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

Questions & Themes
UTSC Consultation

September 17, 2007

Overview

1. The University’s Future Role
2. Enrolment Growth
3. U of T’s Financial Model
4. UTSC within U of T
5. The Process
1. The University’s Future Role

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

Class Size Experience 2005: 1st and 4th Year, UTSC & St. George

Undergraduate Education
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Office of the President, September 2007
Questions:

- Generic: How can we enhance undergraduate education without compromising our world-renowned level of scholarship?
- Campus-specific: How do the strategies differ across the three campuses? What is UTSC’s role?
2. Enrolment Growth
Enrolment Growth

UTSC Enrolment Growth 1964 to 2007

Enrolment: The Big Picture

- U of T: Over 150 years of steady growth and 20 years of rapid growth

- UTSC: 2007 enrolment is almost 10,000
  - UTSC opened in 1964 with 191 students
  - UTSC has doubled in size since 1997
  - Growth on all three campuses – since 1997:
    - UTM: +4,185 students (70%)
    - UTSC: +4,934 students (96%)
    - UTSG: +9,377 students (23%)

- Projected rising demand through 2031
Questions:

• Generic: How should we meet the enrolment demand in the GTA?

• Campus-specific: What should UTSC’s enrolment profile be?

3. Financial Model
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)
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

Questions:

• Generic: How do we change our per student funding across the University at large?

• Campus-specific: How does UTSC manage its enrolment profile and finances to ensure that the quality of education is not only maintained but enhanced?
4. UTSC within U of T

UTSC: Graduate Growth Opportunities

• UTSC Faculty teach >140 graduate courses, but mainly on the St. George campus
• UTSC Faculty supervise 209 PhD students (only 41 on-site) and 82 Masters students (only 36 on-site)
• How should graduate enrolment grow at UTSC?
UTSC: Distinctive UG Programs

• E.g. UTSC & Centennial College
  • Journalism, New Media Studies, Paramedicine, Environmental S&T, and Industrial Microbiology

• E.g. UTSC has a strong international orientation, exemplified by the Green Path program

• E.g. UTSC offers 85 Co-op program options with an enrolment of 1500

• Should UTSC continue to develop a unique UG niche? If so, what are the themes and where are the opportunities?

5. The Process


### Timeline & Process  
**Phase I: Summer 07**

- PVP, P&D, UP, Teaching Academy
- Governance: Exec, UAB, AB, BB to GC on June 25
- Bulletin, U of T community
- Circulate as broadly as possible
- Electronic media
- Speeches, presentations, off-line sessions
- Foster discussion
- Solicit feedback

### Timeline & Process  
**Phase II: Fall 07**

- Standing committees, task forces
  - Based on distilled issues from Phase I
- Framing issues, options
- Symposia, conferences, faculty council meetings, Town Halls, special purpose lectures
- Continue electronic distribution, feedback
  - On-line Forums, President’s Blog
Timeline & Process  Phase III: Early 08

- Synthesis document
- Long-term directions, recommendations
- Informing academic planning cycle
- Guiding advancement and university relations activities

Some coordinates...

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

- Email:
  - towards2030@utoronto.ca