Towards 2030:
Planning for a Third Century of Excellence at the
University of Toronto

University of Toronto
Faculty Town Hall

October 9, 2007

A Changing Landscape

• Participation rates
• Research and innovation
• Differentiation and specialization
• International and local partnerships
• Financial pressures
• Accountability and transparency
• Evolution of the core mission
Timeline & Process  Phase I: Summer 07

Complete
- PVP, P&D, UP, Teaching Academy
- Governance: Exec, UAB, AB, BB, GC
- Bulletin, U of T community

Nearing Completion
- Circulating as broadly as possible
- Electronic media
- Speeches, presentations, off-line sessions
- Foster discussion
- Solicit feedback

Timeline & Process  Phase II: Fall 07

Commencing
- Town Halls, Faculty council meetings, special lectures
  - GC Executive Consultation – September 26
  - U of T Employee Unions Executives – October 3
  - Faculty Town Hall – October 9
  - Student Consultation – October 18
  - Sessions for members of Faculty Councils – October 23, 26, 29

- Task Forces
  - Based on distilled questions from Phase I
  - Framing issues, options
  - Task Force consultation sessions

- Continue electronic distribution, feedback
  - Task Force website
Five Task Forces

1. Long-Term Enrolment Strategy
2. Institutional Organization
3. University Resources
4. University Governance
5. University Relations and Context

1. Long-Term Enrolment Strategy

- Focus:
  - Target enrolment scenarios for each campus
  - Mix and balance of students by campus
  - Graduate / undergraduate balance
  - Local, regional, national, international
Enrolment: The Big Picture

- University enrolment has grown by 35% over the past ten years and by 50% over the past twenty years
  - Growth on all three campuses – since 1997:
    - UTM: +4,185 students (70%)
    - UTSC: +4,934 students (96%)
    - UTSG: +9,377 students (23%)
  - Graduate growth since 1997:
    - Professional masters programs almost doubled
    - Doctoral enrolment has increased by 30%

- Projected rising demand through 2031

Enrolment Growth

![Figure 5: Full-Time Enrolment at UofT](image.png)
Graduate Education
enrolment balance, 1997-98 to 2011-12

2. Institutional Organization

- Focus:
  - Tri-Campus administrative and governance structure
  - St. George administrative challenges in connection with roles of Faculties and Colleges/Federated Universities
  - Who does what?
Four Key Challenges

1. Greater autonomy or greater integration?
   - Campus-by-campus differentiation?

2. Commuter students
   - Majority of University’s students commute
   - How do we engage them?
     - Residence strategy?

3. Uneven relationship between the colleges and the academic programs
   - Students share loyalties across programs, classes, colleges
   - Overlap in student services

4. Campus mandates and roles
   - Relationship with the centre
   - Role of graduate education

3. University Resources

- Focus:
  - Fees and grants
  - Revenue sources and management
  - Infrastructure
  - Partnerships
  - Human resources
### Scholarship
publications and citations

#### Summary of Rankings for the University of Toronto, 2001-2005
Among AAU and G13 Universities

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<th>University Type (number)</th>
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### Undergraduate Education
Student-Faculty ratios, 2004 – comparison with Canadian Peers

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Office of the President, October 2007
The Widening Gap in Per-Student Funding
2005-2006 in US$ (public peers)

Source: AAU/DE. AAU mean excludes Toronto. Toronto figures converted to US funds using PPP.

The Widening Gap in Per-Student Funding
2005-2006 in US$ (private peers)

Source: AAU/DE. AAU/DE mean excludes Toronto. Toronto figures converted to US funds using PPP.
More Scholar for the Dollar

• Is this an honour we want?
• Two ways to look at this:
  1. Exceptional productivity, efficiency
     • Doing more with less
     • An A+ institution on a C- budget
     • Invitation to another ‘Commonsense Revolution’!
  2. A Non-sustainable Situation
     • Undergraduates lose out
     • Faculty and staff are squeezed
     • The scholarly summits are almost impossible to scale

Demands on Excellence
Speaking Up – UTFA Survey Results, 2007

Overall, how would you rate the reasonableness of your workload?
My workload allows me to meet my performance expectations without sacrificing quality.
My work allows me to achieve and acceptable balance between my work life and my personal life.
I feel that the stress of work is negatively affecting my job performance.
A Strategic Debate

• Accessibility and specialization?
  ▪ Different approaches:
    • University of California three-tiered system
    • China’s pyramidal system (e.g. Beijing University)
    • University of Melbourne (Self-defined)

• Alternative sources of funding?
  ▪ Tuition self-regulation
  ▪ German-style Government block funding
  ▪ Philanthropy
  ▪ Commercialization

4. University Governance

• Focus:
  ▪ University-wide
  ▪ Distribution and delegation
    • Central administration and divisions
    • St. George, UTM, UTSC
  ▪ Governing Council
Governance System

• Unicameral system: the Governing Council
  • Inclusive oversight, transparency to all estates
  • Facilitates multiple perspectives on debate
  • Stable and effective over the past 20 years

• Key Criticisms
  • Inefficient repetition of issues
  • Disempowers local/divisional governance
  • Transactions trump strategic oversight

5. University Relations and Context

• Focus:
  • Public and stakeholder engagement with the planning process
  • What should students know to thrive in 2030?
  • What do modern societies and employers want from our students?
  • What is the nature of our relationships with various communities and partners?
2030 Coordinates…

• Website:
  • http://towards2030.utoronto.ca

• Email:
  • towards2030@utoronto.ca