



## President's Monthly Report June/July/August 2013

---

### Proposed and New Ontario Government Policy Directions

A number of major changes are underway or have been proposed in the postsecondary education sector driven by Ontario government policy. First, early in June, MTCU announced major changes to teacher education in Ontario. Beginning in September 2015, the consecutive B.Ed. program curriculum must be delivered over two years, and education student admissions at all universities will be reduced by 50 per cent with a one-third reduction in BIU weighting. Second, in July and August, MTCU organized a series of working roundtables to discuss expected policy changes in four main areas: sector differentiation, online education, credit transfer, and graduate studies. These roundtables built on last year's Strategic Mandate Agreement (SMA) submissions and transformation ideas, and were intended to help MTCU move quickly this fall to concrete action using differentiation as one of the most powerful levers. MTCU has suggested several filters or possible individual 'axes' of university differentiation, including: enrolment (size), program offerings, research and teaching, program delivery, and student profile/population characteristics. In September many of these issues will form part of a broader university discussion with wide participation, and within Trent's governing and deliberative bodies.

*Strategic Mandate Agreements:* Last year, universities and colleges were invited to propose individual strategic mandate agreements (SMA) and identify three priority objectives. Trent's SMA highlighted new ideas such as the Trent-UOIT Synergy Project, an innovative new partnership model that would see Trent and UOIT build on our existing Memorandum of Understanding and collaborate in multiple ways. A new process for Strategic Mandate Agreement submission will now begin. SMAs are thought to be the best mechanism for driving differentiation by ensuring the ambitions of each institution are focused on areas of specialization and strengths, and SMAs will guide major government decision-making, such as new program approvals and capital investments. Each university will be asked to address the main axes of differentiation in their submission. Dr. Paul Genest, former COU President and CEO, has joined MTCU to manage the next phase of development of the university Strategic Mandate Agreements, which is expected to conclude in March 2014.

*Differentiation:* The Council of Ontario Universities has outlined a reasonably flexible approach to differentiation, which should be driven by universities' particular missions and their areas of strength, but should not result in stratification or vertical classification of universities into fixed hierarchical categories (e.g., research-intensive versus teaching-intensive institutions). The Higher Education Quality Council of Ontario has published a new paper on the differentiation discussion with the release of "[The Diversity of Ontario's Universities...](#)". Their analysis clusters universities into four categories, based largely on research intensity (measured as total productivity without 'normalization'):

- University of Toronto as a standalone cluster due to its size and international ranking;

- Six institutions at the upper end of research intensity, including Guelph, McMaster, Ottawa, Queen's, Waterloo and Western;
- Mainly undergraduate universities that are less involved in graduate education (Trent, Algoma, Brock, Laurier, Lakehead, Laurentian, Nipissing, OCAD and UOIT); and
- Four universities between the research intensive and the undergraduate clusters (York, Carleton, Windsor and Ryerson).

Such a differentiation framework assumes different roles, responsibilities and expectations of each Ontario university, and is hypothesized to allow different types of institutions to optimize their contribution to the overall system. HEQCO has repeatedly made the point that universities should differentiate on variables that matter to other jurisdictions since in their opinion this is the best way to judge the quality of the Ontario postsecondary system. However, at Trent University, our Vision, Mission, Strategic Directions and recent Integrated and Academic Plans all confirm our commitment to link research and teaching rather than promote an artificial and unsustainable separation of teaching and research activities... *"We encourage the dynamic interplay of research, teaching and learning, which enhance and energize each other in the classroom and beyond."* At Trent we know that by connecting research to learning, students acquire the critical skills to meet the challenges of a fast-changing world.

*Graduate space allocation:* Approximately 6000 new graduate student spaces are available for allocation to universities over the next three years. The different philosophies on the differentiation of universities was prominent in the roundtable discussion on the MTCU graduate student allocation strategy in early August. Most participants quickly rejected the simple research-versus-teaching categorization of universities as the basis for determination of future graduate space allocations. The consensus, instead, was that the Ministry should negotiate with each university to support areas of strength, and to allocate graduate expansion to all those with growth capacity rather than in a mechanistic way. This could potentially be accomplished through the new process to conclude Strategic Mandate Agreements with each university by March 2014.

*Credit transfer and on-line learning:* These two roundtables focused on the continued development of [ONCAT](#), and a possible new not-for-profit consortium to create more online opportunities for students, provide a critical mass of foundational courses shared among consortium members, improve quality, and find synergies and opportunities for efficiencies. New government policy can be expected soon to promote sharing of foundational courses in popular disciplines, and increased recognized transfer credit across institutions (among both colleges and universities). Ontario universities will be more strongly encouraged to move into the forefront of online learning, perhaps via a new Ontario online learning Centre of Excellence. In addition, the province would like the university (and college) credit transfer system in Ontario to be more transparent, predictable and automated for students. Students should be able to understand and easily navigate through transfer policies at any given institution, and prior to applying, know the specific credit they can expect to receive. With the ongoing call for greater differentiation among Ontario universities, Trent's record of success as a leader in credit transfer provides an excellent opportunity for differentiation. Our strong record of transfer student success in undergraduate degree programs also addresses MTCU's focus on access to post-secondary education.

*New Productivity and Innovation Fund:* The government has established a one-time \$45 million Productivity and Innovation Fund. Applications have been invited by September 30, 2013. Funding is expected to be distributed in three priority areas: program prioritization, course redesign, and administration and service deliver transformation. Successful innovative proposals will achieve higher levels of productivity; improve teaching quality, learning outcomes and affordability for students; and demonstrate increased collaboration among institutions and integration of the system. Measurable cost savings and/or cost avoidance for students, the institution and the sector or system, are expected. A committee of academic and administrative representatives has already begun work on a Trent University proposal to this new Fund.

## **President's Objectives for 2013-14**

At the last regular meeting of the academic year, the Board of Governors approved the President's Objectives for 2013-14. The high-level objectives are to:

- PROVIDE LEADERSHIP TO TRENT UNIVERSITY IN ALL MATTERS INTERNAL AND EXTERNAL
- FOCUS ON ACADEMIC EXCELLENCE
- ENSURE SUCCESS OF TRENT UNIVERSITY OSHAWA
- OVERSEE IMPLEMENTATION OF TRENT UNIVERSITY'S INTEGRATED PLAN
- ENSURE EFFECTIVE UNIVERSITY OPERATIONS
- IDENTIFY APPROPRIATE TARGETS AND METHODS TO IMPROVE UNIVERSITY PERFORMANCE

Detailed objectives, tasks, goals, timelines and measures for success were also approved. These detailed objectives will be used in monitoring progress throughout the year. This, my final year as president and the final year of the current [Presidential Mandate](#), will see my continued commitment to a collaborative leadership model, and to engagement and participation, to ensure the best ideas and insights are available to support Trent University's success.

## **Integrated Plan Update**

*Toward a Sustainable Future: The First Integrated Plan for Trent University (2010-2015)* was approved by Senate in May 2011 and the Board in June 2011 following renewal of Trent's Vision, Mission and Strategic Directions. Four Institutional Priorities were identified:

- Commitment to Academic Excellence
- Commitment to Strategic Enrolment Management
- Commitment to Achieving Financial Stability
- Commitment to Strengthening Community Engagement

The reporting structure for Trent's Integrated Plan Institutional Priorities and Key Actions focused on three broad Measures of Success: increased financial resources, higher enrolments, and higher levels of satisfaction expressed by members of the Trent community. The first *Draft Trent University Integrated Plan Balanced Scorecard* will be produced in January 2014, and a

final Balanced Scorecard will be included in the *Integrated Plan Final Report* to be produced in January 2015. As highlighted in the Integrated Plan, a Balanced Scorecard approach is one effective management tool, to be refined over the coming year, based on a wide range of existing indicators. Such an approach is consistent with the University's Revised Reporting Framework, which was considered by the Board, to tie together the multitude of relevant data and interpretation points. During 2012/13, Trent University made significant progress in implementing the Integrated Plan, and this effort will continue in the coming year.

## **Two Trent University Research Milestones**

### *New Research Centre for Aging and Society*

Trent University's Centre for Aging and Society was approved by Senate in the spring, and will bring together a multidisciplinary group of research faculty with common interests in aging studies. Areas of research will include Nursing, Psychology, Geography and Culture. The new Centre will build links with other agencies and research units. The Centre will also become a hub of community learning with non-credit programs aimed at seniors in the Peterborough area.

### *New Trent University Water Quality Centre Grant*

Trent University's Water Quality Centre received over \$6M in equipment grants for high resolution mass spectrometers from the Ontario Ministry of Research and Innovation and Canada foundation for Innovation (CFI).

## **Major Consultative and Administrative Activities**

### *Trent University and Peterborough Utilities Inc. Reopen the Refurbished Stanley Adamson Powerhouse*

Trent University and Peterborough Utilities Inc. (PUI) reopened the refurbished Stanley Adamson Powerhouse, on June 17, 2013, following \$22.8M of equipment and facility upgrades to increase power-generation capacity and the expected lifespan of the powerhouse. The powerhouse will now generate 3.9 megawatts of electricity annually, up from 2.4 megawatts prior to renovations. The Stanley Adamson Powerhouse now has an expected lifespan of 100 years.

### *Recent Administrative Changes and Appointments*

Changes to reporting arrangements for undergraduate College Heads have been implemented with College Heads continuing to report to the Provost for all academic matters; for all non-academic matters (e.g., involving student life) College Heads will report to the Dr. Nona Robinson, Associate Vice-President Students. The name of the Office of the Vice President Administration has been changed to the Office of the Vice President Finance and Administration. In addition, the following administrative appointments took effect over the summer:

- Dr. Hugh Elton, Dean of Arts and Science Humanities (five year term)
- Dr. Doug Evans, Interim Dean of Graduate Studies (one year term)
- Joe Muldoon, Special Advisor to the Provost (Strategic Initiatives), will assume overall responsibility for all aspects of Trent University Oshawa (two year term)

*Conclusion of the 2013/14 Budget Process*

On May 31, 2013 the Board of Governors approved the 2013-14 Trent University Annual Operating Budget, which is now available on the Financial Services webpage at [trentu.ca/financialservices/budget.php](http://trentu.ca/financialservices/budget.php). This budget is consistent with Trent's Multiyear Financial Framework, which was approved in April 2010. Also, new for Trent University this year, an [Operating Budget Report](#) has been prepared by the Office of the Vice-President Finance and Administration to provide budgetary information in a comprehensive manner.

## **Summer Events and Celebrations**

A busy summer schedule of events with Trent students, staff, alumni and faculty included, among several other activities, the following:

- Carbon Conversations (featuring Trent researchers and international leaders in Toronto, June)
- Trent's 46<sup>th</sup> Convocation – five ceremonies (including the installation of Trent's Eleventh Chancellor, Dr. Don Tapscott)
- Service Award Luncheon
- Seniors Summit
- President's Excalibur Golf Tournament
- Staff BBQ hosted by the Provost
- Making Waves (featuring Trent researchers at Stony Lake)

## **Internal and External Relations (June 1- August 31, 2013)**

*Internal Meetings*

Trent University staff and faculty meetings (26)  
Trent University students and student groups (11)  
Trent University Board members, and committees/subcommittee meetings (9)  
Trent University senior administrators (20)

*External Meetings*

Community leaders and community groups in Peterborough/Oshawa (6)  
Other Organizations (23)

*Events* (13)

President's Monthly Report  
June/July/August 2013

---

The President's Monthly Report is available on the *Office of the President's Website* at [http://www.trentu.ca/administration/presidentsoffice\\_reports.php](http://www.trentu.ca/administration/presidentsoffice_reports.php). Questions or comments are welcome ([sfranklin@trentu.ca](mailto:sfranklin@trentu.ca)).