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

UTM Consultation

October 19, 2007

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

- 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
  - UTM Consultation – October 19
  - 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

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Enrolment Growth

*Figure 5: Full-Time Enrolment at UofT*
Enrolment: The Big Picture

• University enrolment has grown by 35% over the past ten years and by 50% over the past twenty years
  ▪ Since 1997:
    • UTSC: +4,934 students (96%)
    • UTSG: +9,377 students (23%)

• UTM Enrolment:
  ▪ Opened in 1967 with 155 students
  ▪ 10,500 today
    • Up over 80% since 2000

• Projected rising demand through 2031

Undergraduate Education
Class Size Experience 2005: 1st and 4th Year, UTM & St. George
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?
Distinctive UTM

• Extraordinary campus
  • Hazel McCallion Academic Learning Centre
  • Recreation, Athletics and Wellness Centre
  • Oscar Peterson Hall (2008)

• Collaborative, graduate and research opportunities
  • $9.5m research revenue
  • 350 graduate students
  • Research Opportunities Program (ROP)
    • 88 Undergraduate students
  • UTM/Sheridan Collaboration

• Innovative programs
  • Institute of Communication and Culture
  • rezONE, stepONE

Three 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?
     • 1500+ UTM students live on Campus
     • 2008 Oscar Peterson Hall (a new 423-bed residence hall)

3. Campus mandates and roles
   • Relationship with the centre
   • Role of graduate education
     • UTM: Master of BioTech, Master of Biomedical Communication, Master of Management and Professional Accounting, Master of Management of Innovation
3. University Resources

- Focus:
  - Fees and grants
  - Revenue sources and management
  - Infrastructure
  - Partnerships
  - Human resources

Undergraduate Education
Student-Faculty ratios, 2004 – comparison with Canadian Peers
Undergraduate Education
Student-Faculty ratios, 2005 – comparison with UTSC, Canadian Peers

The Widening Gap in Per-Student Funding
Since 1980: US Public Funding (+25%) vs Canadian Funding (-20%)
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

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?

Some coordinates…

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

• Email:
  - towards2030@utoronto.ca