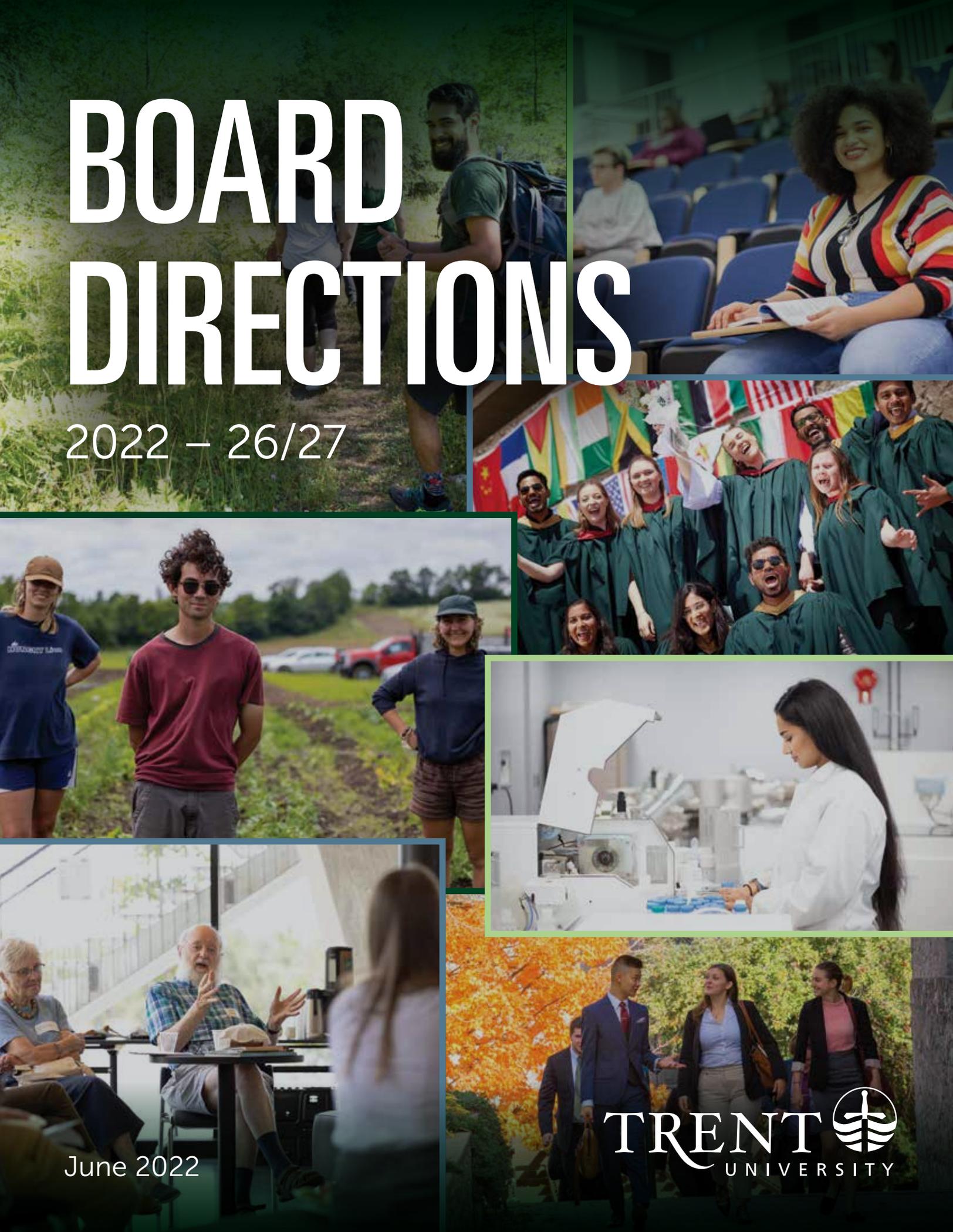


BOARD DIRECTIONS

2022 – 26/27



June 2022

TRENT UNIVERSITY 

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VISION

- We create vibrant, engaged and sustainable communities of learning, teaching and research committed to free enquiry and expression. We encourage the dynamic interplay of research, teaching and learning, which enhance and energize each other in the classroom and beyond.
- We strive to make valued and socially responsible contributions to our local communities, to Canada, and to the world.
- We support a diversity of faculty, staff and students who share a commitment to the learning experience and are responsive to its challenges.
- We foster an environment where Indigenous knowledge are respected and recognized as a valid means by which to understand the world.
- We offer an enriched learning environment that encourages a passion for all knowledge, the exploration of the creative links between fields of study and a critical engagement with the world.
- We create opportunities for students, staff and faculty to flourish and develop as individuals and as global citizens.
- We affirm our commitment to excellence, to innovation and to leadership in research, academic programmes and community partnerships.
- We commit to building an inclusive intellectual and social community that values the collaboration of all of its individual members.



The Board Directions for 2022 are pursuant to the Board Planning Sessions on January 13 & 14 and on March 4, 2022; discussion at the President's Group; discussion with the Board Executive; and discussion at the Board of Governors on May 6, 2022

MISSION

- Prepare students to make significant contributions to an increasingly complex world by providing them with a distinctive liberal arts, science or professionally focused education, which is enhanced by global perspectives, experiential learning and interdisciplinary approaches to personal and professional development
- Encourage and celebrate excellence and innovation in teaching, learning, research and student development
- Remain at the forefront of Indigenous education and scholarship
- Develop strong partnerships and collaborations with external communities, professions, and other institutions, as well as within our Colleges, departments, and programs
- Foster sustainability, in its environmental, social and economic dimensions, on our campuses and in all aspects of our work
- Promote a culture which engages all members of the Trent community, favours dialogue and collegiality, and nurtures a sense of belonging



INTRODUCTION: THREE THEMES

The strategic planning sessions of the Board of Governors identified strategic objectives for the Board over the next two to five years.

In the pursuit of its fiscal objectives, the Board noted that Trent should aim to secure new revenue streams for the University and new financial efficiencies that can reduce the University's costs. In the pursuit of all of its objectives, Trent should aim to establish partnerships – local, provincial, national and international – which will help it accomplish, and act as a catalyst for, its more specific goals.

A set of key performance indicators will be developed that can be used by the Board to gauge performance of the Board and University's performance on each of the strategic directions.



THEME 1

Trent University is committed to academic achievement and scholarship, and to the pursuit of it in a way that is committed to diversity, social, environmental, and governance responsibilities.





GOALS

- Support the social and economic development of the communities we serve.
- Continue to build local communities that are places for positive aging by supporting the development of the peopleCare Long Term Care Centre and an adjacent seniors village.
- Actively manage the University’s endowment funds with a focus on both economic returns and ESG values, within the mandate of the Audit & Investment Committee.
- Promote and steward the University’s green lands network and the development of infrastructure for regenerative agriculture at the University.
- Establish an ESG framework that includes a focus on the environment and climate change and the reduction of Trent’s carbon footprint.
- Advance Reconciliation, Equity, Diversity and Inclusion initiatives and a response to the Anti-Racism Task Force.
- Promote international recruitment and initiatives to make Trent a welcoming and positive destination for international students.

CONTEXT

Trent is a university committed to the desire to make the world a better place. In keeping with this, it is committed to carrying out its operations in ways that follow and promote social goals within the Trent community and within the other communities we intersect with (locally and beyond). It places special emphasis on the care and stewardship of Trent lands, on our connections to the Peterborough and Durham communities, and on our commitment to support them from a social and economic point of view.

THEME 2

Trent University will continue to develop and maintain vibrant campuses that reflect the friendly, caring, personal and interconnected culture of Trent.





GOALS

- Develop supports and opportunities for students that foster adaptability, agility and resilience.
- Create housing opportunities for students on the Peterborough campus.
- Review the vision for Trill College.
- Initiate and complete a strategic review of the Durham campus and its development.
- Foster and facilitate experiential learning and co-op programs.

CONTEXT

In the academic journey, Trent seeks to provide students with a broad education that prepares students with the skills needed for the future.

Develop vibrant Peterborough and Durham campuses that are integrated learning and research communities that share common values and express them in ways that reflect and benefit the communities in which they are located.

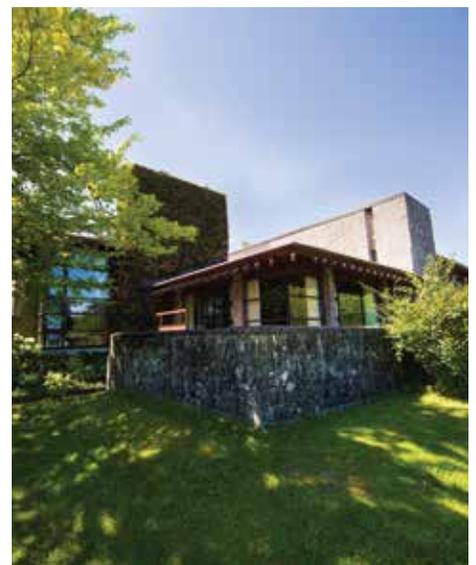
In Peterborough, Trent does not have enough residence accommodations for students. This problem can be remedied by building of a planned new residence on the east bank of the Symons campus. The current plan is to make it the home of a new college that includes, on its bottom floors, new spaces to teach learn, meet and come together.

The growth and development of the Durham campus has created a university with two successful, growing campuses which combine Trent's core values with directions that reflect the communities in which they are located. As Durham becomes a full-fledged university campus, the University needs to consider how this will be done in a way that ensures that it is viable, maintains its Trent identity and makes the most of its GTA location. (Among other things, this review should include a decision on the question as to whether the college system should be implemented at the Durham campus.)



THEME 3

Trent University will ensure that it is financially healthy and sustainable.



GOALS

- Resolve the University's pension issues.
- Ensure financially successful university operations.
- Launch a new philanthropic campaign.
- Conduct an external strategic review of Alumni Office to maximize alumni engagement.
- Support the development of the peopleCare long term care home, and advance the University's vision for a seniors village.
- Achieve substantial progress on the development of the Cleantech Commons.
- Advocate and advance with the government Trent's interests on funding, the enrolment corridor, land use, and the executive salary freeze.

CONTEXT

In a manner consistent with the Board's commitment to its fiduciary responsibilities, Trent should operate in a way that enhances the University's positive impact on the environment and society. At the same time, strengthening the Board's capability, structure, and composition will support good governance practices and leadership.

Resolving pension solvency issues was one of the Board's 2016 objectives. The University has made substantial progress on this issue by joining the TUFA pension plan with UPP, in partnership with UToronto, Queen's and Guelph. The final resolution of these issues requires a further move that will join our OPSEU and exempt plan with a jointly sponsored plan (either the UPP or another jointly sponsored plan).

In the last four years, Trent has successfully completed a \$50 million fundraising campaign and a \$6 million dollar campaign in support of the Durham campus. With a "Philanthropic Advisory Committee," the administration has been planning a new major campaign in support of the University's future success. Advancement will also consider the creation of a Trent Philanthropic Foundation.

The University has signed an agreement with peopleCare to build a long-term care home on the Trent campus. The University needs to work with peopleCare to ensure that this project is successfully completed at the same time that it makes progress on the development of a broader seniors village which will provide residential accommodation and services for seniors in Peterborough.

The infrastructure for the Cleantech Commons is almost complete. The next stage of its development needs to be buildings which will house the enterprises that occupy the park. A number of projects are in the planning stage with various potential partners. The Board will aim to have active research agreements with companies that are progressing with their plans for tenancy, with a goal to have shovels in the ground during the next two to three years.

The Board's responsibilities intersect with such operations in a number of important ways: by vetting and approving a balanced university budget; investing Trent funds in a way that earns a reasonable return; by approving senior appointments at the University; and by supporting key administrative projects.



Cleantech Commons

at TRENT UNIVERSITY



Thank you for your commitment
to Trent University



trentu.ca/governance/board-governors