

Ministry of Advanced  
Education and Skills  
Development

Deputy Minister

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Ministère de l'Enseignement  
supérieur et de la Formation  
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Sous-ministre

Édifice Mowat  
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**MEMORANDUM TO:** Executive Heads of Provincially-Assisted Universities and  
Université de Hearst  
Presidents of Colleges of Applied Arts and Technology  
President and CEO of Colleges Ontario  
President and CEO of Council of Ontario Universities

**FROM:** Sheldon Levy  
Deputy Minister

**DATE:** December 15 2016

**SUBJECT:** Next Steps in Strategic Mandate Agreements and  
Changes in the College and University Funding Formulas

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### Strategic Mandate Agreements

With the first cycle of Strategic Mandate Agreements (SMAs) set to expire in 2017, the ministry is beginning the process of engaging with colleges and universities for the next round of SMA negotiations. I am writing to inform you of the appointment of Special Advisors to support these negotiations and of changes to the college and university funding formulas.

I am pleased to announce that Bonnie Patterson and Brian Tamblyn have agreed to serve as Special Advisor — Universities and Special Advisor — Colleges, respectively.

Both Bonnie and Brian have held top administrative positions in the sector, acquired in-depth knowledge about postsecondary education through their extensive experience, and are well-known and respected within the sectors (their biographies are appended).

Dan Lang has also joined the Deputy Minister's Office as a Special Advisor, to support this process. Dan is Professor Emeritus at the University of Toronto Ontario Institute for Studies in Education (OISE), with a wealth of experience in higher education. We are very fortunate to have Dan's expertise to inform this initiative.

The upcoming negotiations will provide the opportunity to implement key elements of the funding formula redesign and to renegotiate the SMAs. We will begin the process in January 2017 and anticipate that discussions will continue through the winter into the spring.

### Funding Formulas for Colleges and Universities

I am also pleased to provide you with an update on changes to the funding formulas for colleges and universities.

The funding formulas are meant to support stability in funding at a time when the sector is facing demographic challenges while strengthening government's stewardship role in the sector. The formulas also look to create accountable outcomes, beyond enrollment, that reflect the Strategic Mandate Agreements of each institution. As you know, our goal is to will focus our sector on high-quality student outcomes and away from a focus on growth.

As such, the funding formula models are corridors which give protection on the downside and do not automatically commit funds for growth on the upside.

The models also include a fund that supports differentiation and the Strategic Mandate Agreements of each institution.

The ministry will be organizing a meeting early in the new year with representatives from colleges and universities, to provide details on the new allocation mechanisms and to discuss the roll out of the SMA process including reporting tools, templates and timelines.

In the interim, we are pleased to offer a teleconference next week to support any immediate questions that college and university representatives may have. I have asked ADM Glenn Craney to reach out with details of this call. As noted above, though, ADM Craney will be organizing a meeting in January to provide further details.

I want to take this opportunity to thank Glenn Craney, Expert Lead and Eugene Harrigan, Expert Sector Advisor, for their leadership of the Postsecondary Funding Renewal project, and also thank the members of the team who supported them in the review who have moved on to other roles within MAESD and the broader OPS.

We are very much looking forward to working with all postsecondary institutions and the Special Advisors on the next round of SMAs to continue the transformation of Ontario's postsecondary system.

Together, we will create a system of strong, sustainable and differentiated institutions supporting the development of the highly skilled workforce of tomorrow.

Sincerely,

A handwritten signature in cursive script, appearing to read "Sheldon Levy".

Sheldon Levy  
Deputy Minister

- c: Steve Orsini, Secretary of the Cabinet
- Howie Bender, Chief of Staff, AESD Minister's Office
- Glenn Craney, ADM, Strategic Policy and Programs Division
- David Carter-Whitney, ADM, Postsecondary Education Division
- Erin McGinn, ADM, Highly Skilled Workforce Division

## **Biographies**

### **Professor Bonnie M. Patterson**

Bonnie Patterson took an administrative leave from Trent University and was appointed distinguished visiting professor, academic leadership in the Ted Rogers School of Management at Ryerson University. Patterson also served as a special adviser to the Office of the President. Previously, she was President and Chief Executive Officer of the Council of Ontario Universities (COU) from 2009-2015 and served as President and Vice Chancellor of Trent University from 1998-2009. Over the course of her career, Ms. Patterson has implemented new governance structures, increased enrolment and research capacity, and developed facilities renewal and capital expansion plans supporting the advancement of students, faculty and staff in their own learning and careers. She is a member of the Order of Canada and Order of Ontario.

### **Mr. Brian Tamblyn**

Brian Tamblyn, President Emeritus of Georgian College, was appointed President and CEO of Georgian College in 1999 and retired in 2012 after 30 years of service to the institution. During his tenure as President and CEO, the college's annual operating budget increased to \$170 million from \$65 million, and the number of academic programs doubled. As a result of this growth, the college reinforced its reputation as a national leader in co-operative education, partnering with more than 7,000 employers. Brian Tamblyn received the Ontario Minister of Advanced Education and Skills Development Annual Lifetime Achievement Award for his outstanding contribution to the province's college system (2013), and the Association of Community Colleges' Distinguished Service Award (2012).

### **Dr. Dan Lang**

Dan Lang is Professor Emeritus, Leadership, Higher & Adult Education at the Ontario Institute for Studies in Education (OISE) at the University of Toronto. His previous positions at the University of Toronto include Senior Policy Advisor to the President, Vice Provost - Planning and Budget, and Vice-President, Computing and Communications. His research interests include accountability and performance measurement, student retention, finance, management, budgeting, planning, system organization and policy, inter-institutional planning and cooperation, and history. He also serves on Humber College's Board of Governors.