

Annual Goals and Objectives for 2020-21

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1. Overview

In 2020-21 we will, as an institution, need to focus much of our attention on the complex issues the COVID pandemic raises re: health and safety, emergency preparedness, program delivery, recruitment, enrolment, and especially budget. At the same time, we must continue to plan and act in a way that maintains and enhances our current operations and our positive momentum on many other fronts. In the midst of difficult circumstances, we must continue to build a bright future for Trent, its internal community, and the external communities to which we are connected. I have designed my 2020-21 goals and objectives in a way that aims to balance immediate challenges and long term opportunities.

2. Academic Leadership

After a successful search, Dr. Michael Khan will begin a five year term as Provost and Vice-President Academic on August 1, 2020. His successful transition to a new academic leadership position will require that he learn the complexities and unwritten rules and assumptions in a new institution, and build a positive relationship with the rest of Trent's senior leadership team, and with faculty, staff and students. To achieve this, a robust on-boarding and orientation process will include goals and objectives for the new Provost; introductions to key stakeholders, internal and external; and mentorship.

Two other aspects of the leadership team will be reviewed in 2020-21. Trent's Vice-President Research, Dr. Neil Emery, has decided that he will return to his faculty position at the end of the year, and not to seek another term of office. During 2020-21, I will initiate a search for a new Vice-President of Research, who will begin a five year term on July 1, 2021.

Our Vice-President of External Relations, Julie Davis, will complete her current five year term in 2020-21. I will chair a committee that will review her position and performance.

3. Managing the Budget: Enrolment, Government Support, and Philanthropy

The COVID pandemic has already created enrolment challenges that are likely to produce a significant budget deficit. On the international side, the federal government is not issuing study

permits to new international students. On the domestic side, many students are choosing to postpone their university enrolment for a year (possibly producing a “double cohort” of students who will arrive in the fall of 2021). Others have enrolled in larger institutions which offer extensive online programming and do not emphasize the in person experience that Trent emphasizes. In a very fluid situation it is difficult to predict what will happen in September.

To date the province has provided Trent with almost a million dollars in support of COVID-related expenses. Provincial and federal governments have provided financial assistance to students in a variety of ways. The Council of Ontario Universities is asking the province for “stabilization” funding which will help universities manage a difficult year. Universities Canada has asked the federal government for assistance at the same time that they have asked it to consider ways of safely allowing international students to attend university in Canada (possibly in January rather than September). Sector relations with both governments will play a major role in determining what happens in terms of government support.

A less central, but still important, element of Trent’s budget picture is philanthropy. Trent was on pace to have its best fundraising year in 2019-20 until some prospective donors postponed their fundraising decisions in light of the uncertainties that have accompanied COVID and the accompanying stock market fluctuations. It is difficult to know what will be possible from a philanthropic point of view after the pandemic subsides, but we will aim to engage donors in ways that provide support for the Trent community as well as their own philanthropic goals.

The goal for next year must be to minimize, to the extent that it is possible, the enrolment, budget and giving challenges we face over the next year, in a way that prepares us for a bounce back in the following year (and a successful multiyear strategy that eliminates budget deficits).

4. Research Review

The Research Review should be ready for release in August (like most things, it has been delayed by COVID issues). The upcoming year will be an important time to use the review as an opportunity to work with all our stakeholders to do what we can to ensure that Trent is a center of research excellence.

5. Quality of Student Experience

Trent is a university known for the transformative student experience available at our Peterborough, Trill, and Durham campuses. It reflects a long tradition of teaching excellence; student involvement in levy groups, clubs, cultural activities, sports and international exchanges; excellent student services; and unique colleges with their own traditions.

During 2020-21 it will be important to maintain the quality of this experience and enhance at a time when the COVID situation forces us to alter our delivery of courses, health services, Careerspace, extracurricular activities and student services. To the extent that we are pushed into remote delivery and online learning and activities, we will make it a priority to maintain a

memorable in person experience for our students and/or provide and facilitate the quality of student experiences in other ways (by providing orientation, access to student services, etc. with physical distancing, for example).

6. Durham Strategy

In the wake of our expansion of the Oshawa campus (and the expansion of the whole Durham region), this is an important time to think through our plans for Trent Durham. To that end, the administration will work with the Board to develop a 3-year strategy for Durham development.

7. Trent Lands/Campuses

The development of Trent's three campuses (Symons, Trill, Durham) continues to be a priority. In 2020-21, this will include the completion of the Forensics Crime Scene House and further progress on the building of the infrastructure the TEC project for the Cleantech Commons. Partnerships which can secure the balance of funding the TEC project requires will be a primary focus.

In the wake of the COVID crisis, the Board will need to decide how we proceed with the Housing Plan, which includes plans for new residences on the Symons and Trill campuses. At the same time, the university will continue to pursue the development of a Long Term Care facility and a seniors village, though their development will be complicated in the wake of COVID.

We will watch to see if other projects (academic space, digital infrastructure, digital infrastructure, an expanded TEC with an Indigenous Water Institute, etc.) are possible if the province and/or federal government make stimulus funding available.

8. Emergency Response Review

As we make our way past the COVID 19 crisis, it will be important to review our emergency planning, our response to the COVID crisis, and our response to emergency situations more generally. Whatever lessons we learn from a review will be incorporated into emergency planning for the future.

9. Pension Plan

Over the last year we have made important progress in our attempt to join the sector JSPP (and earn an ongoing solvency exemption). Negotiations with TUFA have placed us in a position in which we are well positioned to complete our move in this direction, but further steps remain. Making as much progress as possible is an important goal in 2020-21.

10. Online Development

The COVID crisis has highlighted the importance of online programming. In the last two years Trent has addressed some significant issues in our online programming, creating a new unit to

foster our online development. During 2019-20 we developed metrics to measure our online development and have begun to make some progress in this regard (most notably, in the development of a fully online program in criminology). We still have much to do. To promote the development of online we have made additional investments in the wake of the COVID crisis.

11. Experiential Learning

One of Trent's goals over the last three years has been the development of the experiential learning opportunities we make available to students. Some significant progress has been made in the attempt to ensure that all students at Trent have, no matter what their program, access to experiential learning. In 2019-20 we established metrics that the Board can use to measure our success in expanding this aspect of our operations. The aim for 2020-21 will be to do so in ways that improve the learning opportunities for our students.

12. Community Engagement

The expansion of experiential learning strengthens our connection to the communities we serve insofar as it is tied to work, research, and community projects. This is one of many ways in which Trent supports its local communities.

Especially in the wake of the COVID crisis, it will be important to continue this support by working with local politicians, service groups, First Nations communities, professional organizations, arts and culture organizations and volunteer groups to make Peterborough, Oshawa, Durham and all of Ontario places which benefit from "the Trent advantage." Trent's relationship with the Peterborough, Oshawa and Durham city councils will emphasize our partnership with these communities, our role as a key economic driver, as well as the opportunities for future collaboration and sustainable development of all of Trent's campuses.