

Stepping *UP*: A Framework for Academic Planning



University of Toronto
2004-2010 White Paper

Vision



The University of Toronto will be a leader among the world's best public teaching and research universities in its discovery, preservation and sharing of knowledge through its teaching and research and its commitment to excellence and equity.

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Mission

- **To exercise exemplary public stewardship of ideas**
- **To discover and share knowledge with students**
- **To conduct research that offers national and international leadership in the discovery of knowledge**
- **To realize an exemplary degree of equity and diversity**



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Values

1. Public stewardship, academic freedom and academic responsibility
2. Risk-taking and innovation
3. Fostering intellectual excitement
4. Supporting and forging teaching and research strengths
5. Enabling student learning and enhancing the student experience
6. Enabling and valuing the work of faculty, staff, and academic leadership
7. Fostering diversity through excellence and equity
8. Maintaining a highly responsible level of governance and accountability

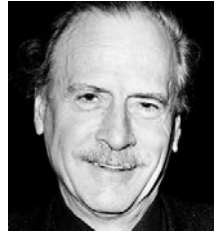


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Goals

- We will generate intellectual excitement by the quality of our research and teaching
- We will appoint, tenure, and retain the best faculty
- We will recruit undergraduate, professional and graduate student cohorts with varied interests, experiences and abilities as well as the strongest academic records
- Our discovery and knowledge will provide leadership in research that defines emerging intellectual landscapes
- We will foster and support interdisciplinary research and teaching that involves carefully thought-out and strategic risk-taking and innovation



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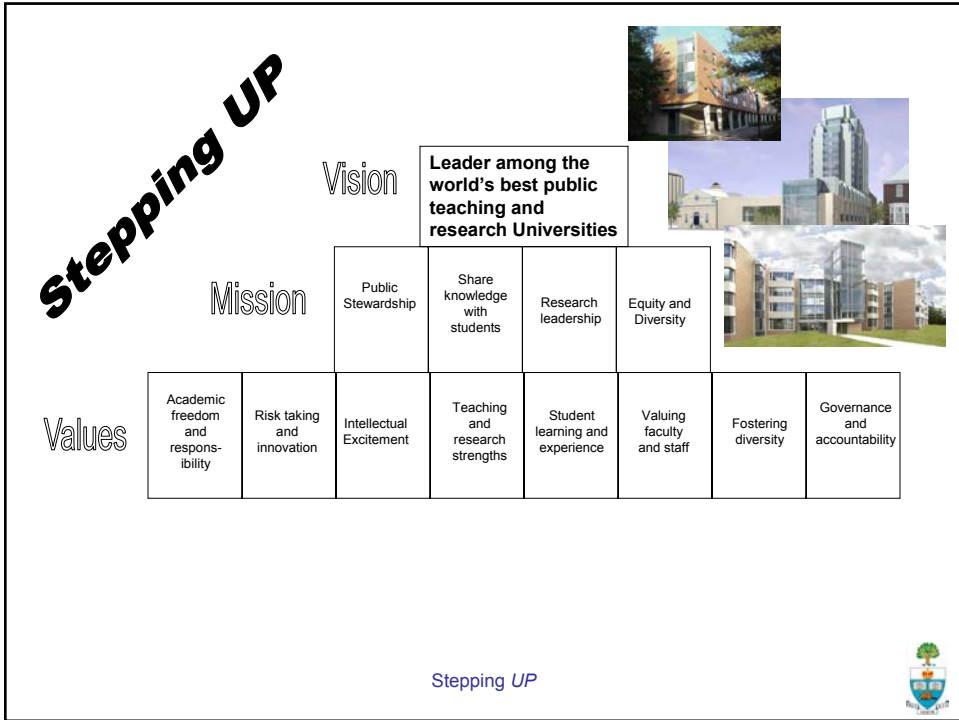
Goals (cont'd)

- We will ensure a high quality of student experience
- We will share our knowledge with the Greater Toronto Area, the province, and Canada as well as countries abroad
- We will become an employer of choice for staff
- We will recruit and retain a student, staff, and faculty body that is diverse
- We will ensure strong academic leadership and constructive, collaborative, transparent governance
- We will aim to increase our total revenues over the next ten years by 30% plus inflation






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Priorities

- Teaching and Learning
- Research
- Interdisciplinarity
- Faculty support and renewal
- Staff support and renewal
- Excellence, equity and diversity
- Academic leadership and planning

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Relationship of priorities and goals

	1	2	3	4	5	6	7	8	9	10	11
Teaching and Learning	Blue		Blue			Blue	Blue				Red
Research	Red			Red	Red		Red				Red
Interdisciplinarity					Yellow						Red
Faculty	Green	Green		Green							Red
Staff								Purple	Purple		Red
Excellence & equity	Light Green	Light Green		Light Green					Light Green		Red
Leadership										Light Blue	Red

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Next steps

- Revision to *Statement of Institutional Purpose*
- Development of Divisional Plans
- Reviews and revisions to policies and procedures
- Regular reporting on progress towards goals



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