

# **Strategic Mandate Agreement Senate Consultations**

*March, 2017*

# Overview

- Strategic Mandate Agreements 1 and 2
- Context for SMA2
- Components of SMA2 and request for input and ideas

# Strategic Mandate Agreements 1 and 2

# SMA1: 2014-15 to 2016-17

- Three-year Agreement **negotiated** between University and Government of Ontario\*
  - Defined institutional mandate and vision
  - Established program areas of strength and for growth
  - Set graduate enrolment targets/ceiling
  - Required reporting on standard performance metrics with no funding implications

\* SMA1: <http://www.ryerson.ca/about/accountability/sma/>

# SMA2: 2017-18 to 2019-20

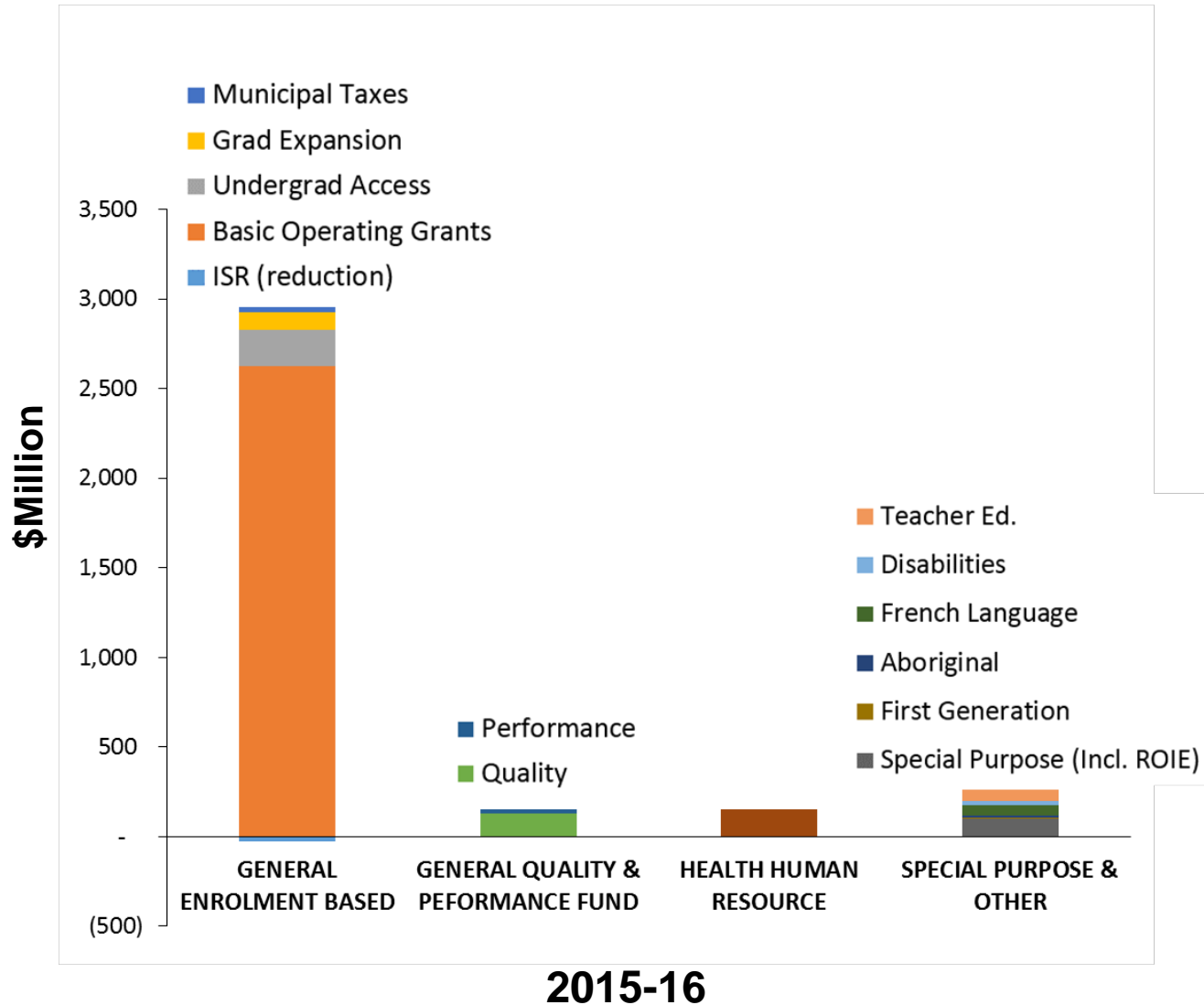
- Three-year agreement **negotiated** between University and Government of Ontario
  - Mission, mandate and vision
  - Shared objectives and priorities (including performance metrics)
  - Enrolment and program direction
  - Institutional collaborations and partnerships

# Context for SMA2

# New Funding Formula and SMA2 Linked

- **New Funding Formula**
  - New operating grants formula to be implemented in 2017-18
  - Formula will cap enrolment funding and increase funding stability
  - Increased performance funding
- **Strategic Mandate Agreements**
  - Negotiate new funding corridor midpoint
  - Negotiate enrolment and program change plan
  - Negotiate performance funding metrics

# Current Operating Grant Categories





# New Funding Formula Structure

## Core Operating Grant (enrolment-based)

**Corridor Approach:**  
Enrolment funding capped, buffered against decline

**Planned approach:**  
**Future growth negotiated in SMA**

**Equalized Per-Student Funding**

**91% of funding \$223M**

## Differentiation Envelope

**Performance Grant:**  
**Performance metrics negotiated in SMA;**  
funds at risk (existing KPIs and Quality funds)

**Mission-related Grants:**  
Old accountabilities

**6% of funding \$13.6M**

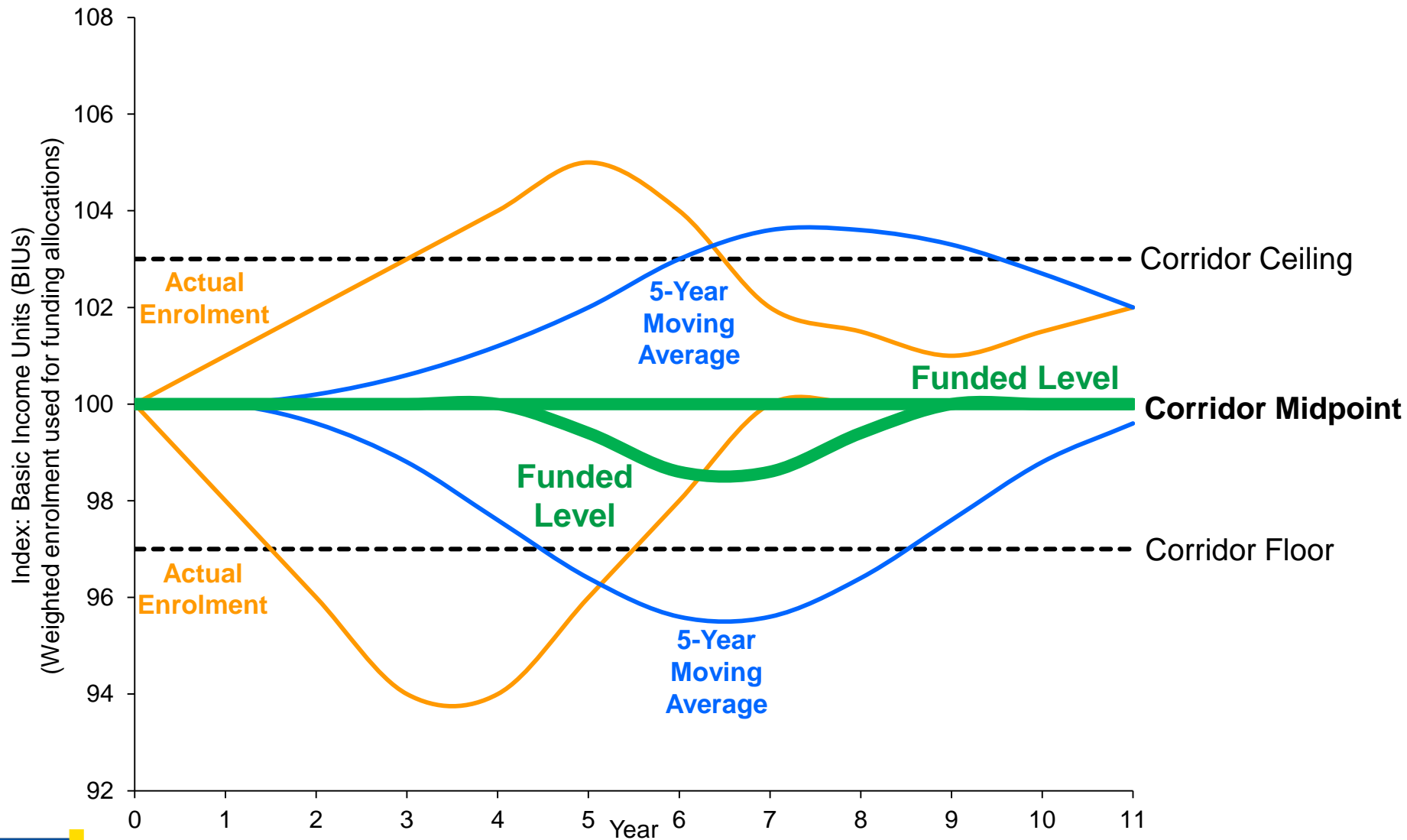
## Special Purpose Grants

**Includes:**  
First Generation students;  
Aboriginal students;  
Students with disabilities;  
Campus safety, etc.

**3% of funding \$7M**

**No new money: redistribute current level of funding.**

# How Does Corridor Funding Work?



# SMA2 and Performance Measurement

## SMA1

2014-15  
to 2016-17

- Define mandate
- Establish program areas for growth
- Set graduate enrolment targets
- **Report on standard performance metrics with no funding implications\***

## SMA2

2017-18  
to 2019-20

- Implementation of new funding mechanism
- Establish new Government priorities
- Metrics developed and refined
- **Performance-based funding anticipated**
- **No funding redistribution among institutions**

## SMA3

2020-21  
to 2022-23

- **Fully implement performance targets and associated funding (a portion of funding at risk)**

\* SMA1: <http://www.ryerson.ca/about/accountability/sma/>

# Components of SMA2

# A. Vision, Mission and Mandate

- The SMA *“outlines the role the University currently performs in Ontario’s postsecondary system and how it will build on its current strengths to achieve its vision and help drive system-wide objectives and government priorities”*
- SMA2 vision, mission and mandate is prepopulated by MAESD using SMA1
- Added new section on Institutional Aspirations

# SMA1: Ryerson's Mission Statement

*The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.*

*As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity and its commitment to accessibility, lifelong learning, and involvement in the broader community. **(Ryerson University Mission Statement, 1994)***

\* SMA1: <http://www.ryerson.ca/about/accountability/sma/>

# SMA1: Ryerson's Mandate Statement

*Ryerson University is a leading institution of innovation and entrepreneurship that responds to societal need through high-quality professional and career-related bachelor, master's and doctoral programs, and relevant scholarly, research and creative activities.*

*Ryerson is student focused, providing an emphasis on experiential learning, creativity, entrepreneurship, adult learning, and transfer pathways from colleges and other universities. Ryerson is an inclusive, diverse learning community. In its role as a City Builder, Ryerson enhances access and civic engagement and has a positive, transformative effect on its neighbourhood and the broader community.*

\* SMA1: <http://www.ryerson.ca/about/accountability/sma/>

# SMA1: Ryerson's Vision Statement

*Ryerson University will be a comprehensive innovation university, recognized as a national leader in high-quality professional and career-related bachelor, masters, and doctoral programs, and relevant research. It will be a global leader in interdisciplinary, entrepreneurial zone learning. Ryerson's students, graduates, and faculty will contribute significantly to Ontario's and Canada's economic, social, and cultural well-being.*

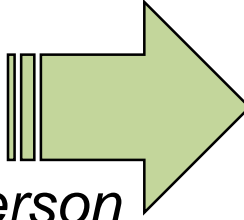
*Ryerson will expand its strong foundation of distinctive career-related academic programs and related scholarly, research, and creative activities, producing graduates who enable change. Ryerson will enhance its leadership in experiential learning, adult learning, and transfer pathways. As a City Builder, Ryerson will build partnerships that foster social and cultural innovation, and economic development.*

\* SMA1: <http://www.ryerson.ca/about/accountability/sma/>



# B. Shared Objectives and Priorities: Differentiation Envelope Structure

- Five priority areas of differentiation  
*(overlap with four Ryerson Academic Plan Strategic Priorities)*
- Metrics: system/ common & institution specific
- Targets for each area negotiated through SMA2
- Repurposing existing funding



**Student Experience**

**Innovation in Teaching  
& Learning Excellence**

**Access and Equity**

**Research Excellence  
and Impact**

**Innovation, Economic  
Development and  
Community  
Engagement**

# SMA2: Performance Metrics Considerations

Aspect to Consider	Example
➤ <b>Volatility</b>	% of graduates with employment related to field of studies
➤ <b>Ability to “move the needle”</b>	% of students graduating within 7 years
➤ <b>Competitive position of Ryerson</b>	Applications to registrants ratio

# Objectives and Priorities: Student Experience

- MAESD targets?
- Institution-specific metrics and targets?
- Institutional approach?
- Highlighted initiatives?

## Draft MAESD System-Wide Metrics

- 4th-year students with 2 High-Impact Practices (HIPs) or average number of HIPs per student (NSSE<sup>1</sup>)
- Year 1 to Year 2 retention (CSRDE<sup>2</sup>)
- Proportion of operating expenditures on student services (COFO<sup>3</sup>)

<sup>1</sup> NSSE: National Survey of Student Engagement

<sup>2</sup> CSRDE: Consortium for Student Retention Data Exchange

<sup>3</sup> COFO: Council of Ontario Finance Officers

# Objectives and Priorities: Innovation in Teaching and Learning Excellence

- MAESD targets?
- Institution-specific metrics and targets?
- Institutional approach?
- Highlighted initiatives?

## Draft MAESD System-Wide Metrics

- Composite score of NSSE<sup>1</sup> questions related to student's perceived gains in higher order learning
- Proportion of programs with explicit curriculum maps and articulated learning outcomes
- Graduation rate (CSRDE<sup>2</sup>)

<sup>1</sup> NSSE: National Survey of Student Engagement

<sup>2</sup> CSRDE: Consortium for Student Retention Data Exchange

# Objectives and Priorities: Access and Equity

- MAESD targets?
- Institution-specific metrics and targets?
- Institutional approach?
- Highlighted initiatives?

## Draft MAESD System-Wide Metrics

- Number and proportion of the following groups at an institution:
  - A. Indigenous students
  - B. First generation students
  - C. Students with disabilities
  - D. Francophone students
- Share of OSAP recipients at an institution relative to its total number of eligible students
- Number of transfer applicants and registrations (OUAC)

# Objectives and Priorities: Research Excellence and Impact

- MAESD targets?
- Institution-specific metrics and targets?
- Institutional approach?
- Highlighted initiatives?

## Draft MAESD System-Wide Metrics

- Share of tri-council funding (total and share by council)
- Number of papers (total and per full-time faculty)
- Number of citations (total and per paper)

# Objectives and Priorities: Innovation, Economic Development & Community Engagement

- MAESD targets?
- Institution-specific metrics and targets?
- Institutional approach?
- Highlighted initiatives?

## Draft MAESD System-Wide Metrics

- Graduate employment rates
- Number of graduates employed full-time in a related job

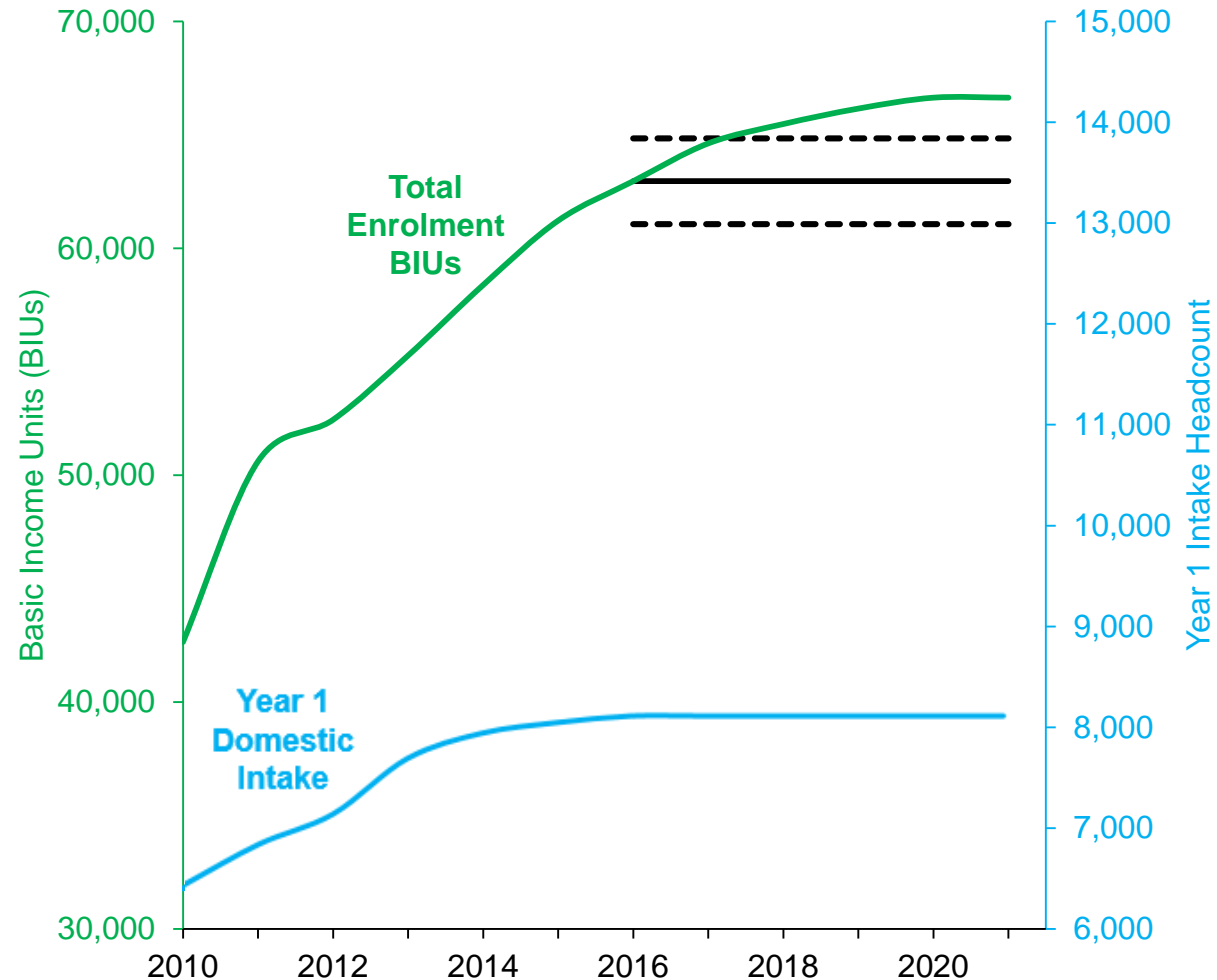
# C. Enrolment and Program Direction

- Proposed enrolment corridor midpoint and projections
  - Domestic (corridor mid-point, undergrad, Masters, doctoral projections)
  - International projections and strategy
- Strategic areas of program strength
- Financial sustainability
  - Five COU metrics



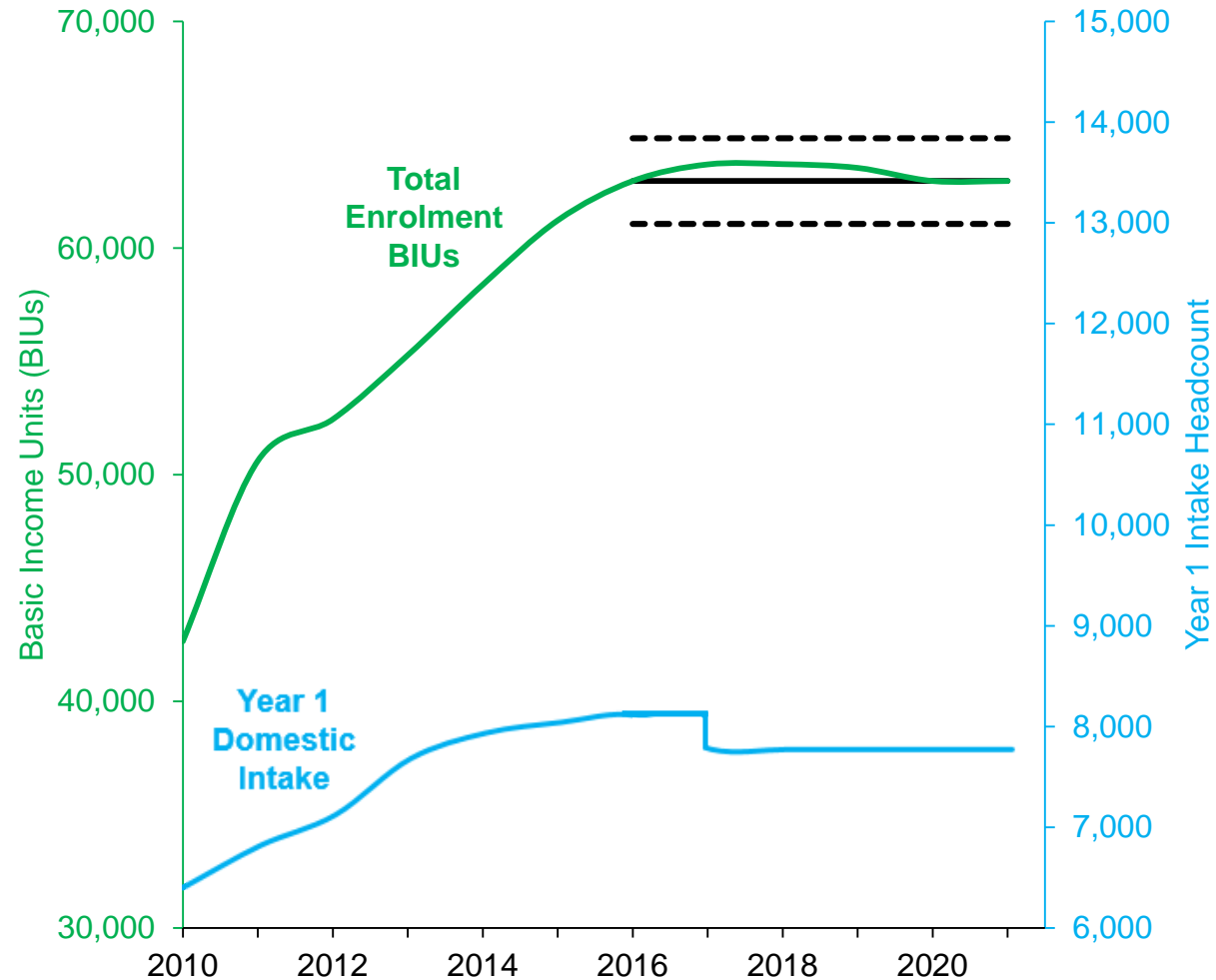
# Flow-through Impact of Constant Intake

- If Year 1 intake remains constant, then total enrolment exceeds corridor



# Flow-through Impact of Reduced Intake

- Reduce domestic intake to limit unfunded BIUs



# Enrolment Projection Considerations

- Currently no new growth funding in MAESD budget
- May be funds in Provincial budget
- Developing three scenarios:
  1. No growth funding
  2. Flow-through funding
  3. Flow-through funding + new programs funding
- Corridor mid-point default 2016-17 level

# SMA1 8 Program Areas of Strength Prepopulated

- Digital Economy, Innovation and Entrepreneurship
- Design, Technology and Manufacturing
- Management, Administration and the Economy
- Creative Industries
- Communities, Diversity and City Building
- Culture and Communications
- Health, Wellness and Related Sciences
- Built Environment and Spatial Analysis

SMA: Areas of Strategic Focus: Classification of Programs

1. Innovation and Entrepreneurship		4. The Creative Economy and Culture	
Doctoral	Digital Media PhD Urban Energy PhD	Doctoral	Communication and Culture PhD
Master's	Energy and Innovation Engineering Innovation & Entrepreneurship MBA Mgmt of Technol and Innov MMSc Mgmt of Technol and Innov Social Media & Innovation	Master's	Animation Communication and Culture Documentary Media Dramatic Writing Fashion Immigration and Settlement Journalism Literatures of Modernity Media Production Philosophy Photographic Preservation Professional Communication Social Work
2. Design and Technology		5. Health and Technology	
Doctoral	Aerospace Engineering PhD Chemical Eng. PhD Civil Eng. PhD Computer Science PhD Electrical & Computer Eng. PhD Mechanical & Industrial Eng. PhD	Doctoral	Biomedical Engineering PhD Early Childhood Studies PhD Environmental & Appl. Sci. & Mgt. PhD Molecular Science PhD Nursing PhD Physics PhD Psychology PhD Social Work PhD Spatial Analysis PhD Urban Development PhD
Master's	Aerospace Eng. Architecture Building Science Chemical Eng. Civil Eng. Computer Networks Computer Science Construction, Facilities & Infrastructure Digital Media Electrical & Computer Eng. Graphic Communications Design & Fabrication Interior Environments Mechanical Eng.	Bachelor	Arts and Contemporary Studies Creative Industries English Fashion Geographic Analysis Graphic Communications Mgt. History Image Arts Journalism Language and Intercultural Relations Philosophy Professional Communication Radio and Television Arts Social Science - Undeclared Sport Media Theatre Acting Theatre Dance Theatre Performance Production
Bachelor	Aerospace Eng. Architectural Sci. Biomedical Eng. Chemical Eng. Civil Eng. Computer Eng. Computer Science Electrical Eng. Engineering - Undeclared Industrial Eng. Interior Design Mechanical Eng.	Master's	Blomed Eng. Biomedical Physics Child & Youth Care Early Childhood Studies Environmental & Appl. Sci. & Mgt. Health Informatics Molecular Science Nurse Practitioner Nursing Nutrition Communication Occup Health & Safety Psychology
3. Management and Competitiveness			
Doctoral	Applied Management PhD Applied Mathematics PhD Cyber Security PhD Data Science and Analytics PhD Economics PhD Policy Studies PhD		
Master's	Accounting & Finance Applied Mathematics Applied Social Sciences (e.g., Applied Economics and Policy Analysis, Cities & Modernity, Global Politics, Critical Social Research, Criminology & Social Justice, Global Cities) Data Science and Analytics International Economics MBA Business Administration		

# SMA1 Areas of Growth Prepopulated

- The Creative Economy and Culture
- Design and Technology
- Health and Technology
- Innovation and Entrepreneurship
- Management and Competitiveness

SMA: Areas of Strategic Focus: Classification of Programs

1. Innovation and Entrepreneurship		4. The Creative Economy and Culture	
Doctoral	Digital Media PhD Urban Energy PhD	Doctoral	Communication and Culture PhD
Master's	Energy and Innovation Engineering Innovation & Entrepreneurship MBA Mgmt of Technol and Innov MMSc Mgmt of Technol and Innov Social Media & Innovation	Master's	Animation Communication and Culture Documentary Media Dramatic Writing Fashion Immigration and Settlement Journalism Literatures of Modernity Media Production Philosophy Photographic Preservation Professional Communication Social Work
2. Design and Technology		5. Health and Technology	
Doctoral	Aerospace Engineering PhD Chemical Eng. PhD Civil Eng. PhD Computer Science PhD Electrical & Computer Eng. PhD Mechanical & Industrial Eng. PhD	Doctoral	Biomedical Engineering PhD Early Childhood Studies PhD Environmental & Appl. Sci. & Mgt. PhD Molecular Science PhD Nursing PhD Physics PhD Psychology PhD Social Work PhD Spatial Analysis PhD Urban Development PhD
Master's	Aerospace Eng. Architecture Building Science Chemical Eng. Civil Eng. Computer Networks Computer Science Construction, Facilities & Infrastructure Digital Media Electrical & Computer Eng. Graphic Communications Design & Fabrication Interior Environments Mechanical Eng.	Bachelor	Arts and Contemporary Studies Creative Industries English Fashion Geographic Analysis Graphic Communications Mgt. History Image Arts Journalism Language and Intercultural Relations Philosophy Professional Communication Radio and Television Arts Social Science - Undeclared Sport Media Theatre Acting Theatre Dance Theatre Performance Production
Bachelor	Aerospace Eng. Architectural Sci. Biomedical Eng. Chemical Eng. Civil Eng. Computer Eng. Computer Science Electrical Eng. Engineering - Undeclared Industrial Eng. Interior Design Mechanical Eng.	Master's	Biomed Eng. Biomedical Physics Child & Youth Care Early Childhood Studies Environmental & Appl. Sci. & Mgt. Health Informatics Molecular Science Nurse Practitioner Nursing Nutrition Communication Occup Health & Safety Psychology
3. Management and Competitiveness			
Doctoral	Applied Management PhD Applied Mathematics PhD Cyber Security PhD Data Science and Analytics PhD Economics PhD Policy Studies PhD		
Master's	Accounting & Finance Applied Mathematics Applied Social Sciences (e.g., Applied Economics and Policy Analysis, Cities & Modernity, Global Politics, Critical Social Research, Criminology & Social Justice, Global Cities) Data Science and Analytics International Economics MBA Business Administration		

# SMA2 Potential New Programs

- Surveyed deans, chairs and directors in November and December
- Considerations for inclusion:
  - Is new funding required?
  - Can new program meet all approvals by Fall 2018 and be launched by Fall 2019 (Senate, Board, Quality Council, MAESD)?
  - Does it meet the Government's societal need, student demand, uniqueness and fit with institutional mission criteria?

# Financial Sustainability Metrics

## ➤ **Net Income / (Loss)**

**Ratio:** Measures the percentage of revenues that contribute to net assets. The objective of this ratio is to track trends in institution's net earnings.

## ➤ **Net Operating**

**Revenues Ratio:** Operating cash flow as a proportion of revenues. This ratio provides an indication of the extent to which institutions are generating positive cash flows in the long run to be financially sustainable.

## ➤ **Primary Reserve Ratio:**

Number of days an institution could function using only its resources that can be expended without restrictions. This ratio provides an indication of the university's financial strength and flexibility.

## ➤ **Interest Burden Ratio:**

Proportion of total expenses supporting the annual cost of servicing debt. This is an indicator of debt affordability, as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt.

➤ **Viability Ratio:** Proportion of long-term debt that could be settled using only resources that can be expended without restrictions. This metric provides an indication of the funds on hand to settle long-term obligations.

# Anticipated SMA2 Process

• Process finalized	• February
• Initial community consultations	• Early February
• Negotiator consultations	• February/March/April
• Further community consultations and governance engagement	• March/April
• Negotiations to finalize SMA	• April to “summer”



# Some Questions

- What should be the University's top priorities in negotiations?
- What Performance Metrics and targets should be included?
- Which new programs will be ready for SMA2?
- What initiatives should be highlighted for each of the 5 Shared Objectives and Priorities?
- Which Collaborations and Partnerships should be highlighted?

Submit suggestions to [sma2017@Ryerson.ca](mailto:sma2017@Ryerson.ca)