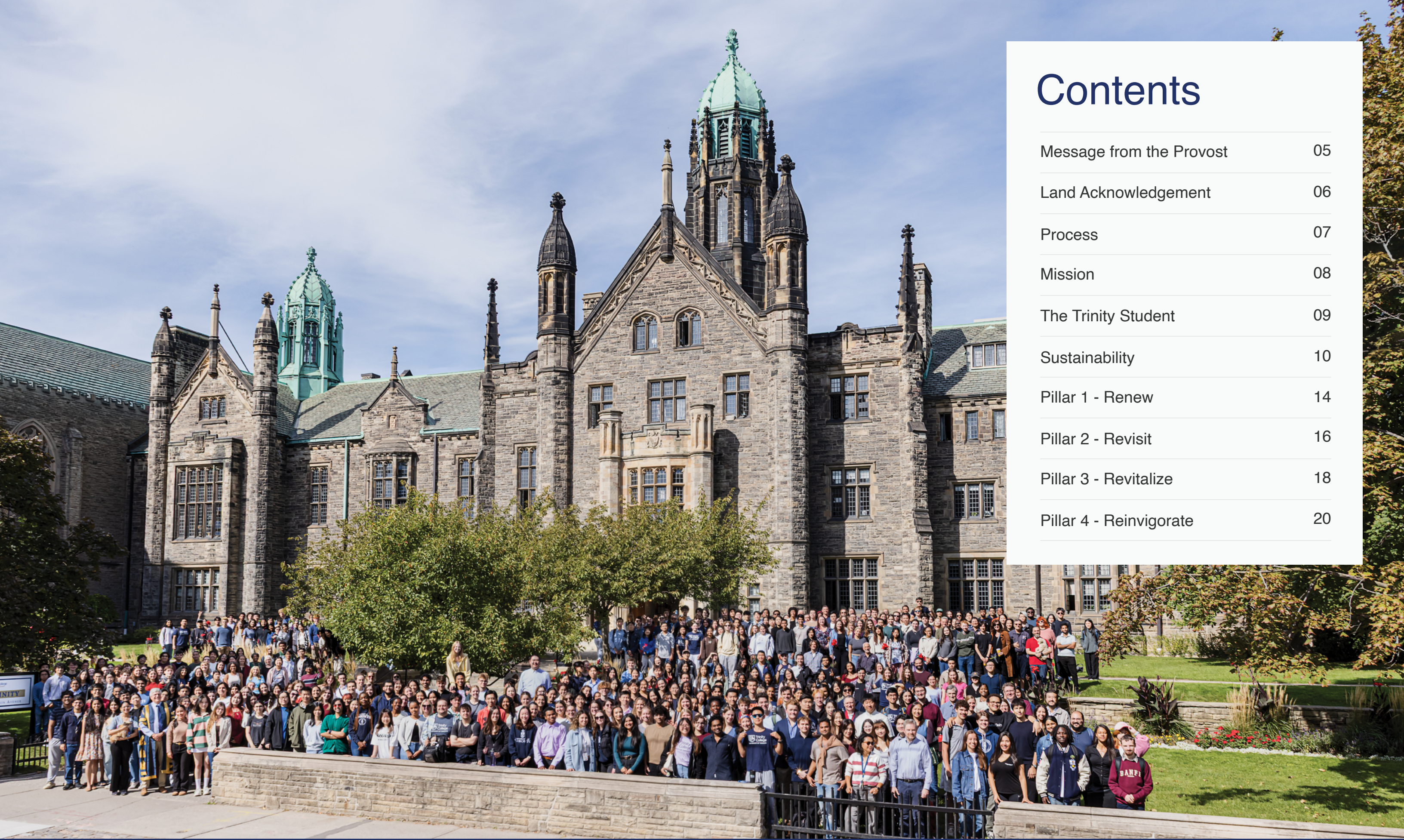


2025-2030

Trinity College Strategic Plan





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Message from the Provost

What is the promise of Trinity? More than just a prestigious college in a great university, Trinity provides a pathway to possibility. Trinity College has always been a place where ideas flourish, where students grow into leaders, and where community is more than a word – it is a way of life. Today, we stand at a transformational moment in the College's history. As we open the new Lawson Centre for Sustainability and prepare to celebrate the 175th anniversary of the College, we are ready to renew our promise to current and future generations.

To prepare this roadmap for the next five years, we reached out across our community and across the

generations to inform our understanding of where Trinity is today and confirm our direction for the future. The strategic framework of this plan is built around four pillars: **Renew, Revisit, Revitalize and Reinvigorate**. These pillars demonstrate our commitment to building a sustainable and thriving institution, honouring our rich heritage while embracing change, and enriching the student experience in ways that are joyful, empowering and deeply connected. They position Trinity in the country and in the world.

As academic excellence continues to be a core promise of the Trinity experience, we have simultaneously undertaken an academic strategic planning process that celebrates and elevates ideas and inquiry – a commitment to deepen and embrace the vibrant intellectual life of the college. Trinity will continue to be the place where the conversation is taking place - debate and discovery will continue to define our collegiate life.

We intend for this plan to serve as both a call to action and a north star as we look ahead and map the next five years for the Trinity community.

Nicholas Terpstra
Provost & Vice-Chancellor
Trinity College in the University of Toronto

Welcome

Land Acknowledgement

We acknowledge that the land on which Trinity College and the University of Toronto operate is part of the traditional territories of the Huron-Wendat, the Haudenosaunee Confederacy, and the Mississaugas of the Credit, an Anishinaabe people, land covered by the Dish-with-One-Spoon wampum belt covenant.

We acknowledge the stewardship of this land by First Nations, the continuing presence here of Indigenous people from across Turtle Island, and the harm caused by colonialism. We commit ourselves to seeking a new and honourable relationship with the First Peoples of this land.



Excellence

This plan was shaped through extensive consultation with students, alumni, faculty, staff and volunteers. Their voices have guided us in confirming what makes Trinity exceptional and what we must do to ensure that the focus on excellence endures. We listened. We learned. We envisioned a future where the College continues to be a beacon for the values our community told us defined Trinity - community, excellence, leadership and inclusion.

20

In-Person & Online Sessions

30+

1:1 Interviews

17,148

Surveys Sent



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



What does it mean to be a Trinity student?

Who are the students we attract and proudly graduate after their years of learning, living and growing together? Posing these questions to our community during the consultation process helped to define the core characteristics and values of our most important stakeholders. Our role is to challenge students and help them discover who they are becoming while giving them the tools, experiences and support they need to thrive and understand their full capacities. Students are the heart of Trinity – inquisitive, intelligent, engaged, ethical and much more. To know and understand them helps us forge our thinking and priorities for the future.



Characteristics of Trinity students identified through community consultation.

Our Mission

Lawson Centre for Sustainability: George & Martha Butterfield Rooftop Farm and surrounding landscape (Render by Mecanoo)



At Trinity College, we envision a future where sustainability is deeply embedded in all dimensions of our institutional life – academic, operational and community. Guided by our mission to foster critical inquiry, ethical leadership and global citizenship, we are committed to advancing transformative solutions to the urgent challenges of climate change, social and environmental justice and ecological resilience.

Within a globally recognized university driving sustainability, Trinity will be an immersive destination for the **demonstration, experience and discourse** of sustainability, with a focus on global climate leadership, wellness and food systems.

The **Integrated Sustainability Initiative** aligns our academic programming, operational

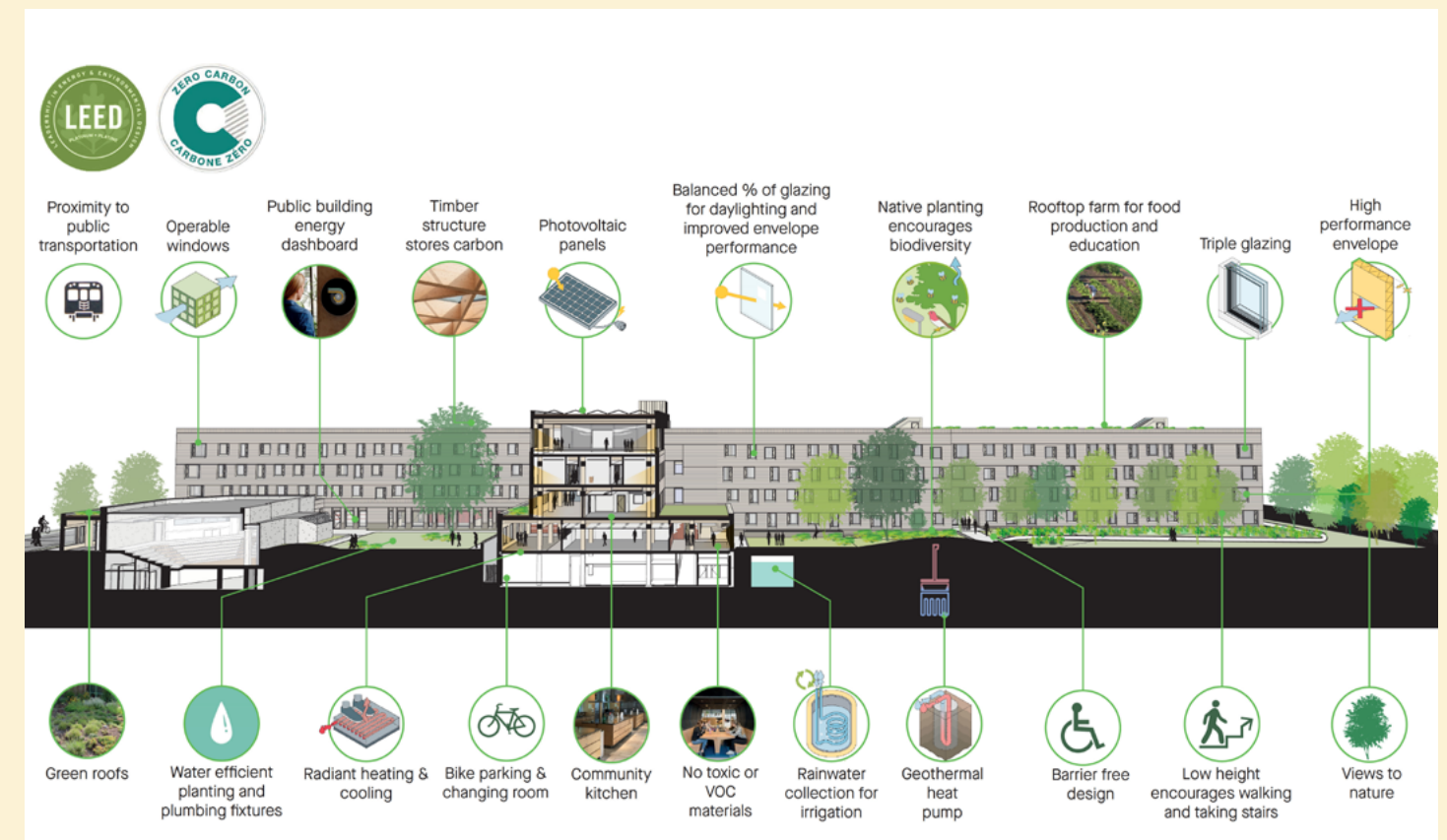
practices and community culture with goals for sustainable development and to transform the thinking and awareness of our students and community.

As the **Lawson Centre for Sustainability takes its place** within Trinity College, we are immensely proud that this embodiment of our own commitment is also an active campus hub for sustainability within the University of Toronto, and a dynamic interdisciplinary space that will be a catalyst for research, teaching, community engagement, and innovation. Anchored by the newly established **Lawson Climate Institute**, the Centre embeds sustainability into every aspect of living and learning and reflects our commitment to bridging scholarship and practice enabling meaningful collaboration across disciplines and communities to address the complex web of systems that shape our climate future.

Through this initiative, we aim to:

- **Foster academic excellence** in climate and sustainability education and research, with opportunities for students, faculty and partners to co-create knowledge and solutions;
- **Model institutional leadership** by integrating sustainability into our governance, infrastructure and everyday practices – from food systems and energy use to procurement and equity;
- **Cultivate a culture of engagement** that empowers individuals and communities to act with agency, compassion and accountability in the face of environmental and social challenges.

Trinity's legacy of leadership, grounded in intellectual rigour and social responsibility, calls us to be bold in our response to the climate crisis. We are committed to creating a just, sustainable and flourishing future – locally, nationally and globally – by advancing sustainability as a shared institutional value and a living practice.



Sustainability features of the Lawson Centre for Sustainability

Strategic Framework

01. *Renew*

Goal: To build a thriving and sustainable College.

02. *Revisit*

Goal: To honour Trinity's past while adapting to present and future needs and context.

03. *Revitalize*

Goal: To enrich Trinity community and campus life.

04. *Reinvigorate*

Goal: To deepen academic excellence through creativity, collaboration and purpose.



Renew

Goal: To build a thriving and sustainable College.

Trinity is at an exciting and pivotal time in our history. As we open our doors to the first new building on our campus in a generation, one set to renew and transform student life and learning, we are shaping the future of the College to ensure continued success and meaning. As we pursue our education and student-centred mission, we must also ensure the health of the business that supports this important work. We will review our institutional culture, business and collaboration practices, and explore diversification of our revenue model, so that we are poised to achieve the greatest impact. By prioritizing the strengthening of our student awards portfolio, we will celebrate and support our students' remarkable achievements and spur them onward. We will become a hub for sustainability and give our students the tools they need to lead in this area. We continue our long-standing commitment to being the best – a leading institution reflecting a vibrant and diverse community. In short, we will ignite the potential that this defining moment presents.

- Ensure a financially sustainable operating model that addresses current and future needs, including diversifying revenue sources.
- Review and update governance and administrative structures with attention to transparency, sustainability and responsibility.
- Inspire and align teams with clear leadership, vision and priority setting, with an emphasis on a culture of respect and good governance.
- Increase student financial awards and supports.
- Invest in infrastructure, technology and processes to improve efficiency and promote collaboration.
- Through strategic partnerships within and beyond the University of Toronto, establish Trinity as a sustainability incubator and a destination of choice for students and faculty who want to tackle global sustainability issues.
- Invest in brand building to increase visibility and competitiveness, and to highlight the value of a Trinity education.





Revisit

Goal: To honour Trinity's past while adapting to present and future needs and context.

For generations, the halls of Trinity College have echoed with the voices of camaraderie, spirited debate and cherished traditions – threads that weave together the fabric of our unique community. Our traditions are not just rituals of the past; they are expressions of our identity, connecting generations of Trinity students, alumni and scholars in a shared legacy. As the world around us evolves, we will continue to respect and honour our storied past while embracing the present reality and future potential. We will prioritize the critical work needed to care for our heritage buildings and safeguard our archival artifacts – both important physical expressions of our culture and history. A master space plan will ensure we can both preserve the past and meet the opportunities of the future with the expanded Trinity campus.

- Revisit the unique brand and character of Trinity, and work together as a community to reinterpret our traditions for the 21st century while creating new ones.
- Deepen alumni engagement and celebration as a defining characteristic of the Trinity experience.
- Develop a plan for all capital assets including preserving and restoring the historic built environment while adapting to future needs.
- Explore opportunities for celebrating and learning from Indigenous communities, acknowledging our colonial past and advancing reconciliation.
- Define the role of our Anglican heritage in an evolving contemporary context, including within multi-faith programs and initiatives.
- Celebrate Trinity's 175th anniversary by planning a new multi-year campaign.





Revitalize

Goal: To enrich Trinity community and campus life.

Trinity is a small college in a great university – and this size is our strength. Ours is a close-knit community that has inspired and connected generations of students, faculty, staff and alumni. Community life continues to be a key priority. The expansion of our campus creates new common spaces for both residence and non-residence students to study, create, converse and play. It will also allow Trinity to return to historic levels of upper- and first-year students living together – an important differentiator in the unique experience offered at Trinity and key to reinforcing the tight-knit community for years to come. We will continue to develop exceptional student experiences and supports while deepening the intellectual life of our community. We aspire for Trinity students to have an unparalleled collegiate experience that is memorable and joyful – one that offers personal growth, empowerment and discovery as well as a lifelong sense of pride and connection.

- Build a culture of connection, curiosity and conversation as a cornerstone of the Trinity experience, bringing together thought leaders, staff, faculty, students and alumni through expanded lecture series, events, workshops and more.
- Foster self-development, civil discourse, empowerment and leadership to equip our students to be active leaders in the College and to prepare our graduates to tackle societal and sustainability challenges.
- Create warm, intimate, welcoming student experiences grounded in inspiring academic opportunities and memorable social interactions.
- Strengthen services for students including, but not limited to, academic advising and support, food quality, mental health, condition of residences and commuter experiences.
- Enhance student career-readiness through networking, internships and work placement opportunities.
- Promote engagement from current students, to recent alumni to lifelong engaged alumni volunteers and supporters.
- Strengthen communications and celebration across stakeholder groups.



Reinvigorate

Goal: To deepen academic excellence through creativity and collaboration.

Trinity College has long advanced the life of the mind through an enduring commitment to ideas and inquiry. As we look to the future, we will renew our academic mission to ensure that excellence remains the College's defining characteristic. Informed by the 2026 Faculty of Arts Report, we will invest in our flagship academic programs to cultivate environments that encourage learning and collaboration. We will continue to celebrate the intellectual vitality that distinguishes the College. Trinity is a community where students, faculty, staff and alumni come together to exchange ideas, challenge assumptions and imagine new possibilities for the world. This pillar builds on the College's proud intellectual heritage while expanding opportunities for our entire community. Its aim is to support bold inquiry and purposeful innovation, ensuring that Trinity remains a place where curiosity is sustained and discovery thrives.

PROGRAMS

- Build on the success of Ethics, Society & Law through strategic partnerships across the University of Toronto.
- Position the International Relations Program as a hub for understanding Canada's role in the world in close partnership with the Trinity College Archives and the Bill Graham Centre for Contemporary International History.
- Expand Trinity One in response to rising demand among incoming students in the Faculty of Arts and Science.
- Further integrate Immunology into the Faculty of Arts through targeted investments of time and resources.
- Deepen and expand the Faculty of Divinity's promotion of the contributions of faith in the public sphere (through research, teaching, and the launch of the Master of Psychospiritual Studies (MPS)).
- Continue to strengthen ecumenical and interfaith engagements (particularly with Eastern and Oriental Orthodox churches and Humanistic Buddhism).

BEYOND THE CLASSROOM

- Foster a campus-wide culture of dialogue and reflection through initiatives such as Trinity Reads and the Witt Initiative on civil discourse, and the renewed intellectual life of the Senior Common Room.
- Through Trinity College's Integrated Sustainability Initiative, focus on sustainability literacy, demonstration and debate while creating learning and research opportunities through the new Lawson Centre for Sustainability and through partnerships like the Lawson Climate Institute.
- Support the work of the Bill Graham Centre for Contemporary International History in advancing understanding of international events.

INTELLECTUAL NEIGHBOURHOODS

- Leverage the John W. Graham Library & Trinity College Archives as a focal point for experiential learning and information literacy.
- Revitalize key academic spaces, including North Munk and the Gerald Larkin Building.





Guided by Trinity College's storied past and inspired by new possibilities, this strategic plan is a commitment to celebrate our vibrant community, to enrich the College's intellectual culture, and to advance leadership and

sustainability. We are grateful to the many students, alumni, faculty, staff and partners whose insight and engagement shaped this vision. Your continued leadership will help bring it to life.

