



TO: Planning and Budget Committee

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AGENDA ITEM: 4

### ITEM IDENTIFICATION

Preliminary plan for graduate expansion.

### JURISDICTIONAL INFORMATION

The Committee is responsible for policy on planning. Specific areas in which recommendations are made to the Academic Board include enrolment plans and policies. The Committee is responsible for monitoring planning activities.

### OTHER ACTION TAKEN

On October 12, 2005 a Discussion Paper entitled “Graduate Enrolment Planning: 2005-2015” was issued for the purpose of stimulating discussion within the University community on graduate enrolment expansion. Feedback was sought and received by the University community, and was discussed by Principals, Deans, Academic Directors & Chairs (PDAD&C) at the November 15, 2006 meeting. In addition, a Town Hall was held on December 7, 2006.

The Discussion Paper was also discussed extensively in governance. It was provided for information to Planning and Budget Committee on November 1, 2005 and to Academic Board on November 24, 2005. Some key issues that emerged from the discussion at these meetings included:

- The distribution of enrolment expansion across disciplines;
- The appropriate balance between professional master’s and doctoral stream programs;
- The need for increased funding for research and for graduate student support;
- The differences between graduate and undergraduate enrolment expansion;
- The impact of enrolment expansion on the student experience and on faculty and staff;
- The impact of the three-campus model on graduate education.

A set of principles were also proposed at the Planning and Budget meeting:

1. Graduate enrolment expansion must advance the University’s research agenda, and have an appropriate mix of professional masters and doctoral stream programs.
2. The quality of students admitted must be maintained or enhanced.

3. Graduate enrolment expansion must support undergraduate expansion, for example, fund additional teaching assistantships.
4. Graduate enrolment expansion must pay for itself, and not be subsidized by operating funds.
5. Graduate enrolment expansion must not increase faculty load beyond acceptable and sustainable levels.
6. The graduate student funding guarantee should be reviewed with a view to adding an option other than 'having funding' and not having funding'.

The University is engaged in ongoing consultations toward a framework of principles for expansion, and also toward the development of detailed divisional graduate enrolment expansion plans.

It had been anticipated that a final framework would be brought forward to governance for approval this academic year once the Ministry of Training Colleges and Universities had made allocations of spaces to institutions. However, we continue to be in discussions on this allocation and it is unlikely that a framework will be ready for governance before the fall. Accordingly, this preliminary plan for the coming academic year is brought forward on an interim basis.

## HIGHLIGHTS

In May, 2000, Governing Council Approved a document entitled “*Framework for Enrolment Expansion at the University of Toronto*,” which guided the enrolment growth that has taken place over the past five years. The Framework called for a substantial increase in the number of undergraduate students and for a proportionate increase in graduate enrolment.

Graduate education is a distinctive feature of the University of Toronto and is a defining part of our vision. Graduate students are the lifeblood of research in the University and an essential component in linking research and teaching.

The University's commitment to graduate education has been a recurring theme in the University's academic planning documents, including:

- *Planning for 2000* (1994): Proposed an overall increase in graduate enrolment to enhance programs.
- *Raising Our Sights* (2000): Encouraged graduate enrolment planning as a coordinated, university-wide process.
- *A Framework for Enrolment Expansion at the University of Toronto* (2000): Encouraged graduate expansion in parallel with undergraduate expansion, to maintain the student mix. It also set as a goal graduate enrolment expansion at the University of Toronto at Mississauga (UTM) and at the University of Toronto at Scarborough (UTSC).
- *Stepping UP* (2003): Emphasized the importance of graduate education to program enhancement.
- *The Choice for a Generation* [University submission to the Rae Review] (2004): Called for funding of graduate enrolment expansion in the Ontario.

At the same time, a number of external reports also emphasized the need for increased graduate student enrolment in the Province. These include:

- *Advancing Ontario's Future Through Advanced Degrees* (2003): This study, prepared by a committee chaired by Professor Paul Davenport for the Council of Ontario Universities (COU), called for a doubling of graduate enrolment.
- *Investing for Prosperity: Task Force on Competitiveness, Productivity and Economic Progress* (2003): This report of a Provincial Task Force chaired by Professor Roger Martin, Dean of the Rotman School of Management of the University of Toronto, noted that Ontario is graduating fewer Master's and PhD students than peer jurisdictions in North America.
- *Ontario: A Leader in Learning* (2005): In his review report, Mr. Rae strongly recommended a substantial expansion of graduate enrolment in the Province.

*Stepping Up*, which is the guiding document for academic planning at the University of Toronto from 2004 to 2010, points to the centrality of discovery and research to the University's mission and the importance of the role that graduate students play:

*We will recruit undergraduate, professional and graduate student cohorts with varied interests, experiences and abilities as well as the strongest academic records. We will continue to guarantee that no undergraduate admitted to our university is unable to enter or continue 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 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.*

Ontario's budget of May, 2005, allocated \$220M to increase the number of graduate students in the Province by 14,000. Based on its academic plans and in response to the Government's plans, the University of Toronto prepared a Discussion Paper addressing the possibility of increasing graduate enrolment. The paper, which was presented to Planning and Budget in the fall, identified the benefits of such expansion to research and to both the graduate and undergraduate missions of the University. It also identified the challenges related to supervisory capacity, research funding, graduate student funding, space, etc. These issues were discussed at length at the meeting.

The University is currently engaged in a planning process to prepare a new Framework document similar to that presented to Governing Council in 2000. The new Framework document will be presented to Council for consideration and, if adopted, would provide the guiding principles for the expansion process.

Enrolment expansion must, by necessity, be contingent on the availability of government funding. As a result, completion of the Framework document must await the Ministry's announcement regarding the allocation of both the Operating Grant and Capital funding included

in the May budget to support graduate expansion. These announcements are expected sometime in the summer.

However, to enable participation in the government funding and to provide an orderly process of expansion, the process needs to start in 2006-07. For this reason, the University is proposing to increase graduate enrolment by up to 1000 students in 2006-07, based on the following considerations:

- Academic Divisions are increasing enrolments consistent with their academic plans and with the resources available to them at this time.
- The University's share of the government's expansion target will be much higher than 1000 students. Hence, government funding for 1000 students is certain.
- In order to attain higher targets for subsequent years, an increase by an amount in this range 2006-07 would be a necessary step.

If after receiving the Framework document in the Fall, the Governing Council decides against the expansion of graduate enrolment as proposed in the Framework, it will be possible to modify subsequent enrolment targets to reflect any approved expansion scenario.

## **BUDGETARY IMPLICATIONS**

The recommended increase of 1000 graduate students for 2006-07 is consistent with the 2006-07 Budget. The Budget includes revenue based on a projected graduate enrolment increase of 906 FTE (817 eligible FTE) over actual 2005-06 enrolment. This generates an increase in grant and tuition fee revenue of \$22M over 2005-06. The budget allocates this graduate revenue to divisions and university-wide costs in support of graduate expansion. Enrolment targets and budget projections are based on the assumption that the University will be able to acquire essential resources such as space and student support funding. Delays in the availability of these resources, or in the ability of divisions to meet the targets, will require the delay of expansion plans. The operating budget is able to absorb changes with minimal impact to the bottom line.

## **RECOMMENDATION**

Be It Recommended to Academic Board:

THAT the target for graduate enrolment for 2006-07 be increased by 1000 students.