

Outcome Agreement – [Name of Institution]

I. PURPOSE

This Outcome Agreement identifies activities and goals that [name of institution] will undertake between [date], 2016 and March 31, 2018. The outcomes identified by [name of institution] in this agreement are supported and endorsed by the Province of Nova Scotia, with the understanding that they will help strengthen Nova Scotia's post-secondary sector and advance the Province's social and economic priorities.

This Outcome Agreement is intended to identify the activities and goals of [name of institution] that help support the Province of Nova Scotia's social and economic priorities. In undertaking this Outcome Agreement, the Province recognizes [name of institution] as an independent, self-governing institution with the autonomy characteristic of a university in setting its research and educational priorities.

The Province and Nova Scotia's universities established a Partnership Committee as part of a strategic focus on "Excellence through Partnership." Through the Partnership Committee, university presidents and deputy ministers meet regularly to discuss post-secondary education. The goal of the Partnership Committee is to respond comprehensively and strategically to the range of complex issues that impact the province's university sector. Nova Scotia is the only province in Canada to have this kind of collaborative relationship with its universities.

This Outcome Agreement is intended to complement the work of the Partnership Committee and align with the priorities and core objectives outlined in the *Memorandum of Understanding between the Province of Nova Scotia and the Nova Scotia Universities 2015-2019* (the MOU). Through this Outcome Agreement, [name of institution] commits to support the MOU and work to achieve its priorities.

II. SHARED VISION AND DIFFERENTIATION STATEMENT

The Province of Nova Scotia and the Nova Scotia Universities commit to the overarching principle that the MOU will make a significant contribution to the Nova Scotia university sector's pursuit of achieving academic and research excellence and exceptional community service.

The Province supports the ongoing vision of a collaborative post-secondary sector in Nova Scotia. Through the MOU, the Province of Nova Scotia and the ten universities have agreed to a shared vision of "a differentiated and collaborative sector, consisting of autonomous universities, that is globally competitive in the quality of academic programs and research activities, locally connected to provincial social and economic goals, accessible for Nova Scotia students and responsibly supported by the Provincial government" (2015-19 MOU).

In addition, the Province of Nova Scotia and the ten universities have agreed on the following differentiation statement: "Differentiation of our university sector entails a single comprehensive research intensive university, a number of primarily undergraduate universities, and specialty institutions."

III. [NAME OF INSTITUTION] – KEY FEATURES

Institution: Name of institution

Location(s): Location of campus or campuses

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Student Profile:

	Nova Scotia Students	Out-of-Province Students	International Students
Undergraduate (2015-16)			
Undergraduate (2014-15)			
Graduate (2015-16)			
Graduate (2014-15)			

Please use MPHEC data (i.e., March 1, 2016 reporting for 2015-16 enrolments and March 1 2015 for 2014-15)

History:

Institution to provide a brief history of the institution (e.g., date the institution was established, major changes, mergers, etc.). Please do not exceed 200 words

Unique Considerations:

Institution to provide a short (maximum 500 words) description of the unique strengths and/or advantages of the institution. The description should highlight what differentiates the institution from others in Nova Scotia and/or Canada. The institution may wish to highlight:

- Strengths in individual programs and/or areas of research
- Student profile and engagement
- Regional and/or community partnerships
- Partnerships with other institutions
- Partnerships with the private or not-for-profit sectors
- Unique fiscal, geographic, or cultural considerations

The Unique Considerations section of the 2014-16 Bilateral Agreements may be of assistance to universities when drafting this section.

IV. OUTCOMES

[Name of Institution] will receive [operating grant] from the Province of Nova Scotia for the fiscal year 2016-17. This funding must be used to plan and deliver post-secondary education and related services in the province.

A. Sector-wide Outcomes

The Province of Nova Scotia and [name of institution] agree to the following sector-wide outcomes, which will advance the shared, long-term goals of ensuring the sustainability of the post-secondary education sector and fostering a quality learning experience for post-secondary students in Nova Scotia:

1. Nova Scotia's universities capitalize on their revenues and expenditures, with the goal of achieving stable operating budgets for the medium-term (2015-19);
2. Nova Scotia's university sector operates with improved efficiencies, which may be gained through collaboration with other entities, helping institutions achieve financial sustainability;
3. Nova Scotia's universities compete successfully on the global market for Nova Scotian students, out-of-province students, and international students, while collectively marketing Nova Scotia as a study destination;
4. Nova Scotia's universities offer a quality learning experience to students;

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5. Nova Scotia's universities deliver quality programs, which are approved by the Maritime Provinces Higher Education Commission (MPHEC) and other quality assurance bodies; and
6. Nova Scotia's university campuses are actively working to provide places where students can study and learn in an environment that is free from sexual violence.

Through these outcomes, [name of institution] will track and report on data related to revenues, expenditures, and enrolment in order to improve efficiencies and work toward long-term financial sustainability. Specifically, [name of institution] must use the information gathered through the Standard Public Financial Reporting process to develop performance measures that report on:

- Total revenue (amount and source) and revenue per full-time equivalent enrolment
- Total expenditures (amount and source) and expenditures per full-time equivalent enrolment
- Change in provincial grant per full-time equivalent enrolment
- Change in total system tuition revenues and fees
- Change in total system expenditures
- Change in total system expenditures per full-time equivalent enrolment
- Current enrolment as reported in the Standard Financial Reporting Template (Nova Scotia students, out-of-province students, and international students)
- Changes to enrolment over the previous five years

[Name of institution] also recognizes the importance of supporting a quality student experience. The above outcomes will support the ongoing goal of providing a quality experience to post-secondary students studying in Nova Scotia. This will include developing performance measures related to:

- Student satisfaction with the quality of their education and learning experience
- Key Performance Indicators related to new program development and the program review cycle
- Ensuring that policies and programs are in place that promote an environment of zero tolerance to sexual violence, with a focus on prevention and the promoting of greater awareness

In order to achieve the above outcomes, [Name of institution] commits to the following actions:

- [Actions to be added by institution – Actions should be specific steps that the institution plans to pursue in order to advance each outcome](#)

B. Institution Specific Outcomes

[Name of institution] has identified the following institution specific outcomes. The Province of Nova Scotia will support [name of institution] in working toward these outcomes, which will advance the goals and priorities of the University:

- [Institution to identify 2-5 outcomes under one or more of the following five areas: Sustainable Institutions, Quality Experience, Accessibility, Entrepreneurship and Job Ready Graduates, and Innovation and Research and Development](#)
- [Institutions, in consultation with LAE, may also develop an institution specific outcome and related performance measures](#)

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In order to achieve the above outcomes, [name of institution] commits to the following actions:

- **Actions to be added by institution – Actions should be specific steps that the institution plans to pursue in order to advance each outcome**

C. Reporting on Outcomes

[Name of institution] will develop and report on specific performance measures to track the University's progress in achieving both the Sector-wide and Institution Specific Outcomes. Progress in achieving the outcomes will be reported annually through a standard reporting template.

Through the standard reporting template, [name of institution] will identify indicators of success, which will describe changes to measurable inputs and/or outputs that will be used to help identify the University's progress toward achieving each outcome. These indicators will help the University develop, and report on, performance measures for each outcome. Performance measures will rely on specific, measurable data to track progress in achieving each outcome. Performance measures will include attainable targets and specific timelines to reach those targets. This will require that [name of institution] establish baseline data for each performance measure.

[Name of institution] must submit a preliminary report to the Department of Labour and Advanced Education on or before March 31, 2017. This report must include standard reporting templates for each sector-wide and institution specific outcome identified in this agreement.

[Name of institution] must submit its final Outcome Agreement report to the Department of Labour and Advanced Education on or before March 31, 2018. This report must include:

- Standard reporting templates for each sector-wide and institution specific outcomes identified in this agreement
- An explanation of the baseline, target and trend data for each performance measure
- An explanation as to how each performance measure supports the overall outcome
- A description of the actions taken by [name of institution] to achieve each outcome
- Where appropriate, an explanation of any mitigating factors that prevented the [name of institution] from achieving an outcome

Following the evaluation of the Outcome Agreement and final report, the Province of Nova Scotia and [name of institution] will work to annually refresh the outcome agreement. If [name of institution] has demonstrated that an outcome has been achieved, [name of institution] may either propose new performance measures and/or targets for that outcome, or propose a new outcome for the next agreement.

D. Funding

This Outcome Agreement will serve as a component of the funding relationship between universities and government. One percent (1%) of the university operating grant in fiscal 2018-19, will be conditional upon [name of institution] reporting and delivering on the outcomes and related performance measures, as agreed to in the 2018-19 outcome agreements.

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V. COMMUNICATION

The Province of Nova Scotia and [name of institution] commit to working together in a positive and transparent manner, in order to advance and achieve the mutually beneficial outcomes articulated in this Outcome Agreement. The Province of Nova Scotia and [name of institution] may agree to amend this agreement if required.

Signed:

Signed:

Honourable [Name of Minister]
Minister of Labour and Advanced Education

[Name of President]
[Title and Name of University]

Date:

Date:

Appendix A – Standard Reporting Template

Theme:			
Outcome: <i>Include the complete outcome</i>			
Indicators of Success			
1. <i>Include a brief description as to what changes to inputs and/or output will help measure the success in achieving the above outcome. These indicators may be related to the performance measures below</i> 2. <i>As above</i>			
Alignment with the Shared Priorities			
MOU 2015-19 <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability, including continued collaboration among universities, to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee <i>Check all boxes under both the MOU and the Innovation Team that are supported by the outcome identified above.</i>	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 <i>Include a <u>specific</u> measure that will support the above outcome and measure the indicators of success. Include a short description as to how the measure will support the outcome.</i>	Baseline: <i>Include a <u>measurable</u> baseline (e.g., number, percentage, ratio, etc.) and year. Baseline can use past data from 2013-14 or 2014-15, if relevant</i> Target: <i>Include an <u>attainable</u> target based on the baseline. This should include an <u>end date</u>.</i>	<i>Include any available data showing progress toward achieving the target. This data should include specific dates.</i>	<i>List the current, planned, and/or ongoing <u>actions</u> taken to help achieve the target</i>
Measure 2 <i>As above</i>	Baseline: <i>As above</i> Target: <i>As above</i>	<i>As above</i>	<i>As above</i>
Measure 3 <i>As above</i>	Baseline: <i>As above</i> Target: <i>As above</i>	<i>As above</i>	<i>As above</i>