



**PRESIDENT'S ANNUAL REPORT TO THE BOARD – 2014-15 GOALS
MAY 12, 2015**

It has been a challenging and rewarding year to serve as a new Trent President. My general aims have been (i) to learn successfully how to manage effectively the annual cycle of any Trent President; (ii) to meet and establish a relationship with all key university stakeholders (students, alumni, faculty, Board members, partners, etc.); (iii) to reorganize the senior administrative team in a way that will allow us to lead Trent Peterborough and Trent Durham in the most effective way possible; and (iv) to begin to develop a Trent culture that is characterized by an openness to transformative change that can ensure our sustainability and success during some challenging times for universities in Ontario.

In striving for these goals, much of my work has focused on three major aims which are especially relevant to 2015-16. The first aim was successful 50th anniversary celebrations – celebrations that have proved to be an effective way to meet and establish relationships with key Trent stakeholders. The second has been an attempt to whatever can be done to ensure that Trent University does not lose the opportunity for the development of a proposed Student Centre. The third has been the successful implementation of Responsibility Centered Management practices in the annual budget practices of the university – a key change that it is important to make at the beginning of my term.

In the course of the year, I would note that a number of unanticipated issues arose that became key aspects of my work. One that comes to mind immediately is the successful attempt to ensure that the Student Union's debate of very controversial issues of divestment from Israel proceeded in a way that was respectful to all involved. A second is the retirement initiatives that were needed to meet the proposed budget cutbacks this year.

A detailed account of my work and its relationship to goals established earlier in the year is included in the following chart.

Leo Groarke, President & Vice-Chancellor

PRESIDENT'S GOALS – 2014-15

President's Goals and Success Indicators Approved: Board of Governors, October 3, 2014

PRIORITIES: PRESIDENTIAL MANDATE – 2014-19 (approved: Board of Governors, March 22, 2013)	PRESIDENTIAL PROFILE (November 2013)	PRESIDENT'S GOALS – 2014-15 (September 30, 2014)	SUCCESS INDICATORS – 2014-15 (September 30, 2014)	STATUS
	Short & medium term objectives (6-24 months)		By June 30, 2015, I will have...	As of May 11, 2015...
<p>1. Provide inspiring internal leadership that supports academic excellence and clearly defines Trent's identity in both Peterborough and Oshawa.</p>	<p>1.1. Gain confidence of and establish productive working relationships with the Board of Governors, faculty, students, staff, and alumni and with officials at the municipal, provincial and federal government levels.</p>	<p>1.1.1. Build the senior administrative team and ensure effective, cohesive and stable leadership.</p>	<p>1.1.1. Completed the review of senior management structure and operations, and implemented changes as needed.</p> <p>Developed senior administration succession plan and ensured contingencies are in place.</p> <p>Held a teambuilding retreat for Senior Management Committee.</p>	<p>COMPLETED</p> <ul style="list-style-type: none"> • Marketing & Communications, Recruitment, and Government Relations restructured to report directly to the President. • Marketing & Communications and Recruitment joined under one Manager. • Marilyn Burns appointed Executive Director of Marketing, Communications and Recruitment. • New Government Relations advisor hired on a part-time, one-year contract. • Succession plan developed and implemented to address retirement of AVP Financial Services in March 2015; new AVP Finance in place January 1, 2015 and transition supported through job shadowing. • Eliminated the Position of Assistant Vice-President/Registrar; Appointed Tracy Al-Idrissi Registrar. • Established rapport with Senior Management Committee; successful teambuilding retreat held on September 10, 2014.

		<p>1.1.2. Conduct search for a new Provost & VP Academic.</p> <p>1.1.3. Foster a climate of openness to renewal and change.</p>	<p>1.1.2. Completed the search process for a new Provost & VP Academic for the term September 2015 – August 2020.</p> <p>1.1.3. With the V-Ps, I will have taken positive actions to promote the development of new programming that makes academic and fiscal sense.</p>	<ul style="list-style-type: none"> • Changed the structure of the Durham Campus, appointing Joe Muldoon as Head. <p>IN PROCESS</p> <ul style="list-style-type: none"> • Search Committee established in September 2014, executive search firm engaged, and recruitment process carried out in line with the project plan and timeline. • In view of issues with the initial search firm, a second firm was hired. • A series of candidates were vetted, a short list was established, and five candidates were initially interviewed. Two were invited to second interviews. • As a desirable candidate was not identified through the interview process, a decision was taken to appoint an Interim Provost & VP Academic for a one-year term, July 2015-June 2016 (approved by the Executive Committee, May 8, 2015). • Search Committee will resume its work in Fall 2015 to continue the recruitment process. <p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Two new programs introduced in Oshawa; others are in development. • Responsibility Centred Management (RCM)
--	--	---	---	---

			Established a track-record of action and success on key initiatives, as a foundation for initiating the next cycle of strategic and integrated planning in 2015-16.	<p>successfully implemented in 2015-16 budget planning, as a way to provide incentives and support for the development of new program ideas.</p> <ul style="list-style-type: none"> • New discretionary funding for projects made possible with savings from closure of one senior management position. • Demonstrated action on key files including new Student Centre, partnership projects with the City of Peterborough (ball diamond and field; arena proposal; future research park, fundraising projects, etc.) • Supported the Provost's work on the development of a new school structure for Trent.
	1.2. Establish a visible presence on campus and in the community.	1.2.1. Establish a visible presence on campus and in the community.	1.2.1. Maintained a heightened presence on the Durham campus and systematic means of consultation with faculty, students, staff and administration. Provided regular and open opportunities for faculty, staff and students to engage with me on topics that are of importance to them.	<p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Implemented and maintained monthly meetings with all staff and faculty at Trent University Durham. • Implemented and maintained monthly open meetings with staff and faculty at Symons campus.
2. Drive initiatives that enrich the student-centred experience both inside and outside the classroom.		2.1.1. Champion the new Student Centre initiative and move it forward.	2.1.1. Secured necessary by-law changes to allow formal financial commitment to the Student Centre from Trent Central Student Association. With the VP Finance & Administration overseen development and implementation of sound business plan for Student	<p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Developed rapport with three TCSA administrations; work completed to shepherd TCSA by-law changes required to ensure formal financial commitment for the Student Centre. • With the VPs and student leaders, ensured that

		<p>2.1.2. Initiate a discussion of the collegiate structure of Trent with a number of stakeholders.</p>	<p>Centre, and shepherded construction and operation plans through to approval.</p> <p>With the VP External Relations & Advancement, identified and implemented fundraising strategies for Student Centre.</p> <p>2.1.2. Initiated dialogue with key stakeholders toward shared objectives and practical outcomes.</p>	<p>momentum for this project continued by keeping to an ambitious timeline.</p> <ul style="list-style-type: none"> • RFP developed by project team to engage an architect; successful process of community consultation and proposal evaluation led by VP External Relations & Development resulted in Board approval to engage the architect in March 2015. • Successful development of operating agreement for the Student Centre led by VP Finance & Administration; Board authorized President to sign agreement with TCSA in March 2015. • Student Centre Funding Challenge launched with faculty, staff, and Board members; \$189,125 raised to date and Challenge continues to June 2015. <p>IN PROCESS</p> <ul style="list-style-type: none"> • Regular dialogue maintained with Trent’s Alumni Council on this and other issues. • Shepherded a change to Senate by-laws to provide a seat on Senate to AVP Students, to ensure a continuing voice for and liaison with colleges under the new college structure. • A review of Traill College planned for 2015-16.
--	--	---	--	---

<p>3. Devote significant time and effort to external relations activities on behalf of the University with a special emphasis on government relations. Additional priorities will include fundraising, community and regional development & engagement, alumni relations and inter-institutional relations.</p>	<p>3.1. Translate Trent's Strategic Mandate Agreement into a sound implementation plan which reflects a deep appreciation for Trent's history, traditions, current circumstances, and future imperatives, a strong sense of identity and associated priorities, and a high degree of intra and inter-institutional alignment.</p>	<p>3.1.1. Host a "dynamite" 50th Anniversary celebration throughout the year, and leverage this milestone to build pride in the institution and mobilize stakeholder communities toward new accomplishments and ongoing success for Trent.</p> <p>3.1.2. Re-energize Trent's relationship with the Peterborough and Oshawa communities, and these communities' engagement with Trent.</p>	<p>3.1.1. Played an active leadership role in the 50th Anniversary alumni kick off weekend in August 2014.</p> <p>Promoted and fostered broad community and supporter participation in the Chancellor's Gala.</p> <p>Maintained visible leadership in a full range of 50th Anniversary meetings and events.</p> <p>3.1.2. Met with all of Trent's key stakeholders and community leaders.</p> <p>Reached out actively to the media and achieved a sustained presence in various media.</p> <p>Taken appropriate steps to bring to completion the baseball diamonds project in partnership with the City of Peterborough.</p> <p>Investigated the possibility of a civic hockey arena or a possible project in downtown Peterborough that might allow business incubator and entrepreneurial activities.</p>	<p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Played a leadership role, promoted and participated actively in all 50th anniversary events, including alumni kick off weekend, Chancellor's Gala (sold-out event), community parade, student symposia, celebration of Trent Durham's 40th anniversary, Doors Open Peterborough, Staff and Faculty Appreciation event. • Met with numerous current and prospective donors in connection with the 50th Anniversary, in support of Trent's philanthropy goals. • Participated actively on the Interim Steering Committee for the Capital Campaign. <p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Completed a full set of meetings early on with external and internal stakeholders and leaders through the onboarding plan for the President and sustained community outreach. • Successfully achieved ongoing visibility for the University in the Peterborough media (e.g. frequent guest columns, op-eds, interviews etc. in Peterborough Examiner, and Trent guest appearances on CHEX TV). • Less success achieved with Oshawa and Durham region media; but have worked hard to improve our positioning in these communities with some
--	---	--	---	--

		<p>3.1.3. Promote and develop Trent Oshawa as a “destination of choice,” with programs and services that are responsive to Durham interests, issues and possibilities.</p>	<p>3.1.3. Established strong business relationships and put in place regular, systematic communications with the leadership of UOIT and Durham College.</p> <p>Submitted tri-institutional application to province’s Major Capacity Expansion funding envelope, in collaboration with UOIT and Durham College.</p> <p>Completed review of administrative structure and recruitment approach for the Oshawa campus, and implemented changes to ensure a more distinct, effective and responsive operation. Prepare for a review of retention issues that would take place after the changes to recruitment are finalized and established (with a review to take place next spring or next fall).</p> <p>Put in place a separate budget for Oshawa campus.</p>	<p>success; work to achieve a higher profile continues.</p> <ul style="list-style-type: none"> • Solid relationship built over the year with the City of Peterborough; proactive and sustained work continues on the baseball diamond and arena projects, and there are positive signals from the City with regard to future research park development. <p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • Built positive relationships and met regularly with leadership of UOIT, Durham College, and Fleming College (among others); ongoing development of articulation and pathway agreements. • MCE funding proposal submitted jointly with UOIT and Durham College; proposal was among 17 considered by the province; funding decision is still pending. • Implemented significant changes for Oshawa campus, including name change to Trent University Durham (to reflect wider communities served), establishing a separate budget for Trent Durham to foster program and operations decision-making, and revamping recruitment function for greater effectiveness. • Commissioned an external review of student recruitment (Arthur Stephen’s report); implementation of
--	--	--	--	--

		<p>3.1.4. Actively pursue new opportunities.</p>	<p>3.1.4. Evaluated possible opportunity to work with the provincial government on the Ring of Fire development.</p> <p>Discussed Kemptville issues with the provincial government.</p> <p>Begun planning a comprehensive digital strategy, and implemented possibilities for development of online, hybrid and other forms of continuing education at Trent.</p> <p>Explored synergies with other postsecondary institutions related to the sharing of administrative and backroom services.</p> <p>Begun development of capacity to identify and seize opportunities as they arise.</p>	<p>recommendations from this report provides a foundation for a review of retention to take place in 2015-16.</p> <p>IN PROCESS</p> <ul style="list-style-type: none"> Met with Deputy Minister for Mining with regard to Ring of Fire development. Met with MTCU and other officials to explore feasibility of taking over Kemptville campus; determined this was not feasible. Additional funds invested into development of digital courses and programs at Trent; development of a comprehensive digital strategy is among the goals for 2015-16. Discussions are ongoing with UOIT regarding shared services. Played a proactive role in taking new opportunities forward, encouraging appropriate due diligence within a more agile decision-making structure (for example, possible alliance with the City of Peterborough and Peterborough Utilities on future research park development).
<p>4. Lead the University to financial sustainability not only through domestic and international enrolment growth, integrated budget development and disciplined budget management, but also through fundraising, program renewal,</p>		<p>4.1. Address the pension issue, with the long-term goal of reducing or eliminating Trent's pension unfunded liability.</p>	<p>4.1. Maintained an active role in the pension issue internally, with TUFA, with the provincial government, and with CAAT.</p> <p>With the VP Finance & Administration, engaged TUFA executives on strategies and mechanisms to join the CAAT or a</p>	<p>IN PROCESS</p> <ul style="list-style-type: none"> Kept the pension issue in the forefront of discussions with the provincial government, and have drawn on Board members, Trent's actuary and members of their networks to push for

		<p>4.4. Reinvigorate Trent’s fundraising.</p>	<p>Assessed Trent’s participation in the Student Life Expo in Toronto.</p> <p>With the Director of the Trent International Program, reviewed possibilities for expanding international recruitment.</p> <p>Considered more systematic approaches to recruitment that involves the deans and department chairs.</p> <p>Assessed demographic trends and projected impacts on enrolment over the next five years, and identified possible changes to the structure and operations of Trent’s recruiting and marketing operations.</p> <p>Prepared the way for a review of retention.</p> <p>4.4. Undertaken an external review of development activities, and reviewed fundraising structure and operations.</p> <p>With the VP External Relations and Advancement, established a steering committee, campaign cabinet, and (in consultation with faculty and other stakeholders) a clearly focused fundraising campaign.</p>	<p>determined that this venue does not have the right academic balance and does not provide a strong enough benefit for Trent.</p> <ul style="list-style-type: none"> • Exploration of expanded international recruitment has just begun; this will be pursued more vigorously in 2015-16. • Strategic Enrolment Committee (SEM) established that includes deans and other resource personnel and service provides; goal is to apply strategic and systematic strategies for student recruitment, set targets, and measure/evaluate progress. • Restructuring completed to make recruitment part of Marketing & Communications; reporting structure changes to have Marketing & Communications report to the President. • External review of recruitment and implementation of recommendations will provide the foundation for a review of retention in 2015-16. <p>COMPLETED; WORK CONTINUES</p> <ul style="list-style-type: none"> • External review of development completed; restructuring done to allow the VP External Relations and Advancement to invest more time on advancement goals and initiatives. • Interim Steering Committee established for the Capital
--	--	---	--	--

			<p>With the VP External, led the launch of a public phase of the fundraising campaign.</p> <p>Worked with the VP External Relations and Advancement to steward donors and solicit donations.</p> <p>Hosted a variety of fundraising events.</p>	<p>Campaign; work led by the VP External Relations and Advancement is ongoing to develop campaign case and launch the public phase of the campaign.</p> <ul style="list-style-type: none">• Met with numerous current and prospective donors, singly and at business and social events; maintaining proactive approach to donor cultivation and stewardship.
--	--	--	---	--

PRESIDENT'S GOALS 2014-15

Leo Groarke
Trent University
August 20, 2014

Preview

This is a unique year to begin a presidency. Key challenges are the 50th anniversary and its attendant celebrations; the serious fiscal issues that challenge the entire university sector; and the need to come out of my first year of my presidency well connected to external and internal communities, with a cohesive and effective administrative team that works well together. In putting together this set of goals, I have taken into account Board and committee discussions of the Presidency associated with the search for a new President, discussions with the Senior Management Committee and the many people I have met since coming to Trent, and feedback on earlier versions of these goals from the Executive Committee of the Board. The themes that inform my goals reflect my observations and conclusions after I have spent four months studying Trent, more than two of them in office.

A) Fiscal Challenges

The university sector in Ontario, Canada, and internationally, faces serious fiscal challenges which reflect pension liabilities, government commitments to reduce deficits and spending, and the rising costs of running universities. The following goals reflect Trent's need to find a way to be a financially sustainable institution in the midst of these challenges.

- 1. Pension.** Like most universities in Canada, Trent has a pension deficit which is a serious impediment to our financial sustainability. Increasingly it diverts resources away from our core mission, i.e. teaching and research. Eliminating or at least reducing this challenge is a fundamental imperative if we are to create a sustainable Trent. Trent we are lucky to have a Faculty Association that recognizes this problem and is willing to consider some significant action to redress it (most significantly, the possible joining of the CAAT plan). If the government passes the enabling legislation it has suggested, addressing the pension plan will be a primary goal moving forward.
- 2. Responsibility Centered Management (RCM).** A financially sustainable university must, especially in difficult financial times, be founded on a budget model that rewards those operational units that do what the university needs to do to manage its finances. It isn't necessary (or even desirable) to require that all initiatives be revenue producing, but the university must be organized in a way that promotes the revenue-generating activities we need to be financially viable. To bring our budget more in line with these goals, we will seek to institute a form of RCM which will introduce incentives to foster revenue producing activities.
- 3. Recruitment, Marketing.** The prime determinant of the budgets of Canadian universities (including large research universities) is undergraduate enrolment. But enrolment depends, to a significant measure, on recruitment. In Ontario, Trent is in the 'middle of the pack' in this regard: some institutions are doing much better reaching their enrollment targets; others are faring much worse. In an effort to improve our recruitment (and the marketing it is tied to), I will review undergraduate recruitment.

4. Fundraising Campaign. Fundraising is an essential component of the contemporary university. At Trent it is important to use the 50th anniversary celebrations as a milestone that can provide an opportunity to reinvigorate our fundraising. The President will initiate and support such action.

METRICS

1. To push the pension issue:

- the President shall discuss the pension situation with the government; and
- with the Vice-President of Finance shall meet with TUFA executives, aiming take steps to resolve our pension issues, with the specific aim of finding a way to join the CAAT or a proposed jointly sponsored university plan. (What is possible in this regard will depend on what the province allows, but we will aim to emerge from the year with a clear direction we will take in trying to deal with our ongoing pension liabilities.)

3. The senior administration will introduce an RCM budgeting model to the university. This will involve:

- a series of meetings with senior administration and the deans to establish how the model will work;
- devise a model that will identify the costs and revenues associated with our core activities; and
- introduce incentives to foster the revenue producing activities we depend upon.

3. The President will review the universities recruitment operations. This will include:

- arranging an external reviewer who understands recruitment well;
- a review of the relationship between recruiting and marketing;
- a consideration of our participation in the Student Life Expo in Toronto;
- an initial look at possibilities for expanding our international recruitment;
- a consideration of a more systematic approach to recruitment that involves deans and chairs; and
- possible changes to the structure and operations of our recruitment and marketing operations.

4. By the end of the year, the President will have:

- arranged an external review of our development activities;
- reviewed our fundraising structure and operations;
- with the VP External Relations, established a steering committee, a campaign cabinet, and (in consultation with faculty and other stakeholders) a clearly focused fundraising campaign;
- led the launch of a public phase of the campaign;
- worked with the Vice-President External Relations to steward donors and solicit donations; and

- hosted a variety of fundraising events.

B) Understanding and Promoting Trent

1. 50th Anniversary. While there are some challenges that accompany hosting a 50th anniversary in an institution in which one is a newcomer, it also provides some very significant opportunities to get to know Trent. My aim is be a part of “dynamite” celebrations in a way that helps mobilize all the people and relationships that matter to the continued success of Trent. Through this and other activities the President will aim to build pride in Trent and what it has accomplished, and a positive approach to the challenges that all universities face today.

2. Building the Administrative Team. One of the issues one faces as a new President is one’s unfamiliarity with one’s its administrative team and how it functions. This is in another way an advantage, because it allows one to look at things with a fresh eye, allowing one to assess the team and how it works. In keeping with this, one of my goals will be a review of both the structure and the operations of senior management, and to get to know the members of the team, with a goal of creating an administration that is more effective and more cohesive.

3. Peterborough. In the Peterborough area, many have told me that Trent does not play as central a role in the community as it once did. The 50th anniversary and the pursuit of some key local initiatives will be an opportunity to try and push in the other direction. The President will play a leadership role in this regard.

4. Oshawa. My experience since arriving is that Trent has a somewhat awkward relationship with its Oshawa campus. We were the key provider of university programming in Durham until UOIT was established, but it and Durham College have very successfully expanded their operations in a way that has left Trent operating in their shadow. The attitude to the Oshawa campus in Peterborough tends toward indifference or negativism. The President will promote and develop Oshawa operations as an opportunity for Trent that we need to make the most of.

METRICS

1. The President will be an active participant in:

- the 50th anniversary alumni kick off weekend;
- 50th anniversary gala;
- a range of other 50th anniversary meetings and events (e.g., the Trent public lecture series); and
- will have met with all of Trent’s key stakeholders by the end of the year.

2. The President will review the senior administrative team and build a positive relationship with it that will facilitate team building. This will involve:

- a review of the senior management structure and possible changes to it;
- a retreat for the senior management committee;
- an appointment process which will aim to hire a new Provost; and

- succession planning to ensure that the university is positioned well for the future.

3. The President will be active in Peterborough in ways that include:

- meeting with other community leaders;
- actively reaching out to the press;
- working to bring to completion the baseball diamonds project; and
- efforts to explore and investigate the possibility of a civic hockey arena or a possible project downtown (the latter would not involve the creation or resurrection of a college downtown, but rather some kind of initiative that might allow incubator and entrepreneurial activities).

4. The President will facilitate the development of the Oshawa campus by:

- establishing the best possible relationships and partnerships with UOIT and Durham College;
- working with UOIT and Durham to submit a tri-institutional application to the province Major Capacity Expansion funding envelope for new campus developments that serve the needs of the expanding student population in Toronto;
- reviewing the administrative structure of the Oshawa campus to allow the campus to better define itself as a more distinct and independent operation which can respond more effectively to Durham issues and opportunities;
- reconsidering the approach to recruitment for the Oshawa campus;
- spending time consulting with the faculty, staff, students and administration on the Oshawa campus; and
- creating a separate budget for Oshawa which will allow the university to accurately monitor its costs and revenue, and allow it the opportunity to use its budget in a way that is more defined by Oshawa interests and possibilities.

C) Pursuing Opportunities

1. New Student Centre. The Student Union has passed a referendum which has the potential to contribute \$10 million dollars to the construction of a new Student Centre, which students have established as a priority. The university and the students have done an impressive amount of work developing the project, which could also provide a site for a much needed large lecture hall / performance space. This development has stalled for a number of reasons – so much so that the students are beginning to have doubts about making their investment. It will be important for the President to try and work through the obstacles and solidify this project in a way that brings to completion all the work that has already gone into this project.

2. Academic Development. The ability of the university to attract students, maintain enrolment and further its aim to be a place of great teaching and research depends on its ability to find ways support faculty and others who wish to develop new programs and research opportunities that make academic and fiscal strength. To that end, the President will make an attempt to help foster a climate of openness to renewal and change at Trent.

3. Other Opportunities. A successful university, like any successful enterprise, is always open to positive new opportunities. While it is inevitable that some of these will not pan out, it is important to investigate a variety of possibilities to increase the likelihood that some will bear fruit. Opportunities are inherently unpredictable, and even in cases in which but some that bear attention this year are the city baseball diamonds (in process), possible collaboration with the city on the construction of a hockey arena, potential work with the provincial government on the Ring of Fire, Kemptville, international recruitment and continuing education. Investigating some of these opportunities is an important way to solidify Trent's relationship with our provincial, regional and municipal communities and governments.

METRICS

1. By the end of the year the President should have made significant progress leading the university to a clear decision on the Student Centre project, ideally a decision that will allow the university to proceed in partnership with the Student Union. In support of this, the President will:
 - work with the TCSA to reestablish their interest in the Student Centre project;
 - negotiate with the TCSA and the Board, with the aim of finding a way around the obstacles that have stalled the development of the project;
 - with the VP Finance, the VP of External Relations and TCSA, work to find a version of the Student Centre that will allow a sound business plan for its construction and operation; and
 - with the VP External Relations, pursue other funding activities that could support the project.
2. The President will work with the Provost, the VP of Research, the Senior Management Committee and others to support the development of new programming that makes fiscal and academic sense.
3. The President will be open and actively consider and evaluate opportunities that would improve Trent for students, faculty, staff and the communities in which it is embedded. The possibilities will include:
 - the proposed city baseball diamonds (in process);
 - possible collaboration with the city on a hockey arena;
 - working with the provincial government on the Ring of Fire;
 - discussing Kemptville issues with the government;
 - considering, with the Director of Trent International and the Provost, more possibilities for international recruitment;
 - working to develop the possibilities for online, hybrid, and other forms of continuing education at Trent; and
 - considering other opportunities as they arise.