



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF ADVANCED EDUCATION
(AS REPRESENTATIVE OF
THE GOVERNMENT OF BRITISH COLUMBIA)**

AND

**THE CHAIR OF THE BOARD OF
VANCOUVER ISLAND UNIVERSITY
(AS REPRESENTATIVE OF
VANCOUVER ISLAND UNIVERSITY)**

FOR 2014/15

PURPOSE

This Letter of Expectations between the Government of British Columbia (Government) and Vancouver Island University (Institution) provides Government's annual direction to the Institution and is an agreement on the parties' respective accountabilities, roles and responsibilities. This Letter applies equally to both parties and does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of Government's policy and performance expectations in a transparent and accountable manner.

The Institution is a public post-secondary institution which receives funding from the Government. The Government is responsible for setting the legislative, regulatory and public policy frameworks in which the public post-secondary institutions operate and which set the Institution's mandate as defined by the *University Act* and the *Designation of Special Purpose, Teaching Universities Regulation*.

The Government and the public post-secondary institutions share a commitment to ensuring that British Columbians have access to the high quality post-secondary education and training programs they need to fully participate in British Columbia's economy and society. This includes being responsive to student and labour market demands and to addressing the overall socio-economic and regional employment needs of the province.

The parties also share a commitment to achieving a seamless and sustainable transfer system that supports mobility of students and portability of their credits to help them achieve their education, training and employment goals.

In response to the Government's general direction, frameworks and principles, and respecting the role of the Senate, Academic Council, Education Council and/or Program Council as applicable to the Institution, the Institution will, in fulfilling its mandate, consider Government's priorities in the alignment of its institutional resources. In the spirit of collaboration and cooperation, the Institution agrees to:

- In establishing the Institution's priorities, consider the Government's goals of supporting our economy by controlling spending to balance the budget, job creation and investment in the province, and improving social programs that support families of every description and improve the lives of British Columbians.
- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan in order to increase the participation and success of Aboriginal learners.
- Assist in advancing Government's International Education Strategy, including promoting greater internationalization of the education system, attracting and retaining more international students, and providing increased opportunities for students and educators to study and work abroad.
- Continue to support the development and adoption of open education resources, including Government's open textbook initiative, to increase affordability for students and their families.
- Support seamless delivery of education and skills training for students from high school right through entry into the workforce.
- Collaborate with Government to set targets for post-secondary graduates to ensure British Columbia's current and future labour market needs are met.
- Continue to minimize overhead costs and, where appropriate, consolidate functions across different post-secondary institutions.

- Undertake an institution-wide core review of post-secondary education programming to ensure student seats are being filled.
- Comply with the Government's tuition limit policy that limits tuition and mandatory fee increases. For 2014/15, fee increases will be limited to two percent. A copy of the tuition limit policy can be found on the Ministry's website.

GENERAL INSTITUTIONAL ACCOUNTABILITIES

The Government also sets broad legislative and policy direction to ensure the Institution's operations and performance are consistent with the Government's Strategic Plan, found at: http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf.

As such, the Institution agrees to:

- Conduct its affairs in a manner consistent with the spirit and intent of all applicable legislative, regulatory and policy framework established by the Government, and with the principles of integrity, efficiency, effectiveness and service.
- Ensure audited financial results (before endowment contributions) achieve a balanced or surplus position on an annual basis, and develop strategies to ensure this is achieved.
- Conduct board matters in accordance with the Government's best practice guidelines – *BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*, which can be found on the Ministry of Finance website.
- Ensure any board remuneration is publicly disclosed on the Institution's website as required by the Public Sector Employers' Council Secretariat.
- Comply with the Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Comply with the Government's freeze on executive and management compensation announced September 2012.
- Comply with the 2014 Economic Stability Mandate which applies to collective agreements that expire on or after December 31, 2013. A summary of the mandate is available on the Public Sector Employers' Council Secretariat website.

GOVERNMENT RESPONSIBILITIES

The Government is responsible for setting the legislative, regulatory and public policy frameworks in which post-secondary institutions operate. In order to meet these responsibilities and support achievement of the Government's performance expectations, the Government will:

- Provide the Institution annual operating and capital funding allocations for inclusion in the Institution's planning activities.
- Review the student loan program and make recommendations for improvement to ensure the program is meeting the needs of today's students.
- Ensure Board appointments are filled in a timely way and support the Board's ability to fulfil its obligations.

During the term of this Letter, the Government may provide additional policy direction, and will work with the Institution to achieve such direction.

AREAS OF SHARED ACCOUNTABILITY

Communications

It is agreed by both the Government and the Institution that, to ensure effective and efficient day-to-day communications and relationship building, representatives for both parties will be tasked with implementing the contents of this Letter and keeping the Minister and the Institution's Board informed of progress in a timely fashion.

Reporting

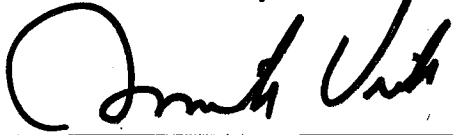
The Government and the Institution are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Government has provided the Institution with *Reporting Requirements* which sets out statistical, financial and performance reporting requirements and which can be found on the Ministry's website.

The Institution agrees to meet these *Reporting Requirements*, and provide the Government with reports and high quality data required by Government to carry out its responsibilities.

The Institution and the Government will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

Review and Revision of this Letter

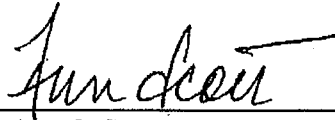
The Minister of Advanced Education is accountable for undertaking reviews of this Letter and monitoring its implementation. The Government and the Institution may agree to amend this Letter on a more frequent than annual basis.



Honourable Amrik Virk
Minister of Advanced Education

MAR 27 2014

Date



Ms. Ann C. Scott
Chair, Board of Governors
Vancouver Island University

Feb 27/14

Date

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Dr. Ralph Nilson
President and Vice-Chancellor
Vancouver Island University



Our Ref: 97914

September 16, 2014

To: All Public Post-Secondary Institution Board Chairs

Re: Taxpayer Accountability Principles Addendum to 2014/15 Government's Letter of Expectations

Further to the Taxpayer Accountability Principles (attached) recently announced by Premier Christy Clark, this letter amends the 2014/15 Government's Letter of Expectations.

The principles recognize that the boards of public sector organizations have a higher accountability to the taxpayer – in addition to their traditional fiduciary duty to the organization. These principles are to be built into the ongoing operations of your institution to ensure that its decisions reflect the priorities and values of government and the shareholders – the citizens of British Columbia.

The following Taxpayer Accountability Principles actions are to be implemented this fiscal year, in addition to the existing direction outlined in the 2014/15 Government's Letter of Expectation:

1. Adopt the Taxpayer Accountability Principles – *cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity* for your board and throughout your organization.
2. Complete and make publically available your institution's revised comprehensive Code of Conduct by November 2014, as per the July 2014 letter from the Minister of Finance, containing government's guidance about standards of conduct – including but not limited to conflict of interest provisions and post-employment restrictions.
3. Collaborate with the Deputy Minister of Advanced Education to implement a strategic engagement plan for the public post-secondary system for 2014/15.
4. Demonstrate that your institution has undertaken comprehensive and appropriate communication, orientation and training on the Taxpayer Accountability Principles, accountability framework and roles and expectations for the board and executive.

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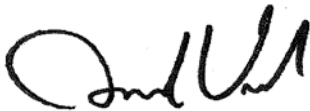
5. Participate in regular meetings with myself, and ensure your President meets regularly with the Deputy Minister to focus on performance against the Taxpayer Accountability Principles, results and strategic decision making.
6. Complete an annual Chair/President letter, which will be published in the 2014/15 Institutional Accountability Plan & Report (Report) that reports on your institution's performance in relation to the mandate letter. The Report must include a Taxpayer Accountability Principles implementation progress report.
7. Work with the Ministry to develop an evaluation plan with specific efficiency and performance measures as determinates of the institution's health and performance against the Taxpayer Accountability Principles, which may include annual feedback from government. A "transitional" phase one evaluation plan may be used for 2014/15 and published in the 2014/15 Report. The fully developed evaluation plan is to be used in 2015/16 and reported in the 2015/16 Report.

The Taxpayer Accountability Principles are being implemented to enhance public sector governance, increase accountability, promote cost control, and ensure the provincial public sector organizations operate in the best interest of the taxpayers. To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this addendum to the 2014/15 GLE, by September 30, 2014. This letter and signed addendum is to be posted publicly on your organization's website.

The principles have a strong focus on improved two-way communication between government and the provincial public post-secondary institutions, to ensure a complete understanding of expectations. I look forward to working with you further on the implementation of Taxpayer Accountability Principles.

Should you have questions please contact Ms. Sandra Carroll, Deputy Minister of Advanced Education.

Sincerely,



Amrik Virk
Minister

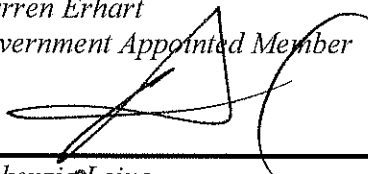
Attachments

pc: Distribution List attached

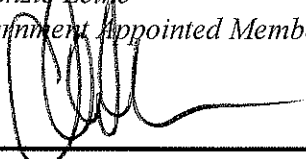
Chris Burnley
Elected Faculty Representative



Warren Erhart
Government Appointed Member



Makenzie Leine
Government Appointed Member



Chris Munro
Elected Staff Representative

Steven Purse
Elected Faculty Representative

Erralyn Thomas
Government Appointed Member



Allan Wickenkamp
Chair of the Board
Government Appointed Member

Sept. 25, 2014
Date

Vacant Positions at the Time of Signing:

- Chancellor



Jerry Doman
Government Appointed Member

Richard Harlow
Elected Student Representative

Sherry McCarthy
Elected Student Representative




Jehalan Oddleifson
Government Appointed Member



Ann Scott
Government Appointed Member

Stewart Hawthorn
Vice-Chair of the Board
Government Appointed Member



Ralph Wilson
President & Vice-Chancellor

Chris Burnley
Elected Faculty Representative

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Government Appointed Member

Allan Wiekenkamp
Chair of the Board
Government Appointed Member

Ralph Nilson
President & Vice-Chancellor

September 29, 2014

Date

Vacant Positions at the Time of Signing:

- **Chancellor**

Chris Burnley
Elected Faculty Representative

Jerry Doman
Government Appointed Member

Warren Erhart
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Richard Harlow
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Government Appointed Member

Ralph Nilson
President & Vice-Chancellor

Sept. 29, 2014
Date

Vacant Positions at the Time of Signing:

- **Chancellor**

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Cost Consciousness (Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come. |
| 2 Accountability | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 Appropriate Compensation | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer. |
| 4 Service | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs. |
| 5 Respect | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies. |
| 6 Integrity | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles. |

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

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