

**Summary Report. Drummond Commission: Recommendations and COU Positioning  
Academic Colleague Representative for Lakehead-Tony Bauer  
February 23<sup>rd</sup> 2012**

**Note: For a full detailed report see attached. Drummond Commission: Recommendations and COU Positioning**

#	Drummond recommendation	Recommended position	Comments to expand in positioning
1	<p>Grow government funding for the post-secondary education by 1.5 per cent per year until 2017-18.</p> <p>Ontario's post-secondary institutions will need to become more efficient, in order to preserve if not enhance quality within tighter financing conditions.</p>	<ul style="list-style-type: none"> <li>• When tuition and operating grants are combined, Ontario universities have the ninth lowest level of operating revenue per student in Canada,</li> <li>• Drummond's own analysis admits that 1.5% growth in government funding is insufficient to support projected growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Alberta Funding \$24,000 per student Saskatchewan . \$23,000 Ontario. \$1,300 Provincial Average: \$1,600</li> </ul>
2	<p>Reduce bargained compensation increases and set a rigorous performance system where one is not already in place.</p> <p>Salaries, wages and benefits now account for about three-quarters of university and college expenditures with annual cost inflation in the sector projected at three to five per cent.</p>	<ul style="list-style-type: none"> <li>• Ontario universities continue to support rigorous performance systems for faculty and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• End of mandatory retirement has had unintended consequences and upset the balance of cost impacts of professors exiting and entering the profession.</li> </ul>

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3	By 2012-13, establish multi-year mandate agreements with universities and colleges that provide more differentiation. Institute a process for establishing mandate agreements	<ul style="list-style-type: none"> <li>• Ontario universities recognize the government's intention to implement mandate agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Heads view strategic mandates as desirable and approved an advocacy position that addresses scope, differentiation, and accountability.</li> </ul>

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4	Establish and implement a rational and strategic division of roles between the college and university system.	<ul style="list-style-type: none"> <li>• Together with colleges, we have recently established the Ontario Council for Articulation and Transfer (ONCAT) which all Ontario universities have joined.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent with the recommendations in the COU paper on graduate expansion, we recommend strategic mandate agreements for eligibility of new programs for funding.</li> </ul>
5	<p>Create a comprehensive, enforceable credit recognition system between and among universities and colleges.</p> <p>In the 2011 Budget, the government invested \$73.7 million over five years for credit transfer but more work must be done to ensure that colleges and universities comply and expand credit-transfer agreements.</p>	<ul style="list-style-type: none"> <li>• Together with colleges, we have recently established the Ontario Council for Articulation and Transfer (ONCAT) which all Ontario universities have joined.</li> </ul>	

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6	<p>Post-secondary institutions need to devote more resources on experiential learning such as internships; allow for more independent or self-assigned study; develop problem-based learning modules and increase study abroad and international experiences. A future funding model should contemplate such alternative approaches.</p>	<ul style="list-style-type: none"> <li>• Ontario universities are committed to developing and implementing a range of high quality pedagogical approaches.</li> <li>• Ontario universities have established a Teaching and Learning Task Force to promote effective and innovative teaching and learning practices.</li> </ul>	<ul style="list-style-type: none"> <li>• The Commission's recommended approaches require significant resources and a future funding model would require additional funds to support such programs. Not all institutions have the resources to fund from within, and funding from within (e.g. pension deficits) has been the result of trade-offs in other areas.</li> <li>• Experiential learning opportunities</li> </ul>

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7	<p>Encourage universities that do not presently have flexible provisions regarding teaching and research workloads in their collective agreements with faculty to consider such provisions in future bargaining.</p> <p>Progress on this front should be noted: 11 Ontario universities already have such flexibility. Some institutions have also experimented with alternate career paths, including formalizing teaching-only or research-only streams.</p>	<ul style="list-style-type: none"> <li>• Ontario universities agree that flexibility regarding teaching and research workloads is desirable.</li> <li>• In many instances, the changes that Drummond recommends could only be achieved through the collective bargaining process.</li> <li>•</li> </ul>	
8	<p>Have post-secondary institutions redesign incentive systems to reward excellent teachers, as is currently done for researchers.</p>	<ul style="list-style-type: none"> <li>• COU has established a Teaching and Learning Task Force to promote effective and innovative teaching and learning practices.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• The recommendation implies some new incentive funding for rewarding teaching excellence.</li> </ul>

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9	<p>Link further provincial funding allocations to quality objectives, which will encourage post-secondary institutions to be more responsive. In addition, the province should alter the funding model to also reward degrees awarded, rather than just enrolment levels.</p> <p>Because higher enrolment generates higher funding, the current funding framework encourages post-secondary institutions to increase enrolment.</p>	<ul style="list-style-type: none"> <li>• Ontario universities are committed to accountability for outcomes. We would welcome a dialogue with government concerning funding incentives.</li> </ul>	<ul style="list-style-type: none"> <li>• The concept of basing (some) funding on degrees awarded requires careful consideration of both university cost structures and potential impacts of changing funding incentives.</li> </ul>

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10	Government and post-secondary institutions must measure learning outcomes; that is, the value added through education, not just whether a person graduates. The capacity to integrate ideas and create innovative solutions to problems is at the heart of the higher education experience. This will be critical to the economic and social success of Ontario, in an economy where graduates will be working over their career in ways that cannot even be imagined now.	<ul style="list-style-type: none"> <li>• Ontario universities have built the assessment of learning outcomes into program development and our ongoing quality assurance processes. COU recently published a guide to learning outcomes, degree level expectations and the quality assurance process in Ontario.  <a href="http://www.cou.on.ca/issues-resources/student-resources/publications/reports/pdfs/ensuring-the-value-of-university-degrees-in-ontari.aspx">http://www.cou.on.ca/issues-resources/student-resources/publications/reports/pdfs/ensuring-the-value-of-university-degrees-in-ontari.aspx</a></li> <li>• Ontario universities are working with HEQCO to extend the development of learning outcomes that might be applied provincially.</li> </ul>	<ul style="list-style-type: none"> <li>• Many programs (especially professional programs) already have competency-based elements and outcomes at the course and program levels.</li> </ul>
11	Enhance performance measures in multi-year accountability agreements through the use of teacher performance scores and student satisfaction ratings ..	<ul style="list-style-type: none"> <li>• All Ontario universities participate in National Survey of Student Engagement (NSSE) which measures student satisfaction.</li> </ul>	

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12	As a part of the mandate agreements with post-secondary institutions, tie outcome quality indicators to funding.	<ul style="list-style-type: none"> <li>• Changes to funding formulas require careful consideration to avoid unintended consequences. We would expect the government to fully engage universities in assessment of options for changes to funding approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Any changes to the funding formula must recognize a substantial portion of fixed costs and therefore only a portion of the formula can be tied to quality indicators.</li> </ul>
13	Evaluate the research funding system of post-secondary institutions and research hospitals as a whole, including how it is affecting university and hospital budgeting practices.	<ul style="list-style-type: none"> <li>• When new dollars are available, Ontario universities strongly support the continued investment in the Ontario Research Fund-Research Excellence. This was a high yield program that leveraged industry and university partnerships at a ratio of 3:1. Such programs are essential to the attraction and development of world class research talent as well as industry investment.</li> </ul>	<p>Indirect Costs</p> <ul style="list-style-type: none"> <li>• It is estimated that indirect costs amount to approximately 52% of direct research costs. For every \$1 spent on</li> </ul>



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			research, 52 additional cents must be spent by the university to support that research. This creates a perpetual shortfall requiring universities to subsidize federally-supported research.
14	Award provincial research funding more strategically and manage it more efficiently. Consolidating and offering a single-window approach for access and reporting through an online portal will greatly improve efficiency and reduce paperwork, both for government and for post-secondary institutions.	<ul style="list-style-type: none"> <li>• Ontario universities welcome any opportunity to focus on research initiatives while reducing the administrative burden.</li> </ul>	

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15	Maintain the existing tuition framework, which allows 5 per cent annual increases in tuition. However, simplify the current design to maintain the overall tuition increase ceiling but allow greater flexibility for institutions to adjust tuition fees at the program level, within the ceiling.	<ul style="list-style-type: none"> <li>• The provincial government has not increased operating grants on a per-student basis, but universities' costs – as in every part of the public sector – continue to increase..</li> <li>• Because the government's fiscal capacity to make such adjustments is severely constrained, it is important to allow ongoing increases to tuition revenue to maintain quality.</li> </ul>	

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16	Maintain the Ontario Student Access Guarantee, which represents 10 per cent of additional tuition revenue that institutions are required to set aside to fund bursaries and other student assistance programs.	<ul style="list-style-type: none"> <li>• Ontario universities continue to support this commitment to students.</li> </ul>	<ul style="list-style-type: none"> <li>• As part of its advocacy on the tuition framework, COU is urging the removal of the Tuition Set Aside revenue requirements (while maintaining SAG obligations) to give universities greater flexibility.</li> </ul>
17	Reshape student financial assistance provided by both the federal and provincial governments, including the newly announced 30% Off Ontario Tuition grant, to target more of the assistance to low-income students In its present form, the 30% Off Ontario Tuition grant will be provided to students whose family income is less than \$160,000. Student financial assistance should be redirected towards those who need it most.	<ul style="list-style-type: none"> <li>• Ontario universities welcome consideration of proposed changes that will improve student financial assistance.</li> </ul>	

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18	Explore phasing out provincial tuition and education tax credits to invest in upfront grants.	<ul style="list-style-type: none"> <li>• Ontario universities welcome consideration of proposed changes that will improve student financial assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• The COU secretariat, through the work to date of the Working Group on Access and Student Financial Assistance, suggests that universities are likely to support this recommendation.</li> </ul>

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19	Streamline student financial assistance by decoupling loans and grants. Eligibility for grants should not be contingent on loan applications.	<ul style="list-style-type: none"> <li>• Ontario universities welcome consideration of proposed changes that will improve student financial assistance.</li> </ul>	

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20	Harmonize the variety of scholarships, grants and other assistance programs that the government offers, into already-existing programs of a similar nature, across post-secondary institutions.	<ul style="list-style-type: none"> <li>• Ontario universities welcome consideration of proposed changes that will improve student financial assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• The COU secretariat has set up the Working Group on Access and Student Financial Assistance to review and make recommendations regarding student financial assistance.</li> </ul>

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21	Lower the current 25 per cent Ontario Student Assistance Program default-rate threshold for triggering cost-sharing to 20 per cent for all post-secondary institutions in Ontario and work with institutions towards the objective of setting a still-lower threshold in future.	<ul style="list-style-type: none"> <li>• Ontario universities welcome consideration of proposed changes that will improve student financial assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• It is unlikely that universities would be affected by this recommendation, given current default rates of university students.</li> </ul>

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22	Extend the review period for Ontario Student Assistance Program default rates, which are now measured roughly two years after borrowers start repaying.	<ul style="list-style-type: none"> <li>• This recommendation requires further review to assess potential impacts of implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Graduates, four, five or six years out from university may have assumed other financial obligations which may impact upon their ability to repay OSAP loans. It may be unreasonable to hold universities accountable for defaults of graduates long after graduation.</li> </ul>



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24	<p>Establish a single pension fund administrator for all university and college pensions, while recognizing differences in pensions.</p> <p>In comparison, Ontario's university sector has a very fragmented pension arrangement with more pension plans than institutions - 29 pension plans for 23 institutions, 17 defined benefit plans, four defined contribution plans and eight hybrid plans (a defined contribution plan with a defined benefit floor).</p> <p>. &lt;Recommendation truncated&gt;</p>	<ul style="list-style-type: none"> <li>• Ontario universities have made recent gains in progress toward pension sustainability. Increased contributions and other negotiated changes have prevented the exacerbation of problems. The continued investment climate and low long term interest rates threaten to outweigh these gains.</li> </ul>	
25	<p>Before new capital spaces are approved, require universities and colleges should have to demonstrate increased use of space and consider year-round optimization of existing spaces. Priority should be given to the deferred maintenance in the current capital stock before new capital projects.</p>	<ul style="list-style-type: none"> <li>• Additional capital funding is essential to address the deferred maintenance backlog and to optimize buildings for efficient utilization of space.</li> <li>• Ontario universities have already made an assessment of the merits of repurposing buildings to meet changing needs and to provide high quality teaching/learning facilities. This assessment informs decisions to build new in cases where cost of repurposing outweighs cost for new construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Year-round utilization is not a panacea as there may be increased costs and lost revenue from alternative use of facilities in summer months.</li> </ul>

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26	Compel post-secondary institutions to examine whether they can compress some four-year-degrees into three years by continuing throughout the summer.	<ul style="list-style-type: none"> <li>• Depending on the delivery models under consideration, effective progress may require changes to the current approach to funding of undergraduate degrees.</li> </ul>	<ul style="list-style-type: none"> <li>• May have consequences of increased cost to government for OSAP as students may not earn the expected student contribution.</li> <li>• Summer programs may also have increased costs for universities.</li> </ul>

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27	Cease funding for international marketing of Ontario's universities and integrate it into existing trade mission activities. Universities, colleges and the			<ul style="list-style-type: none"> <li>Ontario universities need to further review the recommendation to assess potential impacts from cancellation of funding for international marketing.</li> </ul>	<ul style="list-style-type: none"> <li>Existing international budget is comprised of marketing funds and program funding supporting Ontario students on exchange and study abroad. Requires clarification of whether the entire international budget is envisioned, or only the marketing component.</li> </ul>	
	#	Drummond recommendation	Recommended position	Comments to expand in positioning		
	7-1	<p>Grow government funding for the post-secondary education secondary by 1.5 per cent per year until 2007-08.</p> <p>Although this funding growth does not keep grants in pace with projected enrolment growth of 1.7 per cent, nor the general rate of inflation, never mind the historical internal rates of inflation of institution, our recommendation protects annual growth in post-secondary funding</p>	<ul style="list-style-type: none"> <li>When tuition and operating grants are combined, Ontario universities have the ninth lowest level of operating revenue per student in Canada, by a wide margin; there is very limited room to create efficiencies so constraints on funding will impact student's programs.</li> <li>Drummond's own analysis admits that 1.5% growth in government funding is insufficient to support projected growth.</li> <li>If full funding is not provided for growth in demand for spaces by students, the quality of programs for students will suffer (or access will be limited to match available resources).</li> </ul>			

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