2.

Professional Expenses Fund: increased from \$800 to \$900
Benefits

The hearing aid benefit is to be increased from \$300 every five years to \$500 every four years.

The massage therapy benefit is to be increased from \$100 to \$200 annually.

Other Potential Relevant Small Changes:

Change pro-ration of benefits provision to resolve inconsistency for part-time members with (III.3.3.2 iv), which reflects actual practice. (Amended VIII.7.3)

VIII.7.3 page 136 TUFA July 1st, 1999 to June 30, 2002 Collective Agreement

“Flexible Benefits Plan entitlements shall be appropriately pro-rated in the case of appointments which have terms of less than one year or duties and responsibilities that are less than full-time.”

Ontario Public Service Employees Union (OPSEU), Local 365

Represents: Staff members whose salaries, wages and benefits are charged to ancillary or general operating budgets, which are as follows: Athletics, Bookstore, Campus Store, College Conferences, Dining Services, Health Services, Print Shop, Transportation and Parking.

Reportedly there are approximately 325 members, 75% of which are full-time, and 5% part-time permanent, 20% are contracted positions.

Members receive the following benefits: Standard Life Benefit Plan, health benefits encompassing medical, chiropractor, naturalpath, massage, vision, dental, EAP, tuition for permanent staff and dependents, professional development funding, \$125 flex benefit.

Salary Range:

Schedule A Salary Grid – Year III – January 1st, 2004 to June 30th 2004 (Based on 35 hours per week) OPSEU Local 365 Collective Agreement pp 102

Band #	Step 1	Step 7
1	22,966	27,067
2	24,910	29,410
3	27,067	31,956
4	29,410	34,956
5	31,956	37,729
6	34,723	40,995
7	37,729	44,544
8	40,995	48,400
9	44,544	52,590
10	48,400	57,143
11	52,590	62,090
13	62,090	73,306

Bands including *presumed* by the researcher as similar required education levels to CUPE 3908 - 1 members

Band # Title

7	Laboratory Demonstrator (Chemistry), Teaching Assistant, Demonstrator (Physics), Demonstrator/Technician (Biology), Chemical Technician/Demonstrator
8	Learning Strategist (Special Needs), Demonstrator/Technician (Geography), Demonstrator/Technician (E&RS), Department Laboratory Technician/Demonstrator.
9	Writing Instructor II (ACS), Senior Demonstrator (Chemistry).
10	Learning Disability Consultant, Senior Demonstrator (Physics).
11	Co-ordinator, Special Needs

Articles of Interest for CUPE 3908 - 1 bargaining 2004

Page 81-82 OPSEU 365 Collective Agreement

Article 19.4 Policy Respecting Rebate of Tuition Course Fees to Eligible University Staff Members

1. An eligible University staff member is one who holds a regular or recurring appointment at Trent University.
4. Tuition course fee rebates shall be limited to a maximum of one (1) full course or two (2) half-courses, one (1) per term. Where the hours of instruction fall within working hours, the employee shall be required to make up for any time lost by taking the course.
6. The University will waive the fee for one course taken between September and April and one course taken between May and August at Trent University, or rebate the fee for a course taken at another academic institution provided written authorization for both the taking of the course and the waiving or rebating of the fee has been obtained from the supervisor prior to the commencement of the course. Proof of successful completion will be required to receive or to validate the fee waiver.
9. Ancillary fees consisting of the Julian Blackburn College Student Government fee, the College fee and Health Service fee will be waived. Any levy imposed by Julian Blackburn College student government, other than those listed above, will be the responsibility of the staff member.

Article 14 - Benefits (pp 53-54)

14.3 Insured Group Benefits

- (a) Semi-private Hospital Coverage - Board pays 100% of this coverage.
- (b) Extended Health Care - Single or family coverage, as appropriate; \$25 single/\$50 family deductible, paid by staff member; Board pays 100% of premium; coverage includes, but is not limited to the following:
 - I. Prescription drugs
 - ii. Private nursing where ordered by attending physician
 - iii. Difference in cost between semi-private and private (where available) hospital accommodation
 - iv. Contact DHR regarding details of further coverage which is provided, including, ambulance, prosthetic appliances, speech therapy
- ©) Additional Extended Health Benefits - Board pays 100% of the premium costs for the following benefits:

- I. Vision Care - a two hundred dollar optical benefit which shall be available once in any twelve consecutive month time period in accordance with the terms and conditions of the Plan, effective Jun 1st, 1993
 - ii. Hearing Aids - up to \$500 every four years per family member
 - iii. Massage Therapy - up to \$200 per year per family member
 - iv. Chiropractic Coverage - up to \$300 per year after exhaustion of the OHIP maximum
 - v. Naturopathic Care - up to a maximum of \$300 per year (effective September 1st, 2001)
- (d) Dental Plan
 - (e) Group Life Insurance
 - (f) Long Term Disability
- 14.4 Trent Pension Plan

Section D.

External Environment

Canadian Association of University Teachers (CAUT)

The CAUT is currently campaigning to represent both full and part time academic staff within the association. The CAUT fully acknowledges that at times there are ...”legitimate reasons to hire academics on contract, under funding and administrative flexibility are not sufficient grounds for hiring contract academic staff as a substitute for continuing appointments”. (CAUT website Policy Statement on Fairness for Contract Academic Staff last accessed Feb. 13th, 2004).

The following is an excerpt from the CAUT’s full Policy Statement on Fairness for Contract Academic Staff (see appendix 3 for full document and appendix 4 for tenure promises of tenure)

Policy Statement on Fairness for Contract Academic Staff

- 1. “CAUT believes that excellence in education is best assured through the secure continuing appointment of career academics. CAUT opposes the increasing use of casual labour to fulfill ongoing staffing requirements. While there are legitimate reasons to hire academics on contract, under funding and administrative flexibility

are not sufficient grounds for hiring contract academic staff as a substitute for continuing appointments.”

April 12th, 2004

Review of Ghosts in the Classroom by Tess Hooks (CAUT member)

Tess Hooks who teaches part-time at the University of Western Ontario and is a member of CAUT’s Contract Academic Staff Committee reviewed the book Ghosts in the Classroom and concludes with the following suggestions and observations regarding the part-time faculty common issues in North America:

There is evidence that only 41% of U.S. university faculty members are tenured or in the tenured stream. During the next 10 years the majority of tenured professors will retire and if they are replaced by contract staff in non-tenured appointments, academic freedom is at risk of being compromised. Canadian data at this time is currently anecdotal but notes that the growing trend of using part time faculty is similar to the United States situation. Both Canadian and American educational institutions’s quality and integrity will be compromised.

Section E.

CUPE 3908-1 Contract Faculty Trent University Proposals for Bargaining Contract with Trent University 2004

Non-Monetary

1. Article 5.07 Right of First Refusal

CAUT

Lakehead: right of first refusal for contract lectures who have been members for past 3 years; renewable appointments on trial basis for some

Laurentian: sessionals have establishment status for a course if taught it for 3 years full-faculty seeking overload may also gain Establishment status; members with Establishment and highest seniority have first right of reappointment.

Queen’s: several categories of adjunct appointments (most are renewable); agreement also provides for continuing adjunct appointments and conversion to tenure.

Sir Laurier: seniority status (basically right of first refusal) for members who teach course 3 times in 24 months; possible 2 year renewable appts.

Windsor: preferred applicants if taught same course 6 times or more (in practice, works like right of first refusal).

CUPE

Brock: seniority language only

Carleton: renewal conditional upon satisfactory teaching evaluation

Guelph: right of first refusal for any previously-taught course when offered in any of next 4 consecutive semesters

McMaster: seniority language only

York: no reference to right of first refusal per se, but a person currently teaching a course is considered to have “preferred” and “required” qualifications for that course; long service override

CAUT and CUPE comparison (Appendix D)

Members Comments:

A member reported that the Right of First Refusal was not adhered to by department administration. This lack of attention to detail resulted in the member not being appointed the course, not only did the member lose out on employment but also on the tuition waver for the members dependent attending the university.

Another member noted that the department head was unsure of Right of First Refusal process. The member was told by the department head that the Right of First Refusal did not matter.

Both members reported that the CUPE 3908-1 newsletter was helpful and suggested that in the next newsletter a further review of the Right of First Refusal provision would be helpful. The members also suggested it would also be beneficial if administration reviewed the Right of First Refusal with department heads and administrations

2. Article 7.15 Provision of Office Space and Access to Facilities

Members Comments:

Library Access:

A member reported having full respect from the department head and works within a collegial environment. What was frustrating to the member was the difficulties experience accessing the library when rehired to teach a course in the fall term. The member began to prepare for the course in August but was unable to access books from the library. The member reported “how can you expect people to teach if they cannot take out any books”!

One solution: staff library card accessible from September to September.

Member Comments:

Office Space

The member reported teaching 2 classes with 120 students in each class. The member was given access to an office for two one hour blocks but, was not given access to full or even part time space which would have enabled the member to meet with more students, complete course development, marking, and leave required course resources (quizzes, course materials, books). The member reported lack of office space for part time faculty diminished the service the member would have preferred to deliver to the students. Having teaching resources developed and stored at the members home created extra work and longer assignment return waits for students.

Ontario Universities with office space language incorporated into collective agreements:

Nipissing; Queen’s, Windsor, Guelph, Ryerson, Trent, York, and Western: yes, and library for 12 months

Ontario Universities with differing office space language:

Lakehead: “reasonable effort made to provide “appropriate space”

Laurentian: “board will “endeavour to maintain reasonable levels of working space” fund for computer purchase.

Wilfrid Laurier: office space implied; library for 12 months

Carleton: appropriate space to perform duties

McMaster: employer “shall endeavour to provide office space

Article 6.05 Hours of Work

Concern noted by members regarding qualifying for Employment Insurance benefits.
Number of hours give on ROE does not reflect actual hours required to deliver a course.

Article 5.12 Cancellation of Position

Members Comments:

A member reported that a offer of employment to teach a course the Friday before the term commenced was then directly cancelled on the Monday. The member had refused other work to begin the position at Trent and as a result of the short notice of course cancellation the member was without the job at Trent and also the other positions. The member suggests that if administration considered running courses without the full complement of students both the registered students and the employee would benefit. Furthermore additional length of time is required for the notice of cancellation creating a fair equitable situation for the employee with the ability to plan stable employment.

Article 5.15 Consolidations

The CAUT reports:

“Queen’s has a Continuing-track Adjunct appointment of five (5) years durations with appropriate rank and an agreed range of academic responsibilities: in the first year of such an appointment the Member is normally expected to apply for Continuing appointment.”

“According to the QUFA Adjunct Handbook, “there is no automatic mechanism or process by which... Adjuncts may become Continuing-track Adjuncts. They do, however, have the right described above to be considered before eternal applicants for any Continuing-track or Continui9ng Adjunct position which becomes or is made available.”

Conversion to tenure-track for long-service academic staff.

“CUPE 3903 at York has negotiated a specific number of conversions per year, some to tenure-stream positions, and some Contractually Limited Appointments. For the last few years there have been six conversions per year, with no fewer then two tenure-stream conversions.”

CAUT Bargaining Advisory

Another solution suggestion by CAUT:

“... may be to create special appointments for long-standing contract academic staff who have not had opportunities to pursue scholarly and professional activity. Collective agreement language should clearly indicate these appointments are specific to certain individuals, created as a transitional measure only. Ideally, these appointments should be created at the same time as

other language referred to in this bargaining advisory – language that establishes a clear career path for contract academic staff.

“York’s CUPE local has negotiated a specific number of Special Renewable Contracts (13 over a two year period in the last agreement). These five-year contracts renewable for a second 5- year term except in exceptional circumstances. The positions are eligible throughout the ranks and sabbatical as per YUFA agreement. Queen’s Continuing-track Adjunct appointments may be the best model in this case”. (Pg 5)

CAUT stresses that negotiations must be careful not to create Collective agreement opportunities that will allow the employer to “trade one form of exploitation for another, and add another tier to an already-tiered profession.”

Conversion to teaching -only “instructor” appointments for long-service contract academic staff

“This approach may appeal to long-service contract academic staff who don’t feel they would qualify for tenure. Faculty associations may be tempted to create a new category of appointment in order to provide these staff with job stability. These teaching-only positions often have heavy course loads and lower pay. While they may provide employment stability to individual faculty, they simply trade one form of exploitation for another, and add another tier to an already tiered profession.”

CAUT Bargaining Advisory July 2002 page 5)

York University Highlights of 2002-2005 Collective Agreement

Notes:

New language allowing Members to directly apply to Dean for a “conversion” appointment.

New language providing rights to an interview for full-time positions

For 2002-03 five appointments, for 2003-04 six appointments and for 2004-05 four appointments

York University Highlights 2002-05 Collective Agreement (Appendix E)

McMaster:

“A commitment on the University’s part (together with Unions’s participation) to survey you “sessionals and Music Professionals” in respect of your working conditions, living conditions, teaching and research contributions.

(From summary of Gains in the Current Unit 2 Collective Agreement CUPE 3906, Sessional Instructors and Music Instructors Appendix F)

Many CUPE 3908 Unit 1 members Long Term Employees who have high levels of education, commitment to the university but low wages, few benefits, and limited job security.

CUPE 3908 Unit 1 Survey 2004

Terms taught at Trent University	Annual Income
30 terms (first year at Trent 1989)	20,000-24,900
6 terms (first year at Trent 1998)	20,000-24,000
7 terms (first year at Trent 1990)	5,000-9,000
4 terms (first year at Trent 2001)	15,000-19,000
11 terms (first year at Trent 1999)	25,000-50,000
9 terms (first year at Trent 1992)	25,000-50,000
8 terms (first year at Trent 2000)	25,000-50,000
8 terms (first year at Trent 2000)	25,000-50,000
5 terms (first year at Trent 2002)	25,000-50,000
10 terms (first year at Trent 1995)	15,000-19,000
5 terms (first year at Trent 2002)	20,000-24,000

2 participants did not report number of terms taught nor first year teaching at Trent, 6 reported first year teaching at Trent n=20

Article 5.17 Student Evaluations

One member reported that first year students are generally adjusting to the university learning environment and may not give a balanced evaluations. This member was not rehired for a summer term due to first year student evaluations. Students complained about the course because the instructor added other information and did not teach completely from the text.

CAUT

“Ideally , procedures should parallel those of full-time faculty. Performance evaluation procedures must be clear and transparent, and criteria and standards must be reasonable. Recognizable and predictable. The process includes some form of peer review. Performance evaluation may also work against people - there must be safeguards to ensure that new criteria are not used to get rid of employees and that people are evaluated in a manner consistent with

what their appointments required. The criteria by which members are assessed must realistically reflect the expectations of the position as it is articulated in the collective agreement - it is not acceptable to evaluate pre-course contract academic staff with the standards used for their full time colleagues.” (Access to a Career Path for Contract Academic Staff Number 4 - July 2002 Page 12, see Appendix G)

Monetary

1. 6.01 Compensation

One member reported of experiences teaching in the Science department. The member reported hours worked were equivalent to full time for one third of the full time pay. The lab time required during science courses equated to five lab sections each three hours long. While the member was granted teaching assistants the member attended each lab briefly to ensure the students and the teaching assistant understood the activity and also trouble shot problem areas. The member taught 2 classes with 120 students in each class. Wages earned did not cover time spent on lecture preparation, lab preparation, and extra marking of lab assignments. Because of the full time hours spent on the course the member could not have taken employment elsewhere. The member felt they earned less then part time wages for full time work.

2. Article 6.02 Benefits

York CUPE 3903-2

Long-term Disability Plan; Drug Plan; Dental Plan; Vision Care Plan; Pension Plan
(Page 42 CUPE Benefits Language Document for University Workers July 15th, 2003)

Ryerson CUPE 3904-01

Tuition waver for two programme credit courses; health, dental, life and disability insurance coverage

(Page 23-25 CUPE Benefits Language Document for University Workers July 15th, 2003)

see appendix F for further details

Section G:

Government Funding Announcements

(see Appendix G for further details)

The recent announcement by the Minister of Training, Colleges and Universities Mary Anne Chambers contained the following information which impacts CUPE 3908-1 bargaining:

A tuition freeze

(Trent reports a shortfall of \$500,000 as a result of the tuition freeze)

The government also announced additional funding of \$41.7 million for universities.

Administration reports it is unknown how much of the funding will flow to Trent.

Resources

Canadian Association of University Teachers (CAUT)
Access to a Career Path for Contract Academic Staff
Bargaining Advisory
Number 4- July 2002

CAUT
Ontario University Academic Worker Benefits Spreadsheet

Collective Agreement Between Trent University and Ontario Public Service Employees Union
Local 365 July 1, 2001 to June 30th, 2004

The Collective Agreement between The Board of Governors on Behalf of Trent University and

The Trent University Faculty Association July 1st, to June 30th, 2002.
www.trentu.ca (Last accessed April 12th, 2004)

A summary of the tentative settlement 2003.01.17
<http://www.trentu.ca/tufa/2002-negotiations/summary-20030117.html> (last accessed April 12th, 2004)

Memorandum of Understanding Between Trent University and TUFA
<http://www.trentu.ca/tufa/1999-2002-contract/2001-2002-parity.html> (last accessed April 12th, 2004)

CUPE
Benefits Language Document for University Workers
Spreadsheet Companion July 15th, 2003

CUPE 3908-1 2004 (20) survey results

Film: Degrees of Shame: Part-time Faculty: Migrant Workers of the Information Economy
by, Barbara Wolf
Producer: Barbara Wolf
Produced: 1997

Statistics Canada
Education Quarterly Review 2003, Vol. 9, no. 3. Part-time university faculty

Trent University Trent Welcomes Review of Postsecondary Education (April 12th, 2004)
Trent University Commends Federal Budget for Commitment to Higher Education (April 12th, 2004)

A Strategy for Trent University 2003-2010
www.trentu.ca/vpacemic/strategicplan/ (Last accessed April 12th, 2004)