



University of Toronto

OFFICE OF THE VICE-PRESIDENT AND PROVOST

TO: Planning & Budget Committee

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DATE: November 18, 2003 for meeting of December 9, 2003

AGENDA ITEM: #3

ITEM IDENTIFICATION:

Stepping Up: 2004-2010 at the University of Toronto, academic planning white paper.

JURISDICTIONAL INFORMATION:

The Committee is responsible for policy on planning.

PREVIOUS ACTION TAKEN:

On January 14 1999, Professor Adel Sedra (Vice-President and Provost) and Professor Carolyn Tuohy (Deputy Provost) formally presented to the Academic Board the planning document entitled *Raising Our Sights*. The Academic Board endorsed the key priorities and the approach to planning as outlined in *Raising Our Sights*. Recommendations for allocations from the Academic Priorities Fund to implement the plans over the period of 2000-2004 were brought forward to the Planning and Budget Committee in 2000.

HIGHLIGHTS:

In December 2002, the University initiated the current round of academic planning with the publication of the "Green Papers". The Provost subsequently engaged in an extensive consultation process that included a series of Town Hall meetings (on all three campuses), an interactive website, as well as an opportunity to provide direct written feedback. This process yielded a considerable amount of oral and written feedback (over 900 pages) that helped to shape the draft "White Paper" – *Stepping Up: 2004-2010 at the University of Toronto* that was released in October 2003. This second phase of the academic planning process again involved a consultative process that this time included four Town Hall meetings, twelve Focus Groups as well as the opportunity to provide direct written feedback. In both rounds of consultation, there was extensive consultation with Principals and Deans. Again, the response from a broad range of members of the University of Toronto community helped to refine further this important framework document. Some of the more significant changes from the draft White Paper include:

- The vision, mission and goals around international leadership have been re-framed in terms of the end of discovering, sharing, and preserving knowledge.

- A goal on outreach has been added – “We will – in our research, our outreach, our teaching, and our co-curricular activities – share our knowledge with, and draw knowledge from, the GTA, the province, and Canada as well as countries abroad”.
- Tables have been inserted that outline the goals and the objectives (from the Companion Papers) for each of the seven overarching goals.

Stepping UP contains significant changes from previous academic plans. These are as follows: a renewed emphasis on good teaching and the student experience; the scope of the academic planning (well beyond complement plans, including curricula); further enablement of interdisciplinary research; pro-active international recruitment; stronger statements about equity and diversity including the representation of diversity in our curricula; and attention to enabling the work of staff.

Stepping Up: 2004-2010 at the University of Toronto summarizes the key challenges and opportunities facing the University of Toronto for the next years. It articulates a vision, mission, and values and major goals.

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.

Mission

- To exercise exemplary public stewardship of ideas by supplying, testing, understanding and validating the ideas, beliefs, theories, concepts, models, and categories in terms of which society thinks about and deals with the problems it faces, and by preserving, evaluating and transmitting the knowledge of the past.
- To discover and share knowledge with students by offering undergraduate, professional, and graduate degree programs of the highest quality in an environment which provides a richly complex and supportive student experience.
- To discover new knowledge and to provide new understandings of received knowledge, through research that offers national and international leadership.
- To realize an exemplary degree of equity and diversity and to extend our knowledge as a consequence of our diversity.

Values

- Public stewardship, academic freedom and academic responsibility
- Risk-taking and innovation
- Fostering intellectual excitement
- Supporting and forging teaching and research strengths
- Enabling student learning and improving the student experience
- Enabling and valuing the work of faculty, staff, and academic leadership
- Fostering diversity through excellence and equity
- Maintaining a highly responsible level of governance and accountability

Goals

- We will continue to generate intellectual excitement by the quality and importance of our teaching and research: excitement for ourselves on our three campuses, excitement for students and for scholars from elsewhere who come to our university,

excitement within our communities and across Canada, and excitement internationally.

- We will appoint, tenure, and retain the best educated, most intellectually creative, most diverse faculty we can identify through pro-active international recruitment.
- We will recruit undergraduate, professional and graduate student cohorts with well-rounded interests and abilities and with the strongest academic records in Canada. We will continue to guarantee that no undergraduate admitted to our university is unable to come as a consequence of financial need. We will improve our graduate funding guarantee over the next years.
- Our discovery and knowledge will provide important leadership nationally and internationally. We will provide leadership in research that defines emerging intellectual landscapes.
- We will foster and support research and teaching that falls outside our usual academic structures and practices when it offers promise of important discovery. This includes interdisciplinary research and teaching, and research and teaching that involves carefully thought-out and strategic risk-taking and innovation.
- We will ensure a high quality of student experience at the University of Toronto, both in the classroom and beyond the classroom, and we will ensure a high quality of graduate supervision.
- We will—in our research, our outreach, our teaching, and our co-curricular activities—share our knowledge with, and draw knowledge from, the GTA, the province, and Canada as well as countries abroad.
- We will become an employer of choice for our staff by enabling their work, careers and leadership.
- We will recruit a student, staff, and faculty body that is diverse in its cultural, ethnic and socioeconomic backgrounds, that includes women, disabled persons and those of different sexual orientations, and that contributes to the intellectual diversity of our university.
- To enable the discovery and sharing of knowledge through teaching and research, we will ensure strong academic and professional managerial leadership and constructive, collaborative, transparent governance at every level of our university.
- To enable us to undertake the highest quality of teaching and research, we will aim to increase our total revenues over the next ten years by 30% plus the value of inflation during this period.

While it is the framework document, **Stepping Up**, that the administration is asking the Governing Council to endorse, a series of Companion Papers for seven strategic priorities have been prepared to provide leadership for the realization of the goals outlined in the document. Each paper provides context, as well as objectives and actions to address the respective priority. **Stepping Up** presents a summary of these priorities and their corresponding objectives and actions. The priorities include:

- Enabling teaching and learning and the student experience
- Enabling research
- Enabling interdisciplinary teaching and research
- Enabling faculty support and renewal
- Enabling staff support and renewal
- Realizing excellence, equity and diversity
- Enabling academic leadership and academic planning

FINANCIAL AND/OR PLANNING IMPLICATIONS:

Stepping Up: 2004-2010 at the University of Toronto is a framework for planning at the divisional level. Budget allocations arising from the plans of academic and administrative divisions will be brought forward for approval at the appropriate time as part of the budget process. Reviews of policies and any revisions that arise out of the academic plan will be conducted in accordance with an appropriate process and will be brought for approval to the appropriate Board or Committee.

RECOMMENDATION:

It is recommended:

Subject to the understanding that, in due course, the President and the Vice Presidents will bring forward for consideration by the Governing Council or its appropriate board or committee:

- (a) proposals to implement the new academic plan, including but not limited to, revisions to the *Statement of Institutional Purpose*;
- (b) summary reports on divisional academic plans and recommendations for resource allocations in support of these plans; and
- (c) periodic reports on the University's and academic divisions' progress toward achieving the goals defined in their academic plans.

That the Planning and Budget Committee recommend to the Academic Board

THAT the key priorities and the framework for planning as outlined in pages 1 to 35 of *Stepping UP: A Framework for Academic Planning at the University of Toronto – 2004-2010*, dated November 27, 2003, attached hereto as Appendix "A", be approved in principle.

(Revised December 10, 2003)