

**Ministry of Training,  
Colleges and Universities**

Deputy Minister

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Toronto ON M7A 1L2

**Ministère de la Formation  
et des Collèges et Universités**

Sous-ministre

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



**Memorandum To:** Presidents of Colleges of Applied Arts and Technology  
President and CEO of Colleges Ontario

**From:** Deborah Newman  
Deputy Minister

**Date:** March 3, 2014

**Subject:** Progress towards final Strategic Mandate Agreements

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I am pleased to be able to share the attached final Strategic Mandate Agreement (SMA) template. This updated version reflects our ongoing dialogue as well as the consolidated comments provided by your sector on February 18<sup>th</sup>. It also represents an important milestone as we work towards our first round of signed agreements in support of a differentiated postsecondary education system.

The Special Advisor is sending you draft agreements based on your institution's 2013 SMA submission as a basis for discussions. Institutions will then have the opportunity to propose additional or amended language through their discussions with Special Advisors to ensure that a balance between Ministry and institutional priorities are reflected in the final agreement.

To support the discussions, a memo will follow shortly providing a complete set of institutional-level data for your sector.

We remain committed to providing college presidents sufficient time to review and discuss areas of concern prior to signing an agreement. However, it is still the Ministry's plan to have agreements finalized by March 31<sup>st</sup>.

I want to thank you for your collaboration and input to date. I am encouraged by our progress in articulating the unique strengths and contributions of each of Ontario's postsecondary education institutions. I look forward to working with you to bring this first SMA process to a successful and timely conclusion.

Sincerely,

A handwritten signature in blue ink, appearing to read 'DE Newman', is written over a faint horizontal line.

Deborah Newman  
Deputy Minister

Enclosure: College Strategic Mandate Agreement Template

- c: Marie-Lison Fougère, Assistant Deputy Minister  
Strategic Policy and Programs Division
- Nancy Naylor, ADM  
Postsecondary Education Division
- Sue Herbert, Special Advisor: Strategic Mandate Agreements (Colleges)
- Dr. Paul Genest, Special Advisor: Strategic Mandate Agreements (Universities)
- Paddy Buckley, Director  
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- Bill Praamsma, (A) Director  
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- Didem Proulx, Director  
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