

# CARLETON UNIVERSITY STRATEGIC MANDATE AGREEMENT (SMA) SUBMISSION

Presentation to Senate

Peter Ricketts, Provost and Vice-President (Academic)

January 31, 2014

## What is a Strategic Mandate Agreement?

- An agreement between Carleton and MTCU
- Every university and college in Ontario will have one
- Addresses the government policy goals for the PSE system:
  - Support student success and access to a high quality PSE system
  - Increase global competitiveness
  - Build on and focus on well-established strengths while avoiding duplication
  - Maintain an efficient and financially sustainable PSE system
- Eventually TCU will align policy, processes, funding levers (*i.e.* PSE funding frameworks) to the Differentiation Framework and the SMAs.

## Background re. MTCU and Carleton

- Nov 2011: Carleton's Mandate Working Group (MWG) established; May 2012 MWG Report
- June 2012: MTCU paper on "Strengthening Ontario's Centres of Creativity, Innovation and Knowledge" – transformation of PSE sector
- August 2012: Strategic Mandate Agreement (SMA) process announced by TCU; focus on "improvements in productivity, quality and affordability through both innovation and differentiation"; include three project proposals for funding and lead institutions.
- SMA I – submitted September 2012
  - submissions reviewed by HEQCO panel
- New Premier and Minister of TCU

## Background re. MTCU and Carleton cont.

- Carleton's Strategic Integrated Plan (SIP) 2013-2018 – received by Senate and approved by BOG June 2013
- Productivity and Innovation projects separated from SMA process (PIF submissions)
- SMA II – Invitation to submit a revised SMA
  - Announced Nov 29; due date: Dec 20
  - Requirement to address the Differentiation Policy Framework published in November 2013
  - Temporary suspension of new program approvals (until March 31, 2014)
  - Beginning of a process:
    - Special Advisors – Paul Genest for universities
    - Simultaneous review by MTCU
    - Further discussion of how our performance will be assessed
- Completion date – March 31, 2014

## Components of the Submission

- SMA document (3 years)
- Enrolment projections (5 years)
- Areas of program strength (10)
- Areas of program focus (5)
- Program expansion requiring MTCU approvals for funding and/or capital expansion
- Institutional Metrics (not required for Dec 20 deadline)

## SMA Document

- Mandate, Mission and Vision
  - All taken from the SIP
- Carleton University and the Differentiation Policy Framework
  - Current profile
  - Future directions
- Include affiliates (DUC)
- Maximum 10 pages
- Appendices on enrolment projections and program growth; flag programs requiring TCU approval or additional resources
- Program Areas of Strength (10) and Strategic Growth (5)
- Metrics

## Components of the Differentiation Policy Framework

1. Jobs, Innovation and Economic Development
2. Teaching and Learning
3. Student Population
4. Research and Graduate Education
5. Program Offerings
6. Institutional Collaboration to Support Student Mobility

## Enrolment Projections

- To be negotiated between institutions and TCU
- MTCU forecasting slower enrolment growth
- 2010-11 to 2015-16 Eligible Full-time headcounts:
  - College 16,500 (9,000 remaining 2013-14 to 2015-16)
  - Undergrad 33,000 (20,000 remaining)
  - Graduate 3,000 (2,500 remaining)
- Remaining university growth 22,500

## Areas of Program Strength (10)

- Environment and Sustainability
- Public Policy, Administration and Governance
- Information Technology
- Human Behaviour and Development
- Advanced Technology
- Business, Entrepreneurship and Innovation
- Media, Communications and Culture
- Global and International Studies
- Life and Health Sciences
- Law and Social Justice

## Areas for Strategic Focus and Growth (5)

- Health Sciences
- Global and International Studies
- Information Management and Digital Media
- Business, Entrepreneurship and Governance
- Advanced Technology and Innovation

## Metrics

### 1. Jobs, Innovation and Economic Development

System-wide: e.g. graduate employment rates; # graduates employed in a related job

Institutional: up to 3 to demonstrate economic and community impact

### 2. Teaching and Learning

System-wide: e.g. NSSE scores; graduation rates; retention rates; # co-op students; # online courses & registrations

Institutional: up to 3 to identify unique strengths in program delivery, enhanced teaching quality, and student learning outcomes

### 3. Student Population

System-wide: e.g. # & % aboriginal, first generation, international, & students with disabilities

Institutional: up to 3 related to improving access, retention, & success

## Metrics cont.

### 4. Research and Graduate Education

System-wide: e.g. research capacity (total sponsored research); research focus (graduate to undergraduate ratio), research impact (tri-council funding); international competitiveness (international to domestic graduates ratio)

Institutional: up to 3 to demonstrate research strengths

### 5. Program Offerings

System-wide: e.g. Enrolment by major & degree; enrolment by occupational cluster.

Institutional: None required

### 6. Institutional Collaboration to Support Student Mobility

System-wide: e.g. # college & university pathways; # transfer students

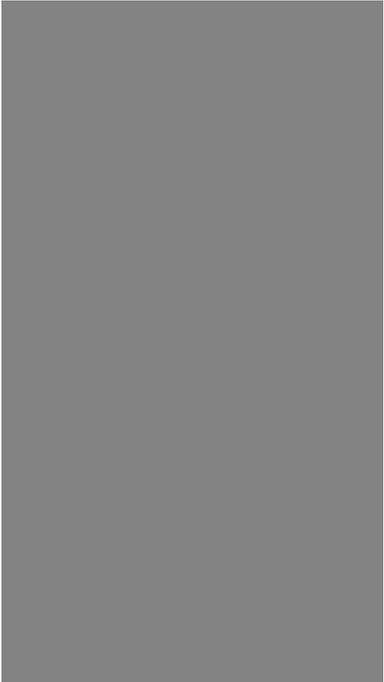
Institutional: up to 3 related to demonstrate support for greater co-ordination and pathways

## SMA II Submission, Initial TCU Response and Next Steps

- Document submitted on December 20, 2013
- Jan 22 – teleconference with Paul Genest
  - Overall very positive response
  - A few clarifications sought; minor changes
  - Importance of developing institutional metrics
- Submit revised SMA in mid-February
- Work with TCU to finalise institutional metrics
- Work with TCU on capital expansion requests
- Continue internal communications with Carleton community
- Brief Senate (Mar 28<sup>th</sup>) and BOG (Mar 27<sup>th</sup>) on final submission
- Approval by March 31, 2014

## Post March 31, 2014

- Temporary suspension of program approvals will be lifted
- SMAs will be used to allocate graduate spaces for 2014-15 and beyond
- Revision of process for program funding approval and ministerial consent to align with SMAs
- Institutions will report on SMA implementation through revised annual Multi-Year Accountability Agreement (MYAA) reports commencing in 2015
- TCU to work with institutions to refine and develop more robust institutional metrics
- TCU to consult with institutions to develop new funding frameworks



QUESTIONS?

