



BC COLLEGES

BOARD CHAIRS' AGENDA
PRESIDENTS' & BOARD CHAIRS' MEETING

Tuesday, September 17, 2013
YVR Fairmont, Mallard Room
Breakout session Rm 539
8:30 – 3pm

8:30 am	Welcome and Call to Order Introductions To adopt the Agenda To accept the addition of a Consent Agenda format To adopt the consent agenda for the Sept. 17, 2013 meeting
8:35 am	Roundtable
9:30 am	Advocacy and Communication Strategy Setting the Stage, confirming the "Ask" and messaging
10:10 am	Briefing on Minister Virk and Deputy Minister Carroll's visit
10:15 am	Break
10:30	Ministry (AVED) – Minister Amrik Virk; Deputy Minister Sandra Carroll; Tony Loughran - Minister's priorities for PSE System (Minister/ DM) - Aligning college system with government's priorities (Minister, DM, BCC) - Resourcing college system education and training capacity to meet Province's needs for skilled workforce (BCC/Minister/DM) - Budget impact from changes in Federally funded programs (e.g. CIC/ESL, LMA/ESA, etc) - Resourcing the Board with qualified people
11:30 am	BCCAT – Rob Fleming
12:00	Lunch
12:30 pm (Room 539)	Welcome to those in attendance – <i>Tom Styffe, Chair OC</i> Review of April 8 th meeting discussion points
12:35 pm	Board Appointment Process and other policy matters – <i>Natalya Brodie, BRDO; Deputy Minister Athana Mentzelopoulos, Government Communications and Public Engagement and Intergovernmental Relations Secretariat; Valarie Bakowski, Executive Director, Governance and Quality Assurance (AVED)</i>
1:15 pm	Debrief
1:30 pm	Discussion on the following: - Executive Compensation - Bargaining Strategy for 2014 - Other
2:45 pm	Plenary with BCC Presidents (in Finch Salon)
3:00 pm	Adjournment

President's Report

INTRODUCTION

The September meeting will be a joint meeting of presidents and chairs. The agendas have been set to provide an opportunity to fully discuss areas of strategic interest to BC Colleges. The day is structured in two parts: a joint meeting of presidents and chairs in the morning on college system advocacy including dialogue with Minister Virk and Deputy Minister Carroll, with the afternoon dedicated to specific business items for the presidents and the chairs respectively.

This meeting will also introduce the use of a consent agenda to our BCC meeting format. Most, if not all, will be familiar with the use of a consent agenda as a way to manage information, streamline meetings and allow directors to focus on substantive strategic issues. The use of the consent agenda assumes that all directors have familiarized themselves fully with the material prior to the meeting. This President's report has been organized to accommodate the change in format for the meeting agenda.

We look forward to a successful meeting on the 17th of September.

ROUNDTABLE

This is an opportunity for each college to highlight (1) initial Fall enrolment and (2) top 2 strategic issues or opportunities (3-5 min./institution).

ADVOCACY AND COMMUNICATION STRATEGY

Jim Reed will present the advocacy strategy for this Fall, in particular the BC College "ask" to government for 2014/15. Red Cab Communications' Alix Cameron and Cindy Ball will speak to the communications strategy.

For 2014/15, we are continuing with the same theme as was introduced prior to the May 14th election, ***Mind the Skills Gap***. With the Liberals being returned with a new, stronger mandate and the emphasis on labour market and economic growth, we believe this theme is particularly relevant and timely. We have adjusted our messaging to reflect government's priorities as well as our "ask", which again calls for a multi-year plan that builds college capacity and produces more graduates with advanced skills required by a changing and expanding economy.

We have purposely narrowed our "ask" to three areas and within each area have also limited the number of funding requirements of government.

Our intention is to present the advocacy and communications strategy on September 17th and afterwards for BCC and each college to use the core elements when advocating to government and other key officials this Fall. I look forward to the discussion and feedback on September 17th.

MINISTER VIRK AND DEPUTY MINISTER CARROLL'S VISIT

The Minister and Deputy Minister will join us for one hour of discussion on five topics. These topics will serve as a guide for the discussion; in some cases the Minister or Deputy will be invited to initiate the conversation and in others one of the BCC members will do so. Prior to the meeting I will be asking certain presidents to help lead the discussion or to provide an initial response. Other attendees are then encouraged to participate in the conversation.

Minister Amrik Virk is a first time MLA from Surrey-Tynehead. A former Vice-Chair of Kwantlen Polytechnic University, he is knowledgeable about the post-secondary system. A former member of the RCMP, he served in different parts of the Province and has an affinity for rural BC. He is enthusiastic and anxious to build a collaborative approach between himself, his Ministry and the post-secondary system. Like other Cabinet Ministers he received a set of objectives that the Premier established for him at the time of his appointment. A copy of his appointment letter has been included in the meeting package and I encourage you to read it and understand these objectives as they will shape the direction of the Ministry over the next few years.

One particular area of note is the close linkage that is expected between Education (K-12), AVED and Jobs Tourism and Skills Training. In particular the three ministers and their ministers are to work towards achieving a 10 year skills plan that achieves seamless transition from K-12 to Post-Secondary to the workplace. The emphasis on "skills" as a key to government achieving its economic growth agenda is potentially an enormous opportunity for colleges, if we can demonstrate alignment with government, collaboration and partnership and colleges working as one system. While previously the emphasis has been on universities (e.g. growth of research university programs and new universities) government's interest is now on technical, applied education or advanced skill training. If there ever was a time for colleges it is now and our priority must be on acting as one college system aligned to the labour market requirements of the Province.

Deputy Minister Sandra Carroll is new to Advanced Education. She has worked in the Premier's office as well as Economic Development. I am hoping she will be more interested in engaging with the post-secondary system on matters of policy and funding and working towards solutions, than a top down directive approach. She has kept the series of 1:1 meetings that were previously scheduled with the former Deputy, which is encouraging, and considerable effort will be put to informing her on the college system and the role colleges will play in the Province's economic and skills agenda. I encourage each college to invite the Deputy Minister to meet at your institution; it is possible she may accompany the Minister with his site visits this Fall. The conversation with Virk and Carroll is intended to address the topics outlined in the agenda.

- Minister's Priorities for PSE System – this is an opportunity for the Minister to outline the objectives that have been set for him, perhaps crystallize the key areas he hopes to address in the short term, and those that are longer term and perhaps some of the limitations he will have to manage, the most obvious being budget. He will likely remind us of the balanced budget objective of government, the targeted cut for post-secondary over the next two years and the need to manage within these constraints. He may also talk about collaboration, and how he looks to the Ministry and the post-secondary system to collaborate.

This will be an opportunity for BCC to emphasize the level and degree of collaboration that already exists and the commitment of the college system to act as one in addressing BC's labour

market requirements. We should acknowledge that we understand the fiscal reality of government but that we believe some of the requirements associated with the skills challenge require more investment in colleges, perhaps some or most of which may be addressed within AVED's budget.

- Aligning college system with government's priorities - the Minister may offer some opinions on what he would like to see in terms of alignment, perhaps referring to the 10 year skills plan that results in seamless transition from K-12 to the workplace. He may talk about the core review by government with an emphasis on finding more efficient and effective ways to deliver service. This is an opportunity to discuss some of the initiatives of the college system to achieve alignment. We should provide examples of collaborations between colleges and institutions or with industry, the development of an education planning framework for the college system, or the essential skills pilot involving institutions and 6 industry training schools, or the May 31st strategic retreat that was all about alignment (and which identified 3 key areas). There are several system examples as well as individual college examples which demonstrate colleges' commitment to collaborate and to align with government priorities.

One area that may be of particular interest to the Minister and Deputy Minister is adult education (e.g. ABE). We have both K-12 and Post-Secondary Colleges providing ABE. The success rates in the K-12 system are poor (35%). The colleges are more successful and better suited for transitioning adults through education or training upgrading and into the workplace. The question is whether it would be more efficient and effective to mandate colleges solely for this area, and use this to achieve higher completion and transition rates?

An issue for the Minister is the need for alignment between AVED and JTST. JTST is mandated to drive the skills agenda and recent history has shown a lack of engagement between JTST and the PSE system on key policy development (e.g. ITA – the trades agenda; lack of front-end engagement and planning). An example is the recent Natural Gas Workforce Strategy which projects 64,000 skilled workers required; there was no participation by the public post-secondary system, yet it will be expected to educate or train these workers. We must be involved at the front-end in the planning process to take full advantage of our expertise and resources and avoid being put in a reactive position, not able to meet industry or government's expectations.

We can use colleges' leadership in the regional workforce tables in the Northwest, Northeast and Kootenays and suggest this model should be the one to truly get at the demand and supply requirements associated with economic growth in each area of the Province. Premier Clark's recent meeting with unions on the skills training and LNG-based jobs is something we applaud. We also think colleges can contribute to this dialogue and would welcome an opportunity to contribute towards a plan for more skilled workers. We should ask the Minister to advise us on how we may become better engaged and regarded more as a partner in this ambitious economic growth strategy rather than just a service provider.

- Resourcing college system education and training capacity to meet Province's needs for skilled workforce – this is about the investment required to ensure that the Province has the requisite number of skilled graduates to meet labour market demand. The Minister will remind us of the budget constraints and we should acknowledge our understanding of this. We should remind

the Minister that colleges have been managing under a restrained level of funding since mid 2005/06. We have had to make very tough budget decisions over the last 6 years, eliminating programs and services and laying off staff. The point needs to be made that, unlike the research universities, we lack the level of alternative revenue streams and financial capacity to effectively manage the changing requirements for education and training. We should acknowledge we support approaches such as shared services and we are exploring other ways we can generate new revenue through consortia's of colleges. It's an opportunity to point out that just as 2001/02 to 2010/11 was about universities, the next decade should be about colleges and other institutions that are primarily dedicated to applied education and advanced skills training (e.g. in particular we see ourselves collaborating with the teaching universities and institutes in the skills and trades training areas). We can point out that funding decisions over the last decade have favoured research universities and with the economic policy shift that emphasizes the need for skilled workers, more funding balance within the post-secondary system may help to address education and training capacity and sustainability issues for colleges and other institutions that will be expected to supply these skilled workers (e.g. proportion of operating funding for colleges has dropped from 23.8% in 2001/02 to 20.8% in 2012/13, while research universities' portion has increased from 49.2% to about 56%). The expectation and requirements for skilled workers will necessitate some adjustment in funding priorities if government is not able to provide additional new funding. Cooperative Gains, inflation and a targeted cut of 1% will place many colleges in a position of cutting programs and staff, at a time when we should be building capacity. A respectful conversation with the Minister that emphasizes the college system's commitment to collaboration and a desire to work with government in addressing some of these challenges and achieving the economic objectives of government. We feel government should be able to achieve its objective for more skilled workers with some rebalancing in funding allocations.

We should indicate that shortly after our meeting we will be submitting the college system's proposal on how to address the challenge for skilled workers which will include three key elements:

- Ensure a skilled and educated workforce by producing 2000 more labour market grads annually
 - Building strong and vibrant communities by enhancing education and skill capacity and improving retention
 - Enhancing BC competitive advantage in knowledge and skills by investing in equipment renewal, innovation and essential skills
- Budget impact from changes in Federally funded programs – this topic is related to the discussion on the Budget and annual funding. The Federal government, through its Canada Jobs Grant and CIC/ESL program, has signalled that it intends to become much more directional with its funding. Between the CIC/ESL and the Labour Market Agreement programs (Canada Jobs Grant), the change in funding criteria potentially creates a significant funding exposure for the colleges. The value of these funding programs and potential exposure for colleges is as follows:

CIC/ESL	\$17.1M
LMA	<u>\$66 M</u>
	\$83.1M

These funds have been used by colleges to provide education and training for people who traditionally have been under-represented (e.g. Aboriginals, immigrants, chronically unemployed, disabled, etc.). The ESL funding, while significantly helping immigrants transition to training or the workplace, has also helped people with their academic preparation. Many of our colleges have submitted proposals to CIC (under the new criteria) but it is clear there will be a significant gap in what CIC will fund and what will be needed to support this group of students. This could negatively impact the skills agenda if fewer immigrants are unable to access this service.

The LMA funds have been used to help people acquire some additional skills and transition to the workplace. All the colleges have been successful over the last five years in securing large sums of LMA funds; these funds have served large numbers of people in every region of the Province, have helped increase skills competencies and transition to more advanced training or to the workplace. The funds have also helped smooth shortfalls in general operations and helped to mitigate budget issues at each college.

The uncertainty and potential loss of all or a portion of these funds comes at a time where the post-secondary system is facing a funding reduction of \$46M. Colleges are carrying the largest portion of the risk and we should stress to the Minister that colleges' ability to respond to the skills challenge will be significantly compromised by the projected reduction in provincial operating funding and federal program funding. We can ask the Minister or Deputy Minister for their perspective on how we mitigate this risk and continue to serve this segment of the population that has been traditionally under-represented.

- Resourcing the Board with qualified people – this last item is about the current board appointment process at BRDO. Colleges undertake a thorough process to recruit qualified people in their communities who are prepared to serve on the Board. Recent appointments through BRDO have been unsatisfactory; none of the names submitted are being appointed and in some cases, re-appointments of qualified board members are not being renewed. The Minister's perspective would be helpful and any assistance he is prepared to make appreciated.

Before the session with the Minister ends we should reinforce our commitment to collaboration, working as a system of colleges, in partnership with government and other key stakeholders.

The labour market needs of the Province suggest that this is a time for the colleges to play a critical role and we should indicate we're ready and anxious to play that role. Thanking him for his attendance and offering an open invitation to engage with us again would be an appropriate way to conclude the discussion.

BCC CONSORTIUM FOR SKILLS DEVELOPMENT

At our May 30th meeting we reviewed the detailed plan for the creation of a new revenue generating entity called the BC Consortium for Skills Development. The majority of presidents were in favour of this new initiative. There was some concern on the budget and the annual fees that the entity would require from the members. Bob McConkey was asked to prepare a one page options page so that presidents could have a further discussion and make a final decision on whether to proceed with this initiative. A presentation will be made at the meeting to facilitate discussion and decision.

STRATEGIC DISCUSSION – THE YEAR AHEAD AND THE PRIORITIES

We will dedicate time to discuss strategic issues that either arise from discussion with the Minister (earlier in the meeting) or are top of mind of members. Jim Reed will also bring forward a summary of the priority areas generated from the May 30th session.

BCC GOVERNANCE

There are two items for information and approval:

- a) Terms of Reference – As a result of BCC dissolving the Society, the constitution and bylaws of the previous entity were not relevant and it was felt appropriate to draft terms of reference for the consortium called BC Colleges. The draft terms of reference are included in the meeting package for discussion and approval.
- b) Financial Statements – With the change in legal status it was felt not to be necessary to have audited financial statements. The financial statements that accompany the meeting package were prepared by a Victoria accounting firm, which used the financial records of BCC and Camosun College.

The statements are presented for approval.

OTHER MATTERS

- ASDT Project – Subcommittees and work groups are being formed with the main concentration at this point being procurement. It is important we have college representation on these subcommittees and work groups so to avoid the primary emphasis being on research universities' priorities. BCNet membership appears to be resolved and we are now looking to get some candidates from colleges to stand for election to the BCNet Board. Colleges have 4 representatives on the BC NET Board; these will be primarily CIO types but could also include other people with finance or business or education background.
- ACCC Skills Summit – The ACCC Skills Summit is set for October 20 and 21 in Ottawa. This Summit will be just prior to ACCC on the Hill which is October 21 and 22. Presidents have been encouraged to invite some key industry leaders to the Summit.

- Economic Impact Study by EMSI – EMSI has started the study; it has held two conference calls and one webinar with college representatives. The data collection process is underway and the project is on schedule.
- Essential Skills Update – We have started the development of the project including a conference call with representatives of those institutions participating. There are 9 colleges, Kwantlen Polytechnic University and 6 industry training schools participating.

The Fall will be primarily taken up with project design, curriculum development and training with implementation of the pilot in specific programs slated for January 2014. We have a submission into JTST for funding on some elements of the project.

While BCC is serving as the project sponsor, Douglas College will act as the lead institution and be responsible for project design, implementation and project management. Funds to be contributed by each institution (\$30,000) will be sent to BCC, which in turn will contract Douglas College for the service. For the JTST LMP, Douglas College will receive the funds and be responsible for their disbursement and the management of the performance requirements. It is our hope that if the LMP proposal is successful, participating institutions would have an option of either expanding the pilot or receiving a rebate on a portion of their contribution. We have high expectations on this pilot and are excited about the number of participating organizations (16 institutions and training schools). The Training Group at Douglas College has been extremely supportive and generous with their resources and BCC is very appreciative of the leadership of Bob McConkey and his team..

- Children In Care – The meeting package includes my response Mary Ellen Turpel-Lafond as well as the media release from Vancouver Island University. This is a great initiative and it would be worth considering publicly endorsing the pilot being undertaken at VIU.
- Foreign Service Job Action – My letter to Hon. Ed Fast is in your package. Meetings have been held with the AVED Deputy Minister as well as with the other sector associations. Federal Government has prioritized processing of visa applications for this Fall. BCC has also participated in conference calls with ACCC; BCC also has a request into each college asking for an impact estimate if the strike continues and negatively affects foreign student numbers.
- Conference Board of Canada's Report on the Cost of the Skills Gap – The Conference Board's report on the cost of the Ontario skills gap is included in your meeting package. BCC together with BCAIU have invited the Conference Board to submit a proposal to do a similar study for BC. If we decide to go ahead with this study we would target Spring 2014 for the study report to be presented at a Skills Forum that would be co-hosted by BCC and BCAIU.
- 2014 Meeting Schedule – a draft meeting schedule for BCC meetings in 2014 (January to December) is included in the meeting package for your review and approval.

Jim Reed
September 2013



BC COLLEGES

In Attendance:

BCC	Jim Reed	NIC	Jan Lindsay Bruce Calder
CC	Kathryn Laurin Kyman Chan	NLC	Laurie Rancourt Karen Simpson
CNC	Bob Murray	NWCC	Dave O'Leary Rhoda Witherly
COTR	Nick Rubidge Orest Federko	OC	Jim Hamilton Tom Styffe
DC	Scott McAlpine Paul Wates	SC	Angus Graeme (Chair) Bruce Morrison
LC	Roy Daykin Anne Lippert	VCC	Kathy Kinloch

Guests:

Ministry (AEIT)	Dawn Minty, ADM; Steven Rumpel, Mariana Diacu (by phone 1:10 – 1:30 pm)
Red CAB Communications	Alix Cameron, Cindy Ball
Insights West	Steve Mossop; Daniel Savas
ASTTB	John Leech
Douglas College Training Group	Bob McConkey

Resources:

BCC	Judy Kelly, EA to Jim Reed
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Regrets:

CNC	John Bowman
NWCC	Denise Henning
VCC	Cathy Young, Chair

1. Opening Comments – Angus Graeme

Angus Graeme welcomed Presidents and Board Chairs, as well as guests to the meeting.

The agenda was approved, moved by Bob Murray, seconded by Nick Rubidge.

Minutes of the January 22nd Presidents meeting were approved, moved by Laurie Rancourt, seconded by Jim Hamilton.

2. What Do The Polls Tell Us? – Daniel Savas, Steve Mossop (presentation posted in secure area of website)

Insights West's presentation was titled "BC Political Landscape – A Snapshot of Pre-Election Public Opinion". The results are from an online survey of 855 British Columbians and were collected between March 26 -31, 2013. The presentation covered BC political context, current 'horse race', views of party leaders, impact of ethnic outreach scandal on Liberal party fortunes, expectations of NDP in government, and most important post-secondary education issues in BC.

3. **Election Advocacy and Communication Strategy – Jim Reed, Alix Cameron, Cindy Ball** (presentation posted in secure area of website)

Areas covered in this presentation included:

- Review of the advocacy process
- Setting the scene – the largest percentage of projected job openings will require college education
- Addressing the skills agenda a high priority
- The external factors that influence public policy
- The opportunities
- Strategies
- Advocacy requirements
- The Ask – a multi-year investment that produces more job-ready college graduates with the advanced skills in areas vital to BC's labour market.
- Key messages
- Tools – website, 12 week social media campaign, Mind the Skills Gap brochure, Spotlight, among others
- What colleges can do to support the advocacy, in the 5 weeks till the election

4. **Roundtable**

CC	• Board concentrating on advocacy; next focus is business community • Budget – having more consultation and communication with community prior to release of budget has been helpful; strategic investments have been made • Applied Research – have had great success with NSERC funding over last few years • Donation of a shipbuilding engine from a Finnish company
CNC	• Board governance – reappointment of 2 Board members; now down 4 • Presidential search underway • First Nations building opened; praised the First Nations Advisory group • Losing many experienced faculty – succession strategy necessary
COTR	• Negotiating faculty agreements • Enrollments down (UT and Trades) • Budget cuts met through voluntary leaves, for most part • Working with Selkirk on the regional work force tables • Federal funding has gone to a long haul truck simulator • Board is fully engaged and working hard on advocacy • Presidential search underway • Looking at replacement of Elk Valley campus
DC	• Enrollment growth • Looking at tuition reductions; \$1M donation to Douglas Board which will be used for bursaries to the most needy • New nursing curriculum • Applied Research file – system-wide • Maintain collaborations with universities • Concerns around the Essential Skills file (ACCC attempting to get federal dollars to fund this) and the ESL file

LC	• Presidential search started, as well as a search to replace 8 other senior staff • Science Student Services Building – self funded • First Education Plan • 13/14 budget – no cuts • Growing international and continued education • Anticipate financial gap close to \$7M over next 3 years, if funding doesn't change
NIC	• Hart Dam restoration project • Industrial Research Chair grant (aquaculture); anticipate starting this year • Change to regional delivery program (model for demand; in partnership with communities – for example, facilities) • New President – John Bowman • College sold 11 acres to VIHA to build a new hospital; allows opportunities for NIC (new program development over next few years – examples: maternal health, mental health)
NLC	• Working through recommendations of the Northwest Training Plan • Centre of Training Excellence – Oil and Gas • United front with school districts and combined advocacy with community • Continued collaboration with Northern Presidents • Challenge managing expectations (community, students, staff); operating funding vs soft funding • Voluntary leave has helped with cuts necessary to meet 13/14 Budget
NWCC	• Looking at opportunities with industry and how they are important to colleges • Manage expectation of community with getting new jobs and students who want to get right to work • Diverse geography has challenges • \$60B worth of opportunities in the region • Collaboration, partnership, sustainability with industry • Budget turning around from last year • Have launched new strategic plan
OC	• 13/14 Budget without significant reductions; next year's budget \$2M deficit • Completed Penticton fundraising campaign (\$9.49M) • Renovation and building new Trades building in Kelowna; shooting for carbon neutrality • 4 or 5 Applied Research projects – sustainable construction management focus • Challenge hiring at senior management level • Food, Wine, Tourism initiative has had soft launch
SC	• FTEs down – ABE and ESA interaction • Balanced budget this year, concerns about next year • Next steps on the Education Plan • Have seen some benefits to the Kootenay Regional Workforce Table – working with industry partners post-election • Using advocacy tools and making progress in communication
VCC	• Budget passed • Carrying structural deficit • Just meeting targets

5. Presentations by member Colleges

a) Camosun College – *Kathryn Laurin* (presentation posted in secure area of website)

Kathryn's presentation was on the Centre of Excellence for Teaching and Learning (CETL), a new initiative of Camosun College. Its official launch is October 15, 2013, followed by a two week "Education Innovation Sandbox" at both campuses. CETL includes program review and renewal, curriculum development, online learning, teaching development, research (scholarship of teaching and learning), mentoring and coaching, educational leadership, and revenue generation. It was noted that 50% of the courses incorporate technology (D2L).

b) Vancouver Community College – *Kathy Kinloch* (presentation posted in secure area of website)

Kathy's presentation on VCC spoke to the Business Plan and their Education Plan, the first strategic education plan in VCC history. The Business Plan development takes input from the Strategic Plan, Government Accountability Plan and the VCC Education Plan and this information then feeds into the development of the Budget. Kathy also spoke of a few of the MOUs in place. Their MOU with SFU is for program development and delivery in the areas of Dance and a Master's in Education, with BCIT it covers language skills for foreign trained professionals and commercial transport and heavy duty trades. They also have an MOU with the Vancouver School Board, the focus being aboriginal student, with VCC's goal being to develop dual/joint enrolment training programs and increase their Aboriginal participation to 5% of student enrolment. Their engagement with the community has them looking at ways to leverage strengths and collaborate on projects that will benefit the Downtown Eastside.

6. Recognition of Nick Rubidge and Jan Lindsay – *Jim Hamilton and Angus Graeme*

With the imminent retirement of Nick Rubidge and Jan Lindsay, it was felt that this meeting would be the opportunity to thank them and recognize their efforts. Jim took the lead with Nick, thanking him for his many years of service to the post-secondary education system in BC and also added some personal notes on their trips together, in particular to Scotland. Angus had worked with Jan in their early days and thanked her as well for her service and mentorship, as well as her leadership in the post-secondary system spanning many years.

7. Plenary with Board Chairs

The Board Chairs had discussion on the following:

- Best practices
- Remuneration to President and senior executives
- Remuneration and meeting fees for Board members
- Approval of President's expenditures – Chair of Board or audit committee
- Next meeting – Chairs to draft letter to government, regarding funding

8. Closing Remarks and Adjournment

Angus thanked everyone for their participation at this meeting and noted that the next meeting of BCC Presidents would be held in Penticton at the Okanagan College campus on May 30th. Jim asked that Presidents think about any opportunities, based on May 30th discussion, that can be taken forward as initiatives. The meeting was adjourned.



BC COLLEGES

BCC BOARD CHAIRS' MEETING

April 8, 2013
12:30 – 2:15pm
YVR Fairmont Hotel

In Attendance:

CC	Kyman Chan	NIC	Bruce Calder
CNC	Bob Murray	NLC	Karen Simpson
COTR	Orest Federko	NWCC	Rhoda Witherly
DC	Paul Wates	OC	Tom Styffe
LC	Anne Lippert	SC	Bruce Morrison

Regrets:

VCC	Cathy Young
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Meeting notes were not provided to the BCC office.

Discussion items:

- Best practices
- Remuneration to President and senior executives
- Remuneration and meeting fees for Board members
- Approval of President's expenditures – Chair of Board or audit committee
- Next meeting – Chairs to draft letter to government, regarding funding



June 10, 2013

Honourable Amrik Virk
Minister of Advanced Education
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Advanced Education.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The goal of our government is to make sure British Columbians are first in line to take advantage of the one million job openings in British Columbia that are predicted by the year 2020. This will require educational opportunities for young people entering the workforce and older workers who need to upgrade their skills. It will be the role of your ministry to ensure that B.C.'s post-secondary institutions are providing the appropriate opportunities to educate these citizens. The ability of British Columbians to fully take advantage of our growing economy is determined in part by the ability of your ministry to ensure that the right training is available in our post-secondary institutions in different regions of the province.

In order for our government to achieve our targets all provincial government funding must be used to their fullest potential. This will require continued efforts by your ministry to ensure that post-secondary institutions are using similar cost-containment strategies as those used in the health sector. Shared services, coordinated purchasing and energy efficiency upgrades should all be used to stretch the value of every dollar provided by taxpayers to B.C.'s institutions of higher learning. This is a difficult task, but also one which we need to execute in order to continue to provide new spaces at a time of limited new financial resources.

In order to accomplish your tasks, you will need to work closely with the Ministry of Jobs, Tourism and Skills Training and the Ministry of Education to ensure a seamless delivery of education and skills training from high school right through to entry in the workforce.

In your role as Minister of Advanced Education, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the institutions within your portfolio are meeting their budget targets and using their resources as efficiently as possible.
3. In concert with the Boards of B.C.'s colleges and universities, set targets for post-secondary graduates that will enable our province to match the skills we need with the skills we are graduating.
4. Continue to minimize overheads within our publicly funded universities and, where possible, consolidate functions across different post-secondary institutions.

5. Review the student loan program and make recommendations for improvement to ensure the loan program is meeting the needs of today's students.
6. Include the requirement for post-secondary Boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.
7. Cooperating with the Ministry of Agriculture, ensure that a Centre of Excellence in Agriculture is created at the University of the Fraser Valley.
8. Implement our government's commitment to establish a School of Traditional Chinese Medicine at a publicly funded B.C. post-secondary institution.
9. Deliver on the *BC Jobs Plan* targets contained in our International Education Strategy including doubling the number of international students studying in British Columbia by 2016.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

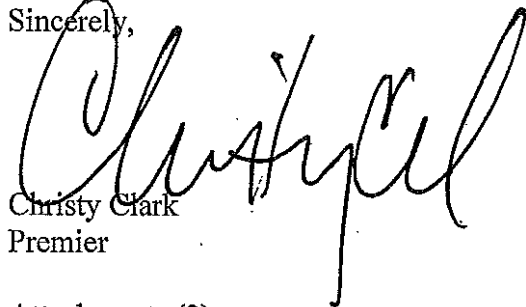
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark
Premier

Attachments (2)

