

SMA3 Development Process

September 23, 2021

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YORK 



Strategic Mandate Agreement 3 – What is it?

An agreement between the Province and each Ontario postsecondary institution, setting out:

1. Our enrolment corridor and associated grant funding for the five year term 2020-2025;
2. Program areas where we anticipate growing; and
3. Performance indicators and targets to be achieved.

Late Summer 2019 York received from the Province:

- An SMA template pre-populated with 9 metrics and baseline data, or data requirements
- Proposed targets for performance on metrics based on provincial algorithms
- Request to provide:
 - One institutional metric on “Economic & Community Impact”
 - Weighting of metrics, within set limits
 - Narrative discussion of our strengths and priorities, up to 500 words in each section

Community and Senate Consultation Schedule

The Provost's Office established a website and hosted internal consultations to share information about the SMA3 process and to determine how we can best position the University and demonstrate our strengths.

Members of the community were invited to participate in the following SMA3 consultation sessions:

- Keele Campus: Thursday, Sept. 12, from 1 to 2:30 p.m. in the Moot Court, Osgoode Hall Law School
- Glendon Campus: Thursday, Sept. 19, from 9:30 to 11 a.m. in the Glendon Senate Chamber

Senate agenda and meetings included updates and discussion about SMA3 on:

- September 26, 2019
- November 28, 2019
- December 19, 2019
- January 23, 2020



Principles for SMA3 Development

York University will continue to pursue our priorities as set out in the University Academic Plan. We seek to position the University to demonstrate its strengths in a way that aligns with, and continues to advance, York's mission, vision, values and academic priorities in the SMA3 context.

The weighting of SMA3 metrics will reflect University priorities while also mitigating risks of funding loss based on analysis of historical data, plans and projections for the future, and the University's ability to impact performance on specific metrics.

The definition of York's *Institution-specific Economic Impact Metric* will be based on analysis of data that is available or could be secured to demonstrate how the University's existing and planned future activities create economic benefits and opportunities, as well as other positive impacts, for people and communities in the province.

SMA3 York Principles - Implementation

York University will continue to pursue our University Academic Plan. York's SMA3 should reflect, but not drive, internal decisions and expectations about the size and mix of academic program offerings and research activities at the University.

The University will approach SMA3 implementation as a collective responsibility. Performance on metrics will be reported and assessed at an institutional level. It is understood that different areas of the University will contribute different strengths to the University's overall performance on metrics.

The University will work proactively to maximize provincial grant funding and mitigate risk, in order to support the full breadth of important activities and programming that take place across our campuses.

Should there be any reduction in York's government grant as a result of performance under SMA3 metrics, an analysis of root causes/factors will be completed. Any adjustments or additional resource support decision-making would first consider the University Academic Plan and/or other relevant institutional plans or strategic initiatives.

Discussion Questions for Consultation

1. Do the York SMA3 principles effectively position the institution to pursue academic priorities within the government funding framework?
2. What could our institution-specific, Economic Impact, metric be?
3. What are key strategies for achieving UAP priorities that would improve performance on SMA3 metrics?

1. Est-ce que les principes SMA3 de York mettent l'institution en position de poursuivre les priorités académiques dans le cadre de financement du gouvernement?
2. Que serait notre propre mesure, Impact économique?
3. Quelles sont les stratégies clés pour atteindre les priorités du Plan académique de l'Université qui amélioreraient la performance des mesures SMA3?

Why Senate consultation but not approval?

- The SMA3 is fundamentally an operational document that sets parameters and conditions for our government funding.
- Areas where the University has flexibility, for example in weighting the performance metrics, are addressed strategically to protect our funding.
- Narrative discussion of York's strengths and priorities reflects the University Academic Plan, 2020-2025, as approved by Senate.
- Operational plans generally do not come to Senate for approval. The UAP is approved by Senate, and operational plans speak to the actions, enrolment plans, etc. that implement our UAP.
- SMA3 nonetheless is brought to Senate for information and input which informs our discussions with government, including our efforts with others in the sector to shape the SMA framework and process.