

**Ministry of Training,
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**Ministère de la Formation
et des Collèges et Universités**

Ministre

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June 27, 2012

I am writing to follow up on the meeting of June 27, 2012. At that meeting, we stated that we would begin to engage the postsecondary education sector in a transformation process. Our Putting Students First plan, along with the 2012 Ontario Budget, indicated that our government would work with the postsecondary education sector to find efficiencies and drive innovation to improve productivity.

This summer, our government will lead two milestone initiatives. First, we are entering into the process of establishing strategic mandate agreements with institutions. This collaborative process between your institution and the government will be based on your institution's key objectives and priorities. Second, the ministry is releasing a discussion paper that will launch a consultation process about sector transformation framed within our government's vision and guiding principles for the sector, which is attached.

Strategic Mandate Agreements

We recognize the significant changes the sector has experienced over the past seven years since the beginning of Reaching Higher – for example, increases in enrolment, graduate expansion, and increases in attainment and accessibility for under-represented groups. All institutions have played an important role in advancing Ontario's postsecondary sector during this period.

In order to gain a better understanding of key objectives and ongoing innovation activities in Ontario's postsecondary institutions, and to begin the process of developing mandate agreements, we are asking each college and university to provide a brief submission identifying a proposed mandate statement and your institution's three priority objectives. Your submission (maximum eight pages) should also include your institution's vision and demonstrate how it aligns with the proposed differentiated mandate statement. The ministry will be forwarding to you a response template in the coming days that will ask you to describe for each priority objective the following:

- a. How achievement of the objective will affect your total enrolment and enrolment mix.
- b. Any distinctive advantage, strength or characteristic of your institution that makes achievement of the objective credible, likely and desirable.

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- c. The timeframe for achieving the objective, resource allocations or redirections required, and metrics to be used to measure progress towards achieving the objective.
- d. Where applicable, the innovative initiatives that your institution is pursuing to improve productivity in administration, teaching and learning associated with the objective and any associated costs and resource implications.
- e. Any public policy tools that you need to achieve the objective.
- f. How this objective correlates to one or more of the principles presented in the attached document.

Many institutions have already engaged in strategic planning to identify and plan for their key objectives. Therefore, we would appreciate receiving your submissions by **September 30, 2012**.

Consultations on Sector Transformation

Throughout the summer the ministry will hold a series of consultations with the sector to identify innovations that will help transform it and further enhance learning outcomes, strengthen the student experience and improve productivity. Details about this consultation and feedback process are included in the discussion paper.

We will also be working closely with the Higher Education Quality Council of Ontario (HEQCO) to identify specific data elements that the ministry does not currently collect from institutions, but which are needed to improve the government's ability to make effective evidence-based decisions. I ask that your institution work with HEQCO to ensure the necessary data is provided in the appropriate format. A memo will be sent from the ministry and HEQCO in the next 30 days that will identify a set of metrics that will help us measure quality, productivity and innovation in the postsecondary education sector.

We appreciate the extraordinary work you do to ensure our postsecondary education sector is one of the best in the world and we look forward to receiving your submissions. We also recognize the extraordinary effort this work will entail over the next number of years. We are looking forward to working with our institutions to face this challenge together.

Sincerely,



Glen Murray
Minister

Enclosure

c: Deborah Newman
Deputy Minister, Ministry of Training, Colleges and Universities

Harvey Weingarten
President, Higher Education Quality Council of Ontario