

**Toward A Sustainable Future:
The First Integrated Plan for Trent University (2010-2014)**

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Executive Summary

In this draft Integrated Plan, Trent University is charting a new course that balances past accomplishments and an outstanding heritage with an obligation to prepare for the future. The objective of this Plan is to move Trent decisively toward a sustainable future based on achieving financial stability, enhancing the Trent Experience, and strengthening community engagement. Energy and commitment devoted to the following Priority Actions will create a firm foundation, a truly sustainable Trent University:

1. A Multiyear Budget Framework (see Appendix I);
2. A Financial Literacy Program;
3. A Unit-level Budget Accountability and Responsibility Model;
4. Unit-level specific integrated planning processes;
5. An Academic Program Prioritization Review;
6. Marquee Academic Programs;
7. A Position Allocation Sub-committee;
8. A Financial Services Review;
9. A Student Services Review;
10. A newly constituted Strategic Enrolment Management (SEM) Committee;
11. A suite of Classroom Management Initiatives;
12. A Strategic Information Technology Plan;
13. An Integrated Web Presence;
14. New undergraduate academic programs;
15. New graduate programming;
16. New Certificate Programming;
17. Integrated Learning Commons;
18. Colleges as a recruitment and retention mechanism;
19. An Employee Relations and Services Initiative;
20. A comprehensive internal Trent Recognition Program;
21. A Scholar Cohort Mentoring Model;
22. A comprehensive Chairs and Professorships Plan;
23. A distinctive Positioning Statement;
24. A Review of Communications' Effectiveness;
25. A focussed initiative to increase outreach to Aboriginal communities;
26. A Trent University Housing Strategy;
27. An International Advisory Council;
28. A comprehensive Community Engagement Strategy;
29. A Community Advisory Council;
30. A Survey of Community Life-long Learning Needs;

Action Leaders are identified for each Priority Action to work strategically and transparently and to measure success (see Appendix II). In support, the President will direct an overall *Review of Administrative Systems and Organizational Processes*. The *Strategic Priorities Fund* will support implementation of the President's Review and the 30 Priority Actions.

This draft of Trent's First Integrated Plan is an integration of business and academic planning, largely based on unit-level planning, but is not a comprehensive synthesis of all we do or should do. The unit-level plans, and the vast store of enthusiasm and passion for Trent's success that all members of the Trent community share, represent valuable resources for Trent University that will provide inspiration and innovation throughout this planning cycle and beyond.

Context and Overall Strategic Intent

Integrated planning was introduced at Trent University in fall 2009 based on a renewal process that subsequently concluded with new Vision, Mission and Strategic Directions (<http://www.trentu.ca/planning/overview.php>). Academic and administrative structures were changed to reflect progress, and unit-level planning was initiated in spring 2010. In August 2010, *Values, Vision, Renewal – to Action: the Planning Context for Trent University's First Integrated Plan* was produced and widely shared, and senior administration conducted two planning retreats to provide scope and direction for Trent's First Integrated Plan. Frequent *Updates on Integrated Planning from the President and Vice-Chancellor* have been shared with the community to clarify the purpose of each activity undertaken and to document progress.

This draft of Trent's First Integrated Plan is intended to stimulate collegial discussion, and to lead to quality decisions on priorities, strategies and actions that will position Trent to fulfill its overall strategic intent¹ – *to foster our role as a university that offers high-quality, challenging and distinctive academic programming; to continue to develop our national and international research record and reputation; to be financially stable; and to be organizationally and administratively responsive to changes in external and internal climates*. The Plan represents a significant step in Trent's long-term commitment to planning discipline and strategic leadership that will serve to guide discussions and decisions at Trent University in this planning cycle and beyond. Infused throughout the work so far and during the next steps is a firm commitment to wide and frequent consultation, to adaptive processes, and to flexible outcomes to advance the institution².

Consultations Planned

Trent University is committed to a culture of consultation and communication to ensure that Trent's planning processes are truly *integrated* and create opportunities for the entire Trent community to be engaged. An initial consultative process is planned as follows:

- December 2010 Draft of Trent's First Integrated Plan widely circulated (this document)

¹ *Values, Vision, Renewal – to Action: the Planning Context for Trent University's First Integrated Plan*, August 2010 (<http://www.trentu.ca/planning/>).

² "Decision makers must spend more time listening than deciding. Moving ahead requires a reasonably high level of consensus. As a consequence, we frequently changed target deadlines and occasionally changed our approach to give the planning committees ample time to come to a recommendation". (Leitzel et al., 2004, *Integrated planning and change management at a research university*, *Change*, Jan/Feb, p. 42)

- December 2010 Discussion by PVP, PPG, VPAAC, Board
- January 2011 Discussion by Senate, EMC, Faculty Board, Alumni Council
- February-March 2011 Discussion by Academic and Administrative Units, Faculty Council, President's Open Forum for Staff, other opportunities

As these discussions proceed, plans to finalize the document and obtain governance approval of the Integrated Plan will be considered. A continued focus on transparency and openness about integrated planning will be maintained through the President's Open Forum for Staff, President's Office Hours for Students, the Open Door Policy, and as many individual and group meetings as are desired to facilitate communication and engagement. For example, as part of integrated planning, Trent's budget processes will include meaningful opportunities for input from faculty, staff and student leaders.

Commitment to Integrated Planning Themes and Priority Actions

Trent University will move toward a sustainable future with a commitment to three interconnected Integrated Planning Themes and 30 Priority Actions during this planning cycle.

The three Integrated Planning Themes and 30 Priority Actions described in the following sections are consistent with Trent's new Vision, Mission, and Strategic Directions. Administrative leadership from within the President/Vice-President Executive Committee (PVP), the Provost's Planning Group (PPG), and the Extended Management Committee (EMC) is identified for each of the 30 Priority Actions proposed in this plan, and these *Action Leaders* will work with others to direct resources strategically and transparently to implement all 30 Priority Actions and to measure success. Integrated planning *implementation protocols* will be developed to analyze and pursue the most cost-efficient ways to prioritize these Actions. Further development of a Priority Action will be subject to the appropriate approval and governance processes (e.g., Senate approval of a new academic program; Board provision of resources to support such programs).

To support effective pursuit of these Integrated Planning Themes and Actions, the President will direct an overall *Review of Administrative Systems and Organizational Processes*. The Terms of Reference for the President's Review will be developed and widely shared in 2011. The goal is to identify and support system efficiencies and effectiveness, to consider the feasibility of a 'stop-do' list of current activities, and to implement appropriate structural change where necessary to achieve institutional coherence, clarity and sustainability. The *Strategic Priorities Fund* (\$250K annually) was approved with the 2010-2011 budget and is now available to support implementation of the President's Review, and the three Integrated Planning Themes and 30 Priority Actions. A process by which *Action Leaders* identified in this plan can be considered for access to these limited funds will be developed by the President/Vice President Executive Committee in early 2011.

This draft of Trent's First Integrated Plan is an integration of business and academic planning, but is not a comprehensive synthesis of all we do or should do. Capital

planning is not considered, for example, although a future planning cycle might design a comprehensive operating/capital planning process to consider all aspects of university activity at one time. Clearly, however, no planning process is omniscient, and there will emerge in this planning cycle influential opportunities (perhaps driven by capital planning or other developments), new priorities, and new ideas that will necessitate a reasonable degree of flexibility and adaptability in implementation of the Plan amidst the full range of activities within the institution. Identification of the 30 Priority Actions in this Plan does not imply that other actions are not to be pursued, or that a final judgement has been passed on any individual unit-level plan or specific planning initiative, which collectively constitute an incredibly valuable strategic resource for Trent. Many initiatives and activities, not specifically highlighted here, some perhaps already in progress, should and will continue to develop.

Ideas for new *Interdisciplinary Schools*, for example, were stimulated by the March 2010 Report of the Special Advisory Committee on Changing Academic Structures (<http://www.trentu.ca/planning/academicstructure/faqs.php>). The conceptualization of such Schools, and the creation of additional Professional Schools or Faculties at Trent, are themes to be strongly encouraged in the continued growth and maturation of the university – there are important benefits that can flow from continued attention to such organizational and intellectual issues. Possibly, the introduction of new Schools in this planning cycle will be clarified through Senate following decanal-led discussions within the academy and with other stakeholders and decision-makers. Such ideas could very well develop a critical mass in the coming months and years of this planning cycle, and if so, will no doubt find an appropriate place among, or alongside, the three Integrated Planning Themes and 30 Priority Actions.

Integrated Planning Theme 1: Achieve Financial Stability

Achieving financial stability is of critical importance for Trent University. The past four years have required significant budget reductions strategically, and across-the-board, as part of the annual budget planning process and in-year as challenging fiscal circumstances were identified. *Trent University must commit to Priority Actions in this planning cycle to create a sustainable financial environment.*

Priority Actions

1. A *Multiyear Budget Framework* (see Appendix I) will guide long-term planning and annual budget development. The assumptions and principles for each annual budget within the Multiyear Budget Framework will be developed transparently, applied consistently, and updated frequently as Trent's fiscal environment changes. A clear rationale for strategic, proportionate or across-the-board budget adjustments, recognition of high-performing units identified with agreed-upon processes and criteria, and budgetary correction of inefficiencies, will be provided. An emphasis will be to ensure *strategic resource allocation* and budget reduction/allocation approaches are implemented based on Integrated Planning

- Themes and Priority Actions. *Action Leaders: Vice-President Administration, and Provost and Vice-President Academic; Timeline: March 2011*
2. A *Financial Literacy Program* will be implemented across the university as part of a broad-based budget consultation in support of budget development. This program will ensure that assumptions, principles and realities of current budget planning, such as the need for deficit reduction, evidence-based decision making, and budget accountability, are widely communicated. *Action Leader: Vice-President Administration; Timeline: January 2011 and annually thereafter*
 3. A *Unit-level Budget Accountability and Responsibility Model* will be developed and implemented to decentralize the budget. Deans and unit-managers will be assigned budget lines and allocations will be tied to growth in specific factors, such as student enrolment and retention, demonstrable excellence in faculty teaching, innovative pedagogy, administrative priorities, and research success. There will be an annual “fiscal and operational snapshot” of each program/cost centre that will be shared among all academic and administrative units to increase awareness and understanding of the unit-level and overall financial landscape, and Trent’s fiscal capacity. *Action Leader: Provost and Vice-President Academic for academic units, Vice-President Administration for administrative units; Timeline: October 2012*
 4. Unit-level specific integrated planning processes will be implemented which align with the three Integrated Planning Themes. Such processes will allow for an (optional) annual update of unit-level plans (next submission in June 2011) or a budget submission (typically in November). Administrative and academic unit-level integrated planning will be designed to support the development of Trent’s Second Integrated Plan in the next five-year planning cycle (2015-2020). *Action Leaders: Deans, Associate Vice-Presidents, and Provost and Vice-President Academic; Timeline June 2011 and annually thereafter*
 5. An *Academic Program Prioritization Review* will be conducted in order to ensure that all programs at Trent University are robust and viable. Criteria in this review will include definitions of viable student enrolment and objective evidence of teaching excellence and research productivity. The goal of the review will be to identify units for appropriate budget and structural adjustments. *Action Leader: Provost and Vice-President Academic; Timeline January 2012*
 6. A process will be developed to identify *Marquee Academic Programs* to support the Multiyear Enrolment and Retention Plan (April 2010), program-specific marketing, and donor relations activities. Such programs will be defined by agreed-upon criteria, such as national reputation, excellence, uniqueness and positioning, societal need, and student demand, and will be consistent with the virtual Centres of Knowledge thematic model. Consideration will be given to ways of identifying and celebrating additional features of Trent’s academic offerings (e.g., signature or specific marquee, keystone, gemstone, capstone and experiential courses based on categories such as ‘*Theory-Practice, or Practice-Theory*’, ‘*Critical Multi-Trans-Interdisciplinarity Thinking*’, and ‘*Providing Solutions to Present and Future World Challenges*’). *Action Leaders: Deans, and Provost and Vice-President Academic; Timeline: September 2011*

7. A *Position Allocation Sub-committee* will be created with the goal to recommend and implement a process to centralize decisions on the allocation of positions (i.e., positions that come available will be allocated strategically; decision criteria may include student demand, research productivity, and institutional priorities). *Action Leader: Provost and Vice-President Academic; Timeline July 2011*
8. A *Financial Services Review* will be implemented to identify efficiencies and opportunities to enhance the business model of the University beyond the government operating grant, tuition, and current cost recoveries. Such a review will consider the structure and appropriateness of an *internal audit function* at Trent, and will recommend an approach to integrate research accounting and finance activities. *Action Leader: Associate Vice-President Financial Services; Timeline: August 2011*
9. A *Student Services Review* within the academic portfolio will be implemented to identify efficiencies and opportunities to develop further a student satisfaction culture. The review will consider all facets of recruitment, orientation, retention, in-course mentoring, and other student support services by examining human resources and benchmarking of processes and performance with the goal of simplifying registration, enrolment, course selection, and advising in order to maximize efficiencies and minimize costs. *Action Leader: Associate Vice-President Student Services; Timeline: August 2011*
10. A newly constituted *Strategic Enrolment Management (SEM) Committee* will review progress to date in implementing recommendations associated with the 2010 Noel Levitz Report and will be responsible for monitoring successful recruitment and retention strategies and practices (e.g., effectiveness of Territorial Management, a program to strengthen academic advising, and participation by faculty in enrolment management). A particular priority for the SEM Committee will be to refine the Territorial Management plan for the Trent Oshawa Thornton Road Campus. *Action Leader: Provost and Vice-President Academic; Timeline: June 2011*
11. A suite of *Classroom Management Initiatives* will be developed to review teaching workload issues, appropriate class sizes in all courses, the number of course offerings, and the efficient use of teaching space (e.g., scheduling software, the use of *blended delivery models* to allow multiple courses to be scheduled in the same room for the same time periods). *Action Leader: Provost and Vice-President Academic; Timeline: January 2012*
12. A *Strategic Information Technology Plan* will be established to improve the management, planning, and implementation of the University's information technology initiatives. The primary role of information technology is to support the Mission and Strategic Directions of the University and to help the University provide effective services. This Plan will provide a foundation for the development of the IT infrastructure and standards that are critical to ensuring interoperability, consistency, and more effective management of information technology costs. The vision for information technology use at the University includes the development of an enterprise-wide focus to the application of IT, a focus on serving the University community and an emphasis on enabling

institutional processes. *Action Leaders: Director of IT, Vice-President Administration; Timeline September 2012*

13. An *Integrated Web Presence* will be developed to support major activities in Student Services, Financial Services, Registrar's Office, Human Resources, Marketing and Communications, and other areas. As part of this development, a *Survey of Information Technology Satisfaction* will be implemented to identify web-based initiatives to serve student, faculty and staff needs and create efficiencies (e.g., impact of standardization, Evergreen programs). This survey and recommended actions will recognize that technology issues are ever more pervasive and institution-wide in nature, continue to change at a rapid pace, and often require significant investments to realize efficiencies and service benefits. *Action Leaders: Director of IT, Vice-President Administration; Timeline September 2011*

Integrated Planning Theme 2: Enhance the Trent Experience

Enhancing the Trent Experience is the key to attracting and retaining the best students, staff and faculty. Volunteering, studying, and working at Trent serves, in so many ways, to support individual development and the collective whole. People speak with passion of the Trent Experience, perhaps partly based on the outstanding heritage and sense of historic mission supported by our founding philosophy, and partly as a fierce determination to meet challenges, to succeed in the future, to increase the influence and availability of the Trent Experience in ever more markets and situations. *Trent University must commit to Priority Actions in this planning cycle to enhance the Trent experience for all members of the Trent community.*

Priority Actions

14. New undergraduate academic programs will be considered for implementation in this planning cycle based on the development of acceptable business models. Currently, five new programs have been identified as candidates to be implemented during this planning cycle. Expansion of undergraduate academic programs at Trent Oshawa Thornton Road Campus will be considered based on the development of acceptable business models. *Action Leaders: Deans, Provost and Vice-President Academic; Timeline March 2011.*
15. New graduate programming will be considered in areas for which acceptable business models are developed. For example, research graduate degrees and one-year, revenue-generating, *course-based Master's degrees* that fulfill professional niche markets and provide additional study options at the graduate level in key areas will be explored. Currently, unit-level plans identify six candidate programs for possible development in this planning cycle. *Action Leaders: Dean of Graduate Studies, and Provost and Vice-President Academic; Timeline July 2011.*
16. The viability of developing *Certificate Programming* for revenue generation and community outreach will be explored in key areas of proven market demand. Currently, five possible areas of development are under consideration. *Action Leader: Provost and Vice-President Academic; Timeline May 2011.*

17. The development of an *Integrated Learning Commons* will be considered with the goal of greater integration of functionality of student support. Possible co-location options could involve the Library, undergraduate Associate Dean, academic advising, Academic Skills, Student Health and Counseling, DSO, others. Academic advising will be integrated and enhanced by developing a complementary system of part-time in-college Senior Tutors and full-time centralized professional advising. Such a system will consider the value of a separate unit devoted to retention. Stronger coordination of the Registrar's Office with other units is essential, and would integrate enhanced programming for at-risk students, a 'service-first' ethos in all front-line locations (for example, implement "*Everyone is a Retention Expert*" program, and a "no voice-mail" policy), shared (annual) analytical reviews of NSSE and GPSS surveys, and measures of success of previous and current investments. *Action Leaders: Provost and Vice-President Academic, University Librarian, and Associate Vice-President Student Services; Timeline January 2012*
18. The role of the Colleges as a recruitment and retention mechanism will be clarified (cost-benefit and qualitative impact on the student experience). This analysis will include assessment of the new *Co-curricular Record* initiative and the *College Review Task Force Summary Recommendations* (see <http://www.trentu.ca/planning/colleges/information.php>). *Action Leader: Provost and Vice-President Academic; Timeline May 2011*
19. An *Employee Relations and Services Initiative* will be launched to identify and recommend best practices to ensure an even stronger reputation for Trent University as an employer destination of choice. An annual employee satisfaction survey will be implemented and appropriate responses will be timely and effective in meeting identified needs. This survey will include a *Review of Employee Empowerment* to facilitate faculty, staff and student initiatives by identifying and removing obstacles to creativity and innovation, supporting leadership development, and introducing greater unit-level responsibility and accountability for tasks (e.g., to implement streamlined processes to reduce excessive paperwork). Timely appointments of leadership in currently vacant or acting positions in academic administration will be made. *Action Leaders: Associate Vice-President Human Resources, Vice-President Administration, and Provost and Vice-President Academic; Timeline January 2012*
20. A comprehensive internal *Trent Recognition Program* will build on the proven success of Trent's existing employee Rewards and Recognition Program and will create new opportunities to highlight the outstanding contributions of all members of the Trent community, for students, alumni, staff, faculty, volunteers. Such a program will leverage events during the President's Community Tours; one goal is to recognize and encourage stronger participation in the Tours by faculty, alumni, students, and senior leadership (e.g., members of Senate, Board, EMC, PVP, PPG, etc.). Academic and administrative leaders will work through the Alumni Council to more strongly leverage alumni capacity and desire to be involved at Trent. *Action Leaders: Associate Vice-President Human Resources, Director ERA Operations; Timeline January 2012*

21. A *Scholar Cohort Mentoring Model* will be implemented to improve Trent's already impressive grantsmanship and funding success (e.g., Tri-council granting success, industry-sponsored research contracts). Such a model will be supportive of ways to help new scholars become more aware of opportunities and initiatives to support their research. Where relevant or appropriate, this Model will also help scholars become more aware of opportunities to commercialization their research. *Action Leader: Vice-President Research and International; Timeline September 2011*
22. A comprehensive *Chairs and Professorships Plan* will be developed to implement a full range of Trent University chairs and professorships, and to identify new funding priorities for philanthropy and sponsorship (e.g., honorary chairs, distinguished professorships, research professors, visiting scholars, endowed chairs). *Action Leaders: Vice-President External Relations and Advancement, and Vice-President Research and International; Timeline September 2011*

Integrated Planning Theme 3: Strengthen Community Engagement

Community engagement is an expression of the vibrant and vital connections that exist between Trent University and various external communities we serve. Few universities have enjoyed a more powerful synergy with their supportive communities, and the Trent community dynamic extends in multiple dimensions locally, regionally, nationally and internationally. *Trent University must commit to Priority Actions in this planning cycle to strengthen community engagement.*

Priority Actions

23. A distinctive *Positioning Statement* will be developed to communicate to prospective students, faculty, staff and the wider community exactly 'what we are and what we aspire to be'. This statement will flow naturally from renewal of Vision, Mission and Strategic Directions, and will shape and influence marketing and communications throughout the institution. Positioning, and Trent branding, will be conducted with access to extensive market research. *Action Leader: President; Timeline March 2012*
24. A *Review of Communications' Effectiveness* (internal and external, use of the portal, eGazette, President's Monthly Reports, etc.) will develop recommendations to ensure greater awareness, engagement and involvement in key Trent and community events. Ways of ensuring the wide range and nature of 'communications' at Trent are effective in serving the wider community, alumni, students, faculty and staff, will be identified. *Action Leader: Senior Director, Public Affairs and Government Relations, and Vice-President External Relations and Advancement; Timeline September 2011*
25. A focussed initiative to increase outreach to Aboriginal communities will be developed that will also consider best practices for recruitment and retention across the university. For example, a new initiative with community leaders will be introduced called *The Thunderbird Camp*, a two-week on-campus summer camp for Aboriginal "Leaders of Tomorrow" led by Trent staff and student

- employees. *Action Leader: Provost and Vice-President Academic; Timeline July 2012*
26. A *Trent University Housing Strategy* will be designed to consider present and future student needs for housing and residence options. Such a strategy will incorporate the student perspective, views from the community, and appropriate market research. This strategy will be one step in the long-term process of identifying and building Trent's communities to leverage the outstanding legacy of infrastructure and natural beauty on Trent's Endowment Lands. *Action Leaders: Vice-President External Relations and Advancement, and Associate Vice-President Student Services; Timeline July 2013*
27. An *International Advisory Council* will be (re-)launched to review the success of the current Trent international recruitment model relative to third-party international recruitment services with a proven track record, to consider potential new markets (e.g., tripling of UK tuition suggests potential international student market development opportunity), and to provide advice and recommendations on international programming (e.g., Study Abroad, ESL Pathways, ESL for Specific Academic Purposes). *Action Leaders: Director of Trent International Program, and Provost and Vice-President Academic; Timeline: March 2011*
28. A comprehensive *Community Engagement Strategy* will be developed using a stakeholder/constituency approach to review critical issues, such as the importance of new and existing infrastructure (Oliver Centre, Athletics, Library) and programs (Business Advisory Council, TCCBE initiatives) to the larger community, and the viability of Trent's multiple activities in different locations (e.g., ways to support a downtown presence). Such an approach will also ensure effective liaison opportunities with school boards and other community partners. *Action Leaders: Provost and Vice-President Academic, and Vice-President External Relations and Advancement; Timeline July 2012*
29. A *Community Advisory Council*, to be coordinated with activities in Trent's Career Centre, is suggested to help academic and administrative units introduce more co-op, internship and experiential learning opportunities in concert with community partners. Another goal will be to maintain and improve structures and processes in managing and forming partnerships to serve Trent's needs. The Council will analyze Trent's position of leadership in Ontario university-transfer programs, strong collaborations with current partners such as Fleming, Loyalist, UOIT, and Durham College, and identify new partners. The idea is to identify Trent with Ontario's most comprehensive set of *strategic pathways for student success* through (high demand) transfer programs, degrees, certificates, and diplomas (credentials). *Action Leaders: Director, Distance and Continuing Education and College Partnerships, Provost and Vice-President Academic, and Vice-President External Relations and Advancement; Timeline July 2012*
30. A *Survey of Community Life-long Learning Needs* will be conducted to identify potential continuing education and academic initiatives. A rich array of life-long learning opportunities exist in the communities we serve, and the role of Trent must be clarified based on the need for revenue generation and larger trends, such as the development of the Ontario Online Institute. *Action Leaders: Vice-*

Summary and Next Steps

Trent's First Integrated Plan describes three interconnected Integrated Planning Themes and 30 Priority Actions, identifies Action Leaders and timelines, and is designed to move Trent University decisively toward a sustainable future – the next level of achievement and aspiration for Trent – by focussing energy and commitment on achieving financial stability, enhancing the Trent Experience, and strengthening community engagement.

The Integrated Plan identifies 30 Priority Actions; progress will be monitored annually, and success measured and reported in a transparent and collegial process. The Integrated Plan builds on the renewal of Vision, Mission and Strategic Directions, and the many ideas and innovations suggested in unit-level plans, which collectively are an outstanding strategic resource that will serve the institution well in many ways throughout this planning cycle and beyond.

Financial stability is essential for a sustainable institution. Multiyear budget planning and increased institutional financial literacy will help increase awareness of the challenges, and inspire new and innovative solutions. Unit-level budget accountability and responsibility, and academic prioritization, will help shape existing programs and facilitate new program introductions. Trent University needs new and innovative academic programs, needs to support successful existing programs, but also may need fewer programs. Reviews of course offerings, student services, and new management initiatives in enrolment, classroom, and teaching resources, and information technology will lead to new ideas and changes that will serve to support our academic mission and help achieve financial stability.

The Trent Experience for students, staff and faculty will be enhanced. In this planning cycle, appropriate decisions will support new enrolment growth, innovative academic programming, strong management of academic advising functions, and clarity on the role of Colleges. This Plan highlights a strong commitment to employee relations by listening and empowering staff and faculty, by creating a responsive and collegial administration, and by implementing supportive initiatives that build on those institutional qualities which have made Trent such a special place for so many for so long.

Action Priorities will strengthen community engagement. Institutional attention will involve intense scrutiny of positioning, branding, and marketing approaches. Leadership in multiple collaborations and partnership development will be leveraged as Trent considers programming that is responsive to community needs, and continues to benefit from what is, without question, one of most supportive communities of any university in the country. Trent is fortunate to have the passionate support and goodwill of a strong and diverse community upon which to draw for continued inspiration.

Next Steps: The process of integrated planning is a continuous one – a thorough consultation process in the New Year is expected to lead to a stronger and final document, and ultimately, to governance endorsement of Trent’s First Integrated Plan for the planning cycle 2010-2014). Subsequently, decisions on resources and seed-funding of Priority Actions (from the newly created Strategic Priorities Fund) will be made. Action Leaders associated with each Priority Action will submit reports on progress in the work set out in this Plan at regular intervals, and overall progress on the three interconnected Integrated Planning Themes will be monitored and reported annually. In the final year of this Plan, our 50th anniversary in 2014, we will have set the stage for Trent’s Second Integrated Plan (2015-2020).

Draft

Appendix I. Multiyear Budget Framework

This is an illustration of a Multiyear Budget Framework only – a planning tool – not an official budget or forecast.

The Multiyear Budget Framework can and will change over time.

Trent University's Multiyear Budget Framework is a planning resource designed to assist budget managers in preparing budget submissions and to help increase overall awareness in the Trent community of key budget drivers. Overall, budget planning within a Multiyear Budget Framework is designed to promote awareness of ways to enhance revenues, identify and influence rates of expenditure, clarify impacts of strategic opportunities and challenges, and highlight potential academic and administrative efficiencies.

1. Budget Planning Principles

- a. Provincial grants are provided to Trent based on student enrolment confirmed on November 1 of each year (the 'November Count'). These grants do not include cost escalation for fixed or variable cost increases, and are not indexed for inflation.
- b. Enrolment growth is funded within Trent's target projections pre-approved annually by the Ministry of Training, Colleges and Universities. Projections in this Multiyear Budget Framework include conservative estimates of Trent University's share of the funding for 50,000 new student growth numbers identified in the March 2010 Provincial Budget.
- c. Salaries and benefits comprise approximately 69% of Trent's expenditures and are largely determined by collective bargaining agreements of various terms and conditions.
- d. Tuition and student fees are regulated by the Province of Ontario. A Tuition Policy Framework is in place until 2012-2013 which permits certain increases in tuition for most academic programs.
- e. Investment income is dependent on financial markets which have been volatile and significantly down since 2008, but are forecast to increase slowly beginning in 2012-2013 by many commentators. However, there exists general agreement that forecasting macro-economic conditions that affect Trent's operating budget (inflation, currency exchange rates, etc.) at this point is unlikely to be productive.

2. Budget Planning Assumptions for this Multiyear Budget Framework

- a. A three year forecast (2011-2012, 2012-2013, 2013-2014) is used in the Multiyear Budget Framework with the Board requirement that annual budgets be balanced.
- b. Strategic budget investments or reductions are introduced in annual budgets in response to performance measures that maintain the financial

integrity of the institution. The \$250K annual Strategic Priorities Fund is included in the Multiyear Budget Framework.

- c. A program to reduce Trent's cumulative deficit over 10 years is forecast to continue throughout this integrated planning cycle.
- d. Base government grants remain frozen (consistent with current policy), augmented solely by undergraduate growth vs. 2009/10 enrolment levels. The enrolment assumptions in this Multiyear Budget Framework are expressed as Full-time Equivalents (FTE) increasing from the 2010-2011 November Count of 7578 FTE and based on Trent Oshawa business case expansion, increased summer enrolments, and small retention increases (1-2%) each forecast year:
 - i. +158 FTE for 2011-2012 for a total of 7730
 - ii. + 201 FTE for 2012-2013 for a total of 7931
 - iii. + 39 FTE for 2013/2014 for a total of 7970
- e. Tuition Fees increase at assumed rates of 4.5% new/ 4.0% continuing students in each year in accordance with current provincial Tuition Fee policy.
- f. Salary and benefits are projected to increase in line with recent arbitrated settlements, augmented by required progression through the ranks/step increases. Recent settlements have been reflected in the base.
- g. Non staff expenses are projected to increase by 2% per year.
- h. Employer pension contribution increases reflect solvency relief and other assumptions. Provincial regulations for the solvency relief process have not been released. Changes that are imposed through altered provisions in regulation, or negotiations with the Pension Subcommittees, may yield different contribution increases than those indicated in this draft Framework.

3. Budget Planning Process for 2011-2012

The Annual Operating Budget of Trent University is approved by the Board of Governors at the April meeting each year. *Strategic resource allocation and budget reduction/allocation approaches will be implemented based on Integrated Planning Themes and Priority Actions.* The process of developing the budget is led by the Vice-President Administration and involves the following steps and timelines:

- Fall 2010 – Initiation of budget planning information sessions, and specialized unit-level and committee meetings to identify budget parameters (e.g., EMC, PPG, PVP)
- January 2011 – submissions of unit-level budgets by budget managers, consultation on budget principles by various groups above in addition to preliminary briefings for Senate AP&B Committee, Board Finance and Property Committee
- February 2011 – draft budget to PVP for administrative approval
- March 2011 – draft budget to the Board for governance approval
- April 2011 – annual budget approval by Board of Governors

- June/July 2011– financial statements received for previous year budget by Board of Governors
- Fall 2011 – Initiation of budget planning for 2012-2013 annual budget and update to the Multiyear Budget Framework

Draft

TRENT UNIVERSITY
OPERATING FUND MULTI YEAR FRAMEWORK
(\$000s)
Base Flow Through Model

<-----for illustrative purposes only----->

	2010/11 PROJECTION (October, 2010)	2011/12 PROJECTION	2012/13 PROJECTION	2013/14 PROJECTION	
REVENUE					
1	Government grants	\$50,885	\$50,907	\$51,519	\$51,712
2	Tuition fees	43,839	46,143	49,329	51,636
3	Less: student aid funded by fees	(5,556)	(5,889)	(6,268)	(6,498)
4	Net tuition	<u>38,283</u>	<u>40,254</u>	<u>43,061</u>	<u>45,138</u>
5	Miscellaneous revenue	1,838	1,838	1,875	1,912
6	TOTAL REVENUE	<u>\$91,006</u>	<u>\$92,999</u>	<u>\$96,455</u>	<u>\$98,762</u>
EXPENSES					
7	Instructional staff	\$51,181	\$53,414	\$55,773	\$58,143
8	Non-instructional staff	29,689	30,868	31,821	33,093
9	Total staff expense	<u>80,870</u>	<u>84,282</u>	<u>87,594</u>	<u>91,236</u>
10	Non-staff expense	17,113	17,631	17,911	18,269
11	Expense before cost recoveries and strategic investments	<u>97,983</u>	<u>101,913</u>	<u>105,505</u>	<u>109,505</u>
12	Cost recoveries	(6,836)	(6,338)	(6,465)	(6,336)
13	TOTAL NET EXPENSE	91,147	95,575	99,040	103,169
14	Strategic investments	948	878	878	878
15	TOTAL EXPENSE	<u>92,095</u>	<u>96,453</u>	<u>99,918</u>	<u>104,047</u>
16	EXCESS OF REVENUE OVER EXPENSE (EXPENSE OVER REVENUE)	(\$1,089)	(\$3,454)	(\$3,463)	(\$5,285)
17	Change in Investment in Capital Assets/Internally Restricted	809	0	0	0
18	ANNUAL SURPLUS (DEFICIT) before increases below	<u>(\$280)</u>	<u>(\$3,454)</u>	<u>(\$3,463)</u>	<u>(\$5,285)</u>
	Projected Increase in Pension Funding Requirements		\$840	\$1,410	\$1,410
	ANNUAL SURPLUS (DEFICIT)	<u>(\$280)</u>	<u>(\$4,294)</u>	<u>(\$4,873)</u>	<u>(\$6,695)</u>
Enrolment increases of 152, 201, 39 fte's assumed for 2011/12 ,2012/13,2013/14 respectively (excluding impact of Integrated Plan initiatives).					
19	DEFICIT -- BEGINNING OF YEAR	(\$5,284)	(\$5,564)	(\$9,858)	(\$14,731)
20	Annual surplus (deficit)	<u>(280)</u>	<u>(4,294)</u>	<u>(4,873)</u>	<u>(6,695)</u>
21	DEFICIT -- END OF YEAR	(\$5,564)	(\$9,858)	(\$14,731)	(\$21,426)

Appendix II. Measures of Success and Timelines

Measures of Success are indicated in the following tables for each of the 30 Priority Actions grouped according to the overarching strategic objectives (the three Integrated Planning Themes) in the draft of Trent's First Integrated Plan. The *Measures of Success* approach taken in this planning cycle is based on the typical 'balanced scorecard' approach often used in universities and other public sector organizations (<http://www.balancedscorecard.org/>). This approach can help maintain a focus on strategic objectives and provide feedback on the progress toward achieving success. For this planning cycle, reoccurring and overarching *Measures of Success* can be succinctly stated – for example, increased financial resources, higher enrolments, and higher-levels of satisfaction expressed by all members of the Trent community. Typically, in this approach, fewer measures are better (an institutional impulse to measure everything is known to contribute to strategic (directional) confusion).

Note that the following are draft Measures of Success (and timelines) are expected to change based on planned discussions in 2011.

Detailed measures of success will be carefully developed as the discussion of this Plan continues. The interconnections will be carefully mapped – perhaps in the form of a strategy map that refers to the Integrated Planning Themes and also Trent's new Vision, Mission, and six Strategic Directions. As clearly as possible, the final set of *Measures of Success* will be evidence-based with well-understood data collection and analysis protocols. A transparent (typically, quarterly and annual) reporting mechanism is desirable and will be employed over the planning cycle.

Integrated Planning Theme 1: Achieving Financial Stability

Draft Balanced Scorecard – Measures of Success, Milestones and Timeline for Completion

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
1. Multiyear Budget Framework	Accuracy and usefulness in prediction of financial outcomes; identification of budget efficiencies	Working model to guide budget submissions January 2011; balanced annual budgets	March 2011	Vice-President Administration and Provost and Vice-President Academic
2. Financial Literacy Program	Increased proportion of staff/faculty participating in budget information sessions	Awareness of budget assumptions, deficit reduction strategies, and budget accountability	January 2011	Vice-President Administration
3. Unit-level Budget Accountability and Responsibility Model	Decentralized budget processes; annual updates; allocations tied to specific factors (strategic)	Model design and implementation fall 2011	October 2012	
4. Unit-level Integrated Planning Processes	Annual updates (optional); preparation for Second Planning Cycle	New template May 2011 based on three Integrated Planning Themes	June 2011	Deans, Associate Vice-Presidents, Provost and Vice-President Academic
5. Academic Program Prioritization Review	Increased enrolment; satisfaction; increased positioning in appropriate rankings; budget adjustments	Criteria and process definition July 2011; initial reviews fall 2011	January 2012	Provost and Vice-President Academic

6. Marquee Academic Programs	Increased enrolment; increased satisfaction based on student surveys/faculty participation; measure increased enrolment in marquee and overall	Criteria definition May 2011; initial marketing design September 2011; clarity on approach to Trent and marquee branding with three to five marquee programs	September 2011	Deans, Provost and Vice-President Academic
7. Position Allocation Subcommittee	Strategic position allocation decisions	Criteria and process design May 2011; implementation July 2011	July 2011	Provost and Vice-President Academic
8. Financial Services Review	Increased administrative efficiencies; new cost recoveries; new budget modelling and processes (e.g. audit)	Design review process spring 2011; implement research/finance accounting solution July 2011	August 2011	Associate Vice-President Financial Services
9. Student Services Review	Increased enrolment through recruitment and retention improvements; increased student satisfaction	Benchmarking and best practices review spring 2011; MERP update spring 2011; advising model review July 2011	August 2011	Associate Vice-President Student Services
10. SEM Committee	Increased enrolment, student satisfaction	New committee structure and Terms of Reference Jan 2011; regular reporting to Board and Senate	July 2011	Provost and Vice-President Academic

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
11. Classroom Management Initiatives	Increased space utilization, workload implications	Identification of specific approaches and initiatives spring 2011	June 2011	Provost and Vice-President Academic
12. Strategic Information Technology Plan	Increased satisfaction based on user feedback across all university communities	New committee formed to develop Plan spring 2011	September 2012	Director IT, Vice-President Administration
13. Integrated Web Presence	Increased satisfaction based on user feedback – initially, students, staff, faculty	Survey design and implementation spring 2011; web initiative September 2011	September 2011	Director IT, Vice-President Administration

Integrated Planning Theme 2: Enhancing the Trent Experience

Draft Balanced Scorecard – Measures of Success, Milestones and Timeline for Completion

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
14. New undergraduate academic programs	New programs approved by Senate and Board; increased enrolment; increased student satisfaction; increased student entering average; increased reputational rankings	Program proposals Jan 2011; business models March 2011	March 2011	Deans, Provost and Vice-President Academic
15. New graduate programming	New programs approved by Senate and Board; increased enrolment; increased student satisfaction; increased reputational rankings	Program proposals May 2011; business models July 2011	July 2011	Dean of Graduate Studies, Provost and Vice-President Academic
16. New certificate programming	New programs approved by Senate and Board; increased enrolment; increased student satisfaction	Program proposals April 2011; business models May 2011	May 2011	Provost and Vice-President Academic
17. Integrated Learning Commons	Integration of student services/support in one-stop location; increased student satisfaction; increased	Space review and possible allocation July 2011; review of functionality September 2011; program evaluation Jan	January 2012	Provost and Vice-President Academic, University Librarian, and Associate Vice-President Student

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
	retention; increased enrolment;	2012		Services
18. Role of the Colleges	Increased retention and recruitment; increases student satisfaction	Review of College Review Task Force Summary Recommendations March 2011	May 2011	Provost and Vice-President Academic
19. Employee Relations and Services Initiative	Increased employee satisfaction; smoother administrative processes; recognition of local leadership and initiative	Timely appointments of acting and vacant positions July 2011; employee empowerment initiatives fall 2011	January 2012	Associate Vice-President Human Resources, Vice-President Administration, and Provost and Vice-President Academic
20. Trent Recognition Program	Increased employee satisfaction; increased participation in President's Community Tours; Alumni Council feedback	Trent Recognition Program design, guidelines and process July 2011	January 2012	Associate Vice-President Human Resources, Director ERA Operations
21. A Scholar Cohort Mentoring Model	Increased grantsmanship, commercialization and faculty satisfaction with research services	Model development and implementation July 2011	September 2011	Vice-President Research and International
22. Chairs and Professorships Program	New chairs, fully funded (endowed); types of chairs and professorships clarified	Chairs and Professorships identified and funding priorities May 2011	September 2011	Vice-President External Relations and Advancement, Vice-President Research and International

Integrated Planning Theme 3: Strengthening Community Engagement

Draft Balanced Scorecard – Measures of Success, Milestones and Timeline for Completion

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
23. A distinctive positioning statement	Clarity on what is uniquely Trent and where we are going; new marketing strategy; increased Ont. PSE market share; enrolments match MERP and annual budget projections;; increased reputation in research and overall rankings	Positioning Committee Terms of Reference spring 2011; wide consultation completed Dec 2011; early draft of Positioning Statement Jan 2012; initial feedback March 2012	March 2012	President
24. A Review of Communications' Effectiveness	New communications processes introduced; increased awareness and engagement based on feedback from staff, faculty, students, alumni, community	Process review June 2011	September 2012	Senior Director, Public Affairs and Government Relations; Vice-President External Relations and Advancement
25. A focussed initiative to increase outreach to Aboriginal communities	Adoption of best practices Dec 2011; Thunderbird Camp launched July 2012	Consultation process initiated July 2011	July 2012	Provost and Vice-President Academic

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
26. A Trent University Housing Strategy	New housing options identified and implemented	Initial market research started July 2011; Draft housing strategy available July 2012	July 2013	Vice-President External Relations and Advancement, Associate Vice-President Student Services
27. An International Advisory Council	Increased enrolment in international programs; increased reputation internationally	Draft Terms of Reference March 2011; analysis of alternate models initiated spring 2011	March 2011	Director, TIP, and Provost and Vice-President Academic
28. A comprehensive Community Engagement Strategy	Effective community relations based on stakeholder feedback; increased use of Trent infrastructure by community	List of stakeholders and issues July 2011; initiate process of community engagement Dec 2011	July 2012	Provost and Vice-President Academic, Vice-President External Relations and Advancement
29. A Community Advisory Council	Increased partnerships and program offerings (e.g., co-op placements); increased numbers of transfer students and student pathways at Trent	Draft Terms of Reference July 2011; initiate Council activities Jan 2012	July 2012	Director, Distance and Continuing Education and College Partnerships, Provost and Vice-President Academic, and Vice-President External Relations and Advancement

Priority Action	Measures of Success	Milestones	Timeline for Completion	Action Leaders
30. A Survey of Life-long Learning Needs	Increased continuing education and community academic initiatives based on business model and community feedback; participation in Ontario On-Line Institute	Survey design and testing September 2011; ideas for new offerings and implementation plan July 2012	September 2012	Vice-President External Relations and Advancement, and Director, Distance and Continuing Education and College Partnerships

Draft