

Towards 2030:

Planning for a Third Century of Excellence at the University of Toronto

University of Toronto
Faculty Town Hall

The logo for 'Towards 2030' features the word 'TOWARDS' in a smaller, white, sans-serif font above the year '2030' in a larger, white, sans-serif font, both contained within a dark blue rectangular box.

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

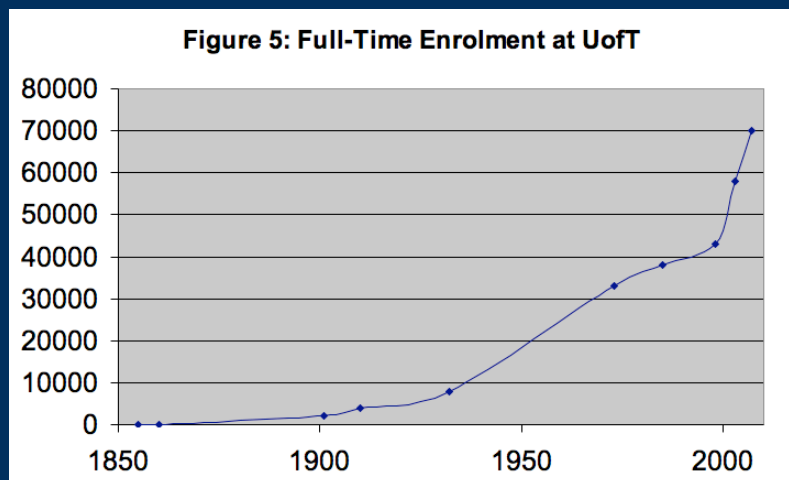
1. Long-Term Enrolment Strategy

- 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

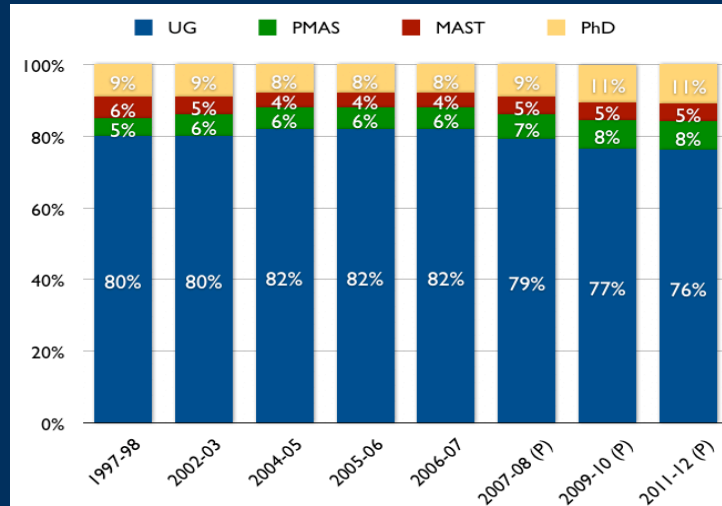
- University enrolment has grown by 35% over the past ten years and by 50% over the past twenty years
 - Growth on all three campuses – since 1997:
 - * UTM: +4,185 students (70%)
 - * UTSC: +4,934 students (96%)
 - * UTSG: +9,377 students (23%)
 - Graduate growth since 1997:
 - * Professional masters programs almost doubled
 - * Doctoral enrolment has increased by 30%
- Projected rising demand through 2031

Enrolment Growth



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

University Type (number)	Public (47)		All (73)	
	Publications	Citations	Publications	Citations
All Fields	1	3	2	6
All Sciences Fields	1	3	2	6
Health Sciences	1	1	2	3
Other Life Sciences	3	1	5	3
Computer Science & Engineering	9	8	11	11
Other Physical Sciences	13	16	17	28
Social Sciences	3	8	6	16

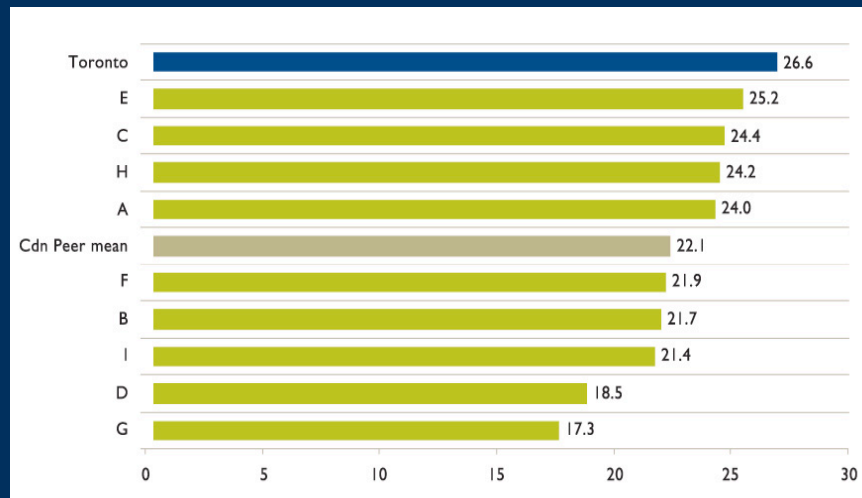
Source of primary data: Thomson ISI U.S. and Canadian University Indicators -- Deluxe Edition and Standard Edition, 2005.



Office of the President, October 2007

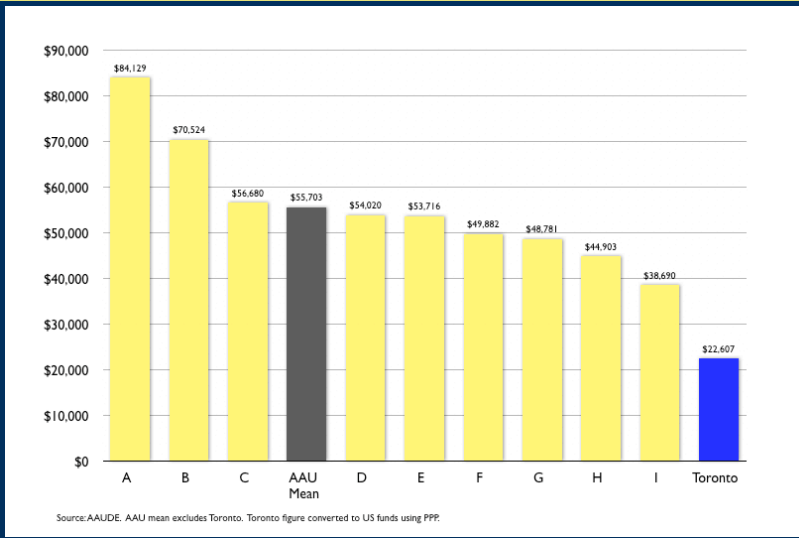
Undergraduate Education

Student-Faculty ratios, 2004 – comparison with Canadian Peers

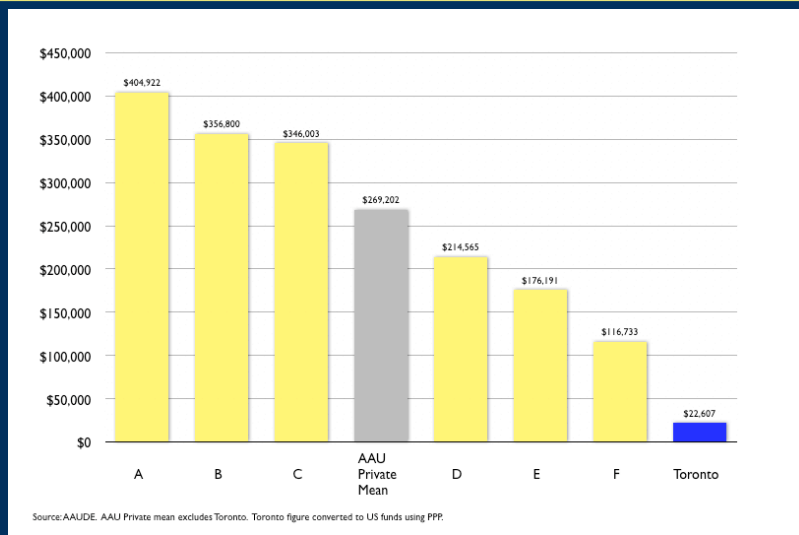


Office of the President, October 2007

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



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

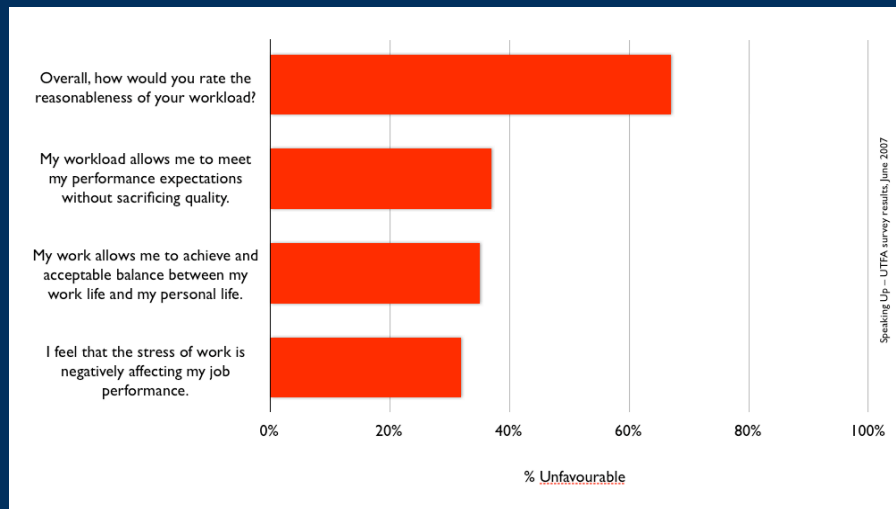


More Scholar for the Dollar

- 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



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