

**Blue-Ribbon Panel on Financial Sustainability
in the Post-Secondary Education Sector
Ministry Provided Questions**

The publicly assisted postsecondary system in Ontario consists of 3 pillars: publicly assisted universities, publicly assisted colleges, and Indigenous Institutes (IIs). The mandate of the Blue-Ribbon Panel on Financial Sustainability in the Post-Secondary Education Sector (“the blue-ribbon panel”) is to provide advice to the Ministry of Colleges and Universities on keeping the postsecondary education sector financially strong and providing the best student experience possible. This includes considering the following questions.

In recognition that IIs have a different funding arrangement and governance structure, the panel should work to understand and identify the issues pertinent to IIs as part of its report. The identification of issues will be used to support follow-up bi-lateral discussions between the ministry and the IIs beginning in Fall/Winter 2023.

1. How could the Ministry of Colleges and Universities’ (“the ministry’s”) funding approach and associated levers (including operating and special purpose grants, student financial assistance, performance-based funding and Strategic Mandate Agreements) best drive institutional excellence? Consideration should be given to:
 - Increasing program offerings that are labour market relevant and align with employer and local community needs.
 - Providing sufficient labour market information to help students make informed choices and transition into the labour market.
 - Responding to students needs/choice and demonstrating value for money.

2. Recognizing the local, provincial, national, and global context in which institutions operate and the recommendations of the Office of the Auditor General of Ontario (OAGO), how do we ensure sustainability through sound institutional financial health practices, continuous improvement and healthy competition in the postsecondary education sector? Consideration could be given to, among others:
 - Measures that generate revenue
 - Measures that reduce costs
 - The governance and accountability framework of institutions to ensure ongoing financial viability
 - Compensation, talent attraction and incentivizing productivity gains
 - Credential qualification structures and program architectures

3. What are the criteria and objectives for a long-term tuition fee framework (TFF)? How can a TFF balance student and institutional needs? What other measures, outside of tuition, could be used to address costs, affordability and access for students?

4. What changes to the funding approach could support greater sustainability for northern institutions and students, as well as support specialized institutional excellence amongst northern institutions? In addition to funding considerations, are there innovative delivery/institutional models that should be considered?
5. How do we ensure a financially sustainable French language education system for FSL and Francophone students so that they have access to a range of quality programs and are prepared for a successful career? Are there innovative delivery/institutional models that should be considered? Could the ministry's funding levers be better/differently employed?
6. What is the role of international students within a sustainable and thriving postsecondary sector? Consideration should be given to the overall quality of the student experience including housing, as well as an assessment of the benefits, risks and opportunities for institutions and the province.

Answers should be considered through the lens of fiscally responsible and affordable actions.