



BC COLLEGES

PRESIDENTS' AGENDA
PRESIDENTS' & BOARD CHAIRS' MEETING

Tuesday, September 17, 2013
YVR Fairmont, Mallard Room
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 th , 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	Debrief
1:00 pm	BC Consortium for Skills Development
1:30 pm	Strategic Discussion – the year ahead and priorities (Follow-up to May 30 th strategic session)
2:20 pm	Other - Executive Compensation - BCC Governance –Terms of Reference (approval) and review of Financial statements - PSEA – scheduling of conference call with Anita Bleick - Science Charter – Laurie Rancourt - Invitations – National Skills Summit
2:45 pm	Plenary with Board Chairs
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



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.

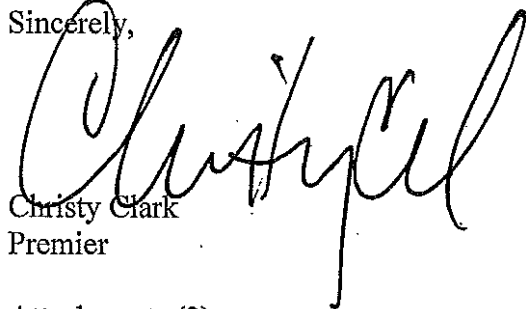
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

INTRODUCTION

The BC Consortium for Skills Development has been operating informally in a variety of forms for several years. A presidents' sub-committee was established to run a one year trial of the Consortium concept and establish recommendations for future steps.

A sub-committee report was presented to the presidents at the BC Colleges meeting held at the spring ACCC Conference. As a result of that discussion and consideration of the critical success factors, successes and challenges to date, the following priorities and recommendations for moving forward have been developed.

PRIORITIES

1. Maintain existing contracts/revenue

The BC Consortium currently has funding through the ESA and WTP programs. Effort should be directed to maintaining or expanding/extending these revenue streams. The future and nature of the Canada Jobs Grant may have a significant effect here and efforts should be made to promote the value of the Consortium as a skills training partner.

Several Consortium member institutions are also embarking on Essential Skills projects that have the potential to be extended to other Consortium members. Essential Skills training has both federal and provincial government support and could be expanded.

2. Business Development and Market Research

Despite the constrained provincial funding situation, some business development efforts should continue with an eye to securing new contract training opportunities for the Consortium.

A number of contract training areas and lines of business have been identified as worthy of more market research and lobbying. These ideas and strategies should be more rigorously defined and pursued as mid-term business opportunities.

3. Capacity Building

Work done to date has clearly identified there is uneven capacity across member institutions to effectively lead, develop and deliver on contract training opportunities.

Development work is required to:

- Ensure all member institutions look to share and lead business development;
- Develop more robust and broader industry relationships;
- Build trust and agreement around sharing of resources, relationships and networks;
- Ensure an understanding of and adherence to performance based contracting imperatives ;
- Develop strong common skills around contract training delivery, management and development.

4. Resourcing

To date, central resources to advance the Consortium's interests have been provided in kind by BCC and the Training Group at Douglas College. In addition two paid part-time consultants have been used to support these in kind efforts. Resources to support this activity have been provided by the Consortium members and BC Colleges.

A firm commitment of resources is required to ramp up the Consortium's activities. Consideration of options is outlined in the options section below.

LESSONS LEARNED

A few key lessons have emerged from the Consortium experience to this point:

CAPACITY:

There have been inadequate central and institutional resources in place to fully realize the potential of the BC Consortium.

- **Central Resources** - The necessary capacity and resources to take the BC Consortium to the next level has been lacking. Centrally, the funds provided in the Pilot Year only allowed for a very limited amount of consulting time; the Pilot Management Team was required to direct business development and project management activities on top of their full time institutional responsibilities.
- **Institutional Resources** - The available capacity of institutional representatives to support BC Consortium activities was equally a limiting factor. The level of business development expertise and performance-based program delivery knowledge is variable across members and insufficient in some cases. In particular, there has been a very limited capacity among institutional members to assist with business lead generation.

LEADERSHIP AND ACCOUNTABILITY:

The necessary stewardship of the BC Consortium requires strong and consistent leadership with clear lines of accountability. The Pilot Year confirmed that an "off the corner of the desk" approach would only result in modest and inconsistent success. Despite the best efforts of individuals, business development "by committee" can only enjoy limited success. A single point of leadership that is accountable for the success of BC Consortium activities is essential to moving forward. Similarly, institutional members need to have their roles and responsibilities clearly articulated and they must be held accountable to these roles and responsibilities.

RESPONSIVENESS AND QUALITY MANAGEMENT:

Issues around responsiveness and quality of services also emerged during the Pilot Year. To act successfully as a group, both central resources and member institutions must be highly responsive to opportunities *as they arise* and treat BC Consortium interests with a high priority. Similarly, once contract work is secured, the performance of contract deliverables must be of such a quality as to ensure a high level of client satisfaction and the associated reputation that is essential to support future marketing and business development.

START-UP OPTIONS GOING FORWARD

Following the presidents' review at the ACCC meeting, a modified strategy with 3 operating options has been established for moving forward.

THREE OPERATING OPTIONS:

1. **Full Launch** - This option would implement the full scale Business Plan presented at the ACCC presidents meeting. The funding flexibility requested by several members would not be possible with this option but several operational advantages would be achieved. The first steps would be:
 - Immediate recruitment of a CEO and contracting with supporting consultants
 - More rigorous market research culminating in the development of the first business plan
 - An immediate lobbying effort directed at the provincial government and other revenue sources
 - Significant capacity building efforts throughout the contract training and delivery networks of all Consortium member institutions.

Funding would be as outlined in the revised Business Case prorated for a September 2013 (or later) start date.

This approach has the advantage of building quickly on the momentum and efforts of the last several years.

2. **Scaled Approach** - This option would see a more modest approach to the consortium launch and would rely on a lead consultant and a consulting team to do the work of the consortium.

The first steps would be:

- Identification of the consulting team;
- Rigorous market research culminating in the development of a modified short term business plan;
- A focus on capacity building within member institutions by identifying and implementing key institutional processes and metrics to ensure training quality as well as "on-the-job training";
- A more limited lobbying and marketing campaign;
- More reliance on the lead institutional representatives to bring business opportunities forward.

Funding would be more modest as the hiring of a CEO would not occur until the model was refined and another year of trial had been completed.

For the balance of the 2013-2014 fiscal year, funding would be set at 30% of the originally proposed budget, rising to 60% of the original budget in the second year and progressing from that point depending on the future CEO or operating model adopted.

Several small working groups of BC Consortium institutional representatives are working together to identify and develop specific lines of business (e.g. International, Resource-Based, Aboriginal) using a lead institution approach – validating the viability of a collaborative model. Although early in their business development cycle, the work of these groups is expected to result in refined business opportunities, models, projects and necessary funding relationships.

3. *CETABC lead Approach* – The original model for the BC Consortium grew out of the CETABC (Continuing Education and Contract Training Association of BC or former Deans and Directors of CE and Contract Training).

The recommendations to move to a more centralized operational model grew out of the success and recognition that this sort of Province wide activity could not be efficiently run off the side of a desk as it had been during the start-up years.

Under this option, the funding requirements would approximate that identified in option two but the centralized management and lead approach to the much needed capacity development would fall to the executive of CETABC or a Consortium Management Group appointed by the presidents from the CETABC membership.

Advantages of this approach include:

- Retaining the management within the direct employee group of the Consortium members versus a hired consultant;
- Utilizing the available funding to support the CETABC management of the Consortium through use of specialized consultants on an as needed basis;
- Necessitating the CETABC lead group lead Business and Capacity development, two of the critical factors for success;
- Linking Institutional members closer to their community partnering opportunities with sector-based and corporate entities for the delivery of traditionally non-institutional training programs and services;
- This approach has a graduated risk and investment and allows for better preparation during a period of economic constraint.

RECOMMENDATIONS

- It is recommended that the Consortium begin with a focus on capacity development, a critical success factor that is imperative to the delivery of any forthcoming contract activity as well as crucial to the individual success of Consortium member Institutions in the contract training environment;
- It is recommended that option 3 be adopted to integrate Consortium contract training activities and the Institutional specific activities to better utilize the strengths of the system;
- In order to implement this option, it is recommended that the Presidents Steering Committee be continued and that the CETABC management group, whether that be the executive or a separate business development team, report directly to the Presidents Steering Committee;
- Interested institutions sign a Memorandum of Understanding and formally commit to establish the BC Consortium for Skills Development for a 3 year period
- Once established, the CETABC Business Management Team must develop a start-up plan for review by the Presidents' Steering Committee (including a budget, the process for the recruitment and utilization of expert consultants).



Terms Of Reference BC Colleges (BCC)

I. Purpose

The purpose of BC Colleges (BCC) is to develop and manage a college system advocacy strategy on behalf of the eleven public colleges. The BCC creates awareness of and support for the public colleges of British Columbia and strategically positions the colleges with government and other key stakeholders. BCC supports its advocacy through partner relations, on-going marketing, communications and special projects that advances college system requirements on policy and funding.

II. Composition

Members of the BCC are the presidents of the eleven public colleges in BC.

III. Membership Fee

Members of BCC will pay an annual fee according to a formula, agreed to by the members, which will be remitted on a quarterly basis. The membership fee supports the operations of BCC, including the BCC president, administrative support, travel and meeting expenses, marketing and communications and special projects.

IV. Structure

BCC will be governed by an eleven member board. The board will be comprised of the presidents of the member institutions.

The board will select a chair and vice-chair from amongst its members.

The chair and vice-chair will be occupied, on a rotational basis, by either a president from an urban college or a rural college.

V. Term

The chair and vice-chair will serve a two year term. The term may be renewed or rotated from amongst the membership.

VI. Principles

BCC will function on a basis of openness and transparency. The primary focus of BCC will be to develop and manage advocacy strategy that advances the colleges' position with government and key stakeholders. It will operate under certain principles as follows. BCC will:

- work in an effective and coordinated manner to execute the advocacy strategy;
- operate in a collaborative and cooperative manner with all members and key stakeholders;
- conduct its affairs in a professional and respectful manner;
- follow an approach that ensures each member is an equal partner;
- practice good partner relationship management with internal and external stakeholders;
- ensure that all decisions dealing with policy and strategy are to be reviewed and agreed to by all the members; and
- establish processes for communicating with members in a consistent and timely manner.

VII. Meetings

The BCC Board will meet according to an approved meeting schedule that is confirmed annually, prior to the January meeting. Generally, the Board will meet face to face 5 to 6 times a year and 2 to 3 times via conference call.

VIII. Communications

External communications from the BCC office will be conducted according to an annual plan that is approved prior to the start of the new operating year (April 1st). Generally communications to

media, government and other stakeholders will be under the name of the BCC President or BCC Chair. The BCC President is the day to day spokesperson for BCC and he/she engages the BCC Chair appropriately, depending upon the issue or matter to be addressed.

IX. Task Groups

From time to time, the board may establish task groups on such matters as determined by the board. The task groups will be formed to review and recommend on specific issues. The groups will be made up of representatives of members' institutions and other stakeholders that may be appropriate depending upon the issue. There will be terms of reference for the task groups and the term limited to the completion of the particular task.

X. Accountabilities

BCC members will be accountable for informing their institutional stakeholders on BCC advocacy matters and for supporting college system initiatives that have been approved by the Board..

The president of BCC will be accountable to the board for performance on the advocacy strategy as well as providing appropriate reports and information that can be shared with member institutions and other stakeholders.