

Mission for Trent University

Over the next five years, Trent University's mission is to:

- 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.

Approved by Senate May 11, 2010

Strategic Directions Update: *Preparing for Integrated Planning*

As endorsed by Senate May 11, 2010

In March 2004 Senate and the Board of Governors endorsed the document *Strategic Directions for Trent University 2003-2010*, which built on the work of many committees and task forces over the previous year. In 2006-2007 the University undertook a review of the Strategic Directions (SD) document because a “number of significant changes in the provincial scene and internally at Trent” suggested that the institution might want to adjust priorities. This review concluded with the revised strategic directions document, *A Strategy for Trent University 2007-2014*, which was approved and/or endorsed by Senate and the Board of Governors in 2007.

In the fall of 2009 the University started a new process of integrated planning. As part of this pan-university initiative, a further review was undertaken of the University’s strategic directions by the Strategic Directions Advisory Committee. As one result of this review, the University has organized and coalesced much of the content of the 2007 document into a set of six strategic directions (in alphabetical order): *A. Graduate Studies; B. Internal and External Community Partnerships; C. Research; D. Student Engagement and Accessibility; E. Teaching and Learning; and F. Trent in Oshawa.*

The University has also identified a set of 3 to 5 strategies for addressing each strategic direction (noted below), as well as a set of 3 to 5 specific actions for implementing the strategies. Please note that the list of action items in this document is largely for illustrative purposes and come from actions recently approved (i.e., from Senate, Board of Governors). The University is not limited to these specific actions and it is explicitly understood that this critical part of the document may need to be updated after the first phase of integrated planning has been completed in 2010-2011. It is also important to note that the strategic directions, strategies and specific actions listed in this document do not exist in isolation. Most specific actions, for example, will likely have multiple consequences across several strategic directions and strategies.

Strategic Direction A: Graduate Studies

Strategies:

- Enrich graduate learning and professional acumen through the creative interaction of teaching, research and career-relevant experiences.
- Expand and support graduate programs.
- Foster a graduate learning and research community that is supportive of various ways of knowing, including Indigenous knowledges.
- Recruit, retain and enable highly qualified faculty to participate in graduate education.

Specific Actions:

- Develop internal quality assurance policies and procedures for new and existing graduate programs consistent with Quality Assurance Task Force guidelines;
- Develop proposals for new graduate programs;
- Establish a more sustainable model for current and new graduate programs;
- Implement recently approved graduate programs;

Strategic Direction B: Internal and External Community Partnerships

Strategies:

- Continue to lead in the creation of mutually beneficial partnerships and linkages with educational institutions, Indigenous communities, and government, private, community and non-governmental organizations;
- Contribute to the vitality and sustainability of Indigenous communities;
- Develop the diversity of Trent's various communities;
- Enhance alumni engagement across the entire Trent community.

Specific Actions:

- Continue work with community college partners on further articulation agreements and with university partners on possible joint programs;
- Develop plans for Trent's 50th anniversary celebrations.
- Implement the Centres of Knowledge advancement model;

Strategic Direction C: Research

Strategies:

- Foster initiatives and celebrate innovations that enhance and create research partnerships.
- Promote the mutually supportive relationship between research and undergraduate teaching.
- Support existing research areas and create new research opportunities to sustain and improve Trent's position as a highly rated research institution.

Specific Actions:

- Communicate and celebrate Trent's accomplishments and contributions;
- Establish new research partnerships;

- Plan and implement a review of the Strategic Research Plan;
- Pursue an increase in the number of NSERC Industrial Research Chairs.

Strategic Direction D: Student Engagement and Accessibility

Strategies:

- Encourage the development of the whole student as an engaged learner and a contributing member of his/her community(ies).
- Foster a collegial, collaborative and healthy student culture that engages learners in their own and others' success.
- Preserve and enhance student involvement in governance and decision making.
- Recruit and retain students from within and beyond Canada.

Specific Actions:

- Complete the work of the Colleges Review Task Force;
- Expand the Living-Learning Communities program;
- Improve service in administrative units and effectiveness of information technology and automated systems;
- Provide high quality student support services;
- Provide support to ensure Offices of the Registrar, Colleges and student service units work cooperatively and effectively.

Strategic Direction E: Teaching and Learning

Strategies:

- Focus on teaching excellence and innovative pedagogy.
- Foster engagement with Indigenous knowledge systems and ways of learning, and encourage their use within the University.
- Position Trent as the destination for a comprehensive range of full-time, part-time, mature, and transfer undergraduate and graduate students.
- Recognize and promote the essential contributions of University staff to teaching and research on our campuses.

Specific Actions:

- Develop internal quality assurance policies and procedures for new and existing undergraduate programs consistent with Quality Assurance Task Force guidelines;
- Develop proposals for new undergraduate programs;
- Implement the restructuring of Trent's academic administration.

Strategic Direction F: Trent in Oshawa

Strategies:

- Support existing programs and develop new programs;
- Facilitate the completion of degrees on site;

- Foster mutually beneficial relationships among the University, Oshawa and lakeshore communities;
- Invest in infrastructure to enable the implementation of Directions A through E in Oshawa;
- Nurture a synergistic relationship between the Peterborough and Oshawa campuses.

Specific Actions:

- Complete Oshawa capital project on time and within budget;
- Continue cooperation and collaboration with the University of Ontario Institute of Technology and Durham College;
- Develop a community relations plan for Oshawa, integrating governments, school boards, alumni, donors, prospective students, and the media.