

It is the responsibility of the Trent University Board of Governors to set a strategic direction for the enterprise which will lead to fiscal sustainability over the planning period. This entails prioritizing among competing worthy objectives. At the strategic retreat of September 29, 2016, the 2016/17 Board of Governors identified four overarching strategic themes:

**Governance Models:** reviewing options and selecting the best possible governance structure for future stewardship and development of the Trent Endowment Lands;

**Financial Sustainability:** exploring all means necessary to securing a healthy financial future;

**Community Engagement:** enhancing the Trent University presence in each community in which it works;

**Student Experience and Future Success:** approaching the student experience from a holistic perspective.

Elaborating on these four key themes, it is proposed that the short to medium term objectives for the Board of Governors and its successors that will guide the activities of the University administration through to 2022 include:

1. Negotiate a new strategic mandate agreement and contribute to the development of a new funding formula for Ontario.
2. Resolve the university's pension solvency issues.
3. Accelerated development of Trent's endowment lands (in particular the Trent Research and Innovation Park, and possibly residential developments and/or the Sustainable Village), including the necessary governance structures.
4. Supporting student success through capital initiatives, including:
  - a) Successful completion and opening of the new Student Centre; and
  - b) Strengthening and renovating the Bata Library, in a way that includes centres for research, entrepreneurship and experiential learning.
5. A move to foster and facilitate Experiential Learning and Co-op programs at Trent.
6. Working collaboratively with our host communities, indigenous peoples, and with municipal, provincial, and federal governments.
7. Becoming a more international enterprise, by recruiting more international students, promoting international student exchanges, and extending our international research collaborations.
8. Developing and enhancing articulation programs with other institutions (e.g., the Swansea law program).
9.
  - a) Providing the funding model makes it reasonable, growing our student population to about 10,000 or by 20% over the planning period, with much of the growth occurring in Durham; and
  - b) In recognition of that growth in Durham, enhancing the facilities for students at the Trent Durham campus.
10.
  - a) Becoming the preferred "primarily undergraduate" university in Canada, from a teaching, research and reputational point of view; and
  - b) Promoting research and graduate programs.
11. Building a culture of philanthropy and service, and engaging alumni throughout the world to advance the University's mission.
12. Securing new revenue streams for the university and new financial efficiencies that reduce costs.