

TO: Members of the Governing Council

SPONSOR: David Naylor, President
Louis Charpentier, Secretary of the Governing Council

DATE: June 16, 2008 for June 23, 2008

AGENDA ITEM: 5

ITEM IDENTIFICATION: Long-term Strategic Directions arising from the *Towards 2030* planning process to be brought forward for approval in principle at a special meeting of the Governing Council, September 9th, 2008.

JURISDICTIONAL INFORMATION: The Executive Committee is responsible for the preparation of the agenda for meetings of the Governing Council and customarily determines whether items should proceed to be placed on the agenda. At its meeting on June 16, 2008, the Executive Committee endorsed and forwarded the recommendation outlined below for approval at the Governing Council meeting on June 23, 2008.

PREVIOUS ACTION TAKEN: The *Towards 2030* planning process has been unfolding for well over a year. The President's planning document was released in June 2007, and over 40 presentations and consultation sessions have been held since its release.

Current governors have constituted the majority of seats on the five Task Forces that began deliberations in the fall of 2007 and have since generated reports to inform and guide this process of long-term institutional planning. The mandate and membership of one Task Force, on Governance, was approved by the Governing Council on the recommendation of the Executive Committee; its Phase I report has just been presented to and accepted by the Governing Council. Four other Task Forces have also reported, covering Long-term Enrolment, Institutional Resources, University Relations and Context, and Institutional Organization.

The President is summarizing key findings from these task force reports into a Synthesis report. Various of the strategic directions arising from this exercise have already been presented to key advisers and decision-makers at: Faculty Governors off-line session (May 1st), Principals, Deans, Academic Directors and Chairs (PDAD&C, May 22nd), the President's International Advisory Council (May 24th), UT Scarborough Leadership Retreat (Principal, Dean, and Chairs), the Academic Board of the Governing Council (June 3rd), and Principals and Deans (P&D, June 5th).

HIGHLIGHTS: The Task Forces have submitted their final reports. As those reports cannot be further revised, they will be taken as inputs to the President's Synthesis report, as well as separately released for discussion purposes. The President's Synthesis report, currently in advanced draft stages, will be approximately 40 pages in length. It will be circulated in July for comments by senior academic administrators and by Governors. However, the length of the document and its detail render it impractical for Governors to offer approval in principle of the President's Synthesis report.

Instead, the President in consultation with senior leaders of the University will derive from the Synthesis report a much briefer document, setting out broad strategic directions that will serve as a framework for long-term planning. This Framework for Long-term Planning at the University of Toronto will be circulated to all Governors for comment in August. The document will also be posted publicly in early September to ensure that members of the community have an opportunity to review it, and to join the debate about the document at Governing Council.

On September 9th the Governing Council will hold its Orientation session. We believe this session provides a unique opportunity to set the stage for the new academic year by reviewing these broad strategic directions with new and returning Governors. The issue is whether to proceed on the same date with a Special Meeting of the Governing Council to consider approval in principle of the Long-term Planning Framework. The Council could choose to meet *in camera* as a Committee of the Whole for a full discussion of the proposed Framework. It would then move into open session to report on its deliberations and consider approval of the resolution.

In suggesting this approach, we have considered the extremely positive response to the presentations thus far. We have also considered the strong involvement of Governors in all relevant inputs to the exercise, the widely consultative process to date, the opportunity for further circulation and comment in the weeks ahead, and the merits of sustaining momentum as a new year begins.

FINANCIAL AND/OR PLANNING IMPLICATIONS: As this is a long-term planning framework, there are no immediate or specific financial implications. Future decisions with major financial implications would be brought through the usual processes, involving the Boards and Committees of the Governing Council as appropriate.

It is self-evident that this matter has profound implications for planning. However, the long-term horizon for the *Towards 2030* exercise again means that recommendations with notable institutional impacts would be brought through the relevant bodies of the Governing Council.

RECOMMENDATION:

Be It Resolved

THAT a special meeting of the Governing Council be convened for September 9th, 2008 following the orientation session, for the purposes of reviewing and, as appropriate, approving in principle the Long-Term Planning Framework for the University of Toronto arising from the *Towards 2030* exercise.