



PEOPLE PROGRAM PLACE

Trinity College Strategic Plan 2016



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Message from the Provost



Since the start of my tenure as the 15th Provost of Trinity College, I have constantly been struck by the incredible talent and the strong traditions that are at the core of the Trinity spirit.

I've had the pleasure of meeting with individual alumni, students, staff, faculty and fellows, as well as with groups and with members of the broader community in a wide variety of fora to discuss where we are now as a college and where we would like to be. Through these conversations, I have gained valuable insight into Trinity as it is today and most importantly, what our priorities should be going forward. The results of the College's ambitious 2015 Student Experience Survey also play a pivotal role in guiding the type of work that we need to do and discussions we need to have in areas that really matter to students.

I'd like to thank members of the Board of Trustees and the Senate for their reflections, which have been extremely productive and thought provoking. Members of the student body have been generous and insightful about the strengths and opportunities for Trinity going forward. I would also like to extend my gratitude to the alumni, academic and broader communities, who have been willing to share their time and their views. Trinity is also

so incredibly fortunate to have many dedicated staff, fellows and faculty whose love for the College has been absolutely central in making it what it is. I want to thank them as well for their contributions to the conversations about Trinity's future.

We are a community of engaged, united and dedicated members whose abiding pride in and love for Trinity is palpable. We are an institution with a proud, illustrious and storied past. Building upon the goals articulated in the Trinity College Strategic Plan 2009, along with the objectives outlined in the separate plans for our undergraduate programs and the Faculty of Divinity, the new plan has provided an opportunity to examine where we are and where we want to be. In addition, as a member of the larger university community, our framework will take into consideration the University of Toronto's three priority areas (leveraging our location, strengthening international partnerships, and rethinking undergraduate education) as part of the overall long-term planning process.

At our core, Trinity's collective strengths lie in its people, program and place—pillars that form the foundation of the plan that will guide us through the next five years and beyond.

A handwritten signature in blue ink, reading "Mayo Moran". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mayo Moran
Provost and Vice-Chancellor

Purpose, Mission & Values

From its earliest days, Trinity College revolved around learning, leadership and community. But Trinity was shaped from its founding by something more profound—a spirit of challenge. Some look for a path that is obstacle-free—not here. Trinity students, and by definition Trinity alumni, deliberately seek out challenge—looking for an environment that encourages growth, development and change. This aspiration is expressed in everything that Trinity does—from the beautiful Quad, to the International Relations program, to the student government, to our Faculty of Divinity, to theatre in the Quad, and to the renowned book sale.

The words of Bishop Strachan that laud excellence in learning and contribution to the broader world still resonate for the Trinity of today. Our mission statement reflects this:

A small, distinctive college at the heart of a great university, Trinity offers an exceptional academic experience and fosters community, responsibility and leadership.

We are first and foremost a community—a community built on a set of values that stress

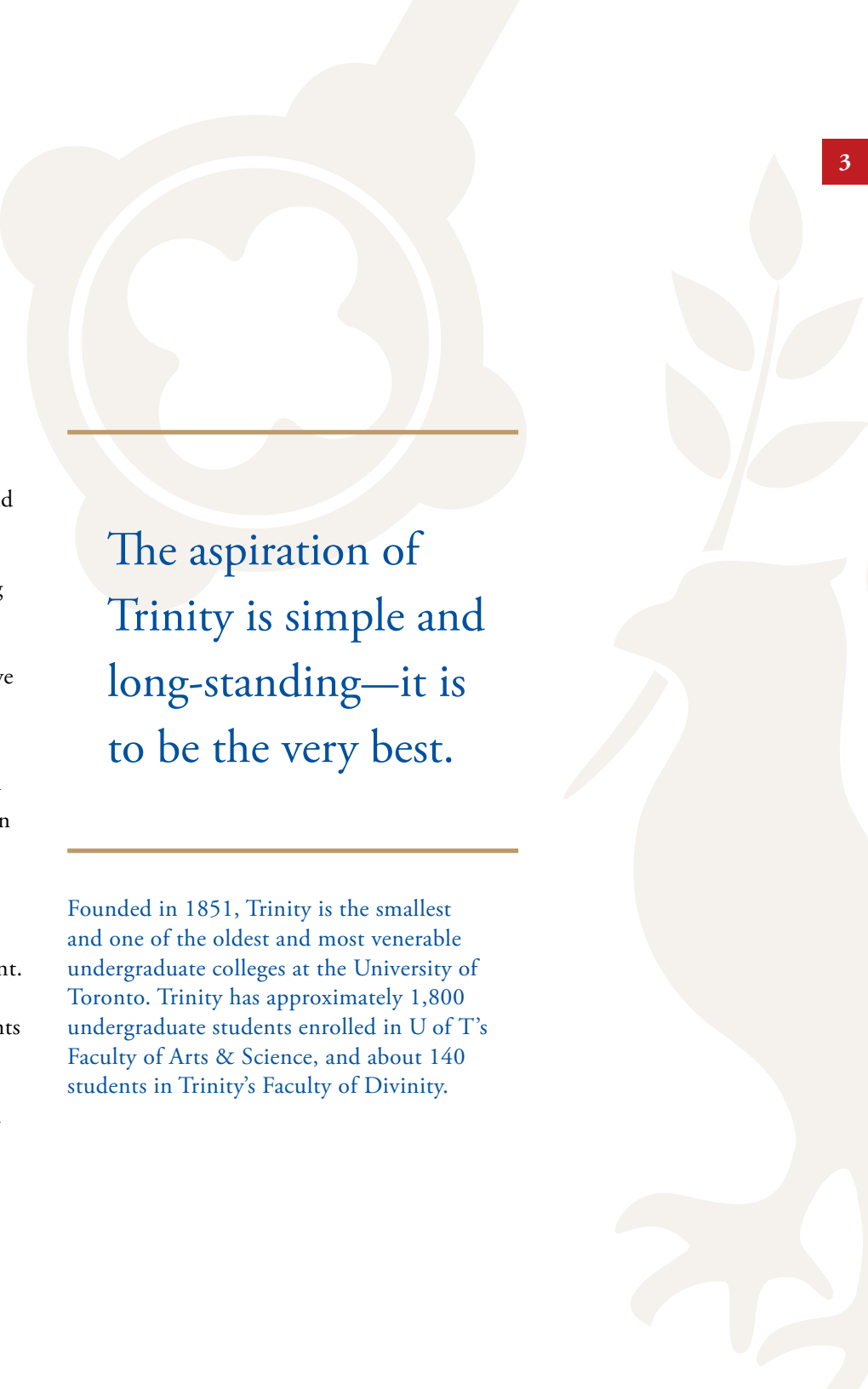
the importance of an outstanding education in a setting that values creativity and believes in contribution.

The foundation that Trinity has built over more than a century and a half is strong. But complacency is not a part of who we are. We have a tradition of being the place where leaders come to learn. Canada attracts the world's top talent and Trinity attracts the very best of Canada. In the increasingly complex world in which we live, our aspirations are more important than ever. Navigating the problems we collectively face will demand global fluency, the ability to think critically and communicate well, the capacity for prudence and ethical judgment. Trinity's ability to attract and develop top talent, our long tradition of international engagement, and our history of educational innovation in our undergraduate and Divinity programs mean that we have a unique advantage in cultivating the leaders of tomorrow.

Trinity understood from its founding moment that the best education for leadership involved

developing the whole person. Our communal nature and small size still afford unparalleled opportunities to learn and grow both inside and outside the classroom. Building on this great tradition demands that we examine what the students of today need in the more challenging world we inhabit. Developing their strength, talent and resiliency in every way possible is essential if we are to ensure our students achieve their enormous potential.

The aspiration of Trinity is simple and long-standing—it is to be the very best. And Trinity is one of those rare places where that aspiration is within reach. Achieving it requires that we examine everything we do with clarity and with purpose. It requires that we ask the hard questions and embrace the challenge. The discussion below sets out a plan for engagement. The three key pillars of Trinity's strength—its people, program and place—serve as focal points that shape our approach to that challenge. The strategic directions that emerge from this examination will determine how to best spend our collective energies in the years ahead.



The aspiration of Trinity is simple and long-standing—it is to be the very best.

Founded in 1851, Trinity is the smallest and one of the oldest and most venerable undergraduate colleges at the University of Toronto. Trinity has approximately 1,800 undergraduate students enrolled in U of T's Faculty of Arts & Science, and about 140 students in Trinity's Faculty of Divinity.

Trinity Milestones

Trinity is forever grateful for the foresight and generosity of many generations of alumni and friends who have helped shape the College's development and future direction. This timeline showcases many of the College's important milestones through its 166 years.

1850

Founded by the Right Rev'd John Strachan, Trinity College purchased its original site on Queen Street West.



1852

Trinity College opened on January 15. The Cobourg Diocesan Theological Institute (which had begun teaching in 1842) became the Faculty of Divinity in the new Trinity College.

1851

Trinity College was incorporated and the cornerstone was laid on April 30.

1870

Trinity Medical School opened in 1870 (later the Trinity Medical College).



1867

The Right Rev'd John Strachan died on November 1.



1884

The College admitted its first female students.

1888

St. Hilda's College was created as the women's college of Trinity; it was incorporated on February 11, 1890.

1904

Trinity federated with the University of Toronto on October 1; this also saw the cessation of the Trinity Medical College and the Faculties of Law, Dentistry and Music.



1938

The new St. Hilda's residence building on Devonshire Place opened; in 2004, all residences at Trinity became coeducational.

1943

Together with Emmanuel, Knox and Wycliffe Colleges, the Faculty of Divinity formed the future Toronto School of Theology (established in 1969), which joined the University of Toronto in 1978 to grant degrees conjointly.



1961

Opening on January 15, the new academic building was named in honour of Gerald Larkin, one of Trinity's most important benefactors.



1979

Named after Trinity's 9th Provost, the George Ignatieff Theatre opened on November 12.

Continued...



1925

The College acquired its present property on Hoskin Avenue in 1913, but construction was not completed until 1925 because of the war. The foundation stone for the new building was laid on June 4, 1923, and the College held its formal opening and dedication ceremony on October 21, 1925.



1955

Trinity College Chapel opened in October. Until then, Seeley Hall had been the College Chapel.

1974

The Memorandum of Understanding between Trinity College and the University of Toronto was signed; Trinity's undergraduate program became fully integrated with the University's Faculty of Arts & Science.

1988

Trinity now sponsored three interdisciplinary undergraduate programs on behalf of the Faculty of Arts & Science: International Relations (1976), Immunology (1984) and Ethics, Society and Law (1988).



2000

The John W. Graham Library opened; previously, the library was located in the basement level of the main building.

1995

Through the generosity of Trinity alumni and friends, the Humphrys Chaplaincy was endowed at the College. This was followed by the Margaret E. Fleck Professorship in Anglican Studies, the positions of the Rolph-Bell Archivist and the Nicholls Librarian, and the Raymond Pryke Chair in the Margaret MacMillan Trinity One Program.

2005

In September, Trinity introduced a new program for first-year students—Trinity One (later named the Margaret MacMillan Trinity One Program) in the International Relations and Ethics streams. The Public Policy stream started in 2012.

2013

The Bill Graham Centre for Contemporary International History opened. The Centre is a collaborative academic enterprise between Trinity College and the Munk School of Global Affairs.



2015

Trinity’s endowments reached \$90 million; the Friends of the Library celebrated its 40th annual Book Sale; and the College enhanced its Health and Wellness program and launched the Anne Steacy Counselling Initiative.

2014

Trinity established two new streams in the Margaret MacMillan Trinity One Program: Anne Steacy Biomedical Health and Anne Steacy Health Science and Society.



2016

The College has been building a future for Trinity’s past—the new Trinity College Archives will open this year.

The Context: Remarkably Trinity

COMMUNITY



The fact that Trinity is a small college means our close-knit community offers students a supportive, personalized and engaging academic and social environment. There are many opportunities for our students, both undergraduate and graduate, to interact with each other and form lifelong friendships. Trinity is an exceptional place where students from many different communities from Canada and abroad feel they belong.

EXCELLENCE



At Trinity, we foster superior academic achievement, leadership talent, social awareness and personal commitment. We have a stellar record of accomplishment: 43 Rhodes Scholars over the past 100 years; a significant majority of students graduate with Distinction or High Distinction and go on to professional and graduate programs throughout the world. The strength of the graduate students in our Faculty of Divinity is also evident in many ways including in the prestigious awards they receive.

LEADERSHIP



Trinity's unique student government, which operates as a direct democracy, provides leadership opportunities and ensures that the student voice is heard. As a community, we are committed to involving students in all aspects of the College's governance. This provides many venues in which Trinity students hone their leadership aspirations and skills. In 2015, despite our small size a remarkable 22 Trinity students received Gordon Cressy Student Leadership Awards, which recognize graduating students across the University who have made outstanding extra-curricular contributions and are committed to making a difference. The graduates in the Faculty of Divinity also go on to important leadership positions within the community, including roles as Primate and notable academic careers in various theological colleges in Canada, England and Scotland.

The Context: Remarkably Trinity

INTERDISCIPLINARITY



Trinity has a long-standing tradition of interdisciplinary innovation. We sponsor three cutting-edge interdisciplinary undergraduate programs (Ethics, Society and Law; International Relations; and Immunology) on behalf of the Faculty of Arts & Science at U of T. The College also offers the Margaret MacMillan Trinity One Program (five streams: Public Policy; Ethics; International Relations; Anne Steacy Biomedical Health; and Anne Steacy Health Science and Society) and several seminar courses specially designed for first-year students. The International Relations programs are responsible for our enviable reputation in this field and have been the model for innovative interdisciplinary undergraduate education at U of T.

SUPPORT



Our dedicated student services, library, writing centre and math aid centre staff work hard to keep pace with growing student needs, both within and beyond the classroom. Trinity is the only college at U of T that appoints academic dons (graduate students or professional faculty students living in residence) to provide academic and community support for all Trinity students, both resident and non-resident, graduate and undergraduate.

ALUMNI



Trinity alumni are remarkable for their intellectual energy and engagement, and for making the world a better place in ways large and small. Among our graduates are Adrienne Clarkson, Atom Egoyan, Malcolm Gladwell, the Honourable Bill Graham (Trinity's 12th Chancellor), Andrew Hutchinson, Craig Kielburger, Michael Peers and Ted Rogers.

HERITAGE



The beauty of Trinity's historic buildings speak to the legacy of the institution and the pride our community has in its heritage. Trinity is home to campus landmarks including Strachan Hall, St. Hilda's College, the John W. Graham Library and the Quad. *The Huffington Post* lists Trinity's Quad as among the most beautiful in North America and a photo of Strachan Hall was featured for U of T when it was named top Canadian university in a prestigious international ranking. The Trinity College Chapel, which recently marked its 60th anniversary, is justly celebrated as an outstanding example of Gothic architecture in North America.

THE CHALLENGE:



Strategic Directions





Strategic Direction

Pillar 1: People

Trinity students are a remarkable group who are intellectually gifted, motivated and driven to make a difference. They are academically excellent and publicly spirited leaders who make Trinity a vibrant place and play leading roles across U of T and beyond. The connections students make greatly enrich their college experience and often stretch across a lifetime. When students form connections with our incredibly talented alumni and have opportunities for intellectual engagement with our faculty and fellows, these interactions benefit not only the individuals involved but also the larger Trinity community. Knowing how much this enhances the overall student experience, we must strive to provide all students—resident and non-resident, graduate and undergraduate—with the opportunity to connect with each other and with our intellectual and professional networks in a variety of fora.

Research shows a clear link between personal well-being and academic performance. Supporting students goes beyond providing

an excellent educational experience—it must extend to the healthy development of the full person. Although we offer a number of academic support services to assist students in their studies (including many programs offered through the College’s administrative offices and the Graham Library), we have not kept pace with emerging student needs and modern societal issues (e.g., mental health support, gender and equity issues), and financial struggles. As the world becomes increasingly complex and demanding, we must ensure that we inspire and educate our students, keep pace with their growing needs, and help them navigate university life so that they can achieve their aspirations. With a post-secondary environment that is increasingly competitive—given more mobility, a plethora of specialized programs, and a number of the brightest students choosing schools based on scholarship offerings—Trinity must respond to these challenges if we are to position ourselves at the forefront of collegiate education at both the graduate and undergraduate level.

STRATEGIC PRIORITIES



ATTRACT THE VERY
BEST STUDENTS

Focus on proactive recruitment strategies and activities in domestic and international markets.

Increase financial support to attract academically gifted students who will also enhance the College community through their involvement and leadership.

Boost financial support to enable current students to flourish while they are here.

STRENGTHEN
STUDENT SERVICES

Review all facets of the student experience and develop an integrated model to deliver outstanding student services.

Enhance academic and support services beyond the classroom, including increased academic and financial counselling, career development, mental health supports, health and wellness capacity building, and programs to enhance student well-being.

Develop opportunities to connect current Trinity students with alumni and enhance their development through mentorship and other programs.

FOSTER A VIBRANT
INTELLECTUAL COMMUNITY

Facilitate meaningful connections between current students and alumni.

Develop opportunities for increased interaction (scholarly exchange) between fellows and students.

Enhance the linkages and opportunities for engagement within the College including between the Divinity faculty and students and undergraduate students as well as resident and non-resident students.

Look for appropriate linkages between faculty and students in the Faculty of Divinity and the churches, counselling centres and social service agencies.





Pillar 2: Program

Over the past decade, there has been growing importance placed on the development of the academic program at the undergraduate level and the graduate level. This revitalization of Trinity as a place of teaching the very best undergraduates and offering innovative interdisciplinary programs that draw on the strengths of U of T has greatly enhanced our ability to attract outstanding students. Trinity is rightly proud of its important programs, including the Margaret MacMillan Trinity One Program, which celebrated its 10th anniversary in 2015. The upper year interdisciplinary programs hosted by the College also serve as examples of what Trinity does best across the humanities, social sciences and sciences. Divinity faculty members also offer courses on specialized topics within the Faculty of Arts & Science. All of these programs showcase Trinity's educational leadership and innovation, often also providing an important Trinity-based forum for exploration of the pressing issues of our day. As such, they form a strong strand in the contemporary identity of the College.

Trinity also offers many non-academic services, events and programs to enhance classroom learning and help students succeed, from advisory sessions and transition support to facilitating community involvement. The Bill Graham Centre for Contemporary International History has added immeasurably to the College's ability to engage beyond as well as in the classroom. As part of the Trinity One program, co-curricular events are also held regularly to bring together students from all five streams to hear from guest speakers and to engage in high-level discussions with professors and each other. Thematic linkages involving issues such as residential schools have also provided opportunities to engage students at the graduate and undergraduate level and across the Trinity community. Building on our strengths and successes, we will examine every possible opportunity to involve our students in the learning process and provide them with a diverse, meaningful and rewarding experience that will prepare them for their future endeavours.

STRATEGIC PRIORITIES



OFFER OUTSTANDING ACADEMIC PROGRAMS

Continue to develop uniquely interdisciplinary programs that fortify Trinity's historic strengths in International Relations, Ethics, Society and Law, and Immunology.

Build upon and strategically supplement U of T programming through interdisciplinary and other programs that enhance Trinity's distinctive areas of expertise.

Develop a more robust basis of support for Trinity's academic programs both graduate and undergraduate.

Develop research skills and information literacy programs for all incoming students.

Build upon the Graham Library's collection strength to complement Trinity's programs such as International Relations. Collaborate with partner institutions on campus.

Enhance the link between the graduate programs in Divinity and the undergraduate programs to the benefit of both.

INTEGRATE CO-CURRICULAR PROGRAMS

Expand internships, research opportunities and experiential learning programs to ensure students are prepared for their transition to careers and to further higher education.

Leverage the strengths of our network by engaging alumni who can offer career advice, mentorship and employment/internship opportunities for students.

Continue to work with U of T and other partners to facilitate international experiences for Trinity students.

Encourage and broaden community outreach activities, service learning and volunteer opportunities.





Strategic Direction

Pillar 3: Place

Trinity is so fortunate to have a unique sense of place and tradition that in many ways distinguishes it. In fact, two-thirds of students said that Trinity's history and traditions influenced their decision to attend the College. The campus is known for its distinctive beauty, historic buildings and glorious architecture—this is an important source of value, a heritage to be preserved and enhanced. The work in environmental sustainability already undertaken by students, faculty and staff illustrates the importance of place and of Trinity's values. There are also great opportunities to improve the energy performance of buildings designed long before environmental sustainability was a concern. Adding to the College's already significant achievements, there are many more initiatives that could not only improve the efficiency of our physical plant but also increase the livability of the residences and academic spaces. And we are building a future for Trinity's past—the new Trinity College Archives will be both inspiring and environmentally-friendly through the installation of a geothermal system.

The centrality of place in Trinity as both a strength and a marker of our identity calls attention to the importance of enhancing our space and ensuring that we fully realize the benefits it can yield. As majestic as it is today, the reality is that a building 90 years of age requires ongoing maintenance and significant and costly renovations to respond to changing use of space. It also means we must modernize our infrastructure to be accessible and sustainable, and incorporate instructional technology into our academic spaces. Although the residences are charming, they will require a significant infusion of funds to modernize the buildings and to improve basic human comfort. As those around us develop state of the art facilities, we must look to physical renewal. For the College to continue to flourish in the decades to come, it will be important to ensure responsible fiscal management and operational efficiencies, while supporting program innovation and enhancing our distinctive heritage features.

STRATEGIC PRIORITY



BUILD FOR THE FUTURE

Conduct a complete review of our space needs, facility and technology requirements and opportunities to enhance the learning, living and working environments.

Update student, residence, working, learning and services spaces that require more immediate attention.

Develop a plan to ensure our physical environment is inspiring and accessible, as well as inclusive for the non-resident community, while conserving the architectural heritage of the College and demonstrating leadership in environmental sustainability.

Ensure the long-term financial security and growth of the College through fundraising, enhancing the endowment, and effective stewardship of assets and resources.

Explore and develop new sources, partnerships and opportunities for revenue growth.

PILLARS OF SUCCESS



At Trinity, we aspire to be the very best at everything we do; this spirit permeates all facets of the College, whether we are critically examining our own culture, ensuring that we express our values throughout the College experience, or leveraging opportunities to enliven relations across different College constituencies. Every part of this community—students, alumni, faculty, fellows, staff and friends—has played an important role in developing and articulating the priorities set out in this strategic plan. The road ahead will equally require the energy and commitment of all members of the Trinity community. Although the plan maps out our strategic priorities for the next five years, many of the goals are ongoing and long-term, and will certainly evolve with new opportunities and challenges.

We look forward to working with all of you to move forward the strategic priorities outlined in this plan and to ensuring that here at Trinity College we truly are the best we can possibly be.



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IN THE UNIVERSITY OF TORONTO

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