

Trent University Presidential Mandate: 2024 – 2029

Background

As required by SR III.2 approximately eighteen months prior to the conclusion of the President's term, in the Winter of 2023, the Executive Committee of the Board of Governors established an Advisory Committee comprising external members, staff, faculty and student members of the Board along with faculty & student senators to conduct a review of the presidency and develop an updated presidential mandate for 2024-2029.

Approach

The committee conducted comprehensive internal and external stakeholder outreach to determine priorities, while building on existing [Board of Governors Strategic Directions](#) (2022-2026/27), [Trent's Academic Guiding Principles 2022-2027](#), and [Trent's Strategic Research Priorities](#) overarching theme of healthy and sustainable environments and communities.

Advisory Committee Membership

- Krista Scaldwell, Chair
- Debra Cooper Burger
- Hugh Hodges
- Kristi Honey
- William Kim
- Mike Lavallée
- Valentine Lovekin
- Jennifer McGarrity
- Ashish Mishra
- Chris Nelan
- Heather Nicol
- Hasmet Uluorta

Outcome

Over a two-month period, substantial stakeholder feedback was generated through an online survey, group sessions, and one-on-one meetings held by various Committee members. The Committee has reviewed the information in depth both individually and as a group, and presents the following for consideration.

The New Mandate 2024-2029

Based on this input and the Board of Governors Strategic Directions (2022-2025/26), the key themes of the new mandate are **Proactive & Strategic Leadership, Stewardship, and Renewal**. The committee identified several areas of focus within these overarching themes:

It is to be stressed that none of these areas of focus stand alone and they are NOT presented in order of importance. They are necessarily interdependent and have many crossover items. The mandate is intended to be a living document to be reviewed by the Board Executive Committee and the Board annually to establish priorities, a work plan and to measure outcomes.

Presidential Mandate 2024-2029 - Key Areas of Focus

Academic and Research Excellence

- The President will support academic and research excellence that strengthens academic programs; will continue the promotion of high-quality research while prioritizing student engagement with research at both the graduate and undergraduate levels; will support the increasingly important role graduate studies plays at Trent, both in terms of research and teaching¹.

Equity, Diversity, and Inclusion

- Given the continued need to advance social justice, the President will champion equity, diversity, and inclusion as an important value, and will help create a welcoming, supportive, and culturally relevant environment that enriches the learning, research, and work of all².

Commitment to Truth and Reconciliation Through Leadership in Indigenous Education

- Trent University will continue to strengthen its leadership in Indigenous education, advancing the TRC Calls to Action, and incorporating Indigenous voices, values and knowledge in all aspects of our work. The President will lead Trent to deepen its relationships with Indigenous leaders, Elders, and the local Indigenous communities, and ensure Trent remains a place of dignity and respect for Indigenous peoples².

Environmental Sustainability

- The President will help establish tangible and quantifiable goals for environmental sustainability, and will accelerate the implementation of a systematic institutional approach to Trent decision-making, policies, and practices in pursuit of those goals².

Collegial Governance

- The President will respect the governance structures of the University, and consult and communicate in the spirit of accountability and transparency².

Board Strategic Direction

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

¹ Relating to Academic Guiding Principle's 1 & 4, as well as the Research Priority Areas of Student Engagement with Research, and Research Leadership.

² Relating to Academic Guiding Principle's 2 & 3, as well as the Research Priority Area of Enhanced Communication of Research

Culture

- The President will protect and further the University's unique identity with continued focus on the wellness and mental health of all members of the Trent community³.

Quality of the Student Experience

- The President will support initiatives that enrich the quality of the student experience by enhancing services such as academic advising, health services, accessibility, international student support (both academic and social), accommodation, and on-campus social space³.

Experiential Learning

- The President will support the expansion of experiential learning pathways available to students to broaden their education experience and strengthen skills needed for the future⁴.

Trent University Durham Greater Toronto Area

- The growth of Trent's Durham Greater Toronto Area (GTA) campus is a key element of the evolution of Trent University. The President will guide the building of increased capacity at Trent Durham GTA and the enhancement of campus life⁵.

Growth

- The President will balance growth, financial viability, and the preservation of the essential qualities, facilities and systems of the institution⁶.

Community Engagement & and Partnerships

- The President will help build strong and innovative partnerships with community, government, industry, non-profits, and other educational institutions⁷.

Board Strategic Direction

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

³ Relating to Academic Guiding Principle's 6 & 7, as well as the Research Priority Area of Faculty Support and Mentorship

⁴ Relating to Academic Guiding Principle 9, as well as the Research Priority Area of Student Engagement with Research

⁵ Relating to Academic Guiding Principle 8

⁶ Relating to Academic Guiding Principle 5, as well as the Research Priority Areas of Faculty Support and Mentorship, and Research Leadership

⁷ Relating to Academic Guiding Principle 10, as well as the Research Priority Area of Research Funding and Partnerships, as well as Research Collaboration

Financial Viability

- In a challenging and evolving fiscal landscape, the President must ensure responsible fiscal sustainability inclusive of identifying new and innovative revenue streams while remaining true to the University's mission.
- With the launch of the bold \$100-million Campaign for Momentous Change – the largest in University history – it is important for the President to lead the philanthropic campaign to success by advocating, inspiring and attracting individual donors and organizations⁸.

Government Relations

- The President will effectively advocate for the University with all levels of government and within community⁸.

Board Strategic Direction

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

⁸ Relating to Academic Guiding Principle's 11 & 12, as well as the Research Priority Area of Research Funding and Partnerships

LEADERSHIP

The President is accountable to the Board of Governors and provides operational leadership for all aspects of University affairs, both internal and external, to ensure the performance, societal contribution, and vitality of the institution. Working with many different stakeholders the President is also the main spokesperson and face of the University. The President is accountable for the University's reputation, partnerships, academic and Senior Administration, resources, the student experience and academic programming.

In today's climate, the President and leadership team must engage in a multi-stakeholder partnership that includes administration, community, students, faculty, staff, and alumni operating in an environment of transparency and openness.

The ideal leader will exhibit and have demonstrated excellence in:

- Collaborative Consultation with Strategic Decision Making and Action
- Advocacy
- Communication
- Financial Acumen
- Strategic Innovation
- Relationship Building