

Ministry of Training,  
Colleges and Universities

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Sous-ministre

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**MEMORANDUM TO:** Executive Heads and Presidents, Universities  
Presidents, Colleges

**FROM:** Deborah Newman, Deputy Minister

**DATE:** August 7, 2012

**SUBJECT:** Mandate Agreements Submissions

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I am writing to all Presidents and Executive Heads to follow up on the government's June 27, 2012 meeting with Ontario's postsecondary education sector. At that meeting the government released *Strengthening Ontario's Centres of Creativity, Innovation and Knowledge*, a discussion paper on quality, innovation and productivity, to make our university and college system stronger. Minister Murray's follow up letter later that day confirmed the government's intent to lead its publicly funded postsecondary education institutions in a transformation process and introduced two milestone initiatives to begin this important work.

Today I would like to focus on the first initiative, the process to begin establishing strategic mandate agreements (SMAs) that will strongly inform future decisions, including allocation decisions and program approvals.

The Minister has instructed the Higher Education Quality Council of Ontario (HEQCO) to establish a peer review panel to evaluate your initial mandate submissions (template attached) for their ability to achieve significant improvements in productivity, quality and affordability through *both* innovation and differentiation. HEQCO will carefully review the submissions to examine the understanding each college and university has of innovation and the conditions and systems needed to achieve significant quality and productivity gains in the near- and mid-term.

HEQCO has been directed to have its peer review panel identify a shortlist of colleges and universities whose submissions demonstrate the greatest ability to serve as lead institutions --- models of advanced education in the 21<sup>st</sup> century. Minister Murray is particularly interested to see that quality teaching and additional learning options be made available to students through the SMA process.

Each institution is asked to submit a short (maximum eight pages) document that will demonstrate how its activities, current and planned, contribute to the directions identified in the discussion paper and the consultation process. We would appreciate receiving your submission by **September 30, 2012**.

As you complete your institution's submission, please be mindful of the realities of the current fiscal climate and the need for provincial institutions to maintain financial sustainability. Further considerations should be given to the demographic changes that are anticipated to result in significantly slower system-wide enrolment growth than in the recent past, as well as the limited

scope for new capital investments in the near term and the release of a new provincial tuition policy, which is currently under development.

We appreciate and respect the contributions that Ontario's colleges and universities have made in creating one of the best postsecondary sectors in the world.

Sincerely,

A handwritten signature in dark ink, appearing to read 'DE Newman', with a stylized, flowing script.

Deborah Newman  
Deputy Minister

Enclosed: *Institutional Vision, Mandate Statement and Priority Objectives Submission Template  
Strengthening Ontario's Centres of Creativity, Innovation and Knowledge*

- c. Honourable Glen Murray, Minister  
Harvey Weingarten, President, Higher Education Quality Council of Ontario  
Bonnie Patterson, President, Council of Ontario Universities  
Linda Franklin, President, Colleges Ontario  
Board Chairs