

Towards 2030: The View from 2012

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Towards 2030

- 2007 – 2009: *Towards 2030: A Long-term Planning Framework for the University of Toronto*
- A vision and guide for how we can build on our achievements and continue on our trajectory of excellence
- Much has happened in the last three years both at the University of Toronto and in the world.
- It is time to see what progress we have made and what new and ongoing challenges and opportunities lie before us.
- Towards 2030: The View from 2012



Consultation Process

- Town Halls on each of the three campuses
- Meetings with groups of students, staff, faculty, governors, and alumni
- E-mail feedback to view2012@utoronto.ca
- On-line feedback form on the Provost's website at http://www.provost.utoronto.ca/academic_planning/the_view_from_2012.htm



The 2012 Context

- Per student funding from the Province of Ontario unchanged in 17 years
- Deterioration of the economic environment beginning with the collapse of many of the world's markets in 2008

Deleterious effects on publicly supported universities

- Endowment losses
- Defined benefit pension plans in deficit
- Governments in deficit – little or no additional funding to universities



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Matters for Discussion



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1. Research Excellence

- How we strengthen it

2. Educational Mission

- The Undergraduate Experience
- The Graduate Experience
- First Entry Recruitment and Admissions
- Enrolment Mix
 - Undergraduate/graduate mix
 - Graduate expansion
- Student Access and Student Aid



3. Faculty

- Faculty renewal and expansion
- Tenure stream/teaching stream mix

4. Staff

- Staffing levels
- Challenges of Bill 16 (*The Public Sector Compensation Restraint Act*)



5. Resources and Funding

- Per student funding
- Tuition
- Industry sponsored research
- Endowment/Advancement

6. The Budget Model

- Is this serving us well?

7. Institutional Organization

- Advantages and challenges of our tri-campus structure



8. Academic Planning

- Alignment with the Quality Assurance Framework for Ontario universities
- Guidelines for academic planning



9. Some Challenges & Questions

- Per student funding
- Institutional costs of research
- International graduate students
- Competitive Doctoral Packages
- We are in a volatile economic situation and are likely to remain so. How can we respond appropriately without undue panic as these short cycles buffet us?

