

2020-2025 Strategic Mandate Agreement

UNIVERSITY OF TORONTO
27 KINGS COLLEGE CIRCLE
TORONTO ON M5S 1A1



Ontario 
MINISTRY OF COLLEGES AND UNIVERSITIES

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Signing Page

2020-2025 Strategic Mandate Agreement

Signed Between

University of Toronto

And

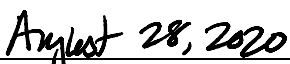
Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of
Colleges and Universities by:

SIGNED for and on behalf of the University of
Toronto by:


Shelley Tapp
Deputy Minister


Dr. Meric Gertler
President


Date

Sept 4, 2020
Date

This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.

The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.

Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.

The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and the University of Toronto is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the university's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the university's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

UofT is proud of its differentiated role in the Ontario post-secondary system as Canada's flagship university. Nationally, UofT is consistently ranked as the #1 university in Canada and continues to climb in the international rankings as one of the top 10 public institutions globally. UofT's strategic goals for the future are summarized in the President's [Three Priorities](#): (1) leverage our urban location(s) more fully, for the mutual benefit of University and City; (2) strengthen and deepen key international partnerships by means of a well-defined strategic focus; and, (3) re-imagine and reinvent undergraduate education. Underpinning these three priorities is UofT's [Towards 2030](#) framework, which outlines the University's distinctive role as a research-intensive institution, with a global reputation for generating new and transformative discoveries. The framework notes the two key strengths of the University are (a) its breadth of disciplines and (b) its close relationship, and contributions to, the prosperity of the Toronto region, Ontario, and Canada.

In order to leverage our urban location more fully, UofT has redoubled its community engagement efforts. This includes an unwavering commitment to access and providing supports for students to succeed in and beyond their degrees. UofT also recently signed two new agreements in the city-region: [one with the City of Toronto](#) to find solutions to issues such as accessible transit, healthy food, and environmental sustainability for citizens in the Toronto region; and [one with the Toronto District School Board](#) to establish a pilot program for underrepresented high school students in the Toronto-region to take courses at UofT, earn credits, and participate in co-op placements on campus.

UofT has established an [Institutional Strategic Research Plan \(2018 – 2023\)](#) with five key objectives in the areas of (1) global leadership in research and innovation; (2) collaboration, partnerships, and engagement; (3) equity, diversity, and inclusion; (4) the integration of research and innovation into the curricular experience; and (5) strengthening institutional supports that foster research and innovation excellence. This plan leverages UofT's ranking as Canada's most innovative university (according to Reuters [we are now 27th in the world](#)) by emphasizing both the breadth and depth of our academic strengths, which, according to *Times Higher Education*, [ranks UofT as one of only eight universities in the world to place in the top 50 across 11 subjects](#).

UofT is re-imagining and reinventing undergraduate education by making experiential and work-integrated learning a priority across the University. Nearly half of all UofT students participate in [two or more high-impact practices](#), such as studying abroad or doing a workplace internship or field placement – with increased engagement outside the classroom through a significant uptake in the use of the [co-curricular record](#). UofT offers some of the longest-standing and largest co-op programs in Ontario, with many students participating in the [Professional Experience Year program](#) – where they [earn a salary](#) and frequently find permanent jobs after graduation.

The effects of COVID-19 on UofT, and the higher education landscape more broadly, have been significant and will have implications for the future. The changing economic outlook may have an impact on graduate employment rates and related earnings, as the workforce shifts its focus from growth to recovery. Sponsored research might also be impacted as industry partners re-prioritize their resources. Engagement with the international community

and experiential learning opportunities, which are centered around travel and in-person placements, are also undergoing a shift as they are reimagined for a COVID-19 context. In order to address these areas of concern, UofT has established a COVID-19 Response and Adaption Committee tasked with promoting health and safety, advancing academic excellence, and meeting the needs of our community.

Performance-Based Funding

Notional Annual Allocation

For the 2020-2025 SMA cycle, the University of Toronto’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the university funding model and Ontario’s Performance-based Funding Technical Manual. The University of Toronto’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21*	2021-22*	2022-23	2023-24	2024-25
Differentiation Envelope	\$188,468,931	\$257,068,365	\$325,669,841	\$394,271,316	\$428,572,054
Performance-based Grant	\$168,126,475	\$235,377,065	\$302,627,655	\$369,878,245	\$403,503,540

* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.

**Further details on calculations are available in Ontario’s Performance -based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.

***The notional allocations presented above are estimates based on 2019-20 final operating grant totals.

Institutional Weighting Strategy

The performance-based funding mechanism in this SMA enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance-based Funding									
	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%	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a Related Field	10%	\$16,812,647	5%	\$11,768,853	5%	\$15,131,383	5%	\$18,493,912	5%	\$20,175,177
2. Institutional Strength/Focus	15%	\$25,218,971	15%	\$35,306,560	15%	\$45,394,148	15%	\$55,481,737	15%	\$60,525,531
3. Graduation Rate	15%	\$25,218,971	10%	\$23,537,706	10%	\$30,262,765	10%	\$36,987,824	10%	\$40,350,354
4. Community/Local Impact – Student Enrolment	15%	\$25,218,971	10%	\$23,537,706	10%	\$30,262,765	10%	\$36,987,824	10%	\$40,350,354
5. Economic Impact (Institution-specific)	20%	\$33,625,295	15%	\$35,306,560	15%	\$45,394,148	15%	\$55,481,737	15%	\$60,525,531
6. Research Funding & Capacity: Federal Tri-Agency Funding Secured	25%	\$42,031,619	20%	\$47,075,413	15%	\$45,394,148	15%	\$55,481,737	15%	\$60,525,531
7. Experiential Learning	--	--	5%	\$11,768,853	5%	\$15,131,383	5%	\$18,493,912	5%	\$20,175,177
8. Research Revenue Attracted from Private Sector Sources	--	--	15%	\$35,306,560	15%	\$45,394,148	15%	\$55,481,737	15%	\$60,525,531
9. Graduate Employment Earnings	--	--	5%	\$11,768,853	5%	\$15,131,383	5%	\$18,493,912	5%	\$20,175,177
10. Skills & Competencies	--	--	--	--	5%	\$15,131,383	5%	\$18,493,912	5%	\$20,175,177

Priority Areas and Performance Metrics

Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, the allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills & Job Outcomes

This priority area seeks to measure and evaluate the university's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Economic & Community Impact

This priority area seeks to measure and evaluate the university's role in supporting Ontario's economy. Metrics measure the attraction of federal research funding; funding from private sector sources; the positive economic impact on local economies brought by students at an institution, and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Research Funding & Capacity: Federal Tri-Agency Funding Secured
- Research Revenue Attracted from Private Sector Sources

Productivity, Accountability & Transparency

To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:

- Faculty Activity
- Faculty Compensation

Skills & Job Outcomes

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for the University of Toronto and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of 5% of annual performance-based funding notional allocation for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

Graduate Employment Rate in a Related Field

Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either “closely” or “somewhat” related to the skills they developed in their university program, two years after graduation

Metric initiated in 2020-21

Narrative

UofT places a strong emphasis on the employment outcomes of our graduates across a wide range of fields, disciplines, and careers. We continue to see strong performance in employability rankings, with UofT placing among the top 15 worldwide, and 1st in Canada, in both the [Times Higher Education](#) and [Quacquarelli Symonds](#) (QS) global employability rankings. As an institution, we see [strong employment rates above 90%](#) for our graduates two years after receiving their degrees.

A key initiative is UofT’s signature [Backpack to Briefcase](#) (b2B) program at the Faculty of Arts & Science, which facilitates connections between students and recent graduates with successful alumni in their fields. The b2B program provides opportunities for hundreds of students to meet with alumni for guidance, career advice, and experiential learning. b2B offers a combination of career skills workshops, networking, informational interviews, and experience building and maintaining professional connections in order to provide a strong foundation for career success. The capstone of the b2B program is the ‘mentorship meal’ – which brings together small groups of alumni, students, and recent graduates (approximately 20-25) from the same discipline to discuss career paths. Last year, more than 1,300 students and 150 alumni volunteers, representing more than 40 academic units at UofT, took part in the b2B program.

In order to support and promote the employability of our graduates, UofT has made significant investments to ensure innovation, commercialization, and entrepreneurship are thriving across our three campuses. This includes centres and services such as the [Innovations & Partnerships Office](#), [ONRamp](#) – a UofT facility dedicated to start-ups and entrepreneurs, and an ever-increasing number of [University-led incubators and accelerators](#). These resources provide students and graduates with unique expertise in entrepreneurship and innovation, making them attractive to employers of all types. Over the past decade, UofT entrepreneurs have created more [than 500 start-up](#)

[companies, attracted more than \\$1.5 billion in total investment](#), and generated more than [\\$10 million in annual sales](#). UofT plans to continue to support and promote this ecosystem on campus through [an extensive number of academic courses](#) focused on entrepreneurship, innovation, marketing, intellectual property, and beyond – spread across Faculties and departments at the graduate, undergraduate, extra-curricular, and non-credit levels.

As a global institution, UofT is proud to attract and support international students from more than [168 countries around the world, who make up approximately 23% of the student body across our three campuses](#). Many of these international students return to their home countries, where they apply what they have learned at UofT to embark on careers and contribute to their local economies, creating a global network for all our graduates. Others remain in Canada and contribute to economic growth and knowledge building in regions across the country. According to a [UofT study of 10,000 of our PhD graduates from 2000 – 2015](#), 46% of the international and permanent resident PhD graduates found employment in Canada, resulting in significant ‘brain gain.’

Source: Ministry of Colleges and Universities - Ontario University Graduate Survey

Institutional Strength/Focus

Full-Time Enrolment in Broad Arts & Science Disciplines, including Emerging Data Science Fields

Proportion of enrolment (FFTEs, domestic and international, all terms for undergraduate students and Summer and Fall terms for graduate students) in an institution’s program area(s) of strength

Metric initiated in 2020-21

Narrative

UofT is among just a handful of schools ranked by the [Times Higher Education as placing in the top 50 world university rankings across 11 subjects](#), from engineering and technology, to the arts, humanities, life sciences, and the social sciences. UofT’s strategic focus is built on our institutional strength of breadth and depth by promoting excellence across all subjects. For instance, the [Jackman Humanities Institute](#) provides a home for our scholars and students to create new and interdisciplinary research and study networks, and find funding to bring arts and the humanities out of the classroom and into the public domain. In the social sciences, the [Munk School of Global Affairs and Public Policy](#) provides cross disciplinary academic programs focused on research, teaching, and public engagement. Further, UofT and its network of partner hospitals continue to draw and support students, professionals, and researchers working across the range of health sciences.

As an institution, and in the higher education sector more broadly, we are seeing a shift in student interest towards the sciences, technology, engineering, and mathematics disciplines (STEM). Within the range of STEM fields, UofT has distinguished itself in the area of data science, artificial intelligence (AI) and machine learning (ML). In the past few years, UofT and the Toronto city-region have become globally recognized as a hub for AI and ML for students, teachers, researchers, industry partners, and investors. At UofT, the core competencies for the AI and ML areas fall within the data sciences, mathematics, statistics, and computer sciences fields.

UofT will grow enrolment across the programs selected for this metric, which are a combination of the humanities, social sciences, and the sciences – plus areas of emerging demand in the STEM-related fields. The strength of these programs at the University is supported by the [Times Higher Education world university rankings by subject](#), in particular the sub-scores related to teaching and the learning environment. This reflects UofT’s breadth and depth across disciplines, while also emphasizing the important role that the Faculty of Arts & Science and our Mississauga and Scarborough campuses have in bringing together the sciences, social sciences, and humanities in order to allow our students to combine major areas of concentration across these spheres of knowledge to construct their own truly interdisciplinary degrees.

In order to promote our interdisciplinary strengths, UofT recently received a historic gift of [\\$100 million from Gerald Schwartz and Heather Reisman](#) to support both the Schwartz Reisman Innovation Centre and the Schwartz Reisman Institute for Technology and Society, with mandates to explore and address the ethical and societal implications of emerging technologies. Both the Institute and the Centre will draw on UofT's strengths in the areas of sciences, humanities, and social sciences to explore the benefits and challenges that technological advances present to our society and economy.

Source: Provided by Institutions, validated by University Statistical Enrolment Report (USER)/Ministry of Colleges and Universities

Graduation Rate

Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years

Metric initiated in 2020-21

Narrative

UofT has taken a data-driven approach to understanding and improving undergraduate graduation rates. By looking at both year-to-year retention rates alongside the overall seven-year graduation rates, UofT is more actively mapping out the undergraduate student academic lifecycle to better understand how our students are moving towards graduation. As an institution, we have invested heavily in a suite of new Tableau-based tools to assist in the development of student support systems that are data informed. Many of the reports and insights are publicly available on [UofT's Institutional Data Hub](#), including performance indicators, rankings, funding, and more. UofT has established an array of services to help students succeed early on in their studies. Examples include the [academic alert](#), which provides outreach to academically at-risk students to encourage them to use the services and resources available; and the [Academic Success Centre](#), which helps students navigate and maximize their university education.

As highlighted in the [2017 National Survey of Student Engagement](#), UofT has done very well relative to its peers in first-year higher-order learning, reflective and integrative learning, discussions with diverse others, student-faculty interactions, and effective teaching practices. First year is a critical time for undergraduate students, and initiatives such as UofT's unique [first-year foundations program](#) provide an experience built around small-group courses, seminars, and experiential learning opportunities that are specifically designed to develop intellectual independence, critical thinking, and writing skills. UofT will continue to lead the way in developing and providing programs and supports that ensure all our undergraduate students have a solid foundation for future success in their degrees.

The University has implemented several initiatives to enhance our students' ability to navigate the wide array of services available to them. Some highlights include the [Expert Panel on Undergraduate Student Education Experience](#) (USEE), which has been tasked with developing a vision for student experience that connects all of our events, programs, and activities around a progression of academic and professional skills development. The central aim of USEE is to help students connect their studies to their personal and professional goals. A new [wellness website](#) houses a number of resources focused on healthy student habits built around the four pillars of mental health, physical health, nutritional health, and safety. UofT has also established and invested in several on-campus resource centres: [Accessibility Services](#), the [Health & Wellness Centre](#), the [Sexual Violence Prevention & Support Centre](#), and the [Accessibility for Ontarians with Disabilities Act Office](#) to ensure all of our students have access to the supports and services they need to succeed in their degrees. Earlier this year, the University's President and Provost struck a [Task Force on Student Mental Health](#), following on the 2014 report on the Mental Health

Framework. The purpose of the Task Force is to recommend new supports for students with mental health to support their academic and personal success.

Source: University Graduation Rate Data Collections

Graduate Employment Earnings

Median employment earnings of university graduates, two years after graduation

Metric initiated in 2021-22

Narrative

As an international research institution, UofT places the highest priority on the success of our graduates across a wide range of fields and careers. All UofT graduates are equipped with a first-class degree and the skills, experiences, and connections for a lifetime of career possibilities. According to the [Times Higher Education, we are ranked 1st in Canada and top 15 worldwide for graduate employability](#). In order to facilitate their success as measured by earnings and other factors, UofT has several initiatives aimed at jump-starting our students' careers shortly after graduation.

UofT has continued to host its signature [Next Steps Conference](#), aimed at assisting upper-year students and recent graduates as they prepare for life after graduation through career exploration and networking opportunities. The conference features industry panels from a range of sectors such as social services, research and development, and education. The conference also provides several information sessions centered around internships, working internationally, and post-graduate career pathways.

UofT has continued to grow its [Career Learning Network](#) (CLNx) which helps students find pathways to meaningful work by matching them with jobs, providing skills development tools, and connecting them to industry partners to build their professional networks. The number of companies registered with the CLNx has increased [by more than 90% over the past 3 years](#), and currently features 7,000 industry partners who are actively seeking new hires, engaging in campus events such as career fairs and information sessions, and providing job shadowing opportunities to our students. Through the CLNx, UofT students have access to more than 13,000 job postings, many of which are international, and frequently evolve into long-term careers.

As noted above regarding the graduate employment rate metric, UofT is a global institution and one of the President's three priorities is to strengthen and deepen our key international partnerships. UofT is proud to support a robust community of international alumni who contribute to the global economy in a meaningful way. As an institution, UofT recently captured the outcomes of all our graduates – both domestically and abroad – through the [alumni impact survey](#). Highlights include 97% of our alumni being employed (higher than the national average), more than 150,000 for-profit ventures founded, and an estimated 3.7 million jobs created globally. Further, according to the survey, alumni-founded companies around the world generate billions of dollars in revenue – an amount roughly equivalent to one quarter of the Canadian GDP. The majority of these companies are founded in Canada and demonstrate the value of international partnerships as an important means of providing our students and graduates with opportunities here and abroad that are relevant to our increasingly global economy.

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

Experiential Learning

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s)

Metric initiated in 2021-22

Narrative

A key component of UofT's priority for re-inventing and reimagining undergraduate education is the integration of experiential and work-integrated learning across all our programs. Our goal is to ensure that every undergraduate student at UofT has at least one experiential and/or work-integrated learning experience during the course of their studies. UofT's approach in this area is two-fold: developing new experiential learning resources, programs, and opportunities for students; and, identifying existing experiential learning courses and offerings to scale across the University. According to the 2017 [National Survey of Student Engagement](#), nearly half of all UofT students participate in two or more high-impact practices, such as an internship or field placement, studying abroad, or a research project with a faculty member.

UofT offers some of the longest-standing and largest co-op programs in Ontario. At the University of Toronto Mississauga, the [Experiential Education Unit](#) provides students with a range of learning opportunities. At University of Toronto Scarborough, more than 2,400 students participate each year in the [co-op program](#). And, at the St. George Campus, more than 1,100 students participate in the [Professional Experience Year program](#) – with many finding permanent jobs in these organizations after graduation. Another popular and impactful program run on all three campuses is Alternative Reading Week, which provides hundreds of students with opportunities to immerse themselves in volunteer projects with local community organizations, such as skills building for newcomers to Canada, job fair planning and support, and organizing public art exhibits around the Toronto region.

UofT continues to see students engage with learning outside the classroom through significant uptake in the use of the [co-curricular record](#) (CCR). The CCR is designed to help students find experiential and work-integrated learning at U of T in places outside the classroom, while also capturing the skills and experiences gained through these opportunities on an official document. Since launching in 2013, the [CCR Framework](#) has provided more than 17,000 opportunities to students, and continues to foster skills development through a [centralized directory](#) of both paid and unpaid opportunities on campus.

As UofT continues re-imagining and reinventing undergraduate education, a key resource will be the new centralized [experiential learning hub](#) which helps students navigate the wealth of opportunities currently available and provides them with the resources needed to capitalize on these offerings. This new experiential learning hub connects students, faculty, staff, and external partners in a central place, and includes learning modules for developing, sharing, and navigating experiential learning opportunities. The hub is based around three pillars: community engagement with stakeholders to provide students with opportunities, competency development through reflection and integration with academic knowledge, and measurable disciplinary outcomes that students are expected to learn that are particular to their area(s) of study.

UofT's Institutional Data Hub [has published some performance indicators](#) which showcase undergraduate experiential learning and service learning metrics at UofT. Highlights include 80% of students indicating experiential learning deepened their understanding of academic content, and more than 7,000 undergraduate paid placements in 2017-18.

Source: Institutions

Skills & Competencies

Education and Skills Online: Random sample of students (domestic and international)

Metric initiated in 2022-23

Narrative

UofT recognizes the importance of ensuring all our graduates are prepared with the skills and tools necessary to thrive in ever-evolving, technologically rich environments. Through a combination of first-rate courses and programs, a wealth of learning opportunities both within and beyond the classroom, and an incredibly diverse intellectual community – all UofT graduates are prepared to excel. UofT reviews all of its academic programs on a continuous and cyclical basis through a rigorous [quality assurance process](#) to ensure the educational experiences of our students are unparalleled. The quality assurance process involves a critical examination of every aspect of our programs, including a clear articulation of the learning outcomes, a review of the teaching methods, and a strong commitment to assessing and aligning skills, competencies, and student experiences. As highlighted in the strategic narrative for graduate employability and earnings, UofT’s ability to provide its graduates with key skills and competencies is evidenced by the success of our alumni all around the world, and our leading employability rankings nationally and internationally.

As the Education & Skills Online (ESO) is a new assessment tool to the higher-education sector in Ontario, UofT is interested to see how it will be received. Standardized tests around the world are a contentious topic with ongoing discussions about their advantages, disadvantages, and the potential use cases for the test results and associated data. UofT’s own scholars, researchers, and educators at the Ontario Institute for Studies in Education have worked on the topic of standardized testing.

UofT’s largest Faculty, the Faculty of Arts & Science has implemented a breadth requirement to ensure all undergraduates gain knowledge and understanding outside of their main fields of interest during the course of their studies. The breadth requirements are spread across five categories: (1) creative and cultural representations; (2) thought, belief, and behaviour; (3) society and its institutions; (4) living things and their environment; (5) the physical and mathematical universes. Students are required to complete courses in each of these areas, and fulfill their breadth requirements, prior to graduation.

Following the launch of this metric, and as data from the ESO assessment tool becomes available, UofT’s Office of the Vice-Provost, Innovations in Undergraduate Experience will take the lead in evaluating the results, and the Centre for Teaching Support & Innovation (CTSI) will take an active role in translating the results into actionable insights and initiatives for the faculty. This will further complement CTSI’s already existing library of pedagogical and technological resources and supports to teaching staff at UofT, such as curriculum renewal guides, course design workshops, and an academic toolbox of educational technologies.

Source: Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)

Economic & Community Impact

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for the University of Toronto and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

Community/Local Impact of Student Enrolment

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located
Metric initiated in 2020-21
Narrative
<p>Leveraging our urban location, for the mutual benefit of the City and the University, is one the President’s three priorities for UofT. As an institution, we are incredibly fortunate to be located in one of the world’s most open, culturally vibrant, and economically dynamic city-regions. UofT’s approach to enhancing its community and local impact is well summarized in the Three Priorities: A Discussion Paper, which highlights four strategic goals: (1) improve the state of our host city-region; (2) enhance the University’s success in attracting and retaining talented faculty, students, and staff; (3) promote further success in research, teaching, and learning in areas relevant to our urban environment; and (4) enhance UofT’s standing and reputation as a city-building institution.</p> <p>By exploring new and imaginative ways to take advantage of our three campuses in the Toronto region, and deepening our relationships with local partners, UofT can continue to have a meaningful and positive impact on our local communities. For instance, UofT operates two significant clinics in the Toronto region: the IMAGINE clinic (Interprofessional Medical and Allied Groups for Improving Neighbourhood Environments), and the Faculty of Dentistry’s dental care clinic. The IMAGINE clinic is a student-run, community initiative that provides health care to the underserved and homeless populations of Toronto. Similarly, the Faculty of Dentistry’s dental care clinic provides high-quality, affordable dental care to more than 78,000 visitors each year. Both the IMAGINE clinic and dental care clinic are a part of UofT’s commitment to providing our communities with excellent and accessible services, while also providing opportunities for our students to gain valuable first-hand experiences working in the field.</p> <p>UofT also enjoys many long-standing and successful relationships with our local partners. Highlights include partnerships with the Royal Ontario Museum, which collaborates with our academic units in areas such as archaeology and biology; the development of the Toronto PanAm Sports Centre in Scarborough, jointly owned by the City of Toronto and the University of Toronto; and our close ties with the City of Mississauga through our active participation in organizations like the Economic Development Advisory Board – which provides advice and input to the City on economic sustainability.</p> <p>UofT also has an unwavering commitment to access, ensuring that financial circumstances do not stand in the way of any student, including those in the Toronto region. In 2017-18, UofT provided more than \$210 million in student aid – more than any other university in the Province. With 56% of our domestic students, across all</p>

divisions, receiving financial support through the Ontario Student Assistance Program (OSAP), UofT continues to be one of Canada’s most accessible universities. Moreover, of those receiving OSAP in direct-entry programs, 46% come from households with a combined parental income of \$50,000 or less, compared to the average of 37% at all other Ontario universities. UofT’s dedication to supporting a higher proportion of students from lower-income families has made a significant impact on our local community and is evidenced by the high number of Toronto-region students who choose UofT.

Source: University Statistical Enrolment Report (USER), Ministry of Colleges and Universities, Census Data/Statistics Canada

Economic Impact (Institution-specific)

U of T Supported Start-Ups

Number of start-ups being actively supported by incubators and campus-led accelerators across the University’s three campuses.

Metric initiated in 2020-21

Narrative

UofT supports a vigorous program of commercialization and entrepreneurship through its [eleven incubators and campus-led accelerators](#), and is known as one of North America’s leading universities for the creation of start-up companies. For the purposes of this metric, we have chosen an indicator that reflects UofT’s success in this area, and the continued growth of our entrepreneurial ecosystem.

UofT’s institution-specific economic impact metric will be the number of start-ups being actively supported by incubators and campus-led accelerators across the University’s three campuses. As UofT’s entrepreneurial ecosystem supports start-ups from a variety of backgrounds, and across the full range of their lifecycles – from ideation to commercialization – this metric will allow us to capture the greatest breadth of teams, individuals, and identifiable groups working within our community. UofT is proud to provide support through its incubation programs to both incorporated entities focused on innovation, as well as students and faculty working towards incorporation. This metric will reflect the incredible diversity of our start-up environment, which supports projects and ideas from all fields, and provides a wealth of opportunities to UofT students and faculty entrepreneurs from every discipline.

The data for this metric will be captured on an annual basis through a survey of UofT’s incubators and campus-led accelerators. The names of all start-ups currently receiving support through UofT programs will then be aggregated to represent the University as a whole. UofT’s goal is to increase the total number of start-ups captured in this metric as we continue to grow and promote our entrepreneurial ecosystem. At the same time, as start-ups grow beyond the need for support and become independently successful operations, they will no longer be captured in this metric. Together, these two dynamics of the metric will serve as an indicator for UofT’s success in fostering new and innovative ideas at the University, as well our dedication to providing the services and supports needed to develop ideas into meaningful enterprises that can give back our local, provincial, and global communities.

Entrepreneurship continues to be a priority for the University, especially considering Toronto’s growing reputation as a hub for start-ups and innovation. Over the past decade, entrepreneurs at UofT have started [more than 500 companies and secured more than \\$1.5 billion in investment](#). Last year, UofT named [Kepler Communications](#), [Nymi](#), and [Blue J Legal](#) as our most promising start-ups. Combined, they’ve raised more than \$50 million to date. By growing the number of start-ups supported within our community, UofT will help accelerate Toronto’s global reputation even further.

Research Funding & Capacity: Federal Tri-Agency Funding Secured

Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities

Metric initiated in 2020-21

Narrative

UofT has seen a consistent and strong growth in its share of tri-agency funding, which has increased from [\\$244 million 2015-16](#) to [\\$312 million is 2017-18](#). Proportionally, UofT receives 16% of the market share of tri-agency funding, placing it first in Canada, and noticeably higher than our nearest peer at 9%. UofT's success in securing tri-agency funding, and its strategy for continued excellence, is built upon creating the most supportive environment possible, so that our researchers, scholars, and learners can do what they do best – advance understanding and apply new knowledge. UofT's goal is to continue to accentuate its position among the handful of universities in the world that excel in both [breadth and depth across a wide range of fields of scholarship](#).

UofT has kept pace with the tri-agencies' shift towards more collaborative and multi-disciplinary research projects and fields of study. UofT provides an intellectual home where inter- and multi-disciplinary research can thrive. For instance, the [Collaborative Program in Neuroscience](#) encompasses more than 400 faculty members and 16 academic units on campus, and provides a large and versatile community for trans-disciplinary research. The [Institute for Biomaterials & Biomedical Engineering](#) similarly bridges the fields of engineering, medicine, and dentistry to address global challenges in human health. In the arts and humanities, UofT's [Centre for Medieval Studies](#) is home to North America's foremost Latin program working across philosophy, religion, literature, and history. The [Digital Humanities program](#) at UofT takes a new approach to studies in the arts by applying computational tools and methodologies to the humanities, and at the same time studying digital technologies and innovations through a humanist lens. In the Social Sciences, the Innovation, Equity & the Future of Prosperity Program takes a multidisciplinary and cross-national look at how innovation, policy, and society interact to promote economic, social, and cultural well-being. This program has successfully received funding from the Canadian Institute for Advanced Research (CIFAR), with an emphasis on exploring questions of how, why, and when the benefits of innovation are shared, or not shared. These types of interdisciplinary hubs, which bring together scholars from across disciplines, underpin UofT's success in tri-agency funding, and will be a strategic focus for the future.

Other areas of institutional focus aimed at increasing our research enterprise, and by extension our tri-agency funding, include: increasing the number of collaborations and partnerships among U of T researchers; developing practices to foster mutually beneficial, trust-based and respectful partnerships between the university and Indigenous communities; increasing the number of local and international partnerships with governments, non-governmental organizations, and industry; and, defining new approaches to measure research engagement and impact.

Source: Tri-Agency Institutional Programs Secretariat

Research Revenue Attracted from Private Sector Sources

Research revenue attracted from private sector sources

Metric initiated in 2021-22

Narrative

UofT has established itself globally, and within Canada, as a hub for researchers and industry partners seeking to translate research into practice. Each year, UofT’s [Innovations & Partnerships Office](#) facilitates more than 2,000 agreements between researchers and external partners worth approximately \$50 million in annual industry funding.

Over the past ten years, UofT has surpassed its goal of [doubling private-sector partnerships](#), a full year ahead of schedule. It is through these private-sector collaborations that UofT enables the joint production of knowledge, drives innovation, and produces new products and services aimed at enhancing prosperity and social well-being. UofT has long-standing and strong partnerships with Loblaw Companies, the Dairy Farmers of Canada, and the five largest banks in Canada. Internationally, recent highlights include a [partnership with Samsung](#), which opened a new AI Centre in Toronto earlier this year; a five-year, multimillion-dollar [collaborative agreement with LG Electronics](#), to expand opportunities for UofT students and researchers working in AI, and funding from [GE Healthcare to support stem cell research](#). UofT also has ongoing partnership activities with Uber, which has established its first-ever engineering facility in Canada – led by UofT’s own Professor Raquel Urtasun – and has further committed to [investing more than \\$200 million in Toronto](#) over the next five years. UofT recently [forged a partnership with Bombardier](#) to set up a new research centre focused on aircraft acoustics and advanced interiors, and recently launched a new, multidisciplinary [Co-Creation Research Laboratory with Fujitsu](#) that will accelerate work in the fields of machine learning, computing, smart cities, advanced health care, and financial technology.

Innovation, and the broader research enterprise at UofT, are key components of two of the President’s priorities: deepening our international partnerships, and leveraging our urban location. At the nexus of these two priorities are initiatives like the [MaRS Discovery District](#), which houses the [Vector Institute for Artificial Intelligence](#) and serves as a public-private hub for businesses looking to collaborate with UofT. MaRS is located in the heart of downtown Toronto, next to UofT’s St. George campus and its affiliated research hospitals, and UofT participates actively in its governance as a founding board member. UofT’s appeal to many private-sector partners stems not only from the opportunity to gain access to our world-class researchers and students, but also the chance to be at the center of Toronto’s burgeoning technology and innovation sector. According to [PWC’s 2018 MoneyTree Report](#), the total annual venture capital in Toronto in 2018 hit \$1.3 billion, an increase of 47% over 2017. By continuing to provide UofT’s private-sector partners with access to first-rate researchers and graduates, and an environment that turns ideas and innovation into products, services, companies, and jobs, UofT aims to accelerate the investment in the Toronto region even further.

In total, the annual research funds awarded to UofT and its partner hospitals in 2017-18 was [an estimated \\$1.3 billion](#). While \$120 million (9%) of this funding came from the private sector, the second-highest source of research funding overall at UofT (behind the federal granting agencies) was the not-for-profit sector, with \$370 million (29%). UofT’s strong and continued partnerships in the not-for-profit sector includes several national and international philanthropic organizations (such as the Gates Foundation), aimed at providing advocacy, support, and possibility to communities in need around the world.

Source: Council of Ontario Finance Officers (COFO)

Productivity, Accountability and Transparency

Reporting Metrics – Attestation

This priority area of the Ontario government supports the government’s goal of increasing trust and accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system.

These metrics are not tied to funding, and are used to measure and report on the following indicators:

- *Faculty Activity*
- *Faculty Compensation*

Faculty Activity

Information regarding the University of Toronto Faculty Activity will be made publicly available in Year 3 (2022-23).

Faculty Compensation

Information regarding the University of Toronto Faculty Compensation will be made publicly available in Year 3 (2022-23).

Enrolment Profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability to institutions. These enrolment corridor midpoints for universities were established as part of the 2017-20 Strategic Mandate Agreements (SMA2), and account for adjustments related to graduate expansion and teacher education achieved targets.

Corridor Midpoint

For funding purposes **204,110.31** Weighted Grant Units (WGUs) will be the corridor midpoint value for the five-year period from 2020-25 for the University of Toronto. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the funding framework set out in the *Ontario University Funding Formula Reform Technical Manual, May 2017, Version 1.0*. Funding eligible enrolments are defined by the *Ontario Operating Funds Distribution Manual*.

2019-20 Midpoint (A)	2019-20 Funded Graduate Growth (Master's) (B)	2019-20 Funded Graduate Growth (Doctoral) (C)	2019-20 Teacher Education Growth (D)	2020-25 SMA3 Midpoint (A+B+C+D)
199,074.17	3,288.41	1,747.73	-	204,110.31

Note: The midpoints presented in this table were established using final 2019-20 enrolment data.

Projected Funding-Eligible Enrolments

Below is the University of Toronto's projection of funding-eligible enrolments as of March 31st, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate FFTE	50,654	50,770	51,188	51,546	51,623
Master's FFTE	9,391	9,717	9,836	9,877	9,901
Doctoral FFTE	4,455	4,663	4,850	4,993	5,105
Total FFTE	64,500	65,150	65,874	66,416	66,629

Note: This table reports on Fiscal Full-Time Equivalents. These include all terms for undergraduate students and Fall and Summer terms for graduate students.

Projected International Enrolment

Below is the University of Toronto's projection of funding-ineligible international student enrolments as of March 31st, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate FFTE	19,295	19,935	20,266	20,478	20,516
Master's FFTE	2,482	2,544	2,551	2,608	2,682
Doctoral FFTE	1,295	1,425	1,517	1,549	1,574
Total FFTE	23,072	23,904	24,334	24,635	24,772

Note: This table reports on Fiscal Full-Time Equivalents. These include all terms for undergraduate students and Fall and Summer terms for graduate students.

Federated and Affiliated Institutions

SMA3s are established with the colleges and universities in Ontario receiving direct operating funding support from the Ministry of Colleges and Universities.

For the purposes of these agreements the 27 federated/affiliated institutions in Ontario are considered part of the primary institution and will not have their own standalone agreement.

As part of this agreement, the ministry encourages all primary institutions to discuss the impacts of the 2020-25 Strategic Mandate Agreement and performance-based funding with federated and affiliated institutions.

The ministry is requesting that institutions confirm that they have discussed SMA3 with affiliated/federated institutions:

Attestation Signature

Information regarding the Strategic Mandate Agreement (2020-25) has been discussed with applicable affiliated or federated institutions:

- Trinity College
- University of St. Michael's College
- Victoria University



Dr. Meric Gertler, President

Sept 4, 2020

Date

Appendix: Historical Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

University of Toronto													
SMA3 Metric	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual	APT	Actual	APT	Actual	APT	Actual	APT	Actual
1. Graduate Employment in a Related Field	2016-17	2017-18	2018-19	87.07%									
	88.14%	88.01%	87.31%										
2. Institutional Strength/ Focus	2016-17	2017-18	2018-19	41.00%									
	40.75%	41.04%	42.54%										
3. Graduation Rate	2016-17	2017-18	2018-19	79.94%									
	80.03%	81.11%	81.11%										
4. Community/ Local Impact of Student Enrolment	2016-17	2017-18	2018-19	3.76%									
	3.72%	3.77%	3.82%										
5. Economic Impact (Institution-specific)	2016-17	2017-18	2018-19	184.70									
	242	200	314										
6. Research Funding & Capacity: Federal Tri-Agency Funding Secured	2016-17	2017-18	2018-19										
	\$239,480,821	\$251,735,777	\$259,223,214										
	37.56%	37.83%	38.19%	36.34%									
7. Experiential Learning	2016-17	2017-18	2018-19										
	#	#	#										
	%	%	%										
8. Research Revenue Attracted from Private Sector Sources	2016-17	2017-18	2018-19										
	\$	\$	\$										
9. Graduate Employment Earnings	2016-17	2017-18	2018-19										
	\$	\$	\$										
10. Skills & Competencies							Survey initiated	E.g. Yes					