

# Strategic Mandate Agreement 3 Update

February 5, 2020



University of Windsor

# Introductory Remarks

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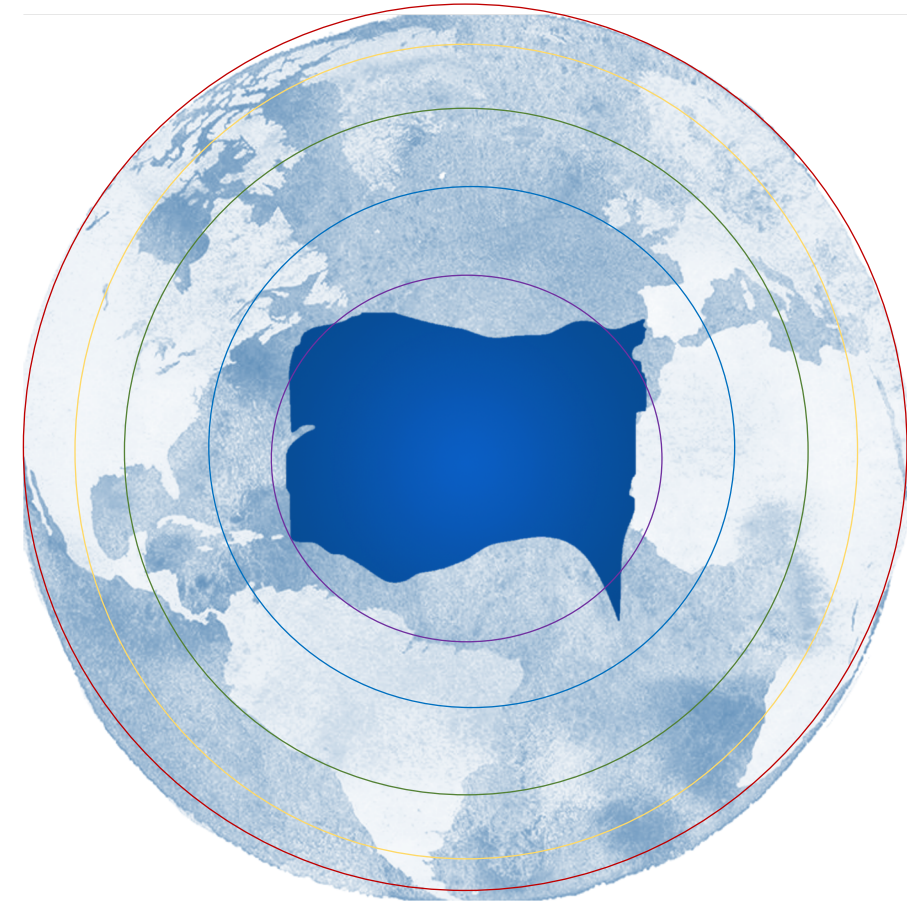
# Process

- August-December: Deans/AAU heads
- October 24 and 31: Townhall #1
- December 13: Update to Senate
- December 17: Submission to Ministry of Colleges and Universities (MCU)
- January 29: Feedback from MCU
- Today: Town Hall #2
- February 14: Senate Discussion
- February 25: Board of Governors
- February 26: Submission to MCU



# SMA3: Proposed Core Argument

- A regionally focused, globally connected comprehensive university
- Windsor's unique context and our role in the region:
  - Economic diversification
  - Labour force stability
  - Quality of life and cultural vibrancy
  - Active, well-informed citizenry and civic leadership
  - Adaptability to change
- Employment and outcomes lens, but diverse drivers enable communities to thrive



# SMA3 Funding Implications

	20/21	21/22	22/23	23/24	24/25
	Year 1	Year 2	Year 3	Year 4	Year 5
Metrics Activated	6	9	10	10	10
Funding Proportion	25%	35%	45%	55%	60%
Est. Amount (\$ million)	\$23.5	\$32.8	\$42.3	\$51.6	\$56.4



# SMA3 Metrics

## **Year 1: 2020-21**

1. Graduate Employment
2. Graduation Rate
3. Institutional Strength and Focus\*
4. Research Funding and Capacity
5. Community/Local Impact
6. Institution Specific Economic Impact Metric\*

## **Year 2: 2021-22**

7. Graduate Earnings
8. Experiential Learning
9. Innovation: Industry Funding

## **Year 3: 2022-23+**

10. Skills and Competencies



# Institutional Strength and Focus

- Government will consider proportion of enrolment (c. 40%)
- Should focus on academic disciplines, not delivery method or category of students
- Group programs by a commonly reported classification
- Feedback: submit targets both 'n' and proportion of enrolment



# Institutional Strength and Focus: Windsor's Parameters

- Enrolment stability and/or manageability
- Risk and balance
- Growth capacity (within the University)
- MCU focus – Skills & Job Outcomes; Community & Economic Impact
- Validity in terms of core argument
- Campus representation
- SMA3 ≠ Institutional Strategic Plan





# Regional Focus and Global Reach

## **Economic Diversification**

Innovation, automation, agricultural science, applied technologies, artificial intelligence, the green economy, health science

## **Labour Force Stability**

Professional services, health care, highly qualified personnel, technological currency, management and leadership

## **Quality of Life and Urban Vitality**

Creative economy, healthy communities, ethics and social justice, citizen engagement

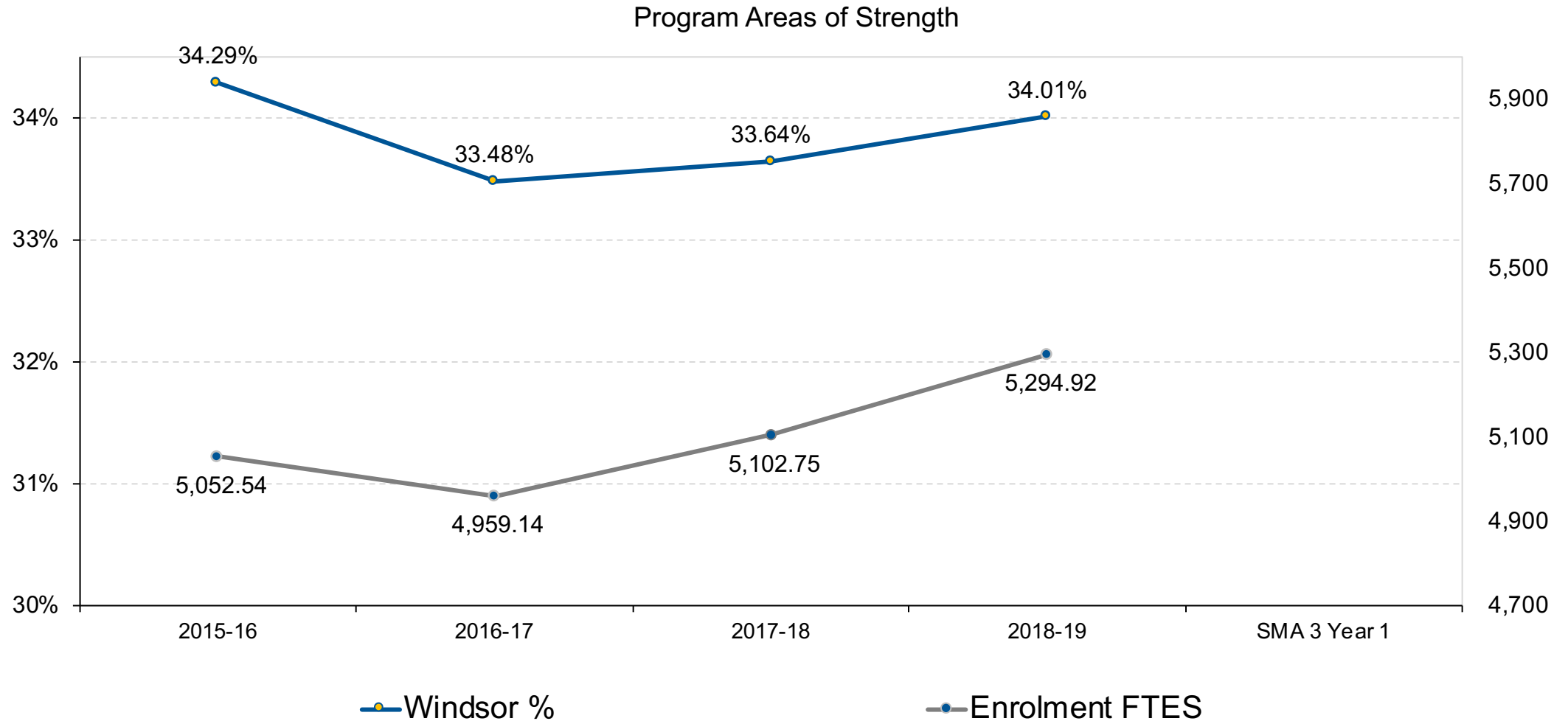


# Enrolment Data

	2015-16	2016-17	2017-18	2018-19
<b>Total %</b>	<b>34.29%</b>	<b>33.48%</b>	<b>33.64%</b>	<b>34.01%</b>
<b>Communications, Media &amp; Film</b>	256.5	243.25	253.8	255.8
<b>Electrical Engineering</b>	620.27	671.37	767.05	934.77
<b>Health Sciences</b>	1,009.15	991.28	1,029.90	1,080.20
<b>Law</b>	694.2	715.65	712.3	713.95
<b>Psychology</b>	851.72	830.5	862.9	882
<b>Business</b>	1,620.70	1,507.10	1,476.80	1,428.20
<b>Total</b>	5,052.54	4,959.14	5,102.75	5,294.92
<b>Windsor Total FTEs</b>	<b>14,736.26</b>	<b>14,812.57</b>	<b>15,168.33</b>	<b>15,570.29</b>



# Proposed Program Area of Strength



# Economic Impact Indicator

- Non-Local Student Expenditure (KPMG)
- All students we bring in from outside Windsor Essex County
- Current estimate \$133M annually
- KPMG calculating based primarily on easily verifiable StatsCan data
- Ministry has confirmed the acceptance of this metric with caveats, as we have included international students in the calculation
- Awaiting final calculations from KPMG



# Weightings: Strategic Approach

- Protect performance-based funding (i.e. Government Grant)
  - No new money
- Limit risks by attaching larger weights to:
  - Metrics where we are meeting targets
  - Stable and predictable metrics
  - Metrics where we have more influence/control
- Plan and work collectively to address shortfalls in metrics
  - Establish a community-engaged process



	<b>Institutional Assigned Weightings &amp; Notional Performance/Outcomes-Based Funding</b>									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
<b>Metric</b>	<b>(%)</b>	<b>(\$)</b>	<b>(%)</b>	<b>(\$)</b>	<b>(%)</b>	<b>(\$)</b>	<b>(%)</b>	<b>(\$)</b>	<b>(%)</b>	<b>(\$)</b>
1. Graduate Employment Rate in a Related Field	10%	2,347,297	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
2. Institutional Strength/Focus	25%	5,868,243	20%	6,572,432	20%	8,450,270	20%	10,328,108	20%	11,267,026
3. Graduation Rate	10%	2,347,297	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
4. Community/Local Impact	35%	8,215,540	30%	9,858,648	25%	10,562,837	25%	12,910,135	25%	14,083,783
5. Institution-Specific (Economic Impact)	10%	2,347,297	20%	6,572,432	20%	8,450,270	20%	10,328,108	20%	11,267,026
6. Research Funding & Capacity: Federal Tri- Agency Funding Secured	10%	2,347,297	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
7. Experiential Learning	--	--	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
8. Innovation: Research Revenue Attracted from Private Sector Sources	--	--	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
9. Graduate Employment Earnings	--	--	5%	1,643,108	5%	2,112,567	5%	2,582,027	5%	2,816,757
10. Skills & Competencies*	--	--	--	--	5%	2,112,567	5%	2,582,027	5%	2,816,757



# MCU Updates and Feedback

- Research revenue attracted from private sector sources has been broadened considerably.
- Weightings can now be adjusted three times during the term of the SMA, rather than once.
- Small technical adjustments to calculation and application of targets.
- Suggested minor revisions mostly focused on removal of technical concerns around metrics calculations



# Next Steps: Consultation Process

## November

Ministry Meeting  
Deans Meeting

## December

Deans, Associate Deans,  
and Heads Meeting  
Senate Update  
Draft Submission  
December 17

## January

Senate Update  
Ministry Review  
Teleconference Feedback  
Board Meeting Update  
Town Hall

## February

Campus Review of Draft  
Senate Document  
Discussion  
Revision & resubmission  
Board of Governors  
(approval)

## March

SMA3  
complete





# Discussion

Contact us: [sma3@uwindsor.ca](mailto:sma3@uwindsor.ca)

Information and resources: [www.uwindsor.ca/sma3](http://www.uwindsor.ca/sma3)

