

# 2020-2025 Strategic Mandate Agreement

'EXAMPLE' UNIVERSITY  
UNIVERSITY ADDRESS

*Institution Logo*

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# Signing Page

## 2020-2025 Strategic Mandate Agreement

Signed Between

(EXAMPLE UNIVERSITY)

And

Ministry of Training, Colleges and Universities

SIGNED for and on behalf of the Ministry of Training, Colleges and Universities by:

SIGNED for and on behalf of (INSTITUTION NAME) by:

\_\_\_\_\_  
(Insert Name)  
Deputy Minister

\_\_\_\_\_  
(Insert Name)  
President/Executive Head

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

*This agreement focuses on performance/outcomes-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement. Other broader policy issues (e.g., additional graduate enrolment) are also out of the scope of this agreement.*

*The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.*

# Introduction

## *Preamble*

This Strategic Mandate Agreement between the Ministry of Training, Colleges and Universities and the (insert institution names) is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system;
- Describes the elements of Ontario's performance/outcomes-based funding mechanism, including the university's annual performance/outcomes-based funding notional allocation for the five-year SMA3 period;
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period;
- Supports transparency and accountability objectives through reporting metrics; and,
- Establishes targets for 10 metrics upon which institutional performance will be assessed.

The term of the SMA is from April 1, 2020 to March 31, 2025.

## Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underlie SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system;
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics;
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes;
- Encouraging alignment of postsecondary education with labour market outcomes; and,
- Incentivizing differentiation and specialization to support increased efficiencies.

# Institutional Profile

**Word count max: 500 Words**

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

Please describe how your institutional mission supports the priority areas of the Ontario government, as indicated on page 6 of this agreement.

Institutions are invited to include links to their strategic plans and describe their overall strategic goals as they relate to government priorities.

***Please note:***

*The inclusion of strategic goals is intended to highlight how priority activities undertaken at an institution help to further its mandate. Future aspirations contingent on additional government funding or policy changes should not be included.*

# Performance/Outcomes-Based Funding

## Notional Annual Allocation

For the 2020-2025 SMA cycle, (insert institution’s name) annual allocation of performance/outcomes-based funding has been calculated by the ministry in accordance with the university funding model and Ontario’s Performance/Outcomes-based Funding Technical Manual. (Insert institution’s name) notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21	2021-22	2022-23	2023-24	2024-25
Differentiation Envelope	\$XXM	\$XXM	\$XXM	\$XXM	\$XXM
Performance/Outcomes - Based Funding Grant	\$XXM	\$XXM	\$XXM	\$XXM	\$XXM

*\*Further details on calculations are available in Ontario’s Performance/Outcomes-based Funding Technical Manual. It should be noted the performance/outcomes-based funding grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope.*

## Institutional Weighting Strategy

The performance/outcomes-based funding mechanism in this SMA enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance/outcomes-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance/Outcomes-based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a related field										
2. Institutional Strength/Focus										
3. Graduation Rate										
4. Community/Local Impact										
5. Institution-Specific (Economic Impact)										
6. Research Funding & Capacity: Federal Tri-Agency Funding Secured										
7. Experiential Learning	--	--								
8. Innovation: Research Revenue Attracted from Private Sector Sources	--	--								
9. Graduate Employment Earnings	--	--								
10. Skills & Competencies*	--	--	--	--	5%	--	5%	--	5%	--

*The ministry will calculate the dollar value for each assigned metric weight provided by the institution and populate the table above.*

*\*The Skills & Competencies metric for all institutions will be weighted at 5% starting in year 2022-23 for participation and posting of results online.*

# Priority Areas and Performance Metrics

## Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, the targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

### **Skills & Job Outcomes**

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*This priority area seeks to measure and evaluate the university's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning graduates; credential achievement; and positive labour-market outcomes for graduates, through the following performance indicators:*

- Graduate Employment Rate in a related field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

### **Community & Economic Impact**

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*This priority area seeks to measure and evaluate the university's role in supporting Ontario's economy. Metrics measure the attraction of federal research funding; funding from private sector sources; the positive economic impact on local economies brought by students at an institution, and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:*

- Community/Local Impact
- Institution-Specific Metric (Economic Impact)
- Research Funding & Capacity: Federal Tri-Agency Funding Secured
- Innovation: Research Revenue Attracted from Private Sector Sources

### **Productivity, Accountability & Transparency**

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*To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:*

- Faculty Workload
- Faculty Compensation

# Skills & Job Outcomes

## Performance Metrics: Strategy Narrative

Metrics will be activated over three years as new data is collected and validated. For 2020-21 performance targets are calculated by using historical data as per the Performance/Outcomes-based Funding Technical Manual.

For metrics being activated for performance/outcomes-based funding in 2021-22, the Ministry of Training, Colleges and Universities will establish targets using the process described in the Performance/Outcomes-based Funding Technical Manual.

For the remainder of the SMA3 cycle, targets will be calculated annually as per the Performance/Outcomes-based Funding Technical Manual using the most recent historical data available for (insert institution's name) and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding. (See appendix for details regarding historical data and annual targets).

For the Skills and Competencies metric being activated for performance/outcomes-based funding in 2022-23, the Ministry of Training, Colleges and Universities will apply a 'participation weighting' of 5% of annual performance/outcomes-based funding notional allocation for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding.

In the narrative sections below, institutions are invited to describe their planned performance outcomes against the metrics, and to contextualize their weighting strategy.

### Graduate Employment Rate in a related field

Proportion of graduates of bachelor or first professional degree programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation

**Activated in 2020-21**

Strategy Narrative

*Max Word Count – 500 Words*

Source: Ministry of Training, Colleges and Universities - Ontario University Graduate Survey



**Institutional Strength/Focus**

<i>Insert name of institutional metric</i>
Proportion of enrolment (FTEs, domestic and international) in an institution’s program area(s) of strength
<b>Activated in 2020-21</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: Provided by Institutions, validated by University Statistical Enrolment Report (USER)/Ministry of Training, Colleges and Universities

**Graduation Rate**

Proportion of all new, full-time, year one undergraduate university students (domestic and international) of bachelors (first-entry), or first professional (second entry) degree programs who commenced their study in a given fall term and graduated from the same institution within 7 years
<b>Activated in 2020-21</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: University Graduation Rate Data Collections

**Graduate Employment Earnings:**

Median employment earnings of university graduates, two years after graduation
<b>Activated in 2021-22</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

**Experiential Learning:**

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s)
<b>Activated in 2021-22</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: Institutions

**Skills & Competencies:**

Education and Skills Online: Random sample of undergraduate students (domestic and international)
<b>Activated in 2022-23</b>
Description
<i>The Skills &amp; Competencies metric for all institutions will be weighted at 5% starting in year 2022-23 for participation and public posting of results. The ministry is exploring the administration of the Education and Skills Online assessment tool and will provide more details on the process once they are available.</i>

# Economic & Community Impact

## Performance Metrics: Strategy Narrative

Metrics will be activated over three years as new data is collected and validated. For 2020-21, performance targets are calculated by using the historical data for (insert institution's name).

For metrics being activated for performance/outcomes-based funding in 2021-22, the Ministry of Training, Colleges and Universities will establish targets using the process described in the Performance/Outcomes-based Funding Technical Manual.

For the remainder of the SMA3 cycle, targets will be calculated annually as per the Performance/Outcomes-based Funding Technical Manual using the most recent historical data available for (insert institution's name) and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding. See appendix for details regarding historical data and annual targets.

In the narrative sections below, institutions are invited to describe their planned performance outcomes against the metrics and to contextualize their weighting strategy.

### Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located
Activated in 2020-21
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: University Statistical Enrolment Report (USER), Ministry of Training, Colleges and Universities, Census Data/Statistics Canada

**Economic Impact: Institution Specific**

<i>Insert name of institutional metric</i>
Institutions to include definition of their institutional metric. The metric should demonstrate the economic impact of their institution, using ministry established principles.
<b>Activated in 2020-21</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: TBD with institutions

**Research Funding & Capacity: Federal Tri-Agency Funding Secured**

Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities
<b>Activated in 2020-21</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: Tri-Agency Institutional Programs Secretariat

**Innovation: Research Revenue Attracted from Private Sector Sources**

Research revenue attracted from private sector sources
<b>Activated in 2021-22</b>
Strategy Narrative
<i>Max Word Count – 500 Words</i>

Source: Canadian Association of University Business Officers (CAUBO)

# Productivity, Accountability and Transparency

## Reporting Metrics – Attestation

*This priority area of the Ontario government supports the government’s goal of restoring trust in Ontario's finances and promoting accountability through transparency.*

*These metrics are not tied to funding, and are used to measure and report on the following indicators:*

- *Faculty Workload*
- *Faculty Compensation*

## Faculty Workload

*Information regarding (INSERT INSTITUTION NAME) Faculty Workload is publicly available by March 31, 2021.*

## Faculty Compensation

*Information regarding (INSERT INSTITUTION NAME) Faculty Compensation is publicly available by March 31, 2021.*

*\*\*NOTE: The ministry will provide further detail on the Faculty Workload and Faculty Compensation metrics as part of the bilateral discussions process.\*\**

# Enrolment Profile

In addition to the performance/outcomes-based funding outlined in sections two and three, institutions will receive enrolment-related funding through a funded corridor ‘midpoint’ to provide funding predictability to institutions. These enrolment corridor midpoints for universities were established as part of the 2017-20 Strategic Mandate Agreements (SMA2), and account for adjustments related to graduate expansion and teachers education achieved targets.

## Corridor Midpoint

For funding purposes (**INSERT MIDPOINT IN WGUs**) Weighted Grant Units (WGUs) will be the corridor midpoint value for the five-year period from 2020-25 for (**INSERT INSTITUTION NAME**), enrolment related funding will be will distributed consistent with this level of enrolment and subject to the funding framework set out in the Ontario University Funding Formula Reform Technical Manual, May 2017, Version 1.0. Funding eligible enrolments are defined by the Ontario Operating Funds Distribution Manual.

## Projected Funding-Eligible Enrolments

Below is (**Insert Institution Name**) projection of funding-eligible enrolments

<b>Projected</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Undergraduate FTE					
Master’s FTE					
Doctoral FTE					
<b>Total FTE</b>					

Note: For this table, Full-Time Equivalent should be reported for Fall term only.

## Projected International Enrolment

Below is (**Insert Institution Name**) projection of funding-ineligible international student enrolments

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Undergraduate FTE					
Masters FTE					
Doctoral FTE					
<b>Total FTE</b>					

Note: For this table, Full-Time Equivalent should be reported for Fall term only.

# Federated and Affiliated Institutions *(as applicable)*

SMA3s are established with the colleges and universities in Ontario receiving direct operating funding support from the Ministry of Training, Colleges and Universities.

For the purposes of these agreements the 27 federated/affiliated institutions in Ontario are considered part of the primary institution and will not have their own standalone agreement.

As part of this agreement, the ministry encourages all primary institutions to discuss the impacts of the 2020-25 Strategic Mandate Agreements and performance/outcomes-based funding with federated and affiliated institutions.

The ministry is requesting that institutions confirm that they have discussed SMA3 with affiliated/federated partners:

## Attestation Signature

*Information regarding Strategic Mandate Agreements have been discussed with applicable affiliated or federated institutions:*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix: Data, Targets, Bands of Tolerance and Annual Results

The following table will be refreshed annually by the Ministry of Training, Colleges and Universities to display results from the SMA3 Annual Evaluation process and update targets and tolerances for the current year.

	Historical Data			SMA3 Performance									
	<i>Most recent dates available for data reflected in the top row of each metric row</i>			2020-21		2021-22		2022-23		2023-24		2024-25	
				Target and Tolerance	Actual Achieved	Target and Tolerance	Actual Achieved	Target and Tolerance	Actual Achieved	Target and Tolerance	Actual Achieved	Target and Tolerance	Actual Achieved
<b>1. Graduate Employment in a Related Field:</b> <i>Proportion of graduates of bachelor or first professional degree programs employed full-time who consider their jobs either “closely” or “somewhat” related to the skills they developed in their university program, two years after graduation</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>	E.g. 81% (6%)									
	E.g. 79%	E.g. 80%	E.g. 79%										
<b>2. Institutional Strength/Focus:</b> <i>Proportion of enrolment (FTEs, domestic and international) in an institution's program area(s) of strength</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>	E.g. 21% (1%)									
	E.g. 18%	E.g. 19%	E.g. 20%										
<b>3. Graduation Rate:</b> <i>Proportion of all new, full-time, year one undergraduate university students (domestic and international) of bachelors (first-entry), or first professional (second entry) degree programs who commenced their study in a given fall term and graduated from the same institution within 7 years</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>	E.g. 75.4% (10.2%)									
	E.g. 76.5%	E.g. 78.2%	E.g. 75.4%										
<b>4. Community/Local Impact:</b> <i>Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>	E.g. 2.5% (1%)									
	E.g. 2.3%	E.g. 2.3%	E.g. 2.2%										
<b>5. Institution-Specific (Economic Impact)</b>													
<b>6. Research Funding &amp; Capacity: Federal Tri-Agency Funding Secured</b> <i>Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>	E.g. \$1.2M									
	E.g. \$1.2M	E.g. \$1.2M	E.g. \$1.2M										
	E.g. 20%	E.g. 20%	E.g. 25%	Ex. 25%									
<b>7. Experiential Learning:</b> <i>Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s)</i>	Number:				E.g. 7,000								
	Proportion:			E.g. 78%									
<b>8. Innovation: Research Revenue Attracted from Private Sector Sources:</b> <i>Research revenue attracted from private sector sources</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>										
	E.g. \$400k	E.g. \$500k	E.g. \$500k										
<b>9. Graduate Employment Earnings:</b> <i>Median employment earnings of university graduates, two years after graduation</i>	<i>Year</i>	<i>Year</i>	<i>Year</i>		E.g. \$65,000								
<b>10. Skills &amp; Competencies:</b> <i>Participation in ESO assessment and posting results online (domestic and international)</i>							Results posted	E.g. Yes					