

Academic Priorities and Infrastructure Choices

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Academic Priorities and Infrastructure Choices

- The Next Decade: An Environmental Scan
- Case Study: SuperBuild in Ontario
- The Role of the Facility Planner/Director of Physical Plant in Tertiary Education

The Context for Facilities Planning in Tertiary Education: An Environmental Scan of the Next Decade

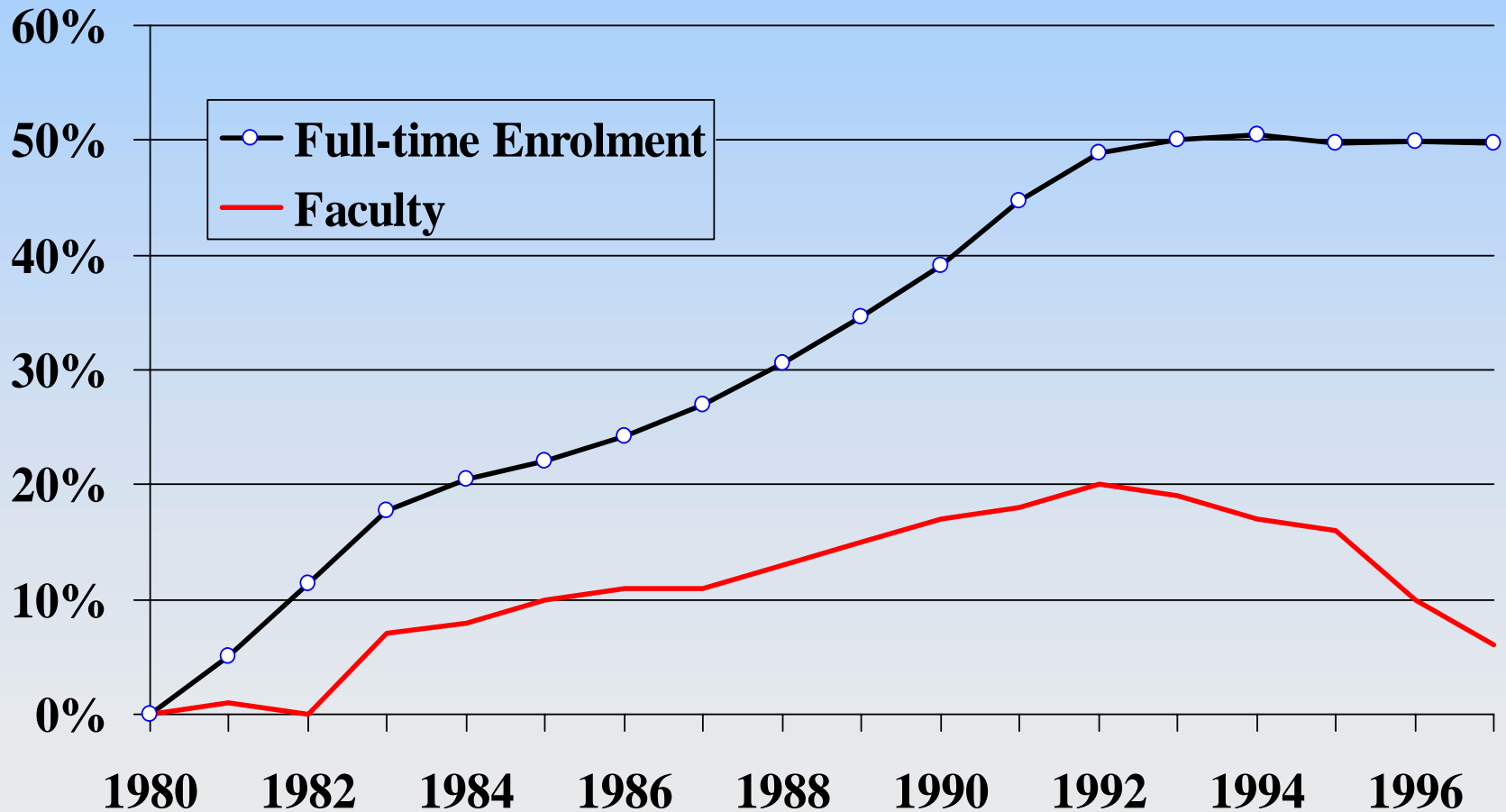
- Expansion
- Competition
- Transparency and Accountability
- Partnerships
- Selectivity and Excellence

➔ *A North American Perspective*

The Bad Times in Canada: Mid 1980's to Late 1990's

- Real expenditure per student fell by 15% or more
- Faculty hiring severely restricted, average age climbed, student-faculty ratio rose
- Staff layoffs
- Rising tuition with stagnant or declining quality

The Bad Times in Canada: Budget cuts reduced faculty numbers as enrolments rose



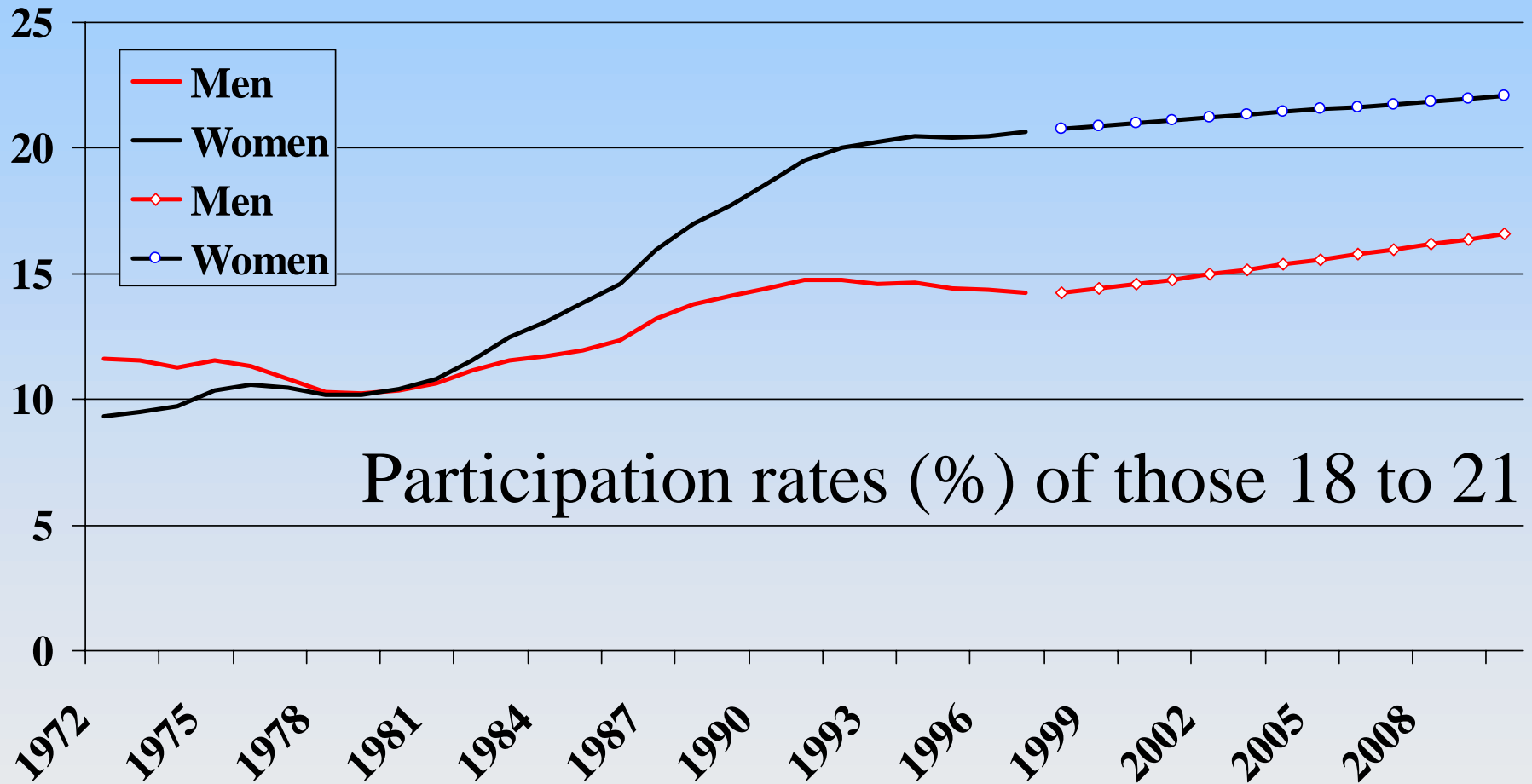
The Times are Changing

- The Bad Times, as we have known them, are ending
- Governments will reinvest in universities because the KBE requires that they do so
- Our future problems will involve increasing budgets, with two constraints:
 - government targeting and controls
 - faculty shortages

Expansion: Growth in the population age 18 to 21 will vary by province in Canada



Participation rates will continue to rise in Canada universities



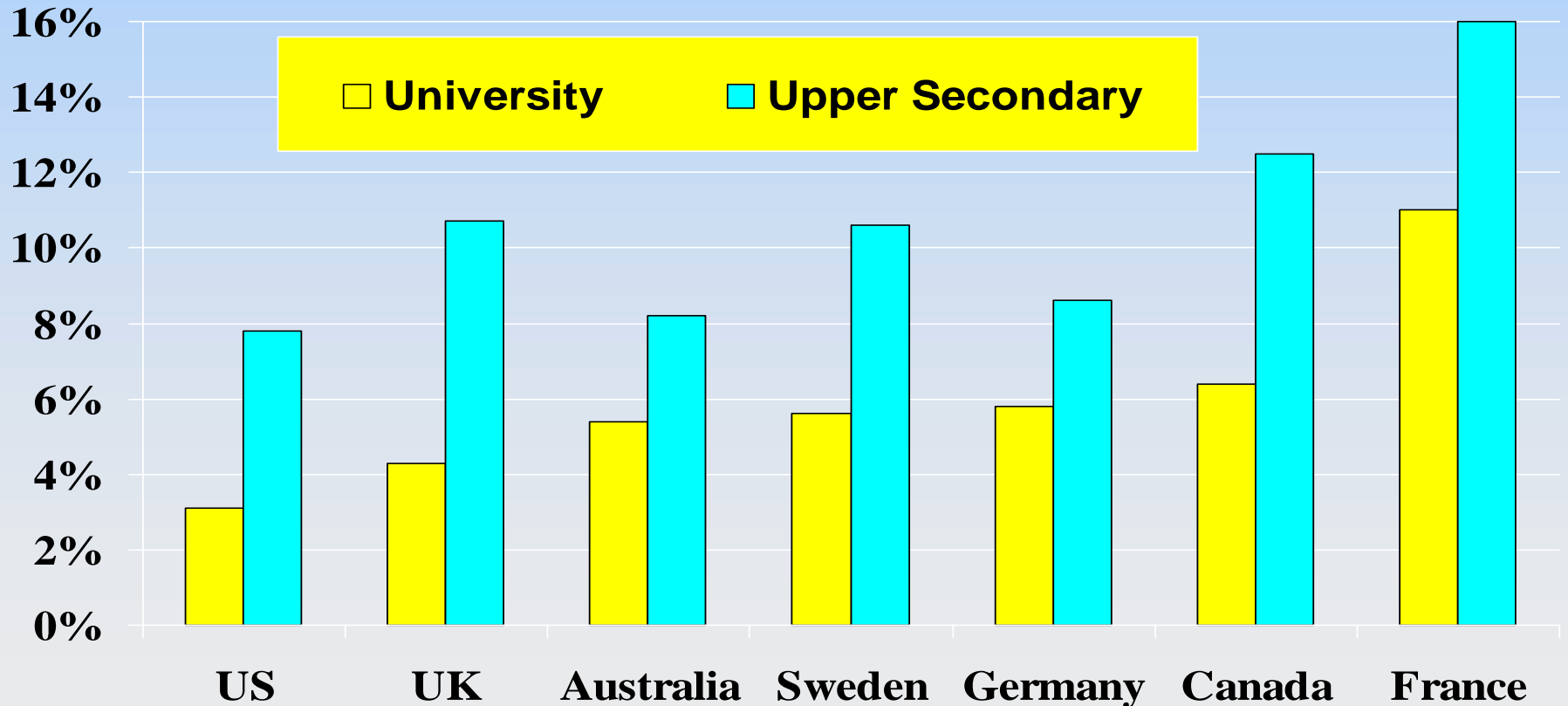
Economics:

The Knowledge-Based Economy

- P.F. Drucker, **Post-Capitalist Society**
 - Fundamental input is knowledge
 - Global markets
- Changes in social and economic organization
 - Businesses more like orchestras or universities
 - Changes in the role of Government
- Sustained demand for tertiary graduates

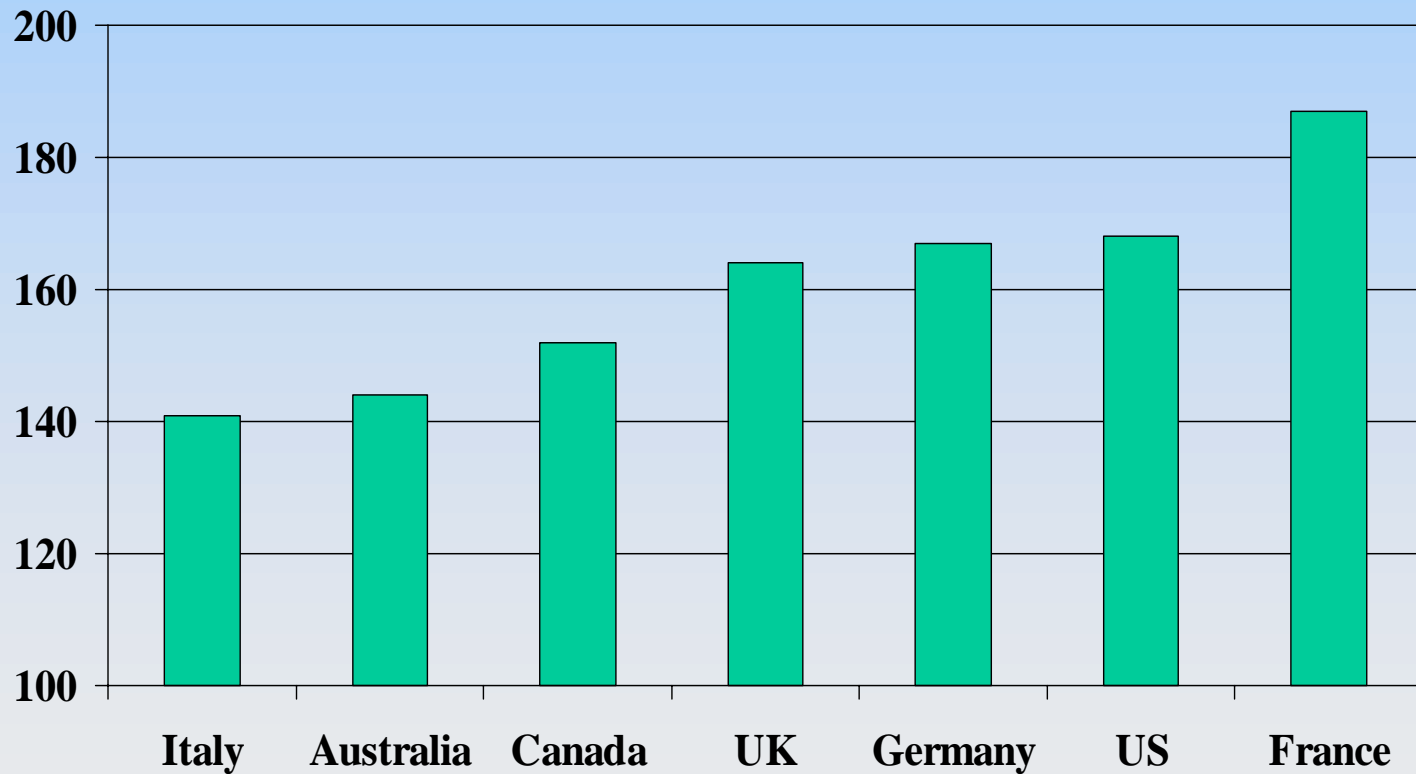
In the KBE, University Education Pays

Unemployment rates for youth age 25-29, in 1994
University and Upper Secondary Graduates (OECD)

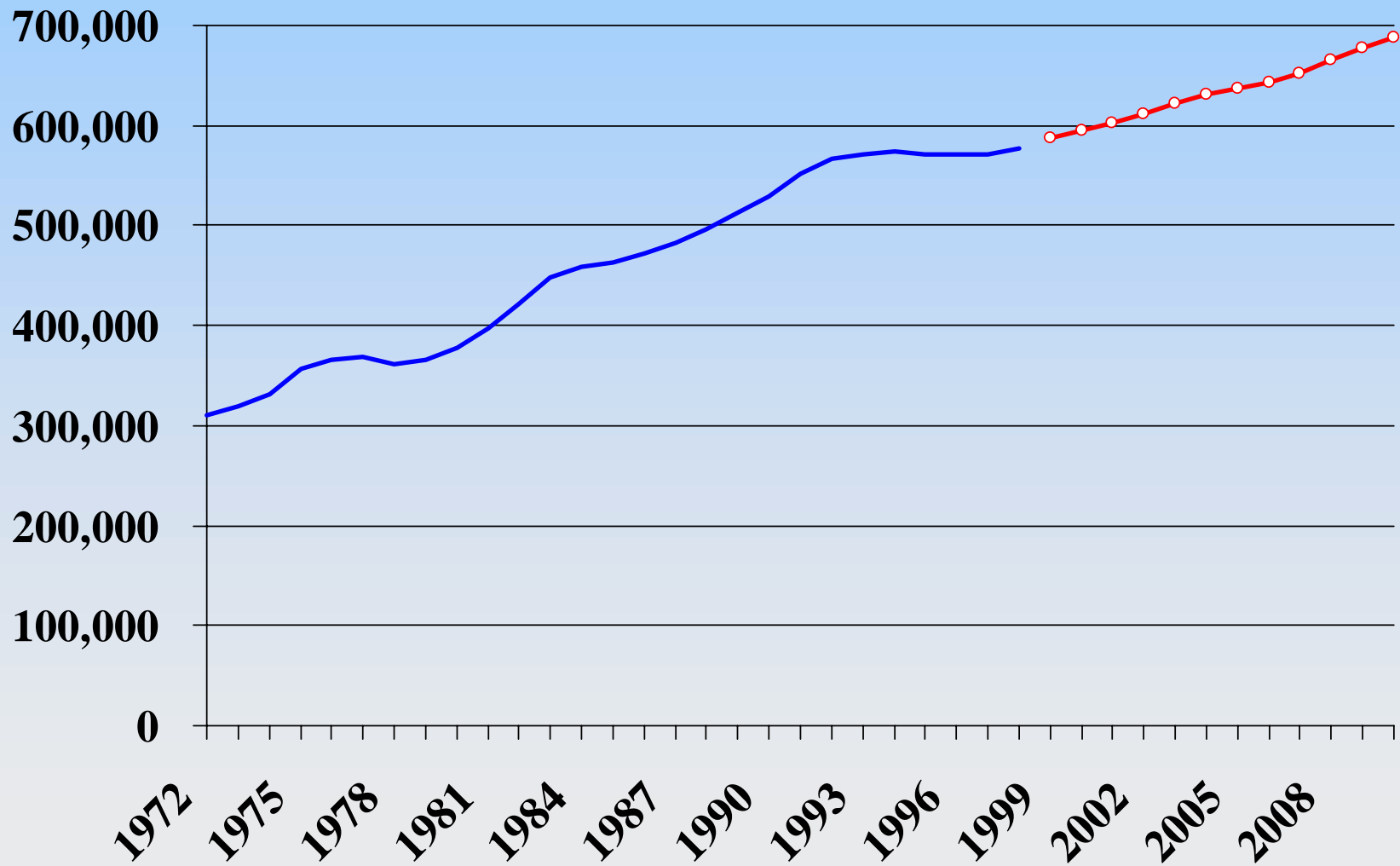


In the KBE, University Education Pays

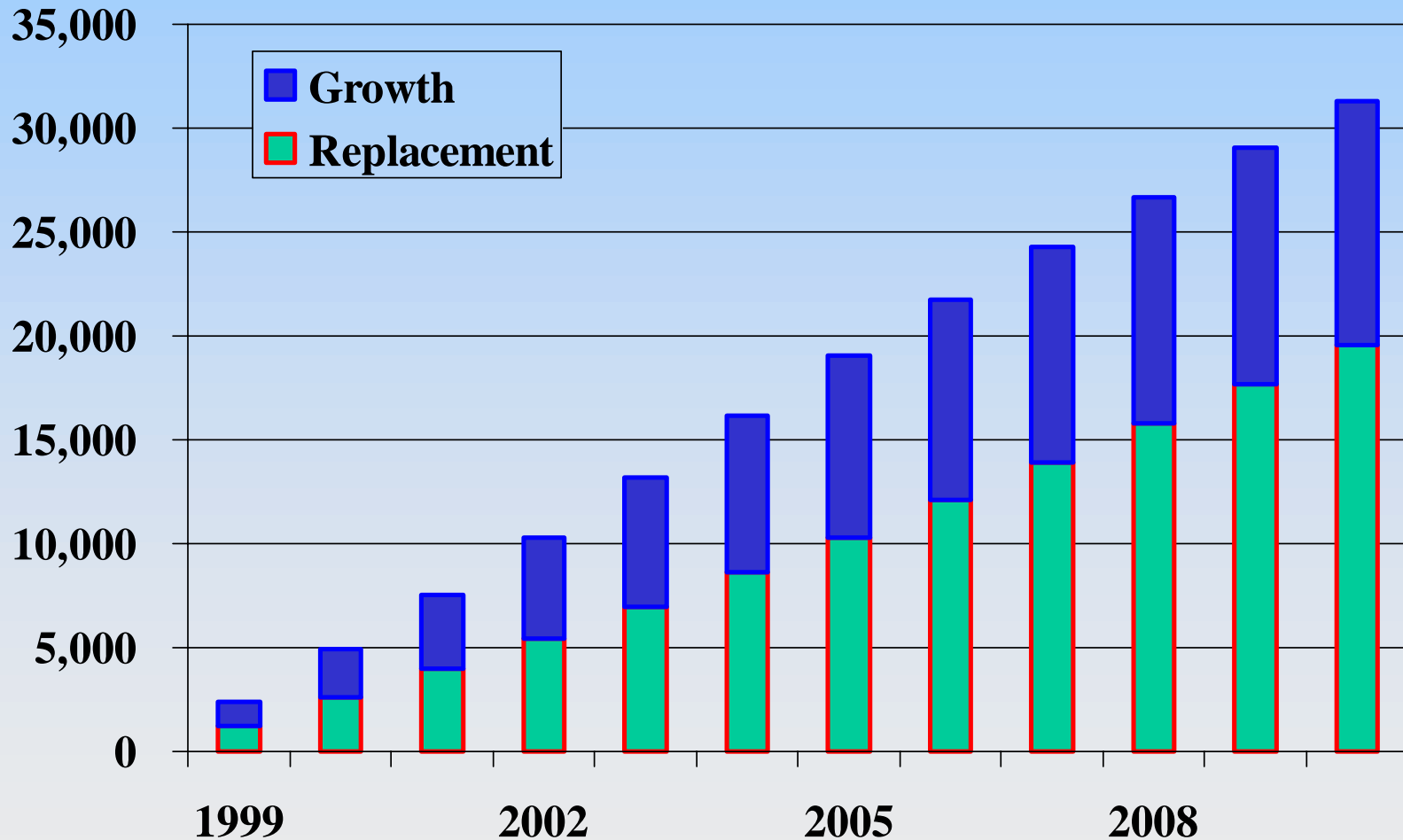
Ratio of Earnings, University to Upper Secondary (OECD, 1996)



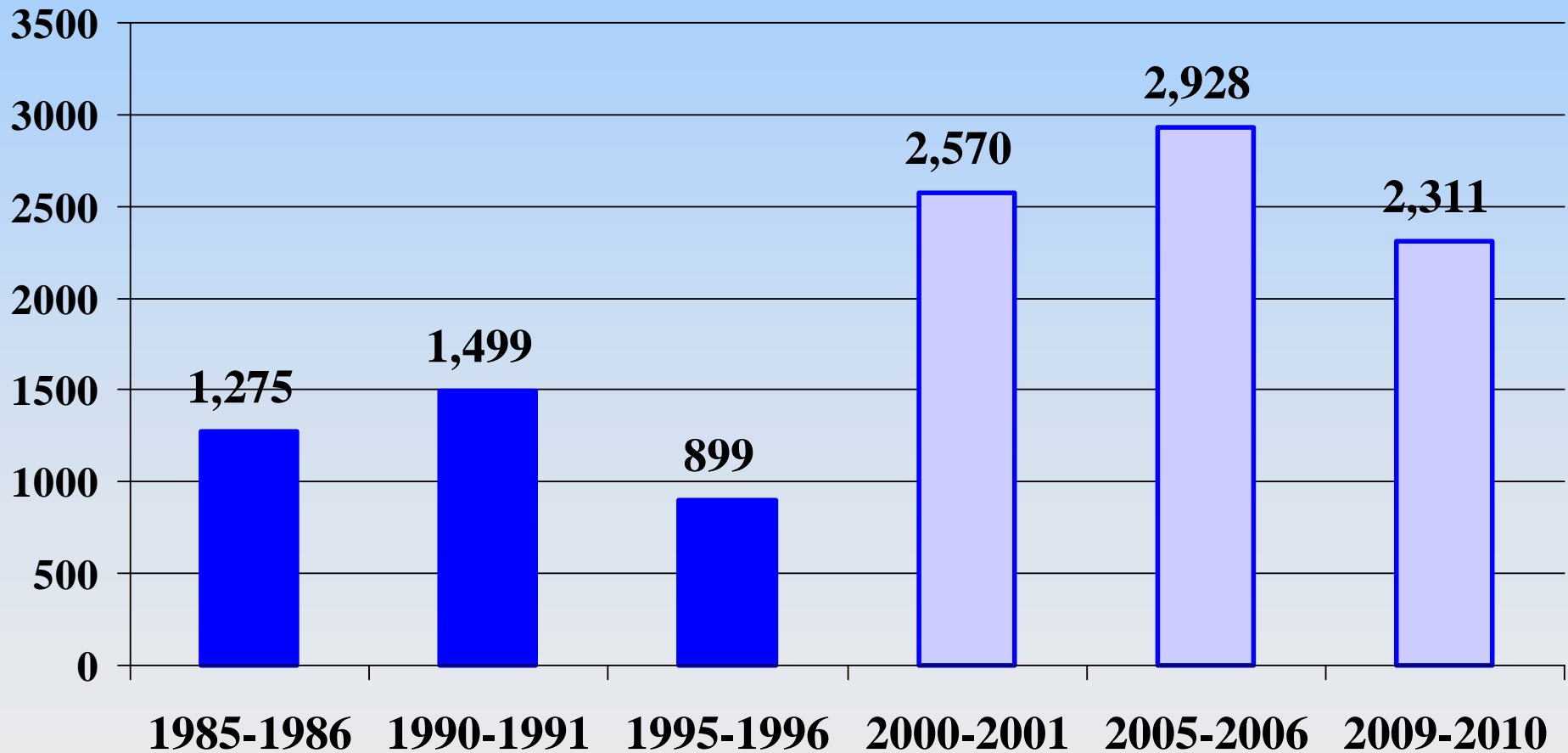
Total Full-time Enrolment in Canadian Universities



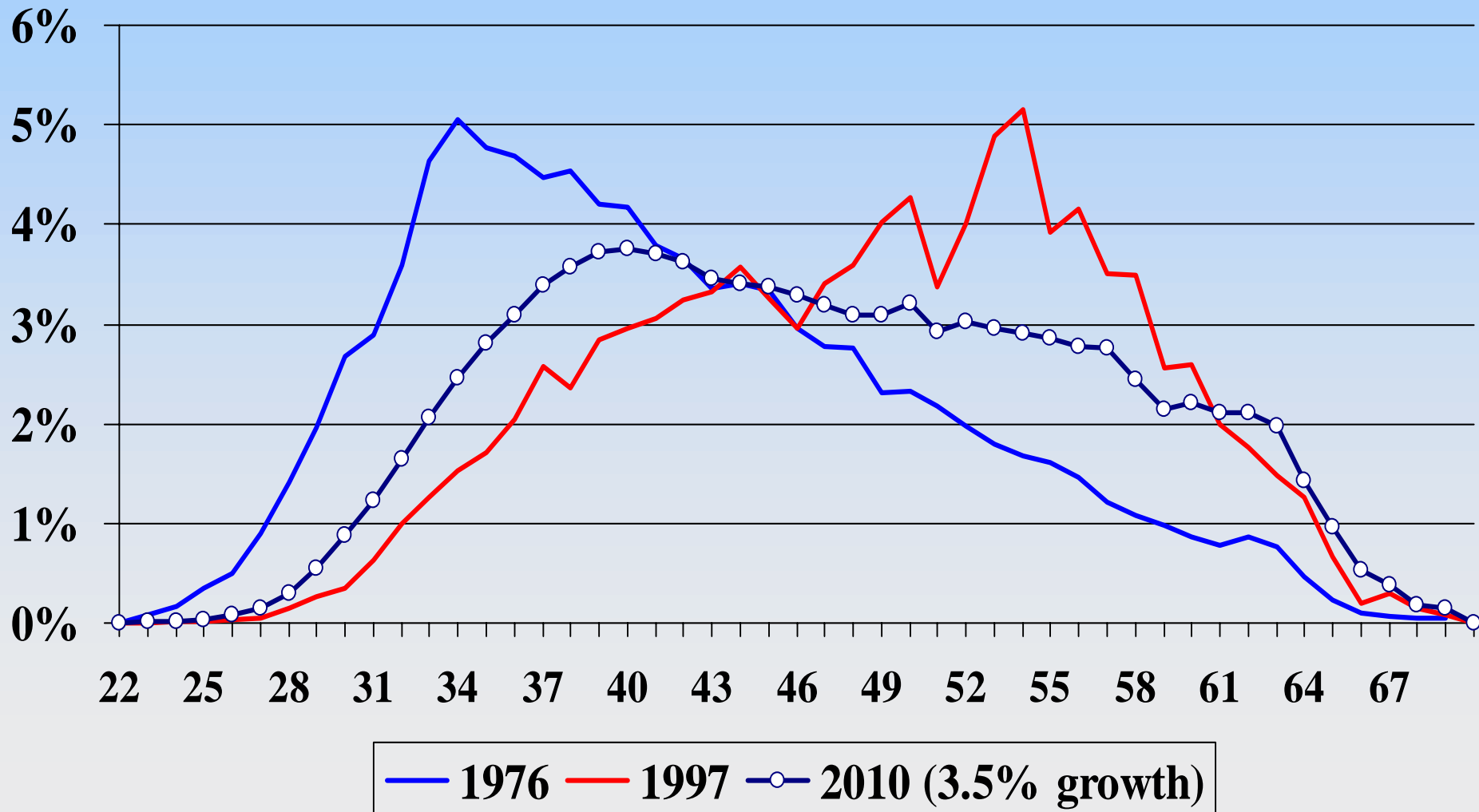
By 2010 Canadian universities will have hired almost as many faculty as they now have



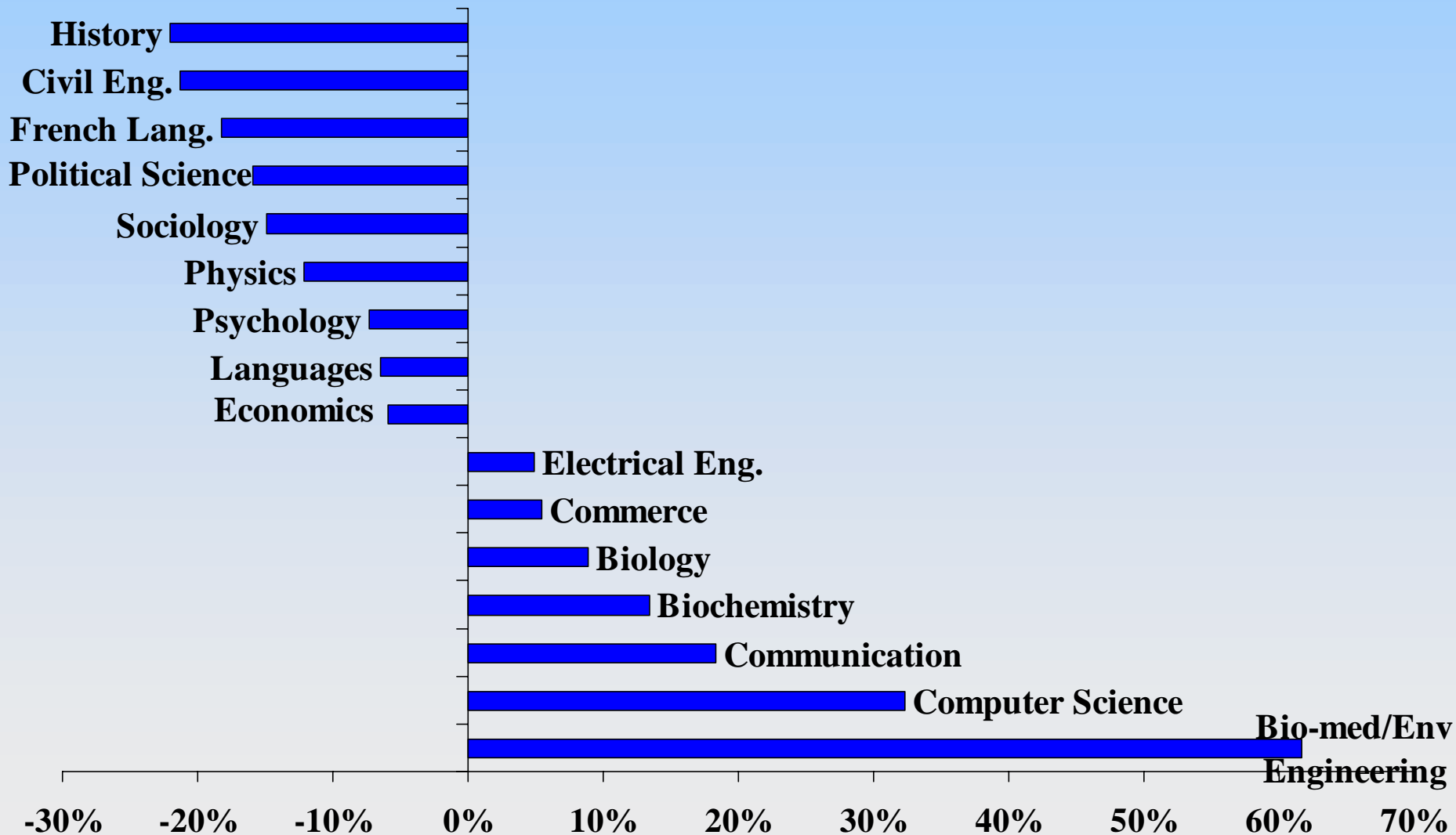
New hires in Canadian universities will double in the next decade



Age structure in Canadian universities will decline after two decades of increases



Uneven Expansion: Changes in Bachelor's Enrolment, 1994 to 1997



The Context for Facilities Planning in Tertiary Education: An Environmental Scan of the Next Decade

- Expansion
- Competition
- Transparency and Accountability
- Partnerships
- Selectivity and Excellence

➔ *A Canadian Perspective*

Competition

- Student recruitment, with higher fees and labour market pressures
- Faculty recruitment in a seller's market
- Research funding, with large collaborative competitions requiring matching funds
- Private donations
- Awards and donations based on excellence and performance rather than on institutional entitlement

Transparency and Accountability

- Politics: pulling down the walls of the ivory tower
 - Government mandated Performance Indicators
 - Government need to demonstrate efficiencies, concrete results of investment in tertiary educ.
- Students and Faculty: transparent budgets
 - Where do the higher tuition fees go?
 - Why are we always cutting?
- Boards: minimizing risk in a competitive environment

Partnerships

- Within the institution
 - Interdisciplinary teaching and research
 - Faculty and staff (e.g., recruitment)
- Other Tertiary Institutions
- Alumni and Friends
- Corporations
 - Work force needs
 - Research
- Government: what does it need?

Selectivity and Excellence

- Selectivity: build on your strengths, invest strategically (as important in expanding times as during cutbacks)
- Mediocrity does not sell in a competitive environment
 - Students paying higher fees
 - Companies: outstanding employees & research
 - Governments: international competitiveness

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The Ontario SuperBuild Fund

- Expansion: \$660 million for capital expansion in tertiary education
- Competition: no fixed share, over 30 institutions competing on enrolments, matching funds
- Transparency and Accountability: detailed plans on enrolments, matching, capital spending
- Partnerships: \$660m in matching
- Selectivity and Excellence: vital for matching, Board approval, borrowing.

The Role of the Facilities Planner/ Director of Physical Plant

- Be part of the President's team
 - over-specialization no longer works
- Understanding the institution's strategic direction and suggest changes if needed
- In advising President and VP's, take account of ALL elements in the environment and all players: students, faculty, private partners, government

Whose Priorities Count?

Board of Directors
Finance and Property
Committees

President
and
Provost

Facilities Planner/
Director of Physical Plant

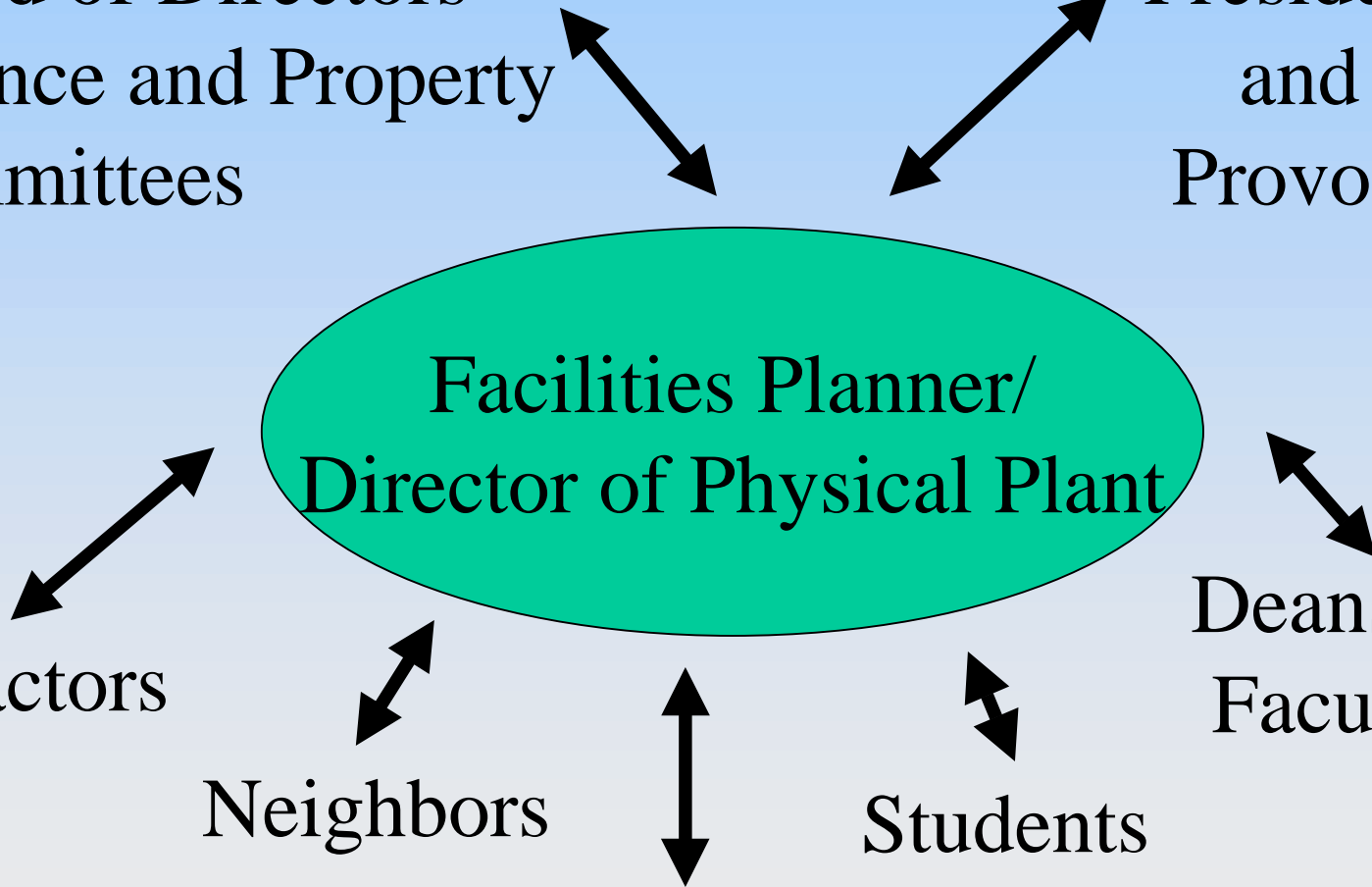
Deans and
Faculty

Contractors

Neighbors

Students

Government



The Role of the Facilities Planner/ Director of Physical Plant

- Institutional context will be difficult: differential changes in enrolments, budgets, research funding; rising expectations
- Professional advice on architecture, construction, physical planning in support of institutional mission
- Build solidarity across the academy; crucial in responding to external opportunities
 - Don't bad mouth or finger point

Collegial Leadership: Making a Difference

- The scarce factor in tertiary education over the coming decade will not be money, but vision and leadership
- In the flattened hierarchy, team play and collegial leadership will be critical
- Facilities Planners/Directors of Physical Plant will play a tremendously important role in the ability of their institutions to seize the opportunities of the new environment.