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
A Comprehensive Process

- **Towards 2030** initial planning document, June 2007
- Broad consultation
  - Governance
  - Bulletin, U of T community
  - 40+ Town Halls, Faculty council meetings, special lectures
  - Task Force website, 30k+ hits, online feedback
  - 700+ requests for input, 50+ formal submissions/consultations
- Five Task forces
  - Based on distilled questions from Phase I
  - Fiduciary membership from across UofT’s constituencies
  - Final reports submitted in March/April

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
A University on Three Campuses

• We have already evolved into a unique *de facto* tri-campus system
• Our system has several obvious constraints
• Two false dichotomies:
  1. We must decide our trajectory today: eventual independence or not?
  2. We must either do campus-by-campus planning or tri-campus planning.

A University on Three Campuses

• More explicit movement towards a regional ‘University of Toronto system’ on three campuses
• Strong identity for each campus
• Balance tri-campus and independent planning…
  • Quality, Quality, Quality
  • Diversification + Synergy
  • Collaboration
    • Graduate programs, identity/brand, metrics, …
St. George Organization

• Begin to distinguish System functions from St. George leadership, but…
• Parallelism cannot trump efficiency
• St. George campus must be more than a default
• Aggregation of services where feasible
• Strong divisional academic oversight

Enrolment – Strategic Directions

• Intensify graduate education and contain undergraduate enrolment on the St. George campus
• Modestly increase undergraduate enrolment on the UTM and UTSC campuses in conjunction with selective growth at the graduate level
Campus enrolments

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Enrolment – Four Notes

1. Enrolment Fallacies…
   - Various misleading assumptions about implications of enrolment changes

2. UTM and UTSC infrastructure investments

3. Resources for Graduate Education

4. A long-term strategy
Resources – A Recurrent Problem

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

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

Student Experience

• **Two critical ingredients:**
  1. Excellence in programs based on pedagogic commitment and great scholarship
     - Quality of faculty, staff and students themselves
     - Mix of students
     - Quality of facilities
     - Quality of opportunity
  2. Breadth and diversity
     - Academic, co-curricular, demographic
     - Opportunities, experiences
Student Experience – Implications

• Recruitment
  • Excellence
  • Locally, provincially, nationally, internationally

• Quality and numbers of faculty and staff

• Navigable neighbourhoods

• Quality of facilities for students – both academic and non-academic

• Opportunities inside and outside the classroom

Next Steps

• Presentation to Governing Council (today)
• Synthesis Report circulated (vii/08)
• Governance approval in principle for: Framework & Strategic Directions (ix/08)