Towards 2030 Initial Synthesis Report

Governing Council June 23, 2008



Overview

- 1. Process review
- 2. Mission and mandate
- 3. A University on three campuses
- 4. St. George organization
- 5. Enrolment
- 6. Resources
- 7. Student experience and recruitment

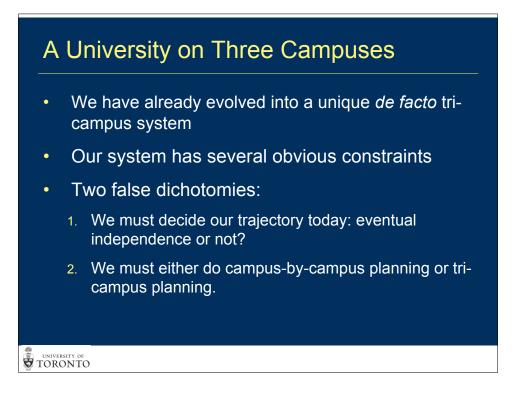


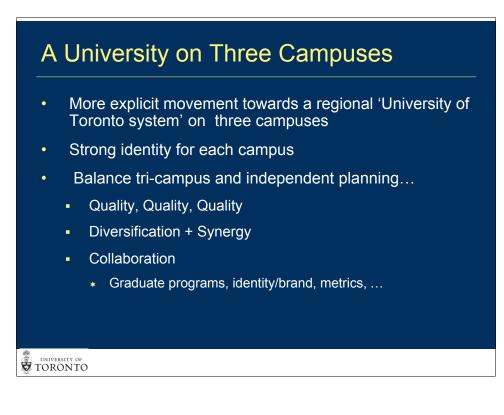
Mission and Mandate

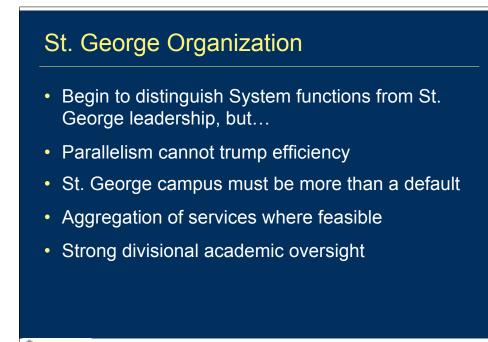
- Demography
 - Toronto region growth 40,000+ university students
 - Uneven across Ontario, implications for Ontario universities

Participation

- Increasing at all levels
- Growing recognition of importance of graduate education
- Build upon U of T's distinguishing strengths
 - Propitious alignment across societal needs, the broad context of higher education, and the mission of the University of Toronto











	Baseline 2007–2008		
	Undergraduate	PhD	Masters
St. George	33,371	5,023	6,615
	74%	26%	
UTM	8,411	96	255
	96%	4%	
UTSC	8,377	66	88
	98%	2%	

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- Growth in expenses outpaces growth in revenues
- Revenues
 - Provincial grant
 - Tuition
 - Enrolment
 - Endowment & payout rate
 - Other

UNIVERSITY OF TORONTO

The Status Quo

- Dimensions:
 - Provincial grant rises with inflation
 - Tuition remains constrained (growing about 2.2% above inflation)
 - Salary and benefits increase at 2.5% above inflation
 - Endowment increases at 2% above inflation

Result:

- By 2030, to balance the budget we will have to:
 - * Massively reduce the number of faculty and staff
 - * Increase the student-faculty ratio on St. George to 42.5
 - * Increase the student-faculty ratios at UTM & UTSC to over 60

A Hypothetical Mixed Model

• Dimensions:

- The provincial grant rises to the national average
- The grant or tuition or some combination thereof generates increases that average 2% to 3% above inflation
- The endowment grows at 4.7% above inflation (to \$3B by 2030)
- The payout rate increases to 4%; other revenues increase 0.5% over inflation
- Internal and external student aid increase at 5% above inflation
- Compensation continues to increase at 2% above inflation

Result:

- Student faculty ratio of 21 to 1.
- Sustainable: all dimensions are tied to inflation





